

The Mayor's Regeneration Fund Final Review of Delivery and Performance

**A Final Report by Hatch Regeneris
February 2020**

The Mayor's Regeneration Fund Final Review of Delivery and Performance

February 2020

www.hatchregeneris.com

Contents Page

Executive Summary	i
<hr/>	
1. Report Purpose	1
<hr/>	
2. The Mayor's Regeneration Fund: Background and Context	2
<hr/>	
3. Investment and Impact: The MRF Delivery Story So Far	10
<hr/>	
4. The Role of MRF in Supporting Area Change	22
<hr/>	
5. Programme Achievements and Learning	36
<hr/>	
6. Conclusions and Programme Legacy	50
<hr/>	
Appendix A - Measures of success	

Executive Summary

In August 2011, following civil disturbances across London, the Mayor of London announced that £70 million would be made available to invest in the worst affected areas.

The Mayor's Regeneration Fund subsequently invested in 23 projects across nine boroughs, with delivery commencing in 2012. By autumn 2019, and with the exception of one project which is expected to continue until 2022, programme delivery was largely complete.

'More than A Riot Response'

Between the 5th and 11th August 2011, a period of civil disturbance caused damage to businesses and town centres across London and the UK. As an immediate response to the riots, the government made funding available to support the clean-up operation in affected town centres and to support businesses and insurance claims.

Later in August 2011, the £70 million Mayor's Regeneration Fund was announced, with the aim of delivering and stimulating more fundamental regeneration in locations affected by the riots. The fund comprised £50m from the Mayor of London and £20m from Department for Communities and Local Government (DCLG). The latter contribution was ring-fenced for investment in Tottenham and Croydon - the two locations worst affected by the riots.

On launching the MRF, the Mayor highlighted the GLA's focus on supporting long term improvement in socio-economic conditions within London's places. The stated aim of the Fund was to deliver a targeted, accelerated and multi-agency approach to regeneration, helping to create safer, more attractive, more vibrant and more economically successful places to live, work and invest in.

MRF project selection criteria:

- **Deliverability:** projects that are deliverable within the delivery timescales and budgets.
 - **Vibrancy and growth:** projects that result in sustained economic growth.
 - **Place-shaping:** supporting streetscapes and public realm that support economic and social development of community.
 - **Collaboration and support:** projects that build local partnerships and strengthen mandate for delivery.
 - **Geographic suitability:** projects in locations which can demonstrate a clear socio-economic need and opportunity.
-

The GLA worked with London Boroughs to understand investment needs and opportunities, using five key criteria to select projects.

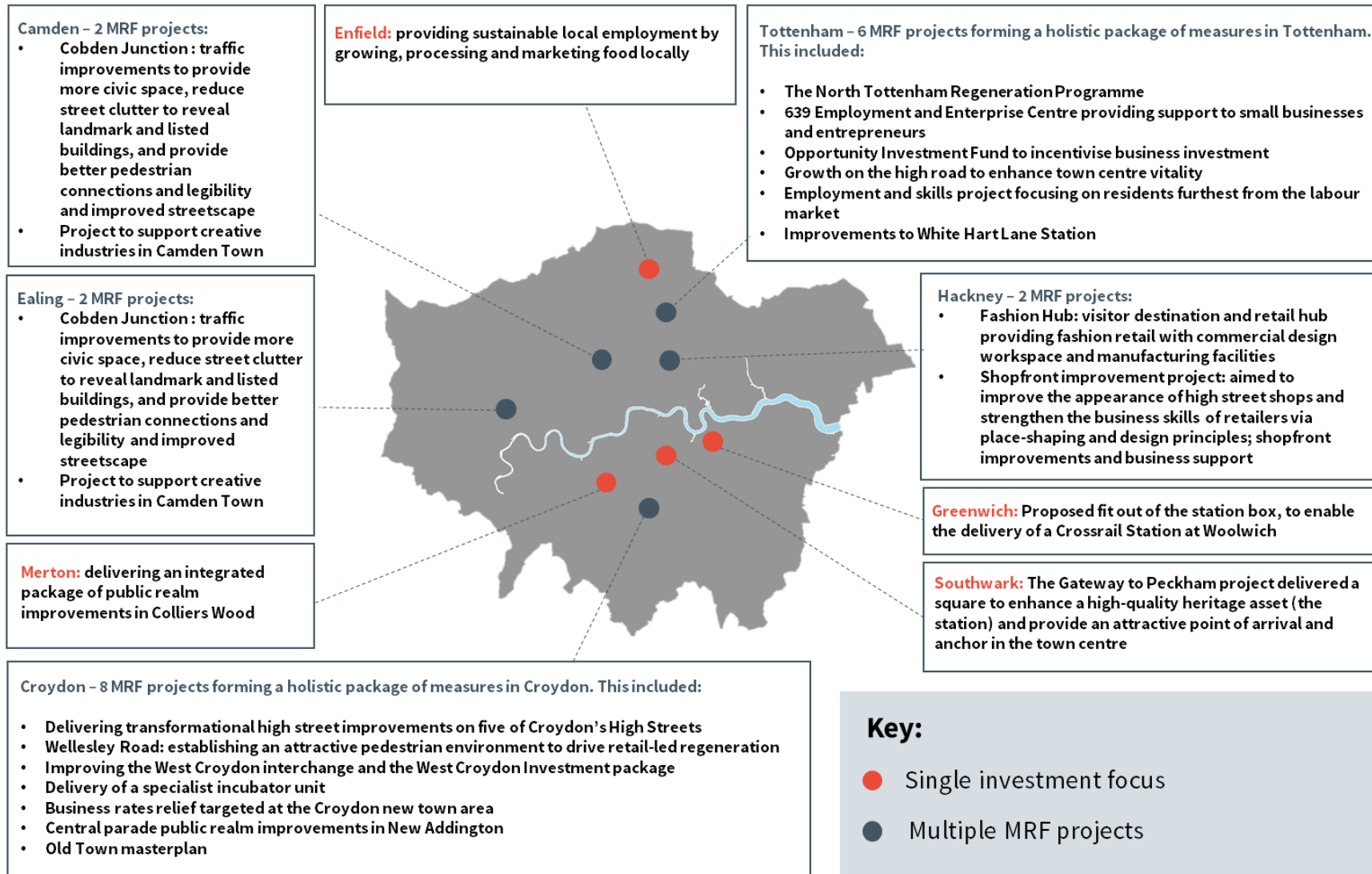
Activity Funded

The project selection process resulted in just over £69m of funding being allocated to **23 projects** across 9 boroughs and 13 distinct locations.

Funding covered a range of interventions, with projects fitting broadly within five themes: transport related infrastructure / assets, public realm and place-making, enterprise and business development, skills and employment, and masterplans. The distribution of funding made the MRF relatively unique in set up, particularly in terms of:

- The large scale of investment on complex (and long term) infrastructure projects
- The multi-layered investment packages in specific locations – particularly in the case of Tottenham and Croydon which both received over £20m across 8 distinct (albeit linked) initiatives / investment stands.

Project summary map



Source: Hatch Regeneris, 2019

Key Deliverables and Impacts

At programme launch, it was envisaged that the MRF would be delivered over a three-year period from 2011 to 2014. However, the complexity of MRF projects meant that delivery took longer than anticipated, with only around 60% of spend complete by 2016 and a small number of projects still ongoing in 2019. Delays reflected both extended period in projects moving into grant agreement stage at the outset, and delays caused by delivery complexities thereafter.

A set of output and outcome measures were agreed with MRF projects at grant agreement stage; these provide the framework for assessing the performance of the MRF programme to date.

- So far, the key achievements of the programme include the delivery of nearly 84,000 sqm of public realm / space / highways improvements, and the delivery of nearly 18,000 sqm of commercial floorspace, with 13 vacant buildings being bought back into use.
- Information on jobs created and secured is particularly patchy: while the floorspace figures above suggest capacity for in excess of 1,800 jobs in these spaces (and not taking into account the potential for wider growth across town centre areas via investment), to date only c.660 jobs have been reported as being created. In addition, around 1,100 jobs have been reported safeguarded.
- A small number of projects have delivered strongly in terms of skills and employment outcomes, with over 300 apprenticeship starts and over 1,500 people provided with training or advice. However, beyond these deliverables, there is limited reporting on the 'impact' of the fund from a community and social value perspective.

As it stands, these figures are lower than were anticipated at programme launch. However, it is important to note that they represent only a partial assessment of the likely impacts of the programme: recognising that in many instances it is too early to understand the full impacts of the investment (where complex transport and development related projects have been delivered), but also because the quality and coverage of evidence collected on project performance (particularly impacts and outcomes) is mixed.

While in some cases detailed formative evaluation work has been undertaken, for many projects, completion of final monitoring and evaluation intelligence is currently incomplete.

Within the analysis, a small number of projects can be identified as being particularly significant in terms of their role in driving impact and achievement. These include:

- **The Croydon Business Rates Relief scheme** in securing investment and jobs
- **The Haringey Opportunity Investment Fund** in bringing space back into use
- **The Camden Collective** in supporting business start-up and enterprise
- **Haringey Employment and Skills** project in securing employment and skills outcomes.

More broadly, review of the data and consultation with project partners suggests that anecdotally, many of the projects have performed well and there have been few instances of significant underperformance against targets. However, the quality of reporting is undermining the ability of these projects to demonstrate their full impact.

Wider Achievements and Learning

Given the diversity of the programme, wider programme achievements are varied. They include:

1. **Local place-shaping:** in many of the locations it has invested, the MRF has played a clear role in enhancing identity, improving the quality of place and building local resilience (particularly in term of high streets)
2. **Supporting enterprise, investment and growth:** the programme has also delivered a number of strong achievements in terms of supporting business – both through the delivery of new workspaces such as the Croydon TMRW Hub and development of new models of enterprise support (such as the Tottenham Opportunity Investment Fund and Camden Collective)
3. **Engaging local communities to support skills and employment:** while not a primary focus of the programme, several projects have delivered strongly from a local skills and employment perspective, leaving a clear legacy continuing beyond MRF. The 639 Centre and Skills and Employment programme in Tottenham represent the best examples of this
4. **Collective action and innovative approaches to regeneration:** more broadly, the MRF has helped to support innovation in approaches to regeneration and delivery. The flexibility afforded to the boroughs and the collaborative approach to delivery has been a key factor in supporting this. The Gateway to Peckham project is a good example, with the project undergoing significant evolution and change to ensure that the project met the needs and aspirations of local communities.

Key areas of learning for future delivery include:

- **Objective setting:** to some extent, the MRF's ability to clearly define its purpose (and hence performance) has been undermined by lack of clarity in objective setting – both as the programme and the project level. This has left delivery more open to challenge from external parties regarding the focus of investment (particularly regarding the perceived social and community focus)
- **Project complexity:** while investment in complex and challenging projects is a hallmark of the MRF, it has also resulted in considerable delays to project and programme delivery. More detailed planning at the outset would have helped to provide earlier definition on necessary delivery timescales, improving the ability of the programme to articulate its objectives and performance
- **Planning for legacy:** in a number of cases, long term project legacy has been undermined by challenges in securing long-term operational models (e.g. Dine in Southall), and by changes in private sector interests (e.g. Hackney Fashion Hub). Focus on securing long term legacy in line with the spirit and principles of the original investment should be embedded as a key priority within future funding rounds
- **Monitoring and evidence:** as noted above, the coverage and quality of information on project performance and impact is highly mixed. This has fundamentally undermined the ability of the programme and its projects to articulate achievement and added value. Given the scale and longevity of the programme, this represents a missed opportunity.

Achievement Against Objectives

While the programme did not have a clearly defined set of objectives (reflecting the origins of the funding and the flexibility given to Boroughs to define investment needs), the overall performance of the programme can be judged (to some degree) against the 5 key criteria which were used to assess the suitability of projects at the outset.

Criteria	Headline Assessment
<p>Deliverability: projects that are deliverable within the delivery timescales and budgets.</p>	<p>The programme has performed well against this measure: all of the projects progressing through grant agreement will ultimately be delivered. However, the projects have taken much longer to deliver than anticipated. In many respects this reflects the complexity of the delivery, and the flexibility afforded to Boroughs in their delivery focus and approaches. Ultimately this flexibility has enabled the programme and its projects to evolve over time, responding to changing local contexts, needs and opportunities.</p>
<p>Vibrancy and growth: projects that result in sustained economic growth.</p>	<p>Data across the programme on impacts achieved is relatively patchy in detail and quality. That said, the research undertaken clearly demonstrates that most MRF investment locations are benefitting from rapid periods of economic growth and evolution. Tottenham, Croydon, and Hackney all provide good examples of places which have gathered significant momentum from an economic growth and evolution perspective over recent years. While it is difficult to demonstrate direct causality, the MRF has clearly played a role in supporting this momentum, helping to enhance streetscape, secure new business investment and transform local identity and perception.</p>
<p>Place-shaping: projects that support streetscapes and public realm that support economic & social development of community.</p>	<p>As above, the coverage of data on project impact makes it difficult to make a definitive judgement on performance. That said, there are clear examples of strong achievement in multiple investment locations: such as the tangible uplift in high street quality and local economic vitality in locations such as Tottenham, Croydon and Hackney Central.</p> <p>The extent to which these improvements have led to longer term enhancements in overall economic performance and resilience is currently less well understood, and further work would be beneficial to assess this.</p>
<p>Collaboration and support: projects that build local partnerships and strengthen mandate for delivery.</p>	<p>As with other GLA regeneration programmes, collaboration and support has been a key feature throughout. Via its team of GLA area-based project officers, the GLA has worked closely with the boroughs and local delivery stakeholders to help develop plans, and steer delivery.</p> <p>In the majority of instances, this level of support has been well received and there is an acknowledgment that it has helped to build delivery capacity and expertise across partner organisations. This leaves a strong legacy in terms of local commitment and momentum.</p>
<p>Geographic suitability: projects in locations which can demonstrate a clear socio-economic need and opportunity.</p>	<p>The initial response of the GLA to the riots was relatively robust: collecting information on affected areas and linking this to wider strategic objectives provided a strong basis for the initial stages of MRF. All boroughs allocated funded had been affected by the riots in some way, but the decision to allow them to target activity away from locations which were directly impacted helped to create recognition that MRF was more than just a response to disorder. The subsequent growth and evolution of many of these locations to some degree bears out the decision-making regarding support for areas with headroom for growth. In many cases the scale of this opportunity remains only partially realised, as highlighted by the fact that 5 of the locations which received MRF funding are designated as 'Opportunity Areas' in the draft New London Plan.</p>

Programme Legacy

As would be expected given its scale and longevity, the MRF leaves a clear legacy: both in terms of the locations in which it has invested and shaping the GLA's approaches to regeneration funding.

It has played an influential role in defining approaches to regeneration programming and delivery within the locations in which it has invested. This reflects both the physical assets and infrastructure delivered by the programme, but also the collaborative approach taken by the GLA and the Boroughs to ensure alignment with broader contexts and processes. In many locations, there is a tangible programme legacy, represented by ongoing policy and strategic focus and ability to leverage additional funding.

The MRF has also provided considerable learning in approaches to area-based regeneration in London, which have helped to inform the GLA's subsequent rounds of funding. Specifically, MRF demonstrated the value in working collaboratively with prospective funding organisations to develop proposals. This approach helped to emphasise the need for a greater focus on social and community investment alongside more traditional areas of GLA regeneration focus such as the quality of place and enterprise and business development.



Dine in Southall, Southall Manor House. Credit: 00 Architects

1. Report Purpose

In August 2011, following civil disturbances across London, the Mayor of London announced that £70 million would be made available to invest in the worst affected boroughs. The Mayor's Regeneration Fund subsequently invested in 23 projects across nine boroughs, with delivery commencing in 2012.

Eight years on, this report provides a review of the impact of the programme in effecting change in the places and communities benefitting from investment.

The Mayor's Regeneration Fund

The Mayor's Regeneration Fund (MRF hereafter) is a £70 million package of regeneration funding initially identified for the areas worst affected by the civil disturbances in August 2011.

Of this funding, £50 million was provided by the Mayor of London via the GLA and the London Enterprise Panel. In addition, £20 million was provided to the GLA from the Department for Communities and Local Government, ring-fenced for investment in Tottenham and Croydon – the two locations worst affected by the riots.

