

MAYOR OF LONDON



Action for High Streets

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Foreword

The high street is the heartbeat of London's business community. It epitomises the distinct culture and character of our city to visitors from across the world. When I was elected, there was no comprehensive programme to help London's high streets, many of which were ailing. I have since invested £221m to improve London's high streets, boost local economies and protect and create jobs.

High streets are important to Londoners too, as the centre of local community life. Many of London's high streets first grew up along Roman roads, and remain important arteries of public life and the local economy ever since. Places like Nunhead, close to the Victorian cemetery and the independent businesses along the high street, give the area a distinctive and much-loved identity.

Or Deptford High Street, once the Oxford Street of south London, now a lively and busy high street, with a vibrant theatre, bustling markets, and Overground access. Then there is Oxford Street itself. This internationally significant retail destination is the midpoint of an almost continuous high street stretching 51km from Uxbridge to Romford, with the front doors to 6,500 businesses along the way. Wherever you look public life and the economy combine on the high street.

Our high streets are changing though. They must adapt to changing habits, e-commerce and out of town retail, but the outlook is far from bleak. Indeed, London's high streets are already adapting to such pressures, as they have done many times before.

Over three years ago, I launched the Outer London Fund to help our high streets through these testing times. Since then, we have seen a spirit of imaginative rethinking and fresh momentum, thanks to intelligent investment and successful partnership working. We now know far more about the health of London's high streets, the businesses they host, the public life that thrives along them and how they contribute to our economy. By trying out new ideas and listening to what people want, we have also learned

how best to support these remarkable places. Faced by a rapidly growing population, our high streets should also help meet some of our housing need.

This 'action' document outlines our ambition for London's high streets. It considers what we have learned so far and sets out an evolving offer to local councils, traders and practitioners. At its core is willing and enthusiastic support and influence from City Hall, backed up by further investment, to help our high streets thrive. But we also need the help of London's boroughs, businesses, town teams and local groups. It is only by collaborating at every level that we can achieve our ambition. So please help us shape our next round of investment this autumn.

Action for High Streets is launched during the 'Summer of High Streets' – an invitation to step outside, explore and enjoy your local high street in a summer long programme of fantastic free events.



Boris Johnson
Mayor of London



Philipp Ebeling, 2014

Kingston

Outer London Fund investment in the Ancient Market aligned cultural, business and civic initiatives, by a range of local organisations, to distinguish it from other outer London town centres. The Ancient Market has been given a much-needed makeover. The unified paving surface and wall mounted lighting have reduced the sense of clutter. New seating and market stalls make more efficient use of the space and to better meet trader needs and visitor expectations.

Executive summary

The Mayor's Action for High Streets sets out the context and rationale behind his ambition to make London's high streets even better places to visit, live and do business. It is an acknowledgement that high streets are worth fighting for and will continue to play an important part in the city's changing economy.

The document starts by setting out the value and potential of London's high streets, along with the multiple challenges they face. It makes the case for careful, purposeful, place based responses to these challenges. It outlines the Mayor's ambition for high streets to accommodate a wider mix of uses, including part of London's required housing and jobs growth.

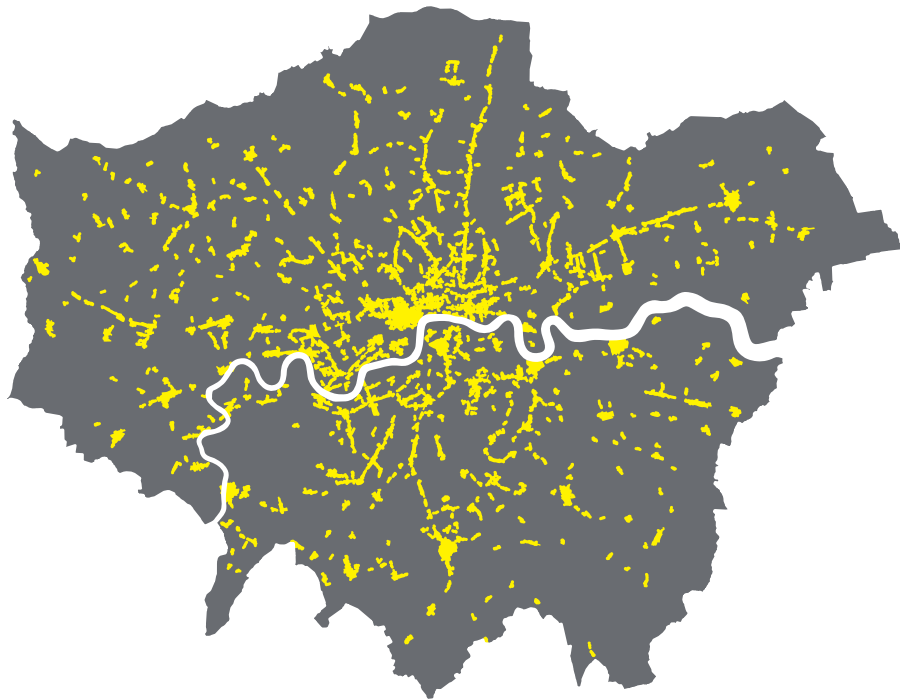
The second chapter describes the blend of actions taken by the Mayor and highlights successes to date. In particular, it details the support and coordination provided by the Greater London Authority (GLA) regeneration team.

The document concludes by outlining what actions the Mayor and the GLA will take to help high streets, the emerging focus on diversification and growth, and the evolving support offer from the GLA regeneration team. It synthesises an emerging and more supportive policy position with a set of investment propositions and Mayoral lobbying stances to support all those with a stake in the future of London's high streets.

The next round of funding will be developed in conversation with partners over the summer, in advance of a call for projects in autumn 2014.

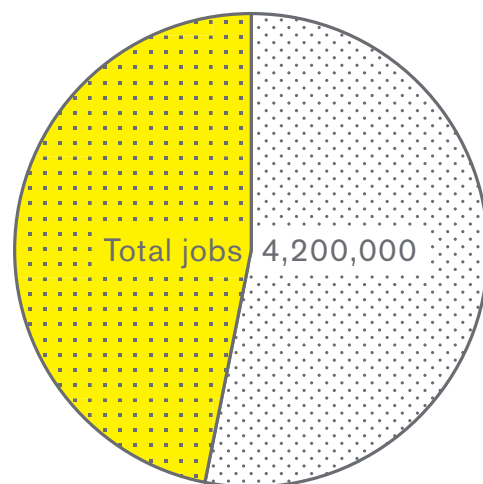
This report sits alongside the London Plan, the Town Centres Supplementary Planning Guidance, Infrastructure Investment Plan and the work of the Outer London Commission and London Enterprise Panel to ensure policy and place-based investment are mutually reinforcing. Learning from London's High Streets published concurrently by the GLA regeneration team provides an in depth review drawn from independent evaluation of the Mayor's early high street investment

Percentage of jobs in London



Above High streets as defined in *High street London report*, 2012, Gort Scott and UCL.

1,500,000 jobs on high streets



High streets contain 1.5m of London's 4.2m jobs; over half of London's total jobs outside the Central Activities Zone.

Chapter 1

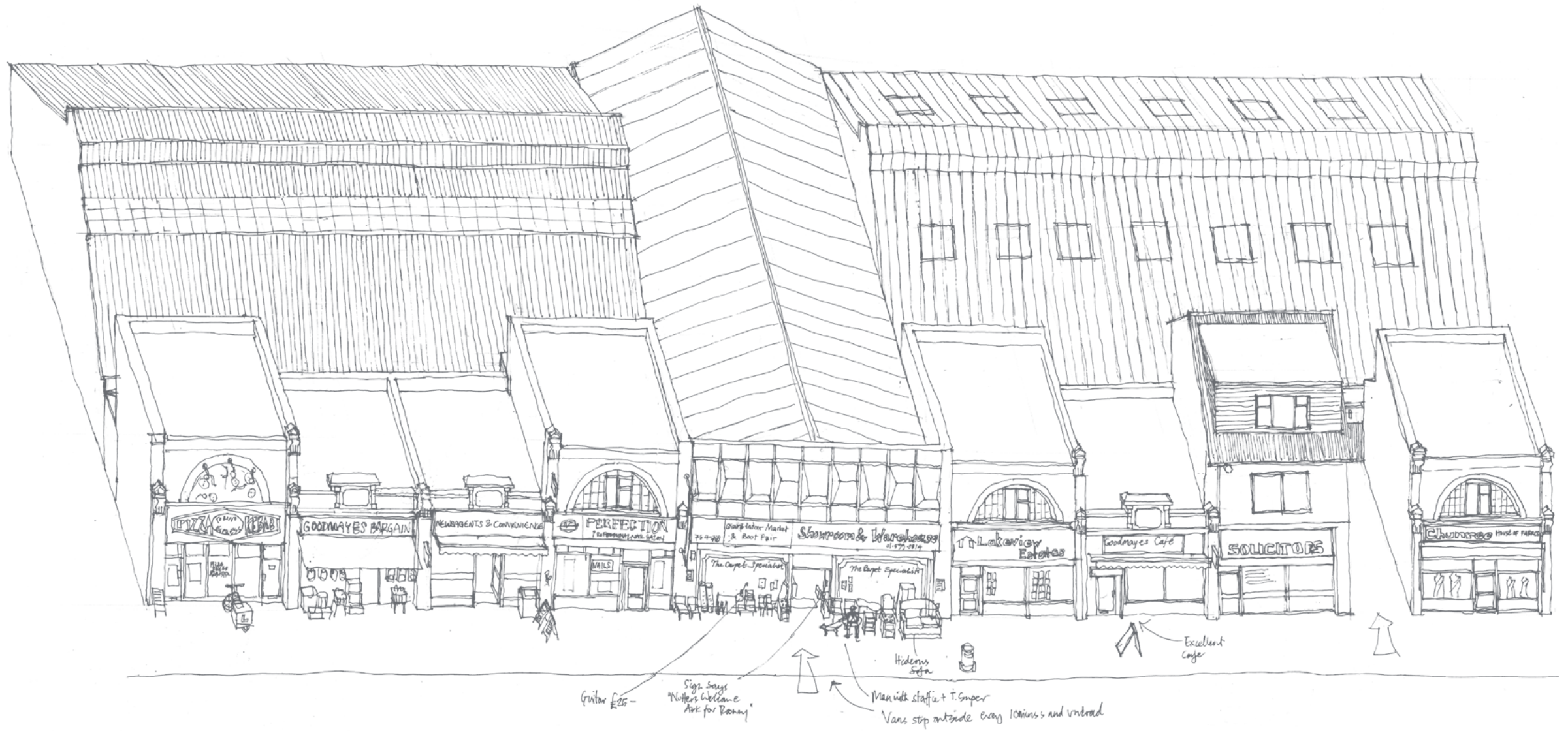
The value of high streets

The term 'high street' can conjure quite a restricted view of mass market retail. However London's high streets are an economic system made up of some 175,000 businesses, employing almost 1.5 million people (that's 35 per cent of London's total jobs)¹ and are home to a significant portion of London's micro and small businesses. The economic importance of high streets to Londoners is clear. What is often less so, is the social value and latent potential of these diverse, lively, and entrepreneurial places.

Since 2010 the Mayor has been championing and supporting the capital's high streets as its most prized urban asset fundamental to its growth and ongoing success. Research commissioned by the GLA regeneration team revealed the significance of the high street in Londoners' daily lives. It established that two thirds of us live within five minutes of our local high street and that we use them to access goods and services and public transport on a daily basis. The research also helped reinforce the importance of the high street to the capital's economy by identifying that outside of central London, over half of London's jobs, and 47 per cent of businesses, are spread across almost 600 high streets².

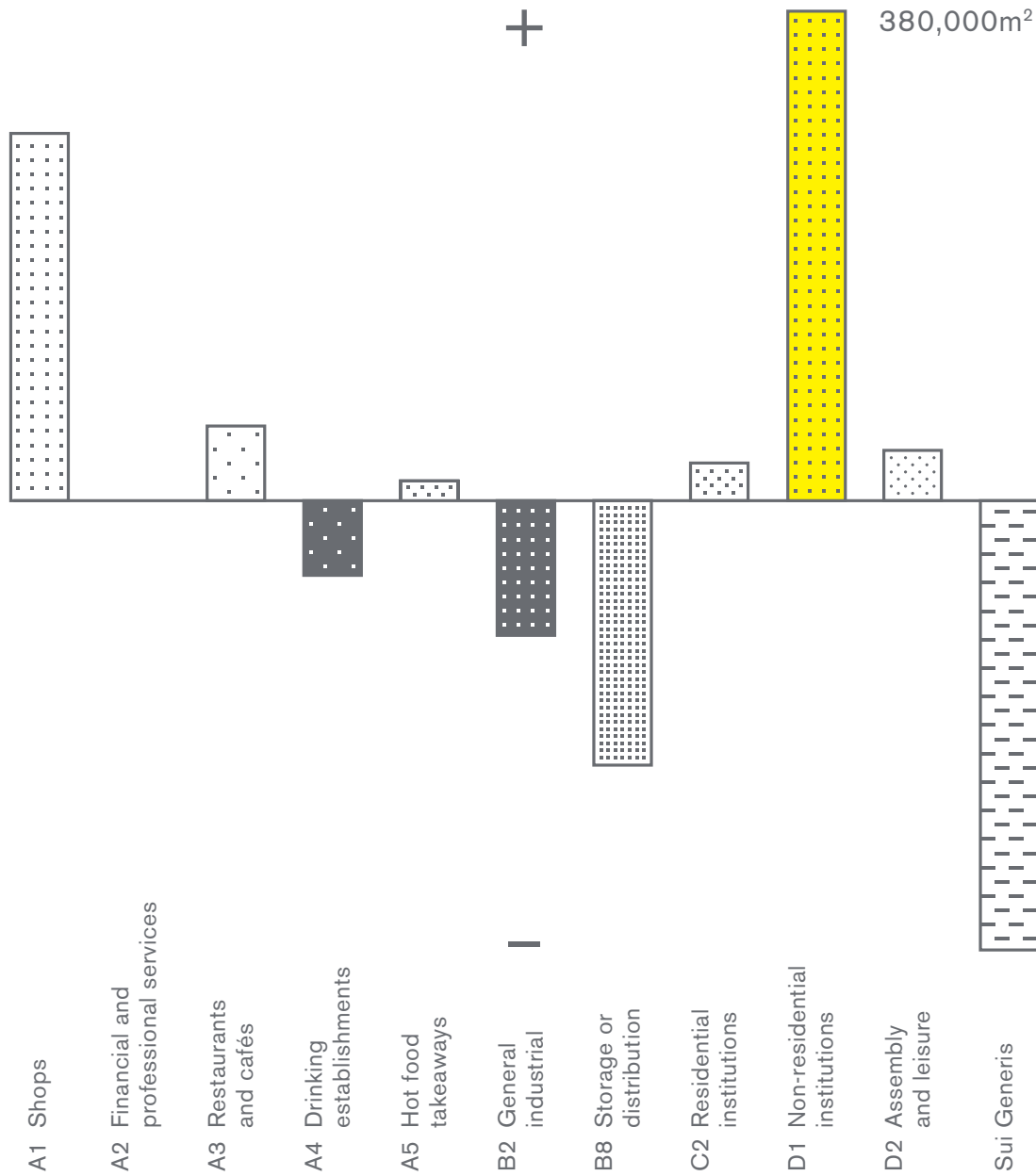
Across London, a mixed and repeating range of businesses (grocers, hairdressers, bakers, retailers, repair garages, gyms, artist studios, dentists and more) routinely locate along its high streets all aiming to be as close as possible to their customer base. The accessibility and connectedness of high streets help make our city more walkable and cycle-friendly. The variety and flexibility of the building stock along high streets offers many businesses (particularly small and micro businesses) a range of space tenure and cost options within which they can find premises well suited to their needs.

This combination of accessibility and connectedness along with the mixed property offer has allowed a diverse range of new and innovative businesses to emerge and flourish. From Mr Selfridge's ground-breaking 1909



Meticulous drawings documenting high street life in all its complexity and depth were first prepared by Fiona Scott as part of the AJ/Design for London Urban Scholars programme. The subsequent High Street London report by Gort Scott and University College London built on this careful observation to better understand the full potential of London's high streets.

Periodic adjustment to high street offer



Analysis of recent development shows that the diversity of community facilities on the high street is increasing: between 2008 and 2012 delivery 'D1' floorspace outstripped all other categories. D1 uses include clinics, health centres, crèches, day nurseries, day centres, schools, art galleries (other than for sale or hire), museums, libraries, halls, places of worship, church halls, etc.

Source London Development Database, Greater London Authority, 2013

department store on Oxford Street, to a recent farm in a shop on Dalston Lane and Old Street's growing Tech City ecosystem, all have found spaces to suit their needs within the typical high street structure of London.

The distinct structure of the high street also allows for a wide range of civic and public uses, from performance spaces and parks, to healthcare facilities and gyms, to pubs, clubs, and places to listen to or make music, to places of worship, and places to bank³. These attract many different kinds of people at different times and for different reasons, connecting commerce, culture and everyday life.

While some high streets put down by the Romans have stayed put for almost 2,000 years, it's rare to find a building along one of those streets over 400 years old. It's rarer still to find a business that's been at the same address for more than 50 years.

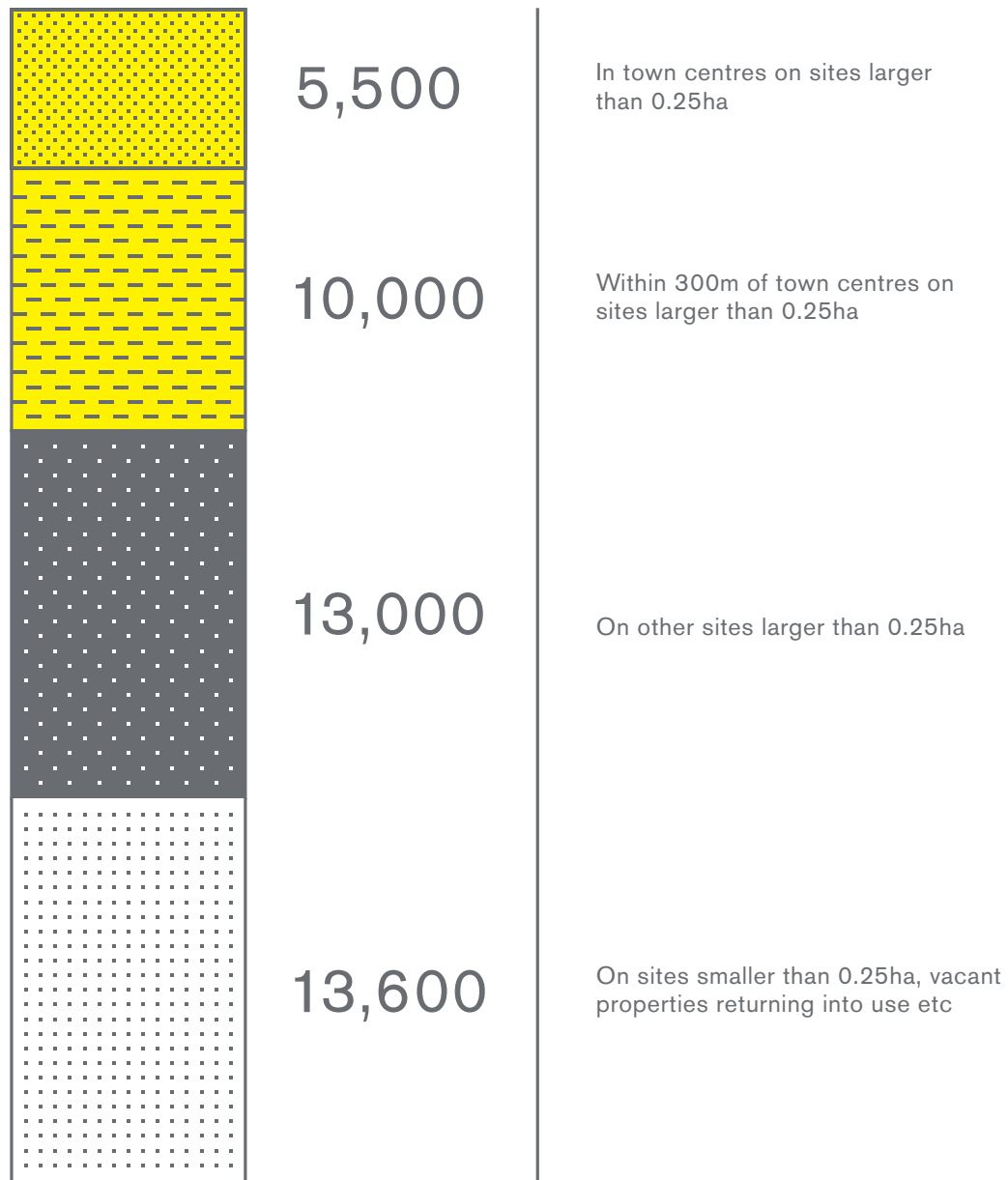
These distinct rhythms of renewal are part of what make high streets tough and adaptable over time. When high streets have encountered disruptive social, economic and technological changes before, they have shown enormous capacity to adjust and thrive in the face of adversity.

Today people are increasingly shopping online and at out of town centres. As a result, it is estimated that multiple retailers with a strong web offering now need a strategic network of just 70 large stores to sustain a national presence, compared to 250 in the mid-2000s⁴. Larger retailers are therefore focusing on the biggest retail destinations, and pulling out of medium and small centres⁵.

Home-working, hot-desking and communication technology are fuelling a similar process in the office sector. Analysis of office development activity between 2008 and 2012⁶ suggests that office space is consolidating around central London and various inner London locations like Southwark Street and Blackfriars Road.

New research commissioned by the Greater London Authority⁷ confirms these polarisation trends. This means that the prime centres are attracting a disproportionate

Annual housing land availability



In town centres and edge of town centres (a 300 meter buffer around the town centre boundary), the Strategic Housing Land Availability Assessment identifies over 3,369 large sites with a capacity to deliver 155,137 dwellings over a 10 year period. This is 54% of the overall London large site capacity for this period. Increasingly development will need to happen on sites with complex ownership. Care needs to be taken to ensure development creates integrated mixed urban places.

Source Accommodating Growth Greater London Authority, 2014; Strategic Housing Land Availability Assessment, Greater London Authority, 2013

amount of development. While smaller local centres continue to offer daily convenience goods and services, retail focussed medium sized centres are coming under increasing strain.

Being adaptable, well-connected and having significant services like schools, GP surgeries, libraries etc already in place, high streets are an obvious place for some of London's housing needs and anticipated jobs⁹ growth to happen⁹. Sensitively managed and carefully designed this can be delivered without sacrificing the integrated mixed character and feel of the place.

However, unlike out of town retail or shopping centres most high streets aren't managed as a whole. In many places, fragmented property ownership prevents strategic action. This limits a place's ability to adapt and thrive either through incremental change or through comprehensive regeneration¹⁰.

Conditions in Hackney are suited to an incremental approach. The local council is taking on a curatorial role similar to that of a shopping centre management company. By acquiring high street leases, it is helping to control occupation costs and create the right mix of retail, leisure, services and social activity. This will ensure a diverse and attractive offer to visitors and residents.

In other places, particularly the medium sized centres, strategic action may be appropriate. However without well-calibrated strategies, supported by clear investment and delivery plans, change will be uncoordinated. This may actually make a bad situation worse by undermining the quintessential qualities of the place and alienating local communities without meeting the interrelated challenges of providing vibrant and liveable high streets.

More appreciation of the high street's role in London life and its characteristics that make it a resilient, adaptable urban form, are putting high streets at the heart of new strategies for growth and renewal. Better understanding of the structural changes playing out on the high street is helping inform more calibrated place specific responses.



Jim Stephenson, 2013

The high streets we want to see

The Mayor's ambition for London's high streets is simple: they should reinvent themselves, to become even better places to visit, to live and to conduct business.

London's high streets will remain an important contributor to the ongoing success of our city's economy and a major part of most people's daily lives. This means finding balanced ways of accommodating new types of housing, retail and enterprise space to meet demand. The Mayor wants to see diverse activity that is mutually supportive. That means using high streets to harness future housing and commercial growth in a way that supports existing character. Careful, contextually sympathetic regeneration, will lead to positive physical change.

Our high streets will be welcoming and encourage community cohesion. Their custodians will organise themselves into stronger well-managed groups with strategies for cleaning and waste management, and coordinated plans for future physical development and adaptation. New ways of funding and delivering development will provide much needed resource and capacity to make change happen across the city. London's high streets should be welcoming, distinctive, diverse and growing.

Lower Marsh

The area around The Cut and Lower Marsh is being revitalised to create a distinctive new market quarter for the Waterloo area. Investment from the Mayor's Portas Pilot initiative is supporting the return of Lower Marsh's street market by working with local businesses, schools, colleges and arts organisations.



Philipp Ebeling, 2014

Welcoming high streets

Are attractive and functional places. They are places where transport hubs, shopping centres, parks and other local assets reinforce usability and attractiveness. Where sensitive street design; upgraded surfaces and frontages; appropriate levels of lighting; space to park and rest create convenient and attractive places to visit.

Wood Street

Improvements to shop fronts and signage, public space and lighting are giving the high street a much-needed makeover.



Philipp Ebeling, 2013

Distinctive high streets

Help enhance the character of the local area. They are places where local traders, budding entrepreneurs, community and amenity groups are supported and are at the heart of plans for change and growth. Where local audits, tours and exhibitions, events and festivals, and physical projects reveal and celebrate the history, peculiarities and characters that make a place special, embedding these particularities into strategies and plans for change.

Forest Hill

The town team is helping to reanimate high streets in Forest Hill, Kirkdale and Sydneham, with interesting shops, markets and community events.



Jim Stephenson, 2014

Diverse high streets

Give people more reasons to visit and spend time there. They are places where unoccupied properties find a new lease of life as flexible shared workspace, crèches or cafes, all of which increased their high street presence in the last period¹¹. Places where every opportunity is taken to introduce new uses in and around the high street. Where a stronger cultural or leisure offer, investing in markets and town centre housing creates broader appeal and increases footfall.

Blackhorse Lane

Enterprise and skills are being boosted through the Blackhorse Workshop, a shared workspace and resource base for local makers and designers housed in a restored warehouse.



Karakusevic Carson Architects, 2014

Growing high streets

Integrate space for homes and jobs, and help structure new neighbourhoods. They are places where the local implications of office and retail sector changes, the emerging tech and maker economy, housing demand and projected jobs growth underpin coordinated strategies to establish local buy in and assemble better packages for development.

Ponders End

The new “Electric Quarter” development is expected to provide around 300 residential units, a new secondary school, as well as re-providing retail on the high street frontage, and a new library space with a direct presence on the high street.

Realising the Mayor's ambition requires collaboration. Engaging with local groups and supporting trader networks and town teams will continue to harness local expertise and enthusiasm and encourage volunteers to become high street custodians. Funding and supporting new business improvement districts will help provide long-term stewardship, and working with associations and authorities will help the Mayor understand obstructions and bring forward proposals for legislative change.

The Mayor will also commit to supporting experimentation and innovation. This helps develop better design approaches and technologies, funding mechanisms and delivery processes. Most importantly experimentation will help partners find just the right approach to take full advantage of opportunities created by changing patterns of use, emerging business models, and new technologies. All high streets are not the same. Each has a unique story and a specific recipe for an appropriate support package.



Hornchurch

Creative design of street furniture emphasises local history have makes the high street more welcoming.



