



ROCKET
SCIENCE

Central
District
Alliance

The BID for Holborn
and Clerkenwell

Measuring the impact of a Business Improvement District



Despite their growth, longevity and influence, BIDs remain relatively unknown as a feature of civic society.



Executive summary

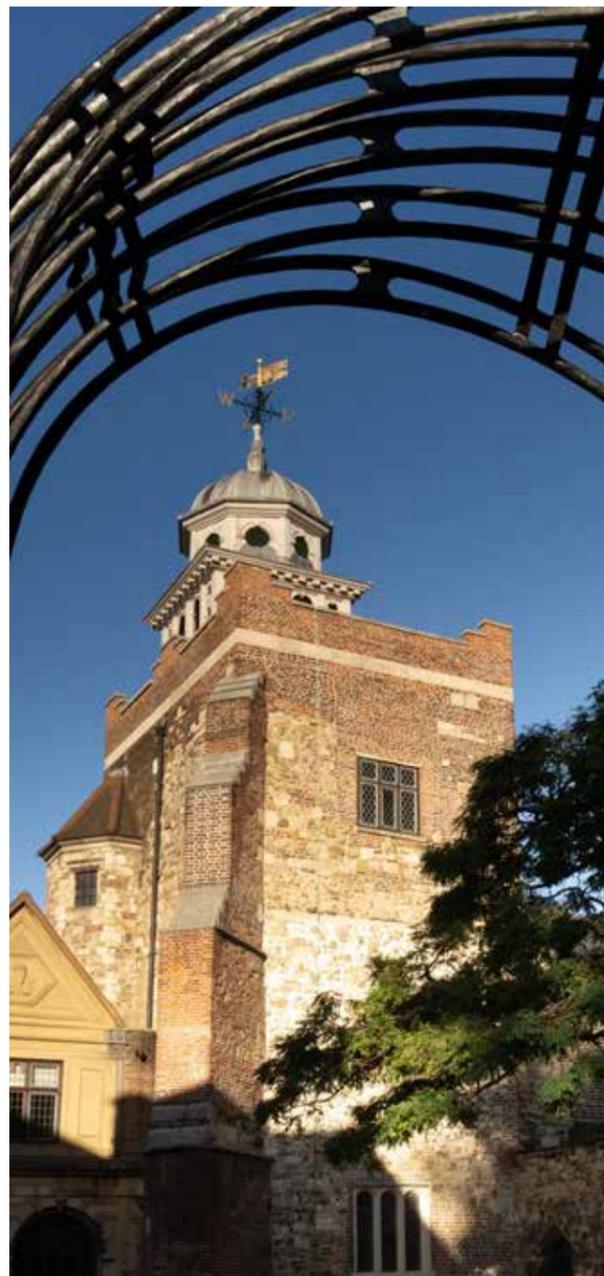
Since 2004, Business Improvement Districts (BIDs) have become an increasing feature of towns and cities across the UK; of the 335 nationwide, 75 (22%) are in London. **The prominence of the capital's BIDs** is even greater in terms of income, with London accounting for 40% of total annual BID revenues (c.£60m of c.£150m).

Despite their growth, longevity and influence, BIDs remain relatively unknown as a feature of civic society. Both to enhance their profile and “elevator pitch,” but also to augment their public accountability, BIDs need to be able to demonstrate their impact, evidencing the value which their existence brings to places. BIDs are required by law to issue an annual billing leaflet which until now has simply required their setting out “a description of the matters on which the BID levy was spent.”

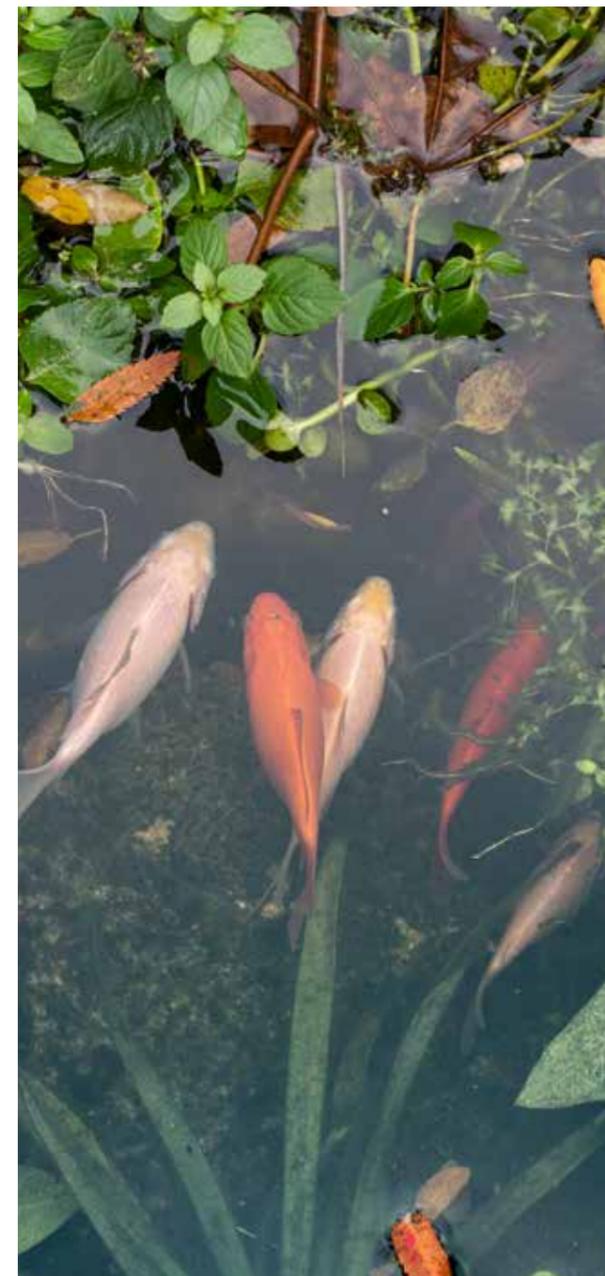
Twenty years on from the original BID regulations, a 2023 review by the Department of Levelling Up, Housing and Communities chose to include a focus on “monitoring and evaluating the impact of BIDs” and “how businesses can be assured that BIDs are performing well.” Our research argues that, in the absence of a credible method of quantifying a BID’s (Social) Return on Investment, it is more appropriate for larger size BIDs (ie £1m pa income plus) like Central District Alliance to concentrate on **evidencing their “strategic added value”** to a locality and its stakeholders.

