

MAYOR OF LONDON

FUNDING BIDS

REGENERATION GUIDE #1

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CONTENTS

3	The purpose of this guide
4	What makes a good project?
4	What is the rationale for the project?
6	Is the project ready for support?
8	How can the project have a lasting impact?
10	Have you looked at all the options?
12	Have you considered wider change afoot?
14	Do you have the resources to make it happen?
16	Have you worked out the budget?
16	Have you worked out the legacy?
18	Making a good application
18	Give yourself time
19	Tell a story
19	Let your argument flow
20	Follow the structure
20	Say it
21	Go figure
24	Bring it together
24	Dot the 'i's and cross the 't's
24	Shine

THE PURPOSE OF THIS GUIDE

This is the first in a series of short guides looking at the development and delivery of regeneration projects in partnership with City Hall. It is intended as a practical guide to help everyone who's considering applying to one of the Mayor's regeneration funding programmes. As much as projects vary in their scope and scale, there are a growing number of people and organisations that make London's regeneration happen. This includes everything from grassroots community groups and traders' associations to business improvement districts, workspace providers, and of course local authorities. Experience will inevitably differ. This guide is an opportunity for us to demystify the bidding process and share good practice.

There isn't a one size fits all approach to get funding for your project, or indeed a guaranteed roadmap to success. Each fund is specific, with its own particular objectives and criteria. Nevertheless from previous regeneration programmes we've learnt that there are some recurrent principles and points to consider when applying for funding.

Above all, you will need a great project and a great application. The rationale behind the proposed activities and their impact are as crucial as the way they're communicated. Even the best project idea will be let down by a poorly crafted bid. And vice versa, even the most sophisticated communication will fall short if all facets of the project itself haven't been well considered. It may be obvious, but it's worth remembering that competition will be strong. That means you need to stand out from the crowd. Don't be afraid to ask: we're happy to chat through your ideas informally at an early stage, and clarify any queries you may have. Our job is to distribute funding to great projects. We're as keen as you to get it right.

We hope that you'll find this guide useful. We'd love to hear your feedback on how it can be improved and any ideas you have on what topics future guides could cover.

WHAT MAKES A GOOD PROJECT?

Before putting together a funding bid, you may find it useful to take a step back from what you're looking to fund, and think about what you want to achieve. We've put together the following questions to ask yourself as a guide of what we (and ultimately the Mayor) will be looking for when we decide whether or not to fund a project. First and foremost:

WHAT IS THE RATIONALE FOR THE PROJECT?

It may be obvious, but there needs to be clear evidence of need and demand for your proposal. Is there a particular market failure you seek to address or an opportunity to grasp? We're keen to understand what the challenges and opportunities are in specific places, and what specific measures you're proposing by way of response. London is made up of many different but cohesive places, each with its own sense of identity as well as clear function and character. We like to see proposals that are rooted in the local place. We don't want to see generic approaches or activities. That doesn't mean we're not interested in seeing ideas that could be scaled up to address issues facing the borough or London as a whole. We know from experience that a project pipeline under constant review and development is most likely to attract funding.

Waltham Forest Council commissioned a fine-grain audit of the local economy in Blackhorse Lane, ensuring that project proposals responded to specific challenges and opportunities in the area. The study uncovered a thriving, but largely hidden, industrial economy that could benefit from support and greater visibility. Investment focused on shed-front, public realm and way-finding improvements that have lifted the public welcome of industrial estates; a new public directory for the industrial businesses; and celebrations of Blackhorse Lane's industry through a billboard campaign.



New signage lifted the public welcome of the area's industrial estates and improved the visibility of businesses within them. Philipp Ebeling, 2014.

IS THE PROJECT READY FOR SUPPORT?

This is really a question of timing and whether you can build on existing or growing momentum. Are the people that will enable the project to happen signed up to it? It's important that the proposals have been discussed and consulted on with all the main partners. This will usually involve colleagues and decision makers within your organisation. For more complex projects, it also usually involves statutory bodies (for example for planning or licensing).

