

Meeting of the

CABINET

Wednesday, 9 May 2012 at 5.30 p.m.

AGENDA – SECTION ONE

VENUE

Committee Room, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

Members:

Mayor Lutfur Rahman (Mayor)	– (Mayor)
Councillor Ohid Ahmed (Deputy Mayor)	– (Deputy Mayor)
Councillor Rofique U Ahmed	– (Cabinet Member for Regeneration)
Councillor Shafiqul Haque	– (Cabinet Member for Jobs and Skills)
Councillor Shahed Ali	– (Cabinet Member for Environment)
Councillor Abdul Asad	– (Cabinet Member for Health and Wellbeing)
Councillor Alibor Choudhury	– (Cabinet Member for Resources)
Councillor Rabina Khan	– (Cabinet Member for Housing)
Councillor Rania Khan	– (Cabinet Member for Culture)
Councillor Oliur Rahman	– (Cabinet Member for Children's Services)

[Note: The quorum for this body is 3 Members].

If you require any further information relating to this meeting, would like to request a large print, Braille or audio version of this document, or would like to discuss access arrangements or any other special requirements, please contact:

Angus Taylor, Democratic Services,

Tel: 020 7364 4333, E-mail: angus.taylor@towerhamlets.gov.uk

LONDON BOROUGH OF TOWER HAMLETS

CABINET

WEDNESDAY, 9 MAY 2012

5.30 p.m.

Public Question and Answer Session

There will be an opportunity (up to 15 minutes) for members of the public to put questions to Cabinet members before the Cabinet commences its consideration of the substantive business set out in the agenda.

Questions can be submitted in advance to the Town Hall or be asked on the evening.

Send any questions to Angus Taylor, Democratic Services, Town Hall, Mulberry Place, Poplar, E14 2BG or email angus.taylor@towerhamlets.gov.uk by 5pm Wednesday, 2nd May 2012.

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

PAGE
NUMBER
1 - 2

WARD(S)
AFFECTED

To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992. See attached note from the Chief Executive.

3. UNRESTRICTED MINUTES

3 - 24

The unrestricted minutes of the ordinary meeting of the Cabinet held on 4th April 2012 are attached.

4. PETITIONS

To receive any petitions.

5. OVERVIEW & SCRUTINY COMMITTEE

5.1 Chair's advice of Key Issues or Questions in relation to Unrestricted Business to be considered

To receive any advice of key issues or questions in relation to the unrestricted business to be considered, arising from the meeting of the Overview and Scrutiny Committee held on 7th May 2012.

5.2 Any Unrestricted Decisions "Called in" by the Overview & Scrutiny Committee

(Under provisions of Article 6 Para 6.02 V of the Constitution).

Nil items.

UNRESTRICTED REPORTS FOR CONSIDERATION

6. A GREAT PLACE TO LIVE

6.1	Bromley-by-Bow Masterplan Supplementary Planning Document (SPD) (CAB 113/112)	25 - 200	Bromley-By-Bow
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7. A PROSPEROUS COMMUNITY

7.1	Cayley and Smithy Street Primary Schools - proposed expansion (CAB 114/112)	201 - 220	St Dunstan's & Stepney Green; Whitechapel
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8. A SAFE AND COHESIVE COMMUNITY

Nil items.

9. A HEALTHY AND SUPPORTIVE COMMUNITY

Nil items.

10. ONE TOWER HAMLETS

10.1	Strategic Plan 2012/13 (CAB 115/112)	221 - 270	All Wards
10.2	Contracts Forward Plan (CAB 116/112)	271 - 278	All Wards

**11. ANY OTHER UNRESTRICTED BUSINESS
CONSIDERED TO BE URGENT**

To consider any other unrestricted business that the Mayor considers to be urgent.

**12. UNRESTRICTED REPORTS FOR
INFORMATION**

Nil items.

13. EXCLUSION OF THE PRESS AND PUBLIC

In view of the contents of the remaining items on the agenda, the Committee is recommended to adopt the following motion:

“That, under the provisions of Section 100A of the Local Government Act, 1972 as amended by the Local Government (Access to Information) Act, 1985, the Press and Public be excluded from the remainder of the meeting for the consideration of the Section Two business on the grounds that it contains information defined as Exempt in Part 1 of Schedule 12A to the Local Government, Act 1972”.

EXEMPT/CONFIDENTIAL SECTION (PINK)

The Exempt / Confidential (Pink) Committee papers in the Agenda will contain information, which is commercially, legally or personally sensitive and should not be divulged to third parties. If you do not wish to retain these papers after the meeting, please hand them to the Committee Officer present.

14. EXEMPT / CONFIDENTIAL MINUTES

279 - 282

The exempt/ confidential minutes of the ordinary meeting of the Cabinet held on 4th April 2012 are attached.

15. OVERVIEW & SCRUTINY COMMITTEE

**15 .1 Chair's advice of Key Issues or Questions in relation to
Exempt / Confidential Business to be considered.**

Nil items.

15.2 Any Exempt / Confidential Decisions "Called in" by the Overview & Scrutiny Committee

(Under provisions of Article 6 Para 6.02 V of the Constitution).

Nil items.

EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION

16. A GREAT PLACE TO LIVE

Nil items.

17. A PROSPEROUS COMMUNITY

Nil items.

18. A SAFE AND COHESIVE COMMUNITY

Nil items.

19. A HEALTHY AND SUPPORTIVE COMMUNITY

Nil items.

20. ONE TOWER HAMLETS

Nil items.

21. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS CONSIDERED TO BE URGENT

To consider any other exempt/ confidential business that the Mayor considers to be urgent.

22. EXEMPT / CONFIDENTIAL REPORTS FOR INFORMATION

Nil items.

Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE CHIEF EXECUTIVE

This note is guidance only. Members should consult the Council's Code of Conduct for further details. Note: Only Members can decide if they have an interest therefore they must make their own decision. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending at a meeting.

Declaration of interests for Members

Where Members have a personal interest in any business of the authority as described in paragraph 4 of the Council's Code of Conduct (contained in part 5 of the Council's Constitution) then s/he must disclose this personal interest as in accordance with paragraph 5 of the Code. Members must disclose the existence and nature of the interest at the start of the meeting and certainly no later than the commencement of the item or where the interest becomes apparent.

You have a **personal interest** in any business of your authority where it relates to or is likely to affect:

- (a) An interest that you must **register**
- (b) An interest that is not on the register, but where the well-being or financial position of you, members of your family, or people with whom you have a close association, is likely to be affected by the business of your authority more than it would affect the majority of inhabitants of the ward affected by the decision.

Where a personal interest is declared a Member may stay and take part in the debate and decision on that item.

What constitutes a prejudicial interest? - Please refer to paragraph 6 of the adopted Code of Conduct.

