

AGENDA

Meeting **Regeneration Committee**

Date **Thursday 2 July 2015**

Time **2.00 pm**

Place **Committee Room 5, City Hall, The
Queen's Walk, London, SE1 2AA**

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Members of the Committee

Gareth Bacon AM (Chairman)

Andrew Dismore AM

Navin Shah AM (Deputy Chair)

Len Duvall AM

James Cleverly AM MP

A meeting of the Committee has been called by the Chairman of the Committee to deal with the business listed below.

Mark Roberts, Executive Director of Secretariat
Wednesday 24 June 2015

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Joanna Brown/Teresa Young, Senior Committee Officers; Telephone: 020 7983 6559; email: joanna.brown@london.gov.uk / teresa.young@london.gov.uk

For media enquiries please contact Lisa Lam, External Relations Officer; Telephone: 020 7983 4067. If you have any questions about individual items please contact the author whose details are at the end of the report.

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Certificate Number: FS 80233

**Agenda
Regeneration Committee
Thursday 2 July 2015**

1 Apologies for Absence and Chairman's Announcements

To receive any apologies for absence and any announcements from the Chairman.

2 Declarations of Interests (Pages 1 - 4)

Report of the Executive Director of Secretariat.

Contact: Joanna Brown, joanna.brown@london.gov.uk and Teresa Young, teresa.young@london.gov.uk 020 7983 6559

The Committee is recommended to:

- (a) Note the list of offices held by Assembly Members, as set out in the table at Agenda Item 2, as disclosable pecuniary interests;**
- (b) Note the declaration by any Member(s) of any disclosable pecuniary interests in specific items listed on the agenda and the necessary action taken by the Member(s) regarding withdrawal following such declaration(s); and**
- (c) Note the declaration by any Member(s) of any other interests deemed to be relevant (including any interests arising from gifts and hospitality received which are not at the time of the meeting reflected on the Authority's register of gifts and hospitality, and noting also the advice from the GLA's Monitoring Officer set out at Agenda Item 2) and to note any necessary action taken by the Member(s) following such declaration(s).**

3 Membership of the Committee

The Committee is recommended to note the membership and chairing arrangements for the Committee as agreed by the London Assembly at its Annual Meeting on 13 May 2015, as follows:

**Gareth Bacon AM (Chairman)
Navin Shah AM (Deputy Chair)
James Cleverly AM MP**

**Andrew Dismore AM
Len Duvall AM**

4 Terms of Reference

The Committee is recommended to note its terms of reference, as agreed by the London Assembly at its Annual Meeting on 13 May 2015, as follows:

1. **To examine and report from time to time on –**
 - **matters of importance to Greater London; and**
 - **the strategies, policies and actions of the Mayor and Functional Bodies as they impact on the regeneration of Greater London.**
2. **To provide lead oversight for the London Assembly of the policies, decisions and actions of any Mayoral Development Corporation.**
3. **To respond on behalf of the Assembly to consultations and similar processes when within its terms of reference.**
4. **To take into account in its deliberations the cross cutting themes of: the health of persons in Greater London; the achievement of sustainable development in the United Kingdom; climate change; and the promotion of opportunity.**

5 Standing Delegation

The Committee is recommended to confirm the following delegation of authority to the Chairman of the Committee as agreed by the London Assembly at its Annual Meeting on 13 May 2015, as follows:

That a general authority be delegated to the Chair, following consultation with the lead Members of the Party Groups on the Committee, to respond on the Committee's behalf where it is consulted on issues by organisations and there is insufficient time to consider the consultation at a committee meeting.

6 Minutes (Pages 5 - 46)

The Committee is recommended to confirm the minutes of the meetings of the Committee held on 10 March and 25 March 2015 to be signed by the Chairman as correct records.

The appendix to the minutes set out on pages 9 to 41 is attached for Members and officers only but is available from the following area of the GLA's website:

<http://www.london.gov.uk/mayor-assembly/london-assembly/regeneration-committee>

7 Summary List of Actions (Pages 47 - 58)

Report of the Executive Director of Secretariat

Contact: Joanna Brown, joanna.brown@london.gov.uk and Teresa Young, teresa.young@london.gov.uk 020 7983 6559

The Committee is recommended to note the completed and outstanding actions arising from previous meetings of the Committee.

8 Action Taken Under Delegated Authority (Pages 59 - 66)

Report of the Executive Director of Secretariat

Contact: Joanna Brown, joanna.brown@london.gov.uk and Teresa Young, teresa.young@london.gov.uk 020 7983 6559

The Committee is recommended to note the recent action taken by the Chairman, Gareth Bacon AM, under delegated authority, namely to agree the form and approve the content of any output arising from the Committee's work on the Royal Dock in consultation with the Deputy Chair and other Members (attached at Appendix 1 to the report).

9 Transport-led Regeneration (Pages 67 - 84)

Report of the Executive Director of Secretariat

Contact: Jo Sloman; jo.sloman@london.gov.uk; 020 7983 4942

The Committee is recommended to:

- (a) Approve the terms of reference and scope for its investigation of transport-led regeneration, as set out in paragraphs 4.1 and 4.2 of the report;**
- (b) Note the report as background to a discussion with invited guests regarding transport-led regeneration, and note the discussion; and**
- (c) Note the summary of the site visit to Vauxhall Nine Elms and Battersea on 2 June 2015 to support the investigation (attached at Appendix 2 to the report).**

10 Response to The Regeneration Game Report (Pages 85 - 92)

Report of the Executive Director of Secretariat

Contact: Jo Sloman; jo.sloman@london.gov.uk; 020 7983 4942

The Committee is recommended to:

- (a) Note the response from the Mayor to its report *The Regeneration Game*; and**
- (b) Delegate authority to the Chairman, in consultation with the Deputy Chair, to write to the Mayor to request a more detailed response to the Committee's recommendations.**

11 Regeneration Committee Work Programme (Pages 93 - 96)

Report of the Executive Director of Secretariat

Contact: Jo Sloman; jo.sloman@london.gov.uk; 020 7983 4942

The Committee is recommended to:

- (a) Note its initial work programme for the 2015/16 Assembly year.**
- (b) Delegate authority to the Chairman, in consultation with the Deputy Chair and other Members of the Committee, to agree the scope and terms of reference for an investigation into Business Improvement Districts.**

12 Date of Next Meeting

The next meeting of the Regeneration Committee is scheduled for Wednesday, 2 September 2015 at 2pm in Committee Room 5, City Hall.

13 Any Other Business the Chairman Considers Urgent

Subject: Declarations of Interests

Report to: Regeneration Committee

Report of: Executive Director of Secretariat

Date: 2 July 2015

This report will be considered in public

1. Summary

- 1.1 This report sets out details of offices held by Assembly Members for noting as disclosable pecuniary interests and requires additional relevant declarations relating to disclosable pecuniary interests, and gifts and hospitality to be made.

2. Recommendations

- 2.1 **That the list of offices held by Assembly Members, as set out in the table below, be noted as disclosable pecuniary interests¹;**
- 2.2 **That the declaration by any Member(s) of any disclosable pecuniary interests in specific items listed on the agenda and the necessary action taken by the Member(s) regarding withdrawal following such declaration(s) be noted; and**
- 2.3 **That the declaration by any Member(s) of any other interests deemed to be relevant (including any interests arising from gifts and hospitality received which are not at the time of the meeting reflected on the Authority's register of gifts and hospitality, and noting also the advice from the GLA's Monitoring Officer set out at below) and any necessary action taken by the Member(s) following such declaration(s) be noted.**

3. Issues for Consideration

- 3.1 Relevant offices held by Assembly Members are listed in the table overleaf:

¹ The Monitoring Officer advises that: Paragraph 10 of the Code of Conduct will only preclude a Member from participating in any matter to be considered or being considered at, for example, a meeting of the Assembly, where the Member has a direct Disclosable Pecuniary Interest in that particular matter. The effect of this is that the 'matter to be considered, or being considered' must be about the Member's interest. So, by way of example, if an Assembly Member is also a councillor of London Borough X, that Assembly Member will be precluded from participating in an Assembly meeting where the Assembly is to consider a matter about the Member's role / employment as a councillor of London Borough X; the Member will not be precluded from participating in a meeting where the Assembly is to consider a matter about an activity or decision of London Borough X.

Member	Interest
Tony Arbour AM	Member, LFEPA; Member, LB Richmond
Jennette Arnold OBE AM	Committee of the Regions
Gareth Bacon AM	Chairman of LFEPA; Chairman of the London Local Resilience Forum; Member, LB Bexley
John Biggs AM	Mayor of Tower Hamlets (LB)
Andrew Boff AM	Member, LFEPA; Congress of Local and Regional Authorities (Council of Europe)
Victoria Borwick AM MP	Member of Parliament; Member, Royal Borough of Kensington & Chelsea
James Cleverly AM MP	Member of Parliament
Tom Copley AM	Member, LFEPA
Andrew Dismore AM	Member, LFEPA
Len Duvall AM	
Roger Evans AM	Deputy Mayor; Committee of the Regions; Trust for London (Trustee)
Nicky Gavron AM	
Darren Johnson AM	Member, LFEPA
Jenny Jones AM	Member, House of Lords
Stephen Knight AM	Member, LFEPA; Member, LB Richmond
Kit Malthouse AM MP	Member of Parliament
Joanne McCartney AM	
Steve O'Connell AM	Member, LB Croydon; MOPAC Non-Executive Adviser for Neighbourhoods
Caroline Pidgeon MBE AM	
Murad Qureshi AM	Congress of Local and Regional Authorities (Council of Europe)
Dr Onkar Sahota AM	
Navin Shah AM	
Valerie Shawcross CBE AM	
Richard Tracey AM	Chairman of the London Waste and Recycling Board; Mayor's Ambassador for River Transport
Fiona Twycross AM	Member, LFEPA

[Note: LB - London Borough; LFEPA - London Fire and Emergency Planning Authority; MOPAC – Mayor's Office for Policing and Crime]

3.2 Paragraph 10 of the GLA's Code of Conduct, which reflects the relevant provisions of the Localism Act 2011, provides that:

- where an Assembly Member has a Disclosable Pecuniary Interest in any matter to be considered or being considered or at
 - (i) a meeting of the Assembly and any of its committees or sub-committees; or
 - (ii) any formal meeting held by the Mayor in connection with the exercise of the Authority's functions
- they must disclose that interest to the meeting (or, if it is a sensitive interest, disclose the fact that they have a sensitive interest to the meeting); and
- must not (i) participate, or participate any further, in any discussion of the matter at the meeting; or (ii) participate in any vote, or further vote, taken on the matter at the meeting

UNLESS

- they have obtained a dispensation from the GLA's Monitoring Officer (in accordance with section 2 of the Procedure for registration and declarations of interests, gifts and hospitality – Appendix 5 to the Code).

- 3.3 Failure to comply with the above requirements, without reasonable excuse, is a criminal offence; as is knowingly or recklessly providing information about your interests that is false or misleading.
- 3.4 In addition, the Monitoring Officer has advised Assembly Members to continue to apply the test that was previously applied to help determine whether a pecuniary / prejudicial interest was arising - namely, that Members rely on a reasonable estimation of whether a member of the public, with knowledge of the relevant facts, could, with justification, regard the matter as so significant that it would be likely to prejudice the Member's judgement of the public interest.
- 3.5 Members should then exercise their judgement as to whether or not, in view of their interests and the interests of others close to them, they should participate in any given discussions and/or decisions business of within and by the GLA. It remains the responsibility of individual Members to make further declarations about their actual or apparent interests at formal meetings noting also that a Member's failure to disclose relevant interest(s) has become a potential criminal offence.
- 3.6 Members are also required, where considering a matter which relates to or is likely to affect a person from whom they have received a gift or hospitality with an estimated value of at least £25 within the previous three years or from the date of election to the London Assembly, whichever is the later, to disclose the existence and nature of that interest at any meeting of the Authority which they attend at which that business is considered.
- 3.7 The obligation to declare any gift or hospitality at a meeting is discharged, subject to the proviso set out below, by registering gifts and hospitality received on the Authority's on-line database. The on-line database may be viewed here:
<http://www.london.gov.uk/mayor-assembly/gifts-and-hospitality>.
- 3.8 If any gift or hospitality received by a Member is not set out on the on-line database at the time of the meeting, and under consideration is a matter which relates to or is likely to affect a person from whom a Member has received a gift or hospitality with an estimated value of at least £25, Members are asked to disclose these at the meeting, either at the declarations of interest agenda item or when the interest becomes apparent.
- 3.9 It is for Members to decide, in light of the particular circumstances, whether their receipt of a gift or hospitality, could, on a reasonable estimation of a member of the public with knowledge of the relevant facts, with justification, be regarded as so significant that it would be likely to prejudice the Member's judgement of the public interest. Where receipt of a gift or hospitality could be so regarded, the Member must exercise their judgement as to whether or not, they should participate in any given discussions and/or decisions business of within and by the GLA.

4. Legal Implications

- 4.1 The legal implications are as set out in the body of this report.

5. Financial Implications

- 5.1 There are no financial implications arising directly from this report.

Local Government (Access to Information) Act 1985

List of Background Papers: None

Contact Officer: Joanna Brown / Teresa Young, Senior Committee Officers

Telephone: 020 7983 6559

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MINUTES

Meeting: Regeneration Committee
Date: Tuesday 10 March 2015
Time: 10.00 am
Place: Committee Room 5, City Hall, The Queen's Walk, London, SE1 2AA

Copies of the minutes may be found at:

<http://www.london.gov.uk/mayor-assembly/london-assembly/regeneration>

Present:

Gareth Bacon AM (Chairman)
Navin Shah AM (Deputy Chair)
James Cleverly AM
Murad Qureshi AM

1 Apologies for Absence and Chairman's Announcements (Item 1)

1.1 An apology for absence was received from Len Duvall AM.

2 Declarations of Interests (Item 2)

2.1 **Resolved:**

- (a) **That the list of offices held by Assembly Members, as set out in the table at Item 2 be noted as disclosable pecuniary interests; and**
- (b) **That Navin Shah AM's (Deputy Chair) declaration that Niraj Dattani was a colleague, in his capacity as a councillor in the London Borough of Harrow, be noted additionally as a non-pecuniary interest in relation to Agenda Item 5 (High Street Regeneration).**

3 Minutes (Item 3)

3.1 Resolved:

That the minutes for the meeting of the Regeneration Committee held on 5 February 2015 be signed by the Chairman as a correct record.

4 Summary List of Actions (Item 4)

4.1 The Committee received the report of the Executive Director of Secretariat.

4.2 Resolved:

That the completed and outstanding actions arising from previous meetings of the Committee be noted.

5 High Street Regeneration (Item 5)

5.1 The Committee received the report of the Executive Director of Secretariat as background to putting questions to the following guests:

- Niraj Dattani, Senior Partnership Manager, Spacehive;
- Debbie Jackson, Assistant Director, Regeneration, GLA;
- Ojay McDonald, Policy Manager, Association of Town and City Management;
- Chris Paddock, Director, Regeneris; and
- Simon Pitkeathley, Chief Executive, Camden Town Unlimited.

5.2 The Chairman welcomed the guests to the meeting.

5.3 A transcript of the discussion is attached at **Appendix 1**.

5.4 During the discussion about the Mayor's Regeneration Fund (MRF) the Assistant Director of Regeneration (GLA) agreed to give the Committee, in writing, a project by project analysis for those MRF projects expecting further slippage.

5.5 Resolved:

That the report and discussion with invited guests regarding the Mayor's regeneration funds, be noted.

6 Regeneration Committee Work Programme (Item 6)

6.1 The Committee received the report of the Executive Director of Secretariat.

6.2 **Resolved:**

- (a) That the record of its work in 2014/15, be noted;**
- (b) That the Committee's initial priorities for its work programme in 2015/16, be noted;**
- (c) That the summary of the site visit to Smithfield Market on 3 February 2015, as attached at Appendix 1 to the report, be noted; and**
- (d) That an additional meeting of the Regeneration Committee on the rising of the Assembly (Mayor's Question Time) meeting on Wednesday, 25 March 2015 to consider its report on stadium-led regeneration, be agreed.**

7 Date of Next Meeting (Item 7)

7.1 As agreed in Minute 6.2 (d) above, the next meeting of the Committee would be held on Wednesday, 25 March 2015 on the rising of the London Assembly (Mayor's Question Time) meeting.

8 Any Other Business the Chairman Considers Urgent (Item 8)

8.1 There was no other business the Chairman considered urgent.

9 Close of Meeting

9.1 The meeting ended at 12.03pm.

Chair

Date

Contact Officer: Joanna Brown/Teresa Young, Senior Committee Officers;
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teresa.young@london.gov.uk

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Regeneration Committee – 10 March 2015

Transcript of Agenda Item 5 – High Street Regeneration

Gareth Bacon AM (Chairman): The main item of business today, is on high street regeneration. Can I welcome our guests to the meeting? Niraj Dattani, is the Senior Partnership Manager at Spacehive. Debbie Jackson, is the Assistant Director of Regeneration. Ojay McDonald, Policy Manager of the Association of Town and City Management (ATCM), welcome. Chris Paddock, Director of Regeneris, welcome. Simon Pitkeathley, who is the Chief Executive of Camden Town Unlimited, Welcome, all of you. Thank you very much indeed for coming along.

The first question today is going to be directed at you, Ojay, and it is regarding high street vacancies. Over the last few years, high street vacancies have been fairly static but have gone up slightly, despite London's booming economy and the interventions of the Mayor in other areas. Why do you think that high street vacancies have been going up?

Ojay McDonald (Policy Manager, Association of Town and City Management): There are a lot of different issues that impact on town centres and it is actually quite complicated sometimes to separate out what all those issues are. There are certain things: say changes in demographics; maybe growth in the residential population in some areas, maybe a slight decline in others; changes in the way people are using the town centres. We all know about the impact of digital technology and online technology. These can all impact the different towns in different ways depending on the local dynamics. Sometimes it is difficult to have a set list and say, "This has definitely impacted town centres across the board".

However, there are two particular issues that are key to me at the moment, which do deserve to be flagged up as having an almost universal impact on town centres. The first really big challenge we have, which we are grappling with across the country and in the next couple of years will be a significant problem on London's high streets, is that we have a very outdated tax system. I do not know how much you know about the way business rates work, but effectively the revenue take for the Treasury from business rates nationally is always revenue-neutral. A business will pay based on its rental value at each valuation. That rental valuation will change the business's liability, but it will only change in relation to how other businesses using commercial property are performing. That was fine 30 or 40 years ago. It was brought in by Margaret Thatcher [former Prime Minister] and then, under that current system, it worked fine. However, we have had a complete change in business practices. We have digital technology. We have online technology now. Whereas before, if you wanted to trade you had to certainly engage in the high street and this revenue-neutral system would work, now you do not need to rely on commercial property to be able to trade.

What we are finding is that rental values are pretty much going down across the country, with maybe the exception of small areas and possibly outer¹ London and that is it. What a lot of businesses are finding at each revaluation is that their rental value is going down but their rates can still go up because this system has to be revenue-neutral. The problem for London is that I suspect rental values across London have not had the same downward pressure on them as has been the case across the rest of the country. In places like Stockport, we have seen around a 30% decrease in rental value.

¹ Following the meeting Mr McDonald clarified that the reference was to West London and not outer London.

When the next revaluation comes around in the next couple of years, we could see significant hikes in the business rates that a lot of even small businesses will have to pay and that is a significant challenge, which I am concerned about. For a lot of businesses, the figures just do not work anymore. Those costs are going up. Meanwhile, people are having the option to shop elsewhere. Therefore, there is a downward pressure on their income and an increase in their expenditure. It is not just small businesses; it is large businesses as well. The number of big names we have seen leave the high street - and some going out of business altogether - is incredible.

On top of that as well, we also have issues with corporation tax and being able to capture tax revenue from digitally-based businesses. In many cases, what you will find is that some of these businesses are in competition with the businesses on the high street. Not only are these businesses on the high street paying more in terms of their tax, but they are paying to subsidise some of their competitors, which really in the long term will only ever go one way. That is one issue.

The second issue is one of the reasons why the Association of Town and City Management (ATCM) was formed just over 20 years ago and that is, in the town centre, there is no natural management and there is no natural governance body. I noticed in one of the reports to do with the Mayor's Regeneration Fund (MRF) and there was concern that those necessary governance and leadership structures need to be in place to make sure the funds are spent well, used well and have maximum value. I would go so far as to say that if you want town centres to be able to evolve in the future and if you want them to meet the needs and the challenges they have, which may be local or may be global but they affect that local place, then they need to be well managed and they need to be well governed. There is no natural management capacity for town centres and high streets. Local authorities had taken on a lot of the management of high streets previously, traditionally, almost by default. However, when you consider all the different stakeholders that have a vested interest in high streets - residents, different elements of those local authorities, property owners, business occupiers - we need to be making sure we are bringing these partners together and working in a cohesive, co-ordinated way to make sure these places are well managed and that brings in the additional investment, which is necessary.

We have made a lot of progress over the years. We have Business Improvement Districts (BIDs), which are incredibly successful and really have so much more they can do if we continue to nurture them. We are working with central Government at the moment to see how we can evolve BIDs, including bringing property owners in, maybe lengthening the term between ballots and looking at what other powers they can take on. We need to continue to look at other forms - and we have had the Town Teams programme - of partnership that we can work and build to make sure we manage those town centres. However, I would say that it is a necessity that every town centre is well managed and has co-ordinated activity that can help it to evolve and deal with some of those local challenges.

Gareth Bacon AM (Chairman): In a nutshell, you think that high streets are struggling in some cases because of lack of collective leadership or lack of proper leadership and because of the outdated tax system?

Ojay McDonald (Policy Manager, Association of Town and City Management): They are probably the two main challenges. Thankfully, today, some town centres are relatively well managed. Not all town centres are. There are some that do get left behind.

Gareth Bacon AM (Chairman): I am going to throw that open to the rest of the guests at the moment, but I want to ask Debbie a quick question first. What were the Mayor's primary objectives with his involvement in high streets so far?

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): There are two main reasons why the Mayor has prioritised high streets. The first one has been there throughout the programme, and the second one is perhaps emerging and growing in importance.

The first reason we invest in high streets is because of their importance to London's economy. We know from research carried out previously - and we are hoping to refresh this research - that outside the Central Activities Zone (CAZ) over half of London's jobs exist in high streets and town centres. That is far from just retail. Retail is only part of that mix. There is a variety of different places of work in town centres. In order to sustain that important tapestry of jobs in London, we have high street programmes to support the growth and vitality of high street and town centre locations. That is the first overriding objective and rationale for investing in high streets.