Funding was targeted at supporting growth and securing long term economic and social outcomes in the areas supported. These outcomes were informed by a number of research studies which were commissioned by the GLA in late 2011.

Objectives of the MRF Delivery and Performance Review

The MRF Delivery and Performance Review was commissioned by the GLA to collate information on story of the programme and its investments, including:

- The strengths and weaknesses of the delivery processes
- The social, economic and strategic impacts achieved by the programme and its projects
- Achievement against programme objectives and lessons for future investment.

Specific focus is placed on social impact: exploring the extent to which the MRF has delivered positive social outcomes and how future investment can be targeted to maximise social value.

Research Approach

The research is comprised of a review of programme monitoring data collected by the GLA, review of self-evaluations completed by individual projects, consultation with GLA and Borough officers involved in delivery, primary research into 'area change' in Croydon and Tottenham, and a review of statistical evidence on 'area change' in locations benefitting from funding.

This report summarises the findings of the research, providing:

- A summary of the background to the MRF programme, including project selection process, the distribution of the investment – see **chapter 2**
- A review of the delivery process – see **chapter 3**
- A review of the impacts of the programme, considering reported outputs and outcomes, and wider place 'change' – see **chapter 4**
- Consideration of programme achievements and areas of learning – see **chapter 5**
- Conclusions on the effectiveness of the MRF and its legacy – see **chapter 6**.

2. The Mayor's Regeneration Fund: Background and Context

The civil disturbances in summer 2011 necessitated a rapid response, and, in partnership with central government, the Mayor of London and the GLA moved swiftly to identify an investment package and to define a bespoke approach to distributing this across the city.

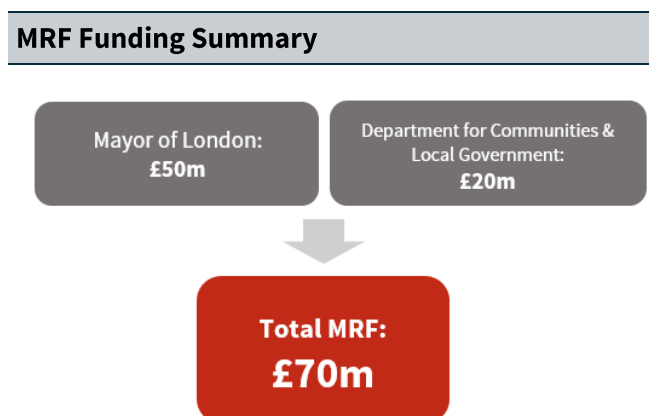
The MRF programme which emerged via this process is unique in the context of other (past and subsequent) GLA regeneration programmes in terms of the spatial targeting of investment and the type and complexity of projects supported.

Background to the MRF: The 2011 Riots

Between the 5th and 11th August 2011, a period of civil disturbance caused damage to businesses and town centres across London and the UK. While the disturbances were originally focused in and around Tottenham, over subsequent evenings they spread to other town centres across London.

As an immediate response to the riots, the government made available funding to support the clean-up operation in the affected town centres, to support businesses directly affected, and to ensure that the insurance claiming process was as swift and efficient as possible.

Later in August 2011, the £70 million Mayor's Regeneration Fund was announced, with an aim of delivering and stimulating more fundamental regeneration in locations affected by the riots.



The fund comprised £50m from the Mayor of London and £20m from Department for Communities and Local Government (DCLG). The latter contribution was ring-fenced for investment in Tottenham and Croydon, the two locations worst affected by the riots.

Programme Objectives: More Than a Riot Response

On launching the MRF, the Mayor of London highlighted the GLA's focus on supporting long term improvement in socio-economic conditions within London's places. The stated aim of the Fund was to deliver a targeted, accelerated and multi-agency approach to regeneration, helping to create safer, more attractive, more vibrant and more economically successful places to live, work and invest in.

In writing to make Boroughs aware of the funding, the GLA emphasised that MRF investment was more than just a response to the events of August 2011: the objective of the funding was to address deeply embedded and persistent issues in places across the city (not just those affected by the riots) and to capitalise upon opportunities to secure growth and positive economic outcomes.

Relationship with the Outer London Fund and Subsequent GLA Regeneration Funding

Earlier in 2011, the Mayor of London had launched the Outer London Fund: targeted at "strengthening vibrancy and boosting economic activity" on London's high streets.

The MRF was positioned to run alongside the OLF, with Boroughs encouraged to engage with the GLA Regeneration Team to discuss project ideas and funding requirements, with advice then given as to the most appropriate funding source.

The delivery of the two funds required additional capacity within the GLA Regeneration Team, which supported the development and testing of new approaches to the delivery of regeneration investment in London.

In doing so, the two funds provided a platform from which subsequent rounds of Mayoral regeneration investment have evolved: including the High Street Fund (launched 2014), the London Regeneration Fund (launched 2016) and the Good Growth Fund (launched 2017).

MRF Project Selection Process

Whilst MRF was focused on medium to long term interventions, there was a need for the GLA and partners to respond quickly.

In the weeks following the disorder, efforts were made to assemble an evidence base to better understand the socio-economic, crime, deprivation and participation statistics within affected areas, along with the potential regeneration opportunity, and 'headroom for growth'. This statistical review, alongside the work to inform GLA's broad regeneration response (such as the Good to Grow, Ready to Go review), provided an initial evidence base to inform thinking regarding prioritising where investment should be prioritised.

Given the need for a swift response, no formal bidding framework was developed for MRF, marking a departure from more 'traditional' regeneration funding (in particular European Structural Funds and the Outer London Fund). The boroughs were effectively given the flexibility to respond as they saw fit.

Following final sign off of funding for the programme, the Mayor wrote to all of the boroughs announcing the funding and the intention to prioritise those locations worst affected. It also explained the need to specifically use the funding from Government (£20m) to target Croydon and Tottenham. Each affected borough was invited to submit proposals for projects. In many locations, boroughs already had 'oven ready' or stalled projects ready to go, providing an opportunity for them to respond based on their own long-term objectives.

The GLA came to a decision on where to invest by cross referencing the relative strength and suitability of proposals against evidence on socio-economic need, analysis of the impacts of the disturbances on local businesses, and consideration of market failure. At this point the GLA also considered where other funding (such as the Outer London Fund) was already being deployed, avoiding potential for duplication and enhancing added value.

Five key criteria were used to assess project suitability:

- **Deliverability:** projects that are deliverable within the delivery timescales and budgets.
- **Vibrancy and growth:** projects that result in sustained economic growth.
- **Place-shaping:** projects that support streetscapes and public realm that support economic and social development of community.
- **Collaboration and support:** projects that build local partnerships and strengthen mandate for delivery.
- **Geographic suitability:** projects in locations which can demonstrate a clear socio-economic need and opportunity.



Shaping Southall. Credit: DKCM

Distribution of the Fund

The project selection process resulted in funding being allocated to 23 projects across 9 boroughs and 13 distinct locations.

A Diverse Set of Interventions

Reflecting the fact that flexibility was given to boroughs, the MRF supported a broad range of interventions. Projects fitted very broadly within five themes, although in reality, many of the projects contained multiple strands of delivery which cut across a number of these themes.

Three of the five broad themes accounted for the vast majority of funding:

- Transport/ infrastructure (7 projects) accounted for nearly 50% of spend (£33.5m)
- Public realm and place-making (9 projects) for around a third (£24.1m), and
- Enterprise and business development (8 projects) for just under a fifth (£10.5m).

A GLA Regeneration Programme Unique in its Scope

The breadth of projects which received MRF funding is a distinctive feature of the programme compared to previous and subsequent GLA regeneration funding, particularly in terms of the large scale of investment on complex (and in some cases long term) transport and infrastructure projects.

Partly linked to this, the average size of MRF projects was comparatively large in comparison to other GLA regeneration programmes, with an average of £2.4m per project, and with eight projects receiving more than £3m and four projects with more than £5m.

In part, this was enabled by the degree of flexibility that Boroughs had in defining investment needs, versus the more targeted and investment prospectus focused approach developed by the GLA subsequently (for the High Street Fund, the London Regeneration Fund and the Good Growth Fund).

Summary of projects and spend by theme				
	Projects		MRF spend	
	No.	%	£ (m)	%
Enterprise and business development	8	31%	£10.5	15%
Masterplans and strategies	1	4%	£0.3	0.4%
Public realm and place-making	9	35%	£24.1	35%
Skills and employment	1	4%	£1.1	2%
Transport related infrastructure / fixed assets	7	27%	£33.5	48%
Total	26	100%	£69.43	100%

Source: GLA

Note: Categories have been designated for indicative purposes; many of the projects contain multiple strands of delivery which cut across several themes.

Note: for this analysis, the four sub-projects in North Tottenham have been disaggregated, result in 26 projects rather than 23.

Geographic Distribution of Funding

The geographical spread of projects is summarised in the table below and map overleaf.

This highlights that the £48.5 million spent in Croydon and Haringey accounts for two thirds of all programme spend. Other recipients of large funding pots were Southwark (£5.2 million) and Ealing (£4.4 million).

All of the boroughs which received funding were impacted in some way by disorder in August 2011. Some of the specific locations targeted are not necessarily those which saw significant disorder, but in each instance a strong case can be made for their inclusion in the MRF programme.

The most notable example of this is in Ealing where over £4.3m was earmarked for investment in Southall, which was not affected by the riots. In this instance, a strong case was made by the Borough for investment and the fact that Southall had already been acknowledged regionally as a location with significant growth potential helped support the case for investment.

The other obvious observation is the lack of funding for some affected areas, most notably Lewisham and Lambeth. Catford, Lewisham Town Centre and Brixton all featured prominently in initial statistical analysis which suggested a case for investment. However, while both boroughs were involved in initial MRF dialogue, neither were able to demonstrate as strong a case for investment as other locations (partly reflecting the strength of project proposals).

Multi-Layered Packages to Invest in Place

The geographic targeting of the MRF made the funding comparatively distinct in relation to other GLA regeneration programmes, with a number of 'places' benefiting from MRF investment in multiple projects and delivery strands.

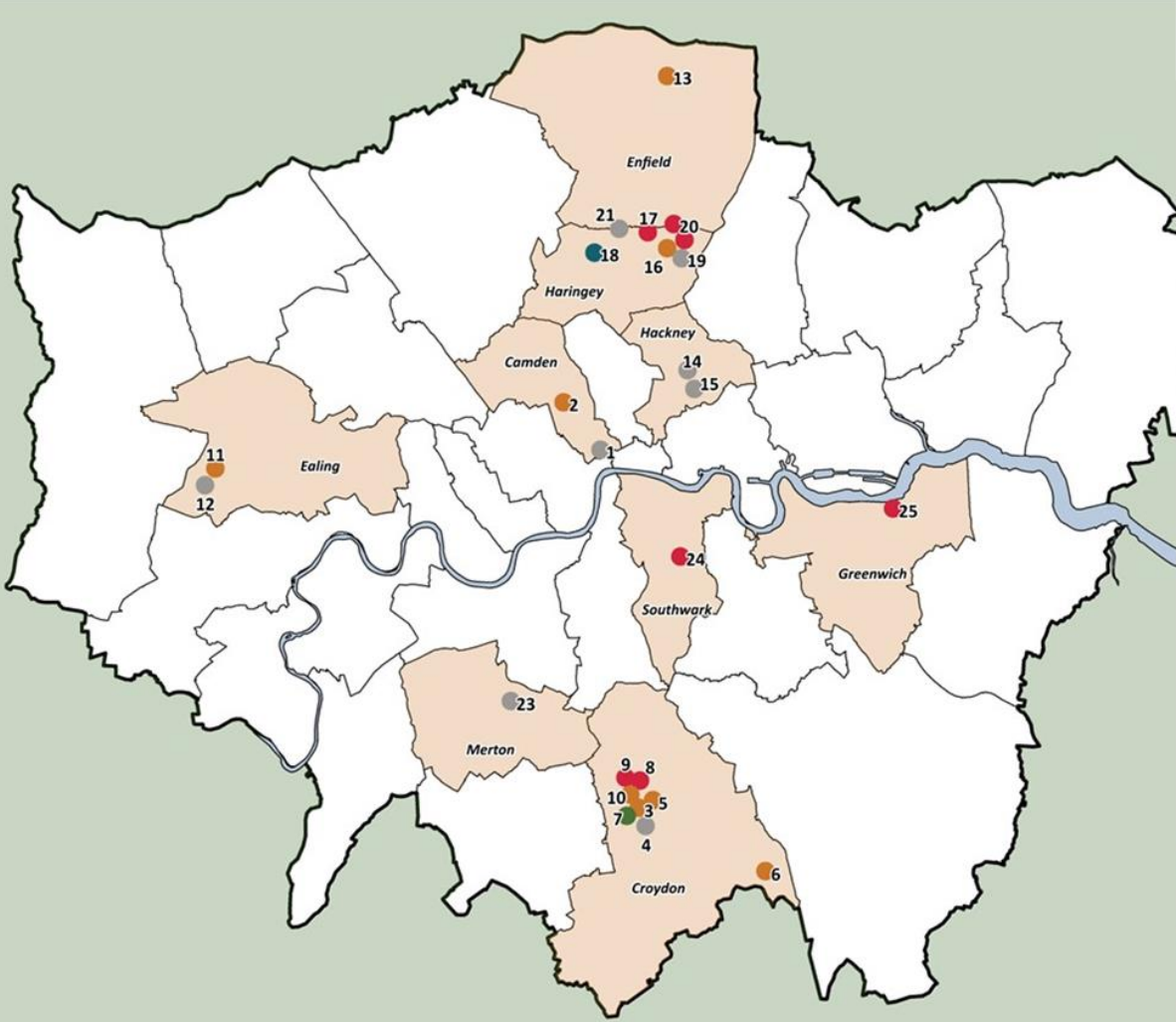
Again, this partly reflected the flexibility given to Boroughs in defining investment needs, and enabled the development of a more layered and multi-faceted approach which targeted both factors constraining prosperity while also looking to catalyse growth and opportunity.

Summary of spend by borough (£m)

Borough	Enterprise & business development	Masterplans / strategies	Public Realm and Place-making	Skills and employment	Transport / infrastructure / fixed assets	Total
Camden	£0.67		£1.50			£2.17
Croydon	£4.97	£0.25	£6.80		£8.80	£20.82
Ealing	£0.85		£3.50			£4.35
Enfield	£0.60					£0.60
Greenwich					£6.0	£5.00
Hackney			£2.00			£2.00
Haringey	£3.40		£8.70	£1.10	£8.5	£27.7
Merton			£1.60			£1.60
Southwark					£5.20	£5.20
Total	£10.48	£0.25	£24.1	£1.10	£33.5	£69.43

Source: GLA

MRF Project Locations



MRF Projects Designated Funding

- 1 LB Camden – Cobden Junction
- 2 LB Camden – Collective and Retail Property Strategy
- 3 LB Croydon – Business Rate Relief
- 4 LB Croydon – High Streets
- 5 LB Croydon – Innovation Centre
- 6 LB Croydon – New Addington
- 7 LB Croydon – Old Town Masterplan
- 8 LB Croydon – Wellesley Road
- 9 LB Croydon – West Croydon Interchange
- 10 LB Croydon – West Croydon Investment Package
- 11 LB Ealing – Dine in Southall
- 12 LB Ealing – Shaping Southall
- 13 LB Enfield – Market Gardening
- 14 LB Hackney – Fashion Hub
- 15 LB Hackney – Shop Front improvement Project
- 16 LB Haringey – 639 Employment & Enterprise Centre
- 17 LB Haringey – Accessibility
- 18 LB Haringey – Employment and Skills Project
- 19 LB Haringey – Growth on the High Road
- 20 LB Haringey – North Tottenham
- 21 LB Haringey – Opportunity Investment Fund
- 22 LB Haringey – Stadium Approach
- 23 LB Merton – Colliers Wood
- 24 LB Southwark – Gateway to Peckham
- 25 RB Greenwich – Woolwich Crossrail

- Project Themes**
- Enterprise and business development
 - Masterplans and strategies
 - Public realm and place-making
 - Skills and employment
 - Transport related infrastructure / fixed assets

Source: Hatch Regeneris based on GLA data

Gazetteer of MRF Projects and Investment Locations

A summary of the projects which received MRF funding – and as conceived at the outset of the programme is provided in the table below.