Your personal interest will also be a prejudicial interest in a matter if (a), (b) and either (c) or (d) below apply:-

- (a) A member of the public, who knows the relevant facts, would reasonably think that your personal interests are so significant that it is likely to prejudice your judgment of the public interests; AND
- (b) The matter does not fall within one of the exempt categories of decision listed in paragraph 6.2 of the Code; AND EITHER
- (c) The matter affects your financial position or the financial interest of a body with which you are associated; or
- (d) The matter relates to the determination of a licensing or regulatory application

The key points to remember if you have a prejudicial interest in a matter being discussed at a meeting:-

- i. You must declare that you have a prejudicial interest, and the nature of that interest, as soon as that interest becomes apparent to you; and
- ii. You must leave the room for the duration of consideration and decision on the item and not seek to influence the debate or decision unless (iv) below applies; and

- iii. You must not seek to improperly influence a decision in which you have a prejudicial interest.
- iv. If Members of the public are allowed to speak or make representations at the meeting, give evidence or answer questions about the matter, by statutory right or otherwise (e.g. planning or licensing committees), you can declare your prejudicial interest but make representations. However, you must immediately leave the room once you have finished your representations and answered questions (if any). You cannot remain in the meeting or in the public gallery during the debate or decision on the matter.

LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE CABINET

HELD AT 5.35 P.M. ON WEDNESDAY, 4 APRIL 2012

**COMMITTEE ROOM, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE
CRESCENT, LONDON, E14 2BG**

Members Present:

Mayor Lutfur Rahman (Mayor)	(Mayor)
Councillor Rofique U Ahmed	(Cabinet Member for Regeneration)
Councillor Abdul Asad	(Cabinet Member for Health and Wellbeing)
Councillor Alibor Choudhury	(Cabinet Member for Resources)
Councillor Rania Khan	(Cabinet Member for Culture)
Councillor Oliur Rahman	(Cabinet Member for Children's Services)

Other Councillors Present:

Councillor Peter Golds	(Leader of the Conservative Group)
Councillor Ann Jackson	(Chair, Overview & Scrutiny Committee)
Councillor Denise Jones	

Others Present:

Officers Present:

Stephen Adams	– (Finance and Resources Manager, Communities Localities & Culture)
Ross Archer	– (Political Adviser to the Conservative Group)
Sarah Barr	– (Senior Strategy Policy and Performance Officer, One Tower Hamlets, Chief Executive's)
Robin Beattie	– (Service Head, Strategy & Resources & Olympic Impact, Communities Localities & Culture)
Kate Bingham	– (Acting Service Head Resources, Children Schools & Families)
Anne Canning	– (Service Head Learning & Achievement, Children Schools & Families)
Isobel Cattermole	– (Acting Corporate Director, Children, Schools & Families)
Deborah Cohen	– (Service Head, Commissioning and Strategy, Adults Health and Wellbeing)
Margaret Cooper	– (Section Head Transport & Highways, Public Realm, Communities Localities & Culture)
Aman Dalvi	– (Interim Chief Executive)

Mary Durkin	– (Service Head, Youth and Community Learning, Children Schools & Families)
Isabella Freeman	– (Assistant Chief Executive - Legal Services, Chief Executive's)
Chris Holme	– (Service Head Resources, Development & Renewal)
Afazul Hoque	– (Senior Strategy Policy & Performance Officer, One Tower Hamlets, Chief Executive's)
Numan Hussain	– (Political Advisor to the Mayor, Executive Mayor's Office, Chief Executive's))
Michael Keating	– (Service Head, One Tower Hamlets, Chief Executive's)
Ellie Kuper-Thomas	– (Strategy, Policy and Performance Officer - Executive Mayor's Office, One Tower Hamlets, Chief Executive's)
Chris Naylor	– (Corporate Director Resources)
Murziline Parchment	– (Head of Executive Mayor's Office, Democratic Services, Chief Executive's)
Claire Symonds	– (Service Head, Customer Access and ICT, Communities Localities Culture)
Angus Taylor	– (Interim Committee Services Manager (Operational), Democratic Services, Chief Executive's)

MR L. RAHMAN (MAYOR) IN THE CHAIR

1. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of:

- Councillor Ohid Ahmed, Deputy Mayor.
- Councillor Shahed Ali, Cabinet Member for Environment.
- Councillor Shafiqul Haque, Cabinet Member for Jobs and Skills.
- Councillor Rabina Khan, Cabinet Member for Housing.
- Mr Stephen Cody, Interim Corporate Director Adult Health and Wellbeing, for whom Ms Deborah Cohen, Service Head Commissioning and Strategy - Adult Health and Wellbeing, was deputising.
- Mr Stephen Halsey, Corporate Director Communities, Localities and Culture, for whom Mr Robin Beattie, Service Head Strategy and Resources - Communities, Localities and Culture, was deputising.
- Ms Jackie Odunoye, Acting Corporate Director Development and Renewal, for whom Mr Chris Holme, Service Head Resources - Development and Renewal, was deputising.

Noted.

2. DECLARATIONS OF INTEREST

Councillor A. Asad declared a prejudicial interest in Agenda item 5.2 (i) "Any Unrestricted Decisions "Called in" by the Overview & Scrutiny Committee – Youth Service Delivery" (CAB 112/112). The declaration of interest was made on the basis that the report contained recommendations relating to Youth Service provision in the Borough and Councillor Asad was employed by a youth service provider for the Borough.

Noted.

3. UNRESTRICTED MINUTES

The unrestricted minutes of the ordinary meeting of the Cabinet held on 14th March 2012 had been circulated for information (Agenda – 4th April 2012).

4. PETITIONS

The clerk advised that the Assistant Chief Executive (Legal Services) had received no requests for petitions in respect of the business contained in the agenda.

5. OVERVIEW & SCRUTINY COMMITTEE

5.1 Chair's advice of Key Issues or Questions in relation to Unrestricted Business to be considered

Councillor Jackson, Chair of the Overview and Scrutiny Committee (OSC), addressed members of the Cabinet:

- Orally reporting the comments/ advice of the OSC arising from discussion of the policy framework report before the Mayor/ Cabinet for consideration "Community Safety Plan 2012-13" (agenda item 8.1):
 - Welcoming the priority given to violence against women and girls within the Plan.
 - Expressing the aspiration that the OSC discussion regarding communication with residents about what was happening in their local area/ street would be assimilated within the Plan.

The **Mayor** thanked Councillor Jackson for presenting the contribution of the Overview and Scrutiny Committee and **agreed** the following:

Decision

That the comments of the Overview and Scrutiny Committee in relation to Agenda Item 8.1 "Community Safety Plan 2012-13" be noted, and that these

be given consideration during the Cabinet deliberation of the item of business to which the comments related.

5.2 Any Unrestricted Decisions "Called in" by the Overview & Scrutiny Committee

Councillor A. Asad declared a prejudicial interest in Agenda item 5.2 (i) "Any Unrestricted Decisions "Called in" by the Overview & Scrutiny Committee – Youth Service Delivery" (CAB 112/112). The declaration of interest was made on the basis that the report contained recommendations relating to Youth Service provision in the Borough and Councillor Asad was employed by a youth service provider for the Borough.

Councillor A. Asad having declared a prejudicial interest in Agenda item 5.2 (i) withdrew from the proceedings at the commencement of consideration of this item of business, being 5.50pm.