The second one that I mentioned that is growing in importance is the role of London's high streets in terms of London's liveability. We all know and I am sure you have debated at this Committee the challenge of growth in London. We have more residents than since 1939 and, therefore, we need places that people want to live. Part of the challenge is obviously building homes, but another part of the challenge is having places that people want to live. This is where I flip into total anecdote but my view and our view is that a large part of people's rationale for choosing where they want to live is the quality of their local town centres, places they can shop, visit, meet friends and work. Therefore, they are an important contributor to the liveability of London and they support the growth agenda as well.

Gareth Bacon AM (Chairman): I am going to throw it open to the rest of the guests after both the contributions we have just had so far and what your thoughts are on that. Can I start with you, Simon?

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): I suppose I would pick up, inevitably, on Ojay's [McDonald] point about BIDs. As we see the public sector retreat necessarily because of everything that is happening there, finding ways of empowering local leaders to do stuff in places like high streets is really important. BIDs are a great mechanism for that. They are not particularly well understood. Lots of people see them purely as janitorial with a little too much in the way of hanging baskets and stuff like that.

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): You are obsessed with hanging baskets!

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): I am. I hate them with a passion.

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): A meeting is not complete without Simon having a rant about hanging baskets.

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): Don't start with me. I was trying to move on.

James Cleverly AM: I am with Simon on hanging baskets.

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): I am with him. Don't get me wrong.

Ojay McDonald (Policy Manager, Association of Town and City Management): He has started me on it as well now. I keep mentioning it.

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): Anyway, it is what they represent. They represent shallow, narrow thinking of how we can do things within high streets. What BIDs offer is a group of people, both business leaders and the officers that they hopefully employ, who can spend their time trying to think about and articulate visions for an area that are peculiar to that locality and, hopefully, are imaginative and deliver real economic regeneration. If they do not, they will fail and go away. It is right and appropriate that that should happen.

There are two sides to this equation. One is that the public policy community needs to better understand the opportunities of BIDs and what they can really do. Also, the BID community needs to be challenged to be more innovative and to move on from the hanging baskets. I could talk all day about that, but I will not. Those were my initial thoughts.

Gareth Bacon AM (Chairman): Thank you. Chris, did you have a view?

Chris Paddock (Director, Regeneris): Yes. To reflect on Ojay's [McDonald] first point, it is very important, the tax and rates system. For that reason, my reflection working on town centre projects all over the country is that there is an increasing level of uncertainty within the retail sector and the advice that retail experts are able to give us is increasingly underwritten by a level of uncertainty, which is a challenge in making policy in relation to high streets. I would really just back up exactly what Ojay just said.

In terms of Debbie's [Jackson] point on the more diverse role of high streets in the evolution of London, again, a reflection on other work that we are doing in London's town centres is that the role of the high street and the town centre in particular is becoming more and more important. Areas such as Whitechapel and Brixton, where we are working, are under a lot of positive pressure but also the pressure of populations adapting to the change in the economic opportunities in those areas. The town centre remains the place that people come together and the place that you can capture and get at, if you like, these people. The evolving role of diverse town centres in London, I agree absolutely, is highly important.

Niraj Dattani (Senior Partnership Manager, Spacehive): That was all very interesting. Just in my opinion, in the past the focus has been too much of a retail focus in terms of improving the high street. That has changed in the past few years. Whether it has gone far enough, I am not sure. However, from our perspective, we think there is lots of creativity out there in the country, especially in London, from people and from organisations. If you can get them contributing to the high street, then that would make the high street better.

Coming back to the point about being retail-focused, whether or not that is still the case in the efforts that are going on, the brand of the high street is still very much retail-dominated. If you are trying to get people to contribute to the high street, they are going to be thinking about, "How can I contribute to this retail place?" If you turn the high street into something different and people understand that, then they can contribute in different ways. That would just be my take on it.

Gareth Bacon AM (Chairman): We heard earlier from Debbie [Jackson] about why the Mayor has been focusing on high streets in terms of their funding. I am going to ask everyone except for Debbie for their

views as to what they feel the Mayor's interventions have achieved. Is the Mayor on the right track in terms of the interventions so far? We will start at the other end with Simon again.

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): We have done quite a lot with a fund that was co-funded with the MRF, the BIDs and the local authority. Sorry, I am going to quote a few statistics at you. Over nearly two years now, we have managed to achieve 118 new jobs, 84 new business starts, 49 people supported into self-employment, 55 businesses staying beyond 12 months, 162 pop-up work placements and 148 different shop tenants in our pop-up scheme.

What that collectively does is to aggregate an awful lot of activity around our high street and that for me is the really important part of this. The more we find that we bring people who are interested in doing creative stuff together, the more stuff pops out of that. I do not just mean pop-up shops; I mean things like co-localities and accelerators to help those businesses grow, things like work placements and things like links to local charities. They all start to come out of that aggregation the more you push things together.

The challenge now is to try to take that kind of learning and see where else you can take it. The point that Debbie [Jackson] was making there about trying to use high streets as a focus for the solutions for things like housing is really important and interesting as well. We all know the difficulties with height and density in terms of developments, but if you cannot achieve that in a high street, where can you achieve it? They are areas where you are much more likely to get lower levels of resistance and therefore more opportunity to increase the live/work environment and thereby make your high streets more interesting places to be for all kinds of people. BIDs can play a role in that, but the Mayor's interventions have been very useful in trying to scope out some of the potential of that. The challenge now is how we push that further and farther.

Chris Paddock (Director, Regeneris): We have done lots of different evaluations of the Outer London Fund (OLF), the MRF and the Portas pilots. We have been working through individual authorities on their town centre interventions as well.

Generally, it is very positive. I would applaud officers and the Mayor for taking such a broad approach on high streets. Often, elsewhere the approach is a little more light-touch and it tends to default to existing organisations and norms. This has been a challenging programme that has led people to innovate and the feedback that we get from speaking to them is that the experience is broadly positive.

From a technical evaluation point of view - and I know this is a later question - it is difficult for me to say, "For every pound you have invested, you have had this much back", because they are longer-term interventions and the real benefit of all of this is going to be felt over the next 10, 15 or 20 years. It is difficult to say, "Pound for pound, great", but the word on the street is generally positive.

It is not universally positive. There are people who will have a short-term disadvantage - a business seeing the street dug up outside its premises and that sort of thing - and that has come through within the findings as well. There are other areas where the investments generally could probably do more and we have said this in our recommendations in our reports. Actually reaching the hardest-to-reach and those furthest from the labour market and bringing them back into the town centres where they can participate in the opportunity is an area where more could be done, but that is well known to officers and they are acting upon that as well. It is generally positive.

Gareth Bacon AM (Chairman): Good. Generally positive. I am going to come to Ojay now because you do not have any skin in this particular game in terms of working for the Mayor's Office and so I am looking for an objective overview. Then I have a couple of Members who want to ask follow-up questions.

Ojay McDonald (Policy Manager, Association of Town and City Management): You will have to excuse my limited knowledge because we cover the whole of the United Kingdom (UK). We have had some engagement in the funds that have taken place through our members, such as Simon [Pitkeathley].

From what we hear, generally things have been positive in terms of the way the funds have been allocated and the fact that there has been such a big focus on helping to regenerate high streets. There was that short input of cash following the riots in 2011 but the fact that that has been followed up with some efforts to get off the ground longer-term schemes, which have been backed up by investment, has generally been seen as very positive. We are quite thankful for that.

As Simon [Pitkeathley] said, one of the challenges for us is to try to get the learnings we can from that, not just the basic figures and statistics in terms of jobs created and jobs retained, but also some of the longer-term benefits in terms of maybe wellbeing, better places to live, places which are more desirable to live because of improvements in town centres, things like governance and leadership structures that may have sprung up as a result and learning from those, not just for the sake of London but also for other areas where some of these schemes may be replicated with a bit of investment as well across the UK. Yes, all in all, from what I have heard, it is positive.

Navin Shah AM (Deputy Chair): It is very interesting to hear your viewpoints on high street regeneration. The Mayor has policies in the London Plan in terms of all the regeneration for town centres. We have opportunity areas as well as intensification areas, which pull together policies and strategies to regenerate maybe jobs, housing and so on.

Do you reckon that there is scope for similar intervention or a policy strategic approach for high streets? Whether it is inner London or particularly outer London areas, high streets are part of the social fabric, involving communities. Older communities or the younger generation, etc, are not very mobile at the best of times and those high street shops, for the reasons that have been described, are almost dying on their feet. We looked at whether or not high streets need reinventing themselves, given the pressures, etc. We have talked about that. However, I do not take away anything in terms of benefits from regeneration funds that we have been talking about, whether it is the MRF or the OLF and so on. Do you reckon that at that level a strategy to deal with high streets would be helpful?

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): I will just kick off with a bit of landscape-setting. In September last year, the planners launched the Town Centres Supplementary Planning Guidance (SPG) that is intended to unpack London policy for high streets and give a more detailed set of policy on high streets. Preceding that, we did some work together with the planners on a study called Accommodating Growth in Town Centres, which looked at the tension, if you like, between housing growth and town centres, taking into account other pressures on town centres such as online retailing and things like that. What the Town Centre SPG attempts to do is to navigate a path between all of those challenges and support ongoing vibrant town centres that can also be within a process of change and housing growth.

When you read the policies and when you look at what is coming out of City Hall on this, that tension is felt most keenly in the mid-range town centres. The local parades where you get your milk can be sustained and

the large town centres - Croydon, central London and things like that - can be sustained. The real challenge is in the middle range. Those are the town centres that the Town Centres SPG is suggesting could experience some more fundamental change to sustain them and also to accommodate growth as well. These policies are now there, but with a view to navigating the path between the challenges while still sustaining the town centres and the important role of the town centres.

Ojay McDonald (Policy Manager, Association of Town and City Management): As a general point, I am quite optimistic about the future of town centres as long as we get that policy framework right for some of the reasons Debbie [Jackson] said at the beginning: because town centres have so many functions including jobs and employment within them and also because people rely on the town centre as part of the place they live. People might choose the place they live based on how healthy the local town centre review is.

Following the Portas Review as well, I just see so much goodwill and so much support for the town centres and there is nothing to suggest to me that town centres cannot survive as long as we get that policy framework right at a strategic level. If we do that both across London with the Greater London Authority (GLA) and at a national level, then they will survive into the future. Like I say, it is about modernising that tax system. It is about making sure we have the right incentives to grow management and partnership structures for every town centre and maybe just making sure we get the planning system right as well so that some of those powers like planning belong at that town centre level and town centre leaders can bring businesses and local government together to make sure they can dictate the planning a system in the way that is best for that individual town centre. There are so many different trends that impact differently on individual town centres. You sometimes need that local management to be able to ensure that the actions being taken are in the best interests of that town centre.

I am sure this has probably come up for you previously, but permitted development rights (PDRs) for something like offices to housing will work in some areas and will not work in other areas. It is just one of those sorts of powers where, if you made sure it was at the right level under some form of town centre leadership, you would get much better decision-making.

Gareth Bacon AM (Chairman): Do you think the planning system is sufficiently flexible to allow for what you have just asked for?

Ojay McDonald (Policy Manager, Association of Town and City Management): At the moment, no. There are a number of changes that are needed. Certainly in terms of change-of-use, including those PDRs, much more power should belong in the hands of local planning authorities, which are working with structures like BIDs to make sure that businesses and local government are getting together and deciding what is in the best interests of that town centre and making sure changes are brought forward quickly to support the area. At the moment, PDRs take away the flexibility for that to happen. It is a nationally imposed policy that sends power down to individual stakeholders and sometimes what individual stakeholders do is not in the best interests of the town centre as a whole. That is very much what we want to get to. We want to get to decision-making that is in the best interests of the town centre as a whole. There are changes that can be made to make sure there is a more positive policy framework.

Gareth Bacon AM (Chairman): Chris, did you want to come in on this?

Chris Paddock (Director, Regeneris): Yes. Again, I agree with Ojay [McDonald]. There is a big challenge for the planners there. The important thing in the context of London - in response to your question, Navin

[Shah AM, Deputy Chair] - is that London obviously is a very polycentric place and these town centres, particularly the mid-size town centres that Debbie [Jackson] talked about, are all incredibly different. Therefore, I do not think there can be a one-size-fits-all strategy for intervention. There can be a mayoral policy and a set of principles where the Mayor could intervene, but there also needs to be empowerment of the local planners and the local stakeholders to continue to play that role in the dialogue about the evolution of their town centres. The town centres are the psychological embodiment of the place and also the economic embodiment of the place. Actually, as you go around to London's different town centres, they are all different and they are all telling you something different about the location they are in. That is why they are so important not just to retail but to housing and to cultural amenity. There is scope for intervention from above, but it really needs to be led by information and evidence from below.

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): Property owners. That is the concrete ceiling that those of us involved in this come up against all the time. What we are really talking about with the different high streets is an evolution of the market, the market influencing situations, retailers adapting to new ways of working because of the way our habits are changing and the way we shop. All that sort of stuff is important and will happen.

However, in my experience, the big landowning groups that will take a strategic view of an area because they own it all are generally managing their estates quite well. You could argue that they make too much money, but it at least is strategic intervention. The problem with most town centres, particularly the ones you describe, is that the ownership is fractured and absent and the market is not forcing them into the daylight. Things like upward-only rent reviews, personal guarantees on leases, long leases and the fact that there is not a decent property register and you cannot find these people mean that they are not operating in the market in the same way that the retailers are having to adapt. Anything that could be done to bring those people into the equation is well worth looking at. I have a radical suggestion that I will come to if you are interested, but somehow we have to find ways of bringing those people into the equation because they are the real block in all of this. It may well be that we have to completely change the way a high street is and operates. However, as long as you have people in the system who will only let a shop at a particular high rent because it is what they have been led to believe they will get, then they will not do anything else and you are not going to be able to effect that change.

Chris Paddock (Director, Regeneris): Can I just butt in with one quick example? The work we are currently doing in Whitechapel and Brixton just backs that up absolutely. It is not just dealing with the owner. It is the fact that the ownership of the lease may well pass between people and there are various different tiers of informal ownership as well. Actually unpacking all of that and doing something about it is very difficult. That might be where Simon's [Pitkeathley] radical intervention comes in or the Mayor could intervene with his powers.

Gareth Bacon AM (Chairman): We have had two teasers and I cannot really let it go. Briefly, your radical intervention would be what?

Chris Paddock (Director, Regeneris): We have to ask.

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): There are two, actually. The more radical one is to swap the liability for business rates on to the owner. Currently, the occupier pays the bill. If you swap the liability on to the owner, which would involve a radical overhaul of the property register, you would force them into the light. They would still pass the charge on to the occupier because that is the way

they work and so you would not affect the net position, but they would be forced to be part of the equation. They would not be able to leave their properties empty quite so easily and, as I said, they would be part of the solution.

We are all saying I agree with Ojay [McDonald]. I do not know why today that is, TV debates?. No, I should not have said that. I am not likening you to Nick Clegg [Deputy Prime Minister]! I am sorry, Ojay.

Gareth Bacon AM (Chairman): Do you like being equated to Nick Clegg?

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): The more you empower things like people running BIDs with local decision-making, the more you force the people appointing them to think about the sorts of people they are appointing and they are empowered or inclined to appoint people who can operate in that political environment rather than people who put up hanging baskets.

Gareth Bacon AM (Chairman): That solution is something that you trailed at the Economy Committee last week.

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): Yes.

Gareth Bacon AM (Chairman): I might pick your brains on that privately.

Ojay McDonald (Policy Manager, Association of Town and City Management): Yes, no problem at all. I just wanted to add to Simon's [Pitkeathley] comment on swapping the liability around. That is the way things work in the United States (US). It is the property owner who is responsible for the commercial property tax. You find that BIDs over there are very forward-thinking, very long term and very much about accruing the value of their assets and really getting to grips with managing their town and city centres because, effectively, the people responsible for paying the levies are these asset-owners who have a long-term interest in the area. It would be quite a significant change, maybe, in terms of getting us out of this janitorial mind-set into something that is more strategic. It is an idea that has a lot of mileage and we have a ready-and-waiting case study in terms of what is happening in North America that we can learn from and build on.

Gareth Bacon AM (Chairman): Yes. I am sniffing a potential investigation by the Committee, which I have just whispered to Jo [Sloman, Scrutiny Manager]. We might look into this in more detail.

Murad Qureshi AM: Just two points. They come back to Simon's [Pitkeathley] point about BIDs. Funnily enough, I do know where the whole hanging basket thing happened. It came from the councillors of Westminster City Council, if I remember rightly, and you notice the difference between Camden and Westminster on that front.

In the BIDs, essentially, what scope is there for training and other activities beyond that? It is sometimes not often appreciated that the legislation is there and that there is scope to do other things. How could the Mayor possibly help on that front?

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): There are the things that the Mayor is trying to do. Kit Malthouse, the Deputy Mayor [for Business and Enterprise], has certainly led groups and has brought BIDs together. There is a fund now to help set up new ones. The sharing of best practice and the provoking, which I think is the point you are getting at, is something that probably needs to come from outside

of the industry to some extent. Pick your winners, pick your best practice examples and reflect them back to those that you feel are not delivering. It is quite hard for someone like me to do it. You could do it.

Murad Qureshi AM: That is true and I did try, actually. I was a councillor at Westminster City Council for the Church Street Ward, where I thought there was particular land ownership. You had the station. BNP Paribas had moved in. You had the street market. It had plenty of things going for it. Not surprisingly, as an opposition councillor, it did not get the energy that it warranted, but the ownership issue was quite interesting.

One of the successes that is often highlighted as a high street - and I know it has a particular market - is Marylebone High Street. How much of that success is down to the Portman Estate? Is it totally down to that?

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): To the Portman Estate? I would say 98%.

Murad Qureshi AM: That is what the perspective is locally as well for anyone who peers into that example. They are trying to do something similar on Baker Street, which is another interesting high street in itself. They are trying to change the flow of traffic from one-way to two-way. Is that kind of stuff helpful to high streets?

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): Yes, very much so. If a high street is a two-lane motorway, if you like, then your ability to cross it and interact across it is severely limited when it is a two-way environment. Tottenham Court Road is going that way and it will be very interesting to see what happens there. I would like it to happen in Camden High Street. Yes, we would see that as very positive.

Murad Qureshi AM: Those are the kinds of things that a Mayor here could possibly do to --

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): Absolutely. My honest view is that the more you can push stuff locally the better and the more you can deal with stuff regionally the better. Is anyone from the local authorities here? Sorry. The difficulty when we have so many local authorities with so many policies is that things get stuck in a sense in that tier, but perhaps that is way above my --

Murad Qureshi AM: Presumably, that explains another bit of Camden that you will know well. Kilburn High Road is a classic. It is on the boundary of two local authorities and it is not quite clear which vision they are going with. Is that right?

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): Exactly right, yes.

Gareth Bacon AM (Chairman): Too many local authorities, you are saying?

Murad Qureshi AM: I did not say that but --

Gareth Bacon AM (Chairman): I thought Simon did.

James Cleverly AM: I will say it.

Gareth Bacon AM (Chairman): James is saying it.

Murad Qureshi AM: There is no doubt that it is quite clear.

Gareth Bacon AM (Chairman): Let us get a view from the Mayor's office.

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): I was just going to make two quick points. The gyratory point is really interesting. It would appear that they are just so last decade because they are being taken out left, right and centre. A lot of that is because of an acknowledgement that actually, in town centre locations, hurrying traffic through at the highest speed possible is not the right thing to do. When you look at the detail of a number of the projects that we funded, an awful lot of it is about slowing traffic down and redressing the balance between traffic and people in town centre locations. That was just to elaborate on that point.

On property ownership, the Marylebone point is interesting. One of the key words there is about 'curation'. They have the ability to curate their high street. The problem with high street locations is that in a disparate ownership model there is absolutely no control over what goes in, which is where you see the oversupply of chicken shops and betting shops and things. I have no problem with chicken shops and betting shops; it is when the balance tips and you get them overtaking high streets that it becomes a problem. Places like Marylebone have the ability to control that. Shopping malls have the ability to control and curate their high street and that is one of the key challenges.

We are supporting and I do not have the details here, but the British Property Foundation - it is possible that Simon [Pitkeathley] knows about this - is looking at pilot studies on how they could work with town centres to try to overcome the issue of disparate property ownership through consensus models. Maybe you [Simon Pitkeathley] do know more. One of our high street projects is supporting that pilot and so we are looking at the challenge and trying to support people who are looking at the challenge. It is one of our projects that we have just supported through the existing fund.

Gareth Bacon AM (Chairman): Excellent. The next question we are going to talk about is the MRF. Navin is going to lead off on that for us.

Navin Shah AM (Deputy Chair): The Mayor gave an assurance that the majority of the MRF was earmarked for delivery in 2014/15 and the Mayor's Investment and Performance Board in fact has noted that there has been particularly low expenditure on these MRF programmes. It was around 3%. Can you tell us why, despite the Mayor's assurance, these programmes are running at this particularly low level? Are the reasons because of delays in linked projects or governance issues - and Ojay [McDonald] made interesting comments about local governance - or any other problems like the projects taking longer or not being what the local community wants?

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): I assume that is my one.

Navin Shah AM (Deputy Chair): Yes.

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): To give you the up-to-date numbers, £13.2 million of the MRF project funding has been spent as of Period 11, so where we are today, which - I take your point - of the £70 million fund, feels low given that the fund was announced after the riots in 2011.

I guess one thing to say is that there is a lot of schemes onsite at the moment. Outside Simon's [Pitkeathley] offices it is a building site because Cobden Junction is onsite at the moment in Camden. In Croydon, a number of schemes are onsite at the moment. The ones that were deliverable relatively easily, though schemes of this scale are never easy, are onsite and so we are now getting to the point where we are left with the wicked problems, if you like of the MRF. I can tell you what those are. The reason why these are not yet delivered is your final point. It is not down to governance. It is not down to capacity, although capacity will always be a challenge for local authorities. It is down to difficult projects.

To illustrate the point, for example, one of the schemes that has been delayed in Croydon is the Wellesley Road scheme. We all know Wellesley Road. It is the motorway running through the middle of Croydon. Our money is directed at crossings and public realm on Wellesley Road to try to change the environment and make it feel a bit less like a motorway and to make it crossable at grade as opposed to through the subways. The problem there has been trying to agree with the tram people delay to the trams. Obviously, the tram people work in a tram world where getting trams from A to B in a certain timescale is their priority and they do not want any delays to their trams. The negotiation of that point took a very long time. We went down there in the end with Sir Edward Lister (Mayor's Chief of Staff and Deputy Mayor for Policy and Planning) and Transport for London (TfL) to look at it. We have reached a resolution now that involves bringing some elements of the scheme forward and delaying some elements to dovetail with TfL works. It is multi-partnered, it is difficult and it takes time.

However, we should persist and it is doing the right thing because all of our work was never about picking off the low-hanging fruit and the schemes that we could deliver and easily get through. It was about tackling the things that are really entrenched and are really impacting upon the success of town centres. Almost by definition, particularly MRF, which has big amounts of money going into transformational schemes, they are hellishly difficult to deliver, but that does not mean we should not persist and keep doing them.

Of the ones that are still on our books, I can tell you the ones that are going to persist for a bit longer: Wellesley Road in Croydon, Peckham Station and some elements of the Tottenham programme, particularly the ones in north Tottenham related to the Spurs [Tottenham Hotspur Football Club] stadium because there was a comprehensive plan envisaged across the road from Spurs. We have all read in the press that the Spurs scheme has just gone through challenge. The compulsory purchase order (CPO) has now been confirmed and we are in discussion with Spurs in terms of how their scheme comes forward and considering the impact that that has on our scheme. It is interdependencies and a million different reasons why each scheme takes time.

Navin Shah AM (Deputy Chair): Will you be able to give to this Committee in writing a project-by-project analysis, particularly the ones where you expect further slippage for whatever reasons?

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): Yes, of course.

Navin Shah AM (Deputy Chair): That would be helpful because you will recognise that the Mayor's original principle for this project was to deliver it quickly, which then became redefined. Now of course we have structural issues, like you were saying, and there is delay.

There has been some local criticism from businesses and residents who expected funding to be more directly addressed to the effects of the riots. Do you reckon that these sorts of projects could have been better evolved with better input from local communities and the local authority?

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): To take that in reverse if I can, all of the projects have involved the local community. How we usually deliver our projects is through local authorities because local authorities are the bodies that best understand and work with local communities. The projects involve various different ways of consulting with and involving local communities.

In terms of the first part of your question and the potential criticism of whether we are dealing with the effects of the riots, it is important to remember why the MRF was set up. You will recall that after the riots there were a number of different funding streams set up and there were some funding streams that were explicitly directed at mending the effects of the riots. This fund was not about that. This fund was about supporting growth in locations that had experienced the effects of disturbances and where there was opportunity for growth and where boroughs were keen to work with us. Therefore, this was not about looking at the damage that the riots had done and fixing it. Other funds existed to do that. This was about promoting ongoing, sustained growth in locations that had experienced the riots. It was never about a quick fix. It was about more sustained actions to support those locations.

Navin Shah AM (Deputy Chair): It is probably that the timetable was not quite what it should have been to deliver the --

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): Yes, I accept that point.

Navin Shah AM (Deputy Chair): Leading from there to the whole issue about communication, obviously that level of communication with those local businesses and residents could probably have been better to say what the function of this particular regeneration funding was.

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): Yes.

Navin Shah AM (Deputy Chair): Talking about the ongoing delays, how are you communicating with the local communities so that they are kept in the picture and know when to expect the improvements to be completed?

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): Again, that is something that the borough handles because it would be confusing for us to communicate with those communities directly. That is something that the borough works on.

Navin Shah AM (Deputy Chair): Is this something that the GLA and your team could be liaising on and guiding on if needed, working together, particularly with boroughs like Tottenham and Croydon, where we have --

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): Yes, and we do. We have very good formal governance mechanisms and informal working relationships with those local authorities where we do work with them.

The example that springs to mind is in Croydon at London Road, which is the road by West Croydon Station. We have had these discussions with the local authority because we are particularly keen that this is the case and we know that its engagement with those businesses has been very strong. We know that that is a project where communication with that local business community is very important. Other projects, like Wellesley

Road, for example, are at a much more strategic level and the need to be involved and to be communicating on that on a regular basis is less. We are sensitive to the different projects and the way they impact the different businesses. London Road in Croydon is example of where I know the borough is all over that in terms of talking to the local business community.

Navin Shah AM (Deputy Chair): Thank you. Simon, if I can come to you --

Gareth Bacon AM (Chairman): Could I pause you just for a second? Chris wanted to come in there.

Navin Shah AM (Deputy Chair): Yes, sure.

Chris Paddock (Director, Regeneris): I just wanted to dip in because we undertook an initial review of the MRF on behalf of Debbie [Jackson] and her colleagues probably about 18 months ago and we reported back around November 2013. Obviously, the MRF had to be delivered quickly, it needed to be a quick response and it was important that it was delivered in that way. In an ideal world you would have formed a very neat strategy to frame all of this activity, but there was not time to do that.

Fortunately, I have the report in front of me and I just thought it might be helpful to quote a couple of things from it. Firstly, we did conclude that the initial response of the GLA to the riots was robust. A lot of data and evidence was collected and that directly linked to where the investment went. That is important.

Also, delivering flexibly and supporting the boroughs to influence the investment in such a short time period probably had an influence on the ability to move the projects along as quickly as possible. However, we concluded at that stage that the boroughs welcomed that.

We also concluded that all of the investment and all of the funding could be linked back to the riots in some way. The Mayor was heroically overoptimistic in terms of when the spending might be delivered by. If you look at examples of high street investments all over the country, they are always delayed and they are always more difficult than you expect, yes.

Gareth Bacon AM (Chairman): For me anyway, the question is laid at the Mayor's door. 'Heroically optimistic' is something that I might analyse and reproduce on another occasion.

When we did a report into the MRF, we went down and looked. We went to Tottenham and we went to Croydon. Croydon in particular sticks in my mind because, standing waiting for the train to go back, I took a call from a journalist from one of the papers in Croydon who was desperately angling to get me to say that there has been this terrible delay, that it is all rubbish, that nothing has happened, that it is years after the riots, etc. The point that I emphasised to him was very much the point that Debbie [Jackson] has just made. It was never about a quick fix. It was not about replacing a shop window that had been broken in the riots because there were a lot of funds for that. However, there does seem to be a communication disconnect, not necessarily with the GLA and the boroughs because the boroughs understand it, but your average punter does not. That is the point.

There is a question really to Debbie that I wanted to ask. If we could go back and do all of this again, would you plan a communications strategy or would there be a communications strategy worked out with the boroughs that would be different to what we have done this time?

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): Yes, we would learn from this fund and we would want to manage expectations in terms of what can be delivered in the timescale and also alongside that the importance of getting it right. You have heard me say at this Committee before that I do not measure my success at getting money out of the door because I do not think that is what my job is. It is about delivering the kinds of outcomes we are looking for. Therefore, if I had my time again, we would have learned from the realities of delivering these things and everybody's tendency and human nature to be overoptimistic and been a bit more realistic about that.

I feel like we did communicate the purpose of the fund, but clearly there is always more we can do to keep on reinforcing that message. Forgive my scepticism of journalists, but I do not think you will ever stop them trying to push for those lines, whatever we do.

Gareth Bacon AM (Chairman): No, I think we all share a certain deep-seated scepticism of journalists from various quarters.

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): Yes. I do not think we will ever be able to stop that behaviour, but managing expectations and realistic deadlines is a lesson that we would learn.

Navin Shah AM (Deputy Chair): Simon, what impact do you reckon the MRF project funding in Camden has had so far?

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): My apologies because I gave you my statistics earlier on. I am happy to do it again but you could probably transpose them into a different bit of --

Navin Shah AM (Deputy Chair): The follow-up question to that is: what would have happened if there was no MRF going to Camden?

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): That is a good question. I suppose there are two things. One is that we certainly would not have achieved the outputs to anything like the degree that we have. We would have tried and would have got somewhere, but a long way off the level of success that we have had. We have been incredibly successful in terms of bang for buck. It is nearly one in ten. For every £1 of investment, we have had £10 directly back in benefit.

Also, quite an interesting thing has occurred around the applications for the High Street Fund (HSF). If you look at what people are doing now, they are being much more imaginative. What has happened around the OLF and the MRF has highlighted some interesting and innovative ways of approaching things, which has encouraged people. I notice there are a lot more BIDs, for example, applying to the HSF than there were last time, more coalitions of people and much more adventurous applications; some a bit too adventurous, you might say. Not only has it given people like me opportunities to do things we would not otherwise have done, but across London it has provoked people to think more imaginatively about how they can deal with economic regeneration, particularly around the high street.

She [Debbie Jackson] did not pay me; I just said that!

Chris Paddock (Director, Regeneris): Sorry, I keep butting in, but the issue of what we as economists would call 'dead weights' or what would have happened anyway is an important one. When we first looked at

the MRF, we had a look at Peckham and we had a look at Hackney and we thought, "These are areas that are improving very quickly anyway and there is lots of developer interest. All of this stuff is going to happen anyway". Actually, when we thought about it a lot, the public good argument being in place with the necessary resource and capacity to steer that investment and to gain a local benefit from investment is a very important part of this and should not be overlooked. In places like Peckham and Hackney, you will have a more significant local impact from the longer-term, bigger investment from investors and property people as a result of this investment at this stage.

Navin Shah AM (Deputy Chair): A final question on the same matter, Simon. Is there value in the GLA supporting boroughs to step in when market solutions are not available?

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): I suppose understanding market failure is what we are talking about, is it not?

Navin Shah AM (Deputy Chair): Yes.

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): Yes. The role of the public sector, whether through boroughs or regionally through bodies like the GLA, has to be defined by intervening where there is discernible market failure. Yes, boroughs can do that and the GLA can do that, but you have to make sure that you understand what the market failure is first.

Gareth Bacon AM (Chairman): We are going to move on and talk about the HSF and the OLF. James, do you want to lead on that?

James Cleverly AM: Yes, thank you. Ojay, I will bring you back in. You have been quiet for a few moments. I will come to you in a moment, Debbie [Jackson].

One of the criticisms or concerns - and I know we have touched upon it already - with the OLF certainly stemmed from the nature of it. It encouraged tactical rather than strategic interventions. Do you think the HSF has suffered from that as well and, if so, what are your comments and thoughts on how interventions could be better geared?

Ojay McDonald (Policy Manager, Association of Town and City Management): Like I have said before, if you have the right policy framework, town centres should flourish and thrive and should be able to evolve and meet the challenges that are laid before them.

With regards to the HSF itself, I understand that the different funding packages serve specific purposes. Am I right in saying that the HSF was immediately after the riots and linked to the riots?

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): It depends which of our many funds you are talking about. Technically, the HSF is the £9 million that is out of the --

Ojay McDonald (Policy Manager, Association of Town and City Management): The recent £9 million?

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): Yes.

Ojay McDonald (Policy Manager, Association of Town and City Management): Sometimes when it is linked to a certain instance and something that has happened such as the riots, you can see why it should be focused on some of those tactical issues to help with some things such as broken shop windows or whatever it may be, just to help a high street get back on its feet.

However, I would very much be in favour of some of the longer-term regeneration strategies that help in terms of getting capacity, in terms of leadership in town centres and in terms of helping with the cost of operating on the high street for many businesses. Some of longer-term schemes are the ones that will have the biggest return on investment.

I do not know the specific details behind the HSF but, when you have things like the MRF and also the OLF as well concentrating on some of those bigger issues, I would be pacified because there is work on longer-term regeneration going on. However, for me, it is those longer-term projects that are really of interest to the ATCM.

James Cleverly AM: Not yet, Debbie.

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): Come on. Let me!

James Cleverly AM: Just on some of the discussion that we had earlier with regard to some of the statutory framework, we touched on planning and we touched on business rate policy. Is financial intervention through things like the OLF and the HSF blighted if we do not sort those strategic things out? Is it a waste of money if we do not get those big strategic changes done? Would it be better utilised in parallel with those things or does it stand up on its own? I am looking at you, Simon, and then probably Chris [Paddock].

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): What the sorts of interventions we are talking about do is highlight the problem and give you demonstrable things to point to when lobbying for the sorts of change that you want to bring about. Policymakers in Westminster, particularly in the Treasury, are going to be very reluctant to fiddle with business rates. It is such a fantastically reliable tax that you would really need to amass a lot of evidence to encourage them to change it in anything like a fundamental way. Yes, not only do these things have value in their own right, particularly - as Ojay [McDonald] says - when they are provoking long-term change, but they also give you the evidence that you need to make the case at a higher level.

Chris Paddock (Director, Regeneris): The boroughs in bidding for this funding are quite pragmatic as well and they understand the situation. I am sure it was deliberate. If you look at the distribution of the HSF as announced last week, the places that received the bigger amounts are the places that have good strong visions, town centre masterplans and SPG for the town centres that captures all of these issues. The boroughs are quite pragmatic about that and recognise that the town centre solution going forward is more diverse and encompasses the issues that we have discussed here today.

James Cleverly AM: Debbie, how did you and do you make sure that you get this right with regard to distributing this fund?

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): Sure. I can talk about that for a long time, but I will not. I have a couple of points to react to what has just been said.

For the funding through the HSF in particular - and always - we have had quite stringent match requirements. For the HSF on the non-Spacehive projects - and we will talk about Spacehive in a minute - there is a match requirement of 50% and everything we put in must be matched with equal or more amounts of funding. From the off, it is not just our money; it is somebody else's money as well.

Then, in the evaluation, we look at the extent to which the project is situated within a wider programme of change and situated within a policy context, which is the point that Chris [Paddock] was just making. Actually, we do not really want to fund isolated investment because, in terms of bang for buck, we think that is not the best value for money. We want to fund things that are part of a wider process of change and are supported by the policy and the strategy. Therefore, Chris is quite right that where those conditions exist, that is where the money goes.

Of course, your next question may be: does that mean we end up giving the money to all of the same places? There is an art to applying for our money and Simon [Pitkeathley] is very good at it. We have recognised that as well and one of the decisions that we took as part of the approvals for the HSF was to set aside funding for a commissioning fund, which we will direct at places that are not capturing our investment for whatever reason to help them build proposals and make sure the conditions are right in order that they can capture funding from future funds. Those are two key points.

James Cleverly AM: Can I just jump in at that point?

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): Of course, yes.

James Cleverly AM: That has triggered a particular question in my mind, which I was half thinking of asking at the beginning. Whenever we spend public money, we like to spend money on things that we can point at because people get that, hence the hanging baskets. It is a lot easier to justify expenditure by saying, "We spent it on newer and better-looking bins, baskets, block paving and some chairs".

You just said that Simon [Pitkeathley] is good at getting this kind of money. I would suspect that part of being good at getting the money is understanding how to really be able to make the money work. There is not someone like Simon in every place that could benefit from funding.

What is the appetite for capacity-building using this funding? We do not like spending public money on people because they are harder to point at, but - and it touches upon what you just said - sometimes potentially useful projects do not get funded because they are bad at asking for money and they are not quite sure how to spend it once they do get it. You have half-solved the problem by saying, "I know you are bad at asking for it and we are going to give it to you anyway", but that does not solve the back half of the problem --

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): Not quite.

James Cleverly AM: I am paraphrasing appallingly. It perhaps does not automatically answer the second part, which is knowing how to make the money work really hard for you.

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): There are a few answers to that. Just to be clear about the commissioning fund that I just described, it will be used to work with local authorities and partners to help them develop good projects, which is all about how they use the

funding. That is not the funding; it is money to help them develop proposals in order to capture funding, if you see what I mean. It is not just giving it to them anyway. There is that.

There are also other things that we do as well. I have a team of people and what we do not do is just churn money out the door, wish them luck and say, "Come back when you have finished in 18 months' time". All of my officers work very closely with people from the boroughs, the BIDs or whatever and so it is a very hands-on approach in a genuinely supportive way to help people develop and continue to deliver good projects.

We also have the Specialist Assistance Team, which is a panel of three procured experts that we fund, a limited consultancy, if you like, that we can direct at projects. For example, we can be sitting with Haringey one day talking about a particular challenge on one of our projects and identifying that what they really need is some support in their marketing and promotion work. The next day, we can have the consultants in and helping them because they have been procured and we pay for them and so that is there as a resource as well.

At the moment as well, capacity in local authorities is a real issue. Officers that I know are not there this week and they were there last week. It is very real in terms of what is happening in local authorities and lots of these projects suffer from churn. There are some projects that have had four or five project managers since we have started. One of the things that we are also looking at is how the GLA can support capacity in local authorities through, potentially, a pool of regeneration experts that they could call on. They would have to pay for them, but they would be appointed. They would also have access to the City Hall team here as well. We are trying to be creative and helpful, but stopping short of giving them money to fund a regeneration team because that feels like it will bring the lowest aggregated value from it. We are trying to be as creative as we can in terms of supporting the local authorities and indeed other partners to deliver.

James Cleverly AM: In terms of that relationship with partners, how much consultation happened ahead of the launch of the fund?

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): We had the Summer of High Streets last year because one of the things that we recognised, being in the middle of the delivery of the MRF and the OLF, was that we felt it would be remiss of us to launch into another fund without pausing to reflect and talk to the recipients of the fund and the people involved in it about how they found it and whether they were on the right track for delivery. The Summer of High Streets performed a number of functions. It was a moment to celebrate things that have been delivered. It was also a process of consultation. We held conversation events in northeast, northwest and south London and we invited local authorities and stakeholders - BIDs and other partners - to come along and talk to us about our proposals for the HSF. That was in terms of the priorities we were looking to achieve and also the process.

It is interesting because one of the things that local authorities always tell us is that we push them too hard to get money out of the door. I always find it interesting to come here and be told that I am spending money too slowly. You get it from both ways, but that is fine.

They say that we talked about the priorities of the fund, how it can be addressed and how we can develop our proposal and our approach. All of that fed into the launch of the prospectus, which was in September. It is a bit weird because this is a £9 million fund and it is dwarfed by the OLF and the MRF, but I am almost more excited by this because I feel like it really reflects the learning and the effort that we have put into this fund.

James Cleverly AM: Thank you. Niraj, obviously we have discussed a fair bit about local engagement and money out. I was wondering if you could give us your views on the impact of crowdfunding, not necessarily to reinforce these kinds of funds but obviously where match-funding is required and locally generated revenue is important. I would like to just find out a bit about the successes and also if there are other non-financial benefits to having the kind of local engagement with some of these projects that might be triggered by crowdfunding.

Niraj Dattani (Senior Partnership Manager, Spacehive): There are few elements to this. One of the benefits of crowdfunding in the context of high street regeneration is that anybody can come up with an idea and that means you are basically opening up the whole world, country, local region, borough or whatever to say, "How are you going to improve the high streets?" You could get a whole range of different ideas.

Whenever I go around explaining Spacehive to people, I say, "We are a platform for civic projects, things like new community centres, new playgrounds and new parks". To come back to your point, these are things you can point to that people understand. However, since we started three years ago, we have had one playground, one park and one community centre. Really, we get more wacky projects. We have had three projects to do with phone boxes. A guy in Scotland turned a phone box into an art gallery and that was a £1,500 project. If you go past this red telephone box, it lights up with light-emitting diode (LED) lights and it is filled with artwork from the local school. That had the whole community behind it and it is a great little project. We had a waterslide down in Bristol on Park Street. It was a 100-metre waterslide.

James Cleverly AM: That was one of yours?

Niraj Dattani (Senior Partnership Manager, Spacehive): Yes, that was one of ours. We have had a project in Liverpool that was about taking the Flyover, which the local authority wanted to demolish, and turn it into a kind of park in the sky. We have a whole range of different projects.

James Cleverly AM: A Garden Bridge, perhaps?

Navin Shah AM (Deputy Chair): That is where Boris [Johnson, Mayor of London] nicked the idea from.

Niraj Dattani (Senior Partnership Manager, Spacehive): Yes. You can get all of these different types of ideas out there and that is definitely one of the main benefits. It was one of the driving principles behind our founder's vision when he created Spacehive. He was a former *Sunday Times* journalist and he covered architecture and planning. He saw all of these projects that went nowhere and that the public were really mad about and thought that things could be better. That is definitely one of the advantages of crowdfunding.

James Cleverly AM: This may be me imposing my prejudice. If it is, pull me up on it. We talk about the financial comparisons between the amount of funding that Debbie [Jackson] gets to dish out on a regular basis and the amount of money that crowdsourcing generates. There are many orders of magnitude in difference. Would it be right for me to suggest that the crowdfunding element is more about local engagement than about the money for these projects? If it were about the money, it would be easier to tap up Debbie for £1,500 than to crowdsource it, would it not?

Niraj Dattani (Senior Partnership Manager, Spacehive): Yes, in a way, you are right. Certainly at the beginning of campaigns, it is the message that we push to all of the people who create our projects. We say, "Do not worry about the money. Just get the numbers of pledges increasing. Get 50 people giving you £2

each rather than chasing somebody for £1,000". We always say that. As the campaign goes on, the dynamic will change because the projects that we encounter are civic projects and some of them are larger in scale. They are £20,000, £40,000, £100,000 or £200,000 and so the money does have to be there.

However, what we have found is that if they start off with the small local engagement piece where they are just going around and getting £5 and £10 from their neighbourhoods, effectively, and then they move on to the bigger sums of money, the fact that they have done that first piece of getting that local support shows that they have demonstrated public support. There is no greater demonstration of people wanting something to happen than them actually giving you money towards it. They are effectively voting with their wallets. When these people are going after these larger sums of money from corporates, local businesses, grant bodies or local authorities, they can put to their campaign and they can say, "Look, we have 100 people from the community here backing this project. Can you back it?" It makes those conversations much easier.

We have a great statistic that says that 90% of our donations come from individuals, but in terms of money value they make up only 8% of the money pledged. Most of the money comes from organisations and institutions. However, without that first clutch of local people backing the project, these other people just are not interested in it.

James Cleverly AM: I am going to raise a question. If anyone feels keen to dive in, please do so. Help a London Park was one of the schemes earlier in the mayoral term. It was a very popular kind of *The X Factor* [television music competition] for the public realm. It did give people an opportunity to have a think about the local parks and to actually go and look at the parks that could do with investment. It touched upon that civic engagement point you made with regards to crowdfunding.

Is there an opportunity to merge the two on a much larger scale? We are looking at something like the kind of money we are talking about with the HSF but perhaps allied to some of that crowdfunding stuff. We are still expecting that the bulk of the expenditure will come through the public purse, but using that civic engagement - taking the best elements of Help a London Park and this crowdfunding thing - to really get some buy-in. It is all well and good sprucing up our high streets but if we have not actually won the argument in people's minds about going there and using them and creating a belief that they have a dog in the fight, as it were, we are not optimising that money. Debbie, you are chomping at the bit.

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): I am dying to get in, yes.

James Cleverly AM: Last time I came to you last and so I will let you go first this time.

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): Thank you. That is very kind. In a slightly *Blue Peter* [children's television programme] way, here is one I made earlier. I do not know if the Committee is fully aware of the Spacehive work that we have done as part of this round. If you will indulge me --

James Cleverly AM: Tell us about it.

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): -- I will just explain what we have done. Niraj [Dattani] has been very modest by not shouting from the rooftops about it.

It is like, "Here is one I made earlier", because we recognise that how we had worked so far was always through local authorities and we were ploughing the same furrow to a certain extent. What we wanted to do was to capture some of the creativity and innovation that has been a real upsurge - if that is even a word - over the last five years in local authorities and town centres as people have become really invested - and I do not mean in monetary terms - in their local town centres.

What we did was we worked with Spacehive to develop a 'hive' on the Mayor's Spacehive platform. We invited proposals from local and community groups for funding of up to £20,000 for proposals that met the objectives of the HSF. This was a very bold, slightly risky thing to do. We had no idea whether it would work. We had an idea people were interested but the day before the deadline we did not know if we were going to get one, ten or 20 proposals in. Anyway, we had 81 proposals. Before we had even started, 81 communities out there had noticed. Almost by definition, these communities are phenomenally well networked. That is a really good reach for our work. We have approved 17. We are taking 17 forward. This is a new way of working for us with new bodies that are not used to working with us and we are not used to working with them. We do not underestimate the work that is involved.

We had a launch event, which we were both at last night, for the High Street Network with a lot of the Spacehive delivery people there. There was so much excitement and energy in the room. When you look at all those proposals and the kinds of things they are delivering, it makes you want to say to the local authority side of the room, "Have you seen what these guys are doing for really small amounts of money?" That is because of the power of local involvement and community ownership and involvement in local town centres. I am sorry if that is a bit *Blue Peter*, but we have recognised that.

James Cleverly AM: No, that is absolutely fine.

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): We are hoping to continue that. We are learning. It is the first time we have done it. We have a second round deadline in June to do another round of Spacehive projects as well.

James Cleverly AM: Ojay [McDonald], look, I have triggered --

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): Look, everyone is dying to get in now.

James Cleverly AM: -- community engagement. Go on, Ojay?

Ojay McDonald (Policy Manager, Association of Town and City Management): You have asked a really good question. I certainly think in terms of crowdfunding we have a real opportunity here. I know you started off by talking about the differences between local engagement and additional cash injection into areas. I do not think it is necessarily an either/or. I said at the beginning one of the things we really need to do to make sure our town centres are heading in the right direction is to have a vision that meets the aspirations of all its stakeholders. It certainly strikes me that in terms of local engagement crowdfunding looks like an incredibly useful model at being able to garner that support, which might be difficult without it, in the same way bids have been fantastic in bringing together local businesses to work for the common good on certain issues. It is not necessarily just the cash that those businesses are putting into the pot that is useful. It is that engagement and that partnership between all the businesses that gives them a unified voice for that town centre.

Crowdfunding similarly might be a very useful model for bringing together residents. It does not necessarily just have to be that crowdfunding funds the nice things and the fun things like waterslides and art galleries-cum-telephone boxes. These things are really nice. They are great. They will increase footfall. In Mansfield, and I apologise if this is not a Spacehive project --

Niraj Dattani (Senior Partnership Manager, Spacehive): It is a Spacehive project.

Ojay McDonald (Policy Manager, Association of Town and City Management): Fantastic. There we go.

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): I was just going to say.

Ojay McDonald (Policy Manager, Association of Town and City Management): It is coming around full circle. In Mansfield they funded free Wi-Fi for the local community residents and businesses. It can be put to incredibly useful things and in the digital age that is quite important.

There is an opportunity there. One of the things I would like to see going forward is how we can bring something like crowdfunding in with bids, get property owners involved and get local authorities involved and essentially have these sustainable and well-funded vehicles that have input from all the main stakeholders of a town centre to make sure they have a unified vision between everyone so that we can take them forward in the future. That, for me, is a goal. It is an aspiration that we should be working to. Crowdfunding is one of the pieces of the jigsaw.

Chris Paddock (Director, Regeneris): My point was less about crowdfunding; it was more about civic engagement in the bidding process. Over the last five years we have worked on behalf of the Department for Culture, Media and Sport running the competition for the UK City of Culture, which was Derry/Londonderry in 2013 and will be Hull in 2017. As part of their bid, they had to demonstrate they had undertaken a process of detailed civic engagement, and very deep civic engagement as well, really hunting out the harder to reach people who were not engaged with culture in the city and getting them engaged in some activity as a precursor to their bid. Having now worked in a number of the unsuccessful cities - I am working in Aberdeen at the moment, Bristol and Birmingham - you can see that there is a legacy from the bidding process even though they were not successful. Having that expectation of engagement within a bidding process is quite a powerful tool. OK, there is some cost to the authority, but it is very useful and helpful in delivering things in the future. The challenge is getting to those people with the most to gain in doing that which is obviously very important.

Gareth Bacon AM (Chairman): Thank you.

Murad Qureshi AM: Just one thing on crowdfunding. I have heard of it previous to this meeting. What kind of sums is it good at raising? Is it thousands, tens of thousands or - dare I say - millions?

Niraj Dattani (Senior Partnership Manager, Spacehive): It could be millions. Kickstarter is the biggest crowdfunding platform in the world.

Murad Qureshi AM: Yes, that is the one.

Niraj Dattani (Senior Partnership Manager, Spacehive): If you have heard of crowdfunding, you have probably heard of Kickstarter. It has raised over a billion dollars through crowdfunding and more than half of that has come in in the past year. The sums are big. Nesta did a report a couple of years ago that said by this year crowdfunding would be worth £16 billion to the UK economy. A lot of that will be equity crowdfunding and various other types of crowdfunding. The type of crowdfunding that we do and we are talking about here is donation based and so it is just people giving you money. The premise behind that is they will get that civic improvement and that is their return.

It could be worth a lot of money. For the type of credits that we see, the average cost is £10,000. You get the really small ones and the smallest one we have had is £90 for somebody who wanted a bucket of paint to paint a wall on their street. The largest one we have had was £250,000 for a statue up in Stratford of Joan Littlewood [British theatre director]. It does range and you do get the bigger ones. We have one on a site now that is trying to raise £350,000 in Manchester.

Momentum is picking up. Awareness is picking up. Lots of people know about crowdfunding. The fact that people like the GLA are getting involved with it, various borrowers around London are getting involved with it and a lot of the councils we are also working with, has increased the awareness. People are increasingly turning to crowdfunding and seeing it as an option for them in terms of raising money and doing public engagement, getting creativity in their spaces, and also as a way of capacity building. These people who are going out and crowdfunding for these projects are increasingly becoming more socially entrepreneurial. Particularly the local authorities that we work with, they look at that and they want more of that in their borough because they are moving away from doing all those kinds of things themselves and want residents and people to be taking on that baton. It will increase over time. We are now entering a period where you will see more and more of it.

Murad Qureshi AM: Thank you for the figures. I was aware of Kickstarter, for example. It is often projects which cannot raise money from the banks that are going there instead, proposals for films and what-have-you.

Niraj Dattani (Senior Partnership Manager, Spacehive): Yes.

Murad Qureshi AM: This is just a different aspect. I had not seen it in this context.

Gareth Bacon AM (Chairman): Simon, you wanted to come in?

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): To build on the points that have been made really, at the risk of sounding like Debbie [Jackson] with 'one I made earlier', our big project at the moment is to try to physically develop a site that we will borrow money for a chunk of and repay it through the affordable housing that we will create on the site in order to create permanent collective space within there. Crowdfunding is an important part of that not just because it helps the funding mix, but because it helps the community understand and engage, which takes us back to our earlier conversations. The more the community is engaged in this and understands the broader impact of those kinds of interventions, the more likely you are to have a genuine community.

When we use the word 'community', we do not tend to mean business included within that. That has to be an important part of it. Let us not forget that when BIDs set up they are effectively asking businesses to volunteer and to tax themselves to improve their area. That mix of both residential and business communities trying to solve those problems is really powerful. Crowdfunding can be quite a neat little interlocker.

Niraj Dattani (Senior Partnership Manager, Spacehive): If I can just comment on that, all of this stuff is very true. There are still challenges out there. The biggest challenge that we have had since our existence has been trying to effect this culture change where people are taking these projects on themselves rather than waiting for somebody else to do it. In order for that to happen, the barriers have to be really low and you have to give them support. Yes, it is true that you can get the community engaged and really up for it and you can have exciting and buzzing campaigns and everybody will be feeling fantastic at the end of it. You do have to help them. You do have to support them. Just taking an example, the kinds of grant-style agreements that are out there for the bigger projects could put people off if they are coming in through the crowdfunding route because they are used to things happening with a really light touch and really low barriers to entry. There are some challenges out there still.

Gareth Bacon AM (Chairman): That was quite well said. Murad, we are going to move things on a bit.

Murad Qureshi AM: Yes, let us move things on. I have a boring question on evaluation for Chris [Paddock].

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): It is Chris's job!

Murad Qureshi AM: I did not want to suggest the nature of your work or appearance is boring at all. It comes from missing the pre-meeting.

James Cleverly AM: Yet somehow you have.

Murad Qureshi AM: You touched on evaluation earlier when you mentioned evaluation of some of these projects after the riots in 2011. Gosh, it seems like an eternity already. Can you give us some outlines of the challenges involved in measuring the outcomes for many of these projects, given the impact may take several years to come to fruition and some of the products of it could be less tangible than meets the eye?

Chris Paddock (Director, Regeneris): I will do my best to be as entertaining as possible, but some of this is quite dull and the dullness of it is an issue when it comes to certainly self-evaluation tools, which I will come on to.

On the difficulties, one of them is the persistence of benefits and the time it takes to realise the benefit of this. A big capital programme will deliver benefits and the Treasury guidance tells us that the benefits will be delivered over a 15, 20 or 25-year period and we would make an evaluation and assumption off the back of that. Evaluating a capital project that has just been delivered is very difficult in that respect.

The other difficult areas is attribution. For example, if the MRF is funding something to the tune of £2 million in Croydon but the actual total package of intervention is £500 million, how do you attribute the impact to that MRF investment? The same applies for the OLF and other things as well. These are challenges in evaluating these sorts of projects anywhere in the world. It is always thus. The other issue is one of 'dead weight'. What would have happened anyway? I refer to that in relation to places like Peckham and Hackney that are developing very quickly. These are not unique challenges and they will exist everywhere.

The other thing which is perhaps more unique to these projects is the range of partners that are involved and the range of partners that are delivering directly. Generally somewhere within a council will be some officer who understands evaluation, ideally will have read the government guidance on evaluation and can relatively

easily get on and do that or commission someone to do it. When a broader range of organisations get involved, particularly community organisations, the burden of evaluation for them becomes greater, because they might not have the knowledge or capacity to engage with the evaluation process in the same sort of way. It becomes troublesome for them and you do not get consistent evaluations.

The final challenge in terms of these projects that we are talking about today is a challenge that comes from the success in commissioning, I suppose. There is a great breadth of different projects with different rationales. That is the way it should be. However, it makes it more difficult for us as evaluators because it is a lot less difficult to pick up the ready-reckoners and the proxy measurements that you might make to inform an evaluation. We would have loved to come to this and say, "That is a public realm intervention and if you spend £1 on public realm in this part of London you will get £5 back in the future". The way it has worked out is that the interventions are so different and so disparate that it is very difficult to make those judgements on project typologies. We have had a go. As time goes on and we understand the impact of these projects, it will become easier for our successors in the future, but at the moment that is quite tricky.

Murad Qureshi AM: That is useful. You mentioned the boroughs. To what extent are they using the tools and guidance from the GLA to do the self-evaluation? You work in a third party and you will be in a better position to tell us.

Chris Paddock (Director, Regeneris): On OLF 2 we are commissioned to assist the boroughs in using the self-evaluation tools and we developed the self-evaluation tools all in line with the Government's guidance, which is called *The Magenta Book*, and our previous experience of evaluating other programmes.

It is probably fair to say that the experience is mixed and the capacity and the expertise of the officers responsible for that is mixed. It is exactly what we would expect in this sort of thing. Generally, when you are in the midst of project delivery as well it is often difficult if you are dealing with contractors or partners and you want to get something delivered, to then have me or my colleague, Barney [Cringe, Senior Consultant, Regeneris] phone you up and say, "Can you give us this information for your self-evaluation form?" That is a pain, basically. That issue relates to the timing of the evaluation. The capacity of the local authorities to do this sort of thing has been built through that process, certainly. We have observed where there are consistent project managers who have been engaged in the evaluation process from the start that they grow and they have learned something. It is still a mixed situation.

There is another very specific issue in terms of the self-evaluation forms that relates to the impacts upon businesses. One of the self-evaluation forms is about business impact. That will be a big deliverer of the impact of these programmes upon turnover and businesses' ability to employ people. The relationship of a local authority with a business on the whole will be one of regulation and enforcement. If someone from the council turns up and says, "How much has your turnover increased in the last six months and are you employing anyone?", obviously there are going to be some barriers to them giving accurate information in that respect. Whether the local authorities themselves are the best people to make that line of enquiry is up for debate. That is probably where we have the patchiest information back on the self-evaluation form.

Murad Qureshi AM: Chris, you mentioned earlier the Government approach, *The Green Book* and what-have-you. How much of that is a hindrance? For example, in a previous life I had to spend more time than I would like to admit on net present value and that kind of stuff. That is a quite difficult concept to get people's heads around, let alone fellow politicians. That is the kind of thing which is used normally by civil

servants to obtain the value of everything from High Speed 2 to regenerating high streets. Is that a hindrance?

Chris Paddock (Director, Regeneris): Is it a hindrance? What a good question. It is a hindrance and it is a pain. Obviously you cannot expect people to have all read and digested hundreds and hundreds of pages of complicated guidance and often econometric equations. It is a necessary hindrance because it does allow us to make comparison and judgements between projects. The principles behind it remain strong and embedded in our suggested evaluation approaches for both OLF and MRF to an extent. It is useful in that respect.

At a time when borough resources are strained, to expect them to have someone who is fully engaged with *The Green Book*, *The Magenta Book* and the Department for Communities and Local Government (DCLG) on valuing benefits of regeneration is a lot to ask. I would argue that there is a role for the GLA in taking on some of the strain of that and helping them in terms of the evaluation process, which to a certain extent we have been commissioned to do and are doing, and also in developing a set of outputs and outcomes that are cognisant of the future pressures of a *The Green Book*-style evaluation.

Murad Qureshi AM: In terms of your experience of other projects as well, outside of London, for example, are there lessons to be learned that are useful for us here? I can think of one that was a pretty intangible one but I thought it did make a contribution marketing street markets. Gareth [Bacon AM, Chairman] is very keen on street markets. In a previous term there was a fair amount of funding put into that. It is an intangible. Basically, it was selling markets and telling people they are still around and to use them. In terms of output it is not necessarily a tangible one. I am just wondering whether or not there are similar kinds of projects that are less easy to evaluate from which we can learn some lessons and get directions on future investment programmes here.

Chris Paddock (Director, Regeneris): One of them is bit of a pain in itself. That is the value of undertaking longitudinal research around transformation. Longitudinal research is where you take a group of people and you revisit them over time. You might have a group of people that you bring together - and normally you would have to pay them - who are located in Croydon and you will speak to them every six months for the first two years and then every year for the next ten years. You come back to them and they then give you the anecdotal evidence about the transformation. That is important, particularly in the early stages where there might be mixed opinions. In undertaking these evaluations *The Green Book* is great - it is not great; it is a pain - but it is useful.

Murad Qureshi AM: That was my experience as well.

Chris Paddock (Director, Regeneris): It is the best we have and lots of clever people have come up with it. You still need to capture that anecdotal and case study evidence. We, as practitioners, should place enough faith in that early anecdotal evidence that it will lead to a positive economic impact in the future, rather than necessarily trying to capture the high impacts too early which has been borne out with other evaluations and appraisals that we have taken part in in terms of public realm improvements.

I am desperately trying to think of projects we had about ten years ago. We looked at Speke-Garston in Liverpool and deprived-area public realm improvements. That mix of anecdotal and harder evidence was useful because it gave everyone the confidence that they were moving in the right direction. Revisiting it seven or eight years later, you can see that those benefits have been realised.

Murad Qureshi AM: Yes, there are always going to be intangibles like the 'feel good' factor. I just want to move to Simon. As someone who has been credited in the meeting as someone who has successfully delivered a lot of projects through the various streams of funding, do you think there are some practical lessons to be learnt on the evaluation front?

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): The thing that Chris [Paddock] said that struck me is the role of the local authority and the changing guard, if you like, within there. We have had several different officers with the local authority evaluating our project, which is fine because you just help them go through the learning curve and so on. It would be whether or not there is a way in which a regional function could be brought in in different ways. Forgive me if I am stretching across issues again, but regarding what Debbie [Jackson] was talking about earlier on in terms of fractured ownership stuff, the real difficulty there is getting the really acute expertise in and around something like CPOs. Local authorities just do not have that expertise anymore. I wonder whether there is a centralised services role in a number of areas where a regional authority could build up the expertise to relieve local authorities of doing it because frankly the local authorities do not have the resources to do it anyway.

Murad Qureshi AM: Is that something you are offering, Debbie? You were talking about offering that earlier on, were you not?

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): It is slightly different but the same principle. We do not offer CPO services, for example, but we do offer various, perhaps smaller scale services in a pooled way for local authorities. I recognise the problem. What happens is individual local authorities pay a lot of money to start from the beginning with consultants each time. If you aggregate all of that --

Murad Qureshi AM: If you retain the expertise.

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): It is an interesting point.

Chris Paddock (Director, Regeneris): Sorry, I just want to pick up that point. I had jotted down some notes on this about the centralised function in supporting evaluation. There are some relatively easy wins here for future programmes. One thing we picked up on in OLF 2 and MRF is the extent to which the initial outputs and targets that were set were consistent across the board. In hindsight some further scrutiny of some of those and the unit costs of some of those outputs would have been handy and would have set a more solid base for evaluation. Is that fair to say?

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): Yes.

Chris Paddock (Director, Regeneris): Perhaps there is a role for the Economics team in doing that and then linking that back to the formal guidance.

The other thing just from having undertaken a lot of town centre evaluations on behalf of authorities is that we will always use students or researchers to do the on-the-street evidence-gathering primary research. I have always thought maybe there was potentially a central function within the GLA that people can buy into rather than using consultants, who will have their own different approaches. If you have a trained group of students, volunteers or apprentices who may be from London and who can go out and deliver that, there are lots of

great people. We do not struggle to find people to fill those roles because lots of people want experience it. We are obviously paying a London Living Wage as well and I should get that in. Something centrally managed like that would make sense, we think. There are opportunities without incurring huge cost to the GLA to support the evaluation process more from the centre.

The final point is just around data. We are in an age where there is a lot more data available to us around town centres. The GLA does a good job collecting that for the Town Centre Health Check. Monitoring and communicating that and putting more pressure on the boroughs to provide that evidence is important. Ultimately that will help us track the impact in eight, nine and ten years' time.

Gareth Bacon AM (Chairman): Thank you. I am going to move on again to the New Homes Bonus (NHB) and related questions.

Navin Shah AM (Deputy Chair): Yes, a couple of questions to Debbie surrounding the NHB and certain aspects. What impact do you think the timing pressure on local authorities has on how the NHB projects are aligned with other mayoral funding programmes?

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): Sorry, just to be clear, is it about timing pressure that you are interested in?

Navin Shah AM (Deputy Chair): Yes.

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): The NHB programme - and it is a dangerous thing to say - is not time-limited. It does not have a March 2016 deadline in the same way as the HSF does. It begins from April this year. Indeed, most of the programmes want to start delivering and in fact some of them are already starting. There is not the same guillotine as sometimes there is on some of our projects. It aligns nicely with the HSF, which is at the same time, but we are going to come on to talk about Growth Deal 2 which is 2016/17 funding. The NHB will sit alongside those funding streams for the next couple of years.

Navin Shah AM (Deputy Chair): I hear constantly that local authorities are required to make decisions within a very short space of time.

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): I see, in terms of the decision making process, yes.

Navin Shah AM (Deputy Chair): What is the impact arising from that?

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): No, that was quite quick. It was driven largely by the Government deadlines in order to submit and agree proposals as part of Growth Deal 1 because NHB is a subset of Growth Deal 1. It was quite quick. I will grant you that. Similarly, the level of detail required was perhaps not to the same level as we require for our other funds. NHB is a curious piece in some respects insofar as the funding that is top-sliced from a local authority will go back to that local authority. It was more a matter of the local authority presenting proposals that reached a threshold, if you like, rather than went through a more detailed evaluation by our team in a competitive situation. They were bidding for their own money back, basically. It was more about making sure it aligned rather than

choosing the best bids in a competitive situation. The information requirements were lighter on them than would be the case in other circumstances.

Navin Shah AM (Deputy Chair): What was the overall criteria?

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): For the purposes of the high street and the NHB there were seven things, but for the life of me I cannot remember the seven. There were themes. For the HSF the outcomes we were looking to achieve totally dovetailed with our other funds. In effect, the high street strand of NHB just dovetails with the rest of our high street work in terms of what it is trying to achieve. It was evaluated by us and boroughs and local councils very much in that way. It is not a different project product. It dovetails with the rest of our HSF.

Navin Shah AM (Deputy Chair): Moving on to the other aspect, is there any evidence that boroughs have learnt from each other in selecting their own NHB projects?

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): Absolutely, yes. As I have already said, it was a curious beast. What we did over the summer is we went through a process of co-evaluation, if you like. I chaired a number of meetings where I together with London Councils and then a number of people from the regeneration teams and the local authorities considered all of the proposals that fell under high street, places of work and enabling development.

What had happened before those meetings is local authority officers had appraised each other's proposals and it was a really interesting dynamic. It was a really productive meeting because people were learning off each other and discussing shared challenges. There was also quite an interesting dynamic insofar as some officers were saying, "Look, I put this much work into mine. I do not see why they should not put that much work in". There was a little bit of raising the bar going on as well. That was very instructive and a very positive process, which was nice to see. There was a lot of noise about NHB in terms of negotiating and where we got to. When you got down to it and you sat in the room with those officers, they had access to funding that would usually go into the corporate pot and be squirreled away by section 151 officers, for good reasons obviously, but now regeneration officers were accessing money that they otherwise would not have been able to. It was a really positive discussion and a really good sharing of experience of ideas.

Navin Shah AM (Deputy Chair): Simon, do you think there is the right balance between investment in shared workspace and nurturing enterprise support across the NHB places of works projects?

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): Workspace is hugely important in terms of supporting enterprise. The value of it is not properly appreciated. If 100 of my start-up businesses employ one more person the impact on the local economy is great, but the value returned in that instance to the property owner is not realised by them. Therefore, there is a role for the public sector to play in understanding the value of those interventions and in justifying the investment.

The NHB certainly seems to have been used well in those areas. My only thought would be that it came around very quickly. Certainly I know in my borough it was hard for the local authority to engage with anyone locally, really. They had to --

Navin Shah AM (Deputy Chair): That seems to be the experience of many local --

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): Yes. Time would have been nice. Certainly the ones that I am aware seem to have been focused in the right way because they were tied back to the London Enterprise Panel (LEP) priorities.

James Cleverly AM: Yes, just on that, one of the things that has been a bugbear of mine for a long time is that a lot of people think that what we need to do is replicate the role that the high street played before people had cars. People do their big shop in a car and they do not go to the butcher, the baker and the candlestick maker on their local high street.