Finally, of course, it involves those that will be affected by the project: local people and the business community. It's important to be clear about who you mean when referring to the local community. Some people are easier to reach out to than others, for example there may be language barriers. It is therefore crucial that you think carefully about how you engage people.

Make sure that your stakeholders' views are documented so that they can help the project develop. Have you addressed any concerns that were raised? Early engagement is really a chance to test ideas and strengthen and refine the project. It's also a great way to raise its profile, build partnerships and identify champions that will support you to make it happen. It may also help you to find extra funding or in kind support. When you apply, be sure to tell us who supports the project.

As part of the plans for the Croydon town centre regeneration, the council engaged extensively through a series of masterplan exercises with the existing resident and business communities. This has ensured that the masterplans and subsequent proposals for the transformation of the public realm have been informed by local knowledge, and that the strengths and issues of the various areas have been understood and addressed at both strategic and detailed level.



↑↑ Consultation event during the Croydon Town Centre masterplanning process. Jim Stephenson, 2013.

↑ Public consultation on proposals for public realm and building front improvements at the Ideas Shop in South End. Jim Stephenson, 2013.

HOW CAN THE PROJECT HAVE A LASTING IMPACT?

We're keen to see that our funding, and that of our partners, isn't just providing a quick fix. We want it to have a sustained impact. We want to support the best of what is already there by potentially attracting further investment and change. For example, you could think about how your project can help catalyse long-term change by affecting a particular policy, or prepare the ground for further tangible change to happen.

Smaller interventions are a great way to pilot a fresh approach that, if successful, can be rolled out more widely in the future. Larger projects may help to boost an area hugely by improving its perception far beyond its boundaries and attracting further investment. By asking 'what next' you can test quickly if and how your project will enable longer term opportunities and nurture aspirations of an area. When you apply, tell us what the long-term vision is, and how this project will help you achieve it.

In the Collective 'pop-up' scheme Camden Council and Camden Town Unlimited identified shop units to improve inside and out with a light-touch approach to give shop fronts a fresh makeover. These changes were purposefully simple yet high impact, meaning they helped improve the overall perception of the high street and attracted long-term tenants to take on these spaces more permanently.



Camden Collective's C/159, a meanwhile use market with co-working space above. Jim Stephenson, 2013.