5.2(i) Cabinet Decision "called-in": Youth Service Delivery (CAB 112/112)

The Mayor informed members of the Cabinet that:

- Councillor Jackson, Chair of the Overview and Scrutiny Committee (OSC), had **Tabled** a reference (CAB 112/112) setting out the deliberations of the OSC, held on 3rd April 2012, in respect of the decision of the Executive Mayor in Cabinet, on 14th March 2012, made in relation to the report "Youth Service Delivery" (CAB 080/112), a copy of which would be interleaved with the minutes.
- A detailed response to the matters raised by the OSC set out in the tabled reference regarding this agenda item, had been **Tabled** by the Acting Corporate Director Children Schools and Families, a copy of which would be interleaved with the minutes.

Councillor Jackson, Chair of the OSC, addressed the Mayor and Cabinet members in relation to the tabled reference of the OSC (CAB 112/112), and recommendations made by OSC in referring this matter back to the Cabinet for further consideration, as set out in paragraph 9.1 of the reference. Councillor Jackson, also indicated that she would progress the request of the OSC that this matter was given further consideration at the next meeting of the full Council.

Ms Cattermole, Acting Corporate Director Children Schools and Families, at the request of the Mayor, advised in relation to the matters raised by the OSC in the tabled reference that she had nothing to add to her detailed response set out in the tabled paper.

Councillor Oliur Rahman, Cabinet Member for Children's Services, at the request of the Mayor, responded to matters raised by the OSC; as set out in the tabled reference presented by the Chair of the OSC, as follows:

- Expressing concern regarding the manner in which the OSC had undertaken scrutiny of the provisional decision of the Mayor in Cabinet

regarding Youth Service Delivery, to which Councillor Jackson subsequently responded, including:

- Scaremongering by members of the OSC who he considered had misled the public regarding the impact on service delivery of the proposals.
- Commenting that:
 - The proposals would have no effect on service delivery: there were no planned cuts in services, no proposed closures of youth clubs and no planned changes of venue for service provision. Young people would see no difference in the services they received.
 - However, it was clear that savings could be made in management costs and management flexibility enhanced within a centralised service. The focus for the Youth Service must be services for young people, not the preservation of jobs at the Council or contractor organisations. As Cabinet Member for this area, he had explained the rationale for the proposals to service providers and service users and they had all agreed there was a need for change and the proposals were reasonable.
 - It was acknowledged that the local authority was not able to provide youth services alone, and he was clear that partnerships would be central to the delivery of this work; including third sector and community organisations which currently provided services in most wards.

Councillor Rania Khan, Cabinet Member for Culture, at the request of the Mayor, commented that there would be change and innovation, but that no youth clubs would close under the proposals; indeed there would be capacity building for young people in a leadership role so that they could take increased ownership of youth service provision.

The Mayor:

- Thanked Councillor Jackson for presenting the contribution of the OSC, emphasising that he was grateful for the scrutiny role undertaken by the OSC.
- Commented as follows:
 - He understood there was a political dimension to positions being adopted for and against the proposals, and it was truthful to acknowledge this. The democratic process had allowed for both cases to be discussed.
 - He considered that what really mattered were the young people of Tower Hamlets who represented future of the Borough, and that youth services were provided that benefited them. It was his intention as Mayor that young people in Tower Hamlets received the best youth services and best education possible.
 - When he had become Leader of the Council in 2008, he had been the first to make clear that more investment in youth service provision was needed, and £1 million of additional resources had been provided per annum since then. The Youth Service now received £10 million per annum, more than double that of other local authorities in London. The Executive and

Cabinet Member for Children's Services would continue to strive to provide the best youth services and this was demonstrated by continued investment despite the backdrop of the Authority being required to identify £100 million of cuts in its Budget over 3 years. Not a penny had been taken away from the Youth Service.

- He considered there to be vested interests operating to protect their position in relation to provision of youth services; and this was why issues had arisen in relation to the proposals, when no cut in funding was being proposed and there would be no impact on service delivery received.
- As Mayor his intention was that there should be continued innovation in the delivery of youth services. He wanted more resources invested in front line youth service provision, particularly in activities, and less in management and staffing. He believed this was possible through in-house delivery. The intended outcome was more and better youth services.
- Summarised that he had noted the comments of the OSC and also taken account of the position of the Poplar HARCA in defending jobs, which he respected; but having reconsidered the previous decision he considered that it was the right decision and rejected the proposals in the reference from the OSC.
- Also commented that it was his intention that partnership working should continue, as this had both served the Community well to date and would be central to the future delivery of youth services. He was confident that those organisations already involved would continue to work in the best interests of the young people of the Borough. Accordingly the Mayor considered the additional recommendation, set out at Decision 3 below appropriate.
- Accordingly the **Mayor agreed** the following:

Decision

1. That the comments/ advice/ recommendations of the Overview and Scrutiny Committee, as detailed in the Tabled Reference (CAB 112/112) be noted;
2. That the provisional decision of the Mayor/Cabinet, made on 14th March 2012, in relation to Youth Service Delivery (CAB 080/112), be reaffirmed; and
3. That the Acting Corporate Director Children Schools and Families be requested to work with existing youth service providers with a view to continued and enhanced partnership working.

Councillor A. Asad re-entered the proceedings following the conclusion of the Cabinet deliberations in respect of this item, being 6.05pm.

6. A GREAT PLACE TO LIVE

6.1 Permit Schemes for Road Works (CAB 098/112)

Mr Beattie, Service Head Strategy and Resources and Olympic Impact, at the request of the Mayor, in introducing the report, summarised the key points contained therein.

The **Mayor agreed** the recommended decisions as set out in the report.

Decision

1. That the application to the Secretary of State to become a permit authority as part of final group of boroughs applying to join the Common Permit Scheme for London (LoPS), be approved; and
2. That the permitting scheme be implemented, subject to approval from the Secretary of State.

Reasons for Decisions

These are detailed in paragraph 3.1 of the report (CAB 098/112).

Alternative Options Considered

These are detailed in paragraph 4.1 of the report (CAB 098/112).

7. A PROSPEROUS COMMUNITY

7.1 Determination of School Admission Arrangements for 2012/13 (CAB 099/112)

Councillor Oliur Rahman, Cabinet Member for Children's Services, at the request of the Chair, in introducing the report, summarised the key points contained therein emphasising that the main focus of the paper is to improve access to community primary schools by introducing a fairer (equal chance) admission system.

The **Mayor agreed** the recommended decisions as set out in the report.

Decision

1. That the final recommendations for the design catchment areas for admission to community primary schools, as set out in Appendices A (i) and A (ii) and paragraphs 6.1 - 6.8 of the report (CAB 099/112), be agreed;

2. That the admission criteria and arrangements for Tower Hamlets community primary schools, including the new 'tie break' criterion, as set out in Appendix B and paragraphs 6.1 – 6.13 of the report (CAB 099/112), be agreed;
3. That the scheme for co-ordinating Reception and Year 7 Admissions from 2013/14 onwards, as set out at Appendix C of the report (CAB 099/112), be agreed;
4. That the scheme for co-ordinating 'In-Year' Admissions from 2013/14 onwards, as set out at Appendix D to the report (CAB 099/112), be agreed; and
5. That the planned admission number for each Tower Hamlets School in 2013/14, as set out at Appendix E to the report (CAB 099/112), be agreed.

Reasons for Decisions

These are detailed in paragraphs 3.1 to 3.2 of the report (CAB 099/112).