The most modern interpretation of high streets that are really buzzing are the ones with significant workspaces in the realm. We do not think of it as a high street, but the high street underneath Canary Wharf is buzzing. It does not need any help. It is sorted because there is spending power stacked above it.

It strikes me that it is the same with workspace. For a long time I have felt that the high street is the place you go on your way into work, where you spend your time at lunchtime and where you have the quick drink after work and buy those things that you forgot to buy at the weekend on the way home. It has to be a really significant part of the retail mix in the high street. You get that when you have actual proper spending money stacked up either physically above or interwoven around the high streets. That goes to the part that works well.

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): Absolutely right. It is aggregation; just bring it all together. I am not saying PDRs do not work well, as Ojay [McDonald] said, in certain areas where you have an empty office block at the end of the high street. Where it is a functioning office block and you have 400 people working there every day spending what we reckon is about £70 a week and they are replaced by 80 luxury flats, you have not only lost exactly that spend on the high street you talked about and the aggregation impact of having all activity in the same place, but you have also tangentially lost your opportunity for more affordable housing. PDR is a really good example of where that goes wrong.

James Cleverly AM: Thank you.

Gareth Bacon AM (Chairman): As a wrap-up question, the point of today's meeting has been to look at mayoral intervention in high street regeneration. I am going to ask each of you and I am going to leave you to the end, Debbie [Jackson], for obvious reasons.

James Cleverly AM: We are not picking on you!

Gareth Bacon AM (Chairman): Drawing on your diverse experience over the last four years, what is the value and benefit in each of your minds of mayoral interventions in terms of high street regeneration and the mayoral programmes that we have had over the last four years? I will start with you, Simon, and work my way down.

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): It has given the high streets I have been aware of an opportunity to try out new things and to push the envelope on what is possible in an area that would not otherwise have been trialled and tested. It has highlighted some of those bigger problems, like property owners, that probably we would not have been able to amass the evidence for without it.

Gareth Bacon AM (Chairman): You think it has been a catalytic trailblazing experience?

Simon Pitkeathley (Chief Executive, Camden Town Unlimited): I wish I had thought of those words!

Gareth Bacon AM (Chairman): I had the luxury of sitting here and thinking of them while you were speaking. Chris?

Chris Paddock (Director, Regeneris): It has helped people focus upon the high street. The way the economy and the way that we live - re-urbanisation, if you like - had meant the high streets were a more important arena for economic development. It has helped create a more steely focus upon high streets and to start to address quite rapidly the issues of diversification and the relationship between retail, residential and workspace, and to come to some sensible conclusions on that that we may not have otherwise come to or would have been in an inconsistent experience across London had we not had this focus.

Ojay McDonald (Policy Manager, Association of Town and City Management): I am trying to pick something different from those two because I agree with both of those comments and I do not want to repeat them.

One of the things that has been incredibly helpful in terms of the Mayor's intervention in the high street is that we might actually be in the middle of what is quite fundamental change in how we work in terms of our economic development and how we fund our economic development. We know the financial pressures on local authorities mean they have less money to be able to put towards certain schemes which are non-statutory.

I should also mention as well engaging with the LEP, things like the NHB, the Places at Work scheme and these different ways of engaging in economic development. Helping the boroughs in terms of that transition is incredibly helpful and will be very helpful in the long term, which I am hoping some of the evaluation will tease out in future years.

Niraj Dattani (Senior Partnership Manager, Spacehive): From our point of view it has been really refreshing to see the Mayor be inclined to take a different approach to solving a problem that has been around for a while now. That has been really refreshing. The approach that they have taken in the last particular year is one that will leave people empowered. That is a really important thing that has come out of the work that the Mayor has done from our perspective.

Gareth Bacon AM (Chairman): Excellent. Thank you very much. Debbie, a final word to you.

Debbie Jackson (Assistant Director, Regeneration, Greater London Authority): I am tempted to leave it there but I will not. I will keep it short but I obviously agree with all of those comments.

To wrap up, we have demonstrated the benefit of investing in high streets and town centres in five ways; firstly, by tailoring our approach - every single place is unique and we have heard that talked about today - and by understanding places and taking time to understand what places need; and secondly, by doing it well. We are fairly obsessive about doing things well, not just rolling out standard solutions but pausing to make sure that we are doing the very best job that we can.

Thirdly, we have heard about town centre governance today and the power of involvement and investment by local people in their local town centres, encouraging models and situations that get people involved in their

local town centres and innovating through the projects that are delivered and in terms of how we deliver. Spacehive is obviously the number one example of that. Then, it is learning through our evaluation and continuing to commit to a very strong approach to evaluation, so that we are gathering evidence to demonstrate the benefit of the investment and also so that we are adjusting our approach as we go along. Through all of those ways, we are continuing to demonstrate the benefit of our work on high streets.

Gareth Bacon AM (Chairman): Thank you very much. That was a good summary. That draws the discussion to a conclusion. May I ask the Committee to note the discussion with invited guests and to thank them very much for their attendance?

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MINUTES

Meeting: Regeneration Committee
Date: Wednesday 25 March 2015
Time: 12.51 pm
Place: Chamber, City Hall, The Queen's Walk, London, SE1 2AA

Copies of the minutes may be found at:

<http://www.london.gov.uk/mayor-assembly/london-assembly/regeneration>

Present:

Gareth Bacon AM (Chairman)
Navin Shah AM (Deputy Chair)
James Cleverly AM
Murad Qureshi AM

1 Apologies for Absence and Chairman's Announcements (Item 1)

1.1 An apology for absence was received from Len Duvall AM.

2 Declarations of Interests (Item 2)

2.1 **Resolved:**

That the list of offices held by Assembly Members, as set out in the table at Agenda Item 2, be noted as disclosable pecuniary interests.

3 Summary List of Actions (Item 3)

3.1 The Committee received the report of the Executive Director of Secretariat.

3.2 **Resolved:**

That the outstanding and completed actions arising from previous meetings of the Committee be noted.

4 Stadium-led Regeneration (Item 4)

4.1 The Committee received the report of the Executive Director of Secretariat.

4.2 **Resolved:**

That the Regeneration Committee's report *The Regeneration Game*, as attached at Appendix 1 to the report, be agreed.

5 Regeneration Committee Work Programme (Item 5)

5.1 The Committee received the report of the Executive Director of Secretariat.

5.2 **Resolved:**

That the initial priorities for the Committee's work programme in 2015/16, as agreed at its meeting on 10 March 2015, be noted.

6 Date of Next Meeting (Item 6)

6.1 Subject to confirmation at the London Assembly's Annual Meeting on 13 May 2015, the next meeting of the Regeneration Committee was scheduled for Tuesday 2 June 2015 at 10.00 am in Committee Room 5, City Hall.

7 Any Other Business the Chairman Considers Urgent (Item 7)

7.1 There was no other business the Chairman considered urgent.

8 Close of Meeting

8.1 The meeting ended at 12.53pm.

Chairman

Date

Contact Officer: Joanna Brown/Teresa Young, Senior Committee Officers;
Telephone: 020 7983 6559; and
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Subject: Summary List of Actions

Report to: Regeneration Committee

Report of: Executive Director of Secretariat

Date: 2 July 2015

This report will be considered in public

1. Summary

1.1 This report sets out the actions arising from previous meetings of the Regeneration Committee.

2. Recommendation

2.1 **That the Committee notes the completed and outstanding actions arising from previous meetings of the Committee.**

Action Arising from the Committee meeting on 10 March 2015

Item	Topic	Status	For Action
5.	<p>High Street Regeneration</p> <p>During the discussion about the Mayor's Regeneration Fund (MRF) the Assistant Director of Regeneration (GLA) agreed to give the Committee, in writing, a project by project analysis for those MRF projects expecting further slippage.</p>	Completed. See Appendix 1.	Assistant Director of Regeneration, GLA

Action Arising from the Committee meeting on 5 February 2015

Item	Topic	Status	For Action
5.	<p>The Royal Docks</p> <p>The Committee agreed to delegate authority to the Chairman, in consultation with the Deputy Chair and other Members to agree the form and approve the content of any output arising from the Committee's work on the Royal Docks.</p>	Completed. See Agenda Item 8 (Action taken by the Chair under delegated authority)	Scrutiny Manager

3. Legal Implications

3.1 The Committee has the power to do what is recommended in this report.

4. Financial Implications

4.1 There are no financial implications to the GLA arising from this report.

List of appendices to this report:

Appendix 1 – Letter from the Assistant Director of Regeneration, GLA, dated 6 May 2015

Local Government (Access to Information) Act 1985
List of Background Papers: None
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MAYOR OF LONDON

Gareth Bacon
London Assembly
City Hall
The Queens Walk
London
SE1 2AA
United Kingdom

Date: 06/05/2015

Dear Gareth,

Thank you very much for inviting me to the Regeneration Committee session on March 10th, and your ongoing support for the work of the Regeneration team. In response to your letter of March 11th, please find enclosed the requested analysis of those Mayor's Regeneration Fund projects expecting further slippage.

Thanks again for taking the time to write to me, and please let me know if there is anything else you require from me or my team.

Yours sincerely



Debbie Jackson
Assistant Director - Regeneration

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Project Table: summary of MRF slippage at April 2015

Project lead	Project Name	Original timeframe for completion	Progress to date	Estimated completion date	Reasons for delay	Lifetime Project Budget	Spend to date
MAYOR'S REGENERATION FUND (DEE)							
James Parkinson	Camden: Collective scheme and retail strategy	Apr-15	Project continues to deliver additional outputs beyond set targets. Stables Market units now providing both free and paid-for hot desking and retail space. Evaluation underway. CTU have exercised the break clause on 26 CHS. Move-out April 2015. Final pop up occupiers using the space.	Oct-15	<p>We received a request from Camden Council and the Camden Town Unlimited (CTU) business improvement district to extend the life of the active MRF Collective / Retail strategy project by six months. The project was due to finish at the end of March this year with an underspend due to some difficulties in securing appropriate leases during 2014. The project is now delivering above and beyond its original objectives and the rationale for continuation is twofold; 1) The additional outputs that would be achieved at no extra cost to the GLA are very attractive and represent sound value for money (the underspend that would alternatively come back to us), 2) A short extension of the programme would significantly help CTU establish a sustainable platform to continue delivering project objectives beyond the end of GLA grant investment, something they have been working towards during the second half of 2014. In addition, this would provide a seamless transition with CTU having been awarded some funding as part of their recent High Street Fund bid to further develop the infrastructure that they have established and secure a long term future for our investment.</p> <p>It has been agreed in principle that this represents a satisfactory request, hence Camden and CTU have continued negotiating related leases and profiled a carry-over request, in close discussion with the GLA.</p>	£668,000	£607,604
James Parkinson	Camden: Cobden Junction	31/03/2015	Initial works are underway on site. Revised programme to completion received, but to still to be finalised by contractor.	15/07/2015	<p>The project initially slipped for a lengthy period in 2014 following public consultation of the preferred highways layout. During this consultation, Camden Cyclist Campaign raised concerns over the new layout of the junction and potential conflict points between cyclists and left-turning vehicles. Camden Council and TfL proceeded to explore the issues raised and perform some re-modelling of the junction to establish the impact of alternative solutions on the traffic flow. The result of this exercise was that the original proposed highways layout remains the best option, alongside careful efforts to design out any conflict at key points.</p> <p>Following satisfactory resolution of the issues, the project could have resumed in late 2014 with the GLA Regeneration team working closely with Camden Council to ensure that the design quality of the scheme would not be compromised during implementation.</p> <p>Commencement of main implementation works were further delayed in early 2015 due to utility companies needing to adjust their apparatus. These works are now complete, which has enabled Camden to commence back on site from 9 March 2015. Yorkstone paving has since been laid adjacent to the KOKO venue fascia. The main element of public realm works will commence on 18th April following permanent closure of the carriageway east side of the existing island. The new kerb line will be installed, and the Richard Cobden statue and the Prisoner of War memorial is scheduled to be removed off-site the week commencing the 20 April 2015, with a view to return them to site towards the end of the works.</p>	£1,535,000	£812,261

Project lead	Project Name	Original timeframe for completion	Progress to date	Estimated completion date	Reasons for delay	Lifetime Project Budget	Spend to date
Tim Rettler	Croydon: West Croydon Interchange	Mar-15	Detailed designs have been completed, the works contract awarded and works have commenced in March 2015.	Mar-16	It has taken longer than anticipated to complete the detailed design and obtain necessary approvals from Network Rail and Tramlink. Discussions with Tramlink regarding possessions and working methods resulted in a shortened works programme for the Tram closure over Easter 2015. Around 85% of the work planned during this period has been delivered. Discussions are ongoing with Tramlink as to agreed delivery windows during weekends for the remaining works. The financial consequences of the shortened delivery programme, delays and Tramlink's withdrawal of weekend working permissions following Easter will be assessed by the end of April when a detailed programme for the remaining works will be available. LB Croydon are confident that project remains on target to deliver the required outcomes by March 2016.	£4,000,000	£642,057
Aminata Diaby/Nabeeh Khan	Croydon: WCIIP West Croydon Investment Programme	Sep-15	WCIIP Local Employment Creation The Local Employment Creation project (LEC) is still set to complete delivery by September 2015. However, there is an overall reduction in the funding budget (£20,000) due to agreed reduction in output targets. There is a slight increase in the 2015/2016 budget due to carry forward of outputs to be delivered in the coming year because of underachievement in 2014/2015. WCIIP Entrepreneurs of the Future This project is also on track to complete by September 2015. With regards to budget this project has had a reduction in its funding allocation due to constant underperformance on outputs. 2015/16 budget has been reduced to match agreed 2015/16 reduction in outputs delivery.	Sep-15		£1,412,304	£1,144,413
Tim Rettler	Croydon: Innovation Centre	Jul-14	The project has been significantly re-scoped to deliver a tech-focussed facility in a council-owned property in the Old Town area. IPB stage 2 approval was obtained in November 2014. Following a competitive process, the operator for the centre has been selected. The draft lease is being prepared and under negotiation. The GLA funding agreement is being prepared. An advisory board has been set up with members from LB Croydon, GLA, Croydon Tech City. On track for opening Nov 15 will collection of outcomes continuing to 2017.	Nov-15	The original Innovation Centre concept could not be progressed as a result of a significant uplift in the commercial property market which resulted in the lease deal for the proposed centre becoming unviable. As a result, there was an opportunity to reassess the occupier requirements within the Croydon Opportunity Area and re-profile the scheme to address weaknesses in the offer. This review surfaced a strongly growing demand for specialist ICT incubator/accelerator premises. The redesigned project seeks to build on the principles of the Innovation Centre concept but to refocus the offer to help support and enhance the growth profile of the new tech cluster and address a significant weakness in the current local market.	£800,000	£0

Project lead	Project Name	Original timeframe for completion	Progress to date	Estimated completion date	Reasons for delay	Lifetime Project Budget	Spend to date
Adam Towle	Croydon: Business Rate Relief	Mar-15	Progress continues behind forecast but the project is generally considered innovative and a positive thing. Croydon currently have 29 companies on the scheme, with 687 gross jobs (165 new and jobs attracted from businesses with 245 jobs overall) with a forecast of a further 454 gross jobs by end of March 2016 from their expansion plans. The number of companies commencing on the scheme, is behind the latest agreed profile; however this is partly compensated by the larger than anticipated rateable value and sizes of businesses joining with corresponding increases in gross jobs supported. An e-Flyer is anticipated to drive the take-up but results won't be visible until next month. A review of the BRRS/FFAY is scheduled to take place with GLA at the end of April 2015	Mar-16	The BRR relief scheme was extended by 12 months – the new completion date is not a delay. It is worth noting, GLA funding is only released when businesses sign up to the project.	£1,114,117	£759,038
Tim Rettler	Croydon: Wellesley Road Crossings	Mar-15	Lansdowne Road – works to Lansdowne Road were successfully completed in April 2014. The project provides an enhanced pedestrian connection from the East Croydon Footbridge and Station Concourse via the meanwhile garden on the Ruskin Square site towards Wellesley Road. It forms a key part of the new east-west route to link the station with the retail core. George Street Junction is being delivered in conjunction with the East Croydon Interchange scheme which also has TfL Major Schemes funding. Detailed designs have been completed and approved. Works have started on site in January 2015. Wellesley Road Crossings (Bedford Park and Lansdowne Road crossings) – due to impact on the tram network and traffic flows, it was agreed to re-scope this work stream and only deliver the Bedford Park crossing as part of the MRF programme. Detail design for this element is underway, including traffic modelling which is currently awaiting sign-off from TfL. It is proposed that the Lansdowne Road crossing will be delivered as part of the Dingwall Road Loop tram mitigation measures which are required for the Whitgift shopping centre redevelopment.	Lansdowne Road – April 2014 (completed) George Street Junction – November 2015 Bedford Park crossing – October 2016 Lansdowne Road crossing – de-scoped from MRF project, to be delivered as part of TfL's Dingwall Road Loop project by mid-2019	George Street Junction – It has taken longer than anticipated to complete the detailed design and award the contract. The works had to be re-programmed to fit timescales of the tram network closure over Easter 2015. Wellesley Road Crossings – As it was not possible to obtain TfL approvals for the original scheme, the project has been re-scoped, involving additional traffic modelling and design work. Works will need to be scheduled around available tram closure periods.	£4,800,000	£2,551,041

Project lead	Project Name	Original timeframe for completion	Progress to date	Estimated completion date	Reasons for delay	Lifetime Project Budget	Spend to date
Adam Towle	Croydon: High Streets (physical works)	Mar-15	South End public realm was completed in February but contractor has an extensive programme of remedial works to carry out; building front works are 90% complete. London Rd phase 1 public realm (West Croydon Station to Lid) completed; Stage D design for Phase 2 agreed in February 2015 enabling construction to start late August 2015. Old Town public realm and building front works started on site before Easter and progressing through Easter Tram closure. An additional 14 building fronts have been identified for improvement over what was originally agreed.	Mar-16	Completion date is dictated by phase 2 of the London Rd scheme which has suffered severe delays due to issues with the design of the preferred scheme highlighted by traffic modelling. A new scheme has had to be designed and agreed (Feb 2015). There are a number of other minor risks across the 11 workstreams that are causing delays. The project as a whole is forecasting a £153k overspend; to be mitigated through various measures and securing additional capital contingency from LBC Growth Board (programme-wide contingency agreed at Cabinet meeting February 2015).	£6,459,500	£2,171,281
Adam Towle	Croydon: High Streets (retail support)	Mar-15	Many workstreams now complete or drawing to a close. Retail Environment Assessment is now complete and business support has been provided to 25 local traders in London Rd, joined up with Small Capital Grants, Safer Cleaner, and London Rd logo and website projects. Pop up Food Hub launched as Surrey StrEatery on 5 November 2014 has been a success and proved popular. This is due to close in May. The pop up Croydon Emporium closed in January 2015 with a long term occupant being found for the unit, and the majority of Emporium traders going on to trade elsewhere.	Jun-15	Lease for StrEatery ends in May at which point all projects will be substantially complete. The Landlord of the StrEatery has a prospective long term tenant (a polish supermarket) interested in taking on the lease when it is vacated. Retail Revival, the appointed Business Support Consultant for the Surrey StrEatery has begun working with the traders on their exit strategies	£389,850	£36,912
Adam Towle	Croydon: Old Town Master plan	Dec-14	Project is substantially complete. Masterplan was approved at Croydon Cabinet on 17 November 2014 and Full Council for adoption on 1 December 2014. Consultants still progressing 2 schemes to RIBA stage C - a process has now been agreed by which these are to be signed off with meetings being arranged for April. Judicial review period lasts 3 months and will end 9 April.	Apr-15	There has been some delay with progressing the final elements of the project due to other work priorities at LBC. A more detailed schedule for completion has been agreed with the consultants.	£250,000	£228,448
Adam Towle	Croydon: New Addington	Mar-15	Good Food Matters: the kitchen and teaching building has been completed and the roll out of courses and partnerships with other organisations is underway. Discussions with Croydon Council, John Ruskin College about future projects and courses are ongoing. GFM is officially part of Croydon's successful Food Flagship borough bid. Central Parade works: Scheme at Stage D and is currently forecasting c£200k over budget so value engineering is currently being undertaken.	Mar-16	Current forecast overspend; options being considered with the Council include amendments to scope, phasing, or an option to secure further funding from other sources. Good progress being made and likely to be resolved imminently.	£871,000	£204,730

Project lead	Project Name	Original timeframe for completion	Progress to date	Estimated completion date	Reasons for delay	Lifetime Project Budget	Spend to date
Alison Mayer	Ealing: Dine in Southall	GLA spend by March 2015 Completion September 2015	DISH is a significant and flagship project for Southall. MRF funds were used from late 2013 by the GLA to commission a two phase study entailing; feasibility analysis, option appraisal, detailed and costed design work, and business plans for the project. The study was completed in July 2014 and lead to the approval of the main grant for the project in late 2014. The borough has continued to progress and develop the project throughout this period, with the appointment of architects and subcontractors, commissioning of surveys and development of stage D design.	GLA spend by September 2015 Completion March 2016	The original programme was ambitious, but it was important to get the Grant Agreement signed by all parties so the project could commence. It was the intention that the programme would be re-profited in the new financial year.	£865,000	£103,731
Alison Mayer	Ealing: Shaping Southall	Mar-15	Southall Great Streets 1 - the work is 95% complete but bills are being held back until completion / snagging so there is slippage into Q1 2015/16. All MRF funding is committed and invoices have been GRNed for the first £300,000 of the remaining funding. An official opening including the Leader of Ealing and senior representatives from the GLA and TfL is planned for Sunday 7 June 2015. Southall Great Streets 2 - three projects are already 95% complete (Lidl's, St Anselms and Dominion Corner) with four due to complete by June this year (Southall Park, Manor House, St John's Corner, Norwood road corner).	Jun-15	This programme of projects has been partially delayed by onsite conditions, primarily the implementation of SG51 (Southall Broadway scheme) which meant that some schemes didn't start until January to reduce the impact of multiple road works in the local area, but also by specific site factors, including wall repairs at St John's Church (site 8) and on site works at the Norwood Corner (site 9) meaning those projects had either just started (site 8) or not started (site 9) at year end.	£3,500,000	£2,923,713
Sarah Considine	Hackney: Shop front improvement scheme	Mar-15	All MRF funds have been claimed and 29 shop fronts are complete with 2 match funded shop fronts still pending	Jun-15	The 2 remaining shop fronts have been delayed due to previous shop front scheme participants pulling out and delays due to planning refusal.	£500,000	£500,000
Sarah Considine	Hackney: Fashion Outlet Hub	Mar-15	All MRF funds have been claimed. The Morning Lane public art and lighting installation is complete. The public realm improvements to Morning Lane Triangle are complete. Branding, marketing and project management roles have been executed and are complete.	Jun-15	Works to the Morning Lane railway arches are on-going, delays have been caused by problems with the fabrication of specialist shutters.	£1,500,000	£1,500,000

Project lead	Project Name	Original timeframe for completion	Progress to date	Estimated completion date	Reasons for delay	Lifetime Project Budget	Spend to date
Louise Duggan	Haringey: Opportunity Investment Fund. Tottenham Master planning	Mar-13	Tottenham Physical Development Framework (PDF) was delivered in autumn 2013. First call for small investments (up to £120,000 each; £500k total available) returned assessments underway	All investments will have been made by March 2017	The fund was to respond to the Tottenham Physical Development Framework and ongoing masterplans to accelerate the delivery of identified sites. However, many of the specific sites indicated in the stage 2 have subsequently been supported to come forward without necessitating the use of OIF loans. Elsewhere, uncertainty around a number of developments identified has resulted in delays to the use of funds. In July 2014 IPB agreed, in light of the Borough's own £50m Housing sites acquisition fund and prospective Housing Zone, to refocus the investment fund on progressing commercial sites and workspace creation projects. Between August and December 2014 officers worked on the detail design of the fund drawing on Growing Places Fund. The proposed structure was approved by Tottenham Board in late January and by GLA DD in March 2015.	£2,674,000	£0
Louise Duggan	Haringey: Stadium Approach	Stage 2 2014/15	£1.07m in grant agreement to deliver a study for White Hart Lane (£200k) and to purchase key properties (£872k; £430k outstanding). £5.03m provisionally allocated to support further site acquisitions around High Road West. LBH are leading on putting together this programme. The remaining £2.4m has been earmarked as a contribution to the improvement of White Hart Lane station, the rail arches, and the surrounding public realm.	Mar-17	GLA and LBH have held back expenditure on land acquisitions due to uncertainties around the stadium development. The White Hart Lane project is reliant on current discussions around wider funding.	£8,500,000	£436,000
Louise Duggan	Haringey: District Energy	Stage 2 agreement that if required, funding can be carried forward beyond 2014/15	The lead in time to develop, procure and construct a local area DEN is typically 2-3 years. The work proposed to be completed in 2015 is in anticipation of a 'heat-on' date of 2018 for the anchor heat load developments. Haringey will use the initial tranche of MRF funding to procure a technical feasibility study. This will inform LBH Cabinet decision expected in summer 2015 on business model, investment, and procurement approach for the wider High Road West scheme. Completing further development work prior to appointing a development partner at High Road West (Dec 2016) enables Haringey to include provision of an energy centre sized to serve HRW and Spurs and Northumberland Park Estate within the partnership agreement. The approach therefore maximises the potential leverage of the MRF funding. DD seeking authorisation for £200k allocation for technical feasibility study in circulation.	Mar-17	In April 2012 the stage 2 approval for the North Tottenham District Energy Network (DEN) set aside £2.5m of capital funding for the project. In the interim the option of creating an Upper Lea Valley Heat Network was considered by LB Haringey. Due to delays in the delivery of the Upper Lea Valley Heat Network and other uncertainties it was agreed that the original Decentralised Energy Network in North Tottenham should be pursued.	£2,500,000	£0

Project lead	Project Name	Original timeframe for completion	Progress to date	Estimated completion date	Reasons for delay	Lifetime Project Budget	Spend to date
Louise Duggan	Haringey: Accessibility	Stage 2 2015/16	Delivering in line with Stage 2 and DD authorisations. Phase 1 of Accessibility works delivered on time on budget. Stage 1 controlled parking zone (CPZ) delivered on time on budget. Phase 2 accessibility works linked to stadium delivery. Stage 2 CPZ on track to deliver by August 2015.	No delays on MRF fund spend; £600k LBH match may be delayed.	Uncertainty regarding Stadium development.	£3,500,000	£1,722,000
Louise Duggan	Haringey: Growth on the High Road	Mar-14	Tottenham Green and the events programme are fully complete. The shop front improvements are 90% complete and Bruce Grove public realm improvements are substantially completed. Full completion of these two actions is expected in Q1 of 2015/16. Significant delays have been encountered on the Holcombe Road Market project.	Mar-16	Significant delays have been encountered on the Holcombe Road Market project, ranging from ground conditions, to services to way leaves and right of light issues. These have all taken time to resolve and have caused some cost increases. All issues have been carefully resolved and LBH are committed to delivering the project but because of the complexity of the issues on this site it is unlikely that it will not complete until Q4 2015/16.	£2,505,000	£1,767,196
Aminata Diaby	Haringey: Employment Support	Mar-14	In 2012 IPB endorsed a stage 2 proposal to support Haringey Council in the delivery of the Tottenham Employment and Skills project totalling £3.2m. In March 2013 LB Haringey began delivering a £1m programme of support. Since March 2014, following the establishment of new governance and resourcing arrangements for Tottenham, officers have been working on developing an outline Employment Plan for Tottenham, comprised of separately funded but complementary elements of employment and skills support. Delivery of the Employment support project is underway and will complete in March 2017. Two campaigns linking local people to the opportunities being delivered as part of the area wide regen are underway and creating 100 apprentices in Tottenham are underway.	Employment support – March 2017 Campaigns – 2015/16	Resourcing issues and a desire to link with potential European Social Fund match. This is now being secured separately.	£872,000	£57,337
Matthew Turner	Merton: Colliers Wood	Apr-15	The project is currently on site, and the first phase is nearing completion.	Sep-15	This delay was due to protracted negotiations with the third party landowners about the phasing of their component of the project, and complexities with supply chain for the component of the project being delivered by TfL.	£1,600,000	£527,326

Project lead	Project Name	Original timeframe for completion	Progress to date	Estimated completion date	Reasons for delay	Lifetime Project Budget	Spend to date
Tina Jadav	Southwark: Gateway to Peckham (Peckham Rye Station)	Mar-15	<p>Proposals were developed in December 2013 and consulted on with local people and taken to a number of design reviews. A combination of planner feedback and the opposition from local people, led Southwark Council and Network Rail to seek an extension to their current timescales from the GLA. With a revised timescale and refreshed approach, the partners could ensure that plans could be developed with local people helping to shape the redevelopment. This led to a decision to proceed with a process of further community consultation which took place from April 2014 and to date has successfully engaged local people, and facilitated greater local influence on the project brief and design. Alongside this process, a development capacity study was progressed to help inform the council's possession strategy and possible phasing.</p> <p>Landolt and Brown Architects have now been appointed to further develop the scheme and a planning application is programmed to be submitted in July 2015. A number of design workshops and structural surveys have been completed and are now informing next steps in the design development process.</p>	Mar-17	<p>Since its inception in 2012, the project has undergone significant development. The objectives remain largely unchanged from the original approval but the project has been broken into a series of interrelated projects to be delivered by the different partners. The project encompasses four phases; this includes; the creation of a new station square and development at Blenheim Grove, delivery of a new building to the north of the station on Holly Grove, the delivery of Dovedale Court and a programme of improvement works to the station building itself. This move was made in response both to community reaction to the scheme proposed for the entire site and practical concerns over delivery.</p> <p>The project partners have established a refreshed project governance approach and a commitment of significant additional match contributions totalling £14,350,128 and £350,000 from other sources. The scope of the project is now in a form that the Council and the GLA believe is deliverable in terms of practicality and budget provision, it sits within the constraints of compulsory purchase legislation and has strong community buy-in.</p> <p>The project has developed through a number of studies and design led consultations. To date, both Network Rail and LB Southwark have invested considerable resource into the development of the project and have maintained a good working relationship to keep up the momentum of the project. Specifically, LB Southwark has funded a suite of design and feasibility studies, technical surveys and an extensive consultation process. They have also sought legal advice and appointed support for the relocation and negotiation processes as well as drawing on consultancies to facilitate business support.</p>	£5,246,000	£94,955

Subject: Action Taken Under Delegated Authority

Report to: Regeneration Committee

Report of: Executive Director of Secretariat

Date: 2 July 2015

This report will be considered in public

1. Summary

- 1.1 This report outlines recent action taken by the Chairman in accordance with the delegation granted to him by the Regeneration Committee at its meeting on 5 February 2015.

2. Recommendation

- 2.1 **That the Committee notes the recent action taken by the Chairman under delegated authority, following consultation with the Deputy Chair and other Members, namely to agree the form and approve the content of any output arising from the Committee's work on the Royal Docks (attached at Appendix 1).**

3. Background

- 3.1 At its meeting on 5 February 2015, the Regeneration Committee delegated authority to its Chairman to agree the form and approve the content of any output arising from the Committee's work on the Royal Docks, in consultation with the Deputy Chair and other Members.
- 3.2 Following the meeting the Chairman consulted the Deputy Chair and other Members about the attached letter to the Mayor regarding the Royal Docks.

4. Issues for Consideration

- 4.1 The letter attached at **Appendix 1** was sent to the Mayor on 17 April 2015. The response from the Mayor, attached at **Appendix 2**, was received on 18 May 2015.

5. Legal Implications

- 5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

6.1 There are no financial implications to the GLA arising from this report.

List of appendices to this report:

Appendix 1 – Letter from the Chairman to the Mayor, dated 15 April 2015.

Appendix 2 – Letter from the Mayor to the Chairman, dated 18 May 2015.

Local Government (Access to Information) Act 1985
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List of Background Papers:

Member Delegated Authority Form 595.

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Boris Johnson
Mayor

17 April 2015

Dear Boris

Regeneration Committee – The Royal Docks

I am writing further to our short review of the proposals to accelerate regeneration of the Royal Docks. We were grateful for the opportunity to visit the Docks with the Housing and Land team in December 2014. Following the visit, the Committee met on 5 February with Eric Sorensen, former Chief Executive of the London Docklands Development Corporation (LDDC) and representatives of the GLA, London First, and Centre for Cities.

All the guests at the Committee's meeting emphasised the scale of opportunity that the Docks present for London. We acknowledge the strategic imperative to get regeneration of the Royal Docks right, and we set out our findings below.

The Mayor must take account of important lessons from Canary Wharf

Our discussion revealed a number of ways in which the Mayor should learn from the development of Canary Wharf. Eric Sorensen highlighted the fact that previous plans for the Royal Docks have largely failed. For example, under the governance of the London Docklands Development Corporation (LDDC), while there were plans for an exhibition centre, retail shopping centre, and mixed housing development at Pontoon Dock, only the Excel exhibition centre was built.¹ Eric observed that both the size and physical layout of the site present significant challenges for the regeneration of the area. However, in contrast to the LDDC – which was a time-limited organisation – the GLA is a major landowner at the Royal Docks, giving the Mayor higher level of control than in other Opportunity Areas in the London Plan.

We heard that while the London Borough of Newham wants to promote employment growth at the Royal Docks, there are questions over who will be able to access these opportunities. The GLA cited the example of City Airport as a large local employer which struggles to fill its vacancies from within the local community. Reflecting on the experiences of the LDDC, Eric Sorensen noted that it had not had an 'overt' social target for supporting people into jobs.² So while Canary Wharf does provide a diverse range of jobs – including for local people – there is more explicit need for it to measure its impact on local employment.³

¹ Regeneration Committee 5 February 2015, transcript p. 1

² Regeneration Committee 5 February 2015, transcript p. 27

³ Regeneration Committee 5 February 2015, transcript p. 26

Learning from Canary Wharf, the GLA should be ambitious in supporting local employment and establish a regular reporting mechanism for monitoring purposes. The GLA will need to identify and address specific local barriers to employment, for example, by devising an employment and skills audit in partnership with developers at the Docks.

We also debated possible alternative options for the Docks, including principal use of the site for residential development. Paul Swinney from the Centre for Cities argued that housing would represent a better use of the land.⁴ However, Eric Sorensen observed that the Docks require 'dramatic' development, and that commercial development on the scale that ABP and The Silvertown Partnership propose would fund the infrastructure that the area requires.

We share the view of the GLA, Eric Sorensen and LB Newham that the Docks should focus on economic growth, but we welcome the revised estimates for additional homes to the 11,000 forecast in the London Plan,⁵ which will help create a sense of community. Mixed development will also avoid the Royal Docks becoming 'dormitory developments'.

Place-making through both the commercial and residential development at the Royal Docks should be a central focus for the GLA. The GLA will need to work with developers – in particular, the Silvertown Partnership – to create a vibrant and lively community.

The Mayor should maximise his leverage as a major landowner at the Royal Docks to get the best deal for Londoners. It will be important for the GLA to monitor the jobs that developers are creating, and who they are employing. The GLA will also require revenue funding to devise an employment and skills audit and carry out preparatory work with schools and communities.

The Mayor should undertake close monitoring of developers – to avoid risks such as land-banking. The GLA should continue to promote development agreements under which the GLA retains the freehold until development is completed.⁶

While the Enterprise Zone's (EZ) incentives are not a major attraction for businesses, the EZ model is necessary to fund infrastructure

London First told the Committee that the Royal Docks' strategic location – plus good transport links including London City airport and Crossrail – is likely to be the most important factor for early investors at the Docks.⁷ But the GLA told us the Royal Docks require at least a further £200 million in infrastructure investment to make the site more attractive to both incoming developers and communities. While TfL has set aside funding for some of these measures in its business plan, and contributions from developers will fund others, the GLA will need to find alternative sources of support for the remaining measures.⁸

We heard that securing funding for infrastructure improvements – for example, a new bridge to cross Royal Victoria Dock – will enhance viability for developers, and enable them

⁴ Regeneration Committee 5 February 2015, transcript p. 19

⁵ Investment and Performance Board, The Royal Docks: Progress Update, 19 August 2014, p. 1

⁶ Regeneration Committee 5 February 2015, transcript p. 8

⁷ Regeneration Committee 5 February 2015, transcript p. 15

⁸ Regeneration Committee 5 February 2015, transcript p. 5

to build more affordable homes.⁹ We welcome Notting Hill Housing's intention to build 40 per cent affordable homes in the Albert Basin (Great Eastern Quays and Gallions Quarter). We would encourage the GLA to apply a twin strategy of seeking creative funding sources for infrastructure, and holding the developer to its commitment to deliver 40 per cent affordable housing. We would encourage the Mayor to acknowledge the case for including social rented units on public land at the Royal Docks. The GLA acknowledged that the EZ provides a policy instrument to leverage investment in infrastructure spending. In the absence of grants, some of the funds earned from business rates retention can contribute to necessary transport improvements.

The GLA told us that the LEP could direct some of the business rates revenue to support transport infrastructure if the GLA and Newham reach an agreement on the use of the business rates revenue. The GLA told us it is carrying out work to model expected EZ revenue and potential expenditure on transport priorities, with a view to taking a paper to the LEP in June. We would urge the GLA to complete this detailed work as early as possible, to enable infrastructure planning, which will in turn give developers confidence that infrastructure enhancements will be delivered.

We heard that the Enterprise Zone's incentives¹⁰ for incoming businesses are currently attracting little attention. London First said that while the benefits are not necessarily irrelevant, they are not significant 'pull' factors. The GLA said that it had expected the Enterprise Zone to require an extension beyond its original three year timeframe. We acknowledge that the GLA had anticipated low take up at this stage of the development but it is unclear what action the GLA and LEP plan to take to market the EZ and increase uptake among prospective businesses.

In light of both the low interest businesses have shown in the Enterprise Zone incentives, and the fact that business rates revenue could be best deployed on infrastructure spending, there may be arguments for the Mayor exploring the Tax Increment Financing (TIF) model in future – as he is doing at Vauxhall Nine Elms Battersea – rather than introducing further EZs.

We would welcome further detail on the marketing strategy the GLA is employing – along with its development partners – to attract businesses to register at the EZ.

The GLA requires strategies for developer oversight and area management

Eric Sorensen observed that the major test for measuring the progress of regeneration at the Royal Docks would be the successful development of the Royal Albert Dock and Silvertown Quays sites. We understand that ABP intends to be on site at Royal Albert Dock later in 2015, ahead of the required start date of August 2016.¹¹

Paul Swinney argued that knowledge intensive businesses need to be able to cluster if a location is to be attractive to them, and that trends show they have typically chosen to locate in central London. Therefore, the GLA will have to assure itself, through close monitoring, that ABP has significant influencing power to attract Asian companies to locate there.

⁹ Regeneration Committee 5 February 2015, transcript p. 17

¹⁰ The incentives include 50 HA of business rates relief, enhanced capital allowances at Royal Albert Dock, and simplified planning arrangements (<http://www.royaldocks.london/#about/enterprise-zone/map/info>)

¹¹ Oversight Committee, 24 March 2015, transcript p. 38

Furthermore, effective management of the Docks' physical resources presents a challenge for the GLA. Given that the Royal Docks Management Authority (RODMA) manages the water and dock walls, and the GLA and others manage the land, overall management could be disjointed. The GLA explained that part of its work is to design an effective exit strategy, so that it can transfer land to development partners, LB Newham, and others once development is complete. Key among these is the Thames Barrier Park; the GLA's management of which Sir Robin Wales, Mayor of Newham, told the Committee was "a shambles". We heard that the park represents a liability to the GLA, and that the GLA must have a plan to manage it effectively over the next five to ten years.

We would welcome both confirmation that ABP plans to be on site in late 2015, and an update on the developer's progress with attracting tenants.

In relation to the long-term management structure for the Royal Docks, we would welcome further information on the GLA's exit strategy, including the expected timescales for handing over the site, and to whom.

We were pleased to hear that the GLA is commissioning a review of its management arrangements across the Royal Docks estate, to examine areas of the estate that it could transfer to another party.¹² As part of this review, we would urge the GLA to work closely with Newham on a plan for the Thames Barrier Park, including options for management of the park by Newham.

I would be grateful to receive a response to the points raised above by Friday 29 May. Please could you send a copy of your reply to Jo Sloman in the Scrutiny Team – jo.sloman@london.gov.uk

Yours sincerely



Gareth Bacon AM

Chairman of the Regeneration Committee

Copied to:

Debbie Jackson, Assistant Director, Regeneration

Dan Bridge, Principal Development Manager, Housing and Land

Sir Robin Wales, Mayor of Newham

¹² Regeneration Committee 5 February 2015, transcript p. 5

MAYOR OF LONDON

Gareth Bacon AM
City Hall
The Queen's Walk
More London
London SE1 2AA

Our ref: MGLA200415-3825

Date: 18 MAY 2015

Dear Gareth

Thank you for your letter of 17 April setting out your recent review of activities underway to accelerate the regeneration of London's Royal Docks.

I am extremely pleased that significant progress has been made in bringing forward the strategic sites for development and I am confident that, subject to achieving the necessary planning consents, development at Royal Albert Dock and Silvertown Quays will commence before the end of this Mayoral term. I understand that ABP have recently made a number of reservations for some of the buildings that will be delivered in their first phase.

As you are aware I have made significant investment in strategic infrastructure to enable these developments to come forward. The most important of these is the new Crossrail station at Custom House which will be open in early 2019 and the Emirates Airline Cable car which has changed the perception of the area and linked the Royal Docks with Greenwich Peninsula.

I agree that as we move into the development phase it is important to consider and invest in a broad range of hard and soft infrastructure to ensure that the regeneration potential of these developments are maximised, benefit the local community and contribute to the Convergence agenda for East London.

To ensure this happens in partnership with Transport for London and the London Borough of Newham, I am just about to appoint consultants to prepare a Royal Docks Investment Case which will identify what investment is required to achieve this and maximise the business rate income from the Enterprise Zone. It is likely that the investment case will recommend additional investment in Transport, Economic Development, Placemaking and Culture. It will also identify what resource and delivery structures are required to manage and oversee the delivery of this investment.

MAYOR OF LONDON

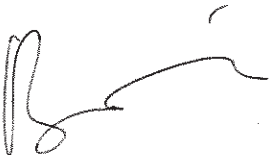
It is my intention to seek a commitment from the Local Economic Partnership (LEP) to approve a first call on business rates generated within the Enterprise Zone to be re-invested locally. My officers are already in discussion with LB Newham about using the business rate income stream to enable a Tax Increment Financing approach to fund any up-front costs that are identified in the Investment Case.

In response to your question about marketing, the Greater London Authority is working closely and co-ordinates marketing activity with our development partners, the Department for Communities and Local Government and the Regeneration Investment Organisation at the Department of Business Innovation and Skills. The majority of the marketing activity is undertaken by our development partners' agents, Savills for ABP and CBRE for The Silvertown Partnership but there is a dedicated website www.royaldocks.london that provides all up to date information and news about the redevelopment of the Royal Docks. It is expected that additional marketing and communication activities will be identified in the Investment Case.

Finally, your observations regarding the management of the estate and ensuring that there is an appropriate exit strategy are noted. We will later this year be undertaking an estate management review of all our remaining interests in the area which will address the issues you raise including options for the ownership and management of Thames Barrier Park. I will ask Richard Blakeway to update you on progress on these projects later in the year.

I am confident that we are taking all the necessary steps to ensure the successful regeneration of this fascinating part of London, which has lain undeveloped for too long, and I am looking forward to seeing the results.

Yours ever,



Boris Johnson
Mayor of London

Subject: Transport-led Regeneration	
Report to: Regeneration Committee	
Report of: Executive Director of Secretariat	Date: 2 July 2015
This report will be considered in public	

1. Summary

- 1.1 This report proposes that the Committee agrees the scope of its investigation on transport-led regeneration and uses this meeting to hold a discussion on the topic with expert guests and stakeholders.

2. Recommendations

- 2.1 **That the Committee agrees the proposed terms of reference and scope for its investigation into transport-led regeneration, as set out in paragraphs 4.1 and 4.2 of this report.**
- 2.2 **That the Committee notes the report as background to a discussion with invited guests regarding transport-led regeneration, and notes the discussion.**
- 2.3 **That the Committee notes the summary of the site visit to Vauxhall Nine Elms and Battersea on 2 June 2015 to support this investigation, attached at Appendix 2 to this report.**

3. Background

- 3.1 At its meeting on 10 March 2015, the Committee agreed its initial priorities for 2015/16, the first of which is an investigation on transport-led regeneration.

4. Issues for Consideration

Scope of the investigation

- 4.1 A scoping paper at **Appendix 1** sets out the proposed terms of reference, background information, topics to be covered, and approach to the Committee's investigation.
- 4.2 The proposed terms of reference for the investigation are:

- To examine how the Mayor and TfL use transport investment to promote regeneration and how they work with a range of stakeholders to identify transport improvements;
- To examine how TfL is using its Growth Fund, including the rationale for allocating £360 million to the fund, the criteria used to decide how it should be spent, and its potential impact on different types of regeneration (i.e. economic, physical and social), and on different groups; and
- To clarify the choices facing a future Mayor on the use of transport investment to support regeneration.

4.3 The Committee plans to use information collected at its site visit on 2 June 2015, a formal meeting on 2 July 2015, written information from stakeholders, and engagement with local communities to gather evidence for its investigation.

2 June site visit

4.4 At its meeting on 10 March 2015, the Committee agreed to carry out a site visit as part of this investigation. The Committee visited Vauxhall Nine Elms and Battersea on 2 June 2015. Committee Members received a briefing from TfL on the purpose of the Growth Fund and its plans for transport improvements at Vauxhall Cross. The visit also provided the Committee with an opportunity to receive an update on the progress of the regeneration programme at Vauxhall Nine Elms and Battersea. A summary of the visit is attached at **Appendix 2** for noting.

2 July discussion

4.5 The following guests have been invited to the Committee's meeting on 2 July:

- Isabel Dedring, Deputy Mayor for Transport;
- Alex Williams, Director of Borough Planning, TfL;
- Dr Karen Lucas, Associate Professor, Institute of Transport Studies, University of Leeds; and
- Martyn Evans, Creative Director, Cathedral Group.

4.6 The meeting will look to cover the following issues:

- The relationship between transport infrastructure and regeneration, including the distributional effects on a range of stakeholders;
- The impact of transport on key regeneration programmes in London;
- How the Mayor and TfL use transport to drive regeneration, and how they consult local communities;
- The role of the Growth Fund and its links with other mayoral and TfL funding for transport improvements to support regeneration; and
- The Mayor and TfL's future plans for regeneration-focused investment.

5. Legal Implications

5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

6.1 There are no direct financial implications arising from this report.

List of appendices to this report:

Appendix 1 – Transport-led regeneration scoping paper

Appendix 2 – Summary of the site visit to Vauxhall Nine Elms and Battersea on 2 June 2015

Local Government (Access to Information) Act 1985
List of Background Papers: There are none
Contact Officer: Jo Sloman, Scrutiny Manager
Telephone: 020 7983 4942
E-mail: scrutiny@london.gov.uk

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Transport-led regeneration

Overview

The Regeneration Committee has provisionally agreed to carry out an investigation into transport-led regeneration, specifically examining the Mayor and Transport for London (TfL)'s approach to investing in transport improvements to support local regeneration.

It is widely accepted that improving transport is central to most regeneration plans and that TfL plays a key role in regeneration in London. Decisions made by TfL can play a central role in helping to regenerate neighbourhoods that may have struggled to attract new business and investment and to provide a high quality of life for their residents. In 2012 the Mayor launched a £300 million TfL fund – increased to £360 million in 2014 – specifically for regeneration projects. The Committee will examine the basis for setting up a fund within TfL specifically for regeneration and how the criteria used to allocate this funding differs from that used for other TfL investment decisions. The Committee will assess whether the investments are likely to support wider regeneration goals and whether there is a case for investing more of TfL's resources in similar projects because of the catalytic effects such decisions can have.

Scope and Impact

Draft terms of reference

1. To examine how the Mayor and TfL use transport investment to promote regeneration and how they work with a range of stakeholders to identify transport improvements;
2. To examine how TfL is using its Growth Fund, including the rationale for allocating £360 million to the fund, the criteria used to decide how it should be spent, and its potential impact on different types of regeneration (i.e. economic, physical and social), and on different groups;
3. To clarify the choices facing a future Mayor on the use of transport investment to support regeneration.

Objectives and outputs

The main objective of the investigation would be to assess the role of TfL's Growth Fund and the regenerative benefits it is expected to deliver.

Through a combination of site visits and a meeting, the Committee will examine the rationale behind TfL's decision to create the Growth Fund, and the projects it funds. It will examine the differences between projects funded through this funding stream, and the Mayor and TfL's other budgets that also support transport improvements to promote regeneration.

Transport-led regeneration

The output from the investigation will be an issues paper, which will set out lessons from the Growth Fund for the future. It will also set out options facing a future Mayor about how they use their transport budget to support regeneration. The paper could inform a seminar discussion in early 2016.

Background

The Mayor's regeneration and transport objectives

Regeneration

The Mayor has several strategies and policies to support regeneration, all of which refer to the role of transport infrastructure.

- **The London Plan Opportunity Areas and Areas for Intensification** – The Mayor has designated 38 Opportunity Areas as brownfield sites with significant capacity for new housing and commercial development. In addition, the Mayor has designated seven Areas for Intensification, which can accommodate new jobs and homes.¹ Improved public transport accessibility is integral to facilitating development in many of these areas.
- **The LEP** – Contributes to the delivery of the Mayor's Economic Development Strategy through local partnership arrangements and administers the £111 million Growing Places Fund,² of which transport investment for regeneration is a key feature.³ The LEP has also secured £20 million for high streets and places of work (support for small and medium-sized enterprises in and around high streets) through Growth Deal 2.⁴
- **The Mayor's Economic Development Strategy** – Refers heavily to the role of transport in regeneration. It states that transport links should support regeneration in Opportunity Areas and it includes a commitment *'to consider how local transport and environmental improvements can best support development.'*⁵
- **Regeneration funding for high streets and town centres** – The Mayor has spent a combined total of £129 million on high street regeneration since 2011.⁶ Transport improvements form part of many of the projects funded as part of the Mayor's work on high streets. For example, over 40 per cent of the MRF is supporting transport or other infrastructure projects.⁷
- **Transport Strategy** – TfL is responsible for delivering the Mayor's Transport Strategy,⁸ which highlights regeneration at various points, including:

¹ Mayor (March 2015) *The London Plan – Consolidated with alterations since 2011*, p. 79

² <https://lep.london/funding-and-support/funding>

³ <https://www.gov.uk/government/publications/growing-places-fund-prospectus>

⁴ LEP, *A proposition for London's Growth Deal 2*

⁵ <https://www.london.gov.uk/priorities/business-economy/publications/economic-development-strategy>

⁶ Including the Outer London Fund, Mayor's Regeneration Fund, and High Street Fund

⁷ Regeneration Committee (August 2014) *Out of the Ashes – the Mayor's Regeneration Fund*

⁸ GLA Act 1999 <http://www.legislation.gov.uk/ukpga/1999/29/part/IV/chapter/II>

Transport-led regeneration

- **Supporting economic development** by developing a transport system that connects people to jobs;⁹
- **Enhancing the quality of life** for all Londoners by improving the urban realm and making streets and town centres vibrant, attractive and enjoyable places to use;¹⁰
- **Supporting regeneration and tackling deprivation** by promoting measures to enhance connectivity and provide better accessibility to jobs and services in deprived areas.¹¹

The Mayor has a statutory duty to ensure consistency between his Mayoral strategies. For example, the Transport Strategy states it has been prepared with consultation with the London Plan and the Economic Development Strategy.¹²

Transport investment to support regeneration

Transport improvements often play a key part in unlocking areas for regeneration. Examples where transport is integral to future development include strategic regeneration schemes such as Vauxhall Nine Elms Battersea, Old Oak Common, and Barking Riverside.

TfL's decisions about where to invest in transport infrastructure and what shape that infrastructure takes can significantly impact the potential of areas to undergo regeneration. TfL's business plan frames several of its investments in light of their impact on regeneration. These range from high value programmes such as the £1 billion Northern Line Extension from Kennington to Nine Elms and Battersea Power Station, to a range of high street projects across the boroughs.¹³

Since the dissolution of the London Development Agency,¹⁴ TfL is the Mayor's largest financial lever for channelling funding to areas which are in need of regeneration, providing transport infrastructure to facilitate development.¹⁵¹⁶

The Assembly has found that TfL increasingly makes investment decisions on the basis of the economic returns that new investment will deliver, and not just transport enhancements for

⁹ Mayor's Transport Strategy: Vision and Context https://www.london.gov.uk/sites/default/files/MTS_part_one.pdf

¹⁰ Mayor's Transport Strategy: Vision and Context https://www.london.gov.uk/sites/default/files/MTS_part_one.pdf

¹¹ Mayor's Transport Strategy: Executive Summary

https://www.london.gov.uk/sites/default/files/MTS_Executive_Summary.pdf

¹² Mayor's Transport Strategy: Vision and Context https://www.london.gov.uk/sites/default/files/MTS_part_one.pdf

¹³ TfL Business Plan 2014, p. 38

¹⁴ In the year before it was dissolved, the 2010/11 LDA budget was worth £138m

(<http://www.london.gov.uk/sites/default/files/archives/gla-budget-docs-1011budget.pdf> - page 37)

¹⁵ Budget and Performance Committee (November 2014) The Viability of Sponsored Transport Schemes, p. 29

http://www.london.gov.uk/sites/default/files/BP%20Committee%20-%20The%20viability%20of%20sponsored%20transport%20schemes%20-%20FINAL_0.pdf

¹⁶ Regeneration Committee (August 2014) *Out of the Ashes*

Transport-led regeneration

passengers.¹⁷ The Department for Transport does not commonly use this approach.¹⁸ For example, the Emirates cable car, which was initially argued for as a link in the commuter transport network, was retrospectively justified for its economic benefits to the area. Similarly, the argument for the Garden Bridge river crossing is framed in terms of economic benefits.¹⁹

Within its ten-year business plan, TfL has a designated fund to support regeneration through transport investment. The Growth Fund is worth £360 million and it is designed to *'address specific transport blockages that would otherwise prevent development happening in areas with the potential for significant growth and where such funding can help unlock wider funding packages with developers, boroughs and other partners'*²⁰ The areas selected to benefit from the Growth Fund are areas where TfL and the GLA expect developer activity to take place over the next ten years including in Opportunity Areas, and Housing Zones.²¹

The following list shows the projects allocated funding through the Growth Fund:

Project	Funding allocation (£ million)
Gospel Oak to Barking Overground extension	30
Tottenham Hale	30.9
West Ham	12.6
Elephant and Castle Northern Line Ticket Hall	71
Elephant and Castle Northern Roundabout	14.6
Woolwich	24
Bromley-by-Bow	11.8
Fiveways	42.9
Wandsworth Ram Brewery	32.9
Vauxhall Cross	38.1
White Hart Lane	11
STAR (Stratford to Angel Road)	10
Beam Park	8.8
Croxley Rail Link	16
All projects (TOTAL)	354.6

¹⁷ Budget and Performance Committee (November 2014) The Viability of Sponsored Transport Schemes, p. 29 http://www.london.gov.uk/sites/default/files/BP%20Committee%20-%20The%20viability%20of%20sponsored%20transport%20schemes%20-%20FINAL_0.pdf

¹⁸ Budget and Performance Committee sponsorship report, and informal meeting with Jonathan Roberts, transport consultant

¹⁹ Ibid

²⁰ TfL Business Plan 2014, p. 46. The fund was originally worth £300 million, and the Mayor allocated an additional £60 million in his budget

²¹ TfL presentation to the Regeneration Committee at Vauxhall Nine Elms Battersea, 2 June 2015

Transport-led regeneration

Rationale for the investigation

Committee members have expressed interest in examining the Mayor and TfL's approach to investing in transport on the basis of regeneration. Several of TfL's large proposed transport schemes – such as the Bakerloo Line extension, and Crossrail 2 – could be argued for on the basis of regeneration alongside enhancing transport capacity, but TfL has also identified a need for the Growth Fund, which represents a very small proportion of its budget. There may be a lack of clarity about when, why, and where the Mayor and TfL choose to justify spending on transport infrastructure on the basis of regeneration. It is also unclear how the Growth Fund has a different function to other Mayoral investment in transport to support regeneration.

The Committee could investigate TfL's decision to set aside £360 million for the Growth Fund, and the characteristics of the projects it has decided to support through this funding stream. The investigation will focus on what makes the projects allocated the Growth Fund distinct to other transport schemes. It will also assess the criteria that have informed the Mayor's decision-making about where to spend the Fund, including how the Mayor has distributed the Fund across the 45 areas identified as Opportunity Areas or Areas for Intensification in the London Plan,²² and why some of these areas will not receive Growth Fund support for transport. It will be important for the Committee to examine how the Growth Fund interacts with other Mayoral funding sources supporting transport-led regeneration, including funding allocated to transport through the Housing Zone programme.²³

The Committee can add value to the Transport, and Budget and Performance Committees' scrutiny of TfL decision-making, by focusing on the Mayor and TfL's spending specifically designed to influence regeneration. Our investigation will examine whether the Fund is consistent with the Mayor and LEP's regeneration priorities delivered through policies and programmes including the London Plan, Housing Zones, and Growth Deal, for example.

The Committee could also examine the potential impact of the Fund, and the effects on regeneration if it was not available. For example, TfL made the case for investment in transport improvements worth £154.1 million at Elephant and Castle on the basis that the proposed development of 5,000 homes and 4,000 jobs would put additional pressure on a major interchange.²⁴ At the Committee's site visit to Vauxhall Nine Elms Battersea in June 2015, TfL explained that prior to the Growth Fund, development could not progress because there was an impasse between developers (who argued that it was not viable for them to fund the full cost of the works),²⁵ the borough and the GLA, meaning that the GLA could not approve planning applications if funding for the transport works was not in place. This example also raises questions

²² Mayor (March 2015) The London Plan – Consolidated with alterations since 2011, p. 79

²³ For example, transport improvements will be supported by Housing Zone funding in several of the selected areas, including: the Abbey Wood, Plumstead and Thamesmead HZ; Clapham Junction to Battersea Riverside; New Bermondsey; and Tottenham (GLA, London Housing Zones – The First Eleven Zones)

²⁴ Finance and Policy Committee, 11 March 2015, [Item 13 – Elephant and Castle Funding Agreement](#)

²⁵ TfL observed that developers contested lack of viability for funding transport improvements on the grounds of affordable housing they are required to provide in the area (meeting with officers, 30.04.15)

Transport-led regeneration

about the negotiation process between TfL and developers in co-funding transport improvements for regeneration.

Key issues to explore in the investigation

The investigation will seek to ask the following questions:

- What is the rationale behind TfL's Growth Fund?
- How has TfL decided the overall quantum of funding available?
- What makes the selected projects different from other TfL and mayoral investments, which are also designed to support regeneration?
- What types of transport improvements (across different modes) has TfL selected to benefit from the Growth Fund?
- How does TfL define regeneration for the purposes of this Fund? How is TfL seeking to influence physical, social, and economic regeneration?
- How does the Mayor weigh up the needs of local communities with the wider strategic benefits that improved transport may generate?
- On what basis has TfL allocated the £360 million Growth Fund; how does the Growth Fund relate to Opportunity Areas, and areas of social deprivation, and why has it selected particular areas and not others?
- What information does TfL use to assess the economic returns transport investment can generate?
- What would the consequences be for local regeneration if TfL did not provide this funding in the selected areas?
- How could TfL improve its approach to investing in transport to support regeneration?
- If the Growth Fund was allocated more funding, how would it be used?

Methodology

- **Stakeholder mapping:** To include academics and experts, policy makers and community groups or campaigns which have been impacted by the regenerative effect of transport infrastructure schemes, past and present. The Committee may wish to invite relevant stakeholders to provide written views and information.
- **Write to TfL:** The Chairman has written to TfL to request information on the design of the Growth Fund ahead of its formal meeting in July.
- **First meeting slot (2nd June):** Site visit to Vauxhall Nine Elms Battersea (VNEB) to receive a briefing from TfL on the transport improvements it is making in the area. Vauxhall Cross has been allocated over £38 million from the Growth Fund for the removal of the gyratory and redevelopment of the bus station. In addition to TfL, the Committee also heard from representatives of the Nine Elms partnership, the boroughs of Wandsworth and Lambeth, and developers. (There may be opportunities for site visits to other areas during the course of the investigation.)

Transport-led regeneration

- **Second meeting slot (2nd July):** A formal Committee meeting with guests from TfL, and representatives from academic and community perspectives.
- **Publish issues paper (September 2015):** Analysis of evidence received, facing transport planners. This paper would form the basis for discussion at a seminar with stakeholders in early 2016.
- **Seminar (January 2016):** The Committee could hold a seminar to discuss the positions raised in the issues paper, inviting guest speakers to present a series of perspectives on transport-led regeneration. This could use a dragons' den format to invite speakers to pitch how they think TfL can best support regeneration through investment in transport.

Possible key messages and recommendations

An issues paper could:

- Assess how TfL has prioritised projects and the extent to which the Growth Fund is aligned with the priorities of the LEP and GLA;
- Analyse the regeneration impacts the Growth Fund is designed to have, and on which groups;
- Assess how the Mayor and TfL enable local communities to influence transport schemes promoting regeneration;
- Highlight any potential adverse effects of the Fund, on particular communities;
- Identify the trade-offs involved if TfL did not invest in the earmarked projects;
- Identify options to improve how the Growth Fund is used (e.g. to benefit local groups, or to support different modes of transport);
- Develop a list of places that could benefit from future investment; and
- Set out what the evidence tells us about the decisions facing a future Mayor to use transport as a lever for regeneration

Key stakeholder groups

The Committee will engage with representatives of the GLA Group and external stakeholders, including:

- Transport for London
- GLA
- Academic experts on transport infrastructure/ urban regeneration/ planning
- Community interest groups, such as JustSpace, and London Forum of Amenity and Civic Societies.

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**Regeneration Committee site visit to Vauxhall Nine Elms Battersea
2 June 2015**

Attendees

Assembly Members	Gareth Bacon (Chairman), Richard Tracey
Assembly staff	Richard Derecki, Jo Sloman, Alex Henson
Visiting	Rachel Broughton, CLS Alex Williams, Graham Nash and Andy Brown, TfL Sandra Roebuck and John Rider, LB Lambeth Keith Trotter and Helen Fisher, Nine Elms Delivery Team Helen Evans, Covent Garden Market Authority Dawn Redpath, LB Lambeth Nick Smales, LB Wandsworth Phil DeMontmerency, Joint Coordination Unit Paul Saunders, Barratt London Bryn Parker, Deploy Sean Ellis, St James

Overview of visit

The Committee held a site visit to Nine Elms Vauxhall to receive a briefing from TfL (hosted at CLS) on the purpose of the Growth Fund and its plans for transport improvements at Vauxhall Cross. The Committee also visited the Nine Elms Vauxhall Partnership to receive an update on the progress of their regeneration programme and to discuss the employment and skills programme, and St James's Riverlight development to follow up its visit two years previously.

Discussion topics*Vauxhall Square*

Developer CLS's headquarters will become a new development called Vauxhall Square. The development will include a 50-storey tower; the first ten floors will be a long stay hotel, with the remainder residential and mixed use elsewhere on site.

CLS explained that the company examined options for Vauxhall Cross gyratory four years ago and that they welcomed plans for its redevelopment. They noted that the current road layout is dangerous for staff; it is safer to move people away from the gyratory. One of CLS's first steps in the planning stages was to hold a competition for options for movement around the gyratory (an architect suggested a skywalk concept), and discuss early plans with TfL and Lambeth.

The role of transport at Nine Elms Vauxhall

- London's transport network is already under significant pressure, with the population growing at a rate of 2 buses daily. TfL's business plan emphasises additional capacity and

sweating existing assets. Its core investment concerns building additional capacity, and it has other projects focused on transport unlocking growth.

- The Opportunity Area Planning Framework has been key to catalysing regeneration, because it defined Vauxhall Nine Elms Battersea as part of the Central Activities Zone. The planning framework considered development under several scenarios; 3 without, and 2 with a Tube connection. TfL examined options for a spur from the Victoria Line, but it was too congested. They also considered the option of developing Battersea Park main line, and a tram link. Steer Davies Gleave proposed an Underground extension in 2006. In 2008 the Mayor and Sir Simon Milton (former Chief of Staff) designated the area as an Opportunity Area.
- The funding mechanism for 2/3 of the costs for the Northern Line Extension (NLE) is through Tax Incremental Financing (TIF) of an 'Enterprise Zone' without the planning powers; this innovative instrument is key, because the NLE was not in TfL's investment programme. The NLE is one-third funded by developers.
- TfL explained that using this mechanism in the area is relatively easy to justify; there is a 10-year timeframe for conception to delivery, and land values are very high with the area containing prime real estate, overlooking the river.

The Growth Fund – general

- TfL explained that its Growth Areas Programme monitors and supports growth in a wide range of identified Growth Areas across London, including the fourteen schemes currently funded by the Growth Fund.
- TfL explained that some developments would not secure planning consent if the transport projects were not fully funded by the developer. Following the financial crash, developer viability became more difficult, which affected developments at places such as Elephant and Castle and the Ram Brewery site (Wandsworth). The £360 million Growth Fund was set up to unlock growth by targeting TfL investment to support other public or private funding for transport works associated with unlocking key development sites or opportunity areas.
- The Growth Areas Programme involves close working with the GLA. Monthly meetings are held between the Deputy Mayor for Transport, Deputy Mayor Sir Ed Lister and Deputy Mayor for Housing Richard Blakeway.
- Many Growth Fund schemes are in Opportunity Areas or areas for intensification. Four new schemes were added in 2015. There are links between Growth Fund and Housing Zone sites; Beam Park is a good example of the Growth Fund working with Housing Zones to unlock new residential development.

The Growth Fund – TfL's plans for Vauxhall Cross

- The Development Infrastructure Funding Study (DIFS) for Nine Elms Vauxhall recommended an £11 million private sector contribution to Vauxhall Cross gyratory; acknowledging the major contribution developers are making to the Northern Line Extension.
- The gyratory is dominated by traffic, but 70 per cent of passenger flow comprises pedestrians, cyclists and public transport. The gyratory functions well as a transport interchange (linking to the second busiest bridge across the Thames), but not as a welcoming gateway. Currently, 40,000 passengers pass through daily, and rail boarding or alighting is forecast to increase by 76 per cent and walking and public transport in the Vauxhall area by 140 per cent by 2026.

- TfL is removing the one-way traffic system around Vauxhall Cross and returning the streets to two-way working. TfL examined options for widening the rail viaduct, however, it was very costly, so TfL has undertaken a process of design refinement. Remodelling the junction will change where traffic stacks. Unravelling the current queuing system will change traffic input to the gyratory and reduce speed.
- Vauxhall Cross will require a 2-year construction programme. Lane rental charges will apply, which encourages working outside peak hours. There has been positive working with developers to manage impacts. There will also be changes in traffic patterns from Cycle Superhighway 5 and other planned work.
- TfL consulted stakeholders on three general principles of the scheme: the removal of the gyratory and changing to 2-way working; changes to the bus station; and creating a new gateway centre. The responses demonstrated broad support for the scheme with over 70% of respondents in support of converting the one-way gyratory to a two-way road system, although some residents expressed some dissatisfaction and there was a strong campaign to retain the bus station. Battersea residents, in particular, were concerned about the ability to interchange between rail, Tube and bus services at Vauxhall. This was an initial consultation on general principles only, and did not include detailed plans or journey time impacts. When further information was provided, more residents supported the proposals. TfL explained that it did not intend to remove the bus station. The proposals are to create a new high street and retain a bus interchange area, which TfL hopes will lead to a new development on the Wendover site.
- The scheme is creating 14,000 m² of new public space (equivalent to Trafalgar Square). TfL explained that there is a strong business case for the works. The project has a benefit: cost ratio (BCR) of approximately 4.1:1 (TfL noted that some projects are good at supporting BCRs, but others are not). The scheme has now moved to concept development.
- The Growth Fund is not only about BCR, which focuses heavily on transport benefits and impacts, but it also concerns creating a strategic business case. For example, at Elephant and Castle, there are multiple reasons for transport improvement, including significant development, and improving cycle safety (the junction has a poor accident record). The development will slow movement through the junction, therefore it will generate a lower BCR.
- The responses to the initial Vauxhall Cross consultation raised some specific questions about the proposals and TfL is using the outcomes of the consultation and engaging with key stakeholders to inform the development of detailed proposals for further consultation later in 2015. It is also working on public/urban realm developments with Lambeth to create a vibrant district centre. TfL explained that its work will enhance housing values and commercial potential. LB Lambeth commented that the works are encouraging office growth, which benefits employment growth.

