

British Land – Making a Positive Difference

30 YEAR REGENT'S PLACE REVIEW 1984 – 2014

Methodology statement: nef consulting

The primary objective of our research was to assess the social and economic impact of 30 years of British Land's involvement at Regent's Place through its development investment (including S106 agreements) and voluntary community programme. A secondary consideration was to explore the environmental impact of the building design and facilities management. The final element was to understand the role of British Land in facilitating the changes we identified and what other factors may have enabled the emergence of the outcomes identified through our research and to look at further implications for the property development sector. We adopted a mixed methods approach for our research design as described below.

Socio-economic assessment

(i) Primary research

We conducted a total of twenty-seven detailed stakeholder interviews and meetings, of which eighteen were face-to-face and nine by telephone. The interviews were for 30-90 minutes. They included British Land staff / consultants and key individuals at the West Euston Partnership, Camden Council, community organisations in receipt of British Land funding and local residents. We conducted six workshops which were held on two separate days. The first four workshops brought together nineteen individuals and included a cross-section of occupiers, residents, Regent's Place Management Team staff and community organisations. The final two workshops involved nine individuals from a community organisation of which six were long-term residents in the Regent's Place area. We also attended an event (Christmas market) at Regent's Place where we conducted face-to-face surveys of nineteen individuals including occupiers, residents and passers-by.

(ii) Secondary research

We utilised a range of data sources and other information made available to us by British Land. This included case studies, award entry information and surveys / research commissioned by British Land. These included:

- Community Interaction and Integration Report (ZZA, 2014)ⁱ
- Pedestrian Flow Counting & Intercept Report (FSP Retail Consultants, 2014)ⁱⁱ
- Customer Satisfaction Survey (Leadership Factor, 2013)ⁱⁱⁱ
- Enhancing Asset Quality & User Experience (ZZA, 2013)^{iv}
- Office Occupier Surveys (2013)^v
- British Land Socio-Economic Contributions Report (2012)^{vi}

We also reviewed British Land data on voluntary and statutory community contributions and other data provided by British Land, such as awards entries.^{vii}

Statistical analysis

At regular intervals between 2000 and 2010 the ONS publishes indices of deprivation of lower-level super output areas (LSOAs), an area classification based on population totals from the 2001 Census. Each LSOA contains between 1,000 and 3,000 residents^{viii}. These indices give a 'deprivation score' for each LSOA across seven dimensions of deprivation:

- Income deprivation
- Employment deprivation
- Health deprivation and disability
- Education, skills and training deprivation
- Barriers to housing and services
- Crime
- Living environment deprivation

A multiple deprivation indicator (the Index of Multiple Deprivation) or IMD is also calculated for each LSOA using a weighted average of the seven individual deprivation indicators.^{ix}

Our analysis looked at the extent to which the LSOA containing Regent's Place improved each of its deprivation indicators between 2004 and 2010 compared with all the other LSOAs in the London region (around 4,800 LSOAs in total.) We were unable to use the 2000 statistics because the definition of deprivation is not compatible with the 2004 and 2010 data.

For each dimension of deprivation our analysis looks at the extent to which the LSOA containing Regent's Place improved when ranked against all the LSOAs in England. Super Output Areas were ranked in order of deprivation on each indicator in 2000 and 2010 from most deprived (rank 1) to least deprived (rank 32,482). The larger the increase in the rank number for the LSOA containing Regent's Place for a particular deprivation indicator, between 2004 and 2010, the larger the *decrease* in deprivation for Regent's Place over that time period.

The nature of this analysis does not lend itself to attribution and it is not possible to know the extent to which British Land contributed to these changes, if at all. However we can surmise that a positive change in this indicator coinciding with the investment made in the community by British Land is unlikely to have occurred by chance alone.

The key metrics to assess the economic impact were jobs and economic Gross Value Added (GVA). British Land had produced a report in 2012^x of its socio-economic impacts at a corporate level in 2012. We have presented the analysis of the jobs and GVA supported by Regent's Place, conducted by PwC for the 2012 report, in the Regent's Place 30-year Review.

We supplemented this data with our own analysis of jobs and GVA supported by the increased commercial occupancy of Regent's Place. Further details of our calculations are in Appendix 1.

Wider impacts on the local economy were identified from a separate piece of research published in 2014 by ZZA on British Land's Community Interaction and Integration at Regent's Place.^{xi} We used quantitative and qualitative information provided by British Land to assess local procurement and apprenticeships.

Additional historical data was sourced from British Land's annual accounts.^{xii xiii}

Environmental assessment

(i) Primary research

This included a face-to-face interview a British Land staff member and attendance at a presentation about the sustainability features of 10 Brock Street.

(ii) Secondary research

We analysed information provided by British Land about the sustainability of their buildings and facilities management. We also reviewed award entry submissions, green travel plans and case studies.^{xiv}

The role of British Land

We explored the role of British Land in facilitating the changes we identified through stakeholder interviews (see socio-economic assessment above) and a brief review of literature relating to the urban realm^{xv} and neighbourhood planning (in which British Land had been highlighted as an example of best practice).^{xvi} Implications were considered through stakeholder interviews, website reviews,^{xvii} literature reviews on well-being, public art and investor interest in sustainability performance; and a comparative analysis of British Land's corporate social responsibility reporting with that of its peers. We also considered the role of Farrell's in the development of the Regent's Place Masterplan.^{xviii xix}

Appendix 1: GVA and jobs calculations

Commercial occupancy analysis

We examined the economic impact of increased commercial occupancy at Regent's Place, resulting from the Osnaburgh Street and North East Quadrant phases of development. We did this by applying calculations based on statistical sources to primary data provided by British Land. We first performed a simple calculation of the increase in jobs supported by commercial occupancy at Regent's Place by comparing the number of commercial occupiers, pre-development (9,078), with the number of commercial occupiers, post-development (14,482).

Both pre and post-development figures were based on figures provided by British Land, with some minor adjustments. The adjustments included making some assumptions to convert part time employee numbers to full-time equivalents (FTEs) and taking the mid-point where a range of employee numbers was provided.

To calculate the direct GVA for occupiers, we applied an average GVA per head figure for the industry sector of each occupier, from the Office for National Statistics (ONS) Blue Book¹, to the FTE direct jobs for occupiers.

The indirect FTE jobs and GVA were calculated by applying ONS input-output Type I multipliers² to the above direct measures.

¹ <http://www.ons.gov.uk/ons/rel/naa1-rd/united-kingdom-national-accounts/the-blue-book--2013-edition/chapter-02--the-industrial-analyses-at-a-glance-from-table-2-1.html#tab-Explanation-of-industrial-analyses> - Blue Book 2013, Chapter 02: The Industrial Analyses

² <http://www.ons.gov.uk/ons/guide-method/method-quality/specific/economy/input-output/archive-data/index.html>

Appendix 2: Economic Multipliers

Output Multipliers

The output multiplier for an industry is expressed as the ratio of direct and indirect (output changes to the direct output change due to a unit increase in final demand. So then multiplying a change in final demand (direct impact) for an individual industry's output by that industry's Type I output multiplier will generate an estimate of direct and indirect impacts upon output throughout the economy.

Employment Cost Multiplier (employment effects)

Employment effects show the direct plus indirect employment change to the direct output change due to a unit increase in final demand.

Our analysis does not look at the increase in value added and employment as a result of British Land's own business activities nor any induced impact.

For more details on the use of economic multiplier refer to the Office for National Statistics: ONS (1995), Multipliers (Output and employment cost) table, 1995 UK Analytical Input-Output Tables – detail.

Ref: <http://www.ons.gov.uk/ons/guide-method/method-quality/specific/economy/input-output/archive-data/index.html>. (Website accessed January 2014.)

References

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- ⁱ Regent's Place in context: Community interaction and integration, Report to British Land, 04 February 2014, ZZA Responsive User Environments
- ⁱⁱ London – Regent's Place, Pedestrian Flow Counting and Intercept Report, 29 January 2014, FSP Retail Business Consultants
- ⁱⁱⁱ British Land: Customer Satisfaction Survey, 2013, Leadership Factor
- ^{iv} Regent's Place: Enhancing asset quality + user experience, Strategic research + opportunities; ZZA Responsive User Environments from August 2013
- ^v British Land: Office Occupier Survey, 2013
- ^{vi} Building Business, Creating Growth, Our Socio-Economic Contributions Report, 2012, PwC for British Land
- ^{vii} For example, the RTPI award entry: Regeneration in Regent's Place.
- ^{viii} More information on Super Output Areas can be found at <http://www.ons.gov.uk/ons/guide-method/geography/beginner-s-guide/census/super-output-areas--soas-/index.html>
- ^{ix} <https://www.gov.uk/government/publications/english-indices-of-deprivation-2010-technical-report>
- ^x Building Business, Creating Growth, Our Socio-Economic Contributions Report, 2012, PwC for British Land
- ^{xi} Regent's Place in context: Community interaction and integration, Report to British Land, 04 February 2014, ZZA Responsive User Environments
- ^{xii} Annual Report and Accounts, The British Land Company plc, 1984
- ^{xiii} Annual Report and Accounts, The British Land Company plc, 1992
- ^{xiv} For example: Guardian Sustainable Business Awards for Biodiversity; and NEQ – Sustainability Brief
- ^{xv} 'Open Space: An asset without a champion?' Gensler and ULI the Urban Land Institute, March 2011. http://m.gensler.com/uploads/documents/Open_Space_03_08_2011.pdf
- ^{xvi} Exemplars of Neighbourhood Governance (2006), Department for Communities and Local Government
- ^{xvii} For example: <http://www.westeustonpartnership.co.uk/about-west-euston-partnership/>
- ^{xviii} <http://www.terryfarrell.co.uk/practice/>
- ^{xix} <http://www.terryfarrell.co.uk/projects/regents-place-masterplan/>