Alternative Options Considered

These are detailed in paragraphs 4.1 to 4.2 of the report (CAB 099/112).

7.2 2012/13 Children, Schools and Families Capital Programme (CAB 100/112)

Ms Cattermole, Acting Corporate Director Children Schools and Families, at the request of the Mayor, in introducing the report, summarised the key points contained therein.

The **Mayor agreed** the recommended decisions as set out in the report.

Decision

1. That the contents of the report (CAB 100/112) and specifically the predicted out-turn for the 2011/12 CSF Programme (as detailed in Appendix A) and proposed allocation of the funding available in 2012/13 (as detailed in Appendix B), be noted;
2. That the adoption of capital estimates for 2012/13 capital condition and improvement programme schemes, as shown in Appendix C to the report (CAB 100/112), be approved; and expenditure authorised, as set out in paragraph 6.11;
3. That the completion of the Primary Capital Programme (PCP) schemes, as shown in Appendix D to the report (CAB 100/112), be noted; and the increase in the overall capital estimate of £190,000 to

- be funded from school contributions, as set out in paragraph 6.13, be approved;
4. That the existing approved Primary School Expansion Programme, as detailed in Appendix E and paragraph 6.15 of the report (CAB 100/112), be noted;
 5. That the revised capital estimate of £6.84m for the works at Marners Primary School to be funded from the uncommitted funds within the CSF capital programme, as set out in paragraph 6.17 of the report (CAB 100/112), be approved;
 6. That the revised capital estimates of £4.68m for the works at Arnhem Wharf Primary School to be funded from the uncommitted funds within the CSF capital programme, as set out in paragraph 6.17 of the report (CAB 100/112), be approved;
 7. That the revised capital estimate of £3.58m for the works at Wellington Primary School, to be funded from uncommitted funds within the CSF capital programme and £140,000 from the school, as set out in paragraph 6.18 of the report (CAB 100/112), be approved;
 8. That the adoption of a capital estimate of £450,000 for the costs of providing additional short term accommodation if required for additional pupils until major works have been carried out to provide permanent additional school places be approved and expenditure authorised, as set out in paragraph 6.20 of the report (CAB 100/112);
 9. That the adoption of a capital estimate of £750,000 to cover the costs of developing proposals to be considered for inclusion in the capital programme be approved; and expenditure authorised, as set out in paragraph 6.21 of the report (CAB 100/112);
 10. That the inclusion of 3 Tower Hamlets schools in the Olympic Retrofit Programme funded by the Olympic Delivery Authority (ODA), as set out in paragraph 6.23 of the report (CAB 100/112), be noted;
 11. That the provision of a BMX track in Mile End Park to be funded by a maximum grant of £19,200, with the balance from the uncommitted balance in the Youth Services Accommodation Strategy, be approved; and a capital estimate of £32,000 be adopted, as set out in paragraph 6.26 of the report (CAB 100/112); and
 12. That, in respect of all proposed tenders referred in the report (CAB 100/112), in the event of the lowest tender for any scheme exceeding the approved budget, the Corporate Director Children Schools and Families be authorised to prepare and carry out a Bill of Reductions where relevant to ensure expenditure is contained within the agreed costs.

Reasons for Decisions

These are detailed in paragraph 3.1 of the report (CAB 100/112).

Alternative Options Considered

These are detailed in paragraph 4.1 of the report (CAB 100/112).

7.3 Proposed Lease for the Use of Land in Patriot Square by St John's Church of England School and Proposed Transfer of interest in land in Poplar High Street used by the Holy Family RC School (CAB 101/112)

Ms Cattermole, Acting Corporate Director Children Schools and Families, at the request of the Mayor, in introducing the report, summarised the key points contained therein.

The **Mayor agreed** the recommended decisions as set out in the report.

Decision

1. That the background to the proposed disposal of land be noted;
2. That the grant of a 125 year lease to the Trustee of St John's Church of England School of the parcel of land in Patriot Square, as shown in Appendix A to the report (CAB 101/112), at a peppercorn rent, be approved;
3. That the transfer of the Council's interest in the land to the Trustee of the Holy Family School of the parcel of land in Poplar High Street, as shown in Appendix B to the report (CAB 101/112), at a peppercorn rent be approved; and
4. That the Corporate Director for Development and Renewal after consultation with the Assistant Chief Executive (Legal Services) be authorised to finalise and agree any necessary terms to ensure the Council is able to successfully complete the proposed disposals.

Reasons for Decisions

These are detailed in paragraph 3.1 of the report (CAB 101/112).

Alternative Options Considered

These are detailed in paragraph 4.1 of the report (CAB 101/112).

8. A SAFE AND COHESIVE COMMUNITY

8.1 Community Safety Plan 2012-13 (CAB 102/112)

Mr Beattie, Service Head Strategy and Resources and Olympic Impact, at the request of the Mayor, in introducing the report, summarised the key points contained therein.

The **Mayor agreed:**

- Amendments to the recommended decisions set out in paragraph 2.1 of the report to read as below in Decision 1 and 2.
- An amendment to the recommended decision set out in paragraph 2.2 of the report to read as below in Decision 3.

Decision

1. That the Community Safety Plan 2012-2013, attached at Appendix A to the report (CAB 102/112), and the priorities set out within it, be noted and endorsed;
2. That the Development and Consultation Plan for the Community Safety Plan 2013 onwards, attached at Appendix 1 to the Community Safety Plan 2012-2013, be noted and endorsed; and
3. That full Council be recommended to adopt the Community Safety Plan 2012-2013, as contained in Appendix A to the report (CAB 102/112).

Reasons for Decisions

These are detailed in paragraph 3.1 of the report (CAB 102/112).

Alternative Options Considered

These are detailed in paragraph 4.1 of the report (CAB 102/112).

9. A HEALTHY AND SUPPORTIVE COMMUNITY

9.1 Domiciliary Care Services (CAB 103/112) - To Follow

Councillor Abdul Asad, Cabinet Member for Health and Wellbeing, at the request of the Chair, in introducing the report, summarised the key points contained therein..

The **Mayor agreed** the recommended decisions as set out in the report.

Decision

1. That the clarification provided with regards to the future operation of the in-house home care service be noted; and

2. That it be confirmed that the current plans for the future operation of the in-house home care service be maintained.

Reasons for Decisions

These are detailed in paragraph 3.1 of the report (CAB 103/112).

Alternative Options Considered

These are detailed in paragraph 4.1 of the report (CAB 103/112).

10. ONE TOWER HAMLETS

10.1 Communities, Localities & Culture Directorate Capital Programme 2012/13 (CAB 104/112)

Mr Beattie, Service Head Strategy and Resources and Olympic Impact, at the request of the Mayor, in introducing the report, summarised the key points contained therein, emphasising that:

- The proposed Capital Programme addressed the Mayor's priorities for improving the environment by improving the cleanliness and safety of local streets.
- The specific schemes recommended for inclusion in the CLC Capital Programme had been identified following technical assessments, joint discussion and agreement with Transport for London and safety reviews.
- The bulk of the funding was ring fenced to Transport and Highways schemes, with other schemes essential to help the Borough prepare for the service impact of Olympic Games.

