

MAYOR OF LONDON

**LONDON
REGENERATION
FUND
REGEN BOOTCAMP
SUMMARY NOTE**



SUMMARY

Background

The London Regeneration Fund (LRF) will help places in London take advantage of opportunities presented by economic and demographic change and of new technology. The fund will help secure the future of the capital's mixed economy. The LRF builds on the Mayor's long-standing belief that London's high streets are great places to visit, live and do business. It has seen over £129m invested in 85 places since 2011 (and levered in about £75m in match funding). This latest round of funding introduces an additional focus on London's places of work: the buildings, yards and estates where most of the capital's productive economic activity occurs. These are home to over 800,000 micro and medium-sized enterprises that account for 99.8 per cent of all London's businesses and nearly half of the capital's jobs.

Through the LRF, the Greater London Authority (GLA) is making £20m of capital funding available between April 2016 and April 2018 to help London's high streets and places of work by supporting innovative place-based projects throughout the city.



About Regen Bootcamp

Held on 29th July 2015 at the RIBA award-winning social justice centre, The Foundry, Regen Bootcamp served as the launch of the LRF.

Regen Bootcamp brought together over 140 designers, tech and social innovators, workspace providers and council officers. We aimed to explore London's high streets and places of work and come up with new and exciting ideas for regeneration projects across London.

The morning session included presentations from makers, retail innovators, food entrepreneurs and educationalists. The afternoon's Regen Engine challenged delegates to develop bold, ambitious ideas for regeneration in the capital. Delegates

pitched ideas at the end of the day and were also offered the chance to submit existing ideas for bids to the LRF, in order to receive support from the GLA's Regeneration team.

About this report

This report includes details about the fund, summaries of our speakers' projects and tips, and ideas and insights arising from the event in relation to the five themes presented in the LRF prospectus:

- encouraging proactive stewardship;
- enabling good growth;
- piloting change;
- securing and creating open workspace; and
- intensifying places of work.



THE FUND

The fund has been established by the London Enterprise Panel (LEP), the local enterprise partnership for London, using funding secured as part of its 'Growth Deal'. Supporting SMEs is one of the four priorities in the LEP's Jobs and Growth Plan for London and so the LEP will be helping select the projects to be funded. The fund is open to local councils, traders' associations, workspace providers and community groups with fresh ideas to help high streets and workplaces thrive in a changing city.

Applicants will need to fill in an application form, as well as providing a milestone and funding schedule. These should be sent to LondonRegenerationFund@london.gov.uk, along with any other supporting information,

by midday on Friday 2nd October 2015. As with previous regeneration funds, the GLA Regeneration Team will help where we can, and will offer additional support from partners, the Specialist Assistance Team (our panel of pre-procured experts) and other teams across the GLA group.

To download the prospectus, please visit: <https://www.london.gov.uk/priorities/regeneration/high-streets/funding-programmes/london-regeneration-fund>

For FAQs, please visit: <http://www.london.gov.uk/priorities/regeneration/high-streets/funding-programmes/london-regeneration-fund/frequently-asked-questions>



SPEAKERS

The morning session was designed to give delegates inspiration from diverse fields. It included short, Pecha Kucha-style, presentations from entrepreneurs who had led projects that created new spaces and relationships on the high street or forged new models for places of work. Demonstrating the potential for multidisciplinary working in regeneration, the profiled projects involved artists (CREATE London), budding restaurateurs (Kitchenette), retail entrepreneurs (Appear Here / Transport for London), technologists (PAN Studio) and teachers (Hackney Pirates).

As opposed to giving lengthy case studies in this report, we've focused on presenting the tips and lessons learnt that our speakers gave in relation to conceiving and executing successful regeneration projects. Naturally, these are subjective but we hope they provide food for thought for those planning their own project on the high street or in a place of work.

Catriona Maclay, Hackney Pirates

Catriona is the Founder and Director of The Hackney Pirates, an educational charity promoting children's literacy founded in 2010. Catriona was inspired by 826 Valencia, a San Francisco-based project offering free tuition to local children behind the guise of a 'Pirate Supply Store' on the high street.

The Hackney Pirates site in Dalston is known as 'The Ship of Adventures', a learning and creative space as well as shop, café and events space – all in the hull of a pirate ship. With support from Hackney Council to secure a site on Kingsland High Street, The Hackney Pirates is now a multi-purpose venue and quirky, engaging community asset.

