



Digital Neighbourhoods

Four pioneering propositions for Data Innovation Challenges

A supplementary note to Data for London: Recommendations from the London Data Commission

Developed in partnership with:

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ARUP



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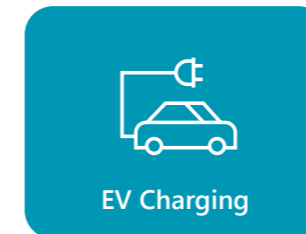
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Introduction



The London Data Commission has explored practical data-led solutions across four ‘first wave’ pilots, which closely map to London First’s business priorities for London. Each pilot is seeking to answer a specific question, and has allowed us to refine our understanding of the required data ecosystem and the shared processes needed to solve some of the biggest challenges for London. This supplementary note to the *Data for London: Recommendations for The London Data Commission* report provides detail about the digital neighbourhoods pilot, setting out four different visions of what this could mean for different areas of London.



Smart districts and communities are becoming a common trend in cities around the world, but we know from recent history that while the intention may be positive, without a truly community centric and outcomes focus, these initiatives can become unhelpful and even detrimental to the local neighbourhood fabric and trust.



The four concepts for a digital neighbourhood presented in this note were co-developed over several months with the land owner or manager, each with a specific outcome in mind. We sought to present a cross section of development types across London, both from a geographic and governance perspective. Argent Related and Grosvenor show how developers are excited to embrace a data-driven approach to improving sustainability and quality of life in their developments, while the Midtown Business Improvement District demonstrates how the current structure of the business community can be leveraged for wider benefit as the economy recovers from COVID-19. Finally, the London Legacy Development Corporation example looks at how the strong mayoral links can be used to further the mobility agenda of the Queen Elizabeth Olympic Park.



This summary note concludes with a discussion of next steps, setting out how the vision continues post the launch of the London Data Commission’s recommendations. Over the next few months, we will continue to work with the partners to move from the ‘discovery phase’ to developing proof-of-concept insights with accompanying analysis. In the longer term, we expect the London Data Board to evolve the pilots into the proposed annual Data Innovation Challenges.

Making Mayfair the greenest neighbourhood of Central London



Developer:
Grosvenor



Neighbourhood:
Mayfair



Focus:
Sustainability

The neighbourhood

London's Mayfair is a household name across the world, synonymous with hidden galleries, luxurious boutiques, well-known restaurants and high quality architecture. Located in Central London, just east of Hyde Park and south of Oxford Street, this neighbourhood is one of the key parts of Grosvenor's London estate.

Grosvenor see Mayfair as an ideal testbed for refining and advancing their sustainability agenda. They have been trialling a number of different sustainability projects all with a strong emphasis on data-driven methodologies using innovative technologies. Some examples include air quality monitoring, switching all electricity to renewable energy sources, converting their holdings to smart energy meters to better understand and improve energy efficiency across the estate. They have also formed a partnership with Gnewt Cargo, a startup that uses electric vehicles as a last-mile freight consolidation solution.

The opportunity

Grosvenor's aim for Mayfair is to combine their various projects into a cohesive sustainability programme that addresses their holistic vision of sustainability across the pillars of energy use, waste, water, air quality and biodiversity. They have set ambitious 2030/2050 goals against each of these pillars and have created a centralised team to guide and support the business to achieve the goals, reflecting their commitment to this approach.

Grosvenor want to systematically collect data across all five of these pillars, so that they can understand in (almost) real time what the overall impact of their programmes is. Having a strong quantitative baseline would provide a framework for understanding impacts holistically and tailoring future programmes for maximum effect.

The baseline data could be shared with stakeholders, partners and in some instances, the public. Sharing the data could add value in many ways; tenants would have the information they need to improve the sustainability of their holdings, investors have a transparent view of costs and benefits of schemes, and the public can engage with Mayfair on a new level, ultimately helping to encourage more Londoners to visit.

