

Outputs and outcomes handbook 2015

“The general rule is that the benefits should be valued unless it is clearly not practical to do so. Even if it is not feasible or practicable to value all of the benefits of a proposal, it is clearly important to value the difference between options”.

HM Treasury Green Book

Introduction

The outputs and outcomes handbook 2015 identifies the key outputs and outcomes to be delivered by regeneration projects funded by the GLA. It also defines how these should be quantified and verified.

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

Strategic Context

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

- The Economic Development Strategy (EDS)
- Vision 2020
- The London Enterprise Panel's Jobs and Growth Plan
- The GLA Business Plan

Funded projects should directly contribute to the delivery of one or more of the priorities set out in the strategies listed above.

Approach

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

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

Definition of terms

Output

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

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

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

The output is what we actually deliver:

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

Outcomes

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

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

Outcomes are:

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

Key Performance Indicators

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

Milestone

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

Logic chain

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

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

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

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

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

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

On the application form, you should list appropriate outputs and outcomes and quantify the level of impact your project will have. You should choose the most relevant outputs and outcomes from those described in the handbook as not all will be relevant to your project.

The outputs and outcomes in your application will be used to assess the expected impact of the project on your chosen high street or town centre so you will need to evidence how your project leads to the outputs and outcomes selected.

Submissions also require suitable baseline information to be provided, or evidence that a strategy is in place to begin collecting data. The Town Centres SPG makes clear that boroughs should monitor the performance of their town centres, by regularly collecting data, so that the indicators can be analysed over time. This information will form an important part of our evaluation and monitoring processes. Research on Incubators Accelerators and Coworking Spaces recommended that better monitoring of the small businesses and start-ups that use these spaces, and what they go on to achieve, take place. The impact of open workspaces may be in supporting particular sectors or types of jobs, and the expected outcomes should be described in some detail

If you are successful, you will be required to evaluate your project at the end of the programme, to assess its impact and offer learning for future activity. You will receive further information and support for monitoring and evaluation as your project progresses.

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

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

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| | <p>Progress in work: if participant progresses to a post at a higher grade or secures a higher salary with current employer, also working additional hours.</p> <p>Adult: London residents aged 18 yrs + on day engage with the relevant GLA funded intervention. Projects considered adult with other age definitions subject to review by data owner.</p> | |
| No. of SMEs assisted/IAG | A minimum of either two days (or 12hrs) consultancy advice or other non-financial assistance. When a business is already trading in the borough and expands as a result of the intervention it can be counted when premises are expanded, number of employees increase, uplift in sales/contracts. | <p>Business – name, address including post code, telephone number, contact details, ownership, number of employees</p> <p>Support – details of the provider of any support (name and address). Details of the assistance provided to the pre-start or business to include a record of hours of assistance. Form or letter confirming consultancy support and hours.</p> |
| No. of SMEs supported to increase their turnover | <p>The increase in the value of goods and services provided by a business over a target period.</p> <p>Business turnover = The average aggregated value of goods and services provided by businesses over that target period.</p> | <p>Baseline position collected at commencement of project and follow up survey undertaken at an agreed point (this may be after the project closes to capture full impacts).</p> <p>Business – name, address including post code, telephone number, contact details, ownership, number of employees</p> <p>Support – details of the provider of any support (name and address). Details of the assistance provided to the pre-start or business to include a record of hours of assistance. Form or letter confirming consultancy support and hours.</p> |
| No. of SMEs supported to start up | Business must not be trading but enquiring about or trying to start-up. Counted as a new business when it is still in operation 12 months after it started trading. Start trading - date when business registers for VAT or for National Insurance contributions. | <p>Business – name, address including post code, telephone number, contact details, ownership, number of employees</p> <p>Start of trading – Company Registration Number / VAT Number and date of registration of NI Class 2 date of registration and date of first transaction.</p> |
| No. of SMEs accessing finance as a direct result of this support (to reduce the gap in debt finance from Banks, Angel and Venture Capital | <p>An SME is defined as a business that meets the following two conditions:</p> <ul style="list-style-type: none"> • It employs fewer than 250 persons; and • Its annual turnover is below €50m (approximately £45m3) and/or its balance | <p>Ensuring the flow of credit to viable SMEs is essential to support growth. This includes ensuring access to bank finance, equity finance and other sources of finance. There are various measures in place to support access to finance for SMEs, including the Enterprise Finance Guarantee (EFG), the</p> |