Update on the wider Nine Elms Vauxhall regeneration programme

General

- The Opportunity Area boundary was extended in recent changes to the London Plan, bringing the area to 227 HA. The new NLE stations will be in Zone 1.
- The overall development value is in excess of £15 billion. The previously large impermeable industrial site represents a huge scale of opportunity, including 6.5 million m² of new commercial space; 3.2 million of which will be office space. Of 34 major schemes, 31 sites have planning permission and 15 are currently on site. Vauxhall will accommodate a tall

buildings cluster; with the area containing 15 per cent of London's tall buildings. There is a significant task to coordinate all sites and to make the area one 'place'.

- The Nine Elms Vauxhall Partnership has recently undergone a governance review, resulting in a recommendation to extend the partnership to September 2018. The review considered legacy management (how the partnership's functions will be handed to various agencies), and changes to the board.
- All affordable housing and social infrastructure is funded by developer contributions, which are dependent on planning gain. A study by BNP Paribas for the area found that as land values have increased, so has viability.
 - Of 20,000 new homes overall, (up from the initial London Plan target of 16,000), between 3,500 and 4,000 affordable housing units will be built on site. The area will include a mix of different housing products, including an innovative private rented sector scheme; affordable ownership; and there will be new social housing behind Vauxhall City Farm.
 - The NLE will receive developer contributions worth £266 million (the majority from within LB Wandsworth). This funding will support the GLA's £1 billion loan to fund the scheme; the remainder will be generated by Tax Increment Financing.
 - A further £200 million of developer contributions will be required to invest in other infrastructure (for example, an indicative figure of £2.5 million will go towards health). Work is underway with NHS England and the Clinical Commissioning Groups to develop a business case for health infrastructure and identify the resources required.
- Battersea Power Station will comprise almost 3,500 new homes. The development is being built in different phases; the first including 800 new residential units, plus commercial space. There will be a new park in front of Battersea Power Station.
- The US Embassy site will be completed in 2017. It will bring 800 extra workers and 1,000 visitors to Vauxhall daily (before the NLE is complete).
- The Nine Elms Vauxhall Partnership is also working to create a cultural destination offer, which will include galleries. The Partnership noted that it wants to work more closely with the GLA on the cultural offer. The area is experiencing increased interest as a cultural corridor (for example, attracting a new gallery hosting work by Damien Hirst). New visitors are expected to boost the local economy.

Covent Garden Market

- Covent Garden Market currently trades 40 per cent of the fruit and vegetables eaten outside the home in London; selling predominantly to the hospitality industry. The majority of the market accommodates wholesale to market businesses. CGMA explained that the market has been on its current site for 40 years. It has not been possible to change the infrastructure, and the existing buildings do not provide an optimal trading environment. The existing building does not allow for food processing and the whole building is unnecessarily temperature controlled, which makes it environmentally and economically inefficient. Parking is also an issue. The trading space was 99 per cent occupied in 2014, but it is currently lower.
- The market comprises 200 businesses and there will be a rolling decant from the current premises so that they can keep trading. The new market building will take 7 years to deliver. Beginning in summer 2015, it will have an interim position from 2016, with the new market opening in 2023. The new development will include waste facilities and football pitches. It

will also provide a business-customer interface as well as B2B; both functions will be hosted in the same building, with a new 'Garden Heart' as the public face of the market.

- As a public body, Covent Garden Market Authority reports to DEFRA. CGMA explained consultation with tenants from the start has been key. The consultation process has not always been easy, as some traders have been at the market for several generations, and some have had concerns over the effect of the move on small businesses.

Employment and skills

- Nine Elms Vauxhall is in a unique situation as the largest regeneration programme underway in London. It will have 22,000 construction workers, and 8,500 during peak construction in 2016. LB Wandsworth and LB Lambeth work on employment and skills commitments with developers through Section 106 agreements. The S.106 agreements define the area of local benefit (Wandsworth and Lambeth) and there is a requirement for developers to enter into an employment and skills plan, which establishes targets for the number of jobs, apprenticeships, and work experience placements. Some of the agreements include end use jobs.
- A Joint Coordination Unit (JCU) was established in 2014 to provide local employment infrastructure. The unit liaises with the resident-facing borough brokerages, so that they are supported into the labour market. The JCU is a two-way valve, designed to challenge barriers to employment. A small team provides a single point of contact for developers and contractors. The JCU works with colleges to structure training and provide feedback about what skills are needed.
- The unit has had to drive funding for the employment and skills offer through the S.106 agreements, which is not sustainable. The unit has found that the FE sector (through the Skills Funding Agency) has been unable to fund fit-for-purpose training. The unit observed that it had received limited external financial support. The unit has presented to the LEP board and the skills sub-group to attract additional support. Of the limited funds available, the LEP has repatriated some of the New Homes Bonus; Wandsworth and Lambeth are using some of this funding to procure construction skills training to run in 2015/16.
- The unit observed that there are stark differences between this area and the plans for jobs and skills in the Olympic project, noting that the ODA was a single body which was able to drive the agenda through a single large contractor. The LDA also provided support funding through the Local Employment and Training Framework, to drive access. The group considered that devolution of funding would help local authorities shape the market more effectively by allowing local determination of funding allocations. There are opportunities to do this on a sub-regional basis.
- Participants explained that there is a mismatch between current education provision and the job market. The JCU has identified the top 10 trade areas, and found that colleges were not providing for some; particularly the fitting trades, such as defenestration and drylining. Colleges are generally not delivering Construction Safety Certificates (CSS), therefore the JCU has worked to get these added to the training offer. Trainees have to travel outside London for plant training. Participants observed that colleges are not keeping up with demand, and only 10 per cent of students are going into industry. Employers need to get into colleges early to expose students to industry. The JCU has been in contact with the Construction Industry Training Board (CITB) but there is no provision for a tutor. However, they have found an NVQ provider and sub-contractor and carried out some business development to prepare colleges. As a result, there is now an emergent marketplace for drylining.

- Developer Barratt London has been on site for just over a year. It employs 18 local residents at the Sainsbury supermarket site. The developer commented that employment and skills aspirations are often not backed up, however, it has had some good results and one trainee has become a full-time site manager. While the developer has had some easy wins, 70 per cent of its employees are foreign. Sub-contractors have to take on entry-level trainees, and people need support to become more 'workforce ready.'
- A new Battersea Academy of Skills and Excellence (BASE) is planned around Battersea Power Station (it requires sign-off by the council). BASE will be targeted at the post-construction workforce at BPS, and it will provide a higher order training facility for tenants, including leadership and management training.

St James Riverlight development (Berkeley Group)

- St James's Riverlight complex is a residential development with commercial units on the ground floor. St James sold the units between 2011 and the end of 2014.
- As part of Berkeley's arts strategy, the developer has donated space to the Royal College of Arts (RCA) for a 5-year period. After this, the RCA will have the option to rent the space on commercial terms. The other units have a range of commercial uses. Development occupies a 25 per cent footprint of the Riverlight site, with the remaining 75 per cent open space.
- The first St James site contains 813 homes, of which 116 are affordable. S. 106 and CIL contributions have increased over the period due to indexation. Uptake of commercial space has been very quick.
- St James has around 500 homes planned on the Albert Embankment. Original plans included affordable housing in the building, but the developer has now agreed to build 300 homes off-site for LB Lambeth. There will also be new affordable housing for the elderly. Gallery space was proposed but the council's Planning Committee designated for office (B1) use. Concerns were expressed around the loss of employment space.
- The Battersea Gasholder site comprises 839 homes and it will contain 25 per cent affordable housing, and education and nursery facilities, along with food retail.
- 251 people are employed directly across 3 sites, and three times as many are employed indirectly. There are issues both with engaging the future workforce, and the speed of development. St James informed the Committee that it runs a boot camp in Greenwich to gauge the level of interest among prospective apprentices. The developer observed challenges with colleges meeting demand, citing the lack of courses in cladding as an example. Further Education providers and colleges need to meet demand in the area. There are also challenges with making sure some prospective employees are work-ready. Furthermore, mentoring is important to avoid attrition.
- St James has changed how it works with education providers, because the previous system was not working. The developer observed the need to engage pupils at grassroots level, therefore it now approaches schools directly, and has built links with Lilian Baylis School and the Harris Academy.

Subject: Response to *The Regeneration Game* Report

Report to: Regeneration Committee

Report of: Executive Director of Secretariat

Date: 2 July 2015

This report will be considered in public

1. Summary

- 1.1 This report sets out for noting the response from the Mayor to the Committee's report, *The Regeneration Game*.

2. Recommendations

- 2.1 **That the Committee notes the response from the Mayor to its report, *The Regeneration Game*.**
- 2.2 **That the Committee delegates authority to the Chairman, in consultation with the Deputy Chair, to write to the Mayor to request a more detailed response to the Committee's recommendations.**

3. Background

- 3.1 The Regeneration Committee decided to undertake an investigation into stadium-led regeneration. The scoping for the investigation and terms of reference for this project were approved by the Committee at its meeting on 19 June 2014. The terms of reference were to:
- Review evidence from past and current stadium-led regeneration schemes to assess the benefits of stadium development programmes to both football clubs and local communities;
 - Review the role of the Mayor in stadium regeneration schemes and assess the extent to which his objectives for stadium-led regeneration in the London Plan are being met; and
 - Develop recommendations for the Mayor to ensure current stadium development schemes – in particular the Olympic Stadium – deliver a genuine regeneration legacy for local communities.

- 3.2 The Regeneration Committee used its meetings on 19 June and 16 September 2014 to discuss lessons from completed stadium-led regeneration schemes and current and planned stadium development programmes with invited guests. The Committee also gathered evidence using a number of site visits on 8 July, 15 July, 2 September and 15 September 2014; a survey; a call for written evidence; a focus group and informal meetings. The findings from the meetings formed the basis of a final report: *The Regeneration Game*.
- 3.3 A final report from the investigation, *The Regeneration Game*, was published on 18 March 2015. The report can be accessed [here](#)¹.
- 3.4 The report contained the following recommendations:

Recommendation 1

In the next iteration of the London Plan, the Mayor should incorporate a Charter for stadium developments as part of amendments to the Plan. In the intervening period, the Mayor should have regard to the Charter when reviewing stadium planning applications.

Local authorities should have regard to the stadium Charter in their Local Plans.

Charter for effective stadium-led regeneration

Football clubs and relevant local authorities seeking to develop a stadium-led regeneration scheme should commit to:

- A clear vision and policies for place-making around the new (or expanded) stadium, including public transport connectivity and permeability between the stadium and surrounding area.
- Undertake a skills mapping exercise to assess local capacity to take advantage of new jobs. The results should inform a skills and employment strategy, including measures to prepare and upskill local communities in order that they can access the new jobs.
- Pay the London Living Wage to all stadium employees.
- Support the Mayor's housing targets in all stadium-led regeneration schemes, where practical. Any new housing developed as part of, or around, a new stadium, should aim to be mixed tenure, to include both family and social rented affordable housing.

¹ http://www.london.gov.uk/sites/default/files/Regeneration%20Committee%20report%20-%20The%20Regeneration%20Game_0.pdf

- Demonstrate how they have consulted with a diverse range of local community and stakeholder groups to:
 - identify effective uses of the stadium scheme as a community asset;
 - communicate what social infrastructure will be provided; and
 - establish an ongoing relationship with the community.

In addition, in cases of a stadium financed or part-financed with public funds, the Mayor should:

- Require a community forum to be set up to involve the public and communities in a football stadium before the new venue is built. This would give communities a say on how the stadium is used, and what social infrastructure is provided.

Recommendation 2

Stadium proposals should be subject to strategic oversight by the Mayor. The Mayor should lobby the Department for Communities and Local Government to amend the Mayor of London Order 2008 to include significant stadium expansion within the categories of planning applications that are referable to the Mayor.

Recommendation 3

The Mayor should make provisions for reviewing leasehold agreements – or claw back – for football clubs occupying public-funded stadia, should clubs be sold. Whilst recognising commercial confidentiality, this should not stop interested parties and members of the public from being able to assess the public benefit where either planning decisions or public subsidy contribute to the delivery of a commercial venture.

Specifically, in the case of the Olympic Stadium, the Mayor should publish information about the content of the agreement for clawback with West Ham United Football Club (WHUFC). The Mayor should write to the Committee by the end of May 2015 outlining (without prejudicing commercial confidentiality) what the clawback agreement between the E20 Stadium Partnership and WHUFC contains.

- 3.5 The Committee requested a response to each of the recommendations by 29 May 2015.
- 3.6 The Committee formally agreed its report, *The Regeneration Game*, at its meeting on 25 March 2015.

4. Issues for Consideration

- 4.1 The response from the Mayor is attached at **Appendix 1** for the Committee to note.
- 4.2 The Mayor's letter provided a partial response to the Committee's recommendations. The response addressed Recommendation 2, and partially addressed Recommendation 3. The Mayor's response does not, however, respond to the Committee's principal recommendation, calling on the Mayor to establish a charter for stadium-led regeneration. The Committee would welcome both a response to Recommendation 1, and further information in respect of Recommendation 3.
- 4.3 The Committee also received responses from two members of the public. These responses raised the following issues:
- The difficulty of disentangling the effects of the Olympic Stadium from other development on the regeneration of east London. For example, around the Forest Gate area, the construction of Crossrail, new shops, and rising house prices have led to the perceived gentrification of the area; and
 - Concerns that the Committee's recommendations will be unable to halt perceived physical and social engineering associated with stadium-led regeneration.

5. Legal Implications

- 5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

- 6.1 There are no financial implications to the GLA arising from this report.

List of appendices to this report:

Appendix 1: Response from the Mayor to the Committee's report *The Regeneration Game*.

Local Government (Access to Information) Act 1985
List of Background Papers: Responses from Members of the public.
Contact Officer: Jo Sloman, Scrutiny Manager
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MAYOR OF LONDON

Gareth Bacon AM
City Hall
The Queen's Walk
More London
London SE1 2AA

Our ref: MGLA160315-1604

Date: 07 MAY 2015

Dear Gareth

Thank you for your letter of 25 March and for enclosing a copy of the Regeneration Committee's report, *The Regeneration Game*. With new sports stadia set to be constructed across the capital over the coming years, I welcome this valuable report.

Response to report recommendations

I also believe that new stadia can be a catalyst for regeneration, and evidence shows that they are already helping to deliver significant numbers of new homes and jobs.

In response to your points, please note that new stadium developments are already assessed against all policies in the London Plan including, but not limited to, policies on sport (Policies 3.19 and 4.6), regeneration and skills (2.14 and 4.12), transport (6.1 to 6.13) and housing (3.3 to 3.15). In my view the policy framework in the London Plan is both comprehensive and sufficient to deal with proposals for new and expanded stadiums. Alongside the policies in the London Plan I also continue to encourage all business in the capital to pay the London Living Wage to ensure hard-working Londoners are able to make ends meet.

Over the last decade almost every new stadium that has been constructed in London has been referable to the Mayor. In view of this, I do not believe it is necessary to lobby Government for additional referral powers in the Mayor of London Order 2008.

Clawback agreements

The specific questions posed in your letter regarding clawback agreements cannot be answered on the basis that the information is commercially confidential.

Should the current owners and majority shareholders of West Ham United sell the club within an agreed period after moving to the Stadium, the E20 LLP - a joint venture between the London Legacy Development Corporation (LLDC) and Newham Legacy Investments - would receive a share of the value realised over a certain threshold.

MAYOR OF LONDON

Employment and skills

The LLDC's socio-economic programme includes work to address skills gaps within the groups it is targeting – namely local people, the long-term unemployed, young people (via apprenticeships), women, disabled people and BAME groups.

For example, during the post-Games 'transformation' programme that took place between September 2012 and April 2014 on Queen Elizabeth Olympic Park, around 1,500 people received specialist construction training to help them access construction jobs on the Park and beyond. The Stadium contractors, Balfour Beatty, have been working closely with Newham Workplace to deliver jobs for local people, regularly exceeding 27 per cent local employment as part of their overall workforce. The workforce in the Stadium peaked at over 900 workers on site, and over 30 apprentices have worked on the venue, many of whom are recruited from the local area.

The Legacy Corporation also runs a successful apprenticeship programme, and has provided over 120 apprenticeships to date to provide vocational training in both construction and non-construction industries. This includes apprentices working within the LLDC, apprentices working within the venues, and apprentices working for Cofely-GDF Suez on the Park's Facilities Management contract. In addition, there are apprentices employed by Camden Society to build their catering skills at Timber Lodge, and apprentices employed through the Legacy Corporation's 'Active Apprentice' initiative to broker opportunities for young people to gain apprenticeships in sports and leisure – based in organisations such as West Ham Community Trust, Active Newham Trust and on the Motivate East project.

Vinci, who have been appointed as the operator for the Stadium, will be responsible for hiring permanent and event staff and the target attached to the Stadium is for 75 per cent of jobs to go to Newham residents. There is also an obligation that staff must be paid the London Living Wage and use Workplace – Newham's employment service – to help local people access these jobs. In addition, Vinci will work with the Legacy Corporation and London Borough of Newham to develop a strong community programme, including becoming a member of ECHO, the innovative time-banking initiative which operates in and around the Park. These obligations are also passed on to any sub-contractors, such as catering suppliers. West Ham has already announced that they will be paying the London Living Wage to all its full time and part time employees from June 2015.

Housing

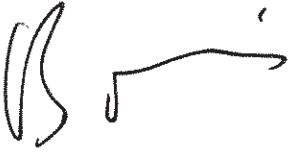
Around the Stadium and across Queen Elizabeth Olympic Park, five new neighbourhoods will be built, around a third of which will be affordable and with around 40 per cent family housing. Chobham Manor – the first new neighbourhood on the Park currently under development by Taylor Wimpey and London & Quadrant – will comprise of 828 units, of which 75 per cent will be family housing and 28 per cent affordable. The first residents will move in at the end of this year.

The LLDC recently appointed Balfour Beatty and Places for People as its development partner for the second and third neighbourhoods on the Park, East Wick and Sweetwater. This development will provide around 1,500 homes, six years earlier than originally planned. These neighbourhoods will comprise 30 per cent affordable housing and around a third of the homes will be private rental.

MAYOR OF LONDON

Thank you again for your letter and report.

Yours ever,

A handwritten signature in black ink, consisting of a large, stylized 'B' followed by a horizontal line that ends in a small upward tick.

Boris Johnson
Mayor of London

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Subject: Regeneration Committee Work Programme

Report to: Regeneration Committee

Report of: Executive Director of Secretariat

Date: 2 July 2015

This report will be considered in public

1. Summary

1.1 The Committee receives a report monitoring the progress of its work programme at each meeting.

2. Recommendations

2.1 **That the Committee notes its initial work programme for the 2015/16 Assembly year.**

2.2 **That the Committee delegates authority to the Chairman, in consultation with the Deputy Chair and the other Members of the Committee, to agree the scope and terms of reference for an investigation into Business Improvement Districts.**

3. Background

3.1 At its meeting on 10 March 2015, the Committee agreed its initial priorities for the 2015/16 Assembly year, as follows:

- Transport-led regeneration; and
- Business Improvement Districts.

3.2 At the Assembly's Annual Meeting on 13 May 2015, the Assembly agreed the following nine slots between June 2015 and March 2016 for the Regeneration Committee, which will be used for meetings and site visits:

Tuesday 2 June 2015 (site visit)	Tuesday 1 December 2015
Thursday 2 July 2015	Wednesday 6 January 2016
Wednesday 2 September 2015	Tuesday 2 February 2016
Tuesday 13 October 2015	Tuesday 1 March 2016
Tuesday 3 November 2015	

4. Issues for Consideration

4.1 The Committee will use the first part of 2015/16 to consider its initial priorities:

- **Transport-led regeneration** – The Committee will carry out an investigation into transport-led regeneration, with a specific focus on the role of TfL’s Growth Fund. This topic is the subject of today’s meeting with invited guests, and further information about the scope of the investigation, its terms of reference, and approach is also included on the agenda, at **Item 9**;
- **Business Improvement Districts (BIDs)** – The Committee agreed to examine the role of BIDs in delivering local regeneration. A GLA report published in 2013 recommended that the GLA develops a policy position on BIDs, acknowledging their role in supporting regeneration.¹ There are currently 37 BIDs in London,² and the Mayor has a target for 50 BIDs by 2016.³ BIDs play a range of different roles, depending on the nature and needs of the area and local businesses. They may be involved in providing local environmental services (for example, street cleaning, and security), while some help develop visions and support regeneration activity, for example, through public realm improvements.⁴ Their influence may increase: the Department for Communities and Local Government has published plans to enable BIDs to tender for public service contracts. Legislation under the Right to Challenge would give BIDs the ability to act as public service providers. A Committee investigation could examine how and where BIDs add value in regeneration schemes, and ways that the Mayor and boroughs can maximise the contribution BIDs make to regeneration. The Committee could hold a formal meeting, invite written evidence from BIDs, and carry out a site visit to inform a report.

4.2 The proposed timetable for upcoming Committee meetings and site visits is set out below:

Date	Main item of business
Wednesday 2 September 2015	Business Improvement Districts meeting
Tuesday 13 October 2015	Business Improvement Districts meeting or site visit

4.3 Topics for discussion later in 2015/16 will be set out in future agenda papers, following consultation with Members but could include following up the Committee’s previous work on High Street Regeneration and the Royal Docks.

5. Legal Implications

5.1 The Committee has the power to do what is recommended in this report.

¹ <https://www.london.gov.uk/sites/default/files/London%27s%20Business%20Improvement%20Districts%20-%20Final%20Report%2019%20June%202013.pdf>

² <https://www.london.gov.uk/priorities/business-economy/vision-and-strategy/focus-areas/business-improvement-districts/london-bids-links>

³ <https://www.london.gov.uk/sites/default/files/London%27s%20Business%20Improvement%20Districts%20-%20Final%20Report%2019%20June%202013.pdf>

⁴ Ibid, p. 10

6. Financial Implications

6.1 There are no direct financial implications arising from this report.

List of appendices to this report: None

Local Government (Access to Information) Act 1985
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List of Background Papers: None

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