

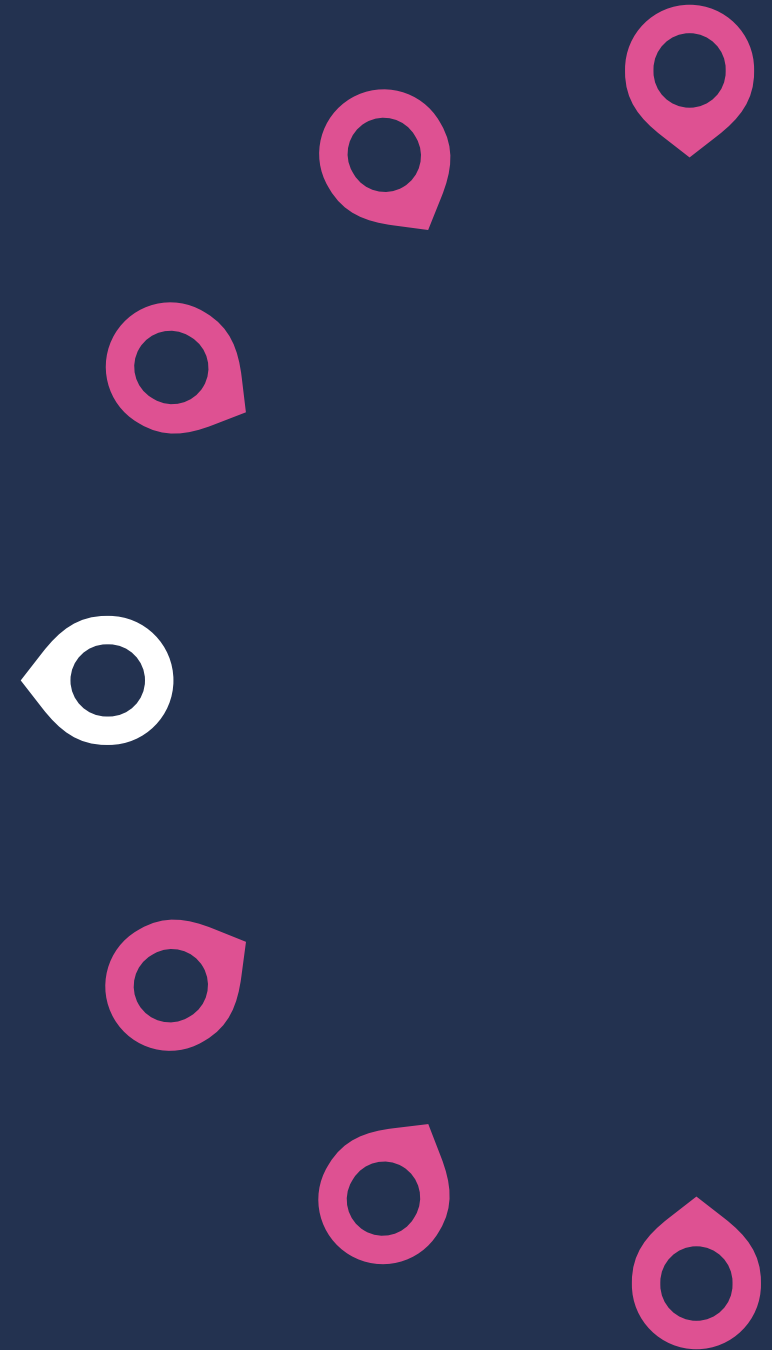
**NIGHT
WORKS**

Diversification Programme

**LAAA² DIVERSIFICATION
GUIDELINES & TOOLKIT**

DIAGEO


Home Office



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“Nightworks is pressing at the boundaries of knowledge in setting out this programme and methodology for diversification for LAAA². The topic is in everyone's interest, but is no one's sole responsibility.”

The concept of diversity in nightlife has been around for several decades in various guises. This is probably the first time though that a serious attempt has been made to pin it down and set out a practical methodology for its achievement.

In the 80s and 90s it was popularly believed that diversity was lacking in town centres at night, to the detriment of their image, appeal, performance and safety. Surveys of all the major parties and sectors by the University of Westminster for the former Civic Trust in the early 2000s confirmed that this view was indeed widely shared. This led to the design of the Purple Flag accreditation scheme, in which variety, choice, quality and partnership were guiding principles

The adoption by the Home Office of diversification as a core aim of the Local Alcohol Action programme in 2013 was a welcome spur to innovation and action. Our research leads us to have hope for the future. For example, many destinations today are already more diverse, in response to changing consumer tastes and preferences. There are currently strong consumer market and business trends running in favour of diversification. These can be understood better and encouraged. There is a growing appreciation of the importance and value of leisure and nightlife to local economies.

For these and other reasons it is the right time for Nightworks to champion the topic and to develop a national agenda for diversification. Underpinning this is the belief, based on experience, that diversification really can be to the mutual advantage of business, consumers and the public sector alike, leading to an enriched experience and a stronger economy at an affordable cost – in terms of crime, health and on-street management.

Nightworks is pressing at the boundaries of knowledge in setting out this programme and methodology for diversification for LAAA². The topic is in everyone's interest, but is no one's sole responsibility. It promises great benefits, but solid data to prove its worth is elusive. Everyone seems to want it, but few have a clear understanding of what it is. There is clearly much work to be done! We hope that in LAAA² we can plug such major gaps in knowledge, raise awareness and develop diversification into a major force for urban change and improvement.

Paul Davies March 2017

1.0
**NIGHTWORKS &
THE LAAA²
DIVERSIFICATION
PROGRAMME**



1.1 A HELPING HAND FOR LAAA²

This new programme, devised by Nightworks, builds on the experience of round one of LAAAs. It aims to provide inspiration, insight and technical support to all participants who have chosen the diversification theme. The programme is based on a special partnership between Nightworks, the Home Office, business and LAAAs. It is supported by Diageo GB.

- In September 2016 the Home Office invited applications for LAAA² – a two year programme of innovative and practical action starting in January 2017. There are three core aims including “generating economic growth by creating a vibrant and diverse night-time economy”
- Home Office interest in diversification concerns broadening the range of businesses where alcohol consumption is not the primary focus, encouraging a wider range of age groups to use centres at night and offering alternatives to going out to get drunk. The potential benefits of successful diversification may include reductions in alcohol-related crime and disorder and alcohol-related health harms, as well as growth in the night-time economy
- The Nightworks programme will focus on destinations with a strong hospitality, entertainment and leisure role and on policies, partnerships and projects that exploit the potential of diversification
- Nightworks believes it is time for fresh thinking, in the light of changing patterns of alcohol use, consumer trends and economic reality. The goal should be to create and maintain safe, vibrant leisure destinations that offer a rich experience to consumers

- With the support of Diageo GB Nightworks offers a free-to-user Core Programme of events, advice and good practice. There is also a fee-supported Outreach Programme of locally-based events and Pathfinder Diversification initiatives (This is not part of the Home Office endorsed programme).

For Nightworks LAAA² is a golden opportunity to exploit positive trends and create a leisure economy fit-for-purpose in post-recession, post-Brexit Britain.

The Three LAAA² Core Aims



Core Challenges: data sharing, safe movement, safe spaces, responsible alcohol sales & designing out crime

Fact File

There are some positive trends²:

- In the last decade alcohol consumption has fallen by almost a fifth (18%)
- We drink less and less frequently than we did ten years ago
- Harmful consumption patterns like binge drinking have fallen (22%)
- Alcohol-related crime has fallen by 40%
- Underage drinking has declined in the last decade e.g. 38% decline for 11-15 year olds
- On average 76% of adults do not exceed low risk guidelines.

There remain many causes for concern³:

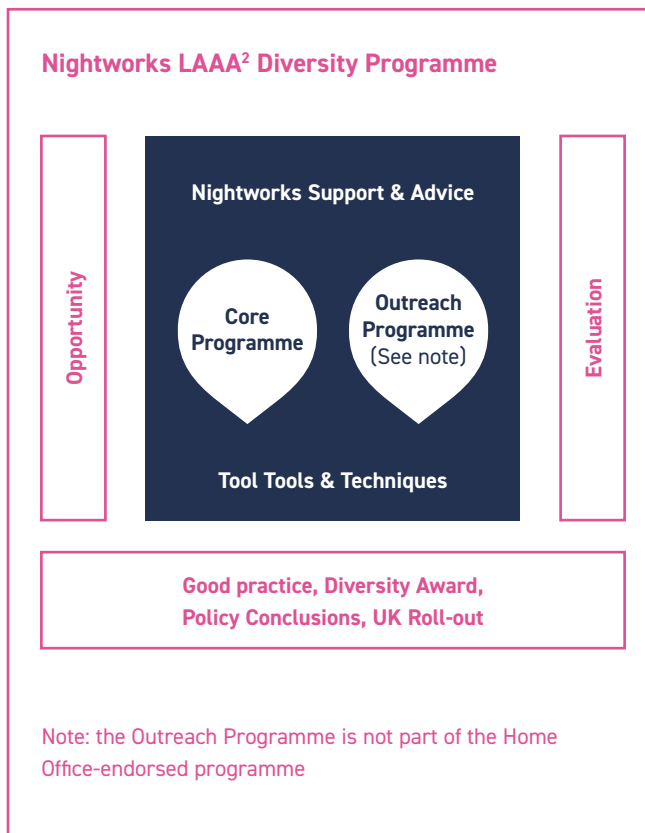
- Alcohol is linked to about half (47%) of all violent incidents
- 18% of all violent incidents occurred in or around a pub or club.
- 93% of violent incidents in or around a pub or club were alcohol-related
- Alcohol is now the leading risk factor for ill-health, early mortality and disability in 15-49 year-olds in England
- It is estimated that alcohol-related ill health causes 167,000 years of working life lost; more than the 10 most frequent cancer types combined
- For all ages alcohol is the fifth leading risk factor

1.2 HOW TO USE THESE GUIDELINES

These Guidelines are a resource for those who have chosen the LAAA² diversification option and wish to make diversification work for them and their areas. Diversification in the leisure and night-time economies is widely sought, but the techniques for developing and maintaining it are poorly understood and the potential benefits under-appreciated. In this programme, for the first time, the components of success will be identified, examined, tried, tested and rolled out.

Make Diversification Work for You

- Our intended audience is businesses, communities, partnerships, practitioners and policy-makers - all who are interested in LAAA² and in the potential of diversification
- In LAAA¹ (ATCM for Home Office) participants included PR and marketing, arts, police, public protection and licensing officers. In LAAA² we will add a stronger contribution from business and the private sector to the above
- In LAAA¹ diversification initiatives fell under three main headings: Changing Perceptions & Increasing Patronage, Town Centre Regeneration & Diversification and Partnership Actions & Diversification. In LAAA² we aim for a broader agenda, a more strategic context and a solid evidence base
- The programme is knowledge-based. We aim to complement and add value to existing initiatives and partnerships
- With this in mind the Guidelines include:
 - The theory and potential dividend from diversification
 - A “diversification agenda” of six opportunity topics & trends
 - A set of diversification project techniques or tools
 - Nightworks’ Core Programme and Outreach Programme
 - Good practice illustrations from UK and overseas



LAAA¹ Case Study:

Gloucester¹

Gloucester was the only LAAA to focus solely on diversification. They undertook a Diversity Audit & set up the Gloucester Evening Vitality Programme to develop a vibrant evening offer with a family-friendly feel.

Actions included:

- An Evening Vitality Grant Scheme
- A programme of evening events, including music, festivals & markets
- Encouragement for “café culture” or outdoor dining
- Targeted inward investment campaign
- Reduced parking charges after hours
- Extended evening bus services
- Gloucester City Safe
- Street Pastors
- Community toilet scheme
- Pubwatch & an improved pub-link radio scheme
- The Cavern venue – a quirky alternative for teenagers to hang out, as opposed to gathering outside fast-food outlets



1.3 A DIVIDEND FROM DIVERSIFICATION

Diversification is generally popular amongst policy-makers, practitioners, business and consumers. There are powerful trends running in its favour and there are many potential benefits. It is also especially relevant at a time of public sector cuts and strained resources. Nightworks aims to bring greater clarity to the concept in the LAAA² programme so that the full potential can be realised.

What is Diversification?

For Nightworks, diversification is about more than having lots of different things to do. It is more to do with creating and sustaining a successful mix and balance of people and activity. Our aim is to create leisure areas that offer real choice, are vibrant, safe, healthy and affordable to run.

How Does Diversification Work?

It has long been a concern that town centres at night cater to a limited clientele and offer insufficient choice. Research shows that stakeholders believe this makes this worse for everyone.

Diversity works by:

- appealing to a wider clientele so that there is a better balance of interests and activities
- offering alternatives to alcohol-led activity so that destinations work for everyone rather than being the resort of the few
- increasing natural surveillance from older patrons and so creating a responsible atmosphere at street level
- banishing the negative stigma that prevents non-drinkers, older people, families, single females and others from going out

What Are the Benefits?

Diversification can:

- Add new and more varied clientele
- Help businesses take advantage of positive trends
- Fill “dead spots” in the day and evening with activity
- Spread the benefits of new investment more widely
- Lessen the load on regulators and enforcers and
- Meet the needs of local people better.

Research in UK and overseas shows that nightlife more-than covers its costs, but these days the resources to manage may not be available. If diversification reduced costs by just 1% it would result in a saving to the public purse of £200m pa. If it led to an increase in economic turnover of 1% it could generate an additional £660m pa and an extra 13,000 jobs. Diversification is definitely worth the effort!

Who Benefits From Diversity?

- **Business.** Economic growth with less interference
- **Government.** Brighter economy at a lower cost
- **Health & Hospitals.** Lower weekend load. Fewer alcohol-related incidents. Improved health
- **Police.** Less need for intervention
- **Consumers.** More choice, inclusion & security

*Fashion show
in Dublin's
Creative Quarter*



Case Study:

Dublin Creative Quarter¹

Dublin's Creative Quarter has a longstanding history dating back to the 18thC of specialist design. It is not far from Temple Bar but has a quieter atmosphere. It has blossomed in recent years as one of the City's principal destinations following the regeneration of Dublin's City Centre by the Council and other agencies. It is now a successful mix of restaurants, traditional pubs, speciality shopping, arts, culture and creative industry.

The area is managed and promoted by Dublin City BID, who used place-marketing techniques to develop a distinctive brand to appeal to consumers, businesses and investors. Once, the area was dilapidated and under-used. Now there is a queue of investors eager to get in.

The mix of activity in the Creative Quarter through day, evening and night-time means that it has a convivial atmosphere and feels safe. The police are rarely seen, because they are not needed.

1.4 NIGHTWORKS, DIVERSIFICATION & LAAA²

Nightworks is a new, not-for-profit organisation, formed of urban practitioners and experts in nightlife and the leisure economy. It is supported by the Home Office and Diageo GB. It is the only body focusing on diversification. In LAAA² we will work with areas to pioneer, test and develop the tools and techniques of diversification. The approach is knowledge-based, distinctive, complementary and adds value to existing effort. We aim to strengthen the role of diversification as an agent of progressive urban change

The Nightworks Approach

For Nightworks public and private sectors have an equal part to play in creating successful leisure destinations. Diversification offers the potential of a mutual advantage. There are three distinctive features of Nightworks' LAAA² programme:

- **Latent Energy.** Harnessing positive energies that lie latent within the system
- **Self-regulation.** Finding the "sweet spot" where areas are vibrant, convivial and self-regulating
- **Leisure 24/7.** Looking at leisure & entertainment in the round over 18 - if not 24 hours.

