

MAYOR OF LONDON

DESIGNING

**A
CITY**

**FOR
ALL**

LONDONERS

GOOD GROWTH BY DESIGN

**TEN EXTRACTS
FROM**

**GOOD GROWTH
BY DESIGN**

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MAYOR'S FOREWORD

London continues to develop and expand at a phenomenal rate. We need to build the homes and infrastructure to support this growth and create the jobs, workplaces and green spaces that sustain our communities and support our prosperity. It's vital that all Londoners can share in the benefits of growth and are involved at every stage in this process of evolution and change, so we can make sure we're designing a city for all Londoners and one that remains dynamic, forward-thinking, successful and open to the world.

That's why I've put the principle of Good Growth at the heart of my policies and strategies for London. It's integral to all our efforts to shape a fairer and more equal city. I do not want to see growth at any cost or growth that is only enjoyed by a select few. I want to see growth that works for every Londoner and for all of our diverse communities. That means growth that is socially responsible, economically inclusive and environmentally sustainable. The kind that supports, rather than undermines, London's rich heritage, neighbourhoods and places.

Our Good Growth by Design programme, which I launched two and

a half years ago, recognises the roles design and the built environment sector play in achieving this and delivering the high-quality developments that Londoners deserve.

City Hall, our Mayor's Design Advocates and partners from the public, private and third sectors, are all striving towards this common goal. Using research, review and advocacy, we've developed policies, investments and proposals which focus on creating a built environment for all. This compendium highlights the good work underway and the progress that has already been made towards meeting our ambitions.

We've been looking into some of the most pressing issues facing London and our built environment. Why do so few children in London walk to school? Why don't the people who make decisions about our city's built environment reflect the diversity of London's communities? How do we tackle the housing crisis while building homes that put a decent quality of life first? How can our high streets adapt in the face of technological upheaval and change? How can we reduce, reuse and recycle building materials to minimise our carbon footprint? How do we

make the most of industrial land to support our economy? How do we protect our rights to use public spaces, even when they are privately owned? What are the buildings and spaces in our city that help bring communities together and meet our social needs?

We've also been examining our own investments, projects and policies, using scrutiny and design review to make sure we're serving the interests of all Londoners. We set up the London Review Panel to assess design quality. So far, it has looked at over 100 projects, including on City Hall land. And we've created a Design Review Charter to raise the standard of design review across the rest of London. We've also created a world-class framework of architects and other built environment professionals – the Architecture Design and Urbanism Panel – to promote best practice in procurement and help recruit the best talent. They are required to embed equality, diversity and social value in all the work they do for City Hall.

Finally, we've been championing the thriving design sector in London and beyond, recognising its value, promoting its credentials and showcasing its successes. London remains a global centre for architecture, design and urban development, and these sectors make an important contribution to our reputation as a leading world city. My administration remains committed to widening access to the sector and enabling more Londoners to have their say in how their city is changing.

Good Growth by Design aims to create a city that is environmentally sustainable, economically inclusive, and socially vibrant. This is how we will design a city that inspires, is celebrated by and works for residents and visitors alike: a city for all Londoners.



Sadiq Khan
Mayor of London

Mayor of London Sadiq Khan meeting with his Design Advocates



DESIGNING A CITY FOR ALL LONDONERS

How do you shape a city like London? In all its difference and diversity, in its scale and complexity, its grittiness and beauty? And most importantly, how do you shape it for all Londoners? To ensure that the city is supportive and inclusive of everyone? This compendium draws together the principles and practices that have been produced as part of the Mayor of London's Good Growth by Design programme, each of which underpins the goal of designing a city for all Londoners.

Good Growth by Design aims to improve the quality of London's built environment. Launched in July 2017, it looks at the role of design in supporting Good Growth, as outlined in the new London Plan,

through planning policy, design guidance and design review, and through the capital programmes of the Greater London Authority (GLA) group and partners.

The word 'good' is an ambition for quality. It's not just about achieving target numbers of new homes or work places – although that's critical too – but ensuring that what gets built can help to make London a more inviting, inclusive, supportive and sustainable place for everyone.

The word 'growth' is important too. London is growing. It is bigger than it has ever been, recently surpassing its previous population peak from 1939. One of the world's great cities, it continues to draw people in with its diversity, dynamism and opportunity. This growth is 'a token of our city's success', as Sadiq Khan has said, but it also 'has created strains', particularly on housing, infrastructure and the environment. Embracing this growth, and creating space for everyone who chooses to live here, is a clear expression of the Mayor's core vision: #LondonIsOpen. But it's far from straightforward and far from guaranteed.

The final component – 'by design' – expresses the role of architectural, urban and landscape design in building a better city and realising the Mayor's vision. Unlike some other major cities that are shaped by strict masterplans, London is made and remade through

myriad negotiations. Each change to the city's built form has to join up with what's already there, engaging positively with complex situations, and responding to the needs of local people.

This form of city-making requires care and focus, from good designers, good clients and good commissioners all working together to achieve ambitious goals. It is only through thoughtful design that good growth is realised, ensuring that the next layer of London that is laid down – on top of the London that we've inherited from the past – is a layer that will last long into the future, improving the lives of this generation and the next.

In line with the new London Plan, the Good Growth by Design programme has sought to understand the major challenges facing London today. Over the past three years:

We have researched how the **high street** is changing with the rise of technology and shifts in consumer behaviour, and proposed how it could reclaim its critical role as a place of social exchange.

We have examined the idea of the '**circular economy**', where buildings are designed with zero waste, and proposed how this could be applied to London to help tackle the climate emergency.

We have researched the experience of **children in the city**, and developed principles for increasing their independent agency and mobility, while ensuring their safety.

We have looked critically at the rise of **privately owned public spaces**, and proposed a charter to ensure they are as welcoming, open and accessible as the city itself.

We have developed new guidance for **housing design**, in support of the Mayor's commitment to tackling the housing crisis by building more high-quality, affordable homes.

We are exploring the city's **social infrastructure** – the libraries, youth centres, football clubs and so on which provide much needed support to communities – and proposed how to enable them to thrive.

And we have researched the declining amount of **industrial space** in the city, and proposed how such space could be integrated into new housing and mixed-use developments, providing much needed space for enterprise.

The challenge underpinning all of this work is ensuring that it is realised on the ground. This requires a built environment sector that is talented, ambitious and diverse. Three strands of work address these in turn:

We have supported the development of **Public Practice**, a new independent agency which takes talented built environment practitioners from the private sector, and places them into local authorities, building the capacity and expertise of the public sector.

We have established the **London Review Panel**, a network of independent experts who are invited to offer critical feedback on major schemes proposed for the city, ensuring they are built to the highest standards.

We have published the **Supporting Diversity Handbook**, drawing together extensive research into equality, diversity and inclusion, with various prescriptions to deliver on the Mayor's pledge that the built environment sector 'should reflect the diversity of London itself'.

Each of these strands of work has been led by GLA staff supported by the Mayor's Design Advocates, a group of 50 experts in architecture, planning, transportation, urbanism and cultural strategy.

Good Growth By Design has resulted in publications, toolkits, policies, new structures and activities, with an emphasis on sharing findings and lessons learnt across London and beyond. The extracts in this compendium are just that – tasters of

much larger pieces of research from the Good Growth by Design programme, that are downloadable from the London.gov.uk website.

Together, these projects articulate another form of city-making. The Mayor of London is in the unique position to act as a bridge between best practice, policy innovation, and the creation of broader systemic change. By celebrating the best bits of city being built today, extracting the lessons and channeling these into public policy, the Mayor is able to ensure that these achievements aren't just one offs, but set a higher bar for all those projects which follow.

By creating space to undertake research, set standards, highlight best practice and provide guidance, the Good Growth by Design programme supports the Mayor's work tackling the major challenges facing London. It sees design as not merely being about creating beautiful places – although it is that too – but about delivering on the promise of good growth, by creating new places that are environmentally sustainable, socially supportive, culturally inclusive and economically vibrant, transforming the city with and on behalf of all Londoners.

1

THE HIGH STREET IN THE AGE OF AMAZON

London's high streets are the lifeblood of the city, providing employment, opportunity and community for all. But this critical role is in flux due to advances in technology and automation changing the way we live, shop and work, and global issues, like the climate emergency, challenging the traditional role of the high street. Mayor's Design Advocate **DAN HILL** looks past the slow decline to sketch a positive vision of an inclusive and productive high street, asking 'What is the high street for?' Hill proposes a dynamic place of exchange, driven by new technologies, connecting people and businesses, in a new civic realm.

London is layer upon layer of communications infrastructure. For most of the city's existence, this manifested itself as physical transport, shaping the city as a river carves stone. Deep-down a city designed for the horse and cart, London is also fully adapted for the 20th century modes of the car and truck. Now it is facing a new wave of urban communications infrastructure, in the form of Amazon, Uber, Airbnb, WeWork and whatever they turn into. As with the car, these technologies fundamentally transform what the high street does, what it is. And just as with the car, city government and urban planning is often left playing catch-up.

One can endlessly debate the London high street. For, somewhat uniquely compared to other world cities, London is the high street. There are endless variations right across its huge sprawl: north, south, east and west, Regent Street, Highgate, Camberwell Church Street, Kingsland Road, King's Road.

And most of these are largely organic, unplanned delights. There are American-style malls in London, of course, but few to challenge the sheer distributed mass of high streets. Occasionally a carefully planned street significantly shapes London: Ian Nairn describes Regent Street as 'the tube of space which is still Nash's, dividing Soho from the West End smoothly, firmly and with complete understanding.' But few streets are Regent Street, and few planners are Nash.

Most of London is messy, complex and unkempt, and gloriously so, as it is the sheer out-of-control vibrancy and diversity of the London high street that makes it work. Stepping out of the tube at Barking, say, is to be immediately plunged into a 'bath of multitude', as Charles Baudelaire would have put it if he had ever got the District Line out east. It is a churning, unruly tangle of mobile phone shops, bus stops, vape shops, butchers of meat of various hues, newsagents crossed with 7/11s, flats leaning into the street above the shops, signs in all languages.

Part of the reason that Britain's high streets are the subject of constant hand-wringing is that, as in line with Napoleon's jibe about Britain being a nation of shopkeepers, Britain is good at shops, and shopping, for better or worse. Yet if shopping is what London does, we must increasingly reconcile the fact that Amazon is where we shop.