Summary of Project Focus and Delivery							
Borough	Project (MRF Investment)	Description	Investment Focus				
			Enterprise & business dev	Masterplans / strategies	Public Realm & Place-making	Skills & employment	Transport / fixed assets
Camden	Cobden Junction (£1.5m)	Simplifying and rationalising traffic movements on a key junction to provide more civic space, reduce street clutter to reveal landmark and listed buildings, and provide better pedestrian connections and legibility and improved streetscape.					
	Collective & Retail Property Strategy (£0.67m)	Integrated measures to support the creative industries sector in Camden Town, including 'collective hubs' for affordable working and networking, an accelerator, fellowships, pop-ups and the opportunity to showcase work					
Croydon	High Streets (£6.8m)	Aims to deliver transformational change on five key high streets in LB Croydon via two project strands (High Streets Physical Works and the Retail Support Package) and 11 sub-projects.					
	Wellesley Road (£4.8m)	London Enterprise Fund investment to establish an attractive pedestrian environment to support retail led regeneration around key development and transport nodes					
	West Croydon Interchange (£4.0m)	Scheme to improve usability of areas around the West Croydon interchange for commuters and visitors, aiming to ease levels of congestion of pedestrians by reconfiguring transport facilities and street layout; and improving the functional and aesthetic design of the public realm environment.					
	Innovation Centre (£1.5m)	Delivery of a specialist technology business incubator unit to act as a catalyst for the growth of the tech community by supporting local businesses and providing a resource to attract investment.					
	West Croydon Investment Package (£1.4m)	Aims to develop greater confidence and economic activity in the West Croydon & London Road area by supporting local businesses, improving the skills base of the local workforce and jobseekers and developing a confident and cohesive local community.					
	Business Rate Relief (£1.1m)	Rates relief (65% discount in Year 1 and 35% in Year 2) targeted at the Croydon New Town area with the aim of securing investment and supporting enterprise.					
	New Addington (£0.97m)	Investment supporting the delivery of an improved public realm to Central Parade (the second phase to OLF market square improvements) and a kitchen and teaching building.					
	Old Town Masterplan (£0.25m)	Preparation and delivery of a masterplan for the LB Croydon Old Town area to help coordinate future spatial initiatives to be delivered in the area.					
Ealing	Shaping Southall (£3.5m)	Investment programme to upgrade the High Street. Part of wider Southall Great Streets programme to regenerate Southall and its surrounding area over the next 2-3 decades.					

	Dine in Southall (£0.85m)	Aimed to revitalise a neglected area by bringing Southall Manor back into use as a multi-functional, training, education and enterprise hub delivering training and employment programmes				
Enfield	Market Gardening (£0.6m)	Three year project to provide sustainable local employment by growing, processing and marketing food locally. Components t of the project included a cooperative growing model , a business proposition for a centre of excellence facility and commercial feasibility for large scale growing				
Greenwich	Woolwich Crossrail (£5.0m)	Proposed fit out of the station box, to enable the delivery of a Crossrail Station at Woolwich				
Hackney	Fashion Hub (£1.5m)	Partnership with Chatham Works and Network Rail to deliver a visitor destination and retail hub providing fashion retail with commercial design workspace and manufacturing facilities. Refurbishment of 12 railway arches, branding/marketing strategy, community engagement, public art and public realm works				
	Shop Front improvement Project (£0.5m)	Aimed to improve the appearance of high street shops and strengthen the business skills of retailers via place-shaping and design principles; shopfront improvements; and business support				
Haringey	North Tottenham (£18.5m across 4 sub-projects)	Series of investments forming part of the North Tottenham Regeneration Programme. Four sub-projects: 1. Stadium Approach (£8.5 for public realm, improvements to White Hart Lane Station and public realm enhancements); 2. District Energy (£2.5m district energy network to reduce carbon); 3. Tottenham Hale (£3.5m for support for station improvements and residential delivery); 4. Access and Parking (£3.5m for improved public realm in Northumberland Park and a new CPZ).				
	639 Employment & Enterprise Centre (£3.4m)	Delivery of a new enterprise centre aiming to support small and emerging businesses and entrepreneurs, through provision of workspace and business support.				
	Opportunity Investment Fund (£2.7m)	A business loan fund providing capital for current businesses in Tottenham and businesses wanting to invest in the area, either established or new. Repayments recycled to support other businesses.				
	Growth on the High Road (£2.5m)	Aimed to restore the vitality of Tottenham High Road through improvements to the cultural and retail offer and experience. Two specific objectives to: generate footfall through cultural events and use of temporary spaces, and give the town a facelift				
	Employment and Skills Project (£1.1m)	Aimed to engage with residents furthest away from the labour market and support them into sustained employment. Also aimed to engage with residents in low paid employment (below LLW) and support them into higher paid employment				
	Station Approach (£0.87m)	Construction of a new White Hart Lane Station entrance and improvements to the immediate public realm.				
Merton	Colliers Wood (£1.6m)	Aimed to provide a more accessible and attractive environment by delivering an integrated package of public realm improvements- particularly with regards to pedestrian accessibility and reducing the dominance of a large office tower				
Southwark	Gateway to Peckham (£5.2m)	Aimed to deliver a square to enhance a high-quality heritage asset (the station) and provide an attractive point of arrival and anchor in the town centre. A catalyst for further investment leading to the achievement of the vision in the Peckham and Nunhead Area Action Plan.				

Source: GLA Monitoring Information

3. Investment and Impact: The MRF Delivery Story So Far

The complexity of the MRF programme and its projects meant that delivery took longer than anticipated at the outset, with only around 60% of spend complete by 2016 and a small number of projects still ongoing in 2019.

The outputs and outcomes of the programmes are still being tracked and realised, and while information available is imperfect and incomplete, there is evidence of good progress being made in MRF investment locations towards socio-economic objectives. Perhaps just as importantly, there is good evidence of MRF delivering a legacy in terms of resource, capacity and follow-on investment in the target Boroughs.

The MRF Delivery Process

Delivery of the MRF programme was coordinated centrally by the GLA Regeneration Team, working in close partnership throughout the delivery process with funding recipients.

In most instances, and reflecting the nature of the funding and the types of initiatives targeted, delivery was led by the London Boroughs. There were, however, a number of exceptions to this:

- The lead organisation for the Camden Collective project was Camden Town Unlimited Business Improvement District, working closely with the London Borough of Camden
- In a number of projects, TfL acted as the lead delivery organisation (again in close partnership with host Boroughs), reflecting the transport focused nature of some investments

While led by the funding recipients, all projects were delivered in close partnership with the GLA Regeneration Team, and its network of area-based project officers. The 'hand-on' and collaborative approach of GLA project officers has been a feature of the delivery process, and has since become established as a hallmark of subsequent GLA regeneration programmes.

The large scale and complex nature of the MRF programme has enabled the GLA to develop and refine these approaches to programme and project management, and has supporting the building of significant capacity and knowledge within the GLA and the Boroughs; this is considered in more detail in Chapter 5.



Cobden Junction, Camden

MRF Funding and Delivery Timescales

At programme launch, it was envisaged that the MRF would be delivered over a three-year period from 2011 to 2014.

However, the type and complexity of the projects being supported meant that delivery of the programme was significantly slower than originally anticipated. In many cases this reflected complex local contexts, which meant that longer timescales were needed to develop project plans and to secure approval to move into delivery; it also reflected the technical complexity of many projects, which resulted in extended timescales once projects had moved into delivery:

- At the end of 2014 (the original closure point for the programme) delivery was underway across most of the projects, but only 2 projects had completed (Croydon Old Town Masterplan and Hackney Shop Fronts)
- Delivery progressed swiftly over the subsequent two years, and by the end of the 2016 calendar year, around 60% of the programme budget had been spent, equating to spend of around £42 million. At this point, MRF spend was expected to have been completed in 13 of the 26 MRF projects.
- The majority of remaining projects were completed between 2017 and early 2019. This is reflected in the MRF spend profile, with over three quarters (76%) of expenditure occurring between 2015 and 2017
- In autumn 2019, three projects are still in delivery:
 - The Peckham Gateway project which is expected to run until 2022. This project has proved extremely challenging to delivery and has required significant work to redefine scope and delivery processes. More information on outputs achieved to date is included later in this report
 - A number of sub-strands of the North Tottenham Programme – including, Stadium Approach, Tottenham Hale, and District Energy. Delivery here has been part of much wider regeneration programmes (e.g. the Tottenham Hotspur Stadium and Mayoral Housing Zone delivery), which has resulted in reprogramming. Some elements of the MRF funding have now been reallocated within the Housing Zone Package, and some has been transferred to TfL for ongoing delivery (e.g. improvements to Tottenham Hale and White Hart Lane stations).

A spend profile summary and project by project completion timescales is provided overleaf.

MRF Spend Profile (£m)									
Budget	Capital/ Revenue	2013	2014	2015	2016	2017	2018	2019	Total
LEF	Capital	£0.87	£0.03	£2.39	£0.9	£1.80	- £0.32		£5.67m
	Revenue	£0.84	£1.14	£1.69	£0.4	£1.38	- £0.11		£5.34m
MRF	Capital	-£0.02	£5.47	£4.74	£12.62	£10.92	£1.59	£0.69	£36.01m
	Revenue	£0.91	£0.64	£0.67	£0.48	£0.06	£0.04	£0.03	£2.79m
Total		£2.6m	£7.28m	£9.49m	£14.4m	£14.16m	£1.2m	£0.72m	£49.85m

Source: GLA Finance Data

Note: Figures rounded, and expenditure only covers GLA budget (comprising MRF and LEF) but not the additional £20m provided by DCMS

MRF Project Completion Timescales				
	Complete by end of 2014	Complete by end of 2016*	2017 to summer 2019	Ongoing
LB Camden		Camden Collective	Cobden Junction	
LB Croydon	Croydon Old Town Masterplan	Croydon Business Rate Relief Croydon Innovation Centre West Croydon Investment Package New Addington	Croydon High Street Croydon Wellesley Road West Croydon Interchange	
LB Ealing		Shaping Southall	Dine in Southall	
LB Enfield		Enfield Market Gardening		
LB Greenwich				Woolwich Station
LB Hackney	Hackney Shopfronts	Hackney Fashion Hub		
LB Haringey		Growth on the High Road 639 Enterprise Centre	Controlled Parking Zone North Tottenham (Accessibility) Haringey Employment Support Haringey Opportunity Investment Fund	North Tottenham (District Energy and Station Approach and Tottenham Hale)
LB Merton		Colliers Wood		
LB Southwark				Gateway to Peckham

* Complete projects: defined as projects where all MRF spend completed; in some cases MRF related monitoring and evaluation and wider non-MRF funding delivery activity may still be ongoing.

Source: GLA

Understanding the Performance and Impact of MRF

A set of output and outcome measures were agreed with MRF projects at grant agreement stage; these provide the framework for assessing the performance and success of the MRF programme to date.

As highlighted by Table A1 in the Appendices, output and outcome measures varied significantly from project to project and were highly diverse: in total, there are over 40 different output measures, and 25 different outcome measures. Given the nature of the projects, many of the indicators focus on place (e.g. amount of space delivered, amount of space improved, number of trees planted etc.) and economy (number of jobs created, number of businesses supported, increase in business turnover over, high street footfall and vacancy etc.).

While there are a number output and outcome indicators which are more social in nature (e.g. number of training supports, number of people in employment, increases in satisfaction and community pride), these are much more limited in their number and scope.

Aggregated Programme Deliverables and Impacts

While targets were specific to each project, there were a number of common indicators which projects were asked to report on (if they were relevant). These included a mix of deliverables (outputs) and impacts (outcomes): the amount of public space / realm delivered or improved, the amount of commercial space delivered, the number of jobs created or safeguarded, the amount of business support provided, and the apprenticeships and skills supports delivered.

A summary of the performance to date of the programme and its constituent projects against these targets is provided in the table overleaf. However, it is important to note that the analysis only provides an early and highly incomplete / partial estimate of the full extent of the MRF:

- For many projects, performance information is patchy, with only a small number of project 'self-evaluations' completed, and GLA closure forms not yet completed. Further work is needed to secure better-quality information from these projects.
- Some of the projects have only completed relatively recently. While these projects are able to report achievement against deliverables, again it is too early to report wider outcome performance as the full impact of the projects will take a while to be understood
- A small number of projects are still in delivery phases and hence it is too early for them to report achievement of deliverables and outcomes.

To date, the key achievements of the programme include the delivery of nearly 84,000 sqm of public realm / space / highways improvements, and the delivery of nearly 18,000 sqm of commercial floorspace, with 13 vacant buildings being bought back into use.

Information on jobs created and secured is particularly patchy: while the floorspace figures noted above would suggest capacity for in excess of 1,800 jobs in these spaces alone (and not taking into account the potential for employment growth across wider town centre areas via investment), to date only c.660 jobs have been reported as being created. In addition, around 1,100 jobs have been reported safeguarded.

A small number of projects have delivered strongly in terms of skills and employment outcomes, with over 300 apprenticeship starts and over 1,500 people provided with training or advice. However, beyond these deliverables, there is limited reporting on the 'impact' of the fund from a community and social value perspective.

Within the analysis, a small number of projects can be identified as being particularly significant in terms of their role in driving impact and achievement. These include:

- The Croydon Business Rates Relief scheme in securing investment and jobs
- The Haringey Opportunity Investment Fund in bringing space back into use
- The Camden Collective in supporting business start-up and enterprise
- Haringey Employment and Skills project in securing employment and skills outcomes.

More broadly, review of the data suggests and consultation with project partners suggests that anecdotally, many of the projects have actually performed well and there have been few instances of significant underperformance against targets. However, the quality of reporting is undermining the ability of these projects to demonstrate their full impact.



Camden Collective

Outputs and outcomes achieved to date across the MRF programme			
	Outputs & outcomes	Achieved to date (number of projects reporting in brackets)	Commentary
Economic and Enterprise	New businesses created	200 (5 projects)	Over 200 new businesses were created through MRF investment. The majority of these (103) were achieved by the Camden Collective and Property Strategy.
	New or improved commercial or work space (sqm)	17,800 (3 projects)	Over 17,800 sqm of new or improved commercial, work or community space was delivered. The Tottenham Opportunity Investment Fund made the greatest contribution in this respect.
	Buildings and shop fronts improved (no.)	73 (4 projects)	Over 70 buildings were improved across 4 projects, with the majority of these being shop front improvements
	Businesses supported (no.)	415 (2 projects)	2 MRF projects supported over 400 businesses, although clearly this is only a very partial assessment
	Buildings bought back into use	13 (1 project)	The Opportunity Investment Fund alone brought 13 vacant buildings back into use.
People and community	Jobs created (net)	660 (7 projects)	Over 650 jobs were created with the Croydon Business Rates Relief saw the greatest level of job creation at 281, with the OIF and Hackney Fashion Hub creating around 120 each.
	Jobs safeguarded	1,100 (2 projects)	A significant number of jobs were also reported to be safeguarded, again with the Croydon Business Rates Relief scheme generating the largest impact
	Apprenticeships and fellowships started	324 (7 projects)	There were over 320 apprenticeship or fellowship starts. Retention and completion were not always recorded through project evaluation.
	People trained or offered IAG	1,553 (5 projects)	There was a significant level of training and information, advice and guidance provided through the MRF programme. The Haringey Employment and Skills Project was particularly important in this impact area, providing support to 900 people.
	People supported into employment	296 (1 project)	The Haringey Employment and Skills project alone supported nearly 300 people into sustained employment
	Community facilities / buildings / assets (no.)	3 (3 projects)	The programme saw a small number of new community assets – including in New Addington and Southall
	Volunteers	175 (1 project)	One project (Enfield Market Gardening) supported 175 volunteers
Public realm & place-making	New or improved public realm (sqm)	58,200 (8 projects)	This was a significant impact area of the MRF, with over 58,000 sqm of public realm directly improved across London boroughs.
	Renewed footway and carriageway (sqm)	23,900 (4 projects)	There was over 20,000 of renewed footway and carriageway across the MRF programme.
	Improved junctions and crossings (no)	15 (4 projects)	The programme also saw around 15 crossing and junction improvements, although in reality the true value will be much higher
	Street trees planted	240 (7 projects)	A significant number of new street trees were planted across the MRF programme – around 240 in total
	Events	170 (3 projects)	There were almost 170 events directly hosted through MRF programming, with many of these relating to the Camden Collective project

Project Deliverables, Achievements and Legacy

A summary of deliverables, achievements and legacy for projects which received MRF funding is provided in the table below.