The **Mayor agreed** the recommended decisions as set out in the report.

Decision

1. That the new schemes listed in appendix A to the report (CAB 104/112) be included within the Communities Localities and Culture Directorate's 2012/2013 Capital Programme;
2. That the Capital Estimates (sum specified in estimated scheme cost column) for the schemes outlined in Appendix A to the report (CAB 104/112), be adopted; and
3. That where possible the Council's Measured Term Contracts be used for the implementation of the Transport and Highways Works as appropriate.

Reasons for Decisions

These are detailed in paragraph 3.1 of the report (CAB 104/112).

Alternative Options Considered

These are detailed in paragraph 4.1 of the report (CAB 104/112).

10.2 Proposed Amendments to Communities, Localities & Culture Directorate Budgets (CAB 105/112)

Councillor Choudhury, Cabinet Member for Resources, at the request of the Chair, in introducing the report, summarised the key points contained therein emphasising the following:-

- The report was the product of the Mayor's request, made at Budget Council [22nd February 2012] at the conclusion of discussion of the Mayor's Budget proposals, that officers review the concerns raised by the Labour Group/ suggested changes to the Budget proposals with regard to bulk waste collection, pest control, external furniture and signage, parking permits, and report back to Cabinet.
- Bulk Waste Collection
 - The charge per collection, proposed by the Mayor and Cabinet was modest and lower than almost all other local authorities.
 - Households in receipt of Housing Benefit would remain entitled to 2 free collections a year. This would protect those most in need in the Borough whilst ensuring that those with more disposable income helped to pay more directly for the removal and reprocessing of bulky rubbish that was thrown away.
 - There was no evidence that increasing charges for bulk waste collection increased fly tipping. DEFRA research showed that charging had not increased fly tipping.
- Pest Control
 - The position of the Mayor and Cabinet was that there would be no charge for the service to control rats.
 - 2012/13 would be used to analyse the impact of modest increases in charges for other forms of vermin controls on the residents of the Borough.
- External Furniture and Signage
 - This formed part of the ring-fenced Market Trading Account. Any reduction in the modest charges levied would need to be recouped from market traders or made up from charges to other traders or by a reduction in services.
 - Charges had not been increased since 2008 and there appeared no reason to reduce them now, when it would have a knock on effect on other traders.
- Parking Permits
 - The Budget proposal of the Mayor and Cabinet had supported large families who relied on cars for work and for transportation. These were families that were about to feel the effect of welfare benefit changes and which were already struggling with the rising cost of living and reduced income.

- It was known that the Borough's wealthy households with 3 cars living in private housing estates with off-road parking were not affected by the Authority's charges for permits.
- Concluded that for the reasons outlined, whilst the Mayor and Cabinet had reconsidered the Labour Group suggestions they remained committed to their original Budget proposals as providing the best way forward.

The **Mayor agreed** the recommended decisions as set out in the report.

Decision

1. That no change be made to the decision made on 11 January 2012 to introduce a £15 charge per bulk waste collection with two free annual collections for those in receipt of Housing Benefit, as detailed in the Mayor's budget;
2. That no change be made to the pest control charges that were agreed on 11 January 2012 to be imposed from 1 April 2012 and it be agreed that pest control charges should be reviewed as part of the fees and charges proposals for 2013/14;
3. That no change be made to the fees and charges for external furniture and signage for 2012/13; and
4. That no change be made to the decision made on 11 January 2012 to remove the surcharge for second, third and subsequent resident parking permits in 2012/13 as detailed in the Mayor's budget.

Reasons for Decisions

These are detailed in paragraph 3.1 of the report (CAB 105/112).

Alternative Options Considered

These are detailed in paragraph 4.1 of the report (CAB 105/112).

10.3 To consider Council Motions - Insulation Initiatives Programme and Register of Private Sector Landlords (CAB 106/112) - To Follow

The Clerk informed the Mayor and members of the Cabinet that the report had been withdrawn by the Acting Corporate Director Development and Renewal.

10.4 Proposal for the Mayor's Fairness Commission (CAB 107/112)

Mr Keating, Service Head One Tower Hamlets, at the request of the Mayor, in introducing the report, summarised the key points contained therein.

The Mayor:

- Commented that:
 - The vision of his Administration for Tower Hamlets was a Tower Hamlets that was fair, cohesive and tolerant, where people were proud to live, work and belong. However Tower Hamlets has historically been a place of both great wealth and great poverty, making it one of the most unequal places in Britain.
 - Given this context, the report before the Cabinet regarding the Tower Hamlets Fairness Commission was very important. The independent Fairness Commission would consider local issues of fairness and equality and how they could be addressed by the Council and its partners and in doing so inform the Administration's response to the government cuts.
- **Agreed** the recommended decisions as set out in the report.

Decision

1. That there shall be a Mayor's Fairness Commission as proposed in the report (CAB 107/112); and
2. That the proposed timetable for the work of the Mayor's Fairness Commission, as set out in section 6 of the report (CAB 107/112), be noted.

Reasons for Decisions

These are detailed in paragraph 3.1 of the report (CAB 107/112).

Alternative Options Considered

These are detailed in paragraph 4.1 of the report (CAB 107/112).

10.5 Future Sourcing Project- Preferred Bidder Recommendation (CAB 110/112)

Councillor Choudhury, Cabinet Member for Resources, at the request of the Chair, in introducing the report, summarised the key points contained therein emphasising the following:-

- Over a year ago the Mayor's Administration had decided to undertake a process to find a strategic partner to help deliver the Council's ICT service, implement a new finance system and support the Council's wider transformation agenda. It had been anticipated that by working differently and with the benefits of working with a world class ICT partner, costs could be reduced and service delivery improved; but also their scale would deliver social objectives for the Borough.
- The outcome of a robust and transparent procurement process had identified a strategic partner that would deliver these objectives, and over the period of the 7 year contract would:

- Modernise the Authority's ICT infrastructure, ensuring that it was more sustainable and better equipped to support the delivery of required services.
- Deliver savings and investment of £29 million.
- Give all staff working in the Authority's ICT department a guaranteed job for the life time of the contract.
- Protect the existing terms and conditions of those staff transferring for the lifetime of the contract.
- Contractually commit to creating 250 new jobs for borough residents, with these jobs targeted at the young and long term unemployed.
- Deliver investment of £3.9 million in the development of a jointly branded National Apprentice Institute based in Tower Hamlets. The institute would guarantee NVQ level 3 training for over 1000 residents and through this route provide 250 apprenticeships that should convert into 250 permanent jobs.
- The Mayor and Cabinet had been seeking a truly progressive partnership to improve services, protect existing staff and deliver a range of benefits for the Community including new jobs.

Mr Naylor, Corporate Director Resources, at the request of the Mayor, outlined the next formal steps in the process referred to by Councillor Chodhury:

- Concluding the contract after finalising the fine print.
- Ensuring the retention of pension terms and conditions by existing staff through the formal granting of admitted body status [Local Government Pension Scheme] to the strategic partner.