Grosvenor is not starting from scratch; all their programmes are accompanied by data-collection and analysis. However, capturing data across a large neighbourhood is challenging. Many of the projects have been driven by a desire to improve outcomes relating to a particular pillar, and so wider benefits relating to other pillars are often not studied or understood. The baselining approach would help to provide consistency across programmes.

The challenge

Not all data is equal, and the available data for some pillars is much more available than for others. Grosvenor has a task in front of them in terms of defining metrics and developing methods for collecting credible data.

One example is air quality sensors - these need to be reliable and numerous enough to provide a granular picture of the neighbourhood. If we have a good understanding of air quality across streets, we can start evidencing the impact that environmental improvements are having in the local community. This will support discussions with key stakeholders on what interventions to make and help encourage communities to change their behaviours to have a positive impact on air quality. Ultimately, we will be able to work with stakeholders and local communities to improve air quality and this should also encourage more visitors to come and experience the healthier environment.

Making it happen

The 'five pillars' approach to sustainability would work best as a partnership between Grosvenor, the GLA and local communities. There are a few key components to this partnership:

1. Co-development of the pillars and the methodologies and metrics used to measure each. In some cases, such as air quality, this could involve agreeing approaches to data collection and sensor use.
2. Co-development of standardised data schemas for each metric that could be re-used in other neighbourhoods.
3. Support from the GLA to host and maintain the data within a dedicated portal within the London Data Store.

Success would bring benefits to all involved parties. Grosvenor would gain an understanding of what interventions make the biggest difference and increase the attractiveness of the neighbourhood. The GLA would have a mechanism to be fully involved in the neighbourhood, speaking with one voice with Grosvenor. Mayfair could become a template to use across London for sustainable, data-driven design. And most importantly, the people who live, work and visit Mayfair would benefit from a more vibrant, greener part of London.



The 'five pillar' approach to sustainability

Putting social value at the heart of Brent Cross South



Developer:
Argent Related



Neighbourhood:
Brent Cross South



Focus:
Social Value

The neighbourhood

Brent Cross South (BXS) is a new 10m sq ft, 180 acre town centre in Barnet, North West London. The major redevelopment is to be delivered as a public-private partnership between Barnet Council and Argent Related. Set around 50 acres of parks and playing fields, BXS will be a major new office destination with 3m sq ft of office space, 6,700 new homes, restaurants, sports and leisure facilities and student accommodation. The town will have a new Brent Cross West station, providing access to Central London in less than 15-minutes.

Argent Related and Barnet Council want to 'set the standard for developing successful new neighbourhoods in London', and have put a strong focus on social inclusion, affordability and equity throughout the development.

The challenge

Argent Related is exploring a set of metrics relating to social value that will sit at the heart of their redevelopment programme, informing both the design and eventual operation of the neighbourhood. The metrics will measure how healthy the neighbourhood is on a number of levels, including indicators of physical activity, social mobility and sustainability, as well as whether residents and other users are able to meet their needs locally within the neighbourhood.

The challenge is to do this in a way that creates buy-in and trust from the communities it will eventually serve. Residents, businesses and visitors all need to feel informed and

empowered about how and why they contribute their data, and see the changes that such data sharing can bring about in their neighbourhood. An additional challenge Brent Cross South faces is get to the direction of travel right from the outset, before the new neighbourhood starts to take shape.

The opportunity

Creating these social value metrics will be a data-sharing initiative that is collaborative, two-way and transparent. The project will empower the community and give them another way of interacting with their neighbourhood.

The use of the set of metrics will help align investment and policy with social objectives so that:

- Residents and working population are happy and healthy, and have access to the right balance of facilities to help them flourish
- Visitors and nearby community have access to facilities and information
- Argent Related has a strong understanding of how to optimise increases in social value through their approach to investment

Making it happen

The social value metrics lie at the heart of Argent Related's vision for a Brent Cross South centred on social value. It needs two things in order for it be effective.

Firstly, there needs to be a strong sense of ownership and buy-in from not only the immediate Brent Cross community but those surrounding it. To do this, Argent Related is looking to create an 'innovation centre' to act as a community hub and be the physical embodiment of the concept of social value and inclusion. The centre would work to engage residents and businesses in data and innovation competitions, and foster a culture of co-creation.

Secondly, for it to be an effective tool in helping inform the operation of the neighbourhood, there needs to be a strong understanding of the baseline. Argent Related is focusing on setting up data infrastructure to collect and monitor all metrics, so that the full impact of policies can be measured and shared over time.

Approaching social value in this way combines the digital and physical, giving the community more ways to buy in and engage with their neighbourhood.



Building back better in Midtown Business Improvement District



Developer:
Business Improvement District



Neighbourhood:
Midtown



Focus:
Sustainable Recovery

The neighbourhood

Midtown is a Business Improvement District in EC1 and WC1, representing over 400 individual businesses and their collective views. Midtown was established to drive long term sustainable growth in its neighbourhoods. Working in partnership with Camden and Islington boroughs, Midtown delivers targeted interventions to boost the local economy and quality of life for all those with a stake in the areas. This includes lobbying for transport investment and improvements to the public realm as well as street cleaning. Midtown funds these activities through additional levies on their larger businesses.

There is a growing recognition that a sustainable and vibrant community helps drive a strong economy which in turn benefits business. This has never been more true than now. The economic harm of the Covid-19 pandemic means there is a continuing and urgent need to help our businesses recover and return them to a path of generating growing prosperity and employment.

The challenge

Midtown's economy is an ecosystem; without office-based workers, many other businesses such as shops, restaurants, hospitality venues would struggle to survive. This year, economic activity in the Midtown area has fallen dramatically due to COVID-19. By the end of 2020, some sectors such as hotels and theatres will have seen output fall by eighty or ninety percent. Despite the easing of restrictions in recent months, the return to work has been slow and the knock-

on effects are significant. The challenge Midtown and other BIDs face at the moment is how to encourage life back into central London and restart the economy in a sustainable way that aligns with the BID's longer-term objectives.

The opportunity

In the short term, Midtown BID is in a good position to act as a conduit between the business community and the Greater London Authority (GLA). BIDs are ideally placed to act as co-ordinators of data related to economic recovery that would help inform the policy and investment decisions of businesses, local authorities and the GLA. For example, Midtown BID could collect and share data about occupancy, business turnover, employment levels, footfall, vacancy rates and variations in rent. Combined with publicly available data such as Tube and bus patronage and road traffic levels, this would paint a detailed picture of the state of an area's economic health.

In the longer term, once a secure return to growth is established, this focus on sustainable economic recovery could be broadened out. Midtown BID has publicly committed to the UN Sustainable Development Goals, identifying four of the seventeen goals that it is most passionate about (right). The opportunity is to unite Midtown BID's constituent businesses behind these goals, working together to define, measure and make progress towards delivering these objectives. The work to apply the SDGs to London is being developed by a consortium including the GLA; the opportunity is to work with this group to pilot what this means at a local level.



Making it happen

Understanding how economic recovery can be pursued at a business district scale in a way that aligns with the SDGs is a valuable objective that will provide a more granular understanding of the economic health of the city. In the longer term, a detailed and evidence-based view could be broadened beyond the economic recovery to encompass additional SDGs, ultimately tying the approach into a BID's emerging social value strategy.

The first step will be for Midtown to reach a view on which indicators best capture this. Collecting high frequency survey data from businesses on these metrics would be a valuable initial step.

The next stage would be gathering data and reporting on agreed metrics in a way that is accessible and encourages their use. An understanding of the economic health of Midtown BID would ideally help stakeholders such as the boroughs, Transport for London, the Metropolitan Police and GLA make more informed decisions.