KEY TIPS

Consider starting with a small-scale pilot project and learning from that before spending too much time planning. It's much easier to get support and excitement about a project with a track record.

Inform your project's development by the feedback you receive from the people involved. It's vital to understand and measure any impact that you're making if you're going to get buy-in and support from local partners and funders.

Tom Tobia, Makerversity

Tom founded Makerversity, a making and learning space based at Somerset House, in 2013. Makerversity aims to bring together the most cutting edge creatives with a view to promoting making and craft in London – and providing affordable education to children and young people. The space was developed out of a derelict 3000 square metre space in Somerset House, and has grown into a creative home for more than 60 businesses.

Previously, Tom helped set-up Assemble & Join, a community micro-manufacturing workshop which offered members of the community the chance to research, design and build changes to the public realm.

KEY TIPS

Focus on generating income and developing a model that is not reliant on subsidy to exist.

Build a sustainable base to anchor the start-up activities that bring a range of other benefits to a local area.

KEY TIPS

Build on the energy of the making trend. Makers are already using abandoned spaces and, with support, could forge a resurgence of manufacturing and production.

Seek to encourage creative entrepreneurial businesses while limiting corporate encroachment.

Get out there and talk to real users – you'll never understand what it takes to create a good space by sitting behind a Mac.

Find a way to stay sustainable while remembering your mission.

Hasanul Hoque, Camden Collective

Hasanul is Projects and Finance Manager at Camden Collective, a regeneration project taking underused spaces and transforming them into retail units, workspaces and training facilities. Supported by the Mayor's regeneration fund, the Collective supports the growth of local businesses and recaptures large parts of the high street for public use.

Camden Collective recently ran Camden Create, a three-day festival celebrating the creative sector – encompassing culture, art, business and science. Offering affordable work and retail spaces, as well as a wealth of courses for residents, Camden Collective promotes a holistic regeneration of the area.

Clara Widdison, Community Shop

Clara is an area manager at Community Shop, a social supermarket based in West Norwood. Community Shop takes on surplus food from supermarkets that would otherwise be thrown away and sells it on to the community at heavily-discounted prices. As well as providing a vital supply line for those afflicted by severe poverty, the shop also supports local residents by offering workshops, peer mentoring and business advice. There are plans to open a further five supermarkets in London's most deprived areas.



Andrew Gregson, FabLab

Andrew is co-founder and director of Fab Lab London, the city's first digital fabrication and rapid prototyping workspace. Fab Lab, a social enterprise, is designed as both an educational resource and a creative space, helping individuals and companies use the latest technologies to design and build their own products. With laser cutters and 3D printing equipment alongside traditional hand tools, the workspace caters for a variety of fabrication methods. Fab Lab offers a collaborative space, technology education and its own business accelerator.

KEY TIPS

Understand what you want to do and why. Understand the change you want to see and what will be different when this has happened.

Always seek to collaborate and co-produce, it makes things more complicated but it is well worthwhile. No one person should own the 'big idea'.

Try to get as many sets of data and compelling local stories as you can – never use one without the other.

Understand who the key influencers are (public, private, voluntary sector and funders), meet with them and ask their advice and counsel. It makes it easier to go back and ask for support and funding if they are already ambassadors.

KEY TIPS

Aim for mass participation by making it easy, flexible and practical for everyone to participate in your project within their daily lives.

Design ecosystems of interconnected projects to build opportunities for bridging social capital, progression, emergent activities and multiple outcomes.

Councils could redesign policies and processes that currently hinder innovation – like funding mechanisms, prototyping budgets, access to functional spaces and project incubation processes.

Laura Billings, Open Works

Laura is interested in redesign of civic systems. Among other things she leads the Open Works project, working with residents of Lambeth to redesign and transform approaches to our daily lives – from how we work and learn to how we fix, make, grow and share together. The project is open to anyone and members can take part in projects from urban gardening to taking on retail space in a shared high street shop. Open Works supports these projects to grow into larger ventures, building sustainable community links in the process.



Cynthia Shanmugalingam, Kitchenette

Cynthia is the founder of Kitchenette, London's first food business incubator. She is also the author of *A Steak in the Economy*, a Nesta-commissioned report into the UK's food economy and its role in urban regeneration.

Kitchenette has run pop up restaurants in a disused Citroen car garage on Upper Street and with furniture designer Tom Dixon in Ladbroke Grove – and the food businesses it supports have traded in street food markets and disused spaces across the city.

KEY TIPS

Use a great food offering as a way to show that people love and care about a community, kickstarting the regeneration of an area.

Curate a high-quality food offering in order to ensure a positive impact on the local area. Council officers should also take measures to protect traders' independence.

Ensure that expansion of food outlets on London's high street is inclusive of talented food entrepreneurs who don't necessarily have the access to capital, local authority contacts or marketing acumen to get a foothold.



Stuart Anderson, Transport for London

Stuart is Head of Retail at Transport For London. In that role Stuart is responsible for developing the company's retail strategy and exploring joint ventures across the Underground network.

At Old Street Underground station, Stuart worked in partnership with Appear Here to develop an innovative and hugely popular subterranean retail space. Shops began opening in mid-2014 and the station has since transformed from a place to pass through into somewhere to visit. The success of the pop-up shops in Old Street has prompted more retail spaces to arrive in other stations.



KEY TIPS

Consider the accessibility of the technology, the simplicity of the first interaction, the semiotics of the space your work exists in.

Be flexible and don't try to control all aspects of your project. Projects that people take the time to hack, subvert, re-appropriate and ultimately take ownership of are often most likely to be long-lived.

Catriona Maclay, Hackney Pirates

Experience designer Ben founded PAN Studio in 2011. The studio creates interactive installations and experimental objects designed to enrich everyday living. Ben works on reclaiming public spaces by opening them up to playful interactions.

In 2013 the studio ran its Hello Lamp Post project in Bristol, inviting locals to interact with their environment by texting codes found on lamp posts and post boxes to one another. Each code acted as secret passwords which 'woke up' one of the objects and let the public discover what they had to say. The project – one of a number from PAN which takes a playful, fresh approach to urban environments – won the inaugural Playable City Award and was shortlisted for Design of the Year.

KEY TIPS

Risk everything. Do something bold in an unbold area. The artists' studio in suburbia is interesting because it's different.

Think of the high street as a theatre – always interesting because new things are always happening. The high street has always got to keep changing.

Denizer Ibrahim, Appear Here

Denizer is Head of Special Projects at Appear Here, 'the airbnb for retail spaces'. Appear Here is tackling the issue of under-occupied space in the capital by connecting landlords who have vacant spaces with independent retailers, entrepreneurs or brands. To date, the company has supported more than 10,000 projects with a combined total of over 2000 years' worth of space.



Hadrian Garrard, Create London

Hadrian is Director of Create London, an east London charity that supports artists to make meaningful contributions to urban life. Create have initiated and sponsored a host of innovative projects, all drawing on local communities as well as a range of international artists, which aim to regenerate east London.

One of Create's large-scale installations – Folly for a Flyover – took a disused space beneath a motorway and, with volunteer help, transformed it into a cinema, café and performance space. Another, Barking Bathhouse, created a healthy, social space on the site of a derelict public baths. Hadrian is also responsible for Create Jobs, bringing young east Londoners into the creative sector.

EMERGING TIPS AND LESSONS

We have collated feedback from interviews with speakers and delegates at Regen Bootcamp and organised them under the five London Regeneration Fund prospectus themes: encouraging proactive stewardship, enabling good growth, piloting change, securing and creating open workspace and intensifying places of work.

These tips, ideas and lessons learnt are not an exhaustive list and – given the diversity of views and experiences present at the event – may even contradict each other. They should be considered as a provocation for further thought.

The morning session included presentations from makers, retail innovators, food entrepreneurs and educationalists. The afternoon's Regen Engine challenged delegates to develop bold, ambitious ideas for regeneration in the capital. Delegates pitched ideas at the end of the day and were also offered the chance to submit existing ideas for bids to the London Regeneration Fund, in order to receive support from the Greater London Authority's Regeneration team.



Encourage proactive stewardship

Projects funded through the London Regeneration Fund should be part of a coherent plan to shape the future of an area. They should involve partners that are locally-embedded and have a viable plan to draw in match funding, create revenue opportunities and find ways to diversify their assets through collaboration.

Related tips and ideas arising during Regen Bootcamp included:

- Curate high streets' retail mix through property owning partnerships and use rents for revenue projects.
- Go beyond the usual suspects. Engage partners in the world of food, education and art, as these are often at the forefront of high street renewal.
- Remove barriers to setting up shop, both to attract new entrants and to ensure that successful regeneration doesn't squeeze out those that caused it.
- Invert the inward-looking models of Business Improvement Districts and Neighbourhood Plans by looking outside your locality and connecting local areas to exchange resources and expertise for mutual benefit.
- Consider all public spaces as part of the stewardship role – from railway arches and green spaces to rivers and canals.
- Put local participation, with an understandable timescale to help local people understand the level of influence they can have, at the heart of projects.
- Prioritise dialogue with local people in large-scale regeneration projects and create opportunities for them to have a stake in the change.
- Develop a physical presence onsite to kickstart your community engagement efforts.

Enable good growth

As London's population grows, high streets should play a large role in providing space for living, working and interacting. Projects should encourage high-quality, mixed-use developments in town centres. Delegates rejected the idea that the high street was dead or dying and instead recognised an opportunity to innovate and reimagine its use.

Ideas and lessons learnt included:

- Consider mixing light industrial use with residential developments.
- Work with developers to pioneer new approaches that positions local, specialist and historic industry as part of the value proposition to new residents.
- Create more affordable living solutions through intergenerational living schemes.
- Engage with end tenants of ground floor new developments early.
- Integrate measures to boost local people's health and wellbeing, e.g. pocket parks with integrated outdoor gyms and market pitches for fresh fruit and vegetables.

Pilot change

A high street's success can often be held back by restrictive policies that are no longer fit-for-purpose or by missed opportunities to use tech to improve customer experience or manage utilities and facilities. Projects should challenge the status quo and pilot new models of high street renewal.

Delegates described policies relating to high street activity as archaic and anti-innovative.

Tips from delegates included:

- Embrace technology where it enhances people's experience of the high street. Opportunities to exploit tech in a retail context – from click and collect to 3D printing – have never been greater.
- Build partnerships with art and design schools to integrate low-cost high-quality design into your project.
- Manage the resistance that great ideas often generate. Dealing with these obstacles can require as much creativity as developing the project itself.

Secure and create open workspace

The London Regeneration Fund is looking to fund projects that seek to create workspace in industries that are poorly served currently – from kitchens for food businesses to scientific labs or social enterprise hubs.

Delegates raised concerns that the planning system was threatening workspaces and their affordability. Less profitable – but often creative and innovative – businesses could be squeezed out as a result.

Delegates' tips included:

- Build on the energy that's already there by working with existing collectives of makers and entrepreneurs.
- Provide a platform for creative but less profitable small businesses through cross-subsidy models and rent holidays.
- Broaden the workspace phenomenon into outer London boroughs and under-served industries like food, fashion and the charity sector to catalyse sustainable growth.
- Blend learning and employability services and enterprise support within co-working spaces.

Intensify places of work

Projects might support 'follow-on' spaces for growing businesses, intensifying the use of areas behind high streets and industrial areas, or aim to increase the productivity of SMEs.

Delegates suggested the following tips:

- Look at those spaces one block back and one floor up from the high street, these are important spaces for a healthy high street
- Create additional workspace by building mezzanine floors in industrial sheds and utilizing railway arches as flexible places of work.
- Run 24/7 workspaces available at different times of the day/week for different enterprises.
- Develop strategies to support SMEs who struggle to achieve economic viability but contribute greatly socially, creatively or environmentally by sharing facilities and making the most of slack space.
- Co-location of different types of workspace can bring great benefits in sharing space but also expertise and services

SUMMARY

The projects presented and ideas explored at Regen Bootcamp reflect London's ambition to generate projects that are creative, innovative, full of ingenuity and entrepreneurship. The LRF represents an opportunity for us to be even bolder to enliven and invigorate our high streets and places of work.

Support for your idea

Help is available from the GLA Regeneration Team. We're organized into area teams who can offer advice and meet with you if you want to talk through your ideas. There is a Regeneration Fund surgery session on 2nd September at City Hall where you can ask questions and talk to the team.

Register here to attend or just drop in:

<http://www.eventbrite.co.uk/e/high-street-network-tickets-18136172781>

There is also plenty of help available from the Specialist Assistance Team so talk to the GLA about using them if you need expert help. There are over a hundred consultants on this panel and they can offer help on topics ranging from project setup, place making, workspace through to markets, cultural curation and data and analysis.

Reminders

The deadline for applications is midday on Friday 2nd October 2015.

The prospectus can be downloaded here:

<https://www.london.gov.uk/priorities/regeneration/high-streets/funding-programmes/london-regeneration-fund>

FAQs can be accessed here:

<http://www.london.gov.uk/priorities/regeneration/high-streets/funding-programmes/london-regeneration-fund/frequently-asked-questions>