The Mayor:

- Thanked Councillor Choudhury, Cabinet Member for Resources, and Mr Naylor, Corporate Director Resources, and his officer team, for their contribution to the development of the proposals.
- Commented as follows:
 - There was an attractive offer of partnership on the table which would result in cost savings and improved ICT service delivery, together with future opportunities for local residents, particularly job and training opportunities for young people. It also represented a good offer for existing Council staff, as their current terms and conditions would be protected for the duration of the 7 year contract.
 - The contract was a large one for the Authority, and Officers must ensure that the terms of the contract were tight to ensure that the strategic partner was held to delivering its promises; or if it did not deliver, that there were sanctions available to penalise it and recoup the money/ opportunities lost. The partner must also be clear that the Authority would act, if necessary to enforce the contract terms. The role of the in-house legal team would be crucial to achieve this.
 - Officers must also ensure that adequate performance monitoring arrangements in relation to the contract were in place. Councillor

Choudhury subsequently assured the Mayor that there was to be a top level Project Board responsible for contract delivery and a number of mechanisms designed to identify performance issues early on.

- The Mayor was to be provided with clear advice and the contract document before he was prepared to sign it.

The **Mayor agreed** the recommended decisions as set out in the report.

Decision

1. That the organisation named in the Part 2 (exempt from publication) addendum report to be tabled at Cabinet (4 April 2012) be appointed as the Preferred Bidder (Partner) for the Future Sourcing Contract which will deliver an ICT Service, implement a new Finance and enhanced HR system and provide the appropriate support for a range of back office services;
2. That the benefits for the Authority and Community to be realised through establishing the Partnership, in line with the Mayor's priorities and the Authority's Community Plan, be noted;
3. That it be agreed to novate to the Preferred Bidder wherever possible, and where this is not possible to appoint the Preferred Bidder as Managing Agent for the contracts for all of the Authority's existing IT supply and services contracts with effect from the commencement date of the Future Sourcing Contract;
4. That it be agreed, subject to the Preferred Bidder entering into all necessary documentation, to admit the Preferred Bidder into the Local Government Pension Scheme as an admitted body;
5. That the Corporate Director of Resources be authorised, after consultation with the Mayor and the Assistant Chief Executive (Legal Services), to finalise contract arrangements with the Preferred Bidder in order that a contract may be signed for 1 May 2012; and
6. That the Assistant Chief Executive (Legal Services) be authorised, to execute all necessary documentation to enter into the contractual arrangements with the Preferred Bidder including pension documentation and documentation to novate the IT contracts or appoint the Preferred Bidder as Managing Agent for them.

Reasons for Decisions

These are detailed in paragraphs 3.1 to 3.3 of the report (CAB 110/112).

Alternative Options Considered

These are detailed in paragraphs 4.1 to 4.10 of the report (CAB 110/112).

11. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

The Clerk advised that there were no business to be considered under this section of the agenda.

12. UNRESTRICTED REPORTS FOR INFORMATION**12.1 Report on the Adult Social Care Local Account April 2010 - October 2011 (CAB 108/112)**

Councillor Asad, Cabinet Member for Health and Wellbeing, informed the Mayor/ Cabinet that the formatting of page 5 of Appendix 1 [Local Account January 2012]. to the report required minor revision.

The **Mayor agreed** the recommended decision as set out in the report.

Decision

That the Local Account 2012 attached at Appendix 1 to the report (CAB 108/112), be noted.

Reasons for Decisions

These are detailed in paragraph 3.1 of the report (CAB 108/112).

Alternative Options Considered

These are detailed in paragraph 4.1 of the report (CAB 108/112).

12.2 Exercise of Corporate Directors' Discretions (CAB 109/112)

The **Mayor agreed** the recommended decision as set out in the report.

Decision

That the exercise of Corporate Directors' discretions, as set out in Appendix 1 to the report (CAB 108/112), be noted.

Reasons for Decisions

These are detailed in paragraphs 3.1 to 3.2 of the report (CAB 109/112).

Alternative Options Considered

These are detailed in paragraphs 4.1 to 4.2 of the report (CAB 109/112).

13. EXCLUSION OF THE PRESS AND PUBLIC

The **Mayor** agreed the following:

Decision

That pursuant to regulation 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the press and public be excluded from the remainder of the meeting:

- (a) As it was likely, in view of the nature of the business to be transacted in Section Two of the agenda, that if members of the public were present during consideration of this business there would be disclosure of exempt information.
- Exempt information is defined in section 100I and, by reference, Schedule 12A of the Local Government Act 1972 (“the 1972 Act”). To be exempt, information must fall within one of the categories listed in paragraphs 1 to 7 of Schedule 12A, must not fall within one of the excluded categories in paragraphs 8 and 9 and the public interest in maintaining the exemption must outweigh the public interest in disclosing the information.
 - Agenda item 14. “Exempt/ Confidential Minutes” (of the meeting of the Cabinet held on 14th March 2012) contained information relating to the financial or business affairs of any particular person (including the authority holding that information). In particular information relating to the financial affairs or business of particular persons namely the bidders and the Council.
 - Agenda item Agenda item 21.0 “Future Sourcing Preferred Bidder Recommendation - Exempt Confidential Addendum Report to Unrestricted Report” contained information relating to the financial or business affairs of any particular person (including the authority holding that information). In particular information relating the financial affairs or business of particular persons namely the bidders and the Council.
- (b) As although there is a public interest favouring public access to local authority meetings, in this case the Cabinet concluded that given the information contained in:
- Agenda item 14. “Exempt/ Confidential Minutes” (of the meeting of the Cabinet held on 14th March 2012) relating to the financial or business affairs of any particular person (including the authority holding that information). In particular information relating to the financial affairs or

business of particular persons namely the bidders and the Council.

- Agenda item Agenda item 21.0 “Future Sourcing Preferred Bidder Recommendation - Exempt Confidential Addendum Report to Unrestricted Report” contained information relating to the financial or business affairs of any particular person (including the authority holding that information). In particular information relating the financial affairs or business of particular persons namely the bidders and the Council.

that the public interest in maintaining the exemption on the information outweighed the public interest in disclosing it.

SUMMARY OF EXEMPT PROCEEDINGS

14. EXEMPT / CONFIDENTIAL MINUTES

Minutes circulated for information.

15. OVERVIEW & SCRUTINY COMMITTEE

15.1 Chair's advice of Key Issues or Questions in relation to Exempt / Confidential Business to be considered.

Nil items.

15.2 Any Exempt / Confidential Decisions "Called in" by the Overview & Scrutiny Committee

Nil items.

16. A GREAT PLACE TO LIVE

Nil items.

17. A PROSPEROUS COMMUNITY

Nil items.

18. A SAFE AND COHESIVE COMMUNITY

Nil items.

19. A HEALTHY AND SUPPORTIVE COMMUNITY

Nil items.

20. ONE TOWER HAMLETS

21. FUTURE SOURCING PREFERRED BIDDER RECOMMENDATION - EXEMPT CONFIDENTIAL ADDENDUM REPORT TO UNRESTRICTED REPORT (CAB 111/112) - TO FOLLOW

Reasons for urgency agreed.

Recommendations agreed.

22. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS CONSIDERED TO BE URGENT

Nil items.

23. EXEMPT / CONFIDENTIAL REPORTS FOR INFORMATION

Nil items.

