



Small Change, Big Impact

A practical guide to changing London's public spaces

Delivering the Healthy Streets Approach

MAYOR OF LONDON



**TRANSPORT
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EVERY JOURNEY MATTERS

About Transport for London (TfL)

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport.

We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners'. We are committed to creating a fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made on foot, by cycle or using public transport by 2041. To make this a reality, we prioritise health and the quality of people's experience in everything we do.

We manage the city's 'red route' strategic roads and, through collaboration with the London boroughs, can help shape the character of all London's streets. These are the places where Londoners travel, work, shop and socialise. Making them places for people to walk, cycle and spend time will reduce car dependency and improve air quality, revitalise town centres, boost businesses and connect communities.

We run most of London's public transport services, including the London Underground, London Buses, the Docklands Light Railway, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

We are moving ahead with many of London's most significant infrastructure projects, using transport to unlock growth. We are working with partners on major projects like Crossrail 2 and the Bakerloo line extension that will deliver the new homes and jobs London and the UK need. We are in the final phases of completing the Elizabeth line which, when it opens, will add 10 per cent to London's rail capacity.

Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

We are committed to being an employer that is fully representative of the community we serve, where everyone can realise their potential. Our aim is to be a fully inclusive employer, valuing and celebrating the diversity of our workforce to improve services for all Londoners.

We are constantly working to improve the city for everyone. This means freezing fares so everyone can afford to use public transport, using data and technology to make services intuitive and easy to use, and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day.

None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services. We all need to pull together to deliver the Mayor's Transport Strategy; by doing so we can create a better city as London grows.

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Introduction

Small change, big impact: making better use of London's streets and public spaces

The Mayor and TfL have established a new direction for the streets of London, using the Healthy Streets Approach to improve Londoners' experience of the public places they use every day. As the city's population continues to grow, so will the need to use public space more effectively, and the 10 Healthy Streets Indicators guide our thinking on how London's streets can become better places for Londoners to spend time.

But an important question remains – how can the changes Londoners need be made? Part of the answer is for TfL and the London boroughs to lead change across the city, and the Mayor's Transport Strategy sets out the kind of policies and projects that will be implemented to achieve this. But a wide range of people and organisations need to work together to deliver Healthy Streets, and in many cases public spaces are more successful if the public sector works together with other organisations and local people to design, deliver and look after them.

Streets, neighbourhoods and town centres feel most welcoming and attractive when they are shaped by the creativity, energy and drive of their citizens – local businesses, voluntary and community organisations, groups of neighbours, artists, and all sorts of motivated people from all walks of life. This type of collaboration can be easier to achieve and more effective than you might think.

The benefits of small-scale, light touch and temporary projects

Using temporary, light touch and low-cost projects to change the way a street looks and feels can have a big impact on people's lives, and can often be the first step towards more permanent changes. These projects allow people to see how the Healthy Streets Approach can benefit them, showing the potential of their local streets and public spaces for uses other than moving cars.

The range of projects that can achieve this is vast: a one-day closure of a street for a community festival; planting new flowerbeds; a new street design creatively tested for a limited period of time; parking spaces used to extend a café's terrace in the summer. These kinds of projects make London's streets, squares and spaces better places to be – more welcoming, safer, greener, healthier and better for business as well as for people. We'd like to see more of them happen all across London and this toolkit is for anyone interested in finding out more or getting involved themselves.

It may seem like a daunting prospect to deliver a light touch or temporary project on a street. Not everyone knows how to start, what is allowed, how to engage with local people or deal with unexpected questions. This is normal in any situation where people start working together on something new. What matters most is understanding why collaboration among Londoners is so valuable, getting inspired by what's possible, and having the determination to get started and tackle potential obstacles in an open and positive way.

This toolkit has been made by working with people who have been involved in lots of different light touch and temporary projects in London to ensure you have the best guidance to get started. For inspiration on the kinds of light touch and temporary projects you could get involved with we have included a set of case studies. And before you get started we recommend you take a look at the Guide to Healthy Streets Indicators to help you work out what small action might make the biggest difference on your street.

Crowdfund London

One particular way people can get involved in changing streets is through contributing towards the cost of projects initiated by fellow Londoners. Crowdfund London was started by the Greater London Authority (GLA) to help citizen-led regeneration - of which improvements to public space is an element.



Park(ing) Day. Photo credit: Raymond Moreno

Toolkit

Introduction to the toolkit

Who is this for?

This toolkit is primarily aimed at people and organisations who want to start temporary and light touch public space projects. Whether you're a group of parents or carers who want to reclaim a local street for a play event or a Business Improvement District (BID) seeking nicer places to sit on the high street, we want to help you turn your ideas into reality.

Before getting started

This toolkit is a guide to the common elements of the process you will need to follow to deliver your project - but there are many roads to success. Every project is different, and that is partly what makes them so exciting. The specifics of what you'll need will depend on who and where you are, how much experience you have and what you are trying to achieve.

The three most important factors that determine the success of these projects:

1. The creativity, energy and drive of **project initiators**
2. The communication of the project to the **wider community**
3. The **support and assistance from organisations** with formal responsibility (for example local councils)



A13 Green, Canning Town, London. Photo credit: Matt Badenoch/The Brick Box

Structure of the toolkit

1. Overview of the process, set out with four phases to complete your project
2. Each phase has advice that includes:
 - A brief description
 - References to more detailed advice
 - Three project examples
3. The first two phases also have detailed technical advice
4. A directory with key organisations and external resources for your reference
5. A glossary of terms that you might encounter

The three things this toolkit aims to do:

1. Guide you with advice on the barriers you might encounter
2. Inspire you with examples of how other project initiators have overcome these barriers
3. Equip you with extensive tools and resources for you to reference

Four phases to complete your project

Phase 1: Getting started

This phase is about:

Coming up with an idea and having the confidence to get started

...while thinking ahead to the results you want to achieve.

To do that you'll need to:

- Build a team
- Answer some first questions (with your team)
- Share (and shape) your thoughts with others
- Read the checklist

Phase 2: Making it happen

This phase is about:

Getting prepared to deliver your project

...while making sure you're developing the best idea possible.

To do that you'll need to:

- Speak to people (including public bodies)
- Consider the potential risks, the legal nuts and bolts and necessary resources
- Decide how your project will look, feel and function

Before moving to Phase 3

....make sure you have ticked off all items on the checklist

The idea and its communication	Resources
1. Are you clear about what you'd like to achieve? Have you thought about different ways to achieve your goals?	1. Do you have all the skills you need to make the project happen? With what kind of skills do you need professional or other support?
2. Have you discussed your idea with as many potential users and participants as possible?	2. Have you written a budget? Does it include the entire project plan?
3. Have you made it accessible to people from all walks of life?	3. Have you considered the time commitment throughout the project?
4. Have you considered whether your idea can be tried out in a simple way, to get early feedback from people?	4. Do you require volunteers? How will you find them? How will they know about the project? How will you manage them?
5. Have you thought through any site-specific challenges?	5. Are you planning to pay anyone on your team, now or later, and have you thought through the implications for your project?
	6. Do you know the funding requirements and do you meet them?

Legal nuts and bolts	Long term considerations
1. Have you done a risk assessment?	1. Have you thought about a method to measure the success?
2. Are there any health and safety issues to consider?	2. Do you have a management / maintenance plan?
3. Have you done an inclusion survey?	3. Do you have an exit-strategy when completed or Plan B if things turn out differently than planned?
4. Have you checked whether you need insurance?	
5. Have you checked whether you need a lease or contract with the owner of your site?	
6. Have you checked whether you need any permission, permit or licence?	

Phase 3: Execute and enjoy

This phase is about:

Going live and enjoying your project

...while thinking about the effects you're having.

To do that you'll need to:

- Get people involved
- Be flexible
- Document your project

Phase 4: Conclude

This phase is about:

Wrapping-up

...while thinking about next steps.

To do that you'll need to:

- Have a clear maintenance and management plan (or clean-up when you're finished)
- Answer some final questions (with partners/participants)
- Collect and communicate your data

Phase 1: Getting started

Once you have your initial idea, the key to a successful project is the energy and ‘can-do’ attitude of the people that initiate it. However, there are a few basic things to do and questions to ask that might help save you some time and smooth the process. If you are already experienced in running and managing projects (whether in public spaces or otherwise), you can probably move straight to Phase 2.

Build a team

By speaking to experienced project initiators, we know that successful projects were the product of many people working together. Having a team around you enables you to share skills and find solutions more quickly, which means a more enjoyable process – see ‘building a team’ for advice on relevant skills and collaborative ways of working. In general, teams that have people with diverse skill sets and ways of working tend to be more effective.

Working with your team

Delivering projects is often more about taking practical steps than about long meetings, but a visioning meeting is a good way to start – see detailed advice on agenda setting and running a meeting on the next page.

Share (and shape) your thoughts with others

Projects in the public realm have the best results when they involve a diverse group of participants. People can get involved with different elements of your project, such as fundraising, designing, building or event-planning. Try to make your project as welcoming as possible and engage with a wide range of people.

Read the checklist

To get a good idea of what you might need to organise in the future.

Question	Action
<p>What’s happened already that could be of help?</p>	<ul style="list-style-type: none"> • Look at what other people have done - are there similar projects and what could you learn from them? • Look for local and national organisations for inspiration and practical ideas
<p>Is my site (and ideas) appropriate and feasible? ▶ See further: p 13</p>	<ul style="list-style-type: none"> • Evaluate your site and make sure you understand the site’s ownership, planning context and regulations • Discuss your idea and any potential obstacles you want to plan ahead for - who will you need approval and permission from? • Make a list of the Strengths, Weaknesses, Opportunities and Threats of your project (SWOT analysis) to help you work out if it is realistic – and desirable!
<p>What would success look like? ▶ See further: p 14</p>	<ul style="list-style-type: none"> • Think about what resources (money, material, skills) you need for your project, from the beginning to the conclusion – including how you would maintain and manage it. • What do you want your project to achieve? Who would benefit from it? How would you know that you have succeeded? • Are there other ways you could achieve the same goals?



Build a diverse team:

Bzzz Garage

Bzzz Garage’s community farm brought together some unlikely allies: a local resident who happened to work for TfL, a bee enthusiast, an art gallery and the green-fingered manager of a bus depot which had some unloved edges towards the street.

Photo credit: Bzzz Garage



Look for local organisations:

Islington Forgotten Corners

Thanks to the support of the local gardening club, a resident had the confidence to approach the land-owner (EDF) and inquire about potential greening of a forgotten corner of land on Rees Street. EDF allowed them to use their land for free to create a garden.



Look for precedents:

Colourful Crossings

Every first project is difficult, but the lessons learned from the first Colourful Crossing, for example what materials were the easiest to maintain, helped the team to fine-tune their proposals for more of these crossings - and keep them in good condition.

Photo credit: Better Bankside

Working collaboratively

Building a team

When building a team think about the people who compose it, and the processes you have for working together.

Different people will have different skills and reasons for getting involved (and ways to stay motivated). Think about the relevant skills for your project. An awareness of (or willingness to learn) legal matters, communication skills like social media, design understanding and basic accountancy might be helpful. If there is anyone in your neighbourhood who has experience of/is working with your local council, or other relevant public bodies then have a conversation with them about your project.

In terms of process, there are organisations and resources in the Directory to help you run an effective group.

► **See further: Directory - toolkit, Transition Town toolkit**

Running a meeting

Here are some basic tips for planning workshops or meetings:

- Choose accessible venues
- Agree on an agenda beforehand but be flexible if something else comes up
- Encourage participation at all times either organically or through activities
- Take action points and follow them up by setting deadlines or target dates for each action
- Be purposeful about how you run your meeting. A creative meeting format can help in generating and shaping ideas, clarifying priorities and getting to know the people you are working with. There are helpful resources in the Directory.