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| funding). | <p>sheet is below €43m (approximately £39m4).</p> <p>SMEs accessing public or private sector grants or loans that are non-bank related for the purposes of providing:</p> <ul style="list-style-type: none"> • Working capital • Finance to grow (including, risk finance in terms of Start-Up/Seed finance and Venture Capital funding. | <p><u>Enterprise Capital Funds</u> programme, lending commitments agreed with RBS and Lloyds Banking Group and the <u>Financial Ombudsman Service</u>.</p> <p>Evidence: SMEs will need to provide a/or financial statement(s) justifying access to alternative sources of funding as a result of public intervention. The access to finance must be additional to the SMEs standard generated revenue or capital income flows.</p> |
| Public Realm improvements (m2) | <p>Improved: significant improvement in the quality of the built environment through improved use of space, urban design and improved quality of materials used. Could be linked to measurement of time savings, reductions in road safety incidents, increased perception etc.</p> <p>New: space which was previously not for public use which is transformed into pavement, road, street furniture & park area.</p> | <p>Architect drawings demonstrating the area improved (before and after) and invoices and contracts to demonstrate work has been commissioned and completed. The designs should be supplied as part of invoicing.</p> |
| New or improved commercial/business space (m2) | <p>New or upgraded: new buildings constructed as part of the project, refurbished, improved or adapted for productive use as part of the project. Improved: Actual floor space or potential market value has been increased by some physical improvement.</p> | <p>An architect's floor plan drawings showing floor space area.</p> <p>Copy of completion certificate to demonstrate works undertaken.</p> <p>Surveyor reports from pre and post completion of works.</p> |
| Number of vacant units brought back into use | <p>A unit is considered vacant if it has not been occupied for over 6 months. Re-occupation should be by a non-residential use.</p> <p>Temporary: re-occupation for at least 1 month, but less than 6 months.</p> <p>Permanent: re-occupation for at least 6 months.</p> | <p>Signed statement form landlord that the space has been vacant for over 6 months. Dated business rate relief claim</p> <p>Signed occupation / rental agreement / license / meanwhile lease etc. showing start and end dates of occupation / agreement</p> |
| Area of vacant floorspace re-occupied (m2) | <p>Floorspace, measured in m2, is considered vacant if it has not been occupied for over 6 months.</p> <p>Temporary: re-occupation for at least 1 month, but less than 6 months.</p> <p>Permanent: re-occupation for at</p> | <p>Floor plan drawings showing Gross Internal Area.</p> <p>Signed statement form landlord that the space has been vacant for over 6 months. Dated business rate relief claim</p> <p>Signed occupation / rental agreement / license / meanwhile lease etc. showing</p> |

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| | least 6 months. | start and end dates of occupation / agreement |
| Value of match funding (£) from partner bodies as a result of GLA investment | Covers all funding committed to Mayoral projects or programmes. Two types recorded include: 1) Direct match in the Grant Agreement and monitored as part of the project quarterly claims; 2) Match committed to a programme or area-based intervention where there is a series of complementary investments. | Value of other funding attracted to the target area in addition to GLA funding. Gross funds spent - completed schedule signed by Finance Director, validated by receipts. In kind contributions – all contributions should be converted to cash and signed off by Finance Director. Validated as above by receipts, time sheets, invoices. |

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

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

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| Outputs | Definitions | Validation |
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| Energy efficiency measures and/or kwh of energy saved | Measurable improvements in: <ul style="list-style-type: none"> - energy efficiency performance of appliances (replacing old with new) - cost and energy demand | Min 4 star appliance energy rating; energy audits (including CO2 performance), energy bills Digital technology to monitor/reduce/manage energy demand including transport |
| Reduction in environmental crime and other anti-social behaviour incidents | Reduction in litter, graffiti, fly-tipping and anti-social behaviour | Membership of local area or improvement programmes (eg BIDs) Active participation in community environmental improvement programmes eg Capital Clean Up, Pocket Parks, and Neat Streets Environmental crime and anti-social behaviour incident records (reported and non-reported) |
| Reduced flooding incidents Over heating and cooling Water efficiency improvements | Interventions including improved metering, repairs and water efficiency installations. Sustainable urban drainage systems (SUDS) that manage surface water. These can include green infrastructure based measures like rain gardens, permeable paving, swales, reed beds, attenuation ponds etc – and green roofs | Water and energy bills, Evidence of such interventions opposite. Square footage of new greening measures Building design measures reducing overheating potential and supporting natural cooling systems |
| Waste reduction, reuse and recycling improvements | Innovative/zero waste building design. Taking positive action to reduce, reuse and recycle Reduce waste costs Secure, clean and safe rubbish and recycling storage. Opportunities for premises sharing storage space are encouraged. | Evidence of sustainable procurement: eg procuring and donating used furniture and fittings; using reusable/recycled building materials. Using/donating to local reuse schemes Participation in waste minimisation and reuse/redistribution schemes (including surplus food redistribution schemes if a food business) Participation in recycling collection schemes Waste bills |
| Greener , cleaner streets | Greening of the public realm through plantings, hedges, hanging plants, increasing tree canopy cover Increased shading and amenity/aesthetics improvements | Square footage of greening measures Reducing parking or limiting parking to only lower emission vehicles. Quality experience surveys |
| Reduction in air pollutants in immediate area | Measures to reduce exposure to air pollution. Reduced emissions of air pollution at or near High streets | Providing cycling infrastructure (such as cycle parking or secure cycle parking). Using low or zero carbon delivery services, including cycle-deliveries. Signage to discourage vehicle idling. Reducing parking or limiting parking to only lower emission vehicles. |

Wider benefits

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

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

Social Impact

Most projects and programmes have a social impact, that is, they affect individuals who will usually be members of “groups”. These may be formal or informal, organised or not and may be well- or ill- defined.

Wellbeing is multi-dimensional and so could reflect contributions from a range of different factors, such as:

- Material living standards
- Health
- Education
- Personal activities
- Political voice
- Social connections
- The environment
- A sense of security
- A sense of freedom
- The opportunity to engage effectively with others

Therefore a range of different outcome measures could be considered when assessing whether a project has, or will, generate improvements in well-being. The Big Society Capital website ‘Outcomes Matrix’ helps practitioners to identify social impact measures for projects on the basis of the target beneficiaries.

Strategic Added Value

While outputs and outcomes focus on the quantitative element of performance, this is about demonstrating wider strategic /qualitative benefits of projects:

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

Additionality

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

Additionality may relate to:

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

It is the **difference between the reference case position** (what would happen anyway) and the **position if the intervention option** was implemented¹.

Assessing Additionality of outputs by intervention type

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

| | | | | | | |
|---|---------------------------------|-----------------------|---|-----------------|--|------------------------|
| | | | market displacement. | | materials are used. | |
| Longer Term Transformational Impacts | Economic/Social & Environmental | Always need to access | May result in displacement or other provision | May be relevant | Employment investment and social change. | Always need to assess. |

Baseline Data

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

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

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

Baseline data are collected for two main purposes:

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

Useful baseline data websites:

- National Government Policy
<https://www.gov.uk/government/policies>
- Regional(GLA) Government Policy
<http://www.london.gov.uk/>
- Office for National Statistics
<http://www.ons.gov.uk/ons/index.html>
- Department of Communities and Local Government
<https://www.gov.uk/government/organisations/department-for-communities-and-local-government>
- Department of Education
<http://www.education.gov.uk/>
- National Index of Deprivation
<https://www.gov.uk/government/collections/english-indices-of-deprivation>
- Homes and Community Agency
<http://www.homesandcommunities.co.uk/topics>

- Planning Policy Guidance Notes & Legislation
<http://www.planningportal.gov.uk/planning/planningpolicyandlegislation/currentengli shpolicy>
- London Data store
<http://data.london.gov.uk/datastore/package/msoa-atlas>
- UK Foreign Trade & Industry
<http://www.ukti.gov.uk/home.html?guid=none>
- European Union Policy
http://ec.europa.eu/policies/index_en.htm
- NOMIS official labour market statistics
<http://www.nomisweb.co.uk/>
- The Big Society Capital
<http://www.bigsocietycapital.com/>
- Specific Regeneration Programme or Project Case Studies (miscellaneous websites)

Annex A: Glossary of Reference terms

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Passenger Time Savings –

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

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Annex B: KPI Output Owner (internal)

| KPI |
|--|
| Jobs created supported through GLA Group investment |
| No. of new apprenticeships started |
| Square metres of public realm improved or created through GLA investment and associated spend (i.e. Levered or match funded) |
| No. of employers signed up to the London Living Wage |
| No. young Londoners who are actively engaged in a project |
| No. of young Londoners who are engaged in a project for 12 months or who move into education, employment or training |
| GLA Group sites identified for new schools |
| No. of volunteering opportunities signed up to through Team London |
| No. of Londoners participating in sport or physical activity through the Mayor's sports programme: Phase 1 |
| No. street trees planted through the Mayor's street trees initiative |
| No. of pocket parks established |
| Area of green space created or restored in acres |
| Tonnes of CO2 saved as a direct result of Mayoral homes energy efficiency programmes |
| Tonnes of CO2 saved as a direct result of Mayoral workplace energy efficiency programmes |
| Tonnes of CO2 saved as a direct result of Mayoral energy supply programmes |
| No. of affordable homes delivered |
| No. of council homes made decent |
| % of rough sleepers who did not spend a second night out as a result of the GLA-funded No Second Night Out (NSNO) service |
| Release of GLA land in hectares |
| Value of match funding (£) from partner bodies as a result of GLA investment through the Mayor's Regeneration Fund and Outer London Fund |
| Return on investment made to secure outside sponsorship |
| % of invoices from small and medium sized enterprises paid within ten days |
| Average number of working days per GLA employee lost to sickness absence |
| % of correspondence responded to in full in 20 working days |

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