The meeting ended at 6.50 p.m.

Chair, Mayor Lutfur Rahman
Cabinet

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Agenda Item 6.1

Committee: Cabinet	Date: 9th May 2012	Classification: Unrestricted	Report No: CAB 113/112
Report of: Corporate Director Development & Renewal Originating officer(s) Owen Whalley – Head of Planning and Building Control Michael Bell – Strategic Planning Manager		Title: Bromley-by-Bow Masterplan Supplementary Planning Document (SPD) Wards Affected: Bromley-by-Bow	

Lead Member	Cllr Rabina Khan (Cabinet Member for Housing)
Community Plan Theme	A Great Place to Live
Strategic Priority	Providing quality affordable housing Improving the public realm Improving local transport links and connectivity Supporting more people into work Improving educational aspiration and attainment Fostering enterprise and entrepreneurship Promoting healthy lifestyles

1. SUMMARY

- 1.1 In August 2011 Cabinet approved the draft Bromley-by-Bow Masterplan Supplementary Planning Document (SPD) for a 6 week period of statutory public consultation. A wide range of community groups, residents, developers and other stakeholders made formal responses to the Masterplan SPD as part of the consultation process.
- 1.2 This report summarises the main issues that were raised during the consultation, proposes amendments to the Masterplan SPD to address these issues. As part of this, the report seeks Cabinet approval to adopt the Masterplan SPD. Amendments arising from Cabinet and resolution to grant planning permission for a 9 form entry secondary school at Bow Locks, will be reflected in the final adopted Masterplan SPD.
- 1.3 Bromley-by-Bow is an area in transition. There is a need to adopt the Masterplan as an SPD to ensure a coordinated approach to regeneration that is consistent with the vision and objectives set out in the Local Development Framework (LDF) Core Strategy 2025.

- 1.4 In adopting the Masterplan SPD, the Council can also help ensure that development proposals benefit the local community in context of the new London Mayoral Development Corporation (MDC). From 1st October 2012, the MDC will take over plan making powers for the part of Tower Hamlets east of the A12 and north of the District Line. This includes part of the Bromley-by-Bow masterplan area (see Appendix 1 for boundary).

2. DECISIONS REQUIRED

Cabinet is recommended to:-

- 2.1 Consider the representations received during the consultation on the draft Bromley-by-Bow Masterplan SPD annexed as Appendix 3
- 2.2 Agree the summary of the main representations and the proposed responses to these representations as contained in Appendix 3, and to approve the subsequent necessary amendments to the Bromley-by-Bow Masterplan SPD.
- 2.3 Approve the final Bromley-by-Bow Masterplan SPD for adoption and authorise officers to prepare and publish an adoption statement .
- 2.3 Authorise the Corporate Director of Development and Renewal to make any necessary factual or minor editing changes prior to publishing the final Bromley-by-Bow Masterplan SPD.

3. REASONS FOR THE DECISIONS

- 3.1 The adoption of the Masterplan as a SPD will consolidate the work undertaken in the area by the Council and partner agencies to support the comprehensive regeneration of Bromley-by-Bow. It will ensure the vision and strategic development principles set out in the LDF Core Strategy are delivered, including the provision of the necessary supporting infrastructure. It will be a material consideration in the determination of planning applications within the defined boundary and will provide certainty and guidance to investors, developers and the community.
- 3.2 Approval of the Masterplan will also confirm the Council's vision for the regeneration of Bromley-by-Bow prior to the MDC taking over plan making powers for part of the Bromley-by-Bow area from 1st October 2012.

4. ALTERNATIVE OPTIONS

- 4.1 The LDF Core Strategy and emerging 'Managing Development' Development Plan Document (DPD) provide a vision and strategic development principles for the Borough as a whole. An alternative option would be to rely on these

documents to support and guide development in the area, without a detailed masterplan.

- 4.2 This option was considered inadequate as it would not provide a sufficiently robust framework to support the comprehensive regeneration of Bromley-by-Bow. Without the additional guidance provided by an adopted Masterplan, the DPDs do not in themselves provide the necessary level of detail to coordinate the scale of redevelopment envisaged in the area.
- 4.3 In particular, it would make it much harder for the Council to successfully negotiate with developers and landowners to secure key infrastructure interventions, such as improvements to Bromley-by-Bow Underground Station and connections over the A12 and River Lea Navigation. These are considered essential to support future housing, employment and other related growth.

5. **BACKGROUND**

Key Objectives for the Bromley-by-Bow Masterplan SPD

- 5.1 The Masterplan provides a clear vision, supported by detailed objectives and design principles to guide the regeneration of Bromley-by-Bow. These are based on the high level vision and priorities set out in the LDF Core Strategy. The key objectives for the Masterplan SPD, which are linked to the Mayors priorities, are as follows:
- Deliver approximately **1,500-2,500 new homes** within the Bromley-by-Bow area, and **promote affordable and social rented family housing**.
 - Create a new district (town) centre, and flexible commercial space, providing new **job opportunities for existing and future communities**.
 - Deliver a two form entry **primary school** and also a nine form entry **secondary school**.
 - Deliver **public green open space**.
 - **Improve** access and capacity of **Bromley-by-Bow Underground Station** to support growth.
 - **Improve connections** to mitigate the severance created by the **A12, railway** and the **River Lee Navigation**.
 - Set clear **urban and housing design principles** for new development,
 - Identify **public realm improvements** to improve the area's **permeability, legibility, safety and security** of the pedestrian and cycling environment, including the provision of CCTV in subways.
 - Recommend a **schedule and programme for infrastructure delivery**, which could be funded through a number of funding sources, including S106 and Community Infrastructure Levy (CIL).

Emerging Managing Development Plan Document (DPD)

- 5.2 In addition to the Masterplan SPD, the Council is also preparing the 'Managing Development' DPD, which is anticipated to be submitted to the Secretary of State in summer 2012. The DPD covers the whole of the Borough, setting out detailed policies for determining planning applications and allocating key sites to deliver new infrastructure. This includes sites within the Masterplan Area - Bow Locks which is allocated to deliver a secondary school and the 'North East Quadrant' which is allocated for the new district centre, primary school, local park and new homes. The Masterplan SPD promotes these land uses for these sites, providing an additional level of detail to the emerging Managing Development DPD.
- 5.3 Should Cabinet adopt the Masterplan SPD in May 2012, this will be ahead of adopting the Managing Development DPD, which is anticipated in early 2013. During the production and adoption process for the Managing Development DPD, should inconsistencies arise between the two documents, it would be appropriate to amend the Masterplan SPD to ensure that it remains consistent with the Managing Development DPD.

6 BODY OF THE REPORT

Consultation on the Bromley-by-Bow Masterplan SPD

- 6.1 Throughout the preparation of the draft Masterplan SPD, from January to June 2011, the Council undertook informal consultation with ward Members, key public sector agencies, landowners and relevant Council departments to feed into the evolution of the document. This is an important part of the preparation process, to ensure key issues are identified and resolved at the earliest opportunity.
- 6.2 A consultation draft Masterplan SPD was presented to Cabinet on 3rd August 2011, seeking approval to undertake formal public consultation. Following Cabinet approval, officers provided the public with the opportunity to attend consultation events and provide comments on the draft Masterplan SPD from 12 September to 24th October 2011. Further consultation was undertaken on the proposed Building Height plan to establish indicative height principles for the area from 11th January 2012 to 8th February 2012.
- 6.3 Consultation was undertaken in accordance with the Council's adopted Statement of Community Involvement (SCI). A summary of the consultation methods are provided below:
- Advertisement in the East End Life newspaper.
 - Displaying publicity material in suitable locations throughout the Masterplan area.
 - Leaflet drop to residents and businesses within the Masterplan boundary area.