Pressures on BID teams to ensure management costs remain efficient mean that the processes of impact assessment and project evaluation should adhere to a few guiding principles; ie that they are: proportionate, attributable, transparent, integrated and measurable. **Four in-depth case studies**, examining four very different aspects of CDA’s work, have been researched to demonstrate the application of the Strategic Added Value framework (formerly used by England’s Regional Development Agencies); this provides a transparent method of using largely qualitative information to inform an **overall rating of the BID’s impact**. This has potential wider application across a grouping of BIDs (ie in a particular local authority, or across the Primera Group) which can contribute to sharing the overhead; the process can also be revisited year-on-year to evidence progress and achievement.

The exercise highlights different elements of the CDA BID’s value – its place leadership, social and political influence; leverage of resources; the synergy created from its partnership working, and its engagement of stakeholders. At the same time, the exercise highlighted areas where the BID can introduce better data gathering and more rigour in elements of its impact reporting which we discuss in a **series of recommendations**.



CDA is keen to understand and communicate better the impact it has across the BID's footprint.



Introduction

The rationale for measuring CDA's impact.

Why? Increasing scale and scrutiny of BIDs.

Why now? Anticipating London and UK-wide elections in 2024 and re-balloting in 2025.

Who for? Levy payers, partners and stakeholders.

What? An accessible, jargon-free and reusable framework.

When? Completion by end of 2023 for testing and piloting.

How? Research based on the 4 Cs approach – challenge CDA, consult stakeholders, compare with others and co-produce an impact assessment and toolkit.

IMPACT

BIDs are, first and foremost, accountable to their levy payers. CDA, which can trace its origins to 2005 and has secured a fourth five-year term through to 2025, is determined not to rest on its laurels. It is keen to understand and communicate better the impact it has across the BID's footprint and to find a way to measure and convey the added value it brings to other services and partners in the area.

The following slides report on the application of a framework designed to capture the "Strategic Added Value" of the BID; assessing CDA's output relative to the amount of input and expenditure, but also in terms of its additionality; helping to identify what works, and to inform the BID's future direction.

This provides an independent assessment which can be used to demonstrate CDA's impact to its wider stakeholders, and potentially sets a template and method for other BIDs, such as those across the Primera group, to replicate in similar assessments of their own impact.

Arguably the minimum aim of any BID should be to assure its members that they get back services of at least the equivalent value of their annual levy. BIDs also point to the evidence of the 5-yearly ballot as the single most important indicator of their longer-term performance, aiming to ensure that at each vote both the rate of participation and the level of support increase on the results of the previous ballot. However, as BIDs increasingly widen their remit and range of activity, the need for more regular, transparent and robust indicators of the value they add becomes more necessary.