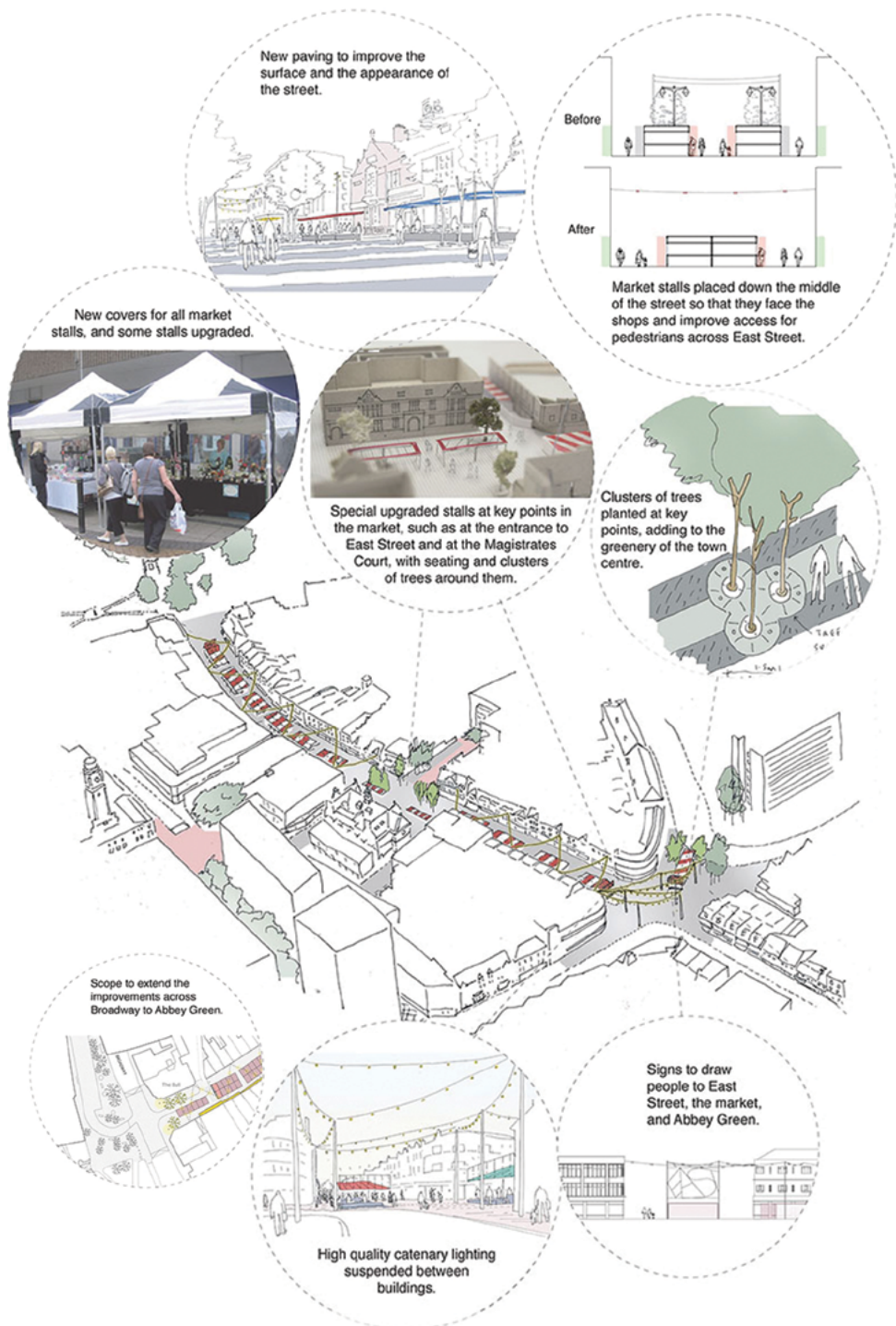
HAVE YOU LOOKED AT ALL THE OPTIONS?

No matter how large or small the package of activities, previous funding rounds have shown that projects were most likely to achieve their objectives and provide value for money when several options had been considered. By looking at several scenarios you can more easily assess if the proposal is impactful; at the right scale; not too risky or contentious; has the support of local people; and can be achieved on time.

There may be more than one way to achieve the result you want. A SWOT analysis (of the strengths, weaknesses, opportunities and threats) is a simple but structured way to evaluate how positive and negative factors will affect variants of your project.

Where projects contain a number of activities, looking at a few options can help you work out if you have the right ingredients and a balanced mix. Again, early engagement with others will help to tease out the issues. Also, a fresh view may suggest other ideas you might not otherwise have thought about.

Designs for East Street Market in Barking and Dagenham, which were funded by round two of the Mayor's Outer London Fund, set out a strategy for discrete 'bite-sized' options for improvements that could be chosen from a menu to suit the level of funding available. With all the options laid out, it was agreed to focus further investment from the Mayor on catenary lighting, rather than paving materials, as the removal of lamp columns would allow the essential reconfiguration of the market. Additionally, low-cost canopy structures are being installed to help activate the space, while repaving will be done in later phases as funding becomes available.