Summary of Project Focus and Delivery				
Borough	Project	Completion	Deliverables and Impacts (colour denotes performance against targets – red = underachievement)	Wider Achievements and Legacy
Camden	Cobden Junction	2016	600m2 improved public realm 15 new trees planted	Significant improvement to quality of the public realm and pedestrian safety in and around the Mornington Crescent tube station area as part of wider Camden Town project
	Collective & Retail Property Strategy	2016	103 new business starts 108 jobs created / safeguarded 317 young people receiving support or training 137 events	Good model of place-based regeneration, winning awards in diverse categories. Built positive working relationships and positive perceptions of Camden Town. 88% of Collective Hub users viewed the project as having had a big impact on their networking and learning, and 72% saw it as having had a big impact on their personal development. Legacy: Camden Collection remains operational as a registered charity curating space and enterprise in Camden and is recognised across London as 'best practice'
Croydon	High Streets	2016	No final reporting on performance. At interim stage: 5,000m2 public realm delivery 70 jobs	No closure form but consultation with the council indicates the project performed well and met delivery targets; public realm enhancements well received and subsequently well maintained. Legacy: Learnings from projects have helped to develop toolkits and guidance, and accelerated subsequent regeneration activity.
	Wellesley Road	2017	£2.7m public match funding 20,115 public realm 3 improved crossings 88 trees planted 145 items of old street furniture removed	A comprehensive set of interventions as part of the wider Connected Croydon programme to rebalance the streetscape and make the town centre more attractive and accessible to pedestrian users. The approach adopted has generally achieved good outcomes, not only in procuring high quality/ good design, but also in catalysing the long-term renewal and regeneration of the Opportunity Area that goes beyond the scope of the MRF-backed interventions. Coordination continued through the implementation of the Croydon Growth Zone public realm and infrastructure schemes.
	West Croydon Interchange	2017	7,360 public realm 72 cycle stands and trees (street infrastructure) 30 street lighting columns 1 piece of public art 3 building improvements	Significant enhancements to the quality of the streetscape and public realm around West Croydon station, high quality delivery. Part of the wider Connected Croydon programme which as noted above has helped to catalyse investment and change beyond the scope the MRF investment.
	Innovation Centre	2016	21,200 sq foot building improvements	The Croydon Innovation Centre, branded as the TMRW Hub, launched in 2016, and quickly became established at the heart of the growing Croydon tech community. The workspace has proved highly

			£223,727 match funding at interim stage Jobs and business support figures unreported	successful in terms of occupancy and is the focal point of a series of local and sub-regional tech networks, and home to a number of high growth potential businesses.
	West Croydon Investment Package	2016	70 jobs created (sustained for 52 weeks) Other outputs to be confirmed.	The overall aim of the programme was to develop greater confidence and economic activity in the West Croydon & London Road area by supporting local businesses, improving the skills base of the local workforce and jobseekers and developing a confident and cohesive local community. The programme is reported to have largely met its targets in terms of business support (Enterprise Hub) and supporting people into work (Local Employment Creation), but further information on the broader skills and community focused elements of the programme (e.g. Entrepreneurs for the Future) is current outstanding.
	Business Rate Relief	2016	1053 jobs support 674 indirect jobs created 31 businesses supported c.10% reduction in vacant floorspace	After a slow start, the project was a real success. There was a low take up originally, with most businesses too small and the threshold for support set too high. GLA responded by widening the eligibility criteria, rebranding the programme, and working with operators with the buildings (rate free, rent free, broadband cover). The project then delivered good results, with 32 companies joining the scheme (lower than planned but with hindsight a strong achievement), and 1,053 verified gross jobs safeguarded overall. The scheme resulted in a reduction in vacant floorspace, and 60% of companies on the scheme originated from outside Croydon. The scheme has a good legacy: the council introduced a discretionary business rate relief scheme in 2017 (to attract other businesses from outside the area and existing smaller businesses), and also provided wider support on access to finance (including loan funding), marketing, attracting footfall, using digital, and innovation.
	New Addington	2017	240 people trained 4,026m2 public realm 2 trees planted 2,000m2 of improved footway and carriageway 1 new community facility	The project performed well against its targeted outcomes, particularly in terms of the legacy created by the delivery of Good Food Matters kitchen and teaching facility (after initial delays in establishing the business plan). The project also delivered a more safe, accessible and pleasant public realm that is actively used by the community, although feedback from the local community resulted in changes to the design of the scheme and a smaller amount of public realm improvements. The council has subsequently continued to invest in New Addington with subsequent delivery phases, and is currently developing a new strategy for the future of the high street and local industrial space.
	Old Town Masterplan	2014	Development and adoption of a masterplan Monitoring of subsequent impact currently unreported.	The Old Town Masterplan was adopted in December 2014 and has provided a framework to guide subsequent regeneration and investment across the town centre – focusing on enhancing heritage assets, enhancing the public realm and bringing forward a number of key development sites.
Ealing	Shaping Southall	2017	6,840m2 increased footway area 74 trees 9200m2 paved carriageway 6,800m2 improved public realm 19 shopfronts improved 4 studies completed £2.85m public match	Early evidence of the improvements leading to an improvement in town centre performance with an increase in footfall and improved visitor satisfaction. Part of wider, place-based regeneration in Southall. The research studies undertaken have helped develop Ealing's approach to employment and industrial space in Southall, upcoming developments and new opportunity areas. Additional match funding also secured to support ongoing investment.

			£150,000 private investment	
	Dine in Southall	2018	Jobs created (unreported) 670m2 commercial space created 190m2 community space created 1 event delivered £1.2m non council match £170,000 council match	Linked to shaping Southall, Dine in Southall has been a long standing collaboration between the GLA and LB Ealing. Challenges in delivery linked to the complexities of working with a listed building and establishing a sustainable operational model resulted in significant delays. But works are now complete to a high quality and a cafe space has also been converted adjacent to the Manor House, and will be used as part of the wider operations. Further tracking needed over time to establish long term success.
Enfield	Market Gardening	2016	3 jobs created 2 businesses established 2 apprenticeships 20 young people with work experience 175 volunteers 1000m2 growing space 6 schools receiving support 1240 schoolchildren engaged	The project performed well in achieving its targets and its wider outcome objectives around health and wellbeing, and environmental sustainability. The project has supported the development of considerable knowledge and expertise, with Forty Hall Far, and Organiclea emerging as anchor organisations in this regard in helping smaller organisations to refine and enhance their own delivery models (particularly regarding the central role of volunteers). An interesting example of a more specialised / focused project and while successful would have benefitted from greater engagement with the GLA Food Team and also stronger input from the council.
Greenwich	Woolwich Crossrail	Ongoing	No deliverables reported to date, although fit out of Crossrail Station understood to be complete	MRF provided £5m of funding to enable the fit out of the Woolwich Crossrail Station, which will ultimately deliver transformational accessibility benefits to the Woolwich area, supporting both economic and social outcomes. MRF investment was transferred to RB Greenwich and then to Transport for London to complete the fit out. While the fit out of the station is now understood to be complete, wider benefits will not be realised until Crossrail becomes operational in 2021. That said, the economic confidence given to the local area by the commitment to deliver a Crossrail Station is already clear: research by Crossrail Ltd (https://learninglegacy.crossrail.co.uk/wp-content/uploads/2018/07/4D-003-crossrail_property_impact_regeneration_study.pdf) highlights the uplift in residential and commercial delivery and values already being realised.
Hackney	Fashion Hub	2016	£1660,000 council match £2.96m non council match 125 jobs created (at peak) 1,200m2 public realm improved 2,365m2 commercial space improved 13 apprenticeships 33 construction jobs	MRF funding added value to a private development proposal, delivered in partnership between Chatham Works and Network Rail to deliver a unique visitor destination and retail hub providing fashion retail with commercial design workspace and manufacturing facilities. Initially the Fashion Hub performed well: in 2016, nine of the arches were either occupied or had an occupier in the pipeline and over 100 jobs were supported. In late 2019, however, only three of the units were occupied, through to reflect the challenging retail environment, and a change in private sector ownership which took place in 2017. Hackney Council is now working proactively with the new owners of the site to support its long term future. The new owners are in the process of developing their own plans for the site which are thought to involve a diversification away from the fashion focused nature of the hub to provide a more 'mixed-use' environment.
	Shop Front improvement Project	2014	58 Jobs safeguarded 23% increase in visitor satisfaction 58% increase in footfall 1 apprenticeship	The project delivered strong achievements, with evidence of uplift in town centre performance, and the council working closely with local businesses to develop and promote future aspiration and change. The MRF investment was a catalyst for the council to champion a wider range of

			<p>30 shop fronts improved 45 businesses receiving support 1 empty shop activated 7000 m2 public realm improved 1 junction improved 3 trees planted 3 business start ups 18 events held</p>	<p>investments and enhancements within the town centre, notably including the pedestrianisation of the Narroway, a clear catalyst for wider town centre regeneration and has played an important role in the borough prioritising the town centre. Subsequently LB Hackney's Planning Team revised their Masterplan for Hackney Central and Surrounds to form a SPD to the Area Action Plan with town centre allocations and providing town centre wide policies that promote new and improved employment floor space to promote employment opportunities, new retail floor space to contribute towards a more vibrant town centre, and much needed housing, as well as improvements to the movement network and connectivity to transport facilities.</p>
Haringey	North Tottenham (including Stadium Approach, District Energy, Tottenham Hale and Access and Parking)	2016	<p>Final performance against outcomes for the package of north Tottenham improvements are to be confirmed. Only the Access and Parking project is complete to date. Outputs and outcomes for this project are to be confirmed.</p>	<p>A series of investments forming part of the wider North Tottenham Regeneration programme, targeted at securing benefits from the new Stadium for Tottenham Hotspur Football Club. Station Approach and District Energy funding was incorporated into the wider Mayoral Housing Zone package in 2016, and is yet to be spent. Other strands of funding (e.g. for delivery of Tottenham Hale and White Hart Lane station improvements were transferred to TfL for delivery. While ultimate impact is as yet unclear and will only really become apparent over the longer term (now the stadium is operational, but also as wider housing zone delivery progresses), MRF has clearly played an integral role in enhancing infrastructure across the area and hence in underpinning wider aspirations for area regeneration and growth.</p>
	639 Employment & Enterprise Centre	2016	<p>At 2016 (early evaluation stage): 85 businesses created 118 volunteer to training, apprenticeship or employment outputs 370 pre-start business set up assistance / support</p>	<p>An early evaluation of the scheme was under taken which recorded that by the end of March 2016, this project had delivered 85 business start-ups and 118 volunteer to apprenticeship, training or employment outputs, although the Centre had not yet achieved financial sustainability at the previous evaluation stage. More recently, the Centre has come under new operation (The Trampery + Launch It) and a new business plan has been developed. A second evaluation is due to be undertaken and the GLA is considering a community asset transfer and community ownership scenario in the future.</p>
	Opportunity Investment Fund	2019	<p>Original targets were set for 2016/17 and were met in full. The outputs below reflect reprofiled figures for future delivery and with the exception of buildings brought back into use are expected to be met via future loans: 13 vacant units brought back into use 146,000sqft of space brought back into use 136 work units / studios created 289 jobs created 65 apprenticeships</p>	<p>After a slow start, reflecting the development of a new delivery model and the need to establish momentum, the project has performed well, with old targets met, and new targets on the way to being achieved. As at March 2018, £2.59M had been loaned to 19 Tottenham businesses. The rolling, long term nature of the funding (up until 2025) and the uplift in outputs agreed by LBH and GLA in March 2017, means that there is still some way to go until full outputs are achieved. However, taking projected outputs from committed loans (loans which have been paid out to businesses or an agreement is in place subject to milestones being achieved) where outputs are in delivery but not yet evidenced, show that substantial progress has been made against the majority of outputs. Many of the businesses support delivered wider community benefits – including providing space for schools and community groups, working with young people and investing in local supply chains. Clear lessons were learnt regarding the need for clear delivery structures from the outset, strong promotion and marketing and better clarity about loan terms. However, the success of the scheme in securing repayments and achieving its output targets has resulted in the</p>

			Loan repayment targets largely met.	scheme being extended both in timescales and across the wider Upper Lea Valley area in collaboration with LB Enfield and Waltham Forest.
Growth on the High Road	2017		<p>2 heritage buildings restored</p> <p>2 markets redeveloped and improved</p> <p>13207 m2 of public realm improved</p> <p>1.2ha of green space improved for community use</p> <p>280m2 of roadway improved</p> <p>14 community events</p> <p>2 pop up venues established</p> <p>3 east to west routes improved</p> <p>56,000 additional visitors over 2 years</p> <p>2 apprenticeships</p> <p>21 shop front improvements</p> <p>3 new business created</p> <p>3 new jobs starts.</p>	<p>A comprehensive package of improvements targeted at improving the quality of the town centre and enhancing footfall.</p> <p>The project performed well in terms of achieving project outputs and has delivered tangible improvements in town centre vitality. The number of retail vacancies in the town centres has reduced and the retail rental values have increased since 2011 which indicates improved economic health and performance. This is also evidenced more anecdotally by new retail businesses moving into the area including high street multiple retailers Costa Coffee and Specsavers in Bruce Grove town centre. The outputs relating to increased pride in the local area and improved perceptions is evidenced by the positive social media and media coverage of Tottenham as well as the increase in visitor satisfaction levels since 2011. The award of Green Flag status to Tottenham Green was testament to the quality of the enhancements. The events programme performed well and while a target for 100,000 additional visitors was not met although it is considered that the performance in relation to this output was generally good at approximately 55,982 additional visitors over two years.</p> <p>Generally, the larger scale and higher budget public realm projects such as Tottenham Green and Holcombe Road are more recognised and liked by the local community in comparison. However, there are exceptions to this this as the Bruce Grove bridge signage has received positive comments and feedback on social media and the more transformational shopfront improvements received positive feedback at the annual Tottenham Community Conference.</p> <p>There is a strong legacy, with continued council investment via phase 2, and subsequent funding from the GLA's Good Growth Fund. The area is also currently the focus of a bid to MHCLG for funding from the Future High Streets Fund.</p>
Employment and Skills Project and Routes into Employment	2017		<p>900 commencing on project and receiving IAG</p> <p>803 completed 30 hrs of activity which moves towards employment</p> <p>439 paid entries to employment</p> <p>25 entries to employment at the LLW</p> <p>296 in sustained employment</p> <p>13 in sustained employment at the LLW</p>	<p>The project aimed to engage with those residents of Haringey who are furthest away from the labour market and supported them into sustained employment using a personalised and tailored approach. The project tracked the engagement until it was sustained for a minimum period of 26 weeks. The project was effective in helping to contribute towards the reduction/eradication of the issue of worklessness within the most deprived neighbourhoods in Haringey. Initial difficulties were faced in engaging with residents facing complex needs and in brokering LLW employment opportunities, but after changes in approaches, the project achieved all its revised outcomes. It also performed well in achieving its equalities targets.</p>

			<p><u>Routes into Employment</u></p> <p>123 apprenticeships created 51 apprenticeships started 11 formal qualifications 76 advice and guidance provided 50 apprenticeships sustained</p>	<p><u>Routes into Employment</u></p> <p>The separate Routes into Employment project aimed to delivered two strands of work to support residents into jobs, apprenticeships and training. Haringey 100 encouraged employers to offer apprenticeships and employment to local residents. 'Routes to work' was a campaign to promote success stories of Tottenham residents. Again, challenges were faced in delivery and as a result targeted were reduced. While a number of the targets were not met, the important output of sustained apprenticeships was delivered upon.</p>
Merton	Colliers Wood	2017	<p>5,055m2 of resurfaced footway 535 m2 of shared surface 6 road crossing improvements 2 upgraded highways junctions 30 new street trees</p>	<p>Generally, the project over achieved in terms of quantum of public realm delivered, partly due to alignment of the original project with a series of TfL funding pots, including cycle provision funds and Better Junctions. It delivered a considerable improvement to the quality of the area , helped to a large degree helped by the end of the blight caused by the empty tower awaiting development by the third party developer 9with this now refurbished). The project aimed to bring local partners together to agree a single, uniform design for the public realm for the area and broadly achieved its aim in this regard. That said, the final quality of public realm delivery has been mixed (in some cases not matching up to original expectations).</p>
Southwark	Gateway to Peckham	Ongoing (Expected completion 2022)	<p>Project ongoing and outputs yet to be confirmed. Expected to deliver 1,500m2 of improved public realm, 1,137 m2 of improved commercial space and 3 refurbished arches alongside broader economic outcomes. £22m council match The Peckham Palms specialist business space (see right), is an early deliverable.</p>	<p>The Gateway to Peckham project has evolved considerably since it was further conceived, with initial plans revised to respond to local concern and to adopt a 'co-design' approach. Significant complexities included the nature of the buildings, and the decant of existing tenants. Progress to date has included creation of the Peckham Palms Afro Hair and Beauty Hub which enabled the relocation of existing local businesses to bespoke premises and paving the way for the wider physical investment programme. This project has already achieved a number of notable outcomes and outputs including: 15 sole-traders operating at Peckham Palms in hair and beauty businesses, 40 hair and beauty practitioners trained and a General Manager has been employed on a full time basis. Project completion currently expected in 2022. The programme is taking place in the context of a much broader period of change and investment in Peckham – with the area increasingly evolving as an emerging creative and cultural hub.</p>

Source: GLA Monitoring Information

4. The Role of MRF in Supporting Area Change

Over an extended period of nearly 8 years, the MRF has enabled GLA investment and support in some of London's fastest growing and most rapidly changing places.

While for smaller MRF projects it is difficult to demonstrate causality between public sector investment and wider area change, more detailed research in Croydon and Tottenham has highlighted the instrumental role that sustained and large-scale GLA investment has played in helping to lay foundation, establish momentum, and build local capacity.

Over the past decade, significant regeneration investment has been delivered across London: while in itself a significant programme, MRF has only constituted a very minor element of investment and change delivered.

Ability to understand the role of GLA investment programmes such as the MRF in effecting area 'change' and improvement has an important role to play in informing planning for future delivery: both geographically and in terms of the types of interventions which are most effective.

This chapter considers the broader socio-economic context of the places across London which benefited from MRF investment and explore how they have changed in recent years.

Exploring Area Change in MRF Investment Locations

The most straight forward way to track long term change in an area is via interrogation of publically available socio-economic datasets.

The advantage of this approach is that it allows change to be tracked on a consistent basis over long periods of time (subject to data availability), and allows benchmarking of performance against wider areas.

This is not, however, a perfect approach. In many cases, it will be difficult to disaggregate the impacts of different projects or different influencing factors. Statistical indicators are also more geared towards economic outcomes; while certain social indicators are available for analysis, these do not tend to provide details on the more intangible aspects of social impact and outcomes.

By its very nature, tracking change in this sense must be seen as a long term process: depending on the nature and scale of the scheme it might take 5-10 years for the scheme to embed, for impacts to emerge, and for positive uplift to become apparent within the data.

Headline analysis has been undertaken to demonstrate how the evolution of the main MRF locations can be tracked from a statistical perspective.

1. Establishing the Baseline Position and Direction of Travel

As noted previously detailed statistical analysis underpinned the GLA's decisions on which boroughs received MRF funding.

Despite this, the MRF Evaluation Framework report (Hatch Regeneris, 2013) found that in many cases the boroughs held limited and / or inconsistent information on the baseline position and direction of travel in relation to specific MRF projects when they were conceived. In response, the MRF Evaluation Framework provided specific guidance to the boroughs on how they could track project performance more robustly using a range of indicators, methodologies and datasets.

The MRF Evaluation Framework also provided statistical analysis on the baseline position of each MRF location, based on the 2001 and 2011 Census. The results are summarised in Table 4.1 overleaf which provides information on population, economic activity, unemployment, qualifications, home ownership and business density. Where a box is shaded green, this represents a positive trend compared to London. Where the text is red, the baseline position is lower/worse than the London position.

Although not a definitive baseline position, it provides useful information on change between the two censuses, allowing a greater understanding of the position of each area and a clearer narrative on direction of travel:

- **Tottenham, Croydon and Southall:** These areas generally had a low economic baseline in 2001 and the change between 2001 and 2011 has been less positive than in London as a whole. Unemployment and skills are clearly issues of concern in these places.
- **Peckham and Hackney:** From a relatively low baseline in in 2001, these areas showed an improvement in the economic performance of their population above that of London a whole. In addition to this, a significant increase in population suggests that new cohorts have moved into the area (and likely improved the baseline performance). The fact that that both economic activity and unemployment are quite high, suggests that there are instances of economic polarisation in these locations.
- **Camden and Colliers Wood:** In 2001, these areas generally had a stronger baseline position than other MRF areas. By 2011 this position had improved further for most indicators, albeit at a lower rate than Peckham and Hackney.

This analysis highlights that MRF was invested across a variety of projects which encompass areas with:

- Persistent economic issues,
- Evidence of a rapid growth trajectory
- Evidence of steady social and economic improvement which are now potentially quite affluent.

The high-level baseline information helps to back up the case for some of the local investment decisions which were made. Most notably (notwithstanding the impact of the riots on the areas), the case for public sector investment in Croydon and Tottenham is strong. Similarly, targeting Ealing investment in Southall, also makes sense in terms of the socio-economic profile of the area in the London context.

Key centres' baseline indicators, 2011 (change between 2001-2011 is shown in brackets)								
	Popula- tion	Economic Activity	Unemployment	No qualification	Level 4+	Home-owners	Private rented	Business density (04-11)
Peckham	13,500 (+20%)	78% (+8%)	5% (-1%)	14% (-33%)	50% (+29%)	47% (-11%)	26% (+30%)	49.9 (+20%)
Camden	26,400 (+10%)	65% (+6%)	5% (-24%)	17% (-33%)	42% (+14%)	24% (-11%)	27% (+45%)	117.8 (+7%)
Tottenham	88,000 (+18%)	65% (+11%)	8% (+1%)	25% (-21%)	25% (+5%)	29% (-24%)	28% (+62%)	39.2 (+5%)
Southall	28,000 (+8%)	64% (+5%)	7% (+26%)	24% (-25%)	22% (+4%)	53% (-27%)	28% (+103%)	42.9 (+4%)
Hackney	12,500 (+22%)	73% (+17%)	8% (+10%)	18% (-33%)	42% (+27%)	20% (-26%)	27% (+50%)	49.2 (+13%)
CroydonTC	66,300 (+16%)	76% (+3%)	5% (+46)	15% (-21%)	39% (+21%)	50% (-23%)	32% (+50%)	34.8 (+5%)
New Addington	22,300 (+4%)	66% (+9%)	8% (+48%)	35% (-22%)	13% (+82%)	41% (-20%)	6% (+155%)	34.8 (+5%)
West Croydon	87,000 (+14%)	71% (+2%)	6% (+23%)	17% (-25%)	32% (+24%)	46% (-27%)	31% (+53%)	34.8 (+5%)
Colliers Wood	21,000 (+12%)	81% (+7%)	3% (-11%)	10% (-39%)	55% (+28%)	49% (-17%)	36% (+29%)	46.7 (+14%)
London	8.2m (+14%)	72% (+6%)	5% (+19%)	18% (-26%)	38% (+22%)	48% (-18%)	25% (+53%)	51.3 (+6%)

*Note: Change in business density is available only at borough level, so the 2004-2011 change reported may be different to that experienced within the project areas. Business Density is represented as active enterprises per 1,000 residents.

Source: ONS, Census of Population, 2001 & 2011; ONS, Mid-Year Population Estimates, 2004 & 2011; ONS, Business Demography, 2011.

2. Tracking and Contextualising Change Since 2011

Tracking performance in years between the Census (i.e. Between 2011 and 2021) is more difficult, as the availability of local level (i.e. sub Borough level) data which is updated on an annual basis is relatively limited.

Taking into account the nature of the interventions, four broad areas for assessment have been identified:

- **The population in the area.** That is using small area data on population growth from the ONS Mid-Year Population Estimates. This gives a broad indication of whether more people are looking to live in an area.
- **Estimating the 'value' of the area.** That is using small area ONS/Land Registry data on house prices as a proxy for what people are willing to pay to live in the area. A relatively high increase in prices (compared to similar areas) implies an improvement in an area's amenities, attractiveness and quality of life.
- **Estimating the levels of disadvantage in the area.** That is using small area data from DWP Working Age Benefit Claimants datasets as a proxy for levels of need among residents in the area. A relatively low increase or high decrease in the share of benefit claimants (compared to similar areas) implies an improvement in the area's amenities and opportunities. While information on those claiming benefits provides useful intelligence, it is important to note the caveat that the continuity of time series data has been impacted by changes to the structure of the welfare system in recent years.
- **Estimating the levels of enterprise in the area.** This will require using small area data from the ONS Business Register & Employment Survey on employee jobs as a proxy for growth in workplace activity in the area. A relatively high increase in jobs (compared to similar areas) implies an improvement in an area's economic activity.

To contextualise change, the performance of each MRF locality has been benchmarked against the Borough and London averages.

In this subsequent tables, data has been colour coded to denote performance against comparators:

- Coloured text contextualises *recent changes in performance* against benchmark areas.

Snapshot

The analysis highlights the rapid pace of change across the MRF investment locations over the past decade.

Many of the locations have experienced rapid growth in population and economic critical mass – and have also seen relative improvement in local socio-economic conditions.

Population

As would be expected in the London context, most MRF locations have experienced recent growth. However, the level of growth has varied:

- Central Croydon, Hackney Central and Tottenham have all experienced strong and above average population growth reflecting on the major regeneration schemes being delivered in those areas and the scale of residential development
- Camden, New Addington, Peckham and Southall have all experienced growth at levels close to or below the London average
- Colliers Wood has seen limited growth (and in fact for a while saw decline), which may reflect a temporary dip linked to redevelopment activity.

Population Change, 2011-2018			
MRF Location		Performance Benchmarks	
		Borough	London
Camden	+12% (+2,800)	+19%	+6%
Colliers Wood	1% (+82)	+3%	+6%
Central Croydon	+17% (+7,600)	+6%	+6%
Hackney Central	+13% (+2,500)	+13%	+6%
New Addington	+3% (500)	+6%	+6%
Peckham	+10% (+900)	+7%	+6%
Southall	+4% (+800)	+1%	+6%
Tottenham	+18% (+6,500)	+6%	+6%

Source: Mid-Year Population Estimates, 2011-2018

Economic Participation and Prosperity

Generally speaking, benefit claimant levels in the MRF locations are above benchmark averages. Claimant rates are particularly high in Croydon, Tottenham, and New Addington.

All areas except Croydon Town Centre have seen reductions in the proportion of working age residents claiming benefits in recent years.

Benefit Claimant Levels (2018) & Rate Change (2011-18)			
MRF Location		Performance Benchmarks	
		Borough	London
Camden	-2% (1%)	-2% (1%)	-1.5% (1%)
Colliers Wood	-1% (1%)	-0.5% (1%)	-1.5% (1%)
Central Croydon	0% (3%)	-0.5% (2%)	-1.5% (1%)
Hackney Central	-4% (2%)	-3% (2%)	-1.5% (1%)
New Addington	-0.5% (3%)	-0.5% (2%)	-1.5% (1%)
Peckham	-2% (3%)	-1.5% (3%)	-1.5% (1%)
Southall	-2% (2%)	-1% (2%)	-1.5% (1%)
Tottenham	-4% (2.5%)	-2.5% (2%)	-1.5% (1%)

Source: ONS Working Age Benefits Claimants, 2011-2018. Note: % Claimants for 2018 calculated use ONS Mid-Year Population Estimates 2018, the most recent population statistics available.

A second source of information on relative disadvantage is the Indices of Multiple Deprivation.

Latest data from MHCLG (2019) demonstrates that a number of the MRF locations continue to be characterised by relatively severe concentrations of relative multiple deprivation – particularly New Addington, Peckham and Southall.

Interestingly many of the locations have experience a decline in recent years in the intensity of relative multiple deprivation; although this is a trend seen across many of London's most deprived areas, it does suggest a degree of positive change in local socio-economic conditions.

Proportion of LSOA's in 20% most deprived (2019) & Change (2015-19)			
MRF Location		Performance Benchmarks	
		Borough	London
Camden	0% (30%)	-11%	-7%
Colliers Wood	0% (0%)	-1%	-7%
Central Croydon	-8% (30%)	-4%	-7%
Hackney Central	-9% (20%)	-12%	-7%
New Addington	-10% (80%)	-4%	-7%
Peckham	-6% (95%)	-16%	-7%
Southall	-0% (70%)	-1%	-7%
Tottenham	-22% (35%)	-7%	-7%

Enterprise and Employment

Employment performance in recent years has been mixed across the MRF investment areas:

- Camden and Peckham have enjoyed stronger than average employment growth
- Croydon, Hackney, New Addington, and Southall have all experienced employment growth, but at levels more in line with London averages
- Two areas, Colliers Wood and Tottenham, have experienced employment contraction in recent years.

Many areas have also seen economic evolution with growth in the number of 'knowledge' related jobs. Performance in this respect has been particularly strong in Camden, Hackney, Peckham and Southall.

Employment Change, 2011-2018			
MRF Location		Performance Benchmarks	
		Borough	London
Camden	+50% (+19,000)	+20%	+9%
Colliers Wood	-8% (-250)	+15%	+9%
Central Croydon	+5% (+2,500)	+5%	+9%
Hackney Central	+8% (+1,000)	+36%	+9%
New Addington	10% (+250)	+5%	+9%
Peckham	+23% (+1,000)	+26%	+9%
Southall	+5% (+250)	+6%	+9%
Tottenham	-4% (-500)	+7%	+9%

Knowledge Economy Employment Change, 2011-2018			
MRF Location		Performance Benchmarks	
		Borough	London
Camden	+50% (+7,000)	+24%	+21%
Colliers Wood	-6% (-27)	+20%	+21%
Central Croydon	-4% (-500)	-4%	+21%
Hackney Central	+41% (+200)	+57%	+21%
New Addington	0% (-)	-4%	+21%
Peckham	+26% (+120)	+34%	+21%
Southall	+30% (+180)	19%	+21%
Tottenham	+10% (+125)	+26%	+21%

Source: Business Register Employment Survey, 2011-2018

Area Change Case Studies

Case Study 1: Croydon

Croydon is one of London's most rapidly changing Boroughs. Significant growth is planned, most of which is concentrated in Croydon Metropolitan Centre. The borough received nearly £23 million from the MRF programme, across 8 different projects.

What Was the Context in 2011?

In 2011, New Addington performed below the London average against a range of socio-economic prosperity measures. Unemployment was at 8%, over a third of residents had no qualifications and business density was significantly lower than the London average. Whilst Central Croydon performed better against these metrics, business density (35%) was still significantly lower than the London average (51%).

Croydon was one of the areas worst affected by the riots. Locations throughout the borough experienced disturbances – including Croydon town centre, West Croydon, South End, and New Addington. The arson of Reeves House of Furniture, a historic and longstanding business on London Road, became one of the enduring images of the disturbances.

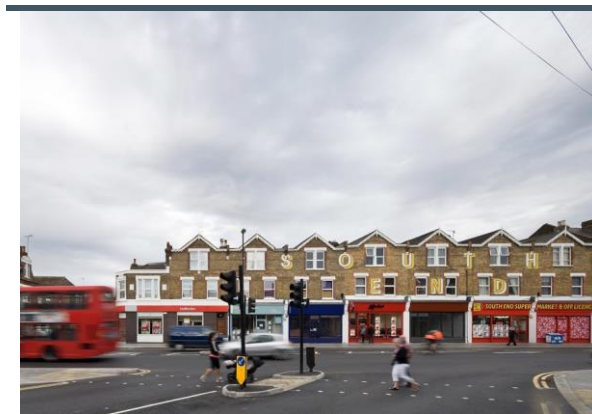
What Did MRF Invest In?

The Croydon MRF programme was a comprehensive package of actions totalling more than £20m, and targeted at transforming the physical environment in and around the town centre, catalysing economic growth by supporting existing businesses and attracting new investment, and linking local residents to new opportunities.

Some of the activities delivered by MRF, alongside wider town centre assets and investments are summarised below.

Broad Green Library Icon: Book icon	West Croydon Bus Station Icon: Bus icon Opened October 2016. Facilities include better customer information, lighting and security; seating; better accessibility public toilet and staffed information office.	Public Realm Improvements Icon: Green dots Re-configured junction layout, creation of shared space adjoining to the pedestrian high street and shop front improvements.	Westfield Icon: Shopping bag icon £1.5bn retail, leisure and residential scheme (Croydon Partnership) aims to transform the Whitgift and Centrale Shopping Centre into a world class retail and leisure destination.
Croydon Voluntary Action Centre Icon: Heart icon	Fairfield Halls Icon: Theatre mask icon Arts, entertainment and conference centre opened in 1962. Undergoing refurbishment to upgrade the box office, 1,800-seat concert hall, theatre and gallery.	Box Park Icon: Warehouse icon Large meanwhile use made from shipping containers. Contains a 2,000 person capacity public space and 40 food and drink traders. Opened October 2016.	Transport Improvements Icon: Pedestrian crossing icon Series of new and improved pedestrian crossings across Wellesley Road, Park Lane and George Street. Currently being delivered.
Access Croydon Icon: Heart icon Residents can book and attend welfare benefit appointments, telephone access to specific council departments and use of computers.	TMRW Tech Hub Icon: Computer monitor icon Subsidised co-working and office space for tech related businesses. Includes 350 flexible desks, meeting rooms, event space and a café.	Public Realm Improvements Icon: Green dots Works include de-cluttering, enhancing footways, new and improved planting of street trees, new and improved crossings and road junctions.	Surrey Street Market Icon: Market stall icon The market is a general market with a particular focus on fresh produce. Sunday market days specialise in street food from around the world.
Public Realm Improvements Icon: Blue dots Upgrades have widened pavements to increase alfresco dining space and improved shopfront facades. Upgrades aimed to strengthen the restaurant quarter.	Tram Stop Icon: Tram icon The Tram Link was extended to New Addington in 2000, enabling access to Croydon central in under 20 minutes.	Public Realm Improvements Icon: Green dots Upgrades to Central parade included footpath improvements, carriageway resurfacing, raised pedestrian crossings, cycle parking.	Restaurant quarter Icon: Fork and knife icon Contains over 40 restaurants. Recent investments widened pavements to provide space for outdoor seating, offering users an alfresco dining experience.
			New Addington Library Icon: Book icon Services include a library, computer access, enquiry service, social groups and community information.

The Business Rates Relief project, while initially attracting a lower take up than anticipated, has helped to improve the vitality of Croydon town centre securing significant new business investment. Project performance improved after eligibility criteria was relaxed, the project was rebranded, and partnerships were formed with building operators to provide additional benefits.



MRF also funded a range of projects within the Connected Croydon workstream, including the High Streets Improvement Programme, Old Town Masterplan, Wellesley Road and West Croydon Interchange. With an overarching aim of bridging social, economic, cultural and physical disconnect, these projects have been very successful, with long-lasting impacts. The High Streets Improvement Programme performed very well, with a range of notable legacy impacts.

Away from Croydon Town Centre New Addington benefited from public realm improvements to the Central Parade and Market Square. Since MRF investment, the Market Square area has become a focal point for activity, both programmed and on a day-to-day basis.

Understanding Area Change in Croydon: Perspectives of Residents and Businesses

To understand the social impact that regeneration projects, detailed consultation was undertaken in Croydon in 2017 to understand resident perspectives of area change – providing a bottom-up account of local socio-economic challenges and opportunities.

Generally speaking there was widespread acknowledgement of the change that was underway, and appreciation of the investment into the Borough's places. That said, there was also wariness regarding the pace of change and a question of 'who it was for'. The perceptions of long standing and newer residents varying significantly in this respect.

Residents were generally positive that public realm improvements have enhanced the image of the area, and the new bus station was much-welcomed. Despite this, some residents questioned the timing of the interventions, and feel these changes could have come sooner after the riots to accelerate the process of area change.

MRF investments in the TMRW Tech Hub and Boxpark were seen by the majority of Croydon residents engaged as being good additions to the area and instrumental in contributing to the wider leisure offer. Residents were positive about the public realm interventions, although some of those engaged with thought that more needs to be done to tackle the inherent problems of crime, anti-social behaviour and lack of opportunity for young people.

New Addington residents were generally positive about the public realm improvements on Central Parade, noting the area looked much better and contributed towards a better high street experience. Community engagement was put at the heart of the Central Parade project; embodied by a Community Project Board, comprised of local residents and businesses who were integral to the decision-making processes. Although residents noted a significant improvement in the environment, there was a general feeling this would not have an impact on reducing anti-social behaviour which some feel is an issue in New Addington.

What Impact Can be Attributed to MRF?

The MRF programme helped to catalyse a long-term strategic visioning process for the borough. MRF provided the impetus for Council engagement with local businesses, residents and politicians to define the 'ambition' for Croydon.

The MRF also drove the development of 5 town centre masterplans and supported Connected Croydon projects to come forward. The MRF has also underpinned Croydon's council's capacity to continue to invest and engage in regeneration projects.

Following MRF, the regeneration focus of the council has been reoriented, with a focus on developing a proactive regeneration programme, rather than a reactive one. The council has also prioritised proactive action to continue to stimulate economic growth – partly highlighted by the creation of an inward investment team partly off the back of the success of the Business Rates project.

Learnings from the Connected Croydon and MRF projects have helped to develop the Croydon Meanwhile Use toolkit with We Made That - a guide to bringing empty units back into use, as well as the Croydon Public Realm Design Guide.

Croydon Council and the GLA continue to work jointly to bring forward the regeneration of the Croydon Opportunity Area through the Croydon Growth Zone. This is a Tax Incremental Finance model which devolves powers to the Council to capture the share of business rate uplift to support borrowing of ca £309m to deliver a package of critical infrastructure including public realm, transport, social infrastructure, culture, and smart city projects. The Council have activated the business rate model in April 2018 for sixteen years in the designated area. The delivery of the Growth Zone programme will build on the work already delivered as part of the MRF/LEF programme, in particular the elements which formed part of the 'Connected Croydon' integrated transport and public realm strategy, thereby encouraging mode shift towards walking and cycling, making the metropolitan centre a more people friendly environment and driving inward investment.

What is Happening Now?

Over the past decade, Croydon has become increasingly established as a vibrant and important economic hub. Croydon has received investment from global technology and professional services companies as well as major public sector institutions (such as the Home Office). The TMRW Hub (Innovation Hub) has played a significant role in the development of the renewed momentum around Croydon. More detail on the innovation hub is provided in the case study overleaf.

Following the business rates relief programme, a discretionary business rates relief programme continues to operate in Croydon, having been introduced in 2017. With construction works dominating Croydon's retail core in recent years, business rates relief has helped to enhance the vitality of the borough's town centres. Many businesses that were assisted by the project are retained today. In New Addington, a Council-funded Phase 2 project is underway at Central Parade. This will include the development of a £30m leisure and community centre. A future Phase 3 Council-funded project is also planned, which will include a new Wellbeing Centre with NHS services, various other community services and housing. The local BID, which was set up through the MRF project, remains highly active in the community.

Project Learning: Croydon TMRW Hub

Overview:

A new workspace in Central Croydon targeted at providing affordable space for young companies, and offering additional café and event space.

The hub opened in June 2016.

What has been delivered?

The fit out of the 21,000 sq ft vacant building delivered 350 co-working desks and dedicated desks, 10 private offices, a 350-capacity event space, superfast internet, 3d printing lab and café. Users benefit from range of spaces, including meeting rooms and less formal spaces for co-working.

What has been achieved?

Employment and business results are still in the process of being monitored.

However, based on the findings of consultation, the environment and ethos of the TMRW hub motivated some businesses to move their operations to Croydon. This promotes the growing tech cluster in Croydon and contributes positively to the changing perception of Croydon.

Consultation with local residents and businesses (see the separate Area Change in Croydon case study) has also suggested that the TMRW hub is perceived as a positive addition to the area, helping to change perceptions and encourage new types of business and workers into Croydon.

Consultation with occupiers suggests the variety of spaces provided are conducive to a productive and creative environment for tech companies. The Byte Café is particularly key, providing a public facing café to engage with the public and to use as a test bed for new ideas and products.

The TMRW hub has proactively taken steps to work with the local community, through exclusively employing local staff for the café, buying food from the local market and using local supply chains for other items. These promote positive spill over effects which support local employment and growth in the local economy.

Area Change Case Study 2: Tottenham

The London Borough of Haringey received the most funding from MRF, with the majority of this spent in Tottenham. The Haringey MRF programme received a total GLA investment of £28 million across 9 investment strands.

What Was the Context in 2011?

In the 10 years before 2011, Tottenham had already experienced a decade of change. Between 2001 and 2011, Tottenham's population had grown by 18%, economic activity had risen by 11% and the proportion of residents with no qualifications had fallen by 21%. Home ownership had fallen significantly, meaning that by 2011, 68% more people were renting privately, and home ownership was 19% below the London average. In 2011, unemployment in Tottenham was still 3% above the London average, and one in four residents had no qualifications, compared to less than one in four Londoners (18%).

In 2011, riots began in Tottenham which quickly spread across London and the rest of England. After the civil disturbances of 2011, Haringey Council, the GLA and various government agencies were brought together to collaboratively plan for the regeneration of Tottenham.

What Did MRF Invest In?

MRF provided funding for a holistic regeneration package, focused on social and place-based investment.

The Growth on the High Road project, completed in 2016, has not only significantly improved pride and perception of the High Road, but it has also spurred a number of further regeneration activities. A new 10-year Strategy has been developed for the Tottenham High Road and is in draft stages.

The Opportunity Investment Fund has similarly been very successful, with a higher loan payback rate than originally anticipated. The model is now being extended to the Productive Valley Fund across the Upper Lea Valley, in collaboration with LBs Enfield and Waltham Forest.

While facing initial challenges in engaging local people with complex needs, a large-scale employment and skills programme has delivered considerable outcomes in linking residents into employment and training opportunities.

While facing a number of operational challenges, the 639 Employment and Enterprise Centre has become well established and delivered some strong outcomes from an enterprise and training perspective. With a new operator recently on board, the Centre's business model is expected to become financially sustainable.

Further north, a large-scale package of investments in North Tottenham, aimed to support and enhance wider regeneration proposals for the area – linked to the new Tottenham Hotspur Stadium and wider programmes of residential focused regeneration. This included significant public realm enhancements across the area, investment to enhance green space, and investment in two key stations – White Hart Lane and Tottenham Hale.

Project Learning: Tottenham Opportunity Investment Fund

Overview:

- £3.67m (£2.6m MRF) programme helping SMEs and entrepreneurs expand or open a new business in Tottenham
- Supports activities to create workspace, purchase machinery/production equipment, generate new jobs and upskill staff.
- Loans are flexible i.e. offering varying amounts, rates, and payback and holiday periods.

What's been delivered?

As of early 2019, £2.59m had been awarded to 19 Tottenham businesses.

The original programme targets for 2016/17 were to bring 50 vacant commercial units back into use, create/improve 50,000sqft commercial floor space, create 100 work units and create 200 jobs. The programme's commitments (throughout the lifetime of the loan period) were on course to exceed most of these targets, so the programme targets were revised at the end of March 2017 to bring 17 commercial units back into use, create/improve 227,478sqft of commercial space, 161 work units and 329 jobs.

There have been a number of success stories, such as Chicken Town, a not-for-profit restaurant funded by the OIF and run by Create. The restaurant aims to encourage healthy eating by offering an alternative to the growing number of unhealthy fast food chicken shops. The restaurant is in a refurbished Grade II-listed fire station and will create 40 jobs.

What's next?

The project is ongoing, with loan funding being recycled to reinvest in new businesses. The success of the project has led to the established of a broader fund for the Upper Lea Valley area.

Role of MRF

Funding has enabled a number of small and medium enterprises to start trading or to expand their business. The innovative approach is targeting particular types of business which support the creation of jobs, delivery of social values and provision of training and skills. This aligns with wider ambitions to deliver social, health and economic mobility outcomes in Tottenham.

How has the Area Changed?

Tottenham's population has grown at double the rate of the London average since 2011, equating to an additional 6,500 residents. House prices grew by 39% between 2011 and 2014, however prices remain significantly more affordable than the London average. Despite this, employment in Tottenham has fallen by 4% over the last 8 years, which runs against both the London (+9%) and Haringey (+7%) averages.

Claimant count has fallen as have levels of relative multiple deprivation. Despite this, Tottenham retains pockets of severe deprivation, with 35% of the area falling within the most deprived 20% nationally.

Understanding the Social Value of Regeneration in Tottenham

In 2018, Social Life analysed the social impact of regeneration programmes in Tottenham to understand the impact on residents and agencies. This focused on four regeneration case studies within the borough to understand local perception of regeneration and area change.

The research found that many of the MRF-funded employability and business support investments were welcomed by local people. To date, there was reported to be a lack of local knowledge about much of the physical regeneration undertaken locally, with many of these appearing smaller or more fragmented to date. This is likely to change as the new housing developments and estate regeneration programmes progress.

The findings also uncovered a common fear of area change resulting in displacement of communities. The research reported some negative perceptions of agencies driving regeneration agendas, with a lack of trust it being reported of the council and its partners.

External factors were also found to have overshadowed regeneration efforts and have done little to address preeminent local concerns such as bank branch closures in Bruce Grove, and employment initiatives hampered by the prevalence of low value employment locally.

The full report can be found here: http://www.social-life.co/media/uploads/summary_the_social_value_of_regeneration_in_tottenham_april_2018.pdf

Social Life are now undertaking further research to understand the impacts of regeneration in Tottenham over the past decade more broadly.

This approach to longitudinal research compliments the GLA's approach to project closure output and outcome monitoring. Rich qualitative data from local people can build upon output statistics to provide the GLA with deeper insight into perceptions of area change and the impact of regeneration programmes on wider outcomes.

What Impact Can be Attributed to MRF?

The MRF funding was critical for the delivery of the projects, but it also ensured the involvement of the GLA as both a supportive and critical external partner.

In North Tottenham, significant work has been undertaken across various projects such as Stadium Approach and Access and Parking, but having only recently been completed, their broader impacts are yet to be seen.

As noted above, the Opportunity Investment Fund has generated significant momentum, and is now being rolled out across the wider Upper Lea Valley area; a considerable legacy.

The Haringey Employment and Skills Project and Haringey 100 – Routes to Work have both had notable legacy impacts. Not only has the London Councils Employment and Skills Commission been set up following on from these projects, but Haringey has also set up its own Labour Market Resilience Reserve, and Haringey Works, and online portal providing employment and skills information.

More broadly, MRF investment has played an important role in helping to refocus the strategic focus of Haringey Council. Over the past five years there has been considerable scale up in resource within the council focusing on area based regeneration, and in many respects, the council is now recognised as a leader in London in terms of its proactive focus on area based growth and economic development.

What is Happening Now?

The Tottenham regeneration agenda has shifted significantly over the last decade. The priority today is around community wealth building and growing a prosperous economy for all – ensuring that the benefits of growth are shared locally.

With programme level, broad area-based planning and aims to secure sufficient funding across a long-term timeframe, Haringey seeks to continue to deliver meaningful and sustained impact far beyond the legacy of the MRF.

Currently, Haringey is continuing to further its regeneration ambitions through various projects, including the ambitious Selby Centre proposals (Good Growth Fund), Tottenham Hale growth area (and linked Mayoral Housing Zone investment), and the Seven Sisters regeneration project.

A new 10-year Strategy has been developed for the Tottenham High Road and is in draft stages. A Phase 2 project for Tottenham Green is in the works. £2 million has been awarded as part of Heritage Action Zone funding, and the Council has submitted a successful Expression of Interest for funding to MHCLG's Future High Streets Fund which will be developed into a full business case later this year.



Works on Tottenham Green

5. Programme Achievements and Learning

The MRF has played an influential role in shaping approaches to regeneration programming and delivery within the locations in which it has invested. This reflects both the scale and longevity of the programme, but also the collaborative approach taken by the GLA and the Borough's to ensure alignment with broader contexts and processes. In many locations, there is a tangible on legacy, represented by ongoing policy and strategic focus and leveraging of additional or new funding.

The MRF has also provided considerable learning in approaches to area-based regeneration in London, which have helped to inform and evolve the GLA's subsequent rounds of funding.

Programme Achievements

Review of project closure forms and self-evaluations, and consultation with MRF Boroughs and GLA project managers has highlighted some of the successes and achievements of the programme.

Given the diversity of the programme, these achievements are varied, ranging from direct success in achieving measurable economic outcomes, to strategic and catalytic achievements.

Achievements are considered over the following pages against five categories:

1. Place making and high street vitality
2. Supporting enterprise, investment and growth
3. Supporting skills and employment
4. Catalysing development and investment
5. Collective action and innovative approaches to regeneration.



Dine in Southall, Southall Manor House. Credit: 00 Architects

Area 1. Local Place-Shaping: Enhancing Identity, Improving Quality and Building Resilience

Place shaping was a strand running through the MRF programme. This was particularly the case for the packages of MRF investment in Tottenham and Croydon, where, sitting across a diverse range of interventions, was an overall aspiration to change perceptions of place and to create a greater sense of identity for the benefit of residents, businesses and investors alike.

Numerous projects focused specifically on efforts to improve local economic and high street vitality, via integrated packages of investment covering both physical (e.g. public realm) interventions and wider business support activities:

- A package of public realm improvement measures aimed at transforming **Colliers Wood** into a more cohesive town centre
- Public realm and streetscape improvements on **Tottenham High Road** to enhance footfall and to improve confidence
- A shop front improvement scheme in **Hackney Central** to enhance the overall quality of the shopping environment, with over 45 businesses receiving specialist support
- Public realm improvements in **New Addington** and **South End** in Croydon
- Significant enhancements to the public realm and streetscape in **Southall** to improve the town centre environment.

Throughout the programme, a high level of emphasis was placed on high quality delivery, with a particular focus on design (reflecting Mayoral design objectives). A large part of this reflects the design expertise provided by GLA Project Leads and the involvement of innovative and 'fresh' design consultancies (often via the SAT panel).

Evidence on impact of the investments is relatively patchy; however, where more detailed evaluation work has been undertaken this does point to an improvement in local economic vitality – with recorded improvements in town centre footfall and satisfaction levels in locations such as Southall and Hackney Central.

Now that the GLA has been proactively investing in London's high streets for nearly ten years (both via the MRF and other investment programmes), there is a need to undertake more detailed research on the long-term impacts of this investment from a vibrancy and vitality perspective. This is particularly the case given the wider structural challenges facing London's (and the UK's) high streets, and the increasing policy focus on developing new responses (e.g. MHCLGs Future High Streets Fund).

Project Learning: Tottenham Green

Overview:

- Public realm enhancements to improve the appearance of Tottenham Green and increase activity and use.
- Part of the Growth on the High Road project aiming to restore the vitality of the area through improvements to the cultural and retail offer and experience.

What was delivered?

The Tottenham Green project saw improvements to the path network and setting of the War Memorial, widening of edge footpaths, improvements to approaches to the Green, and the provision of new play equipment (Tottenham Green East).

What are the achievements?

The Tottenham Green project proved transformational in bringing the space back into more productive public use. A new food market was established to build on the improvements and further increase activity.

The physical appearance of the area improved significantly, and evidence from Haringey Council suggests that people are now spending more time on the Green and expressing a greater sense of pride.

Following improvements the Green was awarded with Green Flag status, an award recognising and benchmarking the best green spaces in the country.

A volunteer group named "Friends of Tottenham Green" was also formed, running community clean up days to maintain the look of the Green. This suggests a level of community pride in the newly reformed space and an intention by local residents to take a proactive role in its future.

What's next?

The council followed up investments with further investment in the public realm including expanding this to other parts of Tottenham. The initial focus is Tottenham High Road, focusing on enhancing character in the conservation area.

Area 2. Supporting Enterprise, Investment and Growth

Around £10.5m of MRF was targeted specifically at supporting enterprise and business growth.

The projects delivered were diverse, and include:

- A scheme to increase the supply of incubation space in **Camden** and to bring vacant and under-used retail spaces back into use
- A scheme to bring a disused building in **Southall** back into use to provide space for enterprise and skills and training, with a focus on the food and drink sector
- Provision of business rate reductions to businesses moving or expanding into commercial premises in central **Croydon**
- A specialist technology business incubator in central **Croydon** to act as a catalyst for the growth of the tech community
- A new loan fund in **Tottenham** to support existing businesses to scale and new businesses to invest.

A number of these projects have demonstrated strong achievements – particularly in the case of Camden Collective (which is now acknowledged as a best practice model across London in supporting enterprise and animating and diversifying high streets), and in the case of the TMRW Tech Hub in Croydon which has established itself at the heart of Croydon's growing enterprise economy.

While it is difficult to demonstrate direct causality, there is evidence of real economic momentum in a number of the locations targeted by MRF – particularly within the growing creative communities within Tottenham, Croydon and Hackney (highlighted partly by the designation of

The long-term success of these schemes will ultimately be measured in terms of their ability to support and sustain business growth and enterprise in the areas targeted, as measured by indicators such as floorspace created, jobs created, and business start-up, survival and growth rates. While the nature of the schemes means that outputs and outcomes will be economic in nature, social outcome can be measured in terms of the extent to which the interventions support improved employment, prosperity and inclusion outcomes for local residents – particularly those facing skills and employment barriers.

Project Learning: Camden Collective

Overview:

- Creation of Camden Collective in National Temperance Hospital, offering free co-working space.
- Acquisition and creation of affordable workspace units on the high street for creative businesses.

What was delivered?

The Camden Town Unlimited project had two major strands of delivery. The Camden Collective supplied incubation space for creative industry businesses and enterprises. The Camden retail project aimed to increase the quality and diversity of retailers in the South of Camden high street, by providing units suitable for creative start ups.

What has been achieved?

The Collective project has attracted a high level of membership. The Fellowship scheme, which aimed to provide desk places for young entrepreneurs, was successful in enabling 157 young people into work experience and internship opportunities and employment. The retail project also demonstrated positive outcomes, with a high level of uptake by users and consistent churn in the users of spaces. The scheme also facilitated take up from young people from the Fellowship scheme into work experience or employment within pop up businesses.

The project has enabled a number of users to achieve business status, with many progressing on to become fully fledged and sustainable businesses during the life of the scheme. Other businesses have developed the business in other ways, through diversification and exploration of new avenues. The overall vitality of the high street has also improved following the acquisition of vacant retail units and has resulted in a significant reduction in high street vacancy.

By the end of March 2016, the project had reported the delivery of around 140 new FTE jobs, around 350 young people receiving training, and over 100 new business starts.

Additionality of MRF

Camden Council had not previously undertaken a project of this nature. Following the delivery of the project and taking on board guidance from the GLA, the council have used the model to apply for funding to deliver follow on projects.

The project is also acknowledged as a model of best practice more widely across London both in terms of supporting enterprise and in terms of diversifying high street uses.

Area 3. Engaging Local Communities to Enhance Employment and Skills

Around £1.1m of MRF was targeted specifically at supporting skills and employment. This spend related to a project in **Tottenham** focused on targeting and engaging with residents furthest from the labour market; a case of this project is provided to the right.

In addition, numerous other projects included strands of delivery focused on delivering skills and employment outcomes – such as the **West Croydon Investment Programme** (around £0.4m was invested to provide training and to support sustainable employment opportunities), the **639 Enterprise Centre** in Tottenham, and the **Dine in Southall** projects.

Overall MRF spend on skills and employment initiative was relatively low, particularly when set in the wider context within which the MRF was established. However, the projects that did focus on employment and skills (such as the Tottenham Employment and Skills and Routes into Work programme and the 639 Enterprise Centre) have delivered some strong and tangible impacts, as measured by the number of people receiving support, the achievement of new qualifications and skills, and progressing into work and careers.

Longer term success of these schemes will ultimately be measured by the extent to which they are sustained locally, and continue to deliver outcomes which are relevant to evolving local contexts – in terms of improving training and skills levels in local populations, addressing barriers to work, supporting people into employment and supporting longer term improvements in overall prosperity.



639 Enterprise Centre, Tottenham

Project Learning: 639 Enterprise Centre

Overview:

- Creation of new centre to provide new space for small businesses, and promote training and volunteering in the heart of Tottenham.
- £3m investment (£0.8m MRF), including £500,000 to London Youth Support Trust to manage centre for three years.

What's been delivered?

The 639 Enterprise Centre opened in 2015. A range of spaces have been delivered, including office space, shared workspace, conference facilities and board rooms. Supporting this is a new café and Tottenham's Living Room, a space providing free community/meeting space for local residents and organisations.

Outcomes to date

The project has been successful in setting up a functioning multiuse enterprise, employability and volunteering centre, and has made some early progress towards making this model financially sustainable. The building has operated from the outset as originally anticipated, with occupancy rates high, averaging 84% over the first two years of operation.

The centre has also operated the Tottenham Living Room, which has attracted over 100 different user groups in the first two years. Many groups have also used meeting rooms and other spaces within the 639 Centre for positive activity relating to enterprise, employability and volunteering.

The space attracted a number of large teaching providers such as Birkbeck to deliver a range of skills and training programmes. Consultation suggests there were few other options for space in Tottenham, and the delivery of the enterprise centre was crucial in acquiring a provider of this size and significance.

By the end of March 2016, the project had delivered 85 business start-ups and 118 volunteer to apprenticeship, training or employment outputs. The project had also see over 770 business support assists – more than three times the number targeted. Further results are expected subject to ongoing monitoring.

More recently, the Centre has come under new management (The Trampery + Launch It) and a new business plan has been developed. A second evaluation is due to be undertaken in the next couple of years. Options are being explored for a community asset transfer and community ownership scenario in the future.

Area 4. Catalysing Development and Investment

A large focus of the MRF Programme was on the delivery of infrastructure enhancements to help catalyse / stimulate future investment and development. These investments have tended to be the most complex in nature and hence most resource intensive.

The projects delivered are diverse, and include:

- A series of transport and infrastructure investments in **North Tottenham** to help enable the Tottenham Hotspur stadium scheme
- Improvements to highways and footways in **Northumberland Park** in support of future development opportunities
- Investment around the **West Croydon** interchange to enhance usability for residents and visitors.

Generally speaking, the success of these schemes will need to be measured over the longer term. This is particularly the case in Tottenham, where a number of those larger investments (partly linked to the Tottenham Hotspur Stadium, and wider public and private sector development activity) have only recently completed.

In most cases, it will take over a decade to fully unlock development and attract investment and, in turn, employment and business growth. In areas targeted by MRF funding, tracking long term social outcomes will also be important, in terms of the extent to which investment has created new training and employment opportunities for local residents, and the extent to which the investment help to improve inclusion and cohesion, rather than increasing divides.



London Road, Croydon

Area 5. Flexibility, Collaboration and Innovation to Secure Long-Term Legacy

Aside from delivering against specific impact and outcome areas, it is noticeable that MRF has seen the delivery of a number of schemes which are innovative in terms of their design and / or their approach. The complex nature of many of the locations and projects has also necessitated a flexible and collaborative approach to delivery – both in terms of overall delivery timescales and delivery scope.

Particular examples of innovation include:

- A scheme to deliver a new square in front of **Peckham** station which has been co-produced and co-designed by the local community
- A bespoke fund to encourage businesses to invest in **Tottenham** via the refurbishment and fit out of vacant premises
- A scheme focused on supporting growing activities in **Enfield**, engaging young people, encouraging volunteering and social enterprise.

As with other investments, the success will ultimately be measured against core long term economic and social performance measures - jobs created, business growth and investment, as well as skills, employment, inclusion, and community cohesion. However, success can also be measured in terms of the extent to which messages and lessons regarding innovation (both achievements and weaknesses) are effectively communicated, and knowledge shared to inform future delivery, and in terms of the direct legacy in securing additional investment and strategic focus.

In this regard, there are already positive outcomes – for example Southwark has applied learning from Peckham in its regeneration activity across the area, and is actively developing place based ‘Social Regeneration Charters’ to ensure future change and delivery (by both the public and private sector) reflects community aspiration.

Similarly, learning developed via the Tottenham Opportunity Investment Fund has enabled the model to be extended and rolled out across the Upper Lea Valley, taking in a much broader geography.

In Hackney Central, the focus on high streets resulted in further work by the planning department to establish a clearer framework for future delivery in the town centre.

Looking beyond the legacy of specific projects, the ‘area change’ case studies in the previous chapter highlight that the MRF investments have taken place within much broader and longer-term programmes of delivery activity, and has played a major role in helping to develop and steer these.

In both Croydon and Tottenham this has resulted in significant scale up in internal resource focused on place-based regeneration and economic development, and parallel increases in levels of expertise and capacity locally. In Croydon, for example, the delivery of the programme (such as the Business Rates Relief scheme) directly influenced subsequent decisions by the council to create an inward investment team.

Via its close partnership work with the Borough’s and wider partners (particularly TfL) through the delivery process, the GLA has also been able to exert significant influence on local strategic focus and approaches – as illustrated for example by the Shaping Southall programme which, while primarily focused on town centre improvements, also helped to better define future approaches and policies regarding local industrial and employment spaces.

Project Learning: Gateway to Peckham

Overview:

- Public realm project to improve Peckham Rye station, open up a new public square, and enable development of new homes and leisure space around the station.
- Innovative approach to community engagement required to deliver project.

Innovation in delivery: Consultation and Co-design

The project was delivered within a sensitive community context; early on in the delivery process, the local community expressed concerns about the initial scope of the project and requested a greater role in subsequent design and delivery.

In response, LB Southwark went back to the drawing board and undertook a consultation process “Peckham co-design” to engage with the community to examine new visions for public spaces outside the station front. As part of this a Co-Design Shop was based in the grand old staircase to the left of the station entrance to host meetings, discussions, exhibition workshops and editorials.

This engagement process proved to be an innovative way of working and has now been taken as a model to use for other projects in the borough. Consultation suggest the “Peckham Co-Design” was successful in achieving local buy-in and as a result the project is now moving forward.

Responding to Wider Delivery Complexities

The project also encountered a series of wider delivery complexities which have resulted in a significantly extended delivery period– these included challenges in working with a very complex listed asset, challenges in securing ownership of the necessary property interests (via CPO), and challenges in securing a model to decant existing local businesses to new premises.

The Peckham Palms project was developed to respond to the latter challenge, and provides hair and beauty hub designed specifically for hairdressing businesses displaced by the development. The hub opened in early 2019 and provides a ‘rent-a-chair’ system, larger units, a café, and a crèche.

Additionally, the council has been supporting affected businesses to temporarily relocate within Peckham with the intention that some of these will move back into the station development upon completion. The hot food businesses which have recently been relocated to Arch 74a are now operating together under the brand of ‘Peckham Food Court’.

The wider CPO and planning process is now complete and wider delivery activities are underway in three delivery phases. Final completion is expected in 2022.

Ability to work flexibly and collaboratively over much extended period have been crucial in enabling this project to proceed and deliver the ‘transformational’ outcomes which are expected.

Key Areas of Challenge and Learning

Based on the projects which have recently concluded, there are a number of learning points which can inform future funding rounds and could be considered during bid appraisal, project management and evaluation of funding.

1. Articulating Long Term Programme Objectives

One of the key challenges which has faced MRF since the outset has been the perception of the programme as purely a riot response. As noted in chapter 2, the GLA were clear from the outset that the programme aimed to be much more than this, putting in place the foundations and infrastructure to enable longer term structural change and growth. However, partly as a result of the rapid inception of the programme, no clear objectives were ever set as to what the GLA was trying to achieve via its investment and what success would look like.

Reflecting the challenging social and political contexts in many of the localities in which the MRF has invested, the programme and its projects have frequently faced public scrutiny and challenge regarding the focus of investment: particularly in terms of the perceived focus on infrastructure and development versus bottom up investment in people and community, and in terms of wider London wide debates around area change and 'gentrification'.

The Hackney Fashion Hub project is a good example of this, with the project regularly criticised in local media regarding the relevance of fashion and value of retail employment to local people, set within broader discussion around the adverse impacts of gentrification and the role of regeneration investment in catalysing this.

In many locations, such challenges have been countered over time by strong collaboration and development of trust with the Borough's and local communities. However, the lack of a clearly defined set of objectives for the programme and challenges in demonstrating its overall economic and social impact (see point 4), leaves the legacy of the programme as a whole open to challenge.

2. Project Complexity and Delivery Timescales

As noted previously, delivery of the programme was considerably slower than anticipated at outset.

This reflected a number of factors – but in particular the capital nature of the funding, the extent to which projects were 'oven ready' (and hence the speed of progression into grant agreement), the complex nature of delivery (many of the projects required design and planning work), and the challenging nature of the delivery locations.

To some extent, these delays can be considered to have been beneficial to the ultimate outcomes and achievement of the programme: the flexibility of the GLA in extending delivery periods and allowing funding to be reprofiled, has ultimately ensured that projects have been allowed to evolve to meeting local context and respond to local areas of challenges. The Gateway to Peckham project is a good example of this.

Despite this, the delays have also resulted in challenges in the GLA's ability to keep track of and articulate the story of the programme, and to respond to instances of criticism regarding the delivery and impact of MRF investment. In some cases, there has also been a degree of lost momentum and impetus where projects have been affected by turnover in staff (both on the side of the GLA and the Borough's).

Ultimately, the main learning point relates to need for a greater degree of realism regarding project complexity and delivery periods. This is a point which has been picked up on in subsequent GLA investment rounds. The new 'rolling' Good Growth Fund programme, and associated investment in helping prospective projects develop delivery plans and cases for investment is designed to ensure that there is a better knowledge of project complexity and delivery practicalities at grant agreement stage.

3. Securing Long Term Legacy

As noted above, in many of the MRF locations there is evidence of a clear and long term legacy, with MRF investment having provided a platform for wider / subsequent public and private sector investment.

However, there are also a few instances where there have been wider challenges in securing a legacy. There are a number of factors which have influenced this:

- **Operational models for workspaces:** in a number of instances, project performance and delivery has been impacted by challenges in securing viable operational models for new workspaces and community spaces. One example is the Dine in Southall project which has seen the delivery of a high-quality community space, but where the council has found it challenging to establish a model to operate this. A Community Interest Company is the preferred option, but should have been scoped and established at an earlier point in the process to ensure it was up and running when the space was completed. Similar challenges were faced in New Addington with the capacity of Good Food Matters (a small charity) to develop the necessary business plan to run the community space (additional support from the council was ultimately necessary for this).
- **External factors:** in a number of instances, external factors have also had an adverse impact on project performance and legacy. This is particularly true in the case of the Hackney Fashion Hub project, which is currently experiencing challenges in performance after a change in private sector ownership, and more broadly as a result of wider changes in the retail market. While the GLA and Hackney Council remain active partners, the fact that the scheme has a private sector lead acts as a constraint on the ability to intervene directly to respond to the challenges being faced and protect the legacy of the project against original objectives. More information on this example is provided in the case study overleaf.

Project Learning: Hackney Fashion Hub

Overview:

- Renovations to railway arches and improvements to the public realm, to support the development of a new fashion hub in Hackney.
- The scheme aimed to redefine perceptions of Hackney Central and generate footfall.
- Complementary public realm enhancements across Hackney Central, and a programme of shop front improvements .

What was delivered?

These town centre enhancements were delivered alongside the 'Hackney Fashion Hub', which saw the refurbishment of 12 railway arches, providing space for a range of designer and high end fashion retailers, alongside further improvement so public realm to help improve connections between Hackney Walk and the core town centre area.

The project also enabled the creation of the 'Stitch Academy', the non-commercial side of Hackney Walk providing affordable workspace for local people, a not for-profit retail space, a free workspace bursary for emerging local designers, and fashion 'masterclasses' for local residents. A shared space with machinery and equipment for emerging fashion businesses is also in development. The scheme has been set within the wider context of 'Fashion District' – an initiative to support the development of a recognised fashion cluster across East London.

In addition to the Fashion Hub, MRF support investment in over 30 shopfronts, 7,000m² of public realm and wider business support in the existing town centre area. These were designed to complement the Fashion Hub and help long standing traders benefit from new footfall.

What has been achieved?

Initially the Fashion Hub performed well: in 2016, nine of the arches were either occupied or had an occupier in the pipeline and the remaining three arches were set to be made available on a meanwhile basis to local designers. An estimated 100 jobs were supported.

In the period since, however, there has been a marked decline in performance, to the point where in late 2019, only three of the units were occupied. This change in performance is thought to be reflective of a combination of factors including the challenging retail environment, and a change in private sector ownership which took place in 2017.

What is happening now?

Hackney Council is now working proactively with the new owners of the site to support its long term future. The new owners are in the process of developing their own plans for the site which are thought to involve a diversification away from the fashion focused nature of the hub to provide a more 'mixed-use' environment.

The long term legacy of the MRF project will hinge to a large degree on the success of these proposals, and in particular, the ability to secure occupancy, to engage local communities in forthcoming employment opportunities, and to attract and sustain footfall to support vibrancy and vitality within the wider town centre.

4. Tracking of Performance and Impact

At the outset of the delivery of the MRF programme, the GLA placed a good degree of emphasis on the importance of strong monitoring and evaluation processes. An evaluation framework was commissioned in 2014, and set out guidance on how projects should go about tracking performance impact over the project delivery period and beyond.

While all projects signed up to delivery targets, the approach to tracking and collating final evidence on performance was mixed: while some projects undertook detailed and robust evaluations (e.g. Camden Collective) for many projects there is currently very limited information on project achievements.

To some extent, this reflects the long delivery timescales and churn of staff on both the side of the Boroughs and the GLA; however, it does represent somewhat of a missed opportunity given the innovative nature of some of the projects and the opportunity to take a more longitudinal approach to tracking change given the extended delivery lifetime.

A key area of learning, which has already been built into subsequent rounds of GLA regeneration investment (particularly the Good Growth Fund), is the need to embed evidence collection into delivery from the outset, ensuring that the measures against which performance will be assessed are understood by all partners and that agreed processes are in place to deliver on this.



Peckham Palms

6. Conclusions and Programme Legacy

Eight years after it was established, the MRF programme is reaching its final stages of delivery, with 21 of the 23 projects now complete. The programme has faced significant delivery challenges and complexities, and weaknesses in evidence collection have resulted in challenges in understanding its full impact.

However, the programme leaves a clear legacy in the sheer scale of investment which it has delivered, and its role in steering and influencing subsequent activity across the places and Borough's in which it has invested.

Performance Against Objectives

As noted previously, the programme did not have a clearly defined set of objectives or success measures; this reflected the origins of the programme and the flexibility that the GLA afforded to the Borough's in defining their investment needs.

That said 5 key criteria were used to assess the suitability of projects, and reflection on these helps to contextualise the overall performance of the programme.

Criteria	Headline Assessment
Deliverability: projects that are deliverable within the delivery timescales and budgets.	<p>Ultimately, project 'deliverability' should be judged in terms of the extent to which projects have been delivered, and in this regard, the programme has performed well: all of the projects progressing through grant agreement and will ultimately be delivered.</p> <p>Clearly within this judgement there is a degree of nuance: nearly all of the projects ran beyond their intended delivery timescales, in some cases by multiple years. However, in many respects this reflects the complexity of the delivery, and the flexibility afforded to Borough's in their delivery focus and approaches.</p> <p>Ultimately this flexibility has enabled the programme and its projects to evolve over time, responding to changing local contexts, needs and opportunities. This should be regarded as a key strength of the programme and one which provides good learning for subsequent rounds of investment.</p>
Vibrancy and growth: projects that result in sustained economic growth.	<p>As noted in Chapter 4, data across the programme on impacts achieved is relatively patchy in detail and mixed in quality: this impacts on the extent to which it is possible to make a definitive judgement on the success of MRF in enhancing vibrancy and growth.</p> <p>That said, the research undertaken clearly demonstrates that a number of MRF investment locations are benefitting from rapid periods of economic growth and evolution. Tottenham, Croydon, and Hackney all provide good examples of places which have gathered significant momentum from an economic growth and evolution perspective over recent years: partly demonstrated by the recent designation of 'Creative Enterprise Zones; in the former two places.</p> <p>While it is difficult to demonstrate direct causality, the MRF has clearly played a role in supporting this momentum, helping to enhance streetscape, invest in local business, secure new business investment and transform local identity and perception.</p>
Place-shaping: projects that support streetscapes and	<p>As above, the coverage of data on project impact makes it difficult to make a definitive judgement on performance against this element of the selection criteria.</p>

<p>public realm that support economic and social development of community.</p>	<p>That said, there are clear examples of strong achievement in a number of the investment locations: such as the tangible uplift in high street quality and local economic vitality in locations such as Tottenham, Croydon and Hackney Central.</p> <p>The extent to which these improvements have led to longer term enhancements in overall economic performance and resilience is currently less well understood, and further work would be beneficial to assess this.</p>
<p>Collaboration and support: projects that build local partnerships and strengthen mandate for delivery.</p>	<p>As with other GLA regeneration programmes, collaboration and support has been a key feature throughout. Via its team of GLA area-based project officers, the GLA has worked closely with the Borough's and other key delivery partners such as the GLA to help develop plans, and steer delivery.</p> <p>In the majority of instances this level of support has been well received and there is an acknowledgment that it has helped to build delivery capacity and expertise across partner organisations. In a number of instances (particularly Croydon and Tottenham), GLA investment can be seen to have played a role in helping to re-establish local strategic focus on place-based regeneration, as illustrated by subsequent scale up in delivery resource within those organisations.</p> <p>This leaves a strong legacy in terms of local commitment and momentum.</p>
<p>Geographic suitability: projects in locations which can demonstrate a clear socio-economic need and opportunity.</p>	<p>The initial response of the GLA to the riots was relatively robust: collecting information on affected areas and linking this to wider strategic objectives provided a strong basis for the initial stages of MRF. Initial flexibility for boroughs to develop projects was broadly welcomed.</p> <p>All of the Borough's allocated funded had been affected by the riots in some way, but the decision to allow them to target activity away from locations which were directly impacted helped to create recognition that MRF is more than just a response to disorder.</p> <p>Two locations were conspicuous by their absence from the MRF programme: Lambeth and Lewisham. While at the time there was an argument to say that more time and resource could have been allocated to help these Borough's to develop proposals, the GLA since worked closely with both Borough's to develop plans and as a result have delivered significant investment in locations such as Brixton and Deptford.</p> <p>The subsequent growth and evolution of many of these locations highlighted in Chapter 5 (particularly from an economic perspective) to some degree bears out the decision-making regarding support for areas with headroom for growth. In many cases the scale of this opportunity remains only partially realised, as highlighted by the fact that five of the locations which received MRF funding are designated as 'opportunity areas' in the draft New London Plan.</p>

Programme Legacy

Despite the weaknesses in the quality of the evidence on project performance and impact, the research has provided a relatively clear sense of the overall legacy of MRF – both in terms of the places that it has invested in, and in terms of the GLA approach to delivering regeneration investment:

- **Local economic and social legacy:** reflecting the capital focused nature of MRF, the programme of investment has left a clear physical legacy across the 13 locations which have been invested in. In a number of instances, the physical assets and environment left have been described as transformation – either in terms of their role in changing perceptions or identity (e.g. Tottenham Green) or their role in ‘anchoring’ economic change (e.g. the Croydon Tmrw Hub)
- **Local strategic legacy:** as noted above, the MRF also leaves a strong strategic legacy in the Borough's which received investment. GLA investment has directly helped these Borough's to define clearer strategic aspirations and plans regarding local economic growth (be it through the development of new strategies or policies, or through a better understanding of local need and opportunity), and in some cases has supported the development of new / enhanced capacity on the ground to help pursue these proposals. The learning and expertise developed through the delivery of the MRF (both within the GLA and within the Boroughs) will live on long beyond the lifetime of the programme, and beyond the Borough's which received investment
- **Mayoral regeneration funding legacy:** the MRF has also directly influenced the GLA's approach to delivering regeneration funding, and learning from the MRF has helped to inform subsequent funding rounds such as the London Regeneration Fund, the High Street Fund and the Good Growth Fund. This is true both in terms of the types of projects and places invested in (such as recognition of the value of working with Borough's and delivery organisations to develop project proposals before capital funding is committed, and the greater added value of investing in places and projects demonstrated a clear vision and with a clear delivery mandate), and in terms of the GLA's expertise in ‘what works’ from a delivery perspective.

Next Steps

While the MRF programme is practically at an end, there would be considerable value in the GLA continuing to work with the Borough's to prioritise the collection of evidence on the impacts of the programme.

The nature and scale of the projects delivered present a good opportunity for the GLA to establish a clearer and more longitudinal understanding of the impact of Mayoral investment than is possible for more recent and smaller investment and hence has a potentially important role to play in continuing to shape and influence future rounds of delivery.

Appendix A - Measures of success

A.1 Measures of success as agreed within the project Grant Agreements are summarised in table below.

MRF contracted measures of success by project theme			
Contracted measures of success	Public realm and place-making	Transport infrastructure and fixed assets	Enterprise and business support (inc. skills and employment)
Outputs	<ul style="list-style-type: none"> • Apprenticeship / work experience (1) • Better lighting (1) • Business support (1) • Construction jobs (1) • Create jobs (1) • Events (1) • Footfall (5) and local spend (2) • Improvement to commercial floorspace (3) • Increase to commercial floorspace (2) • Increase turnover (1) • Inward Investment (1) • New loading space (1) • New / renewed footway & carriageway (7) • Perception (1) • Plant trees (2) • Public realm (2) • Reduce accidents / personal injury (4) • Reduce vacancy rates (5) • Reduction in journey time (2) • Retain / grow / safeguard jobs (1) • Shop fronts (1) • Training (1) • Unlock delivery of new homes (2) • Uplift in property values (1) • User experience / quality of environment (2) 	<ul style="list-style-type: none"> • Apprenticeships / work experience (2) • Better lighting (1) • Business support (1) • CHP plant (1) • Construction jobs (1) • Create jobs (2) • Growth of existing businesses (1) • Improved safety (3) • Improved user experience / quality of environment (1) • Improvement to commercial floorspace (1) • Improvement to transport assets (2) • Increase in footfall (1) • Increase to commercial floorspace (1) • New / renewed footway & carriageway (1) • Plant trees (2) • Public realm (2) • Reduce cluttering (3) • Reduction in journey time (2) • Sustained education (1) • Sustained employment (1) • Training (2) 	<ul style="list-style-type: none"> • Apprenticeships / work experience (3) • Business Support (1) • Create jobs (4) • Business engagement (1) • Growth of existing businesses (2) • Improve safety (2) • New business / social enterprise (3) • New business space (3) • New growing (vegetables) space (1) • Reduce vacancy rates (3) • Safeguard jobs (1) • Sense of local pride (1) • Support schools and children through different programmes (1) • Training (2) • Volunteering (1)

<p>Outcomes</p>	<ul style="list-style-type: none"> • Better lighting (1) • Business engagement (1) • Confidence and pride (3) • Footfall (3) and local spend (1) • Growth of existing businesses (1) • Improved safety (3) • Inward investment (3) • New businesses (2) • Perception (4) • Reduced congestion (1) • Reduction in journey time (1) • Relationships (LAs, stakeholders, local communities) (2) • User experience / quality of environment (7) 	<ul style="list-style-type: none"> • Accessibility (1) • Business support (1) • Community involvement projects (1) • Create jobs (2) • Footfall (2) • Improved safety (2) • Increase to commercial floorspace (1) • Inward Investment (1) • Reduction in journey time (1) • Rental values (1) • User experience / quality of environment (2) 	<ul style="list-style-type: none"> • Better health outcomes (1) • Confidence and pride (2) • Footfall (1) • Fresh food (1) and local food (1) • Improved skills (3) • Perception (3) • Relationships (LAs, stakeholders, local communities) (2)
-----------------	--	---	--

Source: Hatch Regeneris based on GLA monitoring data



HATCH
REGENERIS

www.hatchregeneris.com

London: +44(0)207 336 6188

Manchester: +44(0)161 234 9910