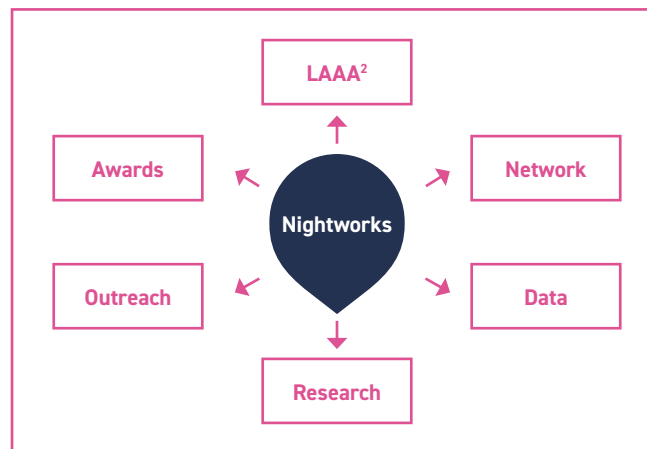
Six Programme Areas

Our six programme areas are mutually-supporting and will develop over time (See diagram below). LAAA² Diversification is a vital component of the first phase of Nightworks' development programme.

Other Defining Characteristics

- **Business.** Securing business "buy-in" and leadership as the key attraction providers
- **Enlightened self-interest.** Creating the rationale for partners to support diversification because it makes sound business sense

- **Soft interventions.** Using new research and thinking on behavioural change and, where appropriate, embracing the power of "nudge"
- **Market-led.** Going with the flow of market opportunity
- **Smarter data.** Supporting data analytics and "smart cities" approaches
- **Global good practice.** Learning, sharing and celebrating the best of international good practice
- **Project-focused.** Action-oriented, professional and practical
- **Going local.** A focus on local solutions, local identity & local distinctiveness.



Fact File:

Leisure & Nightlife in the UK Economy¹⁻⁷

For many years experts have advised that High Streets should diversify to become more like "leisure hubs". They point out that the UK is "over-shopped" because of competition from out-of-town and on-line.

The ENTE and leisure sectors are already more valuable, resilient and diverse than many have realised. The annual turnover of pubs, for example (£22.6 bn. Mintel 2015), is dwarfed by the value of the whole evening and night time economy (£66bn in 2012.Nightmix).

The scale of the whole leisure economy (at home and in town) is even greater. Estimates vary from £80 bn. (Mintel) and £117 bn. (Deloitte) to £212 bn. (BISL) – depending on what is included in the total. BISL's figure would make leisure around two thirds the size of retail (£339bn. Retail Economics).

The leisure sector overall is dynamic and has been growing by 5% since 2010, nearly twice the speed of retail. It was worth 7.4% of UK GDP in 2014.

According to the Barclay Spend Report the trend for higher leisure spending looks set to continue for now – despite "Brexit clouds" on the horizon.

2.0

**DESIGNING
DIVERSIFICATION**



2.1 LEARNING FROM LAAA¹

The fourteen areas that chose diversification in LAAA¹ tackled a wide range of initiatives. This led to a resource of practical case studies and some excellent examples of good practice. In LAAA² we aim to go wider and deeper. To this end, we have identified six opportunities that offer the potential for major change and improvement.

Initial Research

The projects in the first round followed a period of intensive research for the Home Office by the ATCM, in which the team examined international good practice and put forward an initial methodology. The report¹ described twenty drivers of diversification, drawing on examples from the UK and overseas and grouped under four headings: Place, Activity, People and Time ("Diversity and Growth in the ENTE: Creating the Self-regulating Town Centre").

What They Did in LAAA¹

The initiatives fell under three broad headings:

- Changing perceptions, increasing patronage – featuring events, marketing and promotion
- Town centre regeneration & diversification – focusing on commercial and public sector investment projects
- Partnership actions & diversification – a wide range of community and partnership initiatives, including schemes such as Purple Flag

Conclusions from LAAA¹

- Diversification was popular amongst participants, but it lacked definition overall. This made it difficult to compare and contrast different experiences

- Diversification needs senior support from the public sector and business. It is cross-cutting and affects strategic policy as well as tactical intervention
- There is currently an inability to measure the effectiveness of diversification initiatives. An evidence base is essential if a convincing case is to be made on the value of diversification
- Feedback from participants suggests that support for LAAA² participants should include good practice guidance, partnership-building (especially business buy-in), sharing ideas and experience, an evidence base and a higher profile for participants.

LAAA² Opportunity Themes & Challenges.

Nightworks has identified six opportunity themes for LAAA². They are described in the following pages and are:

- Attract the "missing consumer market"
- Support diverse business growth
- Influence behaviour with positive policy & "nudge"
- Build more diverse places
- Add diversity with creative and cultural growth
- Exploit technology and the experience economy.

Woodville
Arts Centre

LAAA¹ Case Study:

Gravesend: Using Entertainment to Generate More Diverse Customers²

Gravesend has lost trade to Bluewater, 5 miles away, and the Council was concerned about the lack of diverse patronage in the centre at night. The initiative focused on the Woodville Arts Centre as a catalyst for change and as a means of attracting a more diverse clientele to the town centre businesses after hours.

A promotional film was produced "An Evening in Gravesend". This presented the Woodville Centre as a key attraction together with the restaurants, bars and nightclubs round about. It formed part of a campaign to promote the centre and challenge negative perceptions

A way of measuring the impact was discussed. An audit would track the links between the Woodville Centre's audience profile, visits to other venues in the town and changes in crime and health data.

2.2 ATTRACT THE MISSING CONSUMER MARKET

Despite enormous progress, many leisure destinations still have a limited appeal after hours and fail to attract the diversity of people who live and work nearby. There is now a wealth of experience of initiatives designed to attract this “missing market”: families, older couples, late shoppers, tourists, visitors, office workers commuters and non-drinkers. The opportunity is to focus more scientifically on this area of latent potential, analyse how tastes and preferences are evolving and support those trends that favour diversification and self-regulation.

What They Did in LAAA¹

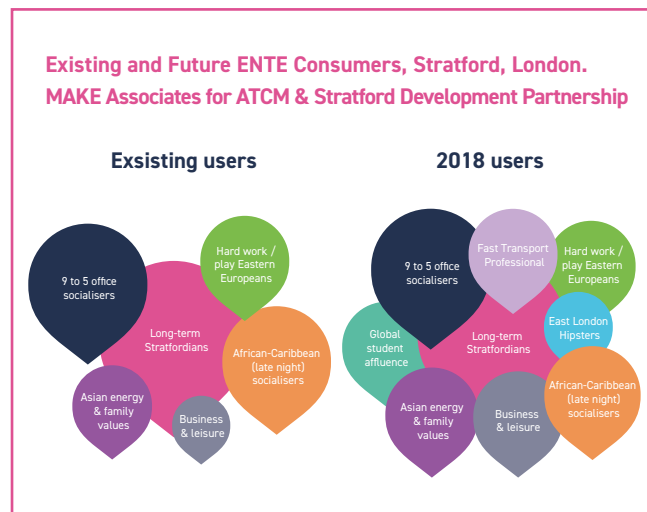
- Events featured strongly e.g. Bolton's B Live Music Festival, Light Night events in Liverpool and Bury, Gloucester's programme of evening Diversity & Vitality events, Middlesbrough's Beating Heart project, Scarborough's visitor-focused events programme and Weston-Super-Mare's Alive After Five Initiative
- Some wanted to correct a perceived imbalance e.g. Blackpool sought to diversify the centre's appeal beyond “stag and hen” parties and football fans
- In some cases new development promised to introduce new and more varied populations: in Swansea, university expansion would generate new student custom. In Croydon and Slough new town centre developments were set to introduce new residents

Potential for LAAA²

- Exploit the dynamism of the leisure economy to effect change
- Understand the latent potential for diversification from those not currently represented, including new residents, tourists, business people and late shoppers
- Cater to new & emerging consumer preferences that are favourable to diversification
- Bring this all together in a marketing and promotional strategy linked with events, and improvements in attractions and infrastructure

Good Practice Tips

- Know and map consumers and their tastes, using geo-demographic data (e.g. CACI/Acorn, MOSAIC, Nightmix) & local surveys
- Model the potential future and more diverse consumers, based on trends, major change (e.g. new developments) and diversification policy
- Devise marketing strategies to attract & retain these to specific events, venues, places and at specific times
- Use events to raise awareness, change perceptions and attract new clientele to specific places and activities at particular times. Measure the impact of these on footfall, perceptions and business performance.