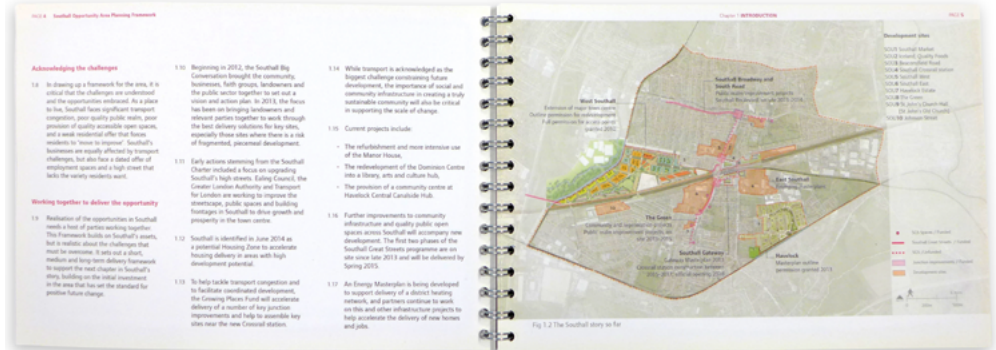
Options for improvement to East Street market.
Drawing by East Architecture, Landscape, Urban Design, 2013.

HAVE YOU CONSIDERED WIDER CHANGE AFOOT?

London is a dynamic city. Its places and economy are constantly changing. Have you considered how your project can withstand or adapt to changing external factors? These could include population trends, a new policy or a new development in the area. This is most relevant for projects with a longer lifetime.

It will be good to establish early on which parts of the project are fixed, and which are flexible. You should also keep track of external influences and potential mitigation measures in a risk register. No matter how small or straightforward a project seems this is essential.

For the Southall Opportunity Area Planning Framework (OAPF) Ealing Council has drawn up a study to make sure that there is a coordinated approach to development of a number of sites around the future Crossrail station. This has led to a successful bid to the London Enterprise Panel, which has allocated Growing Places Funding to deliver transport enhancements and develop land immediately adjacent to the station.



↑↑ Southall OAPF document, 2014.

↑ View from Southall Station towards the high streets, one of a number of key development sites identified within the OAPF. Tim Rettler, 2013.

DO YOU HAVE THE RESOURCES TO MAKE IT HAPPEN?

This is really just a quick reminder to make sure you have a realistic programme and it is broken down into a sensible number of milestones. You should identify the external factors restricting what can be done at particular times. For example street works in the run up to Christmas or certain types of communication during the pre-election period could be limited.

Think about who'll be working on the project and why their skills are particularly relevant. For example, they may have previous experience from similar projects. Will the project manager be able to make the project happen in the time-frame? Allow enough time to procure the right people for the project. There are options depending on the value of works and services, but the quickest procurement route won't necessarily give you the best outcome. The 'extra' time spent in finding the right consultant or contractor might easily be recouped as a result of their positive impact on the project.

The GLA and Transport for London have appointed consultants onto the Architecture, Design and Urbanism Panel to support delivery of the Mayor's regeneration programmes as well as other public sector full and part-funded projects. The panel represents the best of experienced and up-and-coming talent that have proven achievements in relevant fields and are able to work collaboratively with complex stakeholder groups. Benefits of using the panel include time and money savings by pre-qualifying potential suppliers; consistent contractual arrangements; objective, rigorous and fair assessment of suppliers, with emphasis on technical competence; assurance of legal compliance; professional insurance provisions and financial standing; and compliance with EU Procurement Regulations.

ARCHITECTURE, DESIGN AND URBANISM PANEL

- 1 Urban Strategies and Area Plans
- 2 Architecture
- 3 Site Masterplanning and Development Feasibility
- 4 Public Realm and Landscape
- 5 Transport Architecture and Interchange Design
- 6 Underground, Rail and Specialist Infrastructure
- 7 Design Advice and Design Management
- 8 Environmental Design and Sustainability Advice
- 9 Community Engagement and Local Regeneration
- 10 Heritage & Conservation Advice
- 11 Graphic Design and Place-based Marketing
- 12 Interior Design and Space Planning
- 13 Public Art Strategy Advice
- 14 Modelling and Visualisation

The 14 ADUP lots give access to more than 80 consultants.

HAVE YOU WORKED OUT THE BUDGET?

It may sound obvious, but being clear how much money you'll need and how much you're asking for to run your particular project is critical. How much funding can you bring to the table from your own and other sources, including cash as well as in-kind support? Project costs in the early stages can only be estimated – make sure that you build an appropriate contingency for unforeseen events. Important questions about match funding are how secure it is and when it will be available. You'll also need to let us know if you have already secured money from other GLA or TfL programmes. Make sure particular capital and revenue requirements are clear.

HAVE YOU WORKED OUT THE LEGACY?

Lastly, it's important to consider what happens to projects once they've been completed. You should therefore look further ahead to make sure they have a meaningful legacy. What are the long-term arrangements to sustain ongoing activity, as well as maintenance? Many local authorities find it difficult to adopt new public spaces. How will new spaces and structures be maintained on a daily basis and how will they be repaired if damaged? How can you plan for this? Both maintenance and governance need to be considered early on, as they will impact on the suitability of design solutions and what steps you need to take to establish who'll be the long-term champions.

The Eastern Curve Garden in Dalston was created as a multi-functional green space for local residents on a stretch of derelict railway land off the high street. The space is managed by a dedicated group of volunteers who provide day-to-day maintenance as well as a programme of workshops and gardening activities in collaboration with local organisations. An event space can be hired for private functions, providing additional revenue to support the garden.



↑↑ The Eastern Curve Garden in Dalston. Wayne Parker, 2010.

↑ The garden hosts a variety of events which help animate the space and provide additional funds to cover on-going running costs. Wayne Parker, 2010.

MAKING A GOOD APPLICATION

This section will help you make a good application. In order to succeed, you need to make a clear case about how your project meets the fund's criteria. Of course, the Mayor's regeneration programmes share certain priorities - for example boosting the economy. However, each individual funding opportunity is unique. That means we want tailored answers to any questions we ask. Before you apply, please consider if your project meets the criteria.

GIVE YOURSELF TIME

You need to allocate plenty of time and resources to develop an application from an idea, to first draft, final draft and lastly the submission. You shouldn't assume that recycling a previous bid will be enough to get you funding. Previous bids may have much of the information you need, but not necessarily all of it, or with the right narrative. The early stages of writing the application are a good chance to think carefully about the project.

Early on you should think about whether or not your organisation has enough skills in-house to draft the application. You may want to bring in expert support to help you present your proposal in the best way possible. For example, this may be someone to sharpen your business case by providing extra research, or a designer to create visuals like infographics or maps. Depending on the fund you may be able to get modest support from the GLA during the application phase, for example from the Specialist Assistance Team.

You should also work out who needs to input or be consulted on the proposals and application first. This may involve sign-off from within your organisation, endorsements from stakeholders and other partners, and broad support from those who will be affected by the project. In almost all cases it will be essential for the local council to back the project.

TELL A STORY

Have you tried to describe your idea in a short statement? Like the executive summary in a report, or the start of an article, it's important to have a summary statement that sets the scene. This should explain why the project is needed. It should also fit it into the 'bigger picture' (the issues that affect a place, an industry, or London more widely). Finally, it should share what is unique and exemplary about it. Sell your project to us, but please don't exaggerate or use unnecessary jargon. Even if your project ideas are good, unless you introduce your proposal well, it can be hard to assess it.

LET YOUR ARGUMENT FLOW

Try to be logical in describing your project. We need to understand why it's a good idea, how the proposed actions will lead to the suggested results and how it meets the specific needs of the place. In particular, you should think how best to describe the connection between:

- the rationale for the project (market failure, opportunities)
- its aims and objectives (specific to the fund and more widely)
- inputs (funding, match, in-kind contributions, resources)
- activities (specific to the issues to be tackled)
- outputs (what are the direct effects)
- outcomes (the medium to long-term effects of the project).

Be sure to highlight these links in your application. You may want to use a logic chain diagram to clearly show how rationale for the project flows.

FOLLOW THE STRUCTURE

Generally, you should structure your application by following the guidelines of the application form. By making sure that all issues and questions are addressed in the right order, your application will be easily understood and assessed against the stated criteria. A good application is one that allows us to easily and quickly grasp the content. Again, please don't copy and paste from previous bids.

SAY IT

Make sure to use clear, concise and specific language. For example, say "87% of businesses in the town centre fully support the idea to refurbish and reuse the old pub building as a community kitchen" rather than "Many people think something needs to be done to empty buildings".

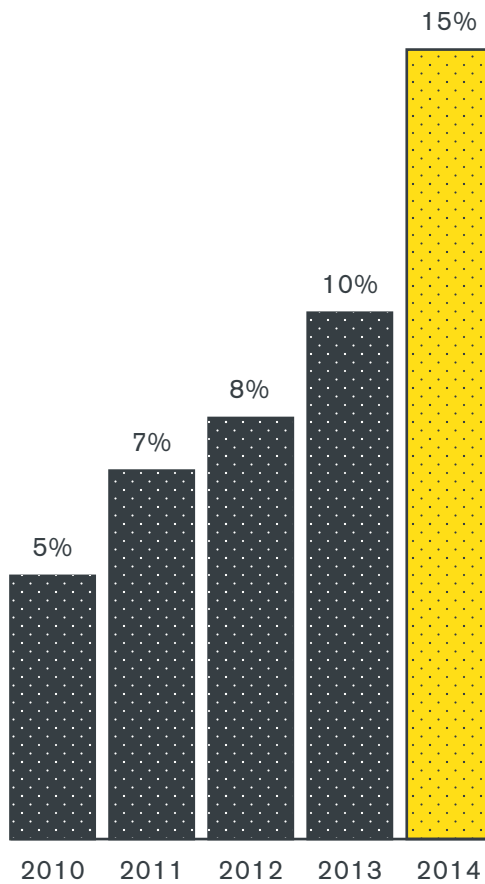
Please avoid repetition, generalisations or unnecessary detail. And please don't copy from the prospectus. It can be useful to put your proposal in context by referring to previous work, for example a baseline or feasibility study, or by quoting a statement of support from a key partner. When you do so, please be succinct and only include information relevant to the point you're making. You may also provide extra material in an appendix or a web link to explain things that are not of central interest to all readers. What you put in the application is what you can be certain assessors will see. Don't rely on lots of lengthy appendices.

GO FIGURE

As well as the written text there are a few very useful ways to illustrate your message and underpin your argument. For example most people find it easier to understand numbers when they're presented graphically, like in well-labelled charts and diagrams, rather than tables or long lists of data. Infographics and illustrations are a very good way to visualise and emphasise important points. Supporting visual material can also include maps or aerial photographs of the urban context; site photographs; urban design diagrams and architectural plans; or flowcharts of proposed activities, like a calendar of community events. Visuals should be carefully placed in relation to, and referenced clearly within, text.

For example, you might write: "D1 uses on the high street have been rising since 2011 (fig. 1)" – and 'figure 1' would then show the details of this gradient. Or "The development of the college on Example Road will enable a better public realm around it edges (Fig. 2)" – with 'figure 2' showing a plan of the proposed building, its site and surroundings.

There are a few things to consider when preparing infographics: use simple fonts and avoid 'graphic clutter' like three-dimensional bar charts. Keep things minimal – anything that doesn't contain information shouldn't be in the infographic. Finally, infographics need to have informative labels and legends. A simple graphic, with a clear title and legend, should be able to stand alone.



**fig. 1 RISING D1 FLOORSPLACE
ON A SAMPLE HIGH STREET**

A simple bar graph showing rising D1 floorspace usage on the high street.

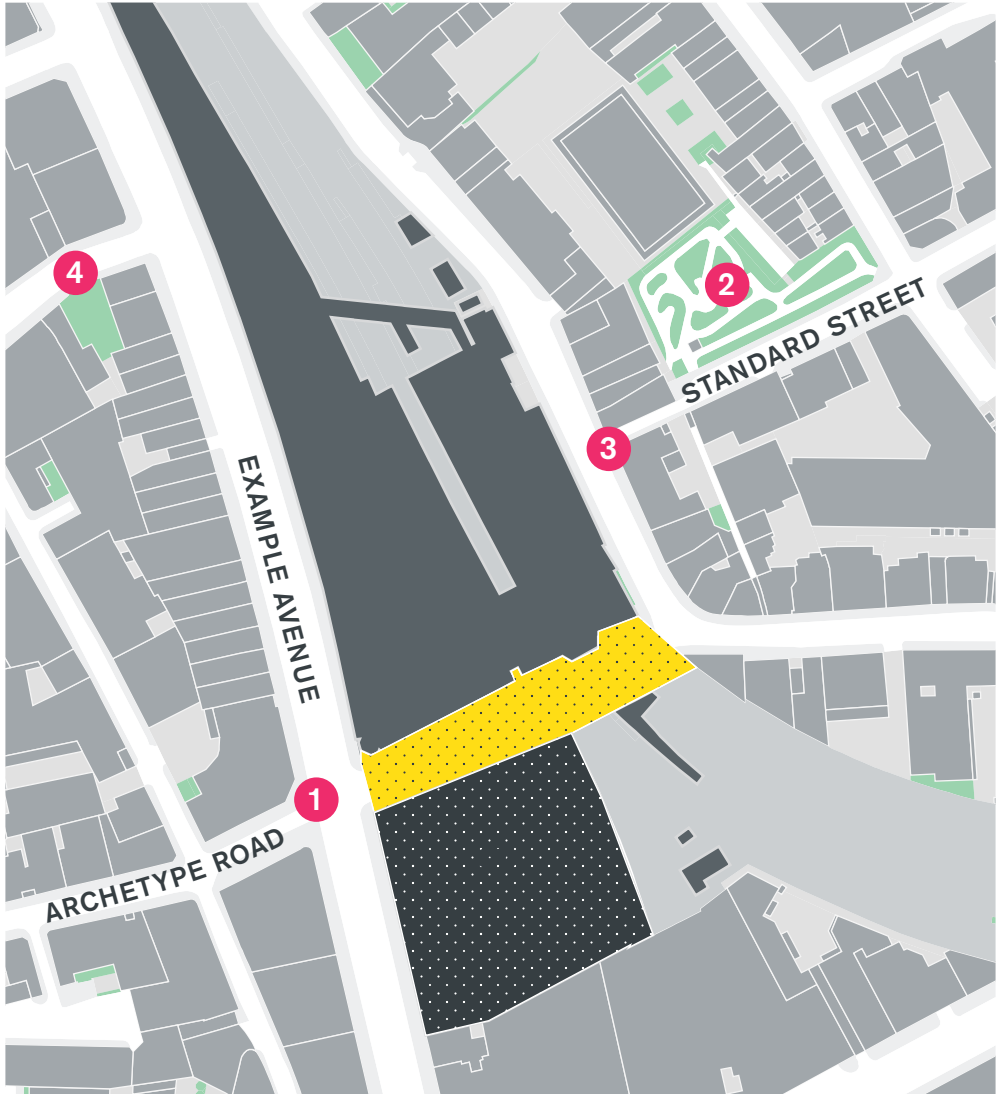









fig. 2 **EXAMPLE PLAN SHOWING INDICATIVE
PUBLIC REALM IMPROVEMENTS**

- | | | | |
|---|----------------------------|---|------------------------|
|  | Proposed station forecourt |  | Improved signage |
|  | Potential development site |  | New park lighting |
|  | Station buildings |  | Decluttering of street |
| | |  | New pocket park |

Simple plan showing location of various public realm improvements. The plan has been produced in a graphic style that is consistent with the graphs, ensuring a more coherent graphic identity.

BRING IT TOGETHER


Text, figures and other illustrations go hand-in-hand. You should ensure that everything is laid out in an easy-to-read accessible way, with clear headings, sub-headings and legends as necessary. When you use visual material, it's important to test that the size works both for reading on screen and on paper. Sometimes you'll need to work in an existing template. In other cases you'll need to set up the document from scratch. Again, there's no need to go over the top. Keep it simple and clean, giving all elements on the page enough space to breathe. Generous margins leave space for readers to add notes.

DOT THE 'I'S AND CROSS THE 'T'S

When you're almost there, give yourself time to check the small but important things. Is the application form signed? Have you answered all the questions and provided everything asked for, or explained why not? None of the information requested should be left blank as this is likely to slow the validation down or even exclude your application from appraisal.


SHINE

The application isn't just about your project - it's about your organisation and delivery partners. Don't assume every reader will know you and your organisation, even if you've worked with us before. The application is a great chance to highlight the attitude you like to bring to projects, track record and achievements. Make sure this is reflected in the narrative. Regeneration is a team effort, and we're keen to understand who we'll be working with to make a great project happen.



**A bid for
The Mayor's High Street Fund 2014**
Supporting Document


The Chrisp Street Exchange
A re-imagined trade exchange
for a regenerating East End
district centre



It's an exciting time for Chrisp Street, Poplar and East London more widely. There are great opportunities to introduce real change to an area which, while emerging, still suffers from underinvestment and low social mobility. How we go about this is key to creating the fully rounded regeneration we need throughout the Capital.


The Chrisp Street Exchange represents an important opportunity to build an enterprise support base and structure embedded in its community in Poplar. One which facilitates the building of a local enterprise culture, exploits the opportunities of the regenerating place and defines its long term identity with an authentic local voice. And, a key opportunity to learn from this—for the other rapidly changing high streets within Tower Hamlets and across London.

We're delighted to submit **The Chrisp Street Exchange** to the Mayor's High Street Fund for consideration.



Yours sincerely,
Steve Stride
Steve Stride
Chief Executive, Poplar HARCA


THE CHRISP STREET EXCHANGE
A re-imagined trade exchange for a regenerating East End district centre



EXCHANGE: SPACE
Modify the physical infrastructure to support an ecosystem of enterprise and progression in and around Chrisp Street

EXCHANGE: KNOWLEDGE
Work with existing businesses and new ventures to build their capacities to proactively shape the experience of Chrisp Street

EXCHANGE: CONNECTIONS
Work with stakeholders to improve the networks for leadership, participation and influence in the area



KEY

<p>EXCHANGE: SPACE</p> <ol style="list-style-type: none"> 1. Conversion of Trussard Hall to Chrisp Street Exchange 2. RIBA Middle of the Market competition 3. White boxing shops & look ups 4. Open Poplar (non-High Street Fund project which offers underused spaces to new and existing businesses) 	<p>EXCHANGE: CAPACITY</p> <ol style="list-style-type: none"> 5. Enterprise growth programme 6. QMUL Geography department 7. ECHO (non-HSF funded) 	<p>EXCHANGE: CONNECTIONS</p> <ol style="list-style-type: none"> 8. Poplar & Bow Enterprise Network 9. Cultural programme 10. Town Team Support & Tracer Engagement (non-HSF funded)
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Poplar HARCA's bid to the Mayor's High Street Fund included maps, drawings, and simple graphics to help illustrate their proposal. The document has a coherent narrative and graphic identity, giving greater clarity to the bid.

OTHER FORMATS AND LANGUAGES

For a large print, Braille, disc, sign language video or audio-tape version of this document, please contact us at the address below:

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You will need to supply your name, your postal address and state the format and title of the publication you require. If you would like a summary of this document in your language, please phone the number or contact us at the address above.

Chinese

如果需要您母語版本的此文件，
請致電以下號碼或與下列地址聯絡

Vietnamese

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

Greek

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

Turkish

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

Punjabi

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

Hindi

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

Bengali

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

Urdu

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

Arabic

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

Gujurati

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