In the longer term the task of establishing the best way to interpret some of the more global SDG metrics at a neighbourhood level will need to be addressed. Some metrics map easily, whilst others will take more time to define. This would ideally involve collaboration between Midtown BID, the GLA and the London Sustainable Development Commission (LSDC).

Shaping transport and mobility at Queen Elizabeth Olympic Park



Partner:
London Legacy Development Corporation



Neighbourhood:
Queen Elizabeth Olympic Park



Focus:
Mobility

The neighbourhood

Queen Elizabeth Olympic Park (the Park), located in Stratford, was created for the London 2012 Olympic and Paralympic Games. Today, the Park knits a vibrant area of East London into a true mixed-use neighbourhood with former Olympic and Paralympic venues sitting alongside business districts, residential neighbourhoods, schools and universities, and cultural venues. This has created a new part of the city in east London – an inclusive community, a thriving business zone and a must-see destination where people will choose to live, work and play, and return time and time again.

The Park is managed and owned by London Legacy Development Corporation (LLDC), a mayoral development corporation formed after the London 2012 Olympic and Paralympics. As well as landowner and operator, LLDC is the planning authority for the Park and surrounds. This, combined with its place in the Mayoral family, its close relationship with TfL and its four constituent Local Authorities, has allowed LLDC to create a culture of innovation and collaboration within the Park. It is engaged in multiple research projects, and has been leading the way with many cutting-edge technologies such as driverless buses, CAV pods and e-scooters to meet the mobility needs of its residents, workers, students and visitors.

The challenge

LLDC is keen for the Park to continue to be a trailblazer in the urban mobility space, with a strong focus on human-centred design. Understanding the movement patterns and needs of people living, working and visiting the Park and surrounding area is absolutely key to being able to

create mobility services that provide true value to all of the Park's users. The challenge is to integrate the Park within the surrounding community to create resilient 15-minute neighbourhoods, improving quality of life and environmental outcomes while avoiding the pitfall of innovation for innovation's sake.

Queen Elizabeth Olympic Park is a complex and multi-faceted environment, with many different activities, users and partners all operating together within the same geographic area. The park wears many hats, and needs to balance its role as a high-profile destination, a home to thousands of people, a growth area with 24,000 new homes planned by 2031, and an innovation testbed for universities and R&D programmes.

The opportunity

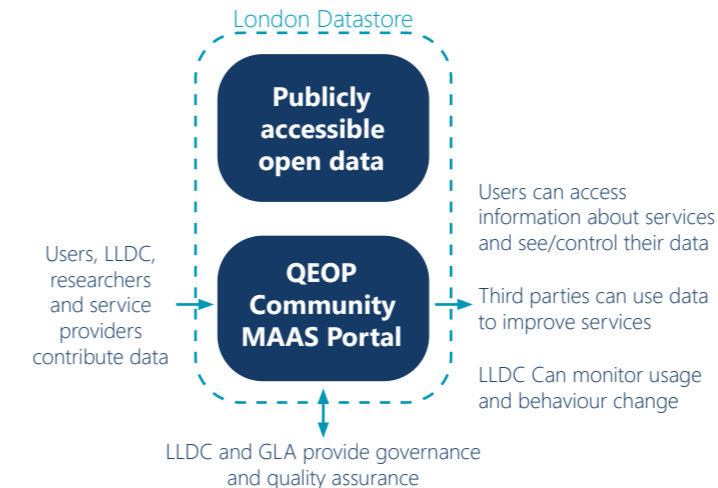
In the future, LLDC is looking to take their experience with various mobility services and integrate them into a data-driven MaaS. The platform would help to meet people's needs using shared mobility services, advancing the Park's sustainability agenda in line with the Mayor's Environment Strategy.

LLDC is keen to explore whether it is possible to design MaaS offerings that allow a diverse spectrum of users to take advantage of car free developments; from families to those with accessibility needs, and whether it's possible to create a culture of sharing-as-the-norm. While many of the Park's developments are already car-free, the Park hopes to use the MaaS platform to collect data and evidence that can be used to share lessons beyond the Park to do with uptake, effect on

nearby communities be able to be replicable at a larger scale. Perhaps the biggest challenge in designing the MaaS offering is developing trust and transparency; users need to be able to understand how and why their data is being used, and have a sense of agency in this process.

Working towards this goal will require a thorough investigation of user needs, drivers of behaviour change and willingness to pay, all from an evidence-based approach where learnings can be shared across London and beyond. The Park, with its mix of uses, is in many ways a microcosm of London as a whole, which positions the Park perfectly as an innovation hotspot where ideas can be tested locally and scaled up. The close relationship with various government agencies also will help establish buy-in early on from the larger London community.

Leveraging the London Datastore capabilities to create a community MaaS Portal for QEOP



Making it happen

The vision for MAAS in QEOP is to create a user-centric, engaging and playful platform that gives users a sense of empowerment over how and why their data is used and provides access to all services people need to meet their day to day needs.

We propose that this platform is co-created in partnership with the GLA and the London Datastore. The governance and brand associated with the Datastore will help set the scene for an open and trusting relationship with all involved stakeholders. The model would then also be scalable to other neighbourhoods wishing to undertake similar projects in the future. The overarching Datastore brand would act as a natural integrator across neighbourhoods and the Data For London board (as recommended by the London Data Commission) would play a role in setting standards for data collection and governance to ensure interoperability.

A thorough community engagement process is required to establish the need and design criteria for MAAS. A strategy will be the output of the engagement process, setting out a vision of what people want from their data and their interactions with the Park.

Moving forward together: Next steps for Digital Neighbourhoods

All four of the Digital Neighbourhood propositions in this report present a very exciting opportunity for London to drive community-led data driven solutions to key challenges facing our communities. Solutions, that can be pioneered by willing and eager neighbourhood leaders and with the support of the Greater London Authority (GLA) expanded and replicated in other neighbourhoods across the city.

To date, the proposals have generated significant enthusiasm and excitement both across the pioneering organisations and the GLA. There is a growing recognition across the public and private sector that with the right community centric approach, we can bring together existing and new data sources to help improve the lives and tackle specific challenges facing, our customers, our employees, and our neighbours. This approach is about starting with a key local problem and working with the community to find ways that data can help drive a solution. London's answer to the global Smart City trend is not about connectivity for connectivity's sake, but rather creating a Digital Neighbourhood that starts and ends with the community, working together to find ways that data can help solve problems and achieve outcomes.

The GLA have agreed to meet with each of the Digital Neighbourhood propositions this Autumn to discuss practical next steps and how the path forward can be established in greater detail over the weeks ahead. Over time, we anticipate that the GLA will be able to evolve these Digital Neighbourhood propositions into formal Data Innovation Challenges led by the London Data Board, as described in *Data For London: Recommendations from the London Data Commission*.

The London Data Commission has been committed to working in open collaboration throughout this project and continuing this commitment we will provide updates as the Digital Neighbourhoods progress over the coming months.

If you or your organisation is interested in getting involved please visit www.londonfirst.co.uk or email dlutton@londonfirst.co.uk to find out more.





London First is a membership group which campaigns to make London the best city in the world to do business.

Our membership comprises over 200 leading employers across a wide range of sectors. We convene and mobilise business leaders to tackle the key challenges facing our capital.

We have been instrumental in establishing a Mayor of London, pioneered Teach First, driven the campaign for Crossrail, lobbied for government action on airport capacity, leading to the approval of a new Heathrow runway and achieved a win for business when Government announced a review of the Apprenticeship Levy.

Now we are focusing on key priorities to keep our capital working for the UK: people, place, competitiveness and connectivity.

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