Fact File:

Consumer Leisure Trends

“Ten years ago we had a third as many venues as we do today, pub chains dominated and drinking was the number one activity. Over half of all pub visits now involve food. Only a quarter of drinks sold are alcoholic”
 (Kate Nicholls CEO ALMR).¹

Consumer expenditure on leisure has grown nearly twice as fast as total consumer expenditure, due to low inflation, record high employment levels and gradually improving incomes (Deloitte).²

Deloitte say leisure has developed beyond its traditional core. A new classification of leisure consumer has emerged:

- Occasional/ higher cost e.g. travel, live sports, drinking out etc.
- Frequent/habitual e.g. eating out, takeaway food, coffee shops etc.

They note that eating out has changed from an occasional activity to a frequent one.

How consumers spent on leisure in 2016 Q1:

- 85% on eating out
 - 77% on in-home leisure
 - 75% on culture and entertainment
 - 73% on drinking in coffee shops
 - 70% on drinking in pubs
- (Deloitte Consumer Tracker Survey)

But, “over half of Brits (53%) say that the amount of drunkenness or disorder on the street puts them off going out on Friday or Saturday nights” (Mintel).³

2.3 SUPPORT DIVERSE BUSINESS GROWTH

There are strong market trends running in favour of diversification. Consumers are pressing for greater choice and higher standards and businesses are responding. Understanding these positive trends and creating the conditions in which diverse businesses can be successfully retained or recruited is very much part of Nightworks' LAAA² programme. This means looking at looking at existing destinations in a new way and working in partnership to pave the way for new investment.

What They Did in LAAA¹

- Grants schemes in Bolton and Gloucester, to encourage diverse business start-ups and investment
- Dry bars opened or proposed in Bury, Gloucester, Widnes
- Targeted inward investment campaign in Gloucester for hotels and restaurants
- Promotion of café culture in Gloucester
- Night markets held or proposed in Swansea, Bury and Weston-Super-Mare

Potential for LAAA²: A Gap Analysis

- How diverse are we? Audit of existing diversity and also whether it is changing for good or ill
- What are our concerns e.g. image & appeal, venues and brands, location, clustering and density, management style and quality?
- What do others have that we don't? A comparator analysis of similar places doing better
- What do we want and what do our target investors want of us?
- What are our opportunities e.g. diverse market potential, investor interest, assets of land, buildings and spaces?
- What are the barriers to new diverse business investment that we have to overcome?

Good Practice Tips

- Tackle the obvious problems or barriers to investment first
- Use business intelligence including local business perceptions and economic data

- Use the power of public investment, events public realm enhancement and place-making to create an attractive environment and a distinctive identity e.g. Derby Cathedral Quarter and Dublin Creative Quarter.



Derby Cathedral Quarter⁷

A Great British High Street award winner in December 2016. A destination comprising retail, leisure, culture and professional services, managed by the Cathedral Quarter BID. Six years ago, following the opening of the new Westfield Centre nearby the quarter was established, based on consumer market and other research that showed the potential for the creation of a distinctive area around the Cathedral. The BID initiative included re-branding the area, marketing and promotion. Since then existing businesses have been strengthened and new investment attracted

Fact File:

Trends in Leisure Businesses¹⁻⁶

What Makes Up Leisure?

Distribution of leisure business turnover in 2014 (Deloitte):

- 25% Restaurants & food services
- 21% Leisure travel
- 18% Pubs & nightlife
- 13% Sports, clubs, gyms
- 9% Betting & gaming
- 5% In-home leisure & entertainment
- 5% Cinema, theatre, live entertainment
- 4% Visitor attractions & other cultural activities

How is the Market Moving?

- Branded food pubs, up by 19.1% to Sept. 2016 and by nearly half over five years (CGA)
- Managed restaurants, up by 4.9% over 12 months (CGA)
- A continued decline in "old-fashioned, drink-led" pubs (CGA)
- Music concerts & festivals, 45% sales growth over 5 years (Mintel)
- Sports, including sports goods & equipment, up by 31% over 5 years (Mintel)
- Cinema – now the fourth most popular leisure activity (Mintel). A 15% annual increase in ticket spend in 2015 (Deloitte)
- Coffee shops, sandwich bars and betting shops – all on the rise.
- Coffee shop turnover increased by 15% in 2015 and an increase of almost a half is projected for the next decade (Allegra)
- UK gaming industry is worth nearly £4.2bn, up 7.4% from 2014 to 2015 (UKIE)

Future trends.....

2.4 INFLUENCE BEHAVIOUR WITH POSITIVE POLICY AND “NUDGE”

There is a growing recognition of the value of leisure and nightlife as a positive and integral part of the economy. On this basis policy and regulation should ideally be about facilitating the right kind of growth as well as mitigating harm. At the same time interest is growing in the potential of “soft interventions” geared to behavioural change, such as “nudge”. This suggests there is scope for positive visions and strategies to be prepared for leisure and nightlife, drawing together all relevant policies and interventions behind a set of clear objectives for growth and diversification.

What They Did in LAAA¹

- This topic did not come through strongly in LAAA¹ probably because diversification was seen to be more about place-making and so separate from crime & health
- In Swansea there a Cumulative Impact Policy was developed to encourage venues appealing to a wider age range of patrons
- In Nottingham the Drinkaware research project was part of a number of initiatives adopted at county level by Police, PCC, licensing, councils and partnerships. Others included the use of the Cardiff Model¹

Potential for LAAA²

- For Nightworks perceptions and image, social norms, behavioural change and the encouragement of personal responsibility are part of creating more diverse destinations.
- Policies for consumer generation, economic and business growth for the leisure and nightlife sectors therefore need to be more sophisticated and go beyond creating floor space and generating economic activity
- For this to happen policy-making for diversification needs to be brought together as a cross-cutting issue behind a vision and consensus

Good Practice Tips

This is an emerging field so experience is limited.

Added value arises from the overlap between three themes:

- An analysis of the potential for growth and diversification
- A positive vision and strategy for leisure and nightlife
- A campaign for behavioural change, engaging the “philosophy of nudge” and targeting those groups most at risk.



LAAA¹ Nottinghamshire Case Study: Diversity Audit

The ATCM diversity team developed a Diversity Audit chart for LAAAS to use in assessing diversity. This was seen to be a very useful tool for each locality to use. The twelve criteria in the Audit were grouped under four headings: Activity, Time, People and Place. The chart provided room for audit teams to record their perception of current standards against each of the criteria and also to give their opinion of trend over time – improving, declining or neutral.investment attracted.

Fact File:

Positive Regulation & Behavioural Change

Nudge. Social norms research, “Nudge”, and the work of the Behavioural Insights Team² have indicated the potential for a different approach, based on a deeper knowledge of consumer behaviour, targeted interventions & a sophisticated communication campaign designed to change behavioural norms.

Drinkaware Research. The “Drunken Nights Out” research for Drinkaware³ focused on the behaviour of a group of young people who go out purposefully to get drunk, behaviour linked to patterns of violence and assault, acute health harm, cost to police and A & E and nuisance to others. The Nottingham LAAA pilot was based on the simple proposition that “there are still limits when you are drunk. If behaviour is inappropriate when you’re sober it’s inappropriate when you are drunk”. The pilot used three ways to get the message across: partnership working, an advertising campaign & intervention on the ground (i.e. “Club Hosts”). The results showed a change towards more positive attitudes. The two clubs that participated reduced crime by 20% against an increase of 13% across the whole city.