Debbie Akehurst

Debbie Akehurst
Chief Executive



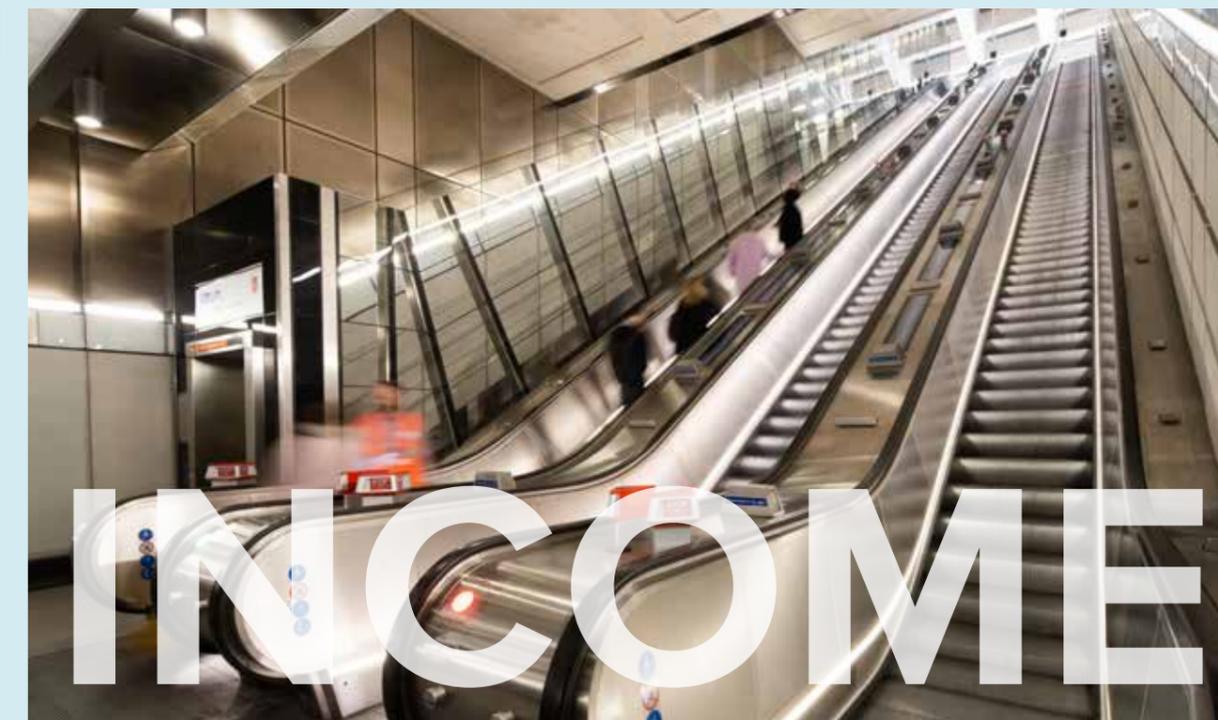
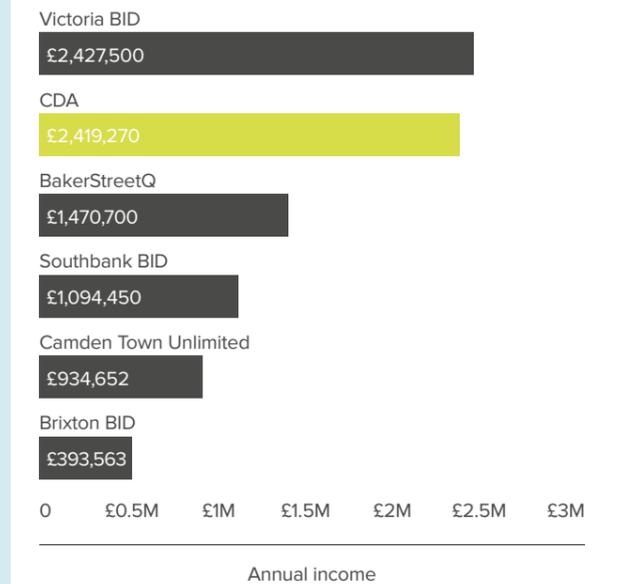
Figure 1: A comparison of BIDs by area of footprint



Background to BIDs and CDA

CDA is one of 75 BIDs in London, representing Holborn, St. Giles, Bloomsbury and Clerkenwell and Farringdon. Its central London location makes it one of the largest BIDs in the country serving 400 businesses, straddling two London Boroughs – Camden and Islington – and encompassing districts of historic, academic and business significance. CDA plays an important role in ensuring the area continues to maintain its unique identity and economic vitality.

Figure 2: BIDs' annual income using latest year available



Our approach to measuring impact

This research was approached from a return on investment (ROI) perspective – i.e. demonstrating to levy-payers what they get back from their financial contribution. We first considered using a cost benefit analysis (CBA) methodology to do this. Following a desk review of past research and an assessment of CDA's projects and data, we determined that a robust CBA would not be feasible, nor would it be possible to reach a single ROI valuation or ratio which was credible.

We reverted to an approach which makes a more holistic assessment of CDA's impact from a stakeholder perspective. Given the existing evidence base, a mixed methods approach was required which drew heavily on qualitative information as well as quantitative data where possible. To design the specific method, we consulted internally with CDA and externally with stakeholders (19), including levy-payers, the local authorities and other BID practitioners.

The resulting method focused on four in-depth case studies, collecting evidence on their respective inputs, outputs and outcomes. These feed into a framework which provides an assessment of their overall impact. We opted to reuse the Strategic Added Value (SAV) framework, developed for the former Regional Development Agencies, which is described on the next slide. Each case study is scored out of five on the quality of evidence and strength of impact in relation to the five elements of the SAV framework.

CHALLENGES AND CONSIDERATIONS

Additionality: Our assessment accounts for the fact that a BID's work should be in addition to the existing level of public services in an area – i.e. the baseline. However, with the available evidence, it has not always been possible to quantify this precisely.

Attribution: Similarly, identifying the impact that can be attributed to the BID in a complex, place-based system of moving parts is challenging. We have focussed on evidence which can clearly be traced back, and where necessary apportioned, to the BID itself.

Complexity of scope: BIDs undertake a wide array of activities, and distilling these into a concise impact assessment is difficult. We dealt with this by adopting four detailed case studies and recommend that a future SAV-based impact assessment is deployed for CDA's most significant projects as identified in the annual Business Plan.

Strategic Added Value

INTRODUCING THE FRAMEWORK

ELEMENT OF STRATEGIC ADDED VALUE	MEANING IN THE BID CONTEXT
Leadership / catalyst	Articulating and communicating local needs, opportunities and solutions to partners, co-investors and levy-payers
Influence	Generating commitment and activities towards shared goals of improving the local area and achieving social change
Leverage	Contributing finances and human resources which lever additional external investment (financial and in-kind) into the local area
Synergy	Using our organisational capacity, knowledge and expertise to improve the transfer, coordination and/or integration of learning and assets and ensure delivery of CDA's priorities is more than the sum of the parts
Engagement	Designing and using non-financial mechanisms and incentives to engage stakeholders in the delivery of initiatives to promote and improve the CDA area

Strategic Added Value (SAV) was used as a framework to analyse the additional contributions of the Regional Development Agencies to place-making, over and above their project and programme spend. It has particular uses for place-making organisations like RDAs and, at a more local level, BIDs which operate in multi-stakeholder environments, across a wide range of issues and policy areas, and where the direct attribution for measurable returns on investment can be problematic.