Thus, whilst some of those Barking butchers will be fine, there will be far fewer, and the bus stops will remain as no other 'mobility as a service' provider can shift a population at the scale of London's as well as the bus and Tube can. The real challenge here is e-commerce. Amazon is one of the world's most powerful companies, developing its physical infrastructure as much as its digital services and products. It has already transformed London. Not, as previous waves of new infrastructure have, but by running new applications on the same old hardware.

Without active intervention, this kind of shopping manifests itself on the one hand as thousands and thousands of small vans – overly large for the context, yet largely full of air – crawling backwards and forwards over the city at huge cost to climate, health and community, and on the other hand as empty shopfronts in high streets.

There is a positive vision here, in which e-commerce is deployed for things that e-commerce is good for, with more coherent shared logistics reducing individual car traffic as a result, creating space on road and street for more meaningful and sustaining activities than

'IT IS THE SHEER OUT-OF-CONTROL VIBRANCY OF THE LONDON HIGH STREET THAT MAKES IT WORK.'

shopping. Yet shops remain present, if fewer in number, for both transactions and experiences, i.e. for what they are good at, whether it's a grocer laden with local fruit, or a high-service experience like a guitar shop, or being able to find a packet of crisps and a pint of milk at 11pm.

Other challenges posed by new technology, such as autonomous mobility will also play out on the high street. Again, we have options: shared mobility, autonomous or otherwise, could reduce the number of cars required by 80 per cent, revealing a street not defined by parking and queues of traffic but instead by vibrant life, whether biodiverse green and blue infrastructure or kids playing football, a far more social space.

So, the increasingly rapid collapse of the old retail patterns across the UK is combining with better options in terms of shared mobility and logistics. Taken together, a physical/digital retrofit of the high street becomes possible, and can be supercharged by other initiatives: new forms of local engagement and participation; coworking spaces and studios, unlocked easily via digital services ensuring high utilisation; policies to encourage local independent retail; new forms of fabrication; a more varied housing offer. All could be set within a newly fluid, open public realm, woven with the green and blue of re-emergent London marshes.

To some extent, these new initiatives enable a return to a more diverse high street model, which, without romanticising, could be glimpsed in an early 20th century London. Equally familiar are locally produced goods, made and sold locally. The high street can be the crucible for the forging of new spaces to think, make, sell, live and move around, at once familiar, and yet enabled by emerging technologies and contemporary cultures.

But how do we approach this complex brief? One thing is clear: we cannot use the old tools to approach an entirely new challenge. The traditional methods of architecture, planning and urban design cannot move at the speed of Amazon, artificial intelligence, or autonomous shuttles – or Extinction Rebellion, for that matter. We need to find new modes of engagement, and a richer array of toolkits and practices, to address the high street: prototypes, actions, acupuncture, all framed

by a continual inquisitive questioning of 'what is the high street is for?'

Only an engaged, diverse and adaptive toolkit ensures these acupuncture and interventions can be carefully stimulated, curated and managed. Each generates multiple kinds of value, as well as multiple multidisciplinary perspectives and practices. For these are not simply spatial strategies, but require holistic approaches across everything from environment to employment, experience to engineering, economics to ethics, led by truly many disciplinary teams, working to a form of mission-oriented innovation.

London's laissez-faire culture enables a form of generalised resilience. It is a city that is big enough to ensure that the high street always has something happening, for now at least, but is this something 'good growth'? Not necessarily. We now need to bend ideas and activity in certain directions, as we face a series of interlinked existential crises: climate, health and social justice. These wicked problems will need a more active hand on the tiller, steering London towards the 'north stars' of clear societal outcomes. Redirecting the disruptive power of Amazon et al as if with a judo move, we might substantially remove the two aspects that diminish today's high streets – banal franchise retail, banks and betting shops on the one hand, and dirty, dumb 20th century mobility on the other. The question of what fills those spaces and activities is not clear, yet it is fascinating and urgent, and London is a city more than creative enough to figure it out. But the question needs to be asked – and asked well.

This piece forms part of the [High Streets Adaptive Strategies](#) report, which outlines ways in which our high streets and town centres can adapt and thrive, and how these strategies could be scaled up to work across London.

2

PUBLIC SPACES THAT ARE OPEN, WELCOMING, AND FREE

The squares, streets, parks and waterways which make up London's public realm are a fundamental part of the democratic culture of the city, providing places to move, meet, play, celebrate and protest. But many of the spaces where we come together are privately owned, with those private owners determining what you can and can't do. The new draft Public London Charter sets out eight principles for the owners and managers of new spaces to abide by, ensuring that these spaces are as welcoming, open, accessible, inclusive and well-connected as the city itself.

PUBLIC LONDON CHARTER

DRAFT

We confirm that the Public Space will apply these Public London principles:

Public Welcome

Public space should be managed to be welcoming to all. It should be kept clean, well maintained and appropriately lit, offer shade and shelter, places to stop and rest, and provide public amenities that reflect local needs.

Openness

Public space should be open and offer the highest level of public access possible. It should be understood as a part of London's continuous public realm, irrespective of land ownership.

Unrestricted Use

All users should be able to move through, rest and relax freely, and facilitate or take part in activities within public space that are permitted by law without causing a nuisance to others. Public space should only have rules restricting the behaviour of the public that are essential for safe management of the space at different times of day and night.

Community Focus

Public space should be managed to enable users to meet, associate, spend time with others, and celebrate their community. It should make provision for community-led and cultural activities that reflect the diversity of London's communities, as well as public art and other ways of celebrating diversity in the public realm.

Free of Charge

Public space should primarily be offered for use by the public free of charge. A balance should be struck between free and ticketed or commercial events taking into account the needs of the local and wider community. Ticketed events should be announced in advance with reasonable notice and should minimise their impact on the accessibility and enjoyment of the space for other users.

Privacy

Public space should be managed to respect the privacy and private property of all users. Where CCTV or other surveillance or data harvesting technologies are used, they should protect people and property in a way that is both legal and compliant with regulators' codes of practice; they should not be solely used to obtain biometric information.

Transparency

Compliance with the Public London Charter should be clearly signposted. Users should have easy access online and on site to the principles of the Charter together with details of the owner and management company of the space, and any regulations that apply. Any regulations should be developed transparently and through public consultation with interested parties and relevant stakeholders.

Good Stewardship

Public space should be managed on behalf of all Londoners. Day-to-day supervision should be informal, with both supervision and maintenance carried out in a manner which is considerate of all users. The enforcement of any restrictions on the use of public space should be appropriate and reasonable. Any staff engaged in supervisory activities should undertake appropriate training and with an emphasis on making people feel welcome.

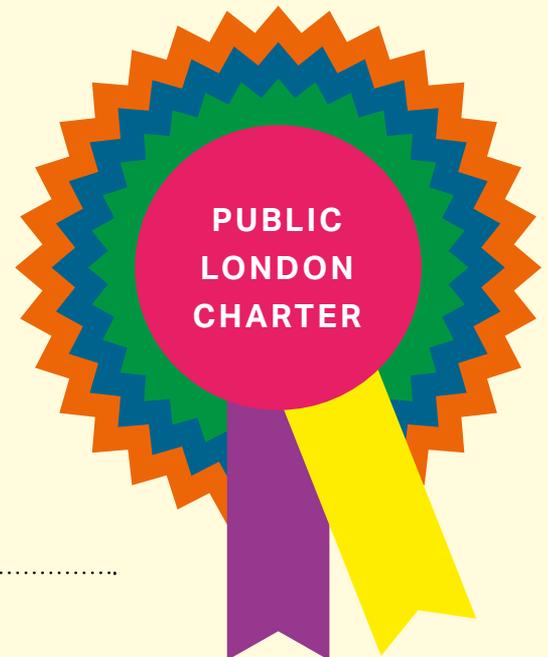
These principles will form part of the Terms of Reference for all management plans.

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Mayor of London

Chief Planner

Landowner





Download the draft [Public London Charter](#), published here for information only. Consultation on the Charter will be carried out later in the year. The Charter has been produced following initial research commissioned by the Public London Sounding Board, led by GLA staff with Mayor's Design Advocates and external experts, and undertaken by Centre for London: '[Public London: the regulation, management and use of public spaces](#)'. Further work has been carried out by the Greater London Authority City Intelligence unit: to explore Londoners' perspectives of the public realm: '[Exploring London's public realm from the user perspective](#)'.

Ruskin Square by muf art /architecture



3

SUPPORTING DIVERSITY AT EACH STAGE OF A CAREER

London is one of the world's most diverse cities and home to a thriving built environment sector. Yet the people who make up that sector are predominantly white and male and so do not reflect the diversity of the city they serve. The Supporting Diversity Handbook, a new report aimed at addressing this imbalance, makes recommendations for every stage of a career, from starting out in school, to making room at the top. It proposes actions based on decades of research and expert involvement. This extract lists the key recommendations – critical steps to ensuring that those who are designing London look like London.

SCHOOL

Even before entering into professional education, there are various barriers to entry into the built environment professions for people from diverse backgrounds, including: the decline in creative education in UK schools; poor career guidance and a limited awareness of career opportunities; and a lack of role models or access to networks.

Recommendations

- Practitioners should support mentoring initiatives and educational outreach programmes, becoming positive role models.
- Work placement opportunities should be made accessible to harder to reach groups through both broad and targeted advertisement.
- Opportunities should be created for schools local to development sites to be involved in the design and delivery process.

PROFESSIONAL EDUCATION

Once in higher education, barriers to entering and passing architecture education programmes can be seen from application stage through to Part III. More white students enter Part 1 relative to the proportion that apply for a place. At the same time, proportionally fewer black students are accepted than apply. The proportion of students who are white increases at each stage of study, from 61 per cent entering Part I through to 88 per cent passing Part III. The cost of courses requires many students to work part time, affecting their study; the often competitive nature of studio crits can be distressing, compounded by poor awareness of mental health support; and the Anglo-centrism of education implicitly prioritises certain forms of knowledge over others.

Recommendations

- Students should be exposed to role models of varied backgrounds, such as diverse academic staff, and a balanced makeup of invited critics.
- Students working in practice should be supported to continue their education with funding and flexible working arrangements, for example.
- Organisations that offer mental health and wellbeing support should be signposted by practices and educational institutions.
- Financial support should be offered to students to allow them to complete their studies without unnecessary course-related costs.

RECRUITMENT

Employers in the built environment sector can play an important role in improving access and opportunity for people of diverse backgrounds. And yet, barriers to entry remain stubbornly in place, reinforced by unconscious bias, a lack of transparency, and a lack of diversity on recruitment panels.

Recommendations

- Job descriptions should be written in clear, accessible, neutral language, and advertised publicly, with underrepresented groups encouraged to apply.
- Recruitment panels should be diverse, and applications should be reviewed by more than one person to reduce the impact of unconscious bias.
- All senior staff within practices should receive unconscious bias training, with a particular focus on the recruitment process.
- The public image of practices should be considered in relation to potential applicants, for example, by reviewing the 'People' section of a website.
- Data on applicants should be gathered, such as received, interviewed and offers made, to allow employers to identify specific gaps for action.

PROGRESSION AND LEADERSHIP

Once in practice, women and people of BAME backgrounds find it increasingly difficult to progress or advance to senior roles. The persistent barriers here include the glass ceiling and unequal pay, anti-social hours, lack of shared culture through hierarchy, pigeonholing onto projects, status questioned on building sites and in meetings, and fewer opportunities for women returning to work.

Recommendations

- Mentoring opportunities should be offered to staff.
- Practices should consider offering flexible working arrangements and having clear policies that support new parents returning to work. Shared parental leave should be encouraged.
- Organisations should have clear opportunities and procedures for reporting grievances, which are open beyond line management structures.
- Pay and progression should be transparent within practices.
- Opportunities should be made available to have different voices of the practice represented at client presentations, job interviews or design review panels.
- Organisations should consider training Mental Health First Aiders to support the mental wellbeing of employees.

SETTING UP

When striking out to establish a new practice, underrepresented groups find they are offered fewer opportunities for new projects, professional networks that are not open, and a lack of start-up funding, preventing them from progressing.

Recommendations

- Established practices should consider collaborating with firms led by underrepresented groups where this can improve a project.
- Networks within the sector should consider the overall profile of their members and take active steps to be inclusive.
- Practitioners should consider ways of offering support and advice to others looking to progress within the industry.
- Practices should make resources, for example HR policies, readily available to the wider profession, helping to increase the capacity of smaller, less experienced firms.

ADVOCACY

For those advocates and allies who speak up for equality diversity and inclusion, at any stage in a career, there are particular barriers to having their voices heard. These include a lack of visibility of advocates, the career risk to speaking up, a lack of intersectionality around diversity initiatives, lip-service paid to initiatives to account for lack of meaningful action, and pigeonholing into types of work based on characteristics.

Recommendations

- Practices should support groups advocating for fairer, more inclusive practice, whether this is financially, by reviewing their own practice, or by outwardly advocating themselves.
- Where advice is sought from an advocacy group or individual, the recipient should recognise the value of their time and input, whether financially or otherwise.
- Leaders should speak up on issues and show solidarity with those who are less able to do so.
- Organisations should engage with expert and advocacy groups to respond to specific underrepresentation in their practice.
- Practices should make clear policies on involvement in public events, such as who makes public statements on behalf of the practice or policies on participating.

Download the full report [Supporting Diversity Handbook](#) at [London.gov.uk](#). The report recommendations are based on an extensive literature review led by Mayor's Design Advocate Elsie Owusu and engagement with a Sounding Board of key experts, with special contributions from Mayor's Design Advocates Dipa Joshi, David Ogunmuyiwa, Adam Khan and Paul Karakusevic.

4

GOOD QUALITY HOMES FOR ALL LONDONERS

London is growing, with more Londoners than ever before, recently surpassing its previous 1939 population peak. With more and more people choosing to live here, the housing sector is under enormous strain. London needs to build many more homes each year to meet demand. In this piece, Mayor of London **SADIQ KHAN** sets out his approach to addressing the housing crisis in London, which – through good planning and design – makes the most of available land and improves quality of life for all Londoners. While the problem is acute, it is also an important opportunity to lay firm foundations for London's future.

London is the greatest city in the world and is attracting more people to live, work and study than ever before. Between 1997 and 2016, the number of people living in London grew by 25 per cent to 8.8 million. Yet, over the same period, housing stock increased by only 15 per cent. We must act fast to build the homes that Londoners need and ensure the city grows in a sustainable and healthy way.

Doing nothing is not an option. As Mayor, I am striving to tackle the housing crisis by building good quality, genuinely affordable homes for Londoners. We're making solid progress – last year we started building more council homes than in any year since 1984, and the latest stats show we're firmly on track to deliver on our ambitious target of starting 17,000 genuinely affordable homes this year, including homes for social rent, aimed at those on low-incomes; homes for London Living Rent, for those on average salaries; and homes for shared ownership.

But the reality is, we need help from the Government to build tens of thousands more new homes in our city every year. This cannot wait. I want young Londoners to have the opportunity to live in the city they

'ENSURING LONDON GROWS IN A SUSTAINABLE WAY MEANS GETTING THE RIGHT QUANTITY OF NEW HOUSING, AT THE RIGHT QUALITY, IN THE RIGHT PLACES.'

Caudale at Regent's Park Estate by Mae Architects



grew up in and not be priced out. I want to help councils replenish the social housing stock that has been eroded over decades. And I want new homes to offer more options to people living in expensive, poor quality or overcrowded private rental accommodation.

The new London Plan sets out clear policies to make this happen, including making the best use of land and ensuring homes are of the quality that Londoners deserve.

This draft Supplementary Planning Guidance (SPG) on housing design shows how to do this. It sets out a way to calculate how many homes should be built on individual development sites, making sure that this is appropriate for the local area. And it ensures that design quality is considered from the very start of a project.

This guidance will support decisions on planning applications. It will help maximise affordable housing and promote mixed and inclusive communities. And it will also encourage developers to be more creative about the thousands of small and often difficult-to-



Bourne Estate, Clerkenwell by Matthew Lloyd Architects

housing shortages. One great example is the mansion block developed in the late 19th century that increased density by stacking accommodation in a clever and effective way. Our guidance is intended to help today's developers and architects rise to the challenge again. State-of-the-art design is crucial to using land more efficiently and delivering much more high-quality housing.

As well as building new homes, we must deliver the social infrastructure and other facilities that are needed alongside them. These are the vital places and services that support Londoners' daily lives, such as schools, community centres, play areas, healthcare facilities and transport infrastructure.

Better, more efficient use of land can help carve out space for these important facilities, as well as for new public transport and other key amenities. Locating new housing close to and within town centres is not only convenient for residents but can also bring more potential customers, enabling local high streets to thrive.

Well-designed developments can help create a new sense of

deliver sites across our city.

This is about achieving our vision for Good Growth – growth that is socially and economically inclusive and environmentally sustainable.

Key to this is safeguarding and enhancing green spaces across London and protecting the Green Belt. As well as making London a more pleasant place to live, the vital green space in and around London helps to improve air quality, support biodiversity, reduce the risk and impact of flooding, and provide important habitats for wildlife. We need to take this into account when finding ways to deliver new housing.

Ensuring London grows in a sustainable way also means getting the right quantity of new housing, at the right quality, in the right places.

This does not necessarily mean high-rise development; mid- and low-rise building types can, if planned well, get the best amount of housing out of a site. We've done this before. London has a long history of pioneering innovative new forms of housing in times of acute

Darbishire Place, Whitechapel by Niall McLaughlin Architects



identity and provide opportunities for people from all walks of life and backgrounds to share experiences and benefit from more socially integrated communities. This is especially good for residents who may be at risk of isolation, and for families with young children who spend the most time close to home.

As well as facing a housing crisis, we face a global climate and ecological emergency. Our new housing must be part of the response. By carefully making the most of the land available and building more intensively in appropriate places, we can deliver more energy-efficient and climate-friendly housing. A home in a compact housing block, for example, uses around 40 per cent less energy per home than a detached house. Making the most of development on available land will help to meet both our housing need and the ambition in the London Plan for London to be a zero-carbon city by 2050 or sooner.

The draft SPG has been put together by a broad network of built environment and planning professionals, including my Mayor's Design Advocates. Young Londoners working with the Stephen Lawrence Charitable Trust have had their say on how housing can shape our neighbourhoods and boroughs for the better. And Urban Design London has also provided a platform for borough officers to offer their expertise.

In return, this guidance will equip boroughs, designers and developers with the tools they need to deliver high-quality housing. It will help make the best use of available sites to stimulate Good Growth, whilst maintaining a decent quality of life for new and existing residents. Only then can we build a city for all Londoners – a place where every Londoner, now and in the future, has access to a genuinely affordable, high-quality home.

[This essay is the long form of the Mayor's foreword to the forthcoming Good Quality Homes for All Londoners, published here for information only. Consultation on the guidance will be carried out later in the year.](#)



5

IMPROVING DESIGN WITH INDEPENDENT REVIEW

A building or public space can take years from concept to completion, before anyone steps inside. How do you know if it will work? If it will be good? The London Review Panel provides a way for proposals to be evaluated by independent experts, to give feedback to designers, architects and clients, to help ensure these new places are built to the highest quality. Mayor's Design Advocate **JOANNA AVERLEY** explains how design review works, and why it is critical to designing a city for all Londoners – including the opportunity it affords all built environment professionals to serve their communities.

Whether you are designing a new vacuum cleaner or a vegan burger, getting an outside perspective before you launch to the public can make all the difference. The same is true of the buildings, streets and spaces that make up the city. In London, this is called 'design review', a process where significant projects are subject to the scrutiny and advice of a panel of independent experts, before a shovel is put into the ground.

Twenty years ago, only a handful of projects across the UK were subjected to design review. Today, many local authorities in London have design review panels, with the London Quality Review Charter, introduced by Mayor Sadiq Khan, providing a benchmark for the process. This has been extended by the London Review Panel, set up under the Mayor's Good Growth by Design programme, providing additional feedback on projects, particularly those that receive investment from the Mayor.

In this way, many more important developments – from the design of London's neighbourhoods to new office buildings in the City – are benefitting from input from experts, advising on whether a scheme is well designed, or how it might be improved. For a client and their design team, engagement with a design review panel can speed up the planning process by highlighting common areas of concern as well as opportunities, and it can provide access to specialist inputs that may not be available within the planning authority.