A Supportive Policy for Nightlife. In his Manifesto for the Night Time Economy⁴ Philip Kolvin QC urges the adoption of positive policies for the night-time economy in twelve wide-ranging manifesto pledges covering visions, strategies, regulation, partnership, training, perceptions etc. For example, Pledge 11 reads:

“Town and city centres must aim to integrate leisure and other uses so as to promote customer cross-over and create bridges between day and night-time economy”.

2.5 BUILD MORE DIVERSE PLACES

Investment in new-build schemes with a strong leisure component featured strongly in LAAA¹. In the future leisure is expected to be a vital component in all similar developments. Market innovation is likely to include concepts designed to offer a new experience to consumers. These developments are likely to be open later than traditional centres and they will have the power to attract new and more diverse custom. How this affects the wider area and neighbouring businesses depends in part on how the scheme is designed and whether a raft of complementary policies is set in hand to spread the benefits.

What They Did in LAAA¹

Several areas recognised the potential of arts venues & activity in driving diversification:

- In Slough the town centre development proposals feature The Curve: a new learning, arts & cultural centre
- The Woodville Centre in Gravesend, which includes a large theatre, was the centrepiece for the diversification initiative.
- In Halton the successful Brindley Theatre was seen to offer a similar potential for diversifying customers
- Middlesbrough's Beating Heart project featured an innovative and interactive art installation to make the point about responsible drinking and attract attention to the ENTE
- Cultural/artistic events included Bolton's BLive music festival and a Light Night event in Bury, plus one proposed for Bolton

Potential for LAAA²

- The creative economy as a whole is growing and thriving. The sector is important for jobs, place-making, brand, image, investment & competitiveness
- Music, theatre and performing arts have the power to attract a more varied clientele & stimulate spin-off expenditure

Good Practice Tips

- Strategies to foster the above include area branding, festivals, place-marketing and creative skills development
- Different activities have vastly differing impacts on the surrounding area. Success often depends on strategies to protect public safety, mitigate noise, nuisance & congestion & provide appropriate additional transport.



Wavehouse, Gateway Mall, Durban, S.A.

Fact File:

Mixed Use Leisure Development Trends

New openings and the redevelopment of existing UK shopping centres will reach a four -year high in 2017 according to Cushman & Wakefield.²

Leisure now accounts for 17.7% of units in the top 30 shopping centres (LDC/BCSC) - a huge change from even 10 years ago³. Much of this targets families and the evening economy and is therefore highly relevant to diversification. "Things have moved on so far that shopping has become a secondary activity for some" (Davis Coffey Lyons).⁴

The key anchor is cinema because a cluster of national dining restaurants needs an evening trade. On the back of these there is potential for bowling, swimming, climbing and extreme sports (Addington Capital).⁴

In the future food and beverage will grow to 20%-25% of floor areas (Gerard Groener, MD of IKEA Centres).⁵ Every new-build will have leisure at its core. It will go beyond catering and will focus on offers that provide consumers with an experience (Hammerson). New concepts include the Legoland Discovery Centre at the Trafford Centre and Wavehouse, an indoor surfing experience.

"We have seen many proposed schemes where leisure is viewed as secondary to the retail units and going forward this just won't work" (Cushman & Wakefield).²

2.7 EXPLOIT TECHNOLOGY & THE EXPERIENCE ECONOMY

It is eighteen years since the famous book by Joseph Pine and James Gilmore: “The Experience Economy”. It is now accepted that in the future brands, retail or leisure, must create memorable events and experiences that capture their audiences. A new breed of consumer has arisen that is attuned to this proposition. Technology and sophisticated consumer analytics are driving forces for change, leading potentially to the generation of “billions of pounds of additional revenue” (The Digital High Street Report 2020).¹ The challenge for LAAA² participants is how to use this strong dynamic to create more diverse and self-regulating hospitality zones.

What They Did in LAAA¹

This theme was not addressed in LAAA¹.

Potential for LAAA²

This is part opportunity & part necessity, because so much is changing:

- Some traditional leisure venues are in decline
- Increasingly, retail, leisure & tourism are becoming integrated
- The boundary between the physical and digital environment is being eroded
- Consumers are no longer passive purchasers of standardised products
- The experience economy makes sense of the above

The opportunity for diversification depends on the following:

- Sophisticated consumer analytics
- Curated and personalised services and products
- Memorable experiences increasingly employing AI, AR & VR
- Well-managed spaces, venues, events
- A seamless web of communication using all media, including social media and hand-held technology

The Way Ahead

- Since the internet data wants to be free, but isn't. Consumer data needs to be more freely available, so that diverse audiences can be reached
- Resources need to be pooled. Partnerships need to evolve beyond retail with leisure as an afterthought
- Management needs to embrace temporary activity, pop-up, physical and digital realms & involve creatives
- If regulation is to become more positive, it needs to reflect all of the above.



Magic Lantern Festival, Chiswick House Gardens, London 2017

Featuring lanterns relating to the Silk Road representing Europe, Central Asia, Arabia, Egypt, Persia, India & Ancient China. Also included are an international range of food & beverage vendors, festival merchandise, a 30m synthetic ice rink, 3D lantern photo opportunities, virtual gaming experience, a mini-fun fair & games. (Promoted by Eventbrite: “a global market place for live experiences”)

Experience Economy and Technological Change

In their book *The Experience Economy*² the authors set out an historical development in marketing: commodities, goods, services and experiences. They defined the Four Realms of an experience as Entertainment, Educational, Aesthetic and Escapist.

Over 2.92 billion people are now online. 78% of “Millennials” chose experiences over owning things. Eight in ten say some of their best memories are from experiences or events (Joey Khuvutlu. M.D. Threefold)³

Technological change has shifted power to the consumer. No business in the leisure sector can afford to stay as they are. Those that innovate or invest in technology to deliver what consumers want in new ways are likely to gain an edge.

Factors key to success include:

- Tailoring products & services to the personal preferences of consumers
- Providing exceptional leisure experiences & positive surprises
- Knowing customers better through analytics
- Reaching consumers through multiple devices & websites
- Forming wider alliances & partnerships to pool data & serve customers more effectively (Deloitte. Passion for Leisure 2016)

If you're looking to acquire new customers in 2017 – consider the ethnic market – a new market worth over £300bn in UK. Over 9.1 m ethnic minorities live in the UK. There are over 1000 events from family festivals, food sampling, music & comedy shows. (Tomasz Dyl. MD. Gotta Bel Field Marketing)⁴

3.0
DELIVERING
DIVERSIFICATION



3.1 DIVERSIFICATION PROJECTS & POLICY FRAMEWORK¹

This section is a practical resource for all those undertaking diversity projects, including in LAAA². It draws on the lessons of LAAA¹ and experience from elsewhere. A set of seven diversity tools and techniques is described – a broad methodology for diversification projects. The aim is to provide an evidence base and performance trail; so increasing the credibility and standing of projects locally. Nightworks also intends that this will lead towards the development of national good practice.

Delivering Diversification

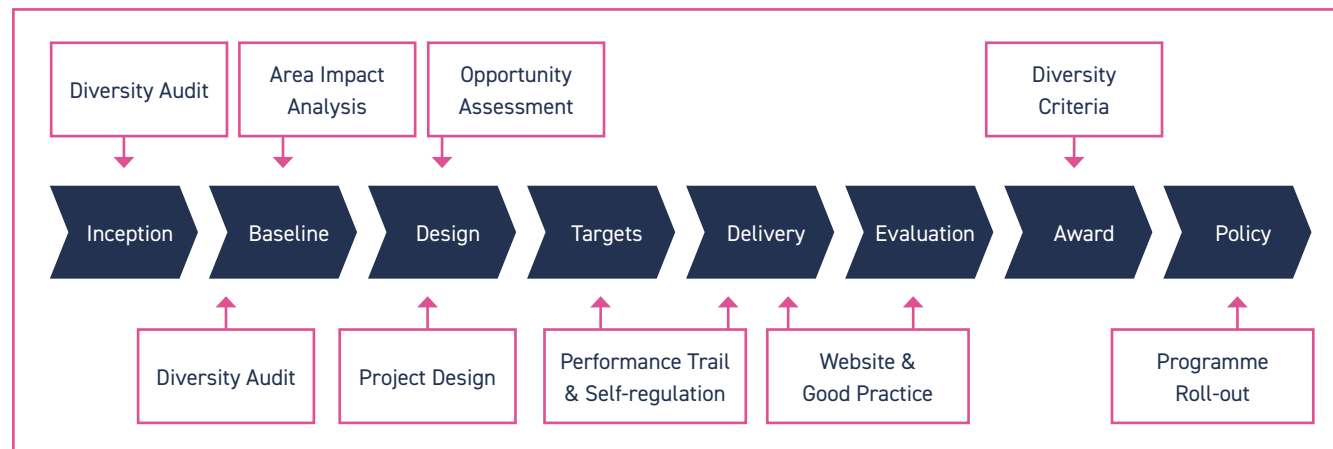
Successful diversity initiatives can be started by the public sector, police, business, arts or the resident community. They may be single sector or multi-sector partnerships, such as BIDs or Purple Flag. Roles and actions depend on the locality, the opportunity and the project idea. Theoretically, all have a part to play. The defining characteristic is a commitment to diversity and self-regulation as set out in earlier pages. In LAAA² Nightworks anticipates a stronger contribution from those having a strategic policy interest in the leisure economy and nightlife, given the issues at stake and the need for sustained commitment.

Lifecycle Chart

The chart shows how Nightworks' LAAA² tools, techniques and other services contribute to a diversification project, following a logical sequence from inception to evaluation. The products and services illustrated are:

- The seven tools & techniques described in this section
- Nightworks website resource of diversification techniques, data & good practice
- Review, diversity award and international programme development

Not illustrated are the programme of interactive workshops and the outreach programme of fee-based workshops and pathfinder projects (not supported by the Home Office).



Seven Diversification Tools and Techniques

The remainder of this section covers the following:

- 3.2 Diversity Audit**
An initial tool for assessing diversity, tried out by several areas in LAAA¹
- 3.3 Baseline Diversity**
The components of diversity and the data needed to build the picture
- 3.4 Area Impact Analysis**
How to evaluate the impact of a leisure or Hospitality zone using six diversity measures
- 3.5 Opportunity Assessment**
How to assess the scope for increased diversity
- 3.6 Project Design**
Some common approaches to diversification and the elements of project design
- 3.7 Place-making Tool**
Nightworks' approach to place-making for leisure destinations using five components of diversification
- 3.8 Performance Trail & Self-regulation**
How diversification projects can be monitored and evaluated and how the data can be used to demonstrate success and inspire others

3.2 DIVERSITY AUDIT

The Diversity Audit is a first step towards understanding diversity. It is a snapshot of what is there, together with an initial view on how diverse it is. LAAA¹ participants carried out surveys using the Diversity Audit Chart prepared by ATCM as a checklist. It is a collaborative process leading to shared perceptions, value judgements and conclusions. The aim is not so much to “score” or “rate”, but to identify opportunities for strengthening diversity or minimising impediments to its achievement.

The Diversity Audit Chart (See excerpt illustrated below)

The four themes, Activity, Time, People & Place, are based on the “Anatomy of Diversity” contained in ATCM’s initial concept publication for the Home Office: “Diversity & Growth in the ENTE”. There are four attributes to each theme and there are columns to record a positive or negative trend.

What They Did in LAAA¹

- Weston-Super-Mare, Gloucester, Kettering and Nottingham carried out audits using the chart
- For Weston Super Mare it was the first time they had done an audit of the ENTE. It showed how dependent on the holiday season WSM is. There were positives too, such as cuisine, live music and on-street management

- Gloucester focused on the Docks and Quays and came to consistently-positive conclusions
- In Nottingham the audit tool was very well received by licensing officers and police. Had resources been available they would have wanted to roll it out across the county.

Conclusions for Use in LAAA²

- It is likely to be useful as an initial step and particularly if this is the first time people have been out to see for themselves
- It is most relevant to specific leisure destinations or clusters rather than whole town centres
- It may be beneficial to do a series of audits at different times, to see how the area performs over the whole period

Diversity Audit Chart

Paul Davis for ATCM & the Home Office

Themes	Diversity Attributes (See Four Dimensions of diversity)	Diversity Standard			Trend		Audit Commentary Diversity standard & trends. Also the extent to which diversity is helping or hindering growth & efforts to reduce crime, anti-social behaviour & alcohol health harms
		-1	0	1	X	✓	
Activity	A vibrant mix						
	A healthy balance						
	A varied choice						
	Sustainable						
Time	Alive after hours						



LAAA¹ Case Study:

Weston-Super-Mare

It had been assumed by officers and residents that there was a lack of choice in the centre. But the Diversity Audit showed that there was a lot on offer, but very little was known about it. This led to an energetic programme of signposting, events, place management and marketing.

An “Alive After 5 Directory” was produced. A programme of family-oriented sports events was started in the early evening. Six separate character zones were defined by the BID. The redevelopment of the seafront and increased use of shared space led to a dramatic increase in street café culture with many licensed premises opening external dining facilities.

A key factor in Weston-Super-Mare’s success was high level support from the leaders of local agencies.

3.4 AREA IMPACT ANALYSIS

The second part of creating a baseline is to assess the impact of the leisure zone on the area as a whole. This is vital in clarifying the priority objectives for a project or policy and in assessing progress achieved. Until now the measures commonly used have been limited largely to crime and anti-social behaviour. Nightworks has identified six “diversification goals” or six ways of measuring success, which include positive as well as negative indicators. The aim is to highlight opportunities to address and issues to resolve.

What They Did in LAAA¹

In LAAA¹ the timescale was too short for any measurable evaluation of the initiatives. One or two areas reviewed progress afterwards however. For example, in Weston Super Mare the project leader reports that there has been a downward trend in Licensed Premises reviews, ambulance call-outs and Section 35 Dispersal Orders over the 18-24months since the project began.

The Six Diversity Measures

The diagram shows four topic-specific indicators sitting within two overall place-related measures:

- **Crime & Disorder.** Data may be provided by a crime analyst for each local project area e.g. police crime & anti-social behaviour data. It is also possible to interpret and use local data from the Police UK website (See Home Office LAAA² Prospectus for further suggestions)
- **Alcohol & Health.** The Home Office Prospectus refers to ambulance call-out data and data from Accident & emergency Departments (See Cardiff Model opposite)
- **Business & the Economy.** The most common indicator in current use is footfall, which for leisure and nightlife may be imprecise, depending on how it is counted. A stable basis for policy-making is provided by the annual Government business and workforce surveys, or commercial databases based on these (See Westminster Costs & Benefits opposite)

- **Consumer Choice.** Commonly approached via one or more consumer perception surveys. However, the “multi-level gap analysis” (See The Retail Group opposite) draws a comparison between consumer types in the catchment and the quality and choice of outlets in the centre
- **Perceptions.** Usually built up from surveys e.g. clipboard interviews, telephone surveys, focus groups or on-line survey formats
- **Self-regulation.** Normally evaluated in terms of cost of crime, health and environmental intervention related to the nightlife or leisure resource (See Westminster Costs & Benefits opposite)



Good Practice Case Studies:

Measurement & Evaluation

Cardiff Model¹

Developed by Professor Jonathan Shepherd at Cardiff University, this initiative earned Cardiff University the Queen's Anniversary Prize for excellence. The approach involves sharing and using alcohol-related Accident & Emergency data to inform and develop crime reduction responses. The results have been very positive. In Cardiff overall A.& E. violence-related attendance reduced by 40% between 2002 and 2007. The model was rolled out across the south east region by the former Government Office for the South East (GOSE).