► **See further: Directory - toolkit, DIY toolkit**

Investigating the context

Early site evaluation - feasibility

Before developing a design, carry out a simple site evaluation and arrange a site meeting so the team can assess the idea together. To understand whether your idea is feasible, it is important to know if there are any important considerations. These could include:

- Utility cables or pipework running under the site making it harder to carry out groundworks
- Access issues, like where a section of a street or pavement has to stay accessible at all times
- Other plans for the site, which may limit the duration of the project

Such considerations may not mean your project cannot happen, but may make it more complex. To find out about them it is best to speak with the landowner (the local council for public land or us for London's red routes). If it's not public, identifying the landowner can be done in many ways. For instance, speaking to your neighbours (which has the added benefit of publicising your idea) may lead to a fruitful conversation. Otherwise, a quick search on the Land Registry, for a small fee, should tell you who owns it.

► **See further: Directory - legal nuts and bolts**

Development context

Depending on the geographic scale and the permanence of your project, it's important to know what else is going on in your area and whether there may already be plans for your site.

Understanding this can help you to appropriately plan for the duration of your project and communicate your proposals more effectively to your local authority.

Check your Local Development Framework – a suite of planning documents which outline the borough's planning policies – to see what's happening. A simple search on the internet for Local Plan with the name of your borough, or a visit to your borough's website will enable you to access the relevant documents. Otherwise visit the planning team in your local council.

Check if your site is in an Opportunity Area, or if there is an existing Neighbourhood Planning Forum for the area.

Initial ideas

To understand what kind of ideas would work on your site, think about questions like which activities are suitable for both the site and the wider area, or what type of planting will flourish. It depends on environmental conditions (size, sunlight, noise and air quality) and how others might respond to it. For the latter, it may help to go to the site to see:

- Who uses it currently and what do they do? Record information about what people are doing, how they are interacting, their age, gender, how long they are staying, etc.
- Are there activities or uses that would benefit the area but for which there is no space? These may be the things that your project could achieve – like play, greenspace, areas to sit, or food stalls
- Who could use it? These include nearby neighbours, businesses and passers-by.

Measuring success

What does success look like for you?

Your project, no matter how small, is part of something larger. By delivering it, you're chipping away at some of the biggest challenges our city is working on, not only making spaces healthier, safer and cleaner, but also making your street or neighbourhood stronger.

► **See further: Directory - toolkit, Guide to Healthy Streets Indicators**

Write down what you might want from this project, be ambitious and include these 'big picture' elements. Keep a record of how this changes as you go along - it's important to remember that you're both measuring success for yourself and for others.

If you can communicate the results you've had, as well as recording the lessons, others can learn from your successes and failures.

Different projects, different data

The case studies in this document show that while projects should aim at measuring effectiveness, each will collect different data. For example:

- If a project is looking at improving the safety of schoolchildren crossing the street, then the items to be measured may include: car counts before and after the implementation, traffic speed, reduction in accidents, do people feel more confident when crossing?
- If a parklet is being implemented for a weekend, then its success may be visible in how many people visited and from what backgrounds, how much time they spent there, whether they gave positive feedback, or even whether there was an increase in turnover for local businesses while the project was running

Qualitative metrics refer to data that is observed rather than measured including quotes or descriptions. Qualitative data is especially helpful in telling the story of your project, and the goal should be to do so in a genuine and human way.

Some tools for these sorts of measurements include:

- Asking the same 2-3 key questions to people who pass through your project area
 - Use paper or electronic surveys to gather in-depth information. You may wish to create different surveys for different stakeholder groups (residents, local businesses, etc). There are helpful online platforms to do this
 - Create a large idea-board as a canvas for people to share their ideas, and ask a simple question. For example, you may create three columns with the questions: 'What do you like?', 'What don't you like?', 'What would you change?' Provide markers, sticky notes or chalk
 - Interviews – specific input from specific people may be a useful way of understanding your impact. Make a list of key people you'd like to interview, and record their thoughts so that, with their permission, you can share them as testimonials
- **See further: Directory - toolkit, Burlington toolkit**

Quantitative metrics deal with numbers and data that can be measured. Think about what you can quantify – especially if it helps you to know whether your project was a success.

Data points for traffic-measuring:

- Volume counts for vehicles, pedestrians and/or cyclists. To measure cyclist volumes, consider using web-based platforms or smart phone counter applications, all of which are readily available and can help you collect volumes across multiple transportation modes. To conduct a manual count, start by creating a schedule that accounts for uniform counting time periods. Set a time to collect baseline data for comparison at the time periods before your project is in place
- Yielding rates for pedestrians in crossings: observe and record how many drivers yield to pedestrians in the crossing before, during and after your project
- Vehicle speeds can be measured in many ways. For example, mark out a 50-metre stretch on the road near your project and record the time it takes a driver to cover this distance

Other data points:

- Work with nearby businesses to see if they will share information about their sales before and after your project. Aim to keep time and day of the week consistent, so you can make an accurate comparison
- If you're unable to get sales data, consider counting or comparing the number of people who visit businesses near your project site and how they get there
- Noise levels impact quality of life, and measuring decibels can be useful. Many smartphones support apps that allow you to take decibel readings directly from the phone
- Track the resources that you manage to leverage such as volunteer involvement, in-kind donations, financial donations, etc. These metrics demonstrate support for your project
- Public space improvements such as the size of the space you have made greener, the number of trees you have grown or the days you have spent litter-picking
- Tracking the growth in your online group, or conversations around your project hashtag can show how much momentum you've created

Phase 2: Making it happen

This phase is about developing the best idea possible (and preparing to turn it into reality). Each of the following elements is related, for example, having wide support in the community will help you to get funding, and having funding will help you to increase support. Therefore it's best to work on these elements in parallel.

Communications – who to speak to

These projects are about people, and the best ones involve a diverse range of people. Make sure your communications plan includes people with different viewpoints.

In some cases it may be helpful to speak to your councillor and/or council officers. Many of the case studies were implemented more quickly and effectively thanks to finding the right person to speak to.

What you will need to have considered:

Before delivering any public space project, there are quite a few practical things to consider – most of which are common-sense so don't be put off:

- The budget and how you will pay for your project
- The potential risks and how you will mitigate them
- Any necessary formal permissions, insurances, licences

What does good design mean?

Deciding how your project will look, feel and function best is where creativity and good, practical sense come together. If you are designing it yourself then the questions below are useful to consider. Some of the best projects are created with support from a wide variety of professionals, and if you are planning to do likewise make sure you outline a clear brief.

► See further: p22

Key design questions for your project:

- Is it inclusive and welcoming to people from all walks of life? Have you considered (and spoken to) the various potential users and passers-by as well as those with a disability or other needs?
- Is it unique and uplifting, helping people to feel proud of the area? Is this the best location for it? Is it easy to keep safe? Will it help people to feel safe on the street?
- Is it robust, and made from durable materials? Could it withstand vandalism?
- Is it flexible? Can it change as needs or ideas evolve? Could it move to another location?
- Is it cost-effective, having been carefully thought through for its specific purpose?
- Have you considered the whole life-cycle? Do you know how it will be maintained and managed? Do you need partners or continuing funding for this?
- Will it help to achieve your main aims? And how you will gather feedback and results?



Representing the diversity of your neighbourhood:

Crayford Road

After the first street party, residents realised many neighbours hadn't participated, even though they had advertised in the housing association's magazine. When the organisers asked why, they were told that it was at 'their' end of the street. So the following year, at its new location in the middle of the street – everyone felt more welcome.

Photo credit: Crayford Road N7



Getting funding from a wide range of sources:

A13 Green

Initially funded by the council for one year only, this community festival under the A13 flyover was such a success that (thanks to local demand) the council funded it for an extra year. When this ran out a local developer funded the festival for another two years.

Photo credit: Anna Gordon / The Brick Box



Design for longer through flexible design:

London Bridge Parklet

This Parklet was designed to be flexible so that it could be disassembled and relocated if required. Moreover, thanks to its street-enhancing design, a private landowner asked to have a similar bench installed opposite.

Photo credit: Team London Bridge

Technical advice

Communications plan

A communications plan is simply a plan of how you want to share your idea and with whom. Your communications plan should be 'two-way' - open to other people's ideas and tries to incorporate them to improve yours.

There are many ways to do this and the best communication plans will involve a mixture of online and offline activities:

Offline

- **Speak to your neighbours/wider community:** one of the best ways to get people on board is to approach them and hear their perspective. Make sure to visit community spaces, from parks to cafés, and bring visual aids
- **Host an event:** your project may be an event, or may follow on from one but many successful projects involved launching the project with an event
- **Local press:** for a greater reach, your local press may be interested in running your story

Online

- **Social media:** Facebook and twitter were favourites among the case studies but there are also good civic project platforms such as Project Dirt
- **Make a film or write a blog:** if you know someone who could help you, or are interested in developing your skills, why not have a go
- **Create a website:** this is becoming easier and easier, and either you have web-design skills or you can use this project to gain them

- **Crowdfunding:** this approach to fundraising is often a great way to raise awareness. Reach out to anyone who might have an interest in or opinion about your project

► **See further: Directory - toolkits, Locality toolkit**

Speak to your councillor or council

While some of the case study projects in this document relied on a good working relationship with a local councillor, others depended on officers within the council. If there are local organisations with experience of the type of project you want to do, try to find out whom they advise speaking to.

Each ward has three councillors, the role of these individuals is to act as an intermediary between you and your council. You can find out who your councillor is on 'Write to Them' - try to get them to champion your project. Another option is to attend your local ward meetings or community councils, which are open to all and usually attended by the ward councillors.

► **See further: Directory - legal nuts and bolts**

A quick internet search of your council's name, its departments (or a visit to its offices) will tell you how it is structured. It may already have people working on citizen-led projects in planning, regeneration or community support teams. Other relevant departments may be parks, highways or urban design.

When speaking to public bodies, councils, or funders, try to see their perspective – they may be aware of challenges that you haven't yet considered.

Resources

Managing resources

Projects rely on resources, whether this is money, volunteers or something else. Plan for your costs by drawing up a list of everything you need to complete your project, divided into up-front and continuing costs. Upfront costs are the one-off costs (often at the beginning) such as materials and permits while continuing costs are for things such as maintenance or communications strategy. Many of the projects highlighted in the case studies section relied on some sort of contribution or volunteer input.

It might be helpful to map out your costs against milestones and think of potential ways to get extra funding or generate your own income.

Getting things (donations, borrowing, volunteers and procuring):

Think about what can be donated, what can be borrowed and any favours you might be able to receive (volunteers). It is important to not take advantage of people's goodwill and make sure, as far as possible, that they benefit as well

If you do need to procure items or services think through where you will get them from and whether your funder has requirements – for example many require multiple quotes and proof that you've chosen the most appropriate (not necessarily the cheapest)

If you need to estimate costs, talk to people who have run similar projects to make sure that you are in the right ballpark. If your project involves changes to a road for example, you should speak to your council as they have specific contractors they use

If you're a collection of individuals or small local group you're probably not registered for VAT and don't need to be. But remember that suppliers who are used to dealing with large organisations often exclude VAT from their price lists

Funding

Depending on where you are and what the project is, there may be a range of funding opportunities. Most of the case study projects we have looked at used non-repayable financing, although there are social investment options. Different funding sources are appropriate for different situations, they each have pros and cons, for instance crowdfunding is great to show support but it may require a lot of time to keep up the marketing. Here are some ideas on how to raise money:

- Through your community: you can run collections, organise a fundraising event or get sponsored to do something
- Employers: some employers will fund charitable causes, so it is always worth asking around your network if someone works for an employer who offers funding
- Crowdfunding: there are lots of different platforms for this, a good civic project platform is Space Hive
- Through private organisations: you might be able to get funding through the community strategies of local businesses, local developers or even large national businesses
- Grant-making organisations: there are lots of different pots of money out there so it is important to look into funding ranges; funding windows and any other conditions (eg procurement process)
- Public bodies: regularly check your council, the GLA or our websites for announcements about funding opportunities

► **See further: Directory - funding**

Risk assessments and the legal nuts and bolts

Land-ownership and leases

To make your project happen, you will need permission from the landowner. You should have established this through the early site evaluation.

► **See further: p13**

Many successful projects across London come forward on privately owned land.

► **See further: case studies 3, 9 and 10**

Once you have identified the landowner, contact them to request permission – it can help if you have an outline of the project plan. There are plenty of toolkits out there to help you create this.

► **See further: Directory – toolkits, GLA**

Assessing your risks

Throughout your planning it is a good idea to keep track of what could go wrong and have a plan B as far as possible. For example you could go over budget or have someone drop out at the last minute.

Health and safety assessments

To get approval or insurance you may be required to carry out a risk assessment.

This is not a particularly onerous task. It does not mean you have to limit your creativity, nor is it something to be scared of – so don't be put off. Try to identify risks and then plan for mitigating them.

The process helps to make apparent the activities that are likely to take place, and highlights the potential hazards attached to these as well as an assessment of their level of risk. The Health & Safety Executive has plenty of advice online.

► **See further: Directory – legal nuts and bolts, HSE website**

Streetscape management

The Capital's streets are largely maintained by the local highway authority – either the relevant borough or, for London's red routes, us. If you are proposing to bring forward a project, bear in mind you will have to work with the relevant departments in these authorities to get approval.

Permits and orders

For any proposal on a street corridor you would need to consider road safety, accessibility and liabilities. The relevant Highway Authority will be able to offer advice on this. For timed road closures, many councils have streamlined processes for play streets and street parties, however, if your project does not fit into these categories you may need to apply for a Temporary Traffic Order. For trialling and testing, investigate whether 'Experimental Traffic Orders' could be used. Check with your council.

Depending on your project you might also have to speak to other council departments, such as Parks (for greening) and Planning (for structures). Speak to the duty planning officer who will let you know if you need planning permission. They should advise you if it would be helpful to have a meeting or submit some early stage ideas to the planning department (a pre-application consultation).

Licences

Advice on whether you need a licence can be received through your council's licensing department. You might need one if you plan to:

- Make money (sell food, alcohol, have market stalls)
- Close the road (for a street party, play street)
- Have noisy activities such as live music

Depending on the frequency of your event, you may only need a Temporary Event Notice.

► **See further: Directory - legal nuts and bolts, Gov.uk website**

Insurances

Some projects will require insurance, especially if it's a large scale event. First of all, don't be put off by this - many of the case studies we looked at didn't need insurance, and those that did managed to get it.

If you partner with an organisation, you may be able to be covered under their insurance. Most major insurers offer insurance to community groups, so seek advice at an early stage. Insurance can be quite cheap, and brokers will not charge you for a quote.

Be very open about your requirements so that you get the most relevant product. The common type of insurance is Public Liability Insurance, although if your organisation or community group has legal status (company, CIC, charity etc) you may need Employers' Liability Insurance. The cost of insurance will depend on the activity covered, number of people and other factors:

- Public Liability Insurance normally does include: volunteers; other people's property; other people; legal or other costs arising from one of the above
- Public Liability Insurance normally does not include: employees and accidental injury which isn't due to negligence on the part of your organisation

Good design practice

Getting design help

As your idea progresses, you may need external help to design the project. In many cases using professionals will save money in the long run – even if it involves a bigger upfront cost.

These professionals could include:

- Architects
- Landscape architects
- Designers or graphic designers
- Artists
- Structural engineers
- Quantity surveyors or cost consultants
- Event planners

To find the professional, especially any technical expert, consult the professional institutions such as RIBA and IStructE. Try to engage locally, if possible.

Have a clear brief outlining your requirements and, as with any supplier, make sure you get a quote. This should set out what they are going to do, how long it will take, and when they will require payment. The process by which you do this may be dependent on funding conditions (minimum number of quotes etc). Some professionals may offer free ('pro bono') advice but you should still get a written agreement from them if you will be relying on their advice.

It is important to not to take advantage of other people's good will. Keep in mind what is fair to expect from professionals (with the budget you can give them). If you want to run a competition, only do so if you have the time to give each submission the time it deserves – it often takes more time and resources than you think.

Accessibility - designing your project to be inclusive of all

It is important to ensure that your project design is accessible to everyone, regardless of age or ability. For example, any changes to the pavement should allow enough room for two wheelchair users to comfortably pass each other. It is great to create places to stop but, if your budget allows, try to include some seats with back and arm-rests for people who need them.

A helpful starting point would be to contact any local disability groups, Inclusive London or Disability Rights UK.

For technical advice check: Inclusive mobility (2005), Department for Transport and the current UK legislation which guides inclusive design - the Equality Act 2010.

► [See further: Directory - inclusive design](#)

Environmental sustainability

When designing a project, whether on your own or with professionals, think about its effect on the environment. Many of the case study projects' positive benefits were enhanced thanks to their focus on raising environmental awareness or sustainable practice.



Inclusive and environmentally focused design

Fresh Air Parklet

These benches were designed to be more inclusive with inbuilt backrests. Further to this the air quality monitoring system helps to raise awareness around pollution in London.

Photo credit: Team London Bridge



Sustainable Urban Drainage Systems:

Derbyshire Street Parklet

This parklet was designed and constructed with a Sustainable Urban Drainage System. This means it is designed to reduce the potential effects of surface runoff. It has the added benefit of requiring limited maintenance. Due to the high-end materials used, this parklet was expensive, but the same principles can be applied to lower cost solutions.

Photo credit: Julian Walker

Phase 3: Execute and enjoy

There are three elements to consider in making the delivery of your project as powerful and enjoyable as possible. The balance between these three elements will depend on what your project is and what you want to achieve.

Getting people involved

How you have designed and communicated your project will have laid the groundwork for getting people from all walks of life involved. Make sure you keep up momentum by keeping local people up to date – whether this involves texting, tweeting, flyers or talking to neighbours directly.

Be flexible - persevere

Sometimes projects don't turn out as expected and even at a late stage, they might have to adapt quickly to changes in the context. Most projects go through many iterations before they find the successful formula.

Record your project/ document the day

Document your project through photos, videos, data-collection, drawings and writing. Whether it lasted for a day, for weeks or much longer, having visual material from the project can remind you of what has been achieved. It can also help you or others make the case to continue with the scheme or future projects. It is important for others to learn from your successes – or even when things went differently than planned.

Think about assigning the role of being responsible for this to someone in your team. If you are planning an event, ask attendees to share their own photos on social media and use hashtags to help brand the event.

Different projects should focus on different elements - but consider all.

- For timed street closures try to get as many people taking part as possible
- For low-cost changes, you might need to be particularly creative and flexible to make sure you achieve your goal
- For temporary trials it's important to collect appropriate data to support a case for these being made permanent if they are successful

► See further - p14-15

Useful tools include:

- Videos/ photos of people interacting with the project
- Time-lapse videos or 'before and after' photographs to show how the project transformed the space. Set a uniform shot angle to make the biggest impression
- Blackboards or sticky notes on a poster to help gather feedback and ideas from attendees. Ask people what they think of the project and more generally the street or neighbourhood



Have a launch event:

Derbyshire Street Pocket Park

When these parking spaces were reimagined into a pocket park, local residents were treated to a free street party for the Knowledge Arts Festival – the event included circus, comedy, art attack workshops and a barbecue.

Photo credit: Greysmith Associates Ltd.



Be flexible:

Crayford Road

It is helpful to have a contingency plan, especially when battling against London's weather, but in some cases you'll have to think on your feet. Crayford residents encountered this when one year's downpour meant the scheduled band couldn't set up – until a resident offered their living room.

Photo credit: Crayford Road



Getting feedback:

Sustrans

In Barking and Dagenham, a traffic-calming scheme got people involved on the day by using a poster with three simple questions:

1. What do you like?
2. What don't you like?
3. What would you change ?

Phase 4: conclude

In order to conclude your project there are three key things you will want to consider.

Maintaining your project (or cleaning up)
Even if your project is temporary, there may be some level of maintenance required – think about how this will happen, who will do it and how it will be paid for. More generally, thinking through the management of your project is essential to making it deliver (and potentially exceed) your initial aspirations.

When it gets to the end of your project's lifespan, make sure you have a plan for taking it down and remember to clean up after.

On the road to permanent change

Many of the case study projects we have used started out as temporary projects or prototypes that led to permanent change. All of the projects that did so included smart data collection. In Phase 1 we suggested a list of potential metrics to collect, in Phase 3 we suggested ways of recording data and now it is important to think about how to communicate your findings.

Organise a gathering or a workshop with participants and partners to discuss how it all went. Try to do this within one week of the conclusion of the project so it's still fresh in people's minds.

Some final questions to answer:

- Did you achieve what you wanted to?
- Were there any secondary consequences you didn't predict?
- Was there anything you would do differently?

► See further: [Directory - toolkits, Burlington toolkit](#)

Bringing together the data

Combine all information gathered into a 'project recap', to celebrate what has been achieved and possibly make the case for repeating or extending the project. This could include: data collected; relevant observations; any media coverage; photos, and/or videos. Share this recap with the general public online, through media channels as well as your local authority, public bodies and sponsors or donors. There are plenty of evaluation tools online which can provide templates for this. One example can be found on the American city of Burlington's website, but there are several different ways of doing this.

Building capacity

Permanent change is not limited to the scope of your project, and you have a real chance to bring about lasting results in either your community or further afield. Some of the lessons learnt might be useful for other project initiators hoping to do a similar thing. Share these findings on your project website.



Getting the management right:

Limehouse Social

Long-term success often requires a clear management plan – the project initiators at Limehouse Social Basin understood this and made sure they had a market operator on board who understood all they were trying to achieve.

Photo credit: The Decorators



Maintaining your project – enhancing local skills:

Team London Bridge

Team London Bridge works with St Mungo's charity to maintain their green spaces through the 'Putting Down Roots' initiative, which provides employment opportunities for homeless men and women.



Making your case through qualitative and quantitative data:

Times Square, New York

As with similar projects in London, the data collected during the trial closure of Times Square to traffic was used to build the case for making this temporary transformation into a permanent project.

Photo credit: New York City Department of Transportation

Case studies

Learning from case studies

Temporary or light touch projects often have no template

These projects rarely fit into one category and will often need a tailored response provided by the various elements of the team: re-use of a parking space or the one-day closure of a street will require engagement with different public bodies and local authority departments.

New stakeholders, in new roles

Projects can sometimes require collaboration between individuals and organisations that do not necessarily often work together. Each profession has its own language, procedures and methods of assessment. To overcome any communication issues or differences in expectation, all those involved need to play their part to get the discussion started on shared grounds.

The public realm is a complex space

Projects in public areas are complex, for professionals and beginners alike, owing to the many stakeholders involved in the ownership, management and stewardship of these spaces. There are procedures to follow, because often there may be important safety issues or transport implications to think about. These considerations are vital to operating in a dynamic, exciting context.

The public realm is for everyone

Yet in some cases, only certain groups are involved in its stewardship and use. These projects must aim to break down barriers and get all members of the community involved to create inclusive places for everyone.

Demonstrating success requires upfront consideration (and open minds)

Dynamic projects need their own ways of measuring success. Due to the complexity of the public realm and the numerous benefits of these projects - economic, health and wellbeing, the environment, safety, social inclusion - all stakeholders must keep an open mind as to what counts as data, impact and value.

Project initiators should discuss with the relevant partners what is useful to capture and communicate. A balance must be found between requiring metrics that can contribute to robust evidence, without discouraging first-time project creators with excessive and complicated procedures. Once these are agreed to, the focus should be on collecting the relevant data and reactions to help build the story of the project. There are plenty of tools out there to use and 'Valuing the urban realm' [4] can give some helpful pointers.

What do successful projects have in common?

Project champions

Many successful projects benefited from the support of champions within public bodies like local authorities. These are individuals or teams who understand the benefits of these new ways of working and/or who are convinced that a given project has potential. They can facilitate access to and support within their organisation.

Working with professionals

It is often helpful for project initiators to work together with professionals - whether architects, landscape architects, planners or traffic engineers. Professionals can share valuable experiences and advise on principles of good design, important rules and regulations, or what materials to use.

Appreciation of community dynamics

Community-led does not mean representative of everyone who uses the space or lives and works in the area. But reaching beyond your core community helps to strengthen your voice in local affairs and to attract more funding and support. Temporary projects and testing out ideas in general can be a healthy way to try out solutions that can work for everyone.

A 'can do' attitude

Tactical urbanism is about getting started and going live quickly. Most successful projects we looked at started with lots of 'unknowns' that they resolved as they went along. Being well prepared is good, both for the point of view of project-initiators and supervising/funding-organisations - but success also depends on the ability to improvise around unexpected questions.

An agile (and realistic) approach to funding

Successful projects make do with limited resources, but equally they are ambitious and creative when looking for funding. There is a great diversity of funding sources available: philanthropic or Lottery funds as well as some public sector support. Equally, the private sector and new sources such as crowdfunding often play an important role.

Knowing what to measure

Capturing and communicating the benefits of a project is a great way of building and maintaining support. In many successful projects, initiators and funders decided at an early stage what data to collect and how. Understanding from the outset what really matters to a project helps to focus its activities, and can be useful in conversations with potential funders and other supporters.

How to know if projects are successful?

There are several reasons why it is useful to gather data during a project. But many people are not instinctively drawn to data gathering; collecting, presenting and discussing evidence seems difficult, time-consuming and unnecessary when you 'just want to get going.' However a solid approach to data is often helpful before a project starts. We outline below some of the most important reasons for taking monitoring and data collection seriously.

Focusing your project

As you develop your project, you will have to make some decisions about where to focus your energy and your budget. Knowing 'what success looks like' and how to measure it will help you to understand what matters most to you and your team, and will help with prioritising if not everything can be achieved at once.

Communicating your project

You will probably depend on the support of several people and organisations – whether for permissions or for funding. Being clear about your aims and about how you will know whether you are succeeding will help convince stakeholders that your approach is well thought through and robust, giving them confidence to approve or fund it.

Steering your project

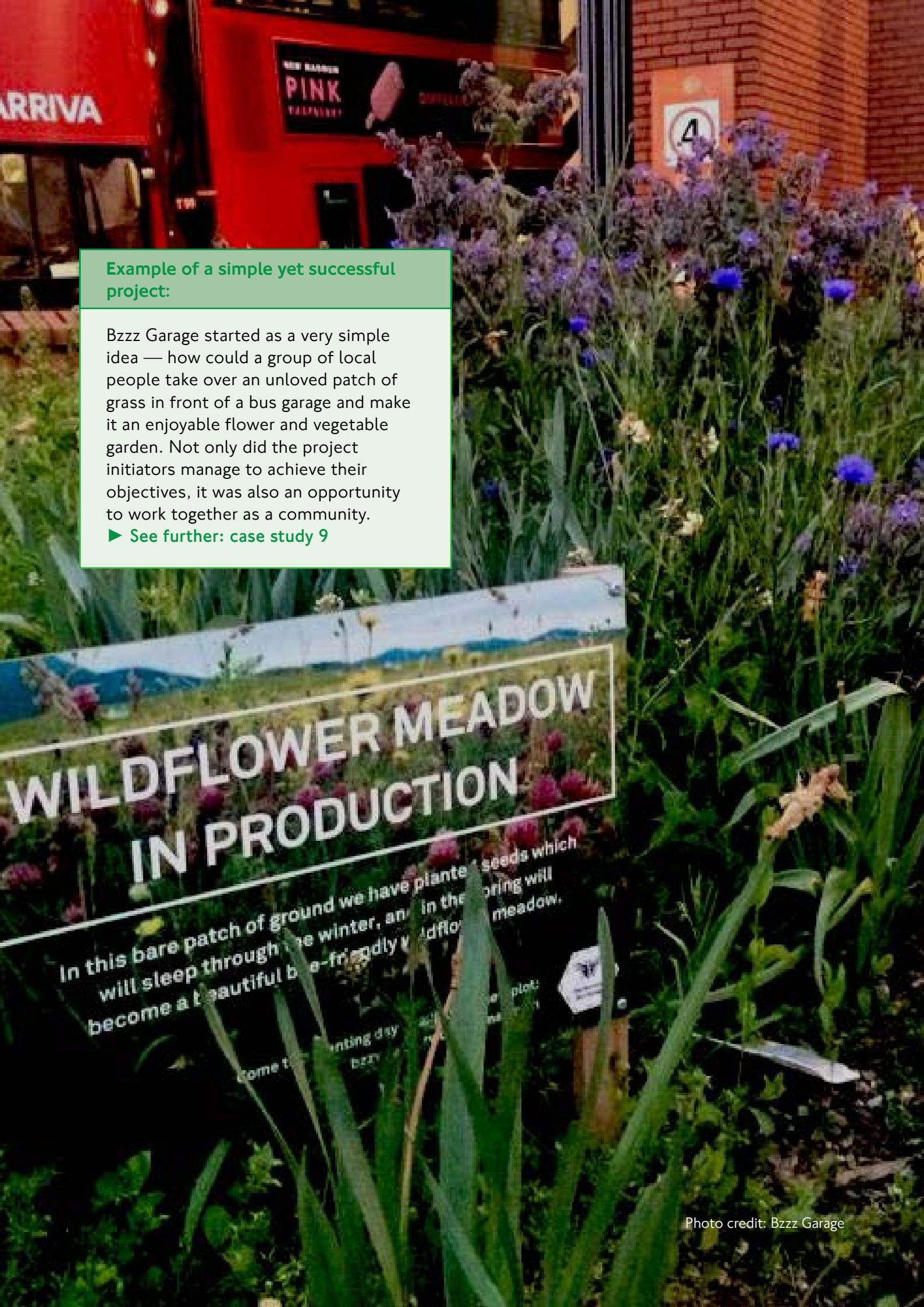
Measuring important factors early can help you to understand whether your project is going in the right direction. If you get early signals that things are not going exactly to plan, having evidence may help you to give the project a steer. For example, are you able to engage with as wide a range of people as you expected? What feedback are you getting online or in conversation? Are there any unexpected effects on traffic that you had not foreseen? Risks tend to be more easily dealt with if they are recognised in time, so being aware of key 'data points' (the most important success factors for your project) will be very helpful.

Sustaining your project

Being able to show that your project has worked will be helpful if you want it to continue for longer. Keeping a project open, making the case for continuing funding or repeating it somewhere else all become easier if you can show different elements of its success.

Supporting others

Capturing and sharing the successes, difficulties and lessons from your scheme can help others develop their project and enable them to make a stronger case to funders and other stakeholders.



Example of a simple yet successful project:

Bzzz Garage started as a very simple idea — how could a group of local people take over an unloved patch of grass in front of a bus garage and make it an enjoyable flower and vegetable garden. Not only did the project initiators manage to achieve their objectives, it was also an opportunity to work together as a community.

► [See further: case study 9](#)

**WILDFLOWER MEADOW
IN PRODUCTION**

In this bare patch of ground we have planted seeds which will sleep through the winter, and in the spring will become a beautiful bee-friendly wildflower meadow.

come to planting day
bzzz

plot:

How could these case studies help you get started?

What do you want to achieve?	You could think about...	This is where it's been done.
Want to improve sales on your high street?	Organise an event Look for like-minded people	Crayford Road Big Lunch Bzzz Garage
Want to find a better use for an underused parking space?	Timed road closure Traffic calming options Filtered permeability Raising awareness	Play streets New Park Road School streets Celebras por la vida
Want to create a new play space?	Public art Stopping space / seating Market	Before I die Colourful crossings Parklet Limehouse
Want to reduce air and noise pollution? Or raise awareness?	Filtered permeability Reclaiming parking spaces Installing a monitoring device	Narrow Way Parklet Forgotten Corner
Want to encourage more people to walk and cycle?	Wayfinding Permanent and/or temporary filtered permeability	New Park Road Ciudad Emergente

Each case study has the following sections:

At-a-glance

This one line frames the project in its context and what it delivers.

The story

A description of the project, focusing on how it started and how the biggest issues were overcome.

Key takeaways

These takeaways can help future project initiators, and therefore helped to inform the toolkit. The bold, underlined words are linked to elements in the toolkit.

Stakeholders

These are the people and organisations that were in some way involved with the success of the project.

What do you want to achieve?	You could think about...	This is where it's been done.
Want to improve your high street environment?	Filtered permeability Greening Public Art/ seating Markets and events	Narrow Way Incredible Edible Mitcham High Street Limehouse Social
Want to find a better use for an underused parking space?	Greening Bicycle parking Temporary parklet	Derbyshire Pocket Park Parklet Hackney
Want to create a new play space?	Temporary road closure Reclaimed parking spot	Play streets
Want to encourage learning in the public realm?	Book sharing stands Provide activities	Book swap The Uni Project
Want to tackle anti-social behaviour?	Markets Physical improvements Lighting	Limehouse Social Derbyshire Pocket Park

Timeline

Key dates in the project's delivery and later results.

Resources

These projects relied on a mixture of financial, human and material resources. These sections highlight what was needed.

Similar projects

If this project has your attention, this section provides three further project examples that might be of interest. Where these examples do not feature in this report, references to online sources of information have been provided on page 71.

I New Park Road, Brixton Hill (Lambeth, London)

How prototyping low-cost traffic calming can reduce road danger, leading to permanent change

New Park Road was used as a rat run by motorists eager to avoid traffic lights and congestion on nearby Brixton Hill. For years, collision rates had been 40 per cent higher than on similar roads in Lambeth and in the four years before this project started, 12 people were injured in collisions involving cars along the street, including two students of Richard Atkins School.

In response, this project involved piloting a different road layout using low-cost materials and hay bales as temporary measures to slow down and reduce the volume of vehicles. The Street Trial day saw an on-street concert organised by pupils, a visit from a fire engine to demonstrate being able to fit through the reduced road width, residents creating their own pop-up parks with traffic still flowing, at a much reduced speed. Data collection included measuring traffic speed and volume, and this was used to make the case for the trial layout to be made permanent and show that surrounding streets wouldn't suffer increased traffic as a result. This data helped the councillors and borough to give support for a permanent scheme, which was completed in December 2016.

How did it start?

Residents and parents had been concerned about safety of pupils on the busy road just outside the school. They shared their concerns with Lambeth Council, which in turn asked sustainable transport charity Sustrans to work with the local community on a temporary scheme to calm the traffic and reduce collisions. With a budget of £10,000, Sustrans started on a design and over six months it organised more than 20 events and spoke to more than 400 people, listening to the issues, and collaboratively designing and testing a new road layout.

The role of key stakeholders

- **Residents and parents** shared their concerns with their elected councillors
- **Richard Atkins School** supported the trial day
- **Lambeth Council** commissioned Sustrans to collaborate with the local community to deliver this
- **Sustrans** provided technical expertise and led the project
- **TfL** funded the permanent scheme with a £100,000 grant

How were the project's biggest issues overcome?

Initial support for the project came under pressure when local people voiced concerns that traffic calming would lead to more congestion on other roads. Putting in a low-cost temporary solution overcame both issues. It demonstrated how relevant this project would be for everyone and that the risks were low - convincing most local residents that these improvements to reduce danger did not mean congestion for others.

What are the key takeaways?

1. The project was strengthened by **building a team** of project supporters, including parents who had a clear stake in safer, healthier streets
2. By turning the trial day into **a fun event** with food stalls and games, lots of different people were encouraged to get involved
3. **The evidence generated** helped to show how this intervention made streets safer, and encouraged neighbourly interactions, which in turn helped to overcome community concerns about changes in the street layout



Photo credit: Alan Slingsby/ Brixton Blog

2014-2015

Residents share their concerns about the safety of the road with LB Lambeth

Autumn 2015

An early scheme to close the road is put on hold. Lambeth ask Sustrans to develop traffic-calming scheme

February 2016

A trial day with hay bales (used for traffic-calming), picnics and concerts is organised

Autumn 2016

Thanks to good response from locals, and funding from TfL, the scheme is made permanent

Resources

- **People and skills:** professional project manager from Sustrans, plus local volunteers
- **Finances:** £10,000 (from Lambeth Council) for the initial project, plus follow-on funding from TfL for permanent scheme
- **Other:** hay bales and picnic food



Similar projects

Porters Lodge [5]:
Barking & Dagenham,
London

Photo credit: Sustrans



Leonard Circus [6]:
Hackney, London

Photo credit: Hackney.
gov.uk



School Streets:
case study 16

Photo credit: Ben Knowles

2 Colourful Crossings, Southwark Street (Southwark, London)

How a low-cost public art installation can enliven a street and increase pedestrian enjoyment

Southwark Street is a busy road for through-traffic but does not currently offer much activity for pedestrians. In response to this the Better Bankside BID proposed the creative painting of a road crossing, to show how a low-cost artwork can enliven the street and create a stronger identity. Responses were positive with 85 per cent of people interviewed wanting more artwork and 68 per cent of people saying it made them happier. A second crossing soon followed on Southwark Street and a third is currently being developed.

How did it start?

Better Bankside involved its members in discussions on creative ideas to enliven the street for pedestrians. As part of this, the team discovered international precedents of colourful crossings. They applied for, and won, funding from TfL's Future Streets Incubator Fund, which targeted innovative pilot projects for streets improvement. Artists were then commissioned through an open call, and the project was listed on Merge Festival 2015 and London Design Festival 2016.

The role of key stakeholders

- **Better Bankside BID** proposed and managed the scheme
- **The designers, contractors and suppliers** helped to deliver the scheme
- **TfL** approved and funded the scheme through the Future Streets Incubator Fund
- **King's College London** measured the effects of the scheme through perceptual surveys

How were the project's biggest issues overcome?

Despite its success, the scheme faced significant challenges. The paint for the first crossing wore down very quickly, so in the second crossing a more durable material was used that was also easier to apply. Southwark Street is a TfL-managed red route, so it was essential to consult with TfL. Approval was received thanks to collaborative working. A clear project plan for implementing and maintaining the crossing as well as a detailed exit strategy (in case things went wrong) helped to reassure stakeholders.

What are the key takeaways?

1. The second crossing was delivered more efficiently, thanks to **lessons learnt from the first crossing**
2. By **joining up with local initiatives**, the project was able to reach a wider audience
3. Showing the **whole life-cycle** of the project, including what happens after it has ended, helped the team to receive permission
4. **Relevant data collection**, such as how people's perceptions changed, was essential in judging the success against the project's objective



Photo credit: Better Bankside

Pre-2014

Discussion with local businesses about enlivening the street

2014

Open call for designs to paint crossing, and once scheme was chosen, assessment measures were developed collaboratively with TfL

2015

300 perceptual surveys undertaken before delivery. Project delivered and 300 further perceptual surveys

2017

Second temporary crossing is in place, and plans for a third are underway

Resources

- **People and skills:** project manager, professional designer and suppliers
- **Finances:** £10,000 per crossing for designer, road stripper and temporary traffic order
- **Other:** listing on Merge festival 2015 / London Design Festival 2016



Similar projects

Cebras por la Vida [7]: Mexico and Colombia

Photo credit: Cebras por la Vida



The performer [8]: Southwark, London

Photo credit: Better Bankside



Before I die - Candy Chang [20]:

Photo credit: Tomphoto.com

3 Fresh Air Square Parklet, London Bridge (Southwark, London)

How a parking spot can offer a street a much-needed stopping place, while raising awareness around air quality

A parklet is a repurposed parking spot using simple elements like seating and plants, aiming to rebalance the use of streets in favour of non-motorised users. Depending on who the potential users of the parklet are, these can comprise comfortable seating, artwork or small green oases. TfL funded two parklets with different features through their Future Streets Incubator Fund, which targeted street innovation, including one on a busy commercial street in central London.

How did it start?

Team London Bridge BID put in the proposal to TfL to add more green space and places to sit after local businesses suggested there was a need. The BID team developed a brief which asked designs to (a) respond to the needs of users, promoting inclusive design for disabled people, (b) enhance biodiversity and (c) be easily moved if need be. The selected proposal was a striking design, which incorporated both seating and greening, and moreover could measure air quality. With 98 per cent of people responding that they would like to see more in London Bridge and excellent coverage in the design press, the project proved a success.

The role of key stakeholders

- **Team London Bridge BID** initiated the project
- **London Borough of Southwark** approved the scheme and subsidised the parking fee
- **TfL** approved and funded the scheme through its Future Streets Incubator Fund
- **WMB Studio** designed the parklet
- **London College of Communication** measured the effects of the scheme through perceptual surveys
- **CJS Plants** provided horticultural maintenance

How were the project's biggest issues overcome?

As one of London's first parklets, finding a location that was suitable was challenging. Suspension of the parking bays required Team London Bridge to pay for a temporary traffic order. After a year, this order expired, and a complaint from a local resident regarding antisocial behaviour, meant the parklet had to be relocated. Thanks to its modular design the parklet could be moved easily to a new location, enlivening an under-used public space outside a primary school. Finding sites for more parklets on public land was challenging and so Team London Bridge approached a local landlord who welcomed installing two on a property adjoining the pavement.

What are the key takeaways?

1. **Flexible design** enabled the parklet to be easily dismantled and moved to a different site, while flexible project management helped with responding to feedback quickly
2. **Contracting professional designers** created a striking design, which was critically acclaimed and appreciated by most locals
3. Preparing for the **whole life-cycle** kept the space clean and well-maintained
4. Thinking through the **potential users**, including the possibility of any antisocial behaviour, might have helped overcome objections to the scheme



Photo credit: Team London Bridge



Resources

- **People and skills:** project manager and volunteers
- **Finances:** £20,000 for air quality measuring, £1,900 for Temporary Traffic Order and £11,000 for the Parklet



Similar projects

Ealing Parklet [9]:
Ealing, London

Photo credit: Peter Laskowski



Park(ing) Day [21]:

Photo credit: Raymond Moreno



Derbyshire Street Pocket Park:
case study 11

Photo credit: Julian Walker

4 Play Quarter, Palmers Green (Enfield, London)

How timed closures of streets can bring children, cyclists and the wider community together

Play Streets involve residential streets being closed to through-traffic for a few hours on a regular basis, giving children the chance to play safely on the street. They have existed in the UK since the 1930s, but have only witnessed a revival in the last 10 years. London Play is an organisation that has been working with residents and councils to promote this activity, and play streets are now running in 26 out of 33 London boroughs. London Play is looking to build on this success by bringing the wider community together to create safer, more playful neighbourhoods.

A Play Quarter is a neighbourhood where children are welcomed and supported by the community to, for example, go independently to the corner shop, the park or walk to school. London Play has developed the city's first Play Quarter on a network of existing play streets.

How did it start?

Enfield is a 'mini-Holland' borough, and has received TfL funds for improvements to make cycling safer. Palmers Green was already home to numerous Play Streets and London Play, wanted to capitalise on the mini-Holland improvements and bring the many diverse communities of the neighbourhood together. The group initiated a Play Quarter with the existing organisers, which included a trial of 'Pitstops' (places where children could check in) across the area including the mosque, the local police station, the local library and the local tea shop.

The role of key stakeholders

- **London Play** led the project
- **Diverse Communities** supported the programme - these included a mosque, the police station and library
- **Palmers Green councillors** helped to overcome resistance to the trial
- **Enfield Council** Highways department had been a champion of these improvements
- **TfL** funded the wider improvements through the mini-Holland scheme

How were the project's biggest issues overcome?

Some stakeholders worry that Play Quarters and Play Streets present problems, for example council highways departments concerned about road safety, or parents worrying that they might attract strangers who could pose a threat to children. These fears can be dealt with by addressing them openly and having evidence to counter them.

What are the key takeaways?

1. The project is ground-breaking because it takes the neighbourhood as a whole and has such a wide reach because it joins up many **local organisations**
2. **Considering the scale** made sure the project was a success - if it had been bigger, it would have been hard to build momentum, but a smaller project would not have had a tangible bearing on children's independence in being able to explore their neighbourhood



Photo credit: Phill Rogers / Palmers Green Play Quarter



Resources

- **People and skills:** volunteers
- **Finances:** negligible, all you need is a street to play in
- **Other:** signs were put up across the quarter so children knew where to stop

Similar projects

The Big Lunch: [case study 12](#)

Photo credit: Big Lunch



Ciclovia [\[25\]](#):

Photo credit: Lombana



Gillett Square [\[10\]](#):
Dalston, London

Photo credit: Gillett Square



5 Incredible Edible, Todmorden (Calderdale, West Yorkshire)

How many small changes across an area combined can lead to strategic change

Incredible Edible is a local gardening initiative that has gone global. There are Incredible Edible groups now stretching from Canada to New Zealand. It started with the simple idea that taking control of local streets and public spaces through gardening could help build stronger communities. Growing vegetables and fruit trees in public spaces created a new way for people to connect with their neighbours, and gave a welcome boost to the identity and economy of Todmorden.

The effects locally are varied and huge and have inspired people globally. Starting with small herb gardens and community plots in Todmorden, Incredible Edible went on to work with local businesses, the health centre and schools. It has led to an increase in tourism, local food start-ups and new research and innovation initiatives. It has influenced the thinking of housing associations, which have changed their rules to allow tenants to keep chickens, as well as the local council, which now allows anyone to apply for a licence to plant on council land. The outcome is free veg, less waste, less unemployment and a stronger community.

How did it start?

Incredible Edible started in 2007 when a small group of local people wanted to strengthen the community. Initially, they planted vegetables along the street in their front gardens with a sign: 'Help Yourselves'. This got people talking and others rallied around, starting to plant fruit and veg in public spaces. Herbs and vegetables started sprouting along streets right across town – collaborating with restaurants and even the police station. The initiators were not possessive about the project; they simply wanted to let people get on with what they wanted to do in their own way.

The role of key stakeholders

- **Local residents Pam Warhurst and Mary Clear** initiated and tested out the approach
- **Various community groups** caught the gardening bug and planted anywhere they could
- **Organisations and public bodies** offered up their land, including the police station, the NHS and social housing landlords
- **Calderdale Council** made sure anyone could get involved by introducing a community growing licence
- **The team of volunteers** ensure it keeps going

How were the project's biggest issues overcome?

The local authority voiced concerns about legal constraints and public liabilities. These obstacles were overcome thanks to council officers who understood the vision and became champions of the project. They offered their expertise and helped to encourage policies that would enable community land to be used for growing. The community growing licence was a significant step forward.

What are the key takeaways?

1. Pam and Mary did not wait for a big project to materialise, or ask for funding – they just **started doing**
2. After 10 years, the Incredible Edible Network is very different to when it began. It has developed by **collaborating with partners** to create their own interventions as well as being **flexible** with their solutions to achieve their ambitions



Photo credit: Incredible Edible Todmorden

2007

Founder Pam Warhurst goes to a talk which inspires her to take action

2007

Pam and Mary start growing vegetables in their front garden

2009

Becomes a city-wide phenomenon, Prince Charles visits putting Todmorden on the map

2009-2016

Spread to a global phenomenon - with over 100 official area-based networks



Similar projects

Bzzz Garage:
[case study 9](#)

Photo credit: Bzzz Garage



Crayford Road:
[case study 13](#)

Photo credit: Crayford Road



Forgotten Corners: [case study 10](#)

Photo credit: Chloe Tregger

6 A13 Green, Canning Town (Newham, London)

How a summer of events can make a community feel like a community – instead of residents of a construction site

The A13 flyover in Canning Town was once a hostile environment associated with crime and antisocial behaviour. Over the past four years, artist-led community interest company The Brick Box has worked with local organisations, residents and Newham Council on a series of events to enliven the space under the flyover. These have enabled local communities to come together and re-imagine what the area could be used for. The first events season sparked a host of activities that led to three further annual festivals. The success of the first year was demonstrated by a local petition to bring back the event series.

How did it start?