But most importantly, the advice is given in the interest of the public. Panels have a knack of drawing out strategic and detailed issues, that – if handled carefully – can substantially improve a development. Speaking on behalf of Londoners, neighbours and visitors, panels will look for ways a proposal could be made to be more socially inclusive, environmentally sustainable, economically supportive, and address the needs of existing and future communities, contributing to the vibrancy of the city. Good design makes good business sense by creating added value to property; but it also brings major benefits to the health and well-being of the communities who live, work and play in the city.

Having chaired a range of design review panels over the past ten years, in my experience the best results come from a sustained engagement over time. Large urban projects can be extremely complex,

comprising a mix of uses, intersections with infrastructure, or significant built heritage or natural landscapes. It often takes a number of well-prepared reviews (sometimes over a number of years) to fully address the various issues. This is an investment worth making. Common themes that often emerge include how to:

- Be more responsive to context;
- Create places that are going to work for people, by focusing on how a project hits the street, or by prioritising pedestrians and cyclists, for example;
- Create a design that is distinctive, can bring joy, and will stand the test of time in terms of management and maintenance;
- Create a meaningful public realm with opportunities for play;
- Ensure that commitments made within the context of a design review and planning applications are delivered on the ground.

At a time when local authority resources are under strain, the Good Growth by Design programme has developed the London Quality Review Charter to promote consistency across London's local design review services.

Taken together, the London Review Panel and the charter show how the Good Growth by Design programme is helping provide know-how and constructive advice to ensure we are changing London's built environment for the better. This is being achieved through the big and small decisions, made by many individuals on many projects across the capital. Whether setting London-wide standards, ensuring design is given sufficient weight in a procurement process, vetting the quality of major planning applications, or awarding a major capital grant on the basis of quality – it is all working toward the goal of designing a city for all Londoners.

The London Quality Review Charter, the Terms of Reference for the London Review Panel and the minutes of reviews undertaken by the Panel can be downloaded at [London.gov.uk](https://www.london.gov.uk)

6

THE SOCIAL GLUE FOR LONDON'S NEIGHBOURHOODS

From the local library to the football club, social infrastructure is the glue that holds London's neighbourhoods together. This extract looks at the case study of Pembroke House in South London, where a hub of social infrastructure has been designed to be as inclusive and supportive as possible, hosting music festivals and GP appointments, craft workshops and debt advice. It demonstrates the critical role that hubs like this one, and other spaces like it, play in supporting the varied and diverse communities of London.

Pembroke House in Walworth was originally founded in 1885 as part of the Settlement Movement which sought to address inequality and deprivation by bringing people together across class divides of rich and poor. Led by a group of students, the house offered residences, space for social and educational activities, as well as a small chapel. Building on this history, Pembroke House continues to address issues of inequality, seeking to reimagine what the Settlement model should look like today.

The services and activities offered are as diverse as the area it serves, intentionally scheduled to create moments of overlap and exchange. For example, on Thursdays, the over 60s can join a short 'Dancersize' activity for all ages and abilities at the end of the morning dance class, before the lunch club in the chapel. Each of these events become an entry point for other activities, where staff can make suggestions and introductions to people. As one staff member described it, it's a space 'where you stop being Joan the GP, and you become Joan.'

'THE SUCCESS OF PEMBROKE HOUSE LIES IN ITS ABILITY TO BE DEFINED BY THE PEOPLE WHO USE IT.'



Walworth Living Room at Pembroke House

Building upon this work, Pembroke House has opened the Walworth Living Room, a new experimental place in a nearby disused nursery. The space has been left open and adaptable to break down distinctions between visitors and facilitators. A programme called the 'Clubulator' invites the community to determine what activities take place, including GP services, art classes, do-it-yourself workshops and debt advice sessions.

The success of Pembroke House lies in its ability to be defined by the people who use it, enabling local groups to shape the future of the organisation together.

Pembroke House is one of the case studies from the recently commissioned Good Growth by Design inquiry to develop new evidence on social infrastructure and its contribution to social integration and inclusive growth. Through this inquiry, the GLA's London Plan, Social Integration and Regeneration teams are working

together, alongside Mayor's Design Advocates and external experts to better support the recognition, planning and delivery of innovative and inclusive social infrastructure in London. The inquiry is due to report in June 2020.

This inquiry builds on the recognition, as set out in the first ever [Mayoral Social Integration Strategy](#), that London's built environment plays an important role in enabling social integration. The strategy sets out the importance of designing social infrastructure to meet the needs of communities and to support Londoners in building relationships with one another. The research sits alongside the Mayor's Social Integration Design Lab and Social Integration and Regeneration Learning Network, programmes which work with local authorities to deliver a more socially integrated city through local regeneration projects.

Community garden at Pembroke House



7

ATTRACTING TALENT TO THE PUBLIC SECTOR

The planning departments of local councils play a key role in shaping the future of London, by deciding what gets built, where and for whom. But years of budget cuts have left these departments under-resourced and struggling to attract new talent. **PUBLIC PRACTICE**, a new social enterprise co-founded by the Mayor, seeks to address this issue by placing built environment expertise into local planning departments. In this piece, we hear the voices of several Public Practice Associates, on what it means to work for the public sector, and what they are doing to help shape a London for all.

Public Practice is a not-for-profit social enterprise which aims to build the public sector's capacity for proactive planning. It does this in three ways: it places experienced built environment practitioners within local authorities and other public organisations, bringing diversity of experience and thinking; it conducts research and shares skills and knowledge across authorities, helping to change the way we plan; and it advocates for the value of good planning, with the aim of changing perceptions of public service.

Since starting in 2017, Public Practice has placed 84 practitioners within 36 local authorities across London and the wider South East. These practitioners come from a variety of built environment disciplines, including planning, architecture, landscape architecture, surveying, civil engineering, digital innovation, conservation, and community engagement. Public Practice is committed to diversity, ensuring that the people who are planning London reflect the diversity of London itself. More than half of its practitioners are female and one quarter are from BAME backgrounds, far exceeding the industry averages.

Through these placements Public Practice has seen how investing in participation and co-design at an early stage can develop proposals for new homes that have real public support and legitimacy through estate ballots. It has seen how grounding plans for high streets or industrial areas on an intimate understanding of existing businesses can lead to more resilient local economies. And it has seen how involving citizens in taking action on the climate emergency can make the measures far more meaningful to the public.

In this series of portraits, we hear from a recent cohort of Public Practice associates, who explore the importance of working in the communities where they are from.

For more information on Public Practice see publicpractice.org.uk



'WORKING FOR THE BOROUGH I'VE GROWN UP IN MAKES ME UNDERSTAND THERE'S STILL A LOT TO LEARN FROM IT. I'M REALISING HOW WE CAN GO FROM TODAY'S SITUATION TO INFLUENCE WHAT TYPE OF FUTURE IT HAS.'

Selasi Setufe, placed as an innovative sites programme manager in the London Borough of Barking and Dagenham



**'SEEING HOW ARCHITECTURE
COULD SERVE A SOCIAL PURPOSE
INSPIRED ME TO FOLLOW THIS
CAREER IN THE FIRST PLACE.'**

Akil Scafe-Smith, placed as a planner in Croydon Council

**'WORKING FOR A COUNCIL IS
ALMOST LIKE BEING A TRANSLATOR:
FROM THE BIG COUNCIL OFFICE TO
THE PEOPLE OF THE BOROUGH, AND
BACK AGAIN. EVERY BOROUGH
NEEDS THAT'**

Mark Warren, placed as an urban designer in Merton Council





'COMING FROM ENFIELD HAS HELPED MAKE CERTAIN CONVERSATIONS EASIER, I REALLY UNDERSTAND THE BACKGROUND AND DYNAMICS OF THE BOROUGH.'

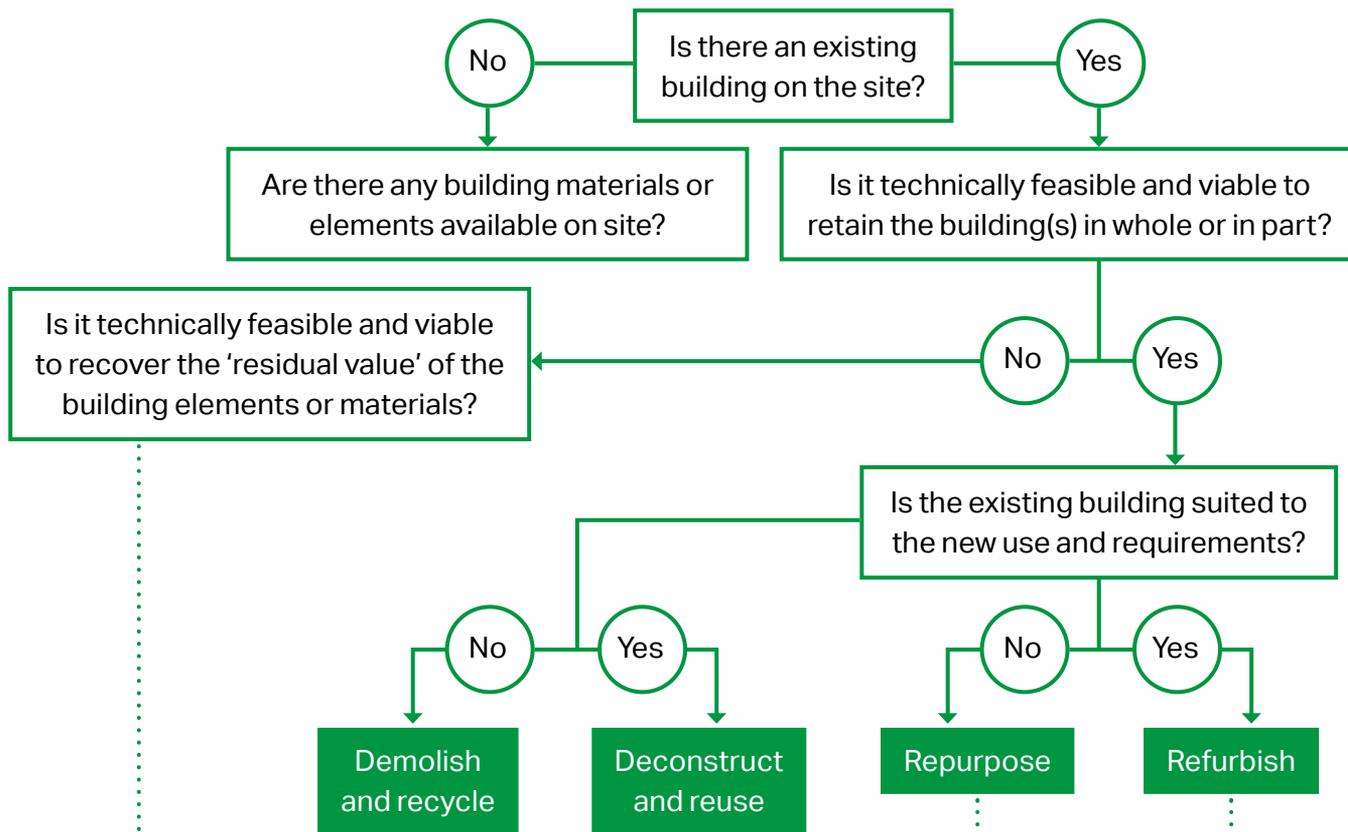
Arman Nouri, placed as an engagement manager in Enfield Council

8

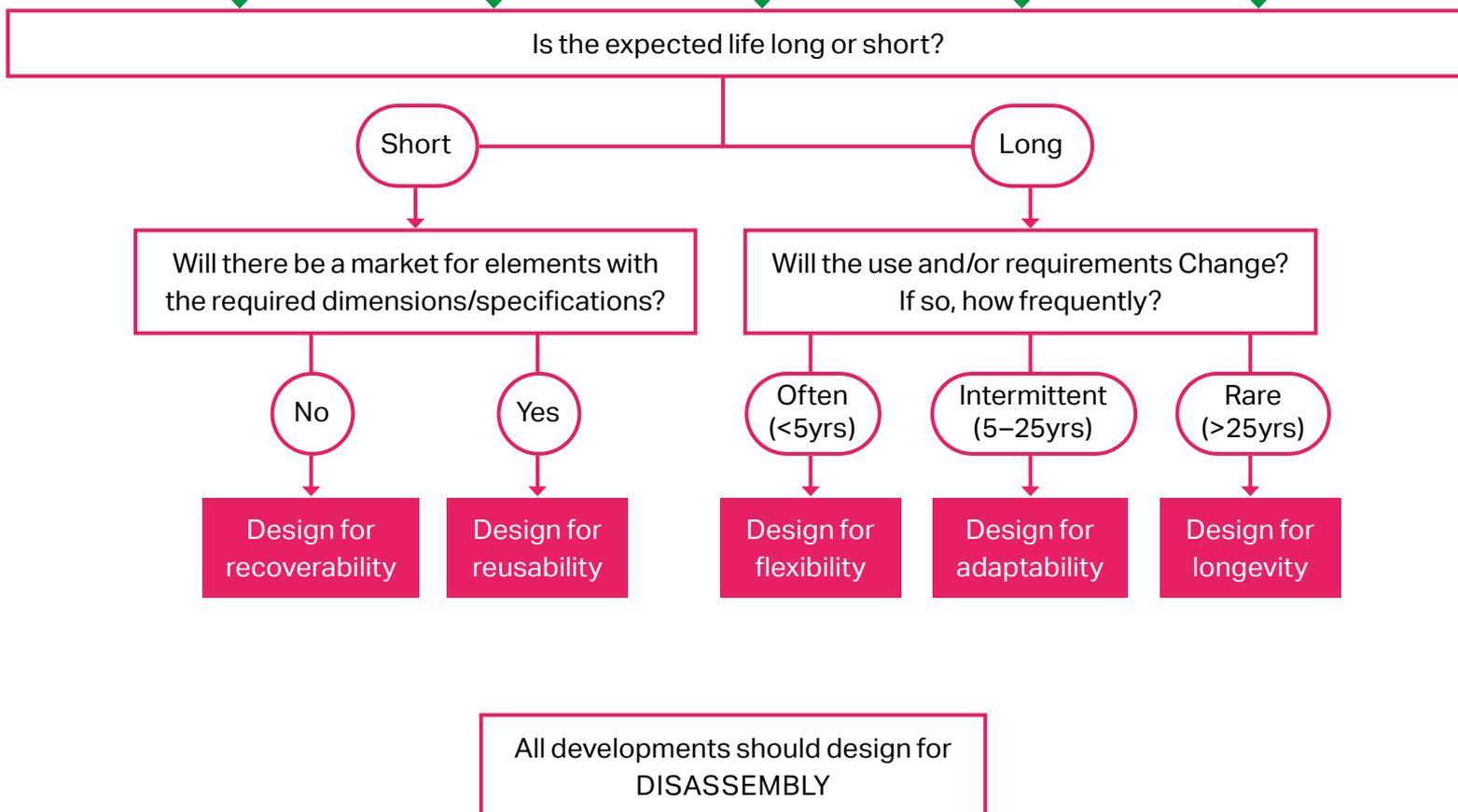
A CITY DESIGNED WITH ZERO WASTE

London has been built and rebuilt, in a continual process to accommodate new people, new uses and new ideas. But all of this change is a major source of waste and emissions, as old buildings are demolished, and new ones are built. We need to rethink and design a city for zero waste. This flow chart outlines how waste can be reduced in the design process for both new developments and retrofit. It encourages the built environment sector to consider whole life-cycle of a building. It is an outcome of a larger research project into the 'circular economy', preparing London to become the first global city to embed these principles into the planning system.

Strategies for maximising residual value



Strategies for maximising value over the lifetime of the development by adding new buildings/infrastructure





Cambridge Heath Road timber structure by Waugh Thistleton

This flow chart is an extract from the Circular Economy Primer, research which supports the newly-introduced requirement of the London Plan for all major developments to undertake a circular economy statement. Local authorities are also encouraged to adopt the policy in their local plans. These statements should demonstrate an innovative re-use of existing buildings or construction materials while ensuring high quality design. The circular economy is critical to achieving the Mayor's aim for London to send zero waste to landfill by 2026, to recycle 65 per cent of its municipal waste by 2030 and to reduce CO² by 50 per cent by 2027. Find out more about circular economy definitions and download the full report: [Design for a Circular Economy: Primer](#)

9

DESIGNING A CITY FOR CHILDREN

Independence and freedom are critical to a child's development and mental wellbeing, and yet their ability to roam freely in the city continues to be limited. Following the release of the Mayor's report 'Making London Child-Friendly', Mayor's Design Advocates and research contributors **DINAH BORNAT** and **LUCY MUSGRAVE** explore how cities can be designed with children in mind, drawing upon leading case studies, and their personal experience.

LUCY MUSGRAVE: I love this paragraph in your foreword to the 'Making London Child-Friendly' report, Dinah: 'Children need the freedom to get around independently, to call on friends to play, hang out and enjoy their neighbourhood. They are motivated to form a range of friendships, to take risks and to explore their local area. Allowing them to do so offers intergenerational benefits; spaces that are safe for children tend to be safe for everyone'. What is a child-friendly city and why is it important?

DINAH BORNAT: A child-friendly city is a city that is designed with children in mind, supporting their freedom to get around by themselves, or what's known as 'children's independent mobility'. Mayer Hillman's book 'One False Move and You're Dead!' (1990) challenged the thinking that casualties were a good measure of road safety, highlighting how the responsibility had shifted onto the child and away from the motorist. Recent research supports this, and even indicates that things are getting worse.

Unfortunately, when we design cities, we don't consider children very much; which means we don't think about the impact our decisions might have on them. I think we need to reposition children and make their independence a priority.

Of course, their safety is a concern too, but the answer can't be to have signs saying 'Children must be supervised at all times'. Do they really need to be supervised when they're on a swing? Do they need to be watched while they are playing? These kinds of rules and assumptions are taking away children's ability to go through the normal childhood process of learning through taking risks and responsibility for themselves.

And it might seem intangible and hard to measure, but if we actually see children outside, getting around and enjoying their environment, then that is a measure in itself and a sign that a place is working well.

LM: As designers and city-makers, we only shoot ourselves in the foot if we refuse to engage with children, who make up 25 per cent of the population, or don't give them a voice. There was an interesting moment in British history in 1948, when the Prime Minister of the day Clement Atlee and others set up the Association for Education in Citizenship. They came up with a survey process that was part of the curriculum in schools for children to survey their neighbourhood and become local experts. They would know about everything, from where the milk



Kings Crescent by muf art/architecture

comes from to the housing policy of a place.
60 years ago the child was hardwired into society,
what would it take to do this today?

DB: It's a great idea to start with the curriculum and think of children and young people as experts, just as you've described, because it treats them as citizens and helps them know their rights. For us as designers though, I think we need to think about a new approach to the way we work. Engagement and design have to be interwoven from the start of a project. It can't be a tick-box exercise; it needs to be meaningful and with the people we're designing for. It's funny because there is a perception that children and young people are hard to reach, but they're not, we know where they are, they're in schools and youth centres! They enjoy being involved, and they will tell you that. It's hugely rewarding working with them as part of the process.

LM: The younger generation have a lot to offer, particularly through their passion for the climate emergency. They have suddenly said, 'We are going to raise our voices, we are going to act, we are going to think about climate action in a completely different way'. It's such an incredible moment to reset this idea of whose voice counts in society. We are all citizens and we need to listen to each other.

DB: Absolutely. So what do you think is the best way of approaching designing for children?

LM: In my experience, it takes strong leadership to ensure children are considered in a new piece of city. One of my first jobs in practice was for Roger Madelin of British Land, working on Kings Cross. He said,

'IT CAN BE SLIGHTLY INTANGIBLE AND HARD TO MEASURE, BUT IF WE SEE CHILDREN OUTSIDE, GETTING AROUND AND ENJOYING THEIR ENVIRONMENT, THEN WE KNOW THAT A PLACE IS WORKING WELL.'

'I want it to be the most child-friendly place in Europe'. That was our one-line brief. Why did he set that brief? It's an idea about vitality of life, about generosity, and it's good for everyone, not just children. Underneath it's about long-term thinking.

DB: It's interesting as often it is the private sector that is innovating, perhaps because they have the confidence to say, 'We're going to do this'. For instance, I'm working with a developer at the moment who is very keen to design for children, asking 'What if the entrance to the tower overlooked a play space? And what if the concierge had an eye on that space? Perhaps there's even a toilet that children who were playing could use?'. That's such a great way forward.



Kings Crescent by muf art/architecture

But there is still a lot of resistance in the industry. For example, nervousness from the sales arm of developers and housing associations who often see children as being noisy and disruptive. There's this myth that prospective buyers are just young professionals who don't like children and it's very unhelpful because of course many of them will move on to have children themselves.

In fact, the recent story in the Guardian, which revealed play spaces for private tenants were segregated from the social tenants, demonstrated that the private owners with children wanted them to be able to play together. It was unnatural to separate them; they sent their children to the same school.

LM: It's not helpful to continue to push these simplistic ideas about what people want. It's the job of us as Mayor's Design Advocates to be evidence-based, progressive, and to iron out this idea that there is a binary view of what people want. The city is complex.

A recent example of development where children have been prioritised is King's Crescent Estate in Hackney, phase two of which is underway now. The masterplan by Henley Halebrown and Karakusevic Carson Architects has public spaces and cycle paths overlooked by the flats which are safe and separated from cars. muf architecture/art have designed informal play areas using natural materials distributed throughout the scheme, not just in fenced-in areas.

LM: Lots of thought has gone into visibility at King's Crescent, whether it's the view into the courtyards or the simplicity of the crossings. Sightlines matter and levels matter, giving access to people of different age groups and mobility. These issues are thought

about holistically alongside connectivity, materiality, qualities of light and seasonality.

That's what makes this an urban neighbourhood, it's complex and there is conflict within there. It's a bold and generous project, not just a shiny object for the photos, but a piece of city in flux that's actively learning from post-occupancy evaluation from earlier phases and applying that learning to the next phase of development. Urbanism is about considering multiple perspectives, different kinds of people, different things that we value and that offer significance and meaning in our lives and within a place. The story of King's Crescent is one of those moments. It's not perfect, but it shows a borough that was ready to do things differently, with practitioners and with the community.

Kings Crescent by muf art /architecture



'IT'S AN INCREDIBLE MOMENT TO RESET THE IDEA OF WHOSE VOICE COUNTS IN SOCIETY. WE ARE ALL CITIZENS AND WE NEED TO LISTEN TO EACH OTHER.'

DB: There's strong leadership in Hackney at the Mayoral level. And there's a confidence that working with people and listening to people is the right thing to do, not 'I've got the answer'. In this instance, it's about the council delivering the housing too. We hope that by highlighting this project as a case study in the report we can give other people – in both the private and public sector – the confidence to do it as well.

LM: It's a great example, but there's lots that London can learn from other cities too. [Looking to Europe,] we can see cities doing really radical, ambitious work. They are very strong civic leaders, very strong practitioners, some very important policies, and

important academic research. We can learn from it all. London needs to be bold and ambitious.

DB: We should develop a clear message around child-friendly design: We want a city that is safe for children to play and to get around. We need a vision of what this would look like and we need to design towards that vision.

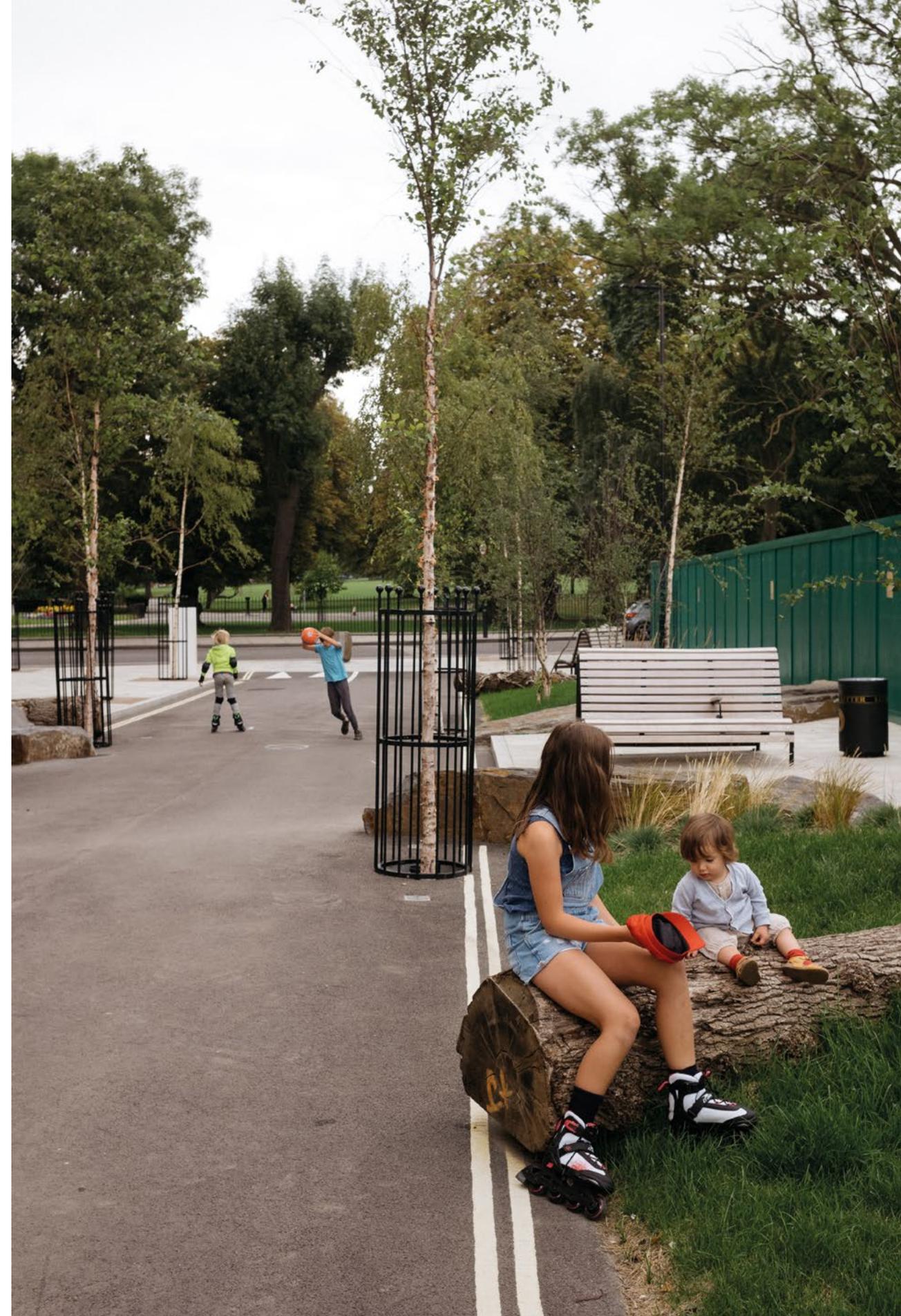
LM: I'd hate for this report to get limited to just designing housing. If over 75 per cent of the girls in a secondary school in Newham have never been to the river, if young people don't feel that central London is for them, or they've never been to a cultural institution, how are they going to feel confident as they enter their adult lives, their jobs?

DB: It's not just about planning your local neighbourhoods, it's about getting around the city and feeling like it is yours.

LM: I would love to see children and young people setting policy and striding out into the city as policymakers of the future.

[Download the full report: Making London Child-Friendly: Designing places and streets for children and young people](#)

Kings Crescent by muf art/architecture



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CREATING SPACE FOR INDUSTRY IN THE CITY

London's industrial spaces are key places of employment and incubators for small businesses and the creative industries. But as pressure for housing increases, these spaces are being pushed out of the capital. Mayor's Design Advocate **HOLLY LEWIS** outlines a recent report which demonstrates how some types of industrial spaces can be co-located with housing, shops and other services, to ensure the next generation of innovative companies have the room to grow.

For many people, the term 'industry' still evokes images of monolithic factory complexes; iconic saw-tooth roofs alongside smoke stacks, blue overall'd workers, grime and pollution. These anachronistic images and associations are drawn from a heritage of high-volume manufacturing which, for the most part, has shut up shop or left London.

However, it would be a mistake to think of London's industrial sites as vacant brownfield land. Springing up to take the place of high-volume manufacturing is an amazing diversity of small businesses. Trading from London's industrial estates, warehouses and former factories, these businesses tend to be small, nimble and increasingly specialised. They have developed to service the everyday needs of the city and its residents, including a wide range of 'urban services' that have started to redefine notions of industry and production in London. These include a booming logistics sector servicing our increasingly insatiable appetite for e-commerce, a rapidly growing food and drink production sector, specialist fabrication for the creative industries and hospitality sector, as well as less glamorous but equally important

services such as repair and maintenance, and waste and recycling facilities. With a growing population and economy, the need for these services is only going to increase.

However, space for employment has come under increased pressure from housing-led development in the past few years. This includes smaller high streets and town centres, as well as office space which provides much of London's low-cost workspace for small businesses. But it is industrial land that has seen the most acute pressure with almost 1305 hectares of industrial land lost to non-industrial uses since 2001. Vacancy rates in the remaining stock are rapidly decreasing, making it ever more difficult for businesses to find space. And it is predominantly smaller industrial spaces that have been lost, spaces which act as vital incubators for small businesses and the creative industry.

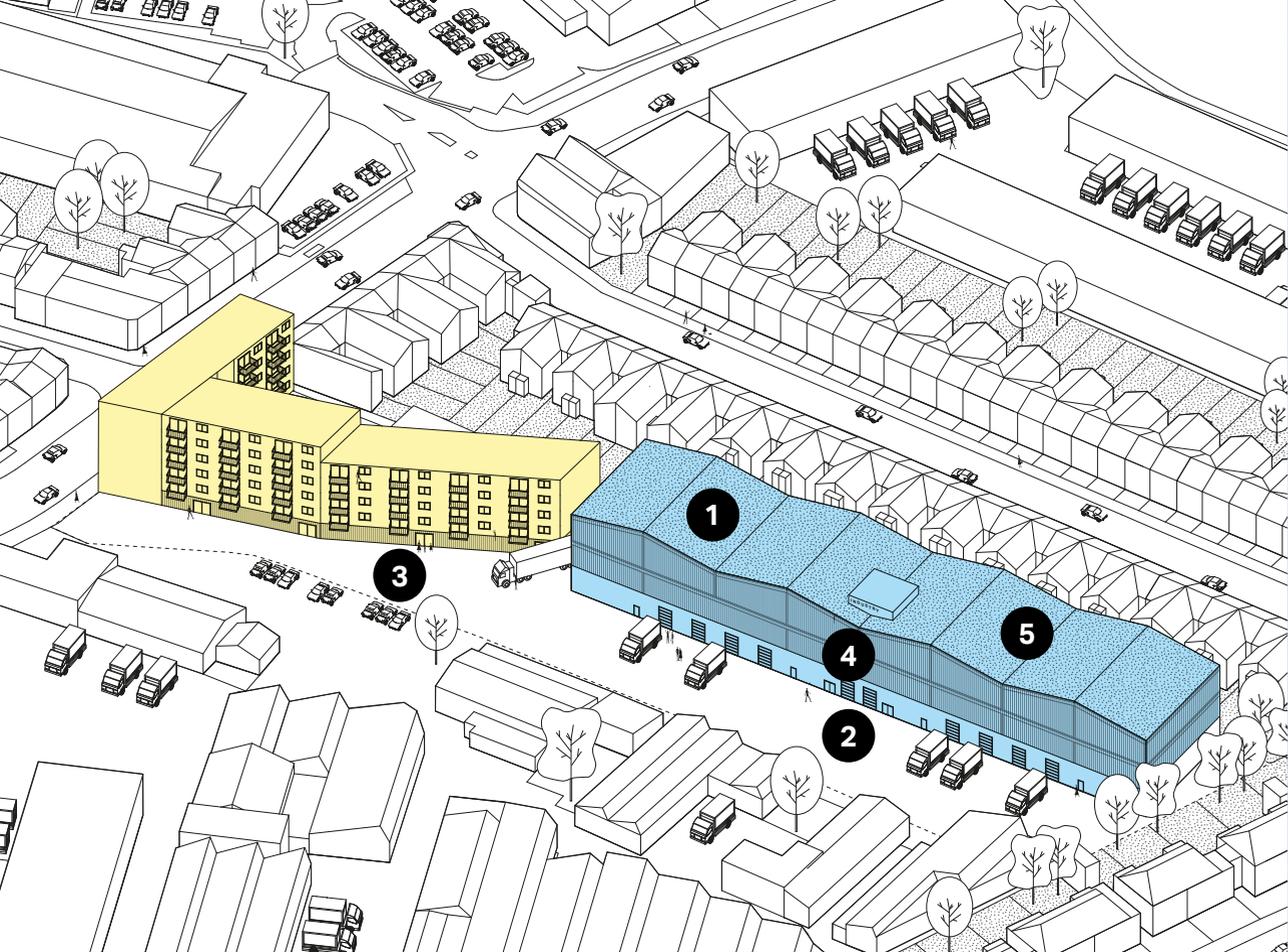
The consequences of the scale of this loss are very real, and raise fundamental questions about the type of city we want to live in. At its most basic, losing this land means businesses having to move outside the city. This adds to journey times, impacting on both economic productivity and air quality. A London without industry, is a less efficient city, both economically and environmentally. It is also a less equitable and diverse city. London's industrial land and businesses provide vital employment opportunities to 'ordinary' Londoners, and so are an integral part of that vision.

The new London Plan seeks to balance the need for housing with the equally pressing need to retain and intensify London's remaining industrial stock. But how is this ambitious policy realised on the ground? The Industrial Intensification and Colocation Study presents a number of examples and case studies for industrial intensification, and how this can be achieved on complex urban sites.

[For further details, download the report: Industrial Intensification and Co-location study: Design and Delivery Testing](#)



Brimsdown industrial area, Enfield



Model site exploring the viability of industrial and residential co-location

Key

- 1 Stacked industrial workspace with LGV access on ground floor
- 2 Pedestrian access to workspace
- 3 Pedestrian entrance to residential units
- 4 Two goods lifts and wide corridors provide upper floors with access to service yard below
- 5 Option for urban greening on roof of industrial workspace

- Medium industrial
- Residential units

Brimsgate industrial area, Enfield



Notes on a sector

ADVOCATING FOR LONDON

In this conversation, two Mayor's Design Advocates – leading architect **SIR DAVID ADJAYE**, and New London Architecture chairman **PETER MURRAY** – look at the position of London's architecture sector in the world, and discuss what might be done to ensure its continued success into the future, and how it can be harnessed to help design a city for all Londoners.

What's the secret to the success of London's architecture and design sector?

PETER MURRAY: London is a real capital of design, and there are several key reasons for that. We have a number of stars who are very prominent, David of course is one of them, as well as people like the late Zaha Hadid, who very much set the tone for London as a centre for innovative practice. And we have very large practices like Foster + Partners or Wilkinson Eyre who are working around the world. And all of these practices are supported by very high-quality teams, particularly in engineering, where we have a strong tradition of engineers exporting their work and providing very good support for those designers.

DAVID ADJAYE: London has benefitted from an amazing collection of design schools, and with that, it has an ability to attract design talent from around the world. There is a global pull of students wanting to study in London because of the high calibre of teaching, which in turn attracts the best educators. What you have as a result is a fantastic design ecosystem, it's like a microclimate, a very unique combination of factors producing many talented practitioners who want to stay in London, and to use London as a base.

I would also add the importance of London's time zone, geographic location and status as an international hub, placing it at a unique advantage in being able to serve the world. An added advantage for us is that even if we are working in India, Australia, or especially Africa – where much of our work is now – many of our clients also have offices in London, which helps with communication.

'OTHER MAYORS ABSOLUTELY SEE LONDON AS A LEADER. IT IS THE MODEL FOR HOW TO TACKLE ISSUES OF CITY GROWTH AND CITY ECONOMY.'

Sir David Adjaye

How does the governance of the design sector compare to other cities?

PM: Not to overlook the challenges we face, such as delivering the number of homes needed, or various glitches in the planning system, I would say many cities are very envious of how we do things in London. In particular, the way that responsibility for the capital's transport is chaired by the Mayor, who is able to have a strategic view. It's a really important city-wide planning tool, that many cities just don't have.

The progressive green agenda is something that's looked upon very positively also. The Healthy Streets programme is very important, looking at streets as public spaces and their role in improving

quality of life. Policies such as the Ultra Low Emissions Zone are being emulated in other cities around the world, as well as our commitment to green spaces and various policies such as the London Plan, the Circular Economy, are all critical to achieving the target of zero carbon by 2050.

DA: Other mayors absolutely see London as a leader and use the London Plan very much as a model for thinking about their cities. It's something that is looked at very carefully and has resonance beyond the capital. It really is the model for how to tackle issues of city growth and city economy.

How can we foster the next generation of talent?

DA: Certainly, every decade we should see the emergence of a new group of practitioners, and supporting the young is a critical part of making sure that happens. The most difficult thing for young practices is getting them up the ladder, to find the path to give them projects to work on. How do you broaden the wings of young practices? There are so many scales to public sector work, it would really help to see an initiative that could target these emerging firms for competitions or projects, to create steps up that ladder.

I think the Mayor's office could be instrumental in supporting that, also by looking at lowering the thresholds to be eligible for a project, and by encouraging partnerships to apply. It's not just about giving them the job straight away, but about allowing them to participate. Nor does it have to be for the most talented designers – which we're all obsessed with – but about creating opportunities in the

regions, and for creating a real diversity. That's something I'm always championing, it's a critical part of supporting the creative industry.

What are the priorities for the next generation?

PM: Sustainability, sustainability, sustainability! What has happened in the last 12 months is phenomenal, people are desperate to learn how they can deliver environments in this time of climate emergency. And I think the way the professions are responding has been really positive, and the public are supporting that. We need to make sure that the industry as a whole is ensuring that we are delivering more sustainable environments, and we all need to work together to achieve that.

**'SUSTAINABILITY,
SUSTAINABILITY,
SUSTAINABILITY!'**

Peter Murray

One of the big challenges in the architecture and design sector is diversity. The sector doesn't look like what Londoners look like. What needs to be done to address this?

DA: The importance of representation is critical to allowing all facets of community to feel they really can professionally advance in this sector, and can see themselves as contributing to the making of the built environment.

PM: It needs to start in schools, to let young people who might be interested in a career in design and architecture be aware of it as a potential pathway, and what they might do when they get there. This is something we are building up at New London Architecture, where we host workshops with school groups. It's great to see them making models,

'WHENEVER WE ARE WORKING IN TOUGH COMMUNITIES, PLACES THAT FEEL MARGINALISED, THAT ARE EXCLUDED, WE NEED TO SHOW HOW THE POWER OF GOOD DESIGN CAN ELEVATE PEOPLE'S QUALITY OF LIFE.'

Sir David Adjaye

discussing issues and coming up with ideas to solve environmental problems. If you can foster this at an early age it will follow them through to the important leap into university.

How can we broaden the debate around the profession? To meaningfully involve people in decisions about the city?

PM: It's about getting the right balance between voice and leadership as it were. You need to give people an idea of what a better city is like, what it looks like, and how they can get involved. One of the problems with our present debate is that it only happens in opposition to something, when something is happening in somebody's backyard. I think, frankly, 'nimbyism' is something that we need to address head-on, particularly given the scale of growth and change that London needs. We need to get out there and talk about the advantages of good design, and the role it can play in improving people's lives.

DA: A fundamental part of what we do is to communicate the potential of architecture to change people's lives. Whenever we are working in tough communities, places that feel marginalised, that are excluded, or are facing issues such as gentrification, we need to show how the power of good design can really elevate people's quality of life.

Often in our outreach work, what we find is people are wanting information about exemplar projects. So we find ourselves becoming teachers in a way, showing the potential of different kinds of environments from the ones that people are used to or expect as a model. We find that this can really break the ice, and allow a deep discussion of the

opportunity to create new kinds of environments, which in the end, we hope, can empower that community.

What can London learn from other cities?

PM: The biggest problem we face is to deliver enough affordable housing to create equality across the city. This is an issue that is faced by almost every other global city around the world in democratic economies. So there's a really important international dialogue to be had – whether that's with Sydney or San Francisco or New York – to learn from each other in addressing the challenge of housing delivery.

But if I had to pick one specific idea, I would look just across the North Sea to Copenhagen, where they have got so many things right. I'm particularly interested in walking and cycling infrastructure, which is brilliant. Over 60 per cent of Copenhageners commute by bike, and they're planning to be zero carbon by 2030.

DA: When I think about this question, I'm not thinking about the nicest buildings or even zero carbon, but how a city can grapple with issues such as rapid growth or inward migration. Medellin in Columbia is a great example of a metropolitan condition that has been completely transformed, with initiatives such as a new transportation system, high-quality public buildings, public parks, and social infrastructure.

A core principle of the Good Growth by Design programme is to advocate for the architecture and design sector, and to champion quality in the built environment more broadly. Greater London Authority research into the value of the architecture sector ([London's Architecture Sector 2018 – GLA Economics](#)) reveals it contributes £1.9bn in gross value added per year and provides 26,200 jobs, a quarter of all architecture jobs in the UK. We also know that the sector is growing - on average 7.7 per cent between 2009 and 2016 – faster than the wider creative industries, the London economy, and the UK economy as a whole. The profession is also a major net exporter, exporting £439m of architecture services and importing only £41m.

One of the six pillars of the Good Growth by Design programme looks at what the Mayor and his Mayor's Design Advocates can do to support and celebrate this growth. These Advocates are asked to promote London's role as a global capital for architecture and related industries, celebrating best practice and the work of the sector, communicating the role of the Mayor, and widening discussions to form new partnerships and alliances.

Interview by Sarah Considine, GLA, Good Growth by Design Programme Manager

Afterword

GOOD GROWTH BY DESIGN

Deputy Mayor for Planning, Regeneration and Skills, **JULES PIPE**, looks back on what has been achieved and forward to what is next for the Good Growth by Design programme.

How can we tell if we are enabling good growth? The Mayor has said growth is good when it's good for everybody. This may be achieved through housing that is affordable, makes the best use of scarce land and yields a better quality of life; public places that are accessible, welcoming and inclusive; neighbourhoods that are socially integrated; high streets that can reinvent themselves at a time of dramatic change; proposals for buildings and spaces that consider the entire lifecycle of materials; and planning processes that consider context and foster a rich mix of uses. Growth is good when the process of change is open, inclusive, iterative and subject to scrutiny. It is good when the city is shaped by a sector that reflects its diversity.

The new London Plan and its associated guidance sets a vision for good growth and strategic planning policy for London as a whole. The Mayor's spending on the built environment averages £5bn a year. The GLA Group shapes the built environment through infrastructure, affordable housing, place-based regeneration, environmental initiatives and public spaces. The Mayor's planning powers and policies affect all London's developments – from billion pound megaprojects to suburban high streets.

The idea of good growth underpins all of this – all the policies, investments and decisions the Mayor makes to build a city for all Londoners.

When the Good Growth by Design programme was launched in July 2017, the Mayor made a pledge to deliver good growth, making a number of commitments towards it. This was accompanied by a call to the built environment sector to join in and do the same. It aimed to joined up and boost efforts across different parts of London government, and to bring experts into the workings of City Hall including Mayor's Design Advocates, to send a positive message to the built environment sector and to engage Londoners in a debate about urban change. Since then a lot has been achieved.

We said, we did

Setting standards, whether through policy or guidance, is central to the approach. Since the launch of the programme eight design inquires

requested by various GLA departments and supported by expert Sounding Boards, have reported. These have resulted in an enhanced evidence base to support the implementation of the new London Plan and the development of related guidance and processes of scrutiny. This work has highlighted innovation and best practice in order to scale up what works across London and guide development accordingly.

Applying these standards through review and scrutiny is key. The Mayor committed to all his significant investments undergoing design review. Since then, we've established the London Review Panel, which has undertaken more than 100 reviews, including a standardised three-stage review approach to all Transport for London commercial schemes and a new protocol for GLA planning cases. The new Design Review Charter that we launched has helped promote quality and consistency more broadly across London's design review community.

We also identified the diminished range of built environment skills in the public sector, following budget cuts, as an important issue. The Mayor committed to supporting a new social enterprise, Public Practice, that brokers new talent into the public sector. Over the first two years, Public Practice – which I am very pleased to chair - has placed 84 Associates in 36 local authorities and other public bodies across London and the wider South East. The programme has also used relationships with Advocate Organisations, such as New London Architecture, Urban Design London and Centre for London, to reach out and communicate the message of good growth to London more broadly.

The Mayor identified the woeful underrepresentation of women and BAME people in the built environment sector as an urgent priority, citing the need for a wider range of perspectives in an industry that has an impact on all Londoners. Since then, we've launched the 'Supporting Diversity' handbook – making recommendations to institutions, employers and practitioners alike. These are being developed into a CPD programme that the Royal Institute of British Architects has committed to roll-out, and a further five professional bodies are developing. We've also put in place a standard scoring criterion for procurement exercises, requiring built environment professionals

seeking to work for the GLA to address and plan for equality, diversity and inclusion.

The programme also set out the importance of the GLA Group's commissioning role, highlighting the opportunity that procuring the best expertise and undergoing the best project management can have on the quality of a project. In response, we launched the Architecture Design and Urbanism Panel, a pre-procured framework panel of some of the most talented designers and related professionals, for use by all public sector agencies in London. Since its launch in April 2018 over 100 projects have procured design teams through the panel, generating over £15m in fees. We have also developed Design Quality Management Protocols for commissioning teams within the GLA Group, embedding quality procurement, design review and design management into working practices.

In addition to supporting processes of research and scrutiny, the Mayor's Design Advocates have been sharing best practice and championing the sector. They have promoted London's role as a global capital for architecture and related industries nationally, in nearby Europe and as far afield as New York and Shenzhen, celebrating best practice and communicating the role of the Mayor, widening discussions to form new partnerships and alliances.

That was good, let's make it better

New priorities emerge all the time, but the principles and practices that have been established to date will lock quality into mayoral policies and projects over years to come.

City Hall will continue to test the practical application of these principles and practices across all of our place-based projects, through funding programmes and policy development and implementation.

We will be consolidating design review across the GLA Group and beyond, as we move from research and strategy to be more focused on delivery. We will provide support to commissioning teams across the GLA Group and beyond to embed and refresh design quality management approaches. And we will re-double our efforts to increase capacity and expertise within public authorities, and improve diversity

across the built environment sector.

Greater effort will be required around advocacy and engagement not just with the sector but with all Londoners. We will seek to further widen access to and foster public debate about the process of urban change and about the Mayor's plans for Good Growth. It will therefore be a key objective over the next period to ensure projects for London's places are rooted in the expertise and experience of the communities that live, work, visit and use them every day.

It will also be important to examine the impact of teams across the GLA in their efforts to deliver public value. The Good Growth by Design programme can support this by highlighting good practice in this respect and supporting approaches that record and appraise the benefits of growth to the wider community.

More broadly we want to foster public debate on big issues such as good design and proper stewardship of the public realm – irrespective of its ownership. The launch of the Public London Charter page 24 is part of such a discussion, advocating for the public realm as somewhere all Londoners are free to walk, meet, talk, eat, drink, protest, debate and celebrate.

Many of the challenges London faces are shared by other major cities, across the UK and around the world. It is our hope that this compendium, capturing work from the past two and a half years, can provoke productive conversations – so that we learn from others, and others learn from our efforts to design a city for all Londoners.

GOOD GROWTH BY DESIGN

The Mayor's Good Growth by Design programme seeks to enhance the design of the built environment to create a city that works for all Londoners. This means development and growth should benefit everyone who lives here. As such, it should be sensitive to the local context, environmentally sustainable, economically and socially inclusive, and physically accessible. The programme calls on all involved in London's architectural, design and built environment professions to help realise the Mayor's vision. Good Growth by Design uses the skills of both the Mayor's Design Advocates and the wider sector. This includes teams at City Hall, the London boroughs and other public bodies.

The Mayor's Design Advocates

The Mayor's Design Advocates are 50 built environment professionals. They were chosen for their skills and experience to help the Mayor support London's growth through the Good Growth by Design programme. They are independent and impartial, and provide support, advice, critique and expertise on London's built environment. The group includes practitioners, academics, policy makers and those from community-led schemes. Fifty per cent of the advocates are women, and one in four are from a BAME background.

The six pillars of Good Growth by Design

Setting Standards

Using design inquiries to investigate key issues for architecture, urban design and place-shaping, to set clear policies and standards.

Applying the Standards

Ensuring effective design review across London, including a London Design Review Panel.

Building Capacity

Enhancing the GLA Group's and boroughs' ability to shape new development to deliver good growth.

Supporting Diversity

Working towards a more representative sector and striving for best practice while designing for diversity.

Commissioning Quality

Ensuring excellence in how the Mayor and other public sector clients appoint and manage architects and other built environment professionals.

Championing Good Growth by Design

Advocating best practice to support success across the sector.

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Good Growth by Design programme

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Contributors

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DAVID ADJAYE is one of the world's leading architects and a Mayor's Design Advocate. Adjaye Associates has offices in London, New York and Accra with projects throughout the world. His buildings include the National Museum of African American History and Culture in Washington DC and Idea Stores in Whitechapel. Adjaye was named one of the '100 most influential people of 2017' by TIME magazine.

DINAH BORNAT is the co-founder of ZCD Architects and a Mayor's Design Advocate. Dinah is an expert in research and urban design, focusing on social use of space in residential areas and how to design

for children and young people. She was a central member of the Child-friendly City Sounding Board, steering and contributing to the 'Making London Child-Friendly' report.

HOLLY LEWIS is a co-founding partner of We Made That and a Mayor's Design Advocate. Her practice focuses on architecture and urbanism with strong public conscience. She leads the research portfolio within the practice and was commissioned to undertake the 'Industrial Intensification and Colocation' study, building on a portfolio of research into trends in industrial land use.

JOANNA AVERLEY is a town planner and urbanist, operating as a client, government advisor and consultant on major regeneration and infrastructure projects, urban research and policy, and she is a Mayor's Design Advocate. She has extensive experience in developing design quality management, though her role as Deputy CEO at CABE and on design review panels, including the London Review Panel and Wandsworth Borough Council. She is currently the Head of Urban Design and Integration at HS2.

LUCY MUSGRAVE OBE is the Founding Director of Publica and has been a key advisor on policy, strategic planning and urban design frameworks over a 25-year career. She is a Mayor's Design Advocate, sits on the Public London Sounding Board and previously sat on the Mayor's Night Time Commission. Publica were lead researchers for the 'Making London Child-Friendly' report.

PETER MURRAY is chairman of New London Architecture and a Mayor's Design Advocate. Peter trained as an architect and was editor of Building Design and RIBA Journal before starting Blueprint Magazine in 1983. He has curated a number of major architectural exhibitions and is President of the global communications consultancy Wordsearch. He is founder of the London Festival of Architecture and is author of various architectural books.

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