Mike Massaro, 2012

Chapter 2

How we're helping

Given the inherent complexity of high streets, the Mayor has invited input from a wide range of expert groups. This includes the Outer London Commission, the London Enterprise Panel, the London Finance Commission and the Mayor's Design Advisory Group. These groups have highlighted specific issues and suggested a blend of actions to ensure high streets can become even better places to visit, live and conduct business.

In response, the Mayor has developed ways to help high streets flourish. Investment and support is currently being given to over 50 places and strategic engagement is happening even more widely.

The Mayor's influence is helping build better partnerships between regeneration, planning, development, environment, transport, and cultural initiatives targeted at the high street. Projects like High Street 2012 show how strong leadership and a strategic overview is needed to rise above boundaries of ownership and responsibility. This coordinated approach successfully brought together various stakeholders and partners including local councils, businesses, institutions, faith groups and health providers.

Investing

High streets are a public good where, given the right conditions, the economy and public life coexist and flourish. Public investment is sometimes required to build confidence and attract private sector investment to fulfil this potential.

The Outer London Fund (OLF), launched by the Mayor in June 2011, is an investment programme dedicated to helping London's high streets to grow and become more vibrant. Supplementing this £50m initiative is the offer of project support and professional advice aimed at providing necessary skills and additional capacity. The fund targets the many parts of London that have benefited



Philipp Ebeling, 2013

less directly from strategic investments like Crossrail and the Olympic improvements.

With modest financial support allocated carefully and purposefully, the Outer London Fund is helping parts of outer London to become stronger centres, full of economic and cultural energy and capable of contributing much more to the city's character.

The first round provided an opportunity to access funds and advice for packages of projects. In Willesden Green meanwhile use of Queens Parade generated opportunities for 13 local entrepreneurs and led to the establishment of the Meanwhile Foundation – that supports local initiatives across the UK.

The second round has added more places and shifted the balance towards more substantial physical projects to deliver lasting improvement. In Balham town centre Hildreth Street will be cleared of clutter and resurfaced in high quality materials to make the most of the opportunity for cafes, restaurants and market stalls and allowing it to host events. At Bedford Hill Place, a new public space will be created with handcrafted green tiles by artist Todd Hanson recalling Balham's Edwardian and Art Deco past.

Interventions have worked best where partners have taken a proactive coordinated plan led approach or hands on curatorial role carefully managing the offer of a given high street. To do this well they have joined up across disparate internal departments and multiple agencies. In Barking, a small and dynamic regeneration team, have crafted a clear long term vision and established a tradition of cross-departmental working on regeneration projects. In the process they have established partnerships that are now confidentially acting as stewards and champions of their high streets.

In August 2011, following the unprecedented disturbances across London, the Mayor announced £70m towards major long-term improvements to the affected town centres and high streets. The Mayor's Regeneration Fund (MRF) is focused both on the areas worst affected, like Tottenham and Croydon, and other impacted areas



Philipp Ebeling, 2013

Chrip Street Market

Lansbury Amateur Boxing Club outdoor boxing tournament. A series of events focused on local traditions and associations filled the market place with life.

with the greatest potential for growth and prosperity. Again, the offer of expert advice and support is extended to partners.

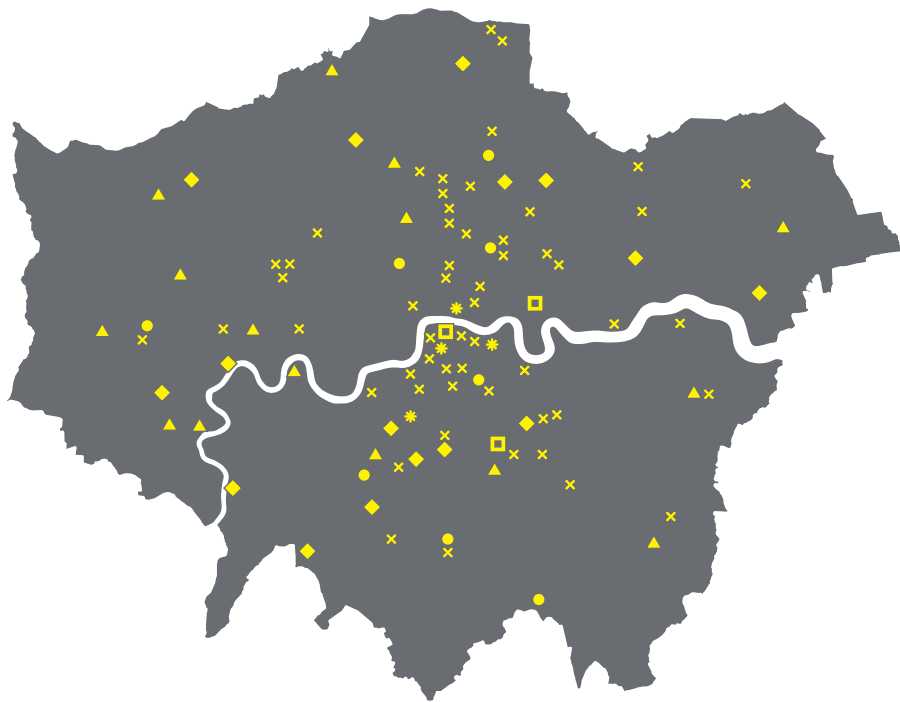
In contrast to the Outer London Fund, the longer-term commitment to places and greater sums of money is allowing the development of strategic place based regeneration programmes, piloting initiatives to address challenges faced by Small and Medium Enterprises. Strategic investment is leveraging extra government and private sector funding. A significant regeneration package for Tottenham, signalling the start of resurgence in the area, is shaping and accelerating investment in housing provision, transport and wider social infrastructure that is already attracting new investment. In Croydon a business rate relief programme, which just over half way through has created 130 new jobs, demonstrates the benefit of reducing occupation costs on business growth and job creation.

The 2011 Portas Review led to the establishment of the Portas Pilot scheme in 2012. The scheme provided up to £100,000 for town centres across the UK to create over 20 'Town Teams'. This included four in London, of which three are directly funded by Mayor, with Chrip Street; Forest Hill, Kirkdale and Sydenham, and Waterloo all chosen for their innovative approach and commitment to community partnerships.

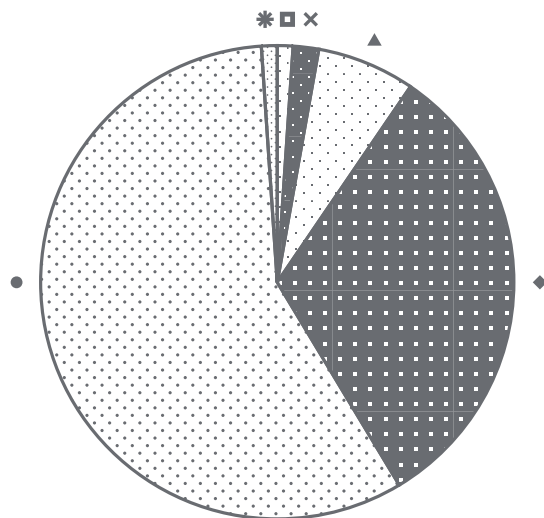
In the past decade, Transport for London has invested over £1bn in transport schemes that support high streets. Coordinated investment in transport and regeneration can unlock the potential for growth in places across London. This includes town centre schemes like undoing a gyratory system and introducing a station square at Tottenham Hale and a range of better streets projects through Local Implementation Plans such as Bexleyheath, or Wood Street. It also includes investment in transport infrastructure like new bus stations and the London Overground and its stations, which have boosted areas like Dalston, as well as Tube, DLR and tram improvements.