The availability of community-focused budgets associated with the 2012 Olympic Games enabled Newham Council to think about how social cohesion could be strengthened in this fast-changing environment. At times the area felt like a construction site, with few public spaces for local people to meet and enjoy spending time. Resolving this required, among other things, engaging residents to make better use of the previously wasted space under the flyover that dominates this part of Canning Town. The Brick Box won a tender to deliver this, with a focus on co-production with local residents. They opened up a drop-in centre on the high street to make it easier for people to get involved.

The role of key stakeholders

- **Newham Council** provided the initial funding of the scheme for the first two years
- **Linkcity, a local developer** provided funding for the following two years
- **The Brick Box** led the co-production process and activities
- **Local organisations** provided training and entertainment

- **Local residents** took part, sometimes in their thousands
- **TfL** owns the flyover and approved the proposals
- **The police** needed to be assured of participants' safety

How were the project's biggest issues overcome?

The Brick Box had to work flexibly with us to ensure they could get approval for the events beneath the flyover without risking damage to the structure, with specific issues around electric generators under it. The Brick Box was able to allay the Metropolitan Police's safety concerns by doing a risk assessment - templates for which are available on the Health & Safety Executive (HSE) website. After a successful first summer, residents started a petition to bring the events back. This made it easier to convince funders, including a local developer, to provide funding and extend the festival to four years.

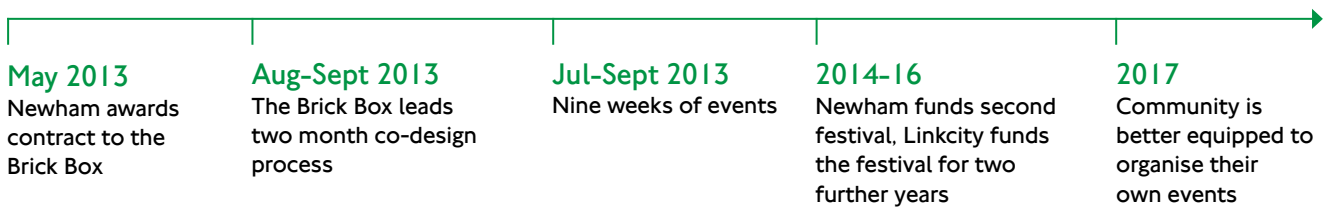
► **See further: Directory - legal nuts and bolts, HSE website**

What are the key takeaways?

1. When the Brick Box encountered hurdles to getting approval, they were **flexible** in their approach and willing to try different options
2. For the project to last four years, it needed to be **creative with funding**, and look beyond traditional public bodies
3. Those who would be affected were **involved from the beginning**, helping them to feel ownership and encouraging them to turn up in their thousands



Photo credit: Anna Gordon/ The BrickBox



Resources

- **People and skills:** professional co-designers, event planners, musicians etc.
- **Finances:** £15-70,000 / year (from Newham and then Linkcity)

Similar projects

Limehouse Social: [case study 7](#)

Photo credit: The Decorators



Folly for a Flyover [\[11\]](#): Hackney Wick, London

Photo credit: Matthew Black



Caravanserai [\[12\]](#): Canning Town, London

Photo credit: Gordon Joly



7 Limehouse Social/Market (Tower Hamlets, London)

How prototyping public space can allow a community to rediscover its charm and feel safer

A monthly market now takes place in what used to be one of London's principal canal gateways that locals commonly refer to as a 'hidden gem' – the Limehouse Basin. Initiated through a co-design process, the Limehouse Social + Market helps to highlight the identity of this almost 200-year-old public space. It creates a place where local residents can meet and spend time, as well as an attraction for visitors. The market is financially self-sustaining, thanks to the efforts of a professional market operator and the landowner, who offers a fair licence agreement with a rent-free period to the market operator.

How did it start?

Residents had been complaining about antisocial behaviour in Limehouse Basin for a long time. In October 2014, the not-for-profit landowner initiated a process to revitalise the space, recognising that such an iconic public space should work much better for its people.

They contacted MAAP (Media and Arts Partnership), a public arts consultancy, which collaborated with The Decorators, a design collective, and residents to trial different activities in the space. This included moveable stalls and street furniture to figure out different ways of using the space as a local meeting place and cultural destination.

The role of key stakeholders

- **Canal and Rivers Trust (CRT)** owns the land and is the client for the Limehouse Social Programme. It offers investment and support, as well as operating a fair Licence Agreement
- **DLR and the London Borough of Tower Hamlets** granted permission, through standard Temporary Event Notices, for licenced alcohol and music (maximum of 14 events a year). An Application for Change of

Use for weekly fresh produce markets has been submitted to the borough by CRT

- **MAAP and The Decorators** led the co-design process
- **The market operator - SFMS** ensures the quality and development of the market over the next five years
- **Market Customers** ensure the space thrives by using it

How were the project's biggest issues overcome?

Maintenance and management of the space outside of market hours has proved difficult and public seating had to be removed as local people felt that it encouraged antisocial behaviour. More events are planned including changing the monthly Social Markets to weekly and introducing a farmers market. The plan is to get more local people to take ownership of the space.

What are the key takeaways?

1. Good design practice included thinking through **project's life-cycle**, especially the management and maintenance of a site. It also involves being inclusive, for instance supplying seats with backs for disabled people or making sure activities attract a diverse group of people
2. The project's long term success was ensured by **finding the right partners**, such as the market operator, and working with authorities, like the landowners



Photo credit: The Decorators

<p>Pre 2014 Residents complained to landowners</p>	<p>2014 CRT hire MAAP and The Decorators to work with community to prototype different spaces</p>	<p>Jun-Aug 2015 Run monthly markets and gain positive feedback</p>	<p>2016 Procured independent market operator; Limehouse Social Market run monthly</p>	<p>2017 Change of Use submitted for weekly fresh produce market and events organised</p>
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Resources

- **People and skills:** professional designers, market operator and traders
- **Finances:** £40,000 (from CRT)
- **Other:** fair licence



Similar projects

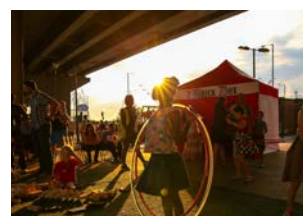
Warwick Bar [14]:
Digbeth, Birmingham

Photo credit: Greg Milner



Market [13]:
Taipei, Taiwan
Weekend flower market

Photo credit: Adela Stouilova



A13 Green:
case study 6

Photo credit: Anna Gordon/
The Brick Box

8 Narrow Way, Hackney Central (Hackney, London)

How trialling pedestrianisation can help to overcome resistance at all levels

Narrow Way is a single-lane high street and busy bus route in Hackney Central, North London. Historically it suffered from severe traffic congestion, which led to air and noise pollution. This, alongside its lack of a clear identity, also led to many shops struggling on what should have been the vibrant high street of a busy London neighbourhood. A trial of pedestrianisation, which closed the street to vehicles, has led to a permanent scheme being put in.

How did it start?

Residents and campaigners lobbied Hackney Council to do something about it, so it set up a seven-month trial to pedestrianise the street. Shop owners raised concerns that this would further affect sales. However, Hackney Council worked with TfL to reroute the buses and commissioned Studio Weave to create temporary seating, planting and new signs. After the trial both shop owners and pedestrians were happy with the changes. Qualitative research provided a case for the benefits and helped to encourage more public space improvements across the neighbourhood.

The role of key stakeholders

Residents and campaigners lobbied Hackney Council to improve the street

Local businesses overcame their initial objections to the scheme

TfL rerouted buses and approved the scheme

Studio Weave managed the project and led the co-design practice

Organisations and school groups worked with Studio Weave to deliver activities and events through the summer

How were the project's biggest issues overcome?

Closing off streets to motorised traffic may often be met with opposition, both from local stakeholders and public bodies. In the case of Narrow Way, resistance came from shopkeepers who were concerned the changes could affect their sales. The trial helped to show them that, combined with improvements to the area, it created an opportunity to strengthen the high street shops.

What are the key takeaways?

1. By **talking to those who may have objections to the project**, whether business owners or TfL, future obstacles were planned for and overcome
2. Planning, and keeping people informed about, **different activities** throughout the trial, helped to get people involved
3. Generating **different types of evidence** through a trial can both convince those who are doubtful and help to improve the original design



Photo credit: Studio Weave

Pre 2013

Campaigning by residents and activists to improve Narrow Way - resistance from local businesses

May 2013

Studio Weave win bid for public realm works on the Narrow Way

July 2013-Jan 2014

Trial pedestrianisation of Narrow Way

Jan 2014

Permanent closure of the road to general traffic leading to permanent scheme

Resources

- **People and skills:** professional designers, volunteers
- **Finances:** £45,000 (from Hackney)
- **Other:** paint, ribbons and furniture

Similar projects

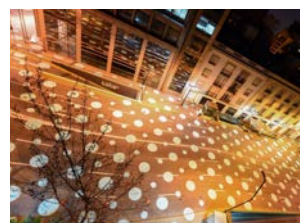
Mitcham High Street: [case study 14](#)

Photo credit: Studio Weave



New York Times Square [24]:

Photo credit: New York City Department of Transportation



Ciudad Emergente [22]:

Photo credit: Ciudad Emergente

9 Bzzz Garage, West Norwood (Lambeth, London)



Photo credit: Bzzz Garage

Residents, with the help of the depot managers, converted the forecourt of a bus depot into a flourishing community garden with both real and clay bees (created by local artists).

How did it start?

A local resident approached the Open Works initiative, which was working with Lambeth Council to accelerate local citizen-led activities, and suggested working with the bus depot to improve a 10m² patch of weeds beside the pavement. In the end, the community was given 250 m² to work with. The project is a locally loved success story, bringing local people together to improve the streetscape. It also grows food, for example donating 20 kg of potatoes to a food-bank in 2016. The bus depot staff are supportive, and one of the initiators has since set-up a community organisation which brings volunteers together to plant fruit trees across Lambeth. Since 2015, this organisation has planted over 260 trees in 24 mini-orchards, including the Brixton Orchard on one of London's busiest roads – Brixton Hill.

Similar projects

- Incredible Edible: [case study 5](#)
- Forgotten Corners: [case study 10](#)
- Crayford Road: [case study 13](#)

Resources

- **People and skills:** volunteers including local landscape architect
- **Finances:** £400 (for clay bees) + £1,500 from bus garage management team

What are the key takeaways?

1. The project was not hindered by being **privately owned**, as the initiators adopted a 'can do' philosophy and contacted them directly
2. **By building a diverse team**, Bzzz Garage was both robust and provided activities for different people to get involved

10 Forgotten Corners (Islington, London)



Photo credit: Paul Thompson

Residents living in Islington, the London borough with the fewest green spaces, searched for pieces of underused land to use for gardening. They came together and formed a group which received support from Islington Council. Across Islington, different groups of neighbours have since come together to reclaim spaces that have 'fallen through the cracks'. In one street, this involved seeding flowers in all the tree-pits, in another (Rees Street) it was about planting a garden in front of an electricity substation.

How did it start?

Two residents wrote to utility provider EDF about their plans for the piece of land next to the substation and highlighting how their gardening organisation was tackling both social and environmental sustainability. EDF was happy to lease them the land for free. Rees Street is now home to a wonderful new garden.



Photo credit: Paul Thompson

Similar projects

- Incredible Edible: [case study 5](#)
- Bzzz Garage: [case study 9](#)
- Crayford Road: [case study 13](#)

Resources

- **People and skills:** volunteers weekly to water/ weed
- **Finances:** small self-funded amounts
- **Other:** seeds, soil, plants from fellow members of gardening organisation

What are the key takeaways?

1. EDF, the private landowner, was supportive of this project thanks to the **clear and convincing brief** that the local residents wrote
2. By collaborating with **local organisations** and contacting their council Parks team, residents across Islington have improved their streets

11 Derbyshire Street Pocket Park (Tower Hamlets, London)



Photo credit: Greysmith Associates Ltd.

This unloved dead end to the public highway was reimagined into an award-winning outdoor space with café. What used to be under-used car parking is now part of a shared pedestrian / cycle route, with cycle lockers and a Sustainable Urban Drainage System (SUDS) incorporated into the design.

How did it start?

The space sits in between Oxford House, an arts centre and affordable workspace provider, and a park. The Director of Oxford House, who had long noticed the potential of this unloved and unused space, approached a landscape architect and Tower Hamlets Council to help devise the scheme. Thanks to funding from the GLA's Pocket Park scheme, the space was completed in 2014. It was launched through a summer community event to encourage local people to start using the space.

Similar projects

- Parklet London Bridge: [case study 3](#)
- Park(ing) day [\[21\]](#)
- Pocket Park [\[15\]](#): Tottenham, London

Resources

- **People and skills:** landscape architects/ engineers
- **Finances:** £120,000 (GLA/LB Tower Hamlets)

What are the key takeaways?

1. An **event to launch** the pocket park helped get people involved - and inspired
2. **Environmental sustainability** is part of good design practice, resulting in reduced maintenance and raised awareness of the benefits of sustainable design
3. **Be imaginative** - reimagined under-used parking can offer real benefits to the street

12 Eden Project Communities' The Big Lunch, Nationwide



Photo credit: The Big Lunch

For one day in June, neighbours across the UK can enjoy the company of their community, as they are encouraged to sit down to a meal, on their own street. The Big Lunch is an annual, nationwide event inviting people to organise a community lunch. Last year, 94 per cent of those taking part thought it benefited their community, and 65 per cent of people would go on to organise another community event.

How did it start?

With funding from the Big Lottery, The Big Lunch has grown from 700,000 people in 2009 to 7.3 million in 2016. It was set up by Eden Project Communities - who can act as an intermediary between residents and councils to obtain permissions for street closure. Many councils now have streamlined processes, and waive the normal fees for road closures. On top of this, they provide advice through their websites. The Big Lunch seems to have become a catalyst for creating more active and resilient communities all over the UK.

Similar projects

- Crayford Road: [case study 13](#)
- 100 in a day [16]: global
- Wildflower Alley [17]: Belfast

Resources

- **People and skills:** volunteers
- **Finances:** depending on what organisers want - street parties can cost from tens to thousands of pounds
- **Other:** food, tables and chairs and music, games/decorations can turn the event into a celebration

13 Crayford Road, Holloway (Islington, London)



Photo credit: Greysmith Associates Ltd.

Crayford Road's 300 residents - a mix of social renters, private renters and owner-occupiers - host an annual street party. Over time, it has grown to become more than just this yearly get-together, giving rise to a raft of local activities: a gardening group, a book club and a Christmas cocktail party. The residents are now organising themselves to make some more permanent improvements to their street, including a bench and planters.

How did it start?

The 2012 Queen's Jubilee provided an opportunity for residents on Crayford Road to host a street party. Those involved felt a stronger sense of belonging and, armed with their conviction that this was all worthwhile, they approached other residents to get feedback on how they could improve the event, and offer activities for all.

Similar projects

- Bzzz Garage: [case study 9](#)
- Forgotten Corners: [case study 10](#)
- Big Lunch: [case study 12](#)

Resources

- **People and skills:** volunteers and a band
- **Finances:** £1 000 (from Islington)
- **Other:** food, furniture, games (Astro Turf or a bouncy castle) and music

What are the key takeaways?

1. By **being inclusive** in the design of their events - including the type, and location, of activities - lots of people could get involved. Organisers only knew what worked by speaking to people throughout
2. Residents were **flexible** in finding solutions to their goals - which has led to more opportunities to speak to their neighbours

14 Mitcham High Street (Merton, London)



Photo credit: Studio Weave

Mitcham High Street was not an attractive place to shop: it suffered from dilapidated shops and unloved public space, and it was hard to find your way around. A regeneration project worked with residents to reimagine their streets – it comprised physical improvements and a comprehensive communication strategy, including a local website, press campaigns and a number of market events tailored to Mitcham.

How did it start?

The regeneration scheme was co-designed over three workshops, facilitated by Studio Weave, to understand what caused the problems. The outcome was 14 redesigned shop fronts, a pop-up business clinic as well as a range of art installations around the centre. It included a brightly painted allotment fence on Eastfields Road and benches on Three Kings Piece, which strengthened the identity of the area. They also helped people to find their way around and attract them back towards the town centre.



Photo credit: Studio Weave

Similar projects

- Narrow Way: [case study 8](#)
- Blackhorse Lane [18]: Walthamstow, London
- Wildflower Alley [17]: Belfast

Resources

- **People and skills:** large team of professional designers, local craftspeople, volunteers
- **Finances:** £2,000 per mural, £3,500 per shop front and £4,000-11,000 per event

What are the key takeaways?

1. **Professional designers** contracted for high street regeneration helped to reveal the root of the problem (and propose the best solution)
2. The best **communication strategies** comprise different approaches: from websites to markets

15 Book sharing on the tube, London

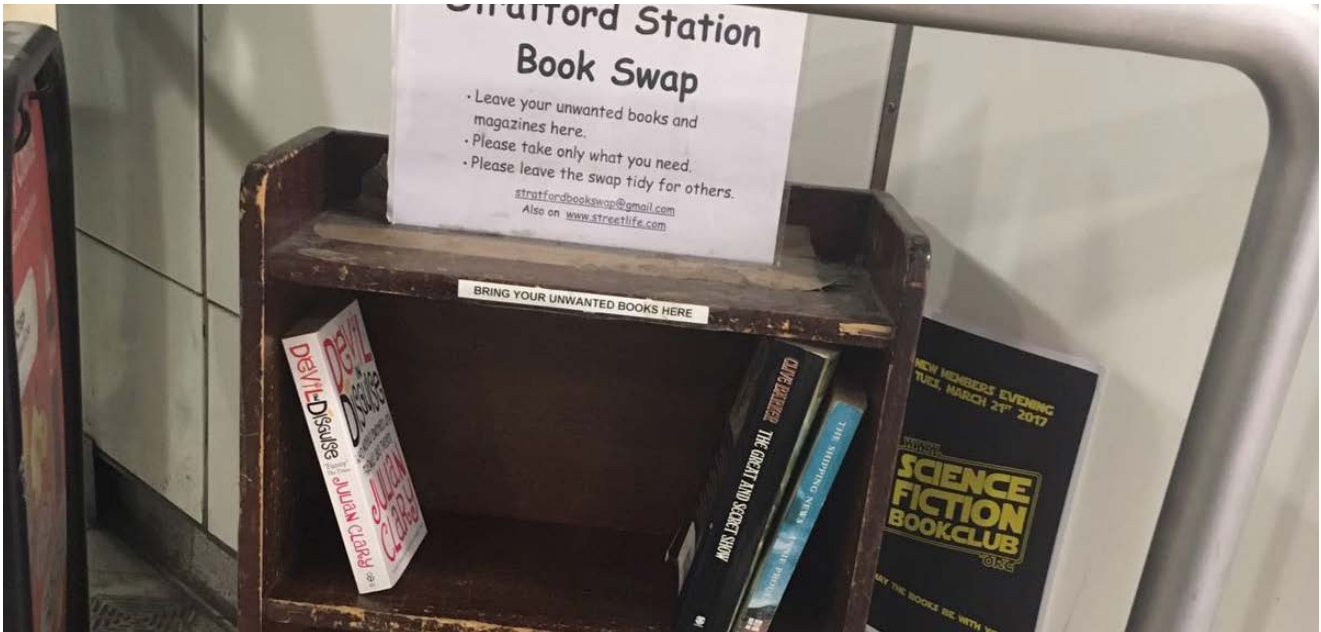


Photo credit: Justine Rose

Stratford, Charlton, Northolt, Kennington... these are just four of the many stations that have now set up a shelf for book donations and book sharing. These simple interventions aim to encourage people to read more, but also to get people talking.

How did it start?

In 2011, Books for London won the first #ideas4Mayor competition. The team went on to set up 11 swaps in train stations, or the National Rail section of mixed-use stations. Unfortunately, they were not able to secure Tube stations at the time due to concerns over safety. In Stratford, the team was successful thanks to a helpful station manager, a committed team and local partnerships - for instance, with a local bookshop. With very limited resources, this shelf helps to make the daily commute more friendly and enjoyable, while also preventing books from going to landfill.

Similar projects

- Uni Project [23]
- Book-crossing [19]: Global
- Traditional stalls where people donate excess food from farms

Resources

- **People and skills:** one volunteer/ initiator to be set-up and station manager to oversee
- **Finances:** none
- **Other:** 25 books / month

What are the key takeaways?

1. Management was planned for, and ensured, by **building the team** building the team with staff and volunteers who oversee the space regularly.
2. **Local organisations** can help with resources for the space.

16 School Streets, Covent Garden (Camden, London)



Photo credit: Ben Knowles

In a move to improve air quality and encourage walking and cycling to school, a six-month trial took place in which the streets outside St Joseph's Primary School in Camden were closed from 08:30–09:15 and from 15:00–15:45, using temporary bollards. The trial aimed both to make short-term improvements to pupils' travel patterns and to embed more active travel into their behaviours, resulting in long-term change.

How did it start?

Camden Council received money from TfL to implement the scheme, which launched in July 2016, for six months. The effects of the trial were measured both quantitatively (eg through local air quality monitoring) and qualitatively (eg using before-and-after surveys). The trial has been a success, with a reduction in people driving to school and improved air quality (a 3.8 per cent reduction in nitrogen dioxide levels overall on school days). These gains were made after closing just 200m of the street for a limited amount of time.

Similar projects

- New Park Road: [case study 1](#)
- Play Streets: [case study 4](#)

Resources

- **People and skills:** one volunteer to put up bollards
- **Finances:** £16,000 (from TfL)

What are the key takeaways?

1. The **council's support**, in collaboration with the school, was fundamental in trilling the scheme
2. A small step might be daunting to many, but this well-designed trial **generated sufficient evidence** to convince even the most reticent

Supporting tactical urbanism

What councils, TfL and others are already doing

It is clear that new ways of improving streets and public spaces require some getting used to, but we are seeing lots of evidence that the public sector is already being supportive - with many of the projects happening across London being co-initiated or supported by TfL, councils or private landowners.

These good practice examples can inspire people both within and outside the public sector, showing what is possible and suggesting how potential challenges can be overcome.

Championing civic projects

The Play Quarter scheme in Enfield benefited from the clear support both of elected councillors and the council's highways team, which enabled it to be approved. Similarly, the council-backed Open Works in Lambeth was set up with the explicit aim of encouraging civic activities, and the Edible Bus Stop was supported by a Lambeth Council officer dedicated to enabling greening projects.

Commissioning innovative projects

In the case of New Park Road, Lambeth Council responded to the local community's concerns about road safety by commissioning the charity Sustrans to work together with local people and create an innovative project. Similarly, Newham Council enabled the A13 Green project through an open call for project proposals backed by initial funding.

Navigating TfL's internal processes

While supporting the Colourful Crossings project through the incubator fund, TfL also helped Better Bankside BID to navigate our internal processes and procedures to get approvals.

Enabling the use of land

Whether private organisations or public bodies, there are many ways that landowners can help, particularly if they see the benefits. For example, the Canals and Rivers Trust allowed the market operator in Limehouse to pay a nominal rent on its site to facilitate meaningful change coming forward here, which in turn helped to reduce anti-social behaviour. In the case of the Bzzz Garage and Islington Forgotten Corners, the bus company and the utility company allowed leftover areas of spare land to be used when they understood the positive results of this approach.