- Information on the Council's website.
- Three community consultation events at locations within the Masterplan area.
- Providing a telephone hotline and email address for queries on the SPD.
- Briefing and engaging with Members.

6.4 Over 30 people attended the consultation events held by the Council. In addition, 35 written representations were received from Members, local residents, statutory consultees, (including: Greater London Authority (GLA), London Thames Gateway Development Corporation (LTGDC), Transport for London (TfL), Environment Agency and English Heritage), landowners and developers. A further nine representations were received on the proposed Building Height plan consultation. This equates to 260 individual comments on the draft Masterplan SPD.

6.5 The Council has collated the individual comments made on the draft Masterplan SPD and formulated responses to each these comments. This process has been used to inform the finalisation of the Masterplan SPD. A statement setting out a summary of all of the representations received and the Council's proposed response to them has been appended to this Report, together with the final SPD, for approval (Appendix 3).

Overview of Consultation Feedback

Consultation on the draft Bromley-by-Bow Masterplan SPD – 12th September to 24th October 2011.

6.6 The overarching objectives for the Masterplan SPD to support and coordinate regeneration in the area were generally supported by the community and key stakeholders. There was particular support for:

- Improvements to access and connectivity across the A12 and River Lea Navigation.
- Delivery of a new District Centre, which provides a mix of uses and job opportunities.
- Design principles for key sites, including buildings height principles, and public realm.

6.7 Representations expressed concerns on:

- *Many local residents and key stakeholders, including TfL were concerned about the poor accessibility to the Bow Lock/Coventry Cross East site which is promoted in the draft Masterplan SPD for a secondary school – To respond to these concerns, the Masterplan SPD now provides greater emphasis on the principle of redeveloping the site with a secondary school to be predicated on improved*

pedestrian and cycle access, whilst ensuring other TfL priorities for the A12 are addressed.

These issues were considered and addressed as part of the determination for a 9 form of entry secondary school at Bow Locks. Following Cabinet approval, the final adopted Masterplan SPD will be amended to reflect the resolution to grant planning permission by LTGDC Committee on 12 April 2012.

- *Landowners and key stakeholders, including LTGDC, and Design for London (DfL) identified inconsistencies with the design guidelines for the District Centre and the adjoining 'Bromley-by-Bow North' site. A number of recommendations were suggested to ensure the sites were aligned and comprehensive – To respond to these comments, the Masterplan SPD has been amended and both sites now reflect the land use and design principles adopted in the existing 'Bromley-by-Bow Land Use and Design Brief'. In particular, the importance of riverside development and high quality public open have also been reinforced to strengthen the delivery of the sites.*
- *English Heritage, Thames Water and LTGDC expressed concern at the lack of clarity on phasing and infrastructure required to support development - To respond to these concerns, the Masterplan SPD has been amended to include a phasing statement to ensure the redevelopment of Bromley-by-Bow is coordinated in a comprehensive manner.*
- *The GLA raised concerns on the progression of the Masterplan SPD ahead the Managing Development DPD. The Masterplan promotes a secondary school on Bow Locks, which has been identified as a 'site allocation' within the Managing Development DPD. As indicated above, the resolution to grant planning permission for secondary school at Bow Locks is being determined by LTGDC.*

The Council has sought legal advice, which confirmed that should inconsistencies arise between the two documents, it would be appropriate to amend the Masterplan SPD to ensure that it remains consistent, with the Managing Development DPD. Reg 13(8) provides that policies in an SPD must be in conformity with the policies in the Core Strategy and the policies in *any other DPD* and Reg 21 provides that a Council 'may' revoke a SPD where it ceases to comply with this requirement. At the moment the SPD only need have regard to the Core Strategy but once the Managing Development DPD is adopted it would be appropriate to review the SPD to ensure that it is consistent. As such, the Council considers that the GLA's concern has been addressed.

- *A number of key stakeholders such as LTGDC, DfL and English Heritage recommended that further design guidelines should be set out to strengthen the deliver of key sites. In particular, it was considered necessary to set out indicative height guidance within the area to manage the transition in scale between new developments and adjoining sites. – In response to these comments, the Council undertook further work to include a proposed building heights plan within the Masterplan. Given this was a substantial addition to the Masterplan, a further period of consultation was undertaken specifically on the proposed building heights plan.*

Further consultation on the proposed Building Height plan – 11th January 2012 to 8th February 2012.

- 6.8 The key issues arising from further consultation, which have subsequently been addressed through additional amendments to the final Masterplan SPD, were as follows:
- The need to set out a upper limit threshold for the potential taller buildings in Stroudley Walk and the District Centre; and,
 - Reinforcing that the building heights proposed are indicative and developments should also consider the building heights policy within the emerging Managing Development DPD, as well as other relevant guidance.

7 COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 Following the completion of the formal consultation process, this report requests approval for the updated Bromley-By-Bow Masterplan to be adopted as a Supplementary Planning Document (SPD).
- 7.2 The Masterplan provides a framework to guide development and a programme for infrastructure delivery within the Masterplan area (outlined in Appendix 1). Part of the Masterplan area falls within the emerging MDC, who will take over plan making and decision powers from 1 October 2012. The Masterplan will guide redevelopment and influence the decisions made by the MDC.
- 7.3 For the remaining area outside of the MDC, the Masterplan will provide evidence to inform and assist future decisions on resource allocation in this part of the Borough. It will assist the Authority in determining and prioritising contributions due from developers as part of the current Planning Obligations or the future Community Infrastructure Levy systems.

- 7.4 Preparation of the Masterplan, including the consultation process, has cost in the region of £70,000, which has been part-funded by contributions from both the London Development Agency (£20,000) and the London Thames Gateway Development Corporation (£25,000). The balance of £25,000 is being funded through Section 106 resources agreed by the Planning Contributions Overview Panel (PCOP) in July 2010.

8 CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)

- 8.1 Supplementary Planning Documents (SPDs) provide detail to support policy in higher level Development Plan Documents (DPDs) or saved unitary development plan policies. They undergo a simpler preparation process than DPDs and in particular they are not subject to independent scrutiny by a planning inspector.
- 8.2 SPDs are subject to statutory preparation procedures under Regulations 11-14 of the Town and Country Planning (Local Planning) (England) Regulations 2012, and in accordance with regulation 13 a process of public consultation and engagement with relevant parties has been carried out and representations have been received, with the main issues summarised in this report.
- 8.3 Pursuant to Regulation 12 the Council must not adopt the Bromley-by-Bow Masterplan SPD until it has considered the representations made during the consultation period and prepared a statement setting out who was consulted, a summary of the main issues raised in the representations and how these main issues have been addressