

MAYOR OF LONDON

**GOOD
GROWTH**

**BY
DESIGN**

**A
BUILT
ENVIRONMENT**

**FOR
ALL
LONDONERS**

FOREWORD

The diversity of London's people is only matched by the diversity of its places. As it has grown, the city has been formed from an extraordinary web of high streets, squares, markets, parks and waterways, grand museums, suburban semis, sleek office buildings, ornate Victorian pubs, industrial sheds and creative studios. It is London's variety that makes it beautiful.

In recent decades, London's growth has been phenomenal, a token of our city's success. But growth has created strains, which have been neglected for years if not decades: a lack of affordable housing and workspace, pressures on public services, and a sense that our city is becoming more unequal and less integrated.

London needs to build more than 50,000 homes a year just to keep up demand and provide space for 46,000 new jobs as well as build the social infrastructure that supports both. But we need to change our approach. That's why I am calling for Good Growth in London. Not growth that leaves Londoners feeling left out, not growth that obliterates local character in the name of regeneration and not growth that undermines community cohesion.

How we deal with the expected population boom is undoubtedly one of our biggest challenges, but it also opens up unprecedented opportunities to begin a new chapter in London's evolution and shape the future of our city – not only the way it looks and feels, but its character and how we enable Londoners to live prosperous and fulfilling lives.

I want London to be a city that is socially and economically inclusive and environmentally sustainable – a city that brings the best out of our existing places, draws on the skills and participation of citizens, and provides lasting benefits for them. Good Growth is the guiding principle for the draft London Plan that I will be launching this autumn, and for other policies and initiatives on building more homes, on healthy streets and on celebrating London's culture that I have already begun to unveil.



Good Growth by Design is a call to everyone engaged in London's booming architectural, design and built environment professions to help realise my vision and create a built environment for all Londoners. We know that good architecture and planning can make a real difference between the places that work – socially and environmentally as well as economically – and those that age gracelessly, as expensive eyesores and failed urban districts.

Good Growth by Design seeks to harness London's world-leading design talent to make the city work for all its citizens. We have recruited 50 Mayor's Design Advocates to work with City Hall and councils across London. The Advocates will provide a pool of talent, pushing forward the Good Growth by Design programme, setting ambitious design standards, undertaking rigorous design reviews and investigating the challenges facing London's built environment – so that London's public bodies can deliver the quality of buildings and public spaces that will enrich London's communities today and for generations to come.

We will also launch a new social enterprise called 'Public Practice' that will place talented designers and planners in local authorities for up to a year, plugging the skills gap and creating a sense of common endeavour in enhancing London's built environment.

I have committed the GLA Group to setting an example and I call on other public bodies to do the same. Where we are investing in projects, we will expect them to undergo a design review at some stage, ideally early on in their development.

We will also promote diversity in the sector. We will use open procurement processes such as design competitions to seek the highest standards for public projects and will push the firms we commission to do much more to tackle the under-representation of women and people from minority groups in the built environment professions. We want a sector that we can celebrate, but also one that looks like the city it serves.

London is home to many of the world's most famous architects, urban designers and thinkers on regeneration. It is London that other cities come to for the leading companies and expertise to help them with regeneration and world-class buildings. But I also want London to be the city that the world looks to for inspiration, where we put into practice world-leading ideas on building communities, public realm and sustainable communities. My vision is for a city where Good Growth, put into practice, leads to London being at the forefront of the biggest and boldest of urban design.

Good Growth by Design is a call to built environment professionals – but also to London's citizens and communities – to show what Good Growth looks like in our streets and neighbourhoods, to work together to make a better city and to deliver a built environment for all Londoners.

A handwritten signature in black ink, reading 'Sadiq Khan'. The signature is fluid and cursive, with the first name 'Sadiq' being more prominent than the last name 'Khan'.

Sadiq Khan
Mayor of London

A CALL TO ACTION

London's unprecedented population growth presents us with a challenge and an opportunity – to build homes, neighbourhoods and workspaces for a fast expanding city, and to do so in a way that creates successful, inclusive and sustainable places.

A City for All Londoners, published in October 2016, set out the Mayor's response to that challenge, and his vision for 'Good Growth'.

Good Growth means building a more inclusive city – an inviting place to live, work and visit – supporting health and wellbeing for all Londoners.

Good Growth plans for a balanced mix of young and old, of people from different cultures and backgrounds, of housing tenures and workplaces.

Good Growth supports and enriches a city's public and civic spaces along with the streets and routes that connect them. It takes a contextual approach – allowing for vitality and change whilst sustaining and strengthening the character of London's existing neighbourhoods.

Good growth is a partnership between the public and private sector – where a long term approach to investment is undertaken to yield the wider benefits of change.

Good Growth ensures that London remains resilient to our changing climate and is green and healthy; with clean air, easy access to green space and more efficient buildings supplied by cleaner energy.

Good Growth enables everyone to fulfil their potential, by providing inclusive access to transport and other public services, by ensuring that communities see the benefits of growth, and by enabling broader public participation in how the city changes.

Delivering Good Growth is a priority for everyone in the Greater London Authority, but will also need to draw on the diverse skills and talents of all Londoners.

The Good Growth by Design programme is a plan and a call to action, to do exactly that. It sets out the vision and calls on architects, urban designers, planners, engineers and other built environment professionals to play their part in realising this and creating a built environment for all Londoners.

The Good Growth by Design sets out an integrated programme of work that seeks to enhance the design of buildings and neighbourhoods for all Londoners. It proposes drawing together existing design and place-shaping expertise, and using the skills of the Mayor's Design Advocates, and the built environment sector as a whole, with teams within the Greater London Authority Group (GLA Group¹), the London boroughs and other public bodies.

The programme has six pillars:

1. The GLA Group comprises the GLA, Transport for London, Mayor's Office of Policing and Crime, London Fire and Emergency Planning Authority, London Legacy Development Corporation, Old Oak and Park Royal Development Corporation.

1 SETTING STANDARDS

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

2 APPLYING THE STANDARDS

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

3 BUILDING CAPACITY

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

4 SUPPORTING DIVERSITY

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

5 COMMISSIONING QUALITY

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

6 CHAMPIONING GOOD GROWTH BY DESIGN

Advocating best practice to support success across the sector.

1

SETTING STANDARDS

Design inquiries

Design quality is fundamental to Good Growth. London has to build at least 50,000 new homes annually for the next 20 years – even more if we are to catch up with the historic shortfall in supply – as well as workspaces for more than 46,000 jobs², and the schools, health centres, transport, shops, public spaces and cultural facilities that bring the city together.

To accommodate this growth, London is seeing much more complex and denser schemes than in the past: some planned developments will build over 1,000 units per hectare. Making a success of these types of densities will require careful attention, guidance and scrutiny of design.

The GLA Group will work with Mayor's Design Advocates to undertake design inquiries on critical architecture, urban design and place-shaping issues, to flesh out what Good Growth means in practice and to set the standards for its delivery. The inquiries will serve both to inform GLA policy, guidance and delivery directly, and to foster public debate and engagement.

Each design inquiry will embed the Mayor's commitment to Good Growth and set quality standards for others to follow in the development of policy, public infrastructure, regeneration and transport programmes, and building homes on the GLA Group's land.

An initial inquiry is looking into best practice in design review, establishing a Design Review Charter for London. Another will review London's Housing Design Guidance in light of new housing types, and the need to intensify and mix uses more effectively to provide urgently needed homes and workspaces.

Future design inquiries could address density, the role of industry in the city, re-use of waste materials ('the circular economy') in construction, the social value of high streets, and the democratic character of public space.

The design inquiry process will be open: suggestions for new topics are welcome, and the results of each inquiry will be shared widely to generate debate – on the way we work, the way we live and the way our city is changing.

2. London Labour Market Projections, GLA (2016).

APPLYING THE STANDARDS

Delivering a design review function



Design review by independent professionals can be a powerful way of ensuring that the design of new buildings enhances London's cityscape as well as meeting users' needs, and is recommended in Government's National Planning Policy Framework. But there are differing approaches with varying results. This risks undermining Good Growth.



London needs more extensive and consistent use of design review. In line with the forthcoming Design Review Charter, existing design review panels that are delivering well should not be duplicated, and arrangements should be proportionate to the scale and impact of the scheme in question.



The Mayor has committed that all his significant investments in the built environment – new transport infrastructure, buildings on GLA Group land, projects supported by mayoral grants – will undergo an independent review and scrutiny at some stage during their design and implementation.



To complement existing activity GLA Group staff will be able to draw from the pool of Mayor's Design Advocates and a wider pool of critics to deliver design review for GLA Group schemes, through a London Design Review Panel.



In line with the Charter, London boroughs will also be able to request support from Mayor's Design Advocates, to undertake reviews, to help establish their own panels, and to explain the process to developers and councillors.



Currently 70% of major planning applications in London receive no design review³. GLA staff will continue to survey and map design review arrangements across London on a biannual basis, with the aim of ensuring more widespread application.

3. *London's Place Shaping Capacity Survey*, GLA (2014).

3 BUILDING CAPACITY

Making sure we have the skills to deliver Good Growth,
drawing on London's diverse talents.



Good Growth calls for an active approach to shaping the changing character of places, rather than simply a reactive response to proposals. This process of 'place-shaping' requires a wide range of skills – including planning, urban design, architecture, engineering, conservation, project management, community engagement. But 91% of London Boroughs say they need more of these skills in their planning departments⁴ and the proportion of architects working in the public sector has fallen from 50% in the mid-70s to less than one per cent today⁵.



Whilst most local authorities have clear visions for their areas, planning and regeneration departments have been depleted at a time of constrained funding. Many lack the resources and skills – coordinating investment, shaping development, galvanising communities and strengthening the character of a place – needed to achieve their ambitions.



Networks and membership organisations such as Urban Design London and Future of London already provide a forum for place-shaping practitioners to learn from each other. GLA staff will work with these advocate organisations and others to enhance the professional development offer, including formal training and peer-to-peer learning for existing staff, to promote diversity in the sector and to bring about closer working with London's universities.



The GLA is also supporting 'Public Practice', a new social enterprise that will broker placements for outstanding planning and place-shaping practitioners within local authorities, enabling cost-effective access to a broader talent pool, and fostering a shared culture of commitment to Good Growth.

4. *London's Place Shaping Capacity Survey*, GLA (2014).

5. *Rise and fall: a long century of changing public sector practice*, Pepper, S. (2009)
Retrieved from: www.architecture.com/Files/RIBAProfessionalServices/ResearchAndDevelopment/Symposium/2009/SimonPepper.pdf

SUPPORTING DIVERSITY

Working towards a more representative sector /
designing for different needs.



The built environment professions continue to suffer from under-representation of women and minority groups – for example in 2014 72.6% of jobs in architecture in the UK were filled by men, 92.2% were filled by people from the white group and 97.5% were from more advantaged socio-economic backgrounds⁶. More widely, only 14.1% of the professional construction workforce in the UK is female, 11.3% BAME and less than 5% with a declared disability⁷. This means the sector is failing both to capitalise on the skills of diverse communities, and to reflect the city that they work in. Good Growth should draw on the widest possible pool of talent.



Whilst the whole Good Growth by Design programme should seek to enhance the diversity of the built environment professions, GLA staff are also developing specific initiatives to enhance access and career progression for women and people from minority groups. These include:



Reviewing and commissioning research to develop a clear understanding of how under-representation affects different groups and professions.



Amendments to procurement processes to push for more innovative diversity policies, and active interventions by suppliers to develop more representative workforces.



Developing a call for larger professional practitioners to collaborate with and mentor smaller minority-led practitioners.



As part of thinking about the diverse needs of Londoners and to encourage social integration, GLA staff will draw from the pool of Mayor's Design Advocates to help better understand the challenges, to refresh inclusive design principles and to set standards accordingly.

6. *Creative Industries Focus on Employment*, DCMS (June 2014).

7. *A Blueprint for Change*, Construction Industry Council (Feb 2016).

COMMISSIONING QUALITY

Selecting the best design talent
and delivering quality projects



The Mayor invests considerable sums of public money into London's built environment – on transport infrastructure, parks and other public realm schemes, regeneration projects, masterplans and housing developments. Total capital expenditure over the current mayoral term will top £20 billion.



Intelligent commissioning for these projects and their design teams is an essential means of ensuring Good Growth and excellent design quality, while also maximising long-term value for money and widening participation in public projects.



The costs of consultant teams – architects, engineers, planners, etc – amounts to around 10% of construction value and a mere 0.6% of a building's whole-life cost⁸, but their work is fundamental to the success or failure of buildings, public spaces and masterplans. Selecting the best consultants can deliver considerable benefits for marginal cost.



The GLA Group are recommissioning the Architecture, Design and Urbanism Panel (ADUP) on behalf of all public agencies in the Capital – boosting the public sector's access to some of the sectors most talented and capable practitioners. But that's not the whole story – the GLA Group staff will work with Mayor's Design Advocates to describe the right processes for procuring consultant teams – from smaller commissions to large scale design competitions – using adaptable and open processes that correspond to the nature and scale of the work being procured, and consider the continuing role of the client from inception to occupation.



These processes will be reflected in a 'Quality Procurement Protocol', which will promote best practice procurement for design and construction projects receiving Mayoral funding, and will form the basis for a review of procurement practice across the GLA Group, as well as being open to boroughs who wish to sign up to it.

8. *Time, Quality and Cost*, CABE Website Archive.

CHAMPIONING GOOD GROWTH BY DESIGN

Supporting the sector and
communicating success



London is a leading global centre for architecture and design. Architecture accounts for £1.7 billion of economic output, and has been one of the fastest growing London sectors since 2009, growing at more than seven per cent every year⁹. London's architects and urban planners are responsible for some of the world's most iconic and recognisable buildings and projects.