Streamlining permissions

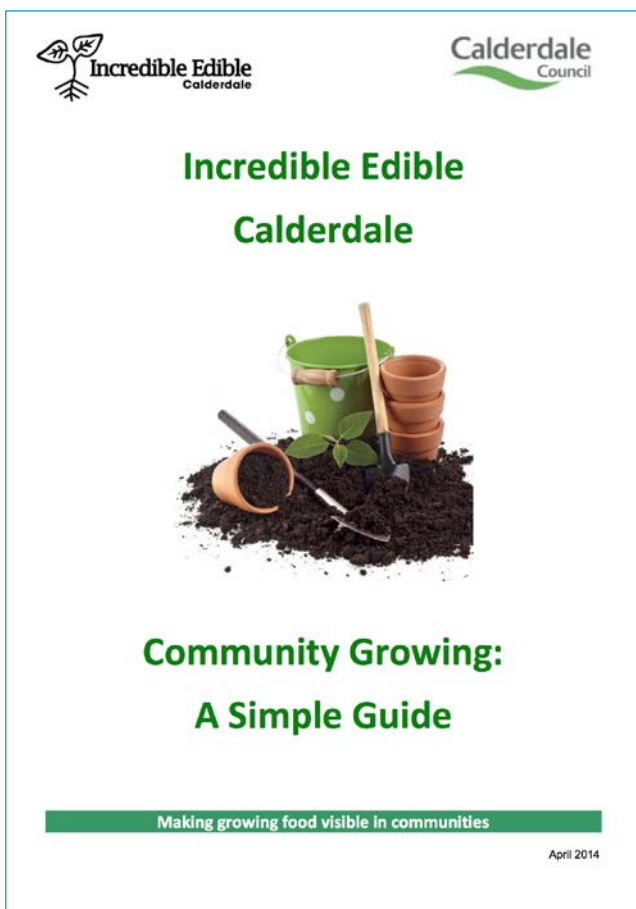
Providing assistance with procedures, permissions and licences can give people confidence that the 'support in principle' for such projects can be backed up by practical assistance and streamlining of complex processes where appropriate. In the case of Todmorden, Calderdale Borough Council created a growing licence scheme a few years after Incredible Edible started, to help to remove obstacles to getting involved.

Providing financial support

TfL, GLA and many councils have at times co-funded small change, big impact projects. Such support can range from very small sums to hundreds of thousands of pounds. Sometimes, funding streams are directly dedicated to streets, such as TfL's Future Streets Incubator Fund. Or, they can be focused on supporting small-scale local ideas, for example Islington Council's Local Initiative Fund, which helped groups such as Crayford Road residents.

Practical advice

'How-to' guides or ad-hoc advice can be valuable because of their practical use as well as signalling that a council, housing association or other organisation backs the particular approach. In many cases, councils have provided support by giving initial costing advice, or information on local organisations that could be of help, for example.



Incredible Edible: Community Growing Licence in Calderdale Council

Directory – Organisations and associated toolkits

<p>Toolkits - General advice</p>	<ul style="list-style-type: none"> • Development, Impact & You http://diytoolkit.org/ • GLA guide to community projects https://www.london.gov.uk/sites/default/files/community_projects_handbook_web.pdf • Locality's guide to social media http://locality.org.uk/resources/social-media-toolkit-twitter-facebook/ • TfL Guide to the Healthy Streets Indicators and Healthy Streets Checklist for Designers https://tfl.gov.uk/healthy-streets • Transition Network https://transitionnetwork.org/
<p>Toolkits - Greening schemes</p>	<ul style="list-style-type: none"> • Ground Work http://www.groundwork.org.uk/sites/projecttoolkit
<p>Toolkits - Road configuration changes</p>	<ul style="list-style-type: none"> • Sustrans http://www.sustrans.org.uk/sites/default/files/images/files/migrated-pdfs/A%20simple%20guide.pdf <p>USA organisations</p> <ul style="list-style-type: none"> • Street Plans Collaborative http://tacticalurbanismguide.com/ • Trailnet https://drive.google.com/file/d/0Bwr2hdQQsTewQ2hVMWJfeEpDaE0/view?pref=2&pli=1 • Burlington https://www.burlingtonvt.gov/sites/default/files/DPW/TacticalUrbanism/Burlington_TUPolicy_05-11-16.pdf
<p>Toolkits - Play streets/quarters and street parties</p>	<ul style="list-style-type: none"> • London Play http://www.londonplay.org.uk/resources/0000/1705/Play_Street_Guide_web.pdf • The Eden Project's Big Lunch https://www.edenprojectcommunities.com/make-it-happen

<p>Early site evaluation</p>	<p>Public land ownership https://maps.london.gov.uk/webmaps/LLC/</p> <p>Community Land Advice https://en.communitylandadvice.org.uk</p> <p>Land Registry https://www.gov.uk/government/organisations/land-registry</p>
<p>Funding</p>	<p>My Community for a list of grants and advice check out: http://mycommunity.org.uk/funding-options/raising-finance-options/</p> <p>Spacehive is a website for crowdfunding which is focused on civic projects. https://www.spacehive.com/</p> <p>GLA's funding of crowdfunded projects www.london.gov.uk/what-we-do/regeneration/funding-opportunities/crowd-fund-london</p>
<p>Inclusive Design</p>	<p>Inclusion London (formerly London Deaf & Disability Organisations CIC) https://www.inclusionlondon.org.uk/</p> <p>Disability Rights UK https://www.disabilityrightsuk.org/</p>
<p>Legal nuts and bolts</p>	<p>HSE has advice on risk assessments and templates to download https://www.hse.gov.uk</p> <p>Gov.uk has advice on different permits https://www.gov.uk/temporary-events-notice</p> <p>Writetothem to find out who your councillor is https://www.writetothem.com/</p>
<p>Survey tools</p>	<p>Google forms https://www.google.co.uk/forms/about/</p> <p>Survey monkey https://www.surveymonkey.co.uk/</p>

Glossary

A

Accessibility

The ease with which a building, place or facility can be reached by people and/or goods and services

Adaptability

The capacity of a space or building to respond to changing social, environmental and economic needs

B

Benefit/s in kind

These are benefits, excluding salaries, given to projects which include volunteer time, materials and services

BID – Business Improvement District

Organisation that represents the interests of local businesses

Biodiversity

The variety and genetic range of forms of life around us from mammals and birds to plants and microbes and the habitat they live in

Biodiversity action plan

A set of proposals and steps required to promote and facilitate biodiversity, usually written by a local council

Bollard

A short post used to prevent traffic from entering an area

C

Cadastre

A register of the ownership of a site, including its boundaries, owners and value

CIC – Community Interest Companies

Is a type of company introduced by the United Kingdom government in 2005 designed for social enterprises that want to use their profits and assets for the public good

CIL - Community Infrastructure Levy

The funds that local authorities raise from developers undertaking new building projects in their areas. Money can be used to fund a wide range of infrastructure such as transport schemes, schools and leisure centres

Construction drawings

Drawings that set out vital information (including dimensions, specifications and layout) about the way in which a building or structure should be constructed

D

Daily maintenance

Activities, such as cleaning or refuse collection, performed throughout a daily or weekly cycle for upkeep of a public space

Defects liability

The immediate period following the completion of a project during which the responsibility for remedying any defects identified normally lies with the contractor

Demographics

The statistical data of a population usually identifying trends/averages

Design code

A document setting out with some precision the design and planning principles that will apply to development in a particular place

Design workshop/charrette

A participative event, ranging in length from a couple of hours to several days, which brings together a range of people to discuss design issues

E

Environmental Impact Assessment

The measurement of the effect a development has on the environment

ETO –Experimental Traffic Order

An experimental order is like a permanent traffic regulation order in that it is a legal document which imposes traffic and parking restrictions such as road closures, controlled parking and other parking regulations indicated by double or single yellow lines etc. The Experimental Traffic Order can also be used to change the way existing restrictions function. An Experimental Traffic Order is made under Sections 9 and 10 of the Road Traffic Regulation Act 1984 and can only stay in force for a maximum of 18 months while the effects are monitored and assessed

F

Feasibility study

A review undertaken by a professional team to assess whether a set of proposals is likely to be achieved with regard to its design, timing and cost

Filtered permeability

Enabling some modes of transport to continue through a street while keeping others out - in practice it is principally used to “filter out” car traffic

Funding streams

Sources of finance for a project

G

Green corridors

A green corridor is a green space that runs through a town or local area often made up of a continuous chain of parks, recreation grounds, woodland and other green spaces

H

Hydrology

The patterns of flow and distribution of water on a site, both above and below surface

I

Inclusiveness

The degree to which a project, space or community includes a variety of types of users, residents and stakeholders preventing separation and reducing social barriers

Incorporated company

A company that is formed and maintained as a legal corporation

Incremental design

Designing gradually in small stages

J

Kerbside

The area near where a road and the raised path next to it join

L

Legibility

The ability of a place to be easily understood by its users, and the ease with which users can navigate an environment

Local Development Framework (LDF)

Local Development Framework (LDF) Is a suite of planning documents which outline the borough's development planning policies

Local Plan

The Local Plan is a plan for the future development of the local area, drawn up by the Local Planning Authority

Localism Act

The Localism Act 2011 (c. 20) is an Act of Parliament that changes the powers of local government in England. The aim of the Act is to facilitate the devolution of decision-making powers from central government control to individuals and communities

M

Management plan or statement

A detailed report outlining the expectations, aspirations, objectives and priorities for the continued management of a space or project

Masterplan

A design that sets out the framework and vision for a large area such as a neighbourhood or district, providing a context for individual projects

Match funding

Funding that is found by groups to match, pound for pound, the size of a grant that has been offered by a funding organisation. It is often a requirement to qualify for grant approval

Modal filter

Points that cyclists and pedestrians can pass, but not people in cars. <https://www.cycling-embassy.org.uk/dictionary/filteredpermeability>

N

Neighbourhood Plan

This plan is undertaken by neighbourhood forums, groups of residents and interest groups, who represent the neighbourhood - the community right to do neighbourhood planning was introduced through the Localism Act

O

Opportunity Areas

Areas that have significant capacity for development – whether for housing or commercial use – and are likely to undergo change especially with development of public transport

Open tendering process

An open invitation for organisations/ contractors to submit a proposal, with costs, to carry out a piece of work. It covers the preliminary invitation to tender, formal invitation to tender and the actual form of tender

P

Permeability

The degree to which a place has a variety of pleasant, convenient and safe routes through it

Place-making

The process of developing a distinct identity for a place

Pocket Park

A small park, generally occupying an irregular piece of land or an otherwise previously unimproved public realm

Procurement

The process of buying in goods or services from an external provider

Programming & Activation

The events, activities, and recreation that occurs within public spaces

Prototype

A first or preliminary version of something from which other forms are developed

Public realm

All zones/areas that everyone has ready, free and legal access to at all times

R

Robustness

The property of being strongly and firmly built

S

Seed funding

This is funding often provided by investors to develop a concept and launch the initial stages of a project

Service level agreement

This is a formal written agreement made between the service provider and the service recipient that defines a specified level of service, and/or penalty provisions for services not provided

Sightline

The direct line of vision from a viewer to an object at a position within a space

Soft landscape elements

Landscape features that are made up of trees, shrubs and other planting

Stakeholders

People or groups that have an investment, share or interest in an organisation or project

Streetscape

How the street looks - this is made up of visual elements such as the road, adjoining buildings, pavements, street furniture, trees and open spaces, that combine to form the street's character

Sustainability

To maintain a process or activity into the future without adverse social, economic or environmental impacts

T**Temporary Events Notice (TEN)**

A temporary event notice (TEN) can be used to hold one-off events at unlicensed premises without the need for a premises licence, club premises certificate or the presence of a personal licence holder, provided certain criteria are met

Tender specification

A detailed description of requirements usually prescribing dimensions, materials and quality of work for a proposed or required tender

The Equality Act

The primary purpose of the Act is to codify the complicated and numerous array of Acts and Regulations, which formed the basis of anti-discrimination law in Great Britain

Townscape

The visual appearance, form and characteristics of a town or city

Trust

A charitable organisation usually made up of a combination of organisations that exists to provide social benefits

V**Vision statement**

An outline or statement of aims for the future providing a useful guide for developing project, programme and community priorities

Vista

A distant view past a series of landmarks especially one seen through an opening such as between rows of buildings or trees

W**Written specifications**

A detailed description or assessment in writing of requirements, dimensions, materials and characteristics of a proposed project

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