The Future Streets Incubator Fund recently established by Transport for London will provide £1.8m over three years

Where high street investment is happening



▲ Outer London Fund round 1	£10,000,000	× Pocket Parks	£1,100,000
◆ Outer London Fund round 2	£40,000,000	■ Portas Pilots	£300,000
● Mayor's Regeneration Fund	£70,000,000	* BID Grant Programme	£105,000



Top This diagram shows where £122m of the £221m investment is complete or underway.

to support proposals for small scale projects that can be done in the short-term. The simple aim is to discover new ideas that make London's roads and streets fit for the future. This will help to build an evidence base and pave the way for more substantial change.

The Mayor's Business Improvement Districts grant programme (£230,000) provides financial support for existing and emerging business improvement districts in London to encourage set-up, coordination, new ways of working, and original research. The Greater London Authority is on track to deliver the Mayor's target of 50 London business improvement districts, with 38 already established and five at application stage.

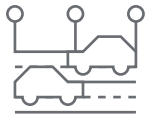
Increasingly ambitious cultural programmes are emerging in London, as a result of the Mayor's investment. Almost 20 per cent of Outer London Fund round one investment helped cultural events happen on high streets¹². The Mayor also invested £3.1m in 'Showtime', a festival across every London borough, in summer 2012. Reaching over half a million people, it encouraged both Londoners and international visitors to venture off the well-trodden Olympic trail and experience London's vibrant and varied high streets and local neighbourhoods.

The Greater London Authority environment team are coordinating the Mayor's Street Tree Initiative and Pocket Parks Programme, both of which include significant investment on high streets. The Pocket Parks programme is investing £2m helping to establish small areas of inviting public space for all to enjoy. In or adjacent to high streets, providing relief from the hustle and bustle of the city, they are helping to make the high street a community space. By March 2015 the Mayor's Street Tree Initiative will have spent £5.7m planting at least 20,000 trees, creating tree-lined streets which improve the look and feel of local neighbourhoods.

The Mayor has also secured £25m from the Department for Culture, Media and Sport for London's Super Connected Cities plan. It underpins his aspiration to see all London businesses get online with both the skills and infrastructure to do so.

Supporting

The Mayor's funding for high streets is always accompanied by a wider support offer for partners from the GLA regeneration team. The team have an established role in the definition and delivery of regeneration investment. The team brings together strategic understanding and practical experience to identify how best to encourage growth. Where needed the GLA regeneration team also augment partner capacity and skills.



In addition, as part of all Mayoral high street funding programmes an expert team of consultants have been put together to help in the design and delivery of projects. The Specialist Assistance Team offers expert advice on specific high street matters from highways engineering, to community engagement to town centre health checks. In its most recent incarnation there were 19 separate categories with 28 consultants. The Specialist Assistance Team is procured, managed and paid for by the Greater London Authority. The GLA regeneration team offer:

Strategic engagement



- Adding value through alignment of projects with other investment programmes, in particular transport, housing, environment and culture
- Shaping long-term regeneration through on-going liaison with relevant partners and agencies
- Creating better places by helping to establish a supportive policy framework, develop spatial strategies and scope major projects

Collaborative project working

- Developing and delivering locally relevant and effective regeneration projects that align capital investment with business support.
- Establishing project governance arrangements, budgets and programmes

- Promoting a flexible approach to project delivery to allow for effective responses to changing conditions on the ground
- Advising on consultant, development partner and contractor procurement (including brief writing use of the architecture, design and urbanism panel and tender evaluation)
- Advising on design, place-shaping and project delivery
- Creating opportunities to experiment, test and innovative
- Augmenting local capacity to support projects in line with strategic regeneration objectives
- Coordinating project review with the mayor's design advisory group
- Making links with Transport for London

Learning and best practice



- Making expert advice available through the specialist assistance team
- Organising high street network events to share best practice with practitioners and delivery partners
- Championing and promoting successful place based regeneration projects
- Publishing guidance, sharing best practice and exemplars
- Commissioning research

The Greater London Authority is committed to evaluation of our investment and support – to capture what's worked and what hasn't, to share best practice and to inform future investment. Early feedback from Outer London Fund evaluation suggests that there is particular appetite for help with the development of coordinated strategies (that assemble better packages for development and generate long-term benefits for the high street and its users). Partners have also put a high value on the preparatory studies guided by the Greater London Authority to help

secure investment and ensure it is used effectively. For example, detailed identification of valuable local assets that reveal the character of the local economy.

Feedback also strongly endorses the GLA regeneration team's commitment to knowledge sharing with many respondents requesting more frequent High Street Network events where partners can share knowledge, experience and expertise. There have been similarly positive responses to the Specialist Assistance Team. The Mayor will continue and expand these resources in the future.

Championing



The Mayor is a powerful champion, communicating London's strengths, particularly to potential inward investors, and advocating for the city in national funding processes and debates. He wants to ensure that London captures the benefits of growth to support investment in making the city an even better place to live, to visit, and do business.



Growing expertise, better alignment of agendas and coordination between the Mayor's bodies has all helped to support London's high streets during the economic downturn. However it is only through partnership with boroughs and local organisations that coordinated city-level influence, input and investment is helping tackle the varied local conditions and concerns. This is London government at its best, combining strategic and local strengths, building productive place-based collaborations that deliver for London and Londoners.

The London Enterprise Panel has established 'high streets' and support for 'places of work' as priorities and will use them to shape and direct funding as it becomes available. Working with the London Enterprise Panel, the Mayor has been successful in securing £110m Growing Places Fund from central government to promote economic growth and the delivery of jobs and homes in the capital. Of this £47m has been allocated for eight place-based investments. In Hackney Wick, this will help deliver a new station and enable a mixed urban

neighbourhood structured around a new London high street, to emerge.



The London Enterprise Panel has also secured £748.6m European Structural and Investment Funds for the period 2014–2020. A process is underway to agree a strategy for use of this funding with government. Projects that support the priorities set out in the London Enterprise Panel's Jobs and Growth Plan¹³ will be eligible to receive funding from these sources.



The Mayor has been lobbying government to make sure London government has enough power to deal with issues like businesses occupation costs and the agglomeration of negative and antisocial high street activity. He has pushed for and welcomes the government's first steps with regard to business rate retention and tackling the proliferation of betting shops.

Allowing local authorities to retain 50 per cent of local business rates since 2013 is a positive first step. It's essential that boroughs have a stake in the financial wellbeing of high streets if they are to take a more proactive role in managing high street places. The retention of business rates creates an incentive to support growth by acting as long term stewards, investing in high streets locations, helping businesses to become more organised and coordinated.



However the Mayor fully supports the recommendation of the London Finance Commission¹⁴ that London should have even greater control over the taxes it generates. This includes full retention of business rates, devolution of stamp duty and more flexibility in setting council tax bands and levels, as well as freedom to create funding models like tax increment financing. This would not only help fund local initiatives, it would encourage London government to take a yet more proactive role in developing high street places with stronger economies.

The Mayor's 2020 Vision¹⁵ shows how London is looking outwards to the world and future with growing confidence. It sets a broad course that communicates London's readiness and ambition, and its ability to meet

the connected challenges of rapid population growth and economic success. The vision provides the agenda for continued championing through to 2020 and beyond.

Coordinating

All of the Mayor's investment, support and championing have to be well coordinated to be effective.

The London Plan¹⁶ sets out London's development trajectory to 2036 and is a framework to better align planning, development, transport, economic, and cultural initiatives at city level. The plan identifies town centres and high streets as the main location for commercial development and emphasises their role in providing convenient access to a choice of goods and services for Londoners. Together with local neighbourhoods, it identifies them as the bedrock of most Londoners' sense of place and local identity within the capital.



The Town Centres Supplementary Planning Guidance¹⁷ and Further Alterations to the London Plan¹⁸ continue to support the economic and social roles of high streets. The Further Alterations document suggests that town centres have a major role to play in meeting the need for housing through intensification.

The Long Term Infrastructure Investment Plan will set out at a high level bring together the capital's strategic infrastructure requirements to 2050. Public transport, roads, energy, water, sewerage, waste, broadband and green infrastructure are all within the scope. The purpose of this is to assess the broad magnitude of requirements as London continues to grow, how much they are likely to cost and the range of financing options available. A consultation paper will be published later in the summer.



The Mayor is ensuring that Crossrail, Thameslink and improvements to the Underground, Docklands Light Railway and mainline rail systems are coordinated with regeneration efforts. This will enable the public sector to target resources where they can have the greatest impact. A place-based approach means benefits of increased

connectivity and high quality stations reinforce high street regeneration. For example, in Woolwich a four-way funding deal between a developer, Greenwich Council, Transport for London and the Department for Transport has enabled an additional station to be built. This has catalysed Woolwich town centre's renewal and will bring people and new businesses to its network of high streets.



A leading example of coordination can be found in the Mayor's London's Great Outdoors¹⁹ programme. Launched in 2009, this recognises that investment in public space improves the look and feel of the city, creating an environment in which people and businesses can thrive. A shared set of place-making principles is now guiding the work of designers and engineers across City Hall, Transport for London, and the boroughs. This is helping create better streets that are distinguished by simple detailing good quality materials and excellent craftsmanship.

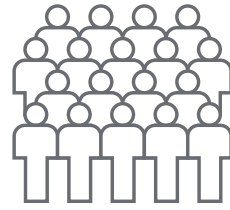


The jewel in the crown of London's Great Outdoors is High Street 2012 an ambitious coordinated effort to improve and celebrate the ribbon of London life that connects the City at Aldgate to the Olympic Park at Stratford. More than 20 capital projects and 21 cultural projects were created, totalling over £36m of funding overseen by the Mayor, Transport for London, English Heritage and Tower Hamlets and Newham councils. The number and range of improvements was increased by projects joining the initiative and building owners investing in their own properties. This was thanks to strong coordination and private developments inspired by the High Street 2012 project.

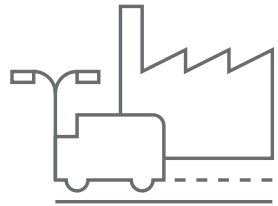
London's Great Outdoors and High Street 2012 offer a best practice model for managing complex urban projects across borough boundaries, with multiple government agencies, multidisciplinary professional teams and diverse community groups.



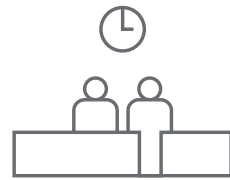
580 Shop fronts will be improved



1,400 jobs will be created



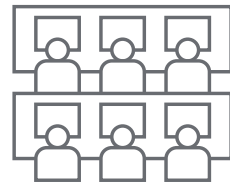
1,500 jobs will be secured



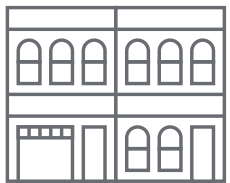
430 individuals will be given support to help find a job



8 new trader associations created, 5 revived



780 young people to receive training and support



60 empty units will be brought back into use.



180,000m² of public realm will be created or improved

Chapter 3

Looking ahead

To realise the vision, the Mayor will continue to invest in, support, and champion high streets not least because of the excellent results to date. The strategic focus will be on promoting adaptation, diversification and growth to help London's high streets accommodate increasing numbers of thriving businesses, jobs and homes. Further rounds of investment will back projects that help address these interrelated challenges and create vibrant, attractive, liveable places.

Packages of work led by local councils, from awareness and enthusiasm-raising efforts to substantial built works and development-enabling projects, will be welcomed as before. More will also be done to encourage businesses and those that operate in town centres and along our high streets to organise themselves into effective groups. This includes business improvement districts, town teams, amenity groups, traders' associations, charities and local societies. Proposals for long term coordination and action will be welcomed.

Efforts to boost business opportunities, jobs and skills, which have traditionally been difficult to coordinate with physical regeneration, will be brought together with concerted effort. More substantial investment will continue to put the necessary infrastructure in place to support growth and enhance capacity and connectivity. And we will take more action to attract investment.

The offer of support from the GLA regeneration team will help identify issues and shape potential projects at the earliest stage possible. This will include access to expertise within a refreshed Specialist Assistance Team.

The Mayor will continue his support of business improvement districts. An important aim is to establish the first property owner business improvement districts in London as a direct relationship with property owners will help develop a positive stewardship and place shaping role. The longer term interests of property owners make

it more likely that physical improvements will emerge from these partnerships.

The Mayor will continue to actively champion high streets as the best place for everyday commercial and social activities. The Mayor will continue to advocate for changes to regulations, and provision of adequate funding to enable ongoing improvement of London's high streets. Arguments for further fiscal devolution have already been made and will continue to be pursued with government as a matter of priority. Local retention of tax revenues will be a priority to allow London to capture the benefits of growth and to deal with localised problems.

Lobbing for a review of Use Class Orders to bring them in line with the contemporary economy will continue to be a priority. This will provide more flexibility for individual businesses without losing authorities' strategic ability to manage high streets and town centres to ensure convenient and competitive choice in the range of goods and services.

In recognition of the multiplier effect of street markets on high streets, (for every £1 spent in a market, £1.75 is spent in the high street) the Mayor will engage with the forthcoming URBACT Sustainable Urban Markets plan to help markets continue to improve and thrive in London²⁰.

The Mayor will continue to negotiate with government to ensure that London is given the necessary flexibility in how it spends EU funding to support the priorities set out in the LEP Jobs and Growth Plan²¹. Officers at the Greater London Authority will continue to target EU funding as it becomes available maximising the amount of funding the city receives.

As part of the Mayor's improved coordination efforts, the GLA regeneration team will continue to manage and grow the High Street Network, offering a platform to share experience and ideas. The Outer London Commission, London Enterprise Panel and London Councils will be encouraged to take a greater role in fostering partnerships between boroughs, traders, government and their members and bring forward best practice.

In line with recommendations from Accommodating Growth in Town Centres – a forthcoming report commissioned by the Greater London Authority²² – these bodies will also help foster greater coordination for each town centre in London. This will include support for the preparation of proactive town centre strategies, and assistance with developing more innovative delivery tools.

What we need to do next

The Mayor is keen to see collaborative, holistic responses to the issues affecting London's high streets. Support will be directed to those places with the most coherent and comprehensive approach to housing intensification and high street diversification. Where such strategies are absent, support will be made available to project partners for strategy development.

The following is a list of the types of activities the Mayor is considering funding, ranging from tactical to strategic interventions, from preparatory to delivery focused activity. This is not an exhaustive list – rather it is intended to prompt discussion over the summer before a final prospectus is issued in the autumn.



Welcoming

To encourage more welcoming high streets the Mayor will fund activities that improve the look, feel, and functionality of places. Projects that make high streets inviting and easy to use benefit public life and local businesses.

- Better connecting stations, shopping centres, parks and other local assets by creating direct links, providing clear signage and creating clear way finding
- Redesigning streets to allow for easier movement for walkers and cyclists and carving out of spaces for leisure or social activity
- Upgrading surfaces, introducing appropriate levels of lighting, and ensuring there are spaces to park and rest so that more people can comfortably and confidently visit the high street
- Restoring, refreshing and updating shop-fronts, celebrating the buildings' architectural features, being adventurous with memorable decoration and signage



Distinctive

To create distinctive high streets, the Mayor will fund activities that draw out and enhance the physical, social and economic character of the place. Projects that draw on local knowledge and carry out careful audits often reveal a place's secrets. For example, traditions like Tottenham cake and the local Quaker community, and associations like boxing in Chrisp Street. It can also reveal inherent assets including exceptional buildings, quirky markets and well-loved open space. Unique places emerge where these assets underpin strategies and plans for change.

- Supporting local traders, budding entrepreneurs, community and amenity groups to embrace opportunities created by local regeneration or digital technologies
- Using local knowledge, detailed mapping and research to identify local assets and qualities which can inform plans and strategies
- Increasing appreciation of the high street and celebrating the history, scene and peculiarities that make a place special through local audits, tours and exhibitions and festivals
- Physical interventions that communicate local folklore, traditions or historic associations, sensitive improvement of a local building, or updated provision for the local market



Diverse

A diverse high street is more resilient and capable of reinvention. The Mayor wants to fund efforts that harness the change in demand for retail office space and housing using them to expand, adjust and augment the offer. This will give people more reasons to visit, dwell and live on the high street.

- Reoccupying empty shops with flexible shared workspace, crèches, cafes or space for education and skills provision, whether in coding or construction
- Attracting digital manufacturing and fabrication to other spaces in and around the high street
- Establishing community food growing project on unused public spaces
- Developing a stronger cultural offer or a regular market will create broader appeal and improve footfall



Growing

There is huge capacity for housing and economic growth on the high street. The Mayor wants to fund activities that carefully integrate housing and the economy, and that encourage use of the high street as a structuring tool for new development.

- Defining a high street vision and building developer confidence in an area
- Bringing current and future development projects into a comprehensive strategy to build momentum
- Shaping a new development on or around the high street so it successfully mixes housing with commercial and community activities
- Enabling alignment with emerging sources of funding for example from transport for london – to maximise the outcome of investment
- Ensuring transport capacity and quality to support growth is in place or in development
- Exploring opportunities to consolidate fragmented ownership where necessary
- Supporting set up costs of high street investment companies where delivery arrangements are not in place

The Mayor is certain that partners in the boroughs, third sector and the business community will have further ideas and insights. Between now and September, the GLA regeneration team will be hosting a series of conversations across the city to test and expand the range of activities set out above.

The Mayor wants these sessions to help establish a pragmatic London approach to high street regeneration that addresses our most pressing challenges through sensitive place based strategies and plans. In some places that may mean incremental change and adjustment in others it might mean more comprehensive redevelopment. The Mayor believes this process of dialogue across partners will lay the foundations for the London approach and achieve a more honed investment programme going forward. Please join in the conversation over the summer to help realise the full potential of high streets in the future of London. The challenges are manifold but the potential prizes significant enough to merit our collective ongoing effort.

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- 20 URBACT Sustainable Urban Markets Local Action Plan London (forthcoming)
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- 22 'Accommodating Growth in Town Centres' op. cit.

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Chinese

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Vietnamese

Nếu bạn muốn có văn bản tài liệu này
bằng ngôn ngữ của mình, hãy liên hệ
theo số điện thoại hoặc địa chỉ dưới đây.

Greek

Αν θέλετε να αποκτήσετε αντίγραφο του
παρόντος εγγράφου στη δική σας γλώσσα,
παρακαλείστε να επικοινωνήσετε
τηλεφωνικά στον αριθμό αυτό ή
ταχυδρομικά στην παρακάτω διεύθυνση.

Turkish

Bu belgenin kendi dilinizde hazırlanmış
bir nüshasını edinmek için, lütfen aşağıdaki
telefon numarasını arayınız veya adrese
başvurunuz.

Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਤੁਹਾਡੀ ਆਪਣੀ ਭਾਸ਼ਾ
ਵਿਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਹੇਠ ਲਿਖੇ ਨੰਬਰ 'ਤੇ ਫੋਨ ਕਰੋ ਜਾਂ ਹੇਠ
ਲਿਖੇ ਪਤੇ 'ਤੇ ਰਾਬਤਾ ਕਰੋ:

Hindi

यदि आप इस दस्तावेज की प्रति अपनी
भाषा में चाहते हैं, तो कृपया निम्नलिखित
नंबर पर फोन करें अथवा नीचे दिये गये
पते पर संपर्क करें

Bengali

আপনি যদি আপনার ভাষায় এই দলিলের প্রতিলিপি
(কপি) চান, তা হলে নীচের ফোন নম্বরে
বা ঠিকানায় অনুগ্রহ করে যোগাযোগ করুন।

Urdu

اگر آپ اس دستاویز کی نقل اپنی زبان میں
چاہتے ہیں، تو براہ کرم نیچے دئے گئے نمبر
پر فون کریں یا دیئے گئے پتے پر رابطہ کریں

Arabic

إذا أردت نسخة من هذه الوثيقة بلغتك، يرجى
الاتصال برقم الهاتف أو مراسلة العنوان
أدناه

Gujurati

જો તમને આ દસ્તાવેજની નકલ તમારી ભાષામાં
જોઈતી હોય તો, કૃપા કરી આપેલ નંબર ઉપર
ફોન કરો અથવા નીચેના સરનામે સંપર્ક સાધો.

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