“Multi-level Gap Analysis”

The term, coined by Mike Evans of The Retail Group, to describe a baseline position built up from a catchment analysis, resident lifestyle analysis, perceptions, an operator survey & retail appraisal, performance analysis and comparisons with benchmark locations

Westminster Nightlife Costs & Benefits

This study led by Terry Bevan of TBR (Trends Based Research) compared business performance and employment data from their TCR database (Also used in the Nightmix nightlife economic index) with original research into the crime, health and environmental costs that could be attributed to nightlife in the area. As with other similar studies the economic benefits far outweighed the costs, but in this case by a ratio of 17 to 1. This may be compared with the 2012 study by Greater London Economics that showed that in London for £1 cost nightlife generated between £5.50 and £8.80.²

3.5 OPPORTUNITY ASSESSMENT

In LAAA¹ it was not possible adequately to assess the opportunity for diversification because the topic lacked definition. So essentially it was an “add on” to initiatives created primarily for other purposes; such as business growth, footfall stimulation and image improvement. Nightworks has developed a more coherent approach to the topic for LAAA². The aim is to make it easier to assess the scope for increased diversification and the potential for added value. The topics and methods touched on below are largely in current use, but until now they haven't been considered together, or from the perspective of diversification.

What They Did in LAAA1

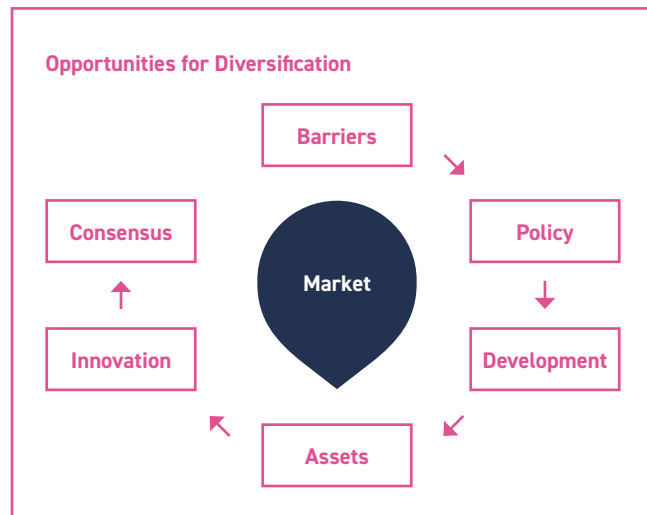
- In LAAA¹ the initiatives were designed mostly to address perceived shortcomings e.g. Middlesbrough's Perceptions and Diversity Group
- A few areas, Swansea, Kettering and Gloucester, had a strategic policy framework for their diversity projects
- Several e.g. Bury and Gravesend, exploited local cultural assets and distinctiveness
- Others e.g. Weston Super Mare, Croydon & Slough saw development as the principal means of diversification: housing, university expansion, new shopping centres etc.

Assessing Opportunities for Diversification

This may involve surveys, existing policy reviews, market and other research, stakeholder consultation, comparisons with good practice etc. Possibilities include:

- **Market Opportunities.** Examining the market-related diversity opportunities referred to in Section Two
- **Barriers.** Identifying barriers to diversity, such as crime, negative perceptions, lack of choice, poor infrastructure and high cost
- **Policy & Regulation.** Reviewing strategic policy & regulation to assess whether they can be aligned to give a better focus on diversity as a cross-cutting priority

- **Development.** Defining the potential diversification benefits of major new commercial, infrastructure and other investment
- **Local Assets.** Assessing whether there are key assets of people, place, local distinctiveness, skills and talents that can be used to develop diversity
- **Innovation.** Considering the scope for innovation and knowledge – new or better ways of doing things, potentially involving learning from market leaders or “buying in” knowledge and skills
- **Consensus.** Seeing if there is a consensus between competing/ differing interests in order to add value to the work of everyone.



International Case Study:

Philadelphia & Cultural Diversity

Philadelphia is the USA's first World Heritage City. It is also home to a rich diversity of cultural traditions. It boasts one of the country's oldest and largest “gayborhoods” and thriving African American, Latino, Native American and Asian communities.

PHL Diversity¹ is the city's tourism and visitor promotion department with the aim of promoting Philadelphia as an inclusive destination for diverse events. It commissioned research in 2013 to define broader, diverse target market opportunities. The approach goes well beyond accepting and acknowledging cultural diversity to actively promoting and supporting it as a competitive business advantage. Its website presents and celebrates women, the African diaspora, the LGBT community, Hispanic and Latino and Asian American communities in Philadelphia's heritage and as a reason to visit the city.

Source: Responsible Hospitality Institute. USA²

3.6 PROJECT DESIGN

Diversification initiatives may feature as part of larger programmes or be projects in their own right. Either way they need to be clearly-defined, relevant, realistic and measurable if they are to be taken seriously. For Nightworks the design process is also about place-making; leading to quality of place and richness of experience (See 3.7). Three aspects are touched on here: an initial classification of diversity initiatives, the process of project design and definition and the importance of setting measurable objectives.

Applications of Diversification Policy

Until now diversification initiatives have largely been about stimulating activity. In the future we see it more in terms of generating diverse “people, place and business prosperity”.

Existing diversification activity can be grouped under seven headings:

- **Barriers.** Initiatives designed to overcome barriers to diversity in e.g. policing, community safety, licensing, regulation & enforcement, late-night transport and on-street management
- Events targeting a specific market (e.g. families) at specific times (e.g. early evening) and in specific places
- Promotional initiatives “discovering a place” as more diverse and appealing than commonly thought
- **Development.** Diversification as an essential ingredient or spin-off from new commercial development, cultural venues & infrastructure investment & designed to attract more and more diverse people
- **Image.** Diversification linked to place-marketing, re-branding & re-imaging as a feature of major regeneration policy
- **Business.** Diverse business growth strategies, business recruitment & retention
- **Arts and Culture.** Arts programmes, events and venues as a means of attracting a more diverse customer base

Project Design

The classic business planning sequence is relevant, as with all similar programmes i.e.

- A strategic SWOT, drawing mature policy conclusions on the scope for diversity actions based on the preceding research and analysis
- Policy development defining the realistic scope for action and intervention, potentially with reference to comparative good practice
- Projects and priorities potentially as part of an action plan pinning down responsibilities, resources and timing

In addition, policy will almost certainly need to be developed on a collaborative basis in the case of, for example, market-driven initiatives and community-based projects. Initiatives may also build on the uniqueness of place, as part of creating a competitive advantage.

Measurable Objectives

The Home Office has placed an emphasis in LAAA² on setting clear targets and measuring success. At the outset therefore thought needs to be given to the targets, data to be used in monitoring the project and a management regime for keeping on top of the data on a regular basis.



Wind Street
Swansea

LAAA¹ Case Study:

Swansea

There is a strong wish by all partners in Swansea to diversify the ENTE, as part of regenerating the city centre and creating a more positive image for the city.

There have already been an improvement e.g. Winter Wonderland, late-night shopping, street markets extending into the night and art projects. Major developments are also under way and planned, with the aim of creating a vibrant mixed-use destination; involving university development, commercial investment and a tidal barrage.

LAAA¹ overlapped with plans to enter for a Purple Flag. An action plan was compiled of improvements needed to reach the standards. A Diversity Audit was carried out, which identified gaps in provision e.g. in the early evening. Purple Flag status was achieved in February 2015. Particularly notable was a successful promotional campaign that built interest and anticipation in Purple Flag accreditation.

Source: Dan Jones for ATCM and the Home Office

3.7 PLACE-MAKING TOOL

The policy illustrated below is for the development of a more diverse early evening and late night economy with a theatre or arts centre as the main attraction, linked to eating and drinking before and after performances. The diagram explores the links between the five components of diversity, leading to the creation of a diverse and vibrant place.

Illustration: Early Evening Dining Linked to Theatre Performances

The example assumes that the lists of sub-categories have already been prepared during the baseline survey and design studies, that are specific to the destination, both in terms of existing activity and potential growth. A design selection can then be made from each of the five lists, leading to proposals for each proposed destination or leisure hub. The aim is to create successful and diverse places with an appropriate blend of people, place and business prosperity.



Notes on Policy Proposals

- **Activity & Time.** Potential to expand eating out, drinking and socialising, linked with film, music and drama attractions
- **Consumers.** Aim is to attract culture vultures, winers & diners, business & leisure visitors etc.
- **Venues.** The civic theatre and family and other restaurants in the area offering pre-theatre and post-theatre meal deals
- **Management.** A joint marketing initiative involving theatre management, restaurateurs, hoteliers
- **Place.** A new visitor, dining and entertainment destination, involving theatre catering, nearby venues and riverside views and appeal.

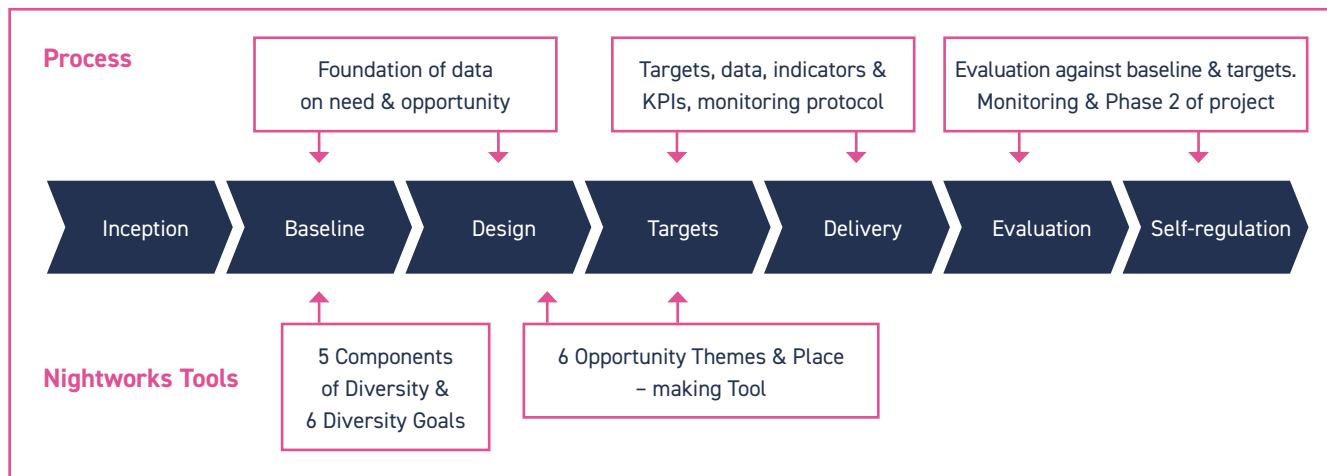
3.8 PERFORMANCE TRAIL & SELF-REGULATION

In their LAAA² Prospectus the Home Office placed an emphasis on assessing, monitoring and evaluating projects in the programme. This was a shortcoming in the first round. With this in mind Nightworks has developed an evidence-based methodology for the diversification theme bringing together policy aims, available data, key indicators and a performance trail. This is to some extent breaking new ground and will be a challenge for some. It makes sense therefore to keep it simple and focus on a limited number of specific and relevant measures.

Diversification Performance Trail

The tools and techniques outlined in previous pages come together to support the following process:

- **Audit & Baseline.** The Five Components of Diversity & the Six Diversity Goals are a framework for data collection and a good foundation for the performance trail
- **Design.** The Six Opportunity Themes may be helpful in defining project objectives & the Place-making Tool useful in exploring the practical application of ideas to people, place and business
- **Targets, Indicators & Data.** It makes sense to keep it simple and focus on a small number of specific indicators and data that can be collected and manipulated locally & consistently. Most national survey data is not helpful at local project level
- **Delivery & Monitoring.** Monitoring should be a regular process to give early indication of any problems and needs to coincide with the collection of data on progress
- **Evaluation.** The evaluation may include precise data from targets and indicators, plus new survey data to match the baseline.
- **Using the Results.** Evidence of success is vital in informing the development of good practice locally and beyond. It can also be the basis for a communication strategy designed to create more positive perceptions of the area for visitors, customers and investors.
- **Ongoing Observatory.** The project may have been successful, but monitoring needs to be kept going to give early warning of any issues and to stay on top of the typical lifecycle or phases of development of leisure areas.



Illustrative Example:

Business Diversification in an Historic Market Town

Inception. A business-led initiative to use intrinsic appeal of the place to diversify the destination and strengthen the economy

Baseline & Opportunity Assessment. This shows potential to attract more diverse customers to spend more e.g. tourists, visitors, late-shoppers, fine diners etc. But currently put off by lack of choice & poor reputation

Design. A project to re-position the leisure appeal of the area, change its image & pave the way for diverse business investment & recruitment including: enhanced hospitality, late shopping, improving the experience, events such as Light Nights, supported by improved security and on-street management

Targets, Indicators & Data. Footfall at specific times and places using existing and additional counters, an index of business turnover, Cardiff Model & A&E admittance on Friday and Saturday nights, ambulance call-outs

Delivery. Monitoring protocol established to check progress on regular basis

Evaluation. Review against baseline and indicators. Supplemented by perception surveys.

The Future. Evidence of success used to support promotional initiative to strengthen the appeal of area to target consumer groups and to support business recruitment & retention programme

4.0

NIGHTWORKS
CORE WORKSHOPS



4.0 NIGHTWORKS CORE WORKSHOPS

Nightworks is able to offer a package of workshops and/or events as part of its core LAAA² programme. They will be underpinned by the theories, approaches and models outlined in previous pages and by good practice from LAAA¹, the UK and overseas. The themes outlined below can be used flexibly; either on their own, grouped together, or as part of a sequence or syllabus. An introductory “showcase event” is planned. The events will be designed to feature diversification as a cross-cutting theme in LAAA² and to demonstrate the mutual advantage to be gained from business and public sector working together.

1. Diversification and Self-regulation:

Can Everyone Win?

The concept and theory behind diversity. Its relevance at a time of public austerity. Typologies of 24/7 leisure destinations. The potential diversity dividend for police, business, local government and consumers.

2. Drivers of Diversification:

Using the Market – Going With the Flow

To include the six opportunity themes from Section 2. How to exploit them in LAAA² projects. How to understand the market potential in different places

3. How Diverse Are We?

Diversity Audit and Baseline

How to assess diversity locally and how to build a firm foundation of data for designing diversity projects and evaluating success

4. Making Diversification Work for Us:

Project Design and Delivery

How to use the evidence and data in project design. Typologies of diversification interventions. Types of delivery models, partnership & securing business buy-in

5. Making the Case:

Evidence Base and Performance Trail

How to use baseline data in developing measurable targets, KPIs and reliable monitoring data. How to use evidence of success in sustaining projects, changing perceptions and achieving a self-regulating destination



Common Features of Workshops

- **Nightworks Research, Theory & Experience**
Benefits of original research carried out by the team and practical experience of LAAA¹ & practical project delivery
- **Home Office Policy**
Context of current Government and Home Office policy & input from Home Office officers
- **Practical Focus on LAAA² Projects**
Working with participants individually and collaboratively to develop their projects
- **Market Opportunities for Diversification**
A focus on exploiting the market potential for growth, diversification and self-regulation
- **Business Buy-in & Mutual Advantage**
Delivery models that complement existing structures and secure the maximum potential from private sector involvement
- **LAAA¹, UK & International Good Practice**
The support of Nightworks growing database of international good practice examples.

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REFERENCES AND FURTHER READING

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**NIGHT
WORKS**

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