To support and celebrate this growth, GLA staff and Mayor's Design Advocates will champion the sector and communicate best practice, seeking to widen access and foster public debate – about the process of urban change, about the Mayor's plans for Good Growth, and about the contribution made by the built environment professions.



GLA staff are developing plans for an advocacy and engagement programme, including an annual Good Growth by Design event, and specific promotion of individual GLA Group programmes.



The Mayor's Design Advocates will also be asked to promote London's role as a global capital for architecture and related industries, celebrating best practice and the work of the sector, communicating the role of the Mayor, and widening discussions to form new partnerships and alliances.



A 'Public London' initiative will be an early priority within the Good Growth by Design campaign. This will explore ways to ensure, through good design and proper stewardship, that the public realm of the city remains somewhere where all Londoners are free to walk, meet, talk, eat, drink, trade, protest, debate and celebrate. And crucially that projects for public places can be grown out of the communities that live, work and use these spaces day to day to ensure that our public realm is democratic and promotes civic participation.

9. *London's Architectural Sector*, Wingham, M. GLA Economics (2017).

DELIVERING THE PLAN

The launch of the Good Growth by Design programme and the appointment of the Mayor's Design Advocates represents a powerful commitment to using the talent and skills of architects and other built environment professionals to make a better city.

As the programme and the role of the Advocates develops, the GLA will closely coordinate the Advocates' activity, including their involvement in design inquiries and participation in design review.

The GLA's Design Coordination Group will work across the directorates of the GLA and TfL and alongside Urban Design London and others to help steer the programme.

Good Growth by Design 'meet ups' will be scheduled, to consider progress of the Good Growth by Design programme as a whole, to receive regular updates from Advocates and GLA staff on individual projects and to share best practice and ideas for future projects.

Regular reports on Good Growth by Design will be prepared and published, setting out the outcomes achieved, and lessons learned.

Good Growth by Design calls for commitment from built environment professionals across London, but should also foster and promote broader discussion and deeper engagement with citizens and communities on creating a built environment for all Londoners.

Mayor's Design Advocates will start in earnest in September 2017 following an orientation event with GLA staff.

MAYOR'S DESIGN ADVOCATES

The Mayor's Design Advocates (MDAs) have been appointed following an open selection process that invited applications from designers and other professionals who share the Mayor's vision for Good Growth, and his ambition to strengthen the quality, inclusiveness and sustainability of development across London.

MDAs will help the Mayor to address the challenges of accommodating a changing population and competing land uses in a growing city. They will also assist in the development of strategies to support and maximise the benefits of growth for London's diverse neighbourhoods and communities in a period of rapid change.

MDAs will provide expertise and guidance to the Good Growth by Design programme and related Mayoral policies. MDAs will help the Mayor and his agencies to set an example, by ensuring the highest standards in projects commissioned by the GLA Group.

MDAs will be asked to consider how the built environment professions can be more representative of the communities they serve. This includes initiatives to promote inclusion of under-represented sections of the community, in terms of age, gender, ethnicity, sexual orientation, faith or disability.

MDAs will assist across all six pillars, with a common responsibility to advocate for Good Growth on behalf of the Mayor across the built environment sector – and London as a whole.

MAYOR'S DESIGN ADVOCATES

David Adjaye OBE
Hiro Aso
Joanna Averley
Rachel Bagenal
Clara Bagenal George
Claire Bennie
Dinah Bornat
Andy von Bradsky
Alison Brooks
Adam Brown
Peter Coleman
Russell Curtis
John Dales
Irene Djao-Rakitiné
Alex Ely
Liza Fior
Kathryn Firth
Daisy Froud
Alice Fung
Roger Hawkins
Wayne Hemingway MBE
Dan Hill
Tom Holbrook
Rory Hyde
Indy Johar
Dipa Joshi
Paul Karakusevic
Adam Khan
Lynn Kinnear
Vincent Lacovara
Richard Lavington
Christopher Lee
Julian Lewis
Holly Lewis

Laura Mazzeo
Sadie Morgan
Peter Murray
Lucy Musgrave
Fabienne Nicholas
David Ogunmuyiwa
Elsie Owusu OBE
Julia Park
Sowmya Parthasarathy
Manisha Patel
Sunand Prasad
Hilary Satchwell
Monica von Schmalensee
Fiona Scott
Neil Smith
Maria Smith
Paloma Strelitz
David West

Advocate organisations

Architects for Change
Future of London
London Festival of Architecture
New London Architecture
Urban Design London

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