Source: www.bristol.ac.uk/media-library/sites/red/migrated/documents/economic-development-guide.pdf



How we have applied the framework

Taking the evidence gathered on each case study, we have rated how well the case study performs against each element of the SAV framework.

The rating is given as a score out of five on the quality of evidence and strength of impact. These scores provide an indication of how value is created by each of the projects and where the evidence is strongest. The table opposite shows how the rating system is defined. When interpreting the scores, we note the following:

Due to the mixed methods approach and variety of evidence quality, the scores are ultimately a judgement rather than being objective.

We have summarised the findings into an overall score out of 50. This is a simplification of the analysis and is less important than the individual scores and evidence to support them.

Because each of the case studies aligns differently across the five elements of the SAV framework, we would not expect a score of 50 to be realistic.



SCORE	DEFINITION
1	Significant shortcomings which require action
2	Below expected level
3	Adequate with clear opportunities for improvement
4	Performing well with some room for improvement
5	Performing to a high standard with little room for improvement

Case Study 1

ACADEMY HUBS

The **Mayor of London's Academies Programme** is part of the **London Partnership Board's** efforts to support the post-Covid recovery of London's economy by boosting skills and employment in those sectors most affected by the pandemic. As part of the programme, Academy 'Hubs' have been set up to provide dedicated places where employers, education providers and jobseekers can come together to develop opportunities to enhance and provide employment pathways in specific sectors.

CDA identified two of the Academy Hubs – hospitality and digital – as sectors which are vital to the BID area, and has been working with the Hub leader, Capital City College Group (CCCG), to enable more locally-based employers to access and benefit from the Hubs. Capitalising on its network of members and partners in the area, CDA has connected businesses in the digital and hospitality sectors into the Hubs. They may otherwise not have known about, or taken, the initiative, potentially missing out on recruitment and training opportunities.

CDA has reached out to these businesses through a variety of channels, including social media and one-to-one communication and engagement. Many of the connections and referrals that CDA has made to the Academy Hubs have come organically as a bi-product of CDA's wider place-making operations, rather than specific initiatives targeted at the Hubs. CDA has also worked with businesses to prepare them for the experience of joining the Hubs and how best to tailor different skills, training and employment opportunities.

The Academy Hubs align with CDA's Environmental, Social, and Governance (ESG) strategic priority, albeit with more emphasis on the 'E' and 'S' elements.



CASESTUDY

Case Study 1

ACADEMY HUBS

There are two main, interconnected benefits from the Academy Hubs and CDA's brokerage role in them.

The first is in helping to move jobseekers into employment and improving the local economy.

From another perspective, it also connects businesses with a wider pool of high-quality staff, allowing them to grow and become more stable.

We have identified the following pathway through which CDA makes this happen, starting from inputs, leading to outputs and then outcomes.

The outcomes produced benefits both for local businesses and individuals looking for employment.



Outputs:

58 businesses referred to the academies.

9 of these engaged and attended Academy Hub events.

All **9** offered a form of work placement.

Outcomes:

Businesses commented that the Academy Hubs helped them to access a wider pool of potential staff.

Case Study 1

ACADEMY HUBS

SAV ELEMENT	EVIDENCE ON HOW IMPACT IS GENERATED	QUALITY OF EVIDENCE	STRENGTH OF IMPACT	JUSTIFICATION FOR SCORE
Leadership / catalyst	Hospitality and digital are two significant employment sectors in the CDA area; by focussing on these as priority sectors, CDA is reflecting the needs of its members and taking the initiative to guide local businesses and support their growth.	4	3	CDA's work is clearly demonstrating a commitment to local needs and creating opportunities, but the relatively small-scale and focus on individual businesses limits the impact at the leadership level.
Influence	The Academy Hubs are a separate entity to CDA itself; CDA's work is about promoting them, rather than increasing buy-in to CDA and its priorities.	3	2	The Academy Hubs do not align with this element of the framework and so we would not expect a large impact or clear evidence.
Leverage	There is little evidence on the number of successful new job opportunities created from CDA's involvement.	2	2	Leverage could be created by providing new job opportunities to benefit local businesses, but there is little definitive evidence to demonstrate this.
Synergy	CDA's support for the Academy Hubs is fundamentally about connecting businesses with the Academies and potentially with a new pool of employees. Feedback from businesses which engaged suggests that they attended certain events on the back of CDA's input, but that they were also already aware of and engaging in the Academies to some extent.	4	3	Input from businesses can provide clear evidence but suggests that the impact may be limited.
Engagement	The Academy Hubs brought new opportunities for 9 CDA members.	4	3	We can identify how many existing BID members have been engaged.

Case Study 1

ACADEMY HUBS



Strategic Priority:
E.S.G.



Overall score*:
30 out of 50

The Academy Hubs are an example of CDA working with BID members to support their business. While the overall number of businesses attending events is small, evidence suggests that CDA's input was important in signposting them to opportunities to access a wider pool of staff. However, it is difficult to state the extent to which businesses (and new staff) have benefited from the BID's involvement, as it is not known how many staff were taken on as a result of businesses being connected to the Academies by CDA, and even when they were hired whether they stayed in employment.

We recommend that CDA makes additional efforts to engage with businesses in order to (a) ensure they are getting the most out of the Academies, and (b) track the number of employment opportunities created as a consequence of CDA's involvement.

*An overall score is provided to summarise our analysis, but the following caveats should be noted:

- The score is a simplification of the analysis and is less important than the individual scores and evidence to support them.
- Each project will be more relevant to certain aspects of the framework, and so we would not expect a score of 50 to be realistic.



Case Study 2

UN_BIASED REPORT

In 2022, CDA led the delivery of a research project investigating the experiences of women in the workplace and the continuing barriers they face to realising their full economic potential. The BID – comprising more than 17,000 businesses, 160,000 employees and (pre-Covid) contributing an estimated 1% to the UK's GDP – seized an opportunity to promote a more inclusive, fairer economy as the cornerstone of the capital's recovery from the pandemic.¹ CDA's aspiration was to use its district as a beacon for change, create a blueprint for a fairer and more productive economy, something that could be adopted across London and, potentially, further afield. In terms of CDA's own BID delivery plan, this provided an opportunity to enhance its Marketing and Events workstreams, but also contributed to meeting its Senior Leadership objectives.

Combining literature reviews with the experiences of employees in local businesses, and how these can be addressed. Un_Biased developed a shared understanding of the workplace inequalities which women face.

CDA's aim was to produce a practical report which presented evidence of workplace inequalities and encouraged more businesses to reflect and talk openly about the issues, and ultimately inspire measurable action.

The research was conducted between May 2022 and March 2023 in collaboration with PRD² and London Communications Agency.³ The initial findings were produced to coincide with International Women's Day at an event hosted by CDA and attended by 80 people. This provided an opportunity to explore the evidence, gather feedback and discuss future plans.

The Un_Biased report was published in April 2023 alongside the launch of a **bespoke website**. Approximately 150 hard copies of the report have been disseminated (including copies posted to local and national government); additional digital copies were distributed via electronic media and can be downloaded via CDA's newsletter and website.

¹The 2022 London gender pay gap was 13% based on hourly rates.

² <https://prdweb.co.uk>

³ www.londoncommunications.co.uk



Case Study 2

UN_BIASED REPORT

The Un_Biased report is not an end in itself, but a means of influencing and challenging the ways business operate, whilst sparking further initiatives to provide better employment-related opportunities for women.

The report's six overarching recommendations are set out under three headings – Pathways to Employment; Progression at Work and Public Space. In each case, the BID identifies what it intends to do in response to the findings: leading by example, driving the conversation or enabling and partnering others to effect change.

Evidencing outcomes – summarised below – is challenging given their nature. However, there is anecdotal evidence to suggest that the report has had a positive impact.

INPUTS
CDA staff time
Staff time from PRD and LCA
CDA expenditure
International Women's day event

OUTPUTS
Publication of the report and website
Launch event to increase engagement and distribute the report
Promotion through social media posts and newsletters

OUTCOMES
Organisations are more aware of workplace inequalities
Platform created for commissioning further research
Catalyses new initiatives to tackle gender inequality
Continual discussion generated through annual updates / revisits

Outputs:

Report launch event in April 2023 attended by **30 people**.

150 physical report copies distributed.

170 people contacted through emails, newsletters and via post.

Outcomes:

Follow-on research commissioned in relation to childcare policy, led by CDA and KPMG. New premises acquired for the charity

Dress for Success on Leather Lane

Case Study 2

UN_BIASED REPORT

SAV ELEMENT	EVIDENCE ON HOW IMPACT IS GENERATED	QUALITY OF EVIDENCE	STRENGTH OF IMPACT	JUSTIFICATION FOR SCORE
Leadership / catalyst	This was a pioneering piece of research for a BID using its membership and area to develop a blue-print calling for wider social change. In the first instance, the report increased awareness of the issues to BID members and provided a shared platform and safe space to enable them to take action.	3	4	Un_Biased aligns closely to this element of SAV, but there is a lack of evidence of impact from BID members themselves.
Influence	Un_Biased primarily sought to generate discussion of an important issue and encourage BID members to address the issue through a place-based lens by focusing on local examples. CDA has also responded to the independent research findings through its commitment to lead by example and influence others.	3	5	Un_Biased aligns closely to this element, but there is a lack of evidence of impact from BID members themselves.
Leverage	On the back of Un_Biased, a new research project is being considered in conjunction with KPMG. However, there is no evidence of engagement yet from other BID members in supporting similar initiatives.	4	3	The evidence is clear (a new research project is in the pipeline) but the effects of this are yet to be seen.
Synergy	The research brought together multiple actors in its design and development, such as through the International Women's Day event and collaborations with KPMG and Dress for Success.	4	4	CDA enabled many different groups to come together at different points.
Engagement	The research engaged local businesses and employees through interviews, focus groups and a workshop session to frame recommendations. Wider stakeholders were brought into the process through the launch events and CDA's dissemination of the report.	5	4	There are figures on the number of people engaged which indicate unbiased secured a wide reach.

Case Study 2

UN_BIASED REPORT



Strategic Priority:
Senior Leadership



Overall score*:
39 out of 50

Within the SAV framework, the Un_Biased report primarily targets the leadership and influence elements, which is reflected in the scores. Evidence demonstrating the impact of the report (via influence and leverage) would show that BID members have taken some sort of action (e.g. making changes in the workplace) based on the report, but unfortunately it is not clear what direct impact there has been on BID members.

We recommend that CDA pursue the plan to revisit the research on an annual basis as this provides a chance for BID members to share more about how they have used Un_Biased, serve to keep the discussion live and track longitudinal changes across the BID's employers.



CASESTUDY

Case Study 3

STREET TEAMS

The CDA street teams comprise two components: the Community Safety team and the Environmental Services team. The former patrols the streets, assists members of the public and deals with security issues as they arise; the latter carries out regular cleaning activities such as litter removal, pressure washing and graffiti removal. The street teams align with the 'operations' strategic priority in CDA's delivery plan, are among the most visible of CDA's initiatives and are important for public perceptions of the area and the BID itself.

Environment and safety are particularly challenging in CDA owing to it being the largest BID by area in central London – it is not possible to monitor all areas at all times. To overcome this, CDA has developed a grading system so that different zones and issues can be prioritised and targeted accordingly.

This includes designated 'zero tolerance' cleaning zones in areas of high footfall, such as around underground stations. Similarly, the Community Safety team primarily operates in areas of high visibility in order to make themselves known and create a sense of safety.

Cleaning and security work is something that is already done by the local authority and the police, so it is important that CDA teams' value is entirely additional to this, not instead of it. The Environmental Services team works on a coordinated schedule with local authority services to ensure there is day-round coverage without duplication of effort and resources. The Community Safety team also works in conjunction with the police – reporting issues to them where necessary – and carries out tasks based on a security risk analysis and input from BID members.



CASESTUDY

Case Study 3

STREET TEAMS

The street teams' primary role is to ensure the CDA area is an appealing place to visit and spend time by enhancing its cleanliness and safety. Given how specific and visible the teams' work is, the outputs generated are clearly identifiable and are recorded by CDA on a quarterly basis. Over the course of last year, the teams made thousands of interventions on top of what is already done by the local authority and police.

Capturing the outcomes identified below is more challenging, and there is currently little evidence to show the translation of inputs and outputs into outcomes.

CDA should consider how it can demonstrate the impact of the street teams beyond the output figures, which may entail more consultation with and feedback from BID members and the public.

Outputs (Oct 2022-Sep 2023):

27,808 areas cleaned, **5,736** janitorial services, **3,644** graffiti/fly posters removed.

37,493 members of the public assisted across both teams.

9,045 business tasks fulfilled by Community Safety team.

834 antisocial incidents dealt with and **101** significant incidents involving emergency services.

INPUTS

CDA expenditure
Environmental Services and Community Safety teams' time
Equipment including uniforms and mobile cleaning units

OUTPUTS

Cleaned streets and gateway zones
Litter and refuse cleared
Antisocial behaviour incidents are addressed or de-escalated
Issues in the area are reported to police

OUTCOMES

Streets are cleaner and more sanitary
People feel safer
More people want to visit and work in the area
Increased business and public confidence in the area

Case Study 3

STREET TEAMS

SAV ELEMENT	EVIDENCE ON HOW IMPACT IS GENERATED	QUALITY OF EVIDENCE	STRENGTH OF IMPACT	JUSTIFICATION FOR SCORE
Leadership / catalyst	Both teams use data and BID member input to identify and target the areas that are most important for levy payers and visitors and which have the greatest need for the services.	4	2	The street teams do not particularly align with this category, but there is an element of identifying and articulating local needs to catalyse action.
Influence	By demonstrating care for the local area, the street teams may generate wider interest and activity in enhancing the area.	2	3	The street teams could potentially influence greater interest in the local area, but there is little evidence of action it has initiated.
Leverage	The street teams represent a substantial investment in the local area, it is not clear that this has attracted further external investment.	2	2	The street teams do not particularly align with this category, which limits the scope for impact.
Synergy	Street teams work closely with existing services provided by the local authorities and police, including joint patrols with existing security teams. This ensures that there is more round the clock coverage and that the existing services are enhanced, not replaced or duplicated.	5	4	There is clear evidence of partnership working, although this is generally between CDA and other businesses, rather than helping businesses connect with each other.
Engagement	The quarterly output data shows that the street teams do a great deal of work to support members of the public and BID members. The teams also wear CDA-branded uniforms, which help to boost public awareness of the BID and increase other partners' support for the local area.	3	5	Street teams align closely with this category as they are public-facing. The lack of evidence on outcomes reduces the score.

Case Study 3

STREET TEAMS



Strategic Priority:
Operations (cleaner)



Overall score*:
32 out of 50

As a constant and public-facing feature of CDA's work, the street teams are one of the BID's flagship initiatives which is vital to the day-to-day upkeep and maintenance of the area. The output data clearly demonstrates the added value from work produced by both teams, and this is reflected in the SAV Synergy and Engagement ratings.

What is less clear is the level of impact this has in terms of outcomes – i.e. how it affects people's perceptions of the area. Consequently, this limits the overall score we can assign.

We recommend that CDA considers increasing the level of 'perception analysis' it conducts with members of the public and local businesses. At the strategic level, there may be scope to draw on more business partnerships to enhance the synergy created by the teams.



CASESTUDY

Case Study 4

CLERKENWELL GREEN

A BID's unerring focus on the "clean, green and safe" agenda is fundamental to its place-making role and demonstrates, most directly, the added value of a BID to its business levy payers.⁴ CDA has a substantial portfolio of public realm projects which aim to enhance public spaces across the BID area, making "mid-town" a more appealing place to work, live and visit. Each of the public-realm projects which CDA undertakes is designed to capture value for its members by fulfilling at least two of the following strategic priorities:

- neighbourhood identity
- business trade and collaboration
- safe sustainable movement
- climate and natural environment
- safe and welcoming for all

These initiatives can range from small-scale additions to existing areas, to large-scale regeneration initiatives over multiple years. Clerkenwell Green is categorised by CDA as a 'large-scale' public realm project.

Led by Islington Council, the project has involved transforming the Green from a largely road-traffic orientated thoroughfare into a pedestrianised open space. CDA's contribution has primarily gone towards further greening of the area, through the planting of trees and the addition of rain gardens for drainage. In addition, CDA had input to the wider plans for the project and worked with the council to engage locals and deal with challenges they raised.

Other projects within CDA's Strategic Plan's public realm priority, include cycle-route enhancements, lighting improvements and the installation of a 'pocket park'.

⁴ The Evolution of London's Business Improvement Districts, Future of London and Rocket Science (2016)

CASESTUDY



Case Study 4

CLERKENWELL GREEN

As a public realm project, Clerkenwell Green primarily produces value by improving visitors', residents' and businesses' experience of the area. There will also be environmental benefits from the reduction in traffic and the planting of trees and gardens. Islington Council has put in place systems for measuring air quality and parking capacity.

However, it is currently too soon from completion to begin monitoring this. The report produced for the Northbank BID's Strand Aldwych project demonstrates how measures of impact such as this can be used effectively and could be readily adopted by CDA in future. Key Performance Indicators include, "before" and "after" data on levels of pollution, provided by establishments such as the London Air Quality

Network, and qualitative feedback from local businesses and would-be occupiers.

Simultaneously, as a contributor rather than a leader, CDA's impact relates both to these outcomes, as well as to the quality of the project itself and what the council was able to achieve. For instance, the council highlighted how CDA "pushed [the project] to the next level" with regards to quality and were instrumental in engaging local business owners who opposed the plans. In this respect, CDA acted as a vital conduit between the council and business owners. CDA's role as a contributor has been reflected in the outputs and outcomes identified below and demonstrates how its work rarely sits in isolation, but rather enhances and leverages others' buy-in to something far larger.

Outputs:

An additional **1,700m²** of public space created

Road space reduced by **51%**

INPUTS

CDA funds
Islington Council planning and funding
Assessment of public perception

OUTPUTS

Increase in usable public space
More trees and plants
Installed sustainable urban drainage systems
Increased engagement and buy-in

OUTCOMES

Improved air quality
People spend more time in the area
Traffic levels are reduced
Improved quality of project delivery from CDA's input

Case Study 4

CLERKENWELL GREEN

SAV ELEMENT	EVIDENCE ON HOW IMPACT IS GENERATED	QUALITY OF EVIDENCE	STRENGTH OF IMPACT	JUSTIFICATION FOR SCORE
Leadership / catalyst	This highly visible public realm project demonstrates CDA's capacity to catalyse action among partners and stakeholders in the area, raising the profile of the BID by leading a place-making project based on local needs.	3	3	Evidence from Islington Council shows how CDA worked with local businesses to promote the project.
Influence	By demonstrating how the BID can enhance one particular area, Clerkenwell Green's transformation can generate wider interest in the potential of the BID to influence and shape other places' enhancement. CDA also acted as a conduit between the council and locals.	3	4	Explicit evidence of this is difficult to prove, but could be supported by public perception assessments.
Leverage	There is no evidence on additional investment or input generated from CDA's involvement, which is to be expected given that CDA was a contributor rather than the leader of this project.	3	2	CDA did not lever additional input.
Synergy	CDA acted as one of several partner organisations which collectively delivered the project. CDA's involvement was towards a specific aspect of the development which aligned with their expertise and mission.	4	5	CDA was part of a small executive group which delivered this initiative and used its unique positioning to improve the quality of delivery and engagement.
Engagement	CDA's involvement built on its engagement with the local authority, a critical relationship which has to be nurtured and carefully managed; the success of this particular project will help spark similar initiatives in future.	2	2	Alongside the support of levy payers in the BID ballot, CDA's continued engagement with the LA(s) has been fundamental to securing its "license to operate."

Case Study 4

CLERKENWELL GREEN



Strategic Priority:
Public Realm



Overall score*:
33 out of 50

The aims of the Clerkenwell Green development are clear, but there is a lack of evidence to demonstrate that these have been met. Figures on the amount of new space created give a sense of the scale of the project, but this has yet to be followed up with outcome data on the longer-term impacts such as air quality improvements and/or traffic reduction. However, we recognise that this is partly due to timescales, and that the environmental impacts will not yet be realised. Uniquely, the delivery of the Clerkenwell Green development is itself an outcome of CDA's inputs, and we have found that CDA played a vital role in the quality of delivery and engagement of locals.

The specific impact of CDA's involvement on the project's output is not clearly evidenced. This evidence would be enhanced by identifying indicators that demonstrate the outcomes produced; keeping closer track of how CDA's input has influenced the project and the level of attribution which might legitimately be down to the BID's involvement and agency.



CASESTUDY

Summary impact assessment

CASE STUDY	QUALITY OF EVIDENCE (X/25)	STRENGTH OF IMPACT (X/25)	TOTAL (%)	SUMMARY FINDINGS AND RECOMMENDATIONS
Academy Hubs	17	13	60%	9 businesses connected to the Academy Hubs by CDA offered some form of work placement to new staff. This helps to improve employment opportunities in the area and gives employers access to a wider pool of recruits. There is scope for CDA to deepen its involvement with the Academy Hubs and provide more ongoing support for businesses. CDA should also maintain a track of the number of employment opportunities it helps to broker.
Un_Biased Report	19	20	78%	The Un_Biased report is a wide-reaching project which delivers value across almost all elements of the SAV framework. Some impacts have already been produced such as the potential commissioning of follow-on research and the acquisition of new premises for Dress for Success. It is likely that the full impact of the report will take time to emerge; we recommend that CDA keeps the discussion live by regularly revisiting and continuing to promote the research.
Street Teams	16	16	64%	The Street Teams play a vital role in delivering the BID's core business and are visible to CDA's levy payers and other stakeholders every day. The evidence shows a high level of output delivered by the Teams. This implies a commensurate level of impact, but insufficient evidence of outcomes makes it hard to draw firm conclusions on the degree of value added. We recommend that CDA conducts more 'perception analysis' to understand the difference the Teams are making; this is also an activity which lends itself to cost/benefit analysis.
Clerkenwell Green	15	18	66%	Clerkenwell Green is an example of CDA being a contributing partner to a larger project. In this context it is harder to identify the specific impact of CDA – as is reflected in the low 'quality of evidence' score. This could be addressed by closely tracking the outputs (e.g. number of trees planted) of CDA's role and implementing ways of measuring the outcomes (e.g. improved air quality).

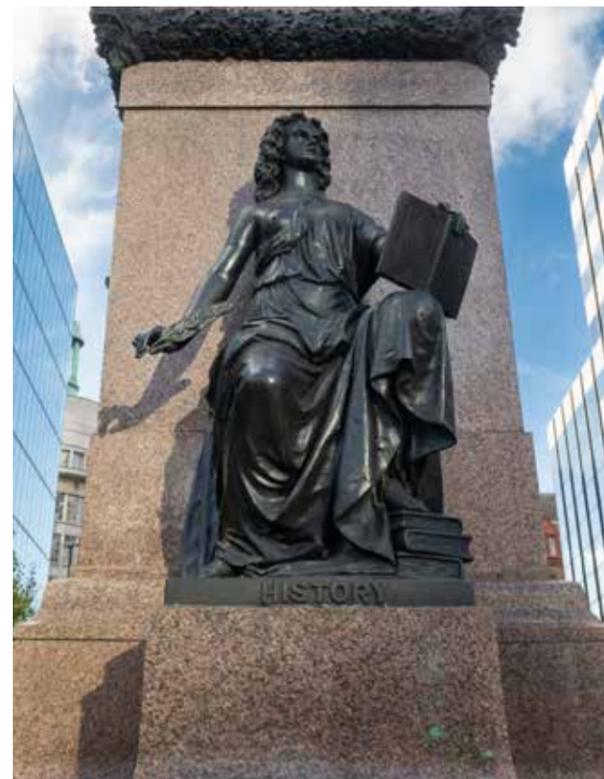
Conclusions and next steps (1/3)

1.

The most telling measure of any BID's overall performance are the **results of the quintennial ballot**, and three key metrics: the % turnout; the % of votes in favour of the BID by overall number and the % in favour by Rateable Value. BID boards like to see improvements across each of these measures at each successive ballot. As BIDs like CDA become increasingly prominent, influential and, arguably, permanent in localities' placemaking, the **need for other ways of assessing and scrutinising their value** also increases. At the same time, pressures on BID teams to ensure management costs remain efficient mean that processes of impact assessment and project evaluation need to be proportionate. An **annual survey of the BID's levy payers and other key stakeholders**, using repeat questions will allow for longitudinal perception analysis; we recommend also embedding 5 annually repeated scale-questions linked to clear definitions and examples of the BID's Strategic Added Value.

2.

CDA has access to a range of increasingly sophisticated data sources of local economic, transport and demographic data, yet there is a disconnection between many of these which are based on local government boundaries and nomenclature and the work of a BID. This is exacerbated in CDA's case as the area falls within two Council domains, crossing different wards and is not aligned with typical geographic datasets. The BID needs to **(re)prioritise the most useful datasets and bring them together in an updateable dashboard format** which provides an overview of the area (eg TfL data, air quality, cycle counters) and is more clearly aligned with KPIs chosen to measure CDA's most significant projects' impacts. There may also be merit in the BID's aligning future reporting tools with similar place-oriented dashboards now being developed by local authorities (eg LB Camden's We Made Camden framework and the GLA's Civic Strengths Index).



Conclusions and next steps (2/3)

3.

Each significant CDA project identified in the BID's Delivery Plan should also have **2-3 key metrics which help measure its impact**. These should align with the goals of the project; use increasingly available data and focus on quantifying outcomes rather than just counting outputs eg The Northbank BID's Strand Aldwych development measured changes in air quality using bespoke pollution data collection tools. To reach this point requires consistently **embedding processes for scoping, monitoring and evaluating** significant projects which communicate the impact generated from CDA's investment. We propose two practical ways that CDA could implement this. First, appointing a **CDA Board lead for impact measurement** and reporting on the BID's added value. Second, **setting aside a proportion of your annual budget (2-3%)** to develop and maintain the necessary tools, and commission regular independent impact assessments. Having these structures in place will enable CDA more robustly to demonstrate the return on levy-payers' investment, crucially taking account of challenges around attribution and claiming credit for achievements.

We note that CDA is beginning to introduce concepts of inputs, outputs and outcomes into its project design and reporting processes. Output reports are currently being produced for CDA's charitable giving, marketing & events, and economic insights work. These set a good example for how CDA can measure and demonstrate its impact in future.



Conclusions and next steps (3/3)

4.

For CDA and BIDs more generally, there is scope to **incorporate the language of social impact and strategic added value** more into the fabric of the organisation. By becoming a part of the BID lexicon, the five elements of the SAV framework can infuse the organisation's culture. BIDs tend to have a continual pipeline of projects; relating these to the SAV framework will enable CDA to fulfil its stated objective to "develop and implement a monitoring and evaluation system to measure the success of all initiatives."

5.

Assessments of public perception should be embedded into CDA's work, especially on public realm and place-making projects. Gathering people's views of an area before and after an intervention will collect useful insight on local needs and measure the perceived difference made by a project. This analysis does not need to be burdensome and can take the form of a brief, informal survey or questionnaire, majoring on 3-4 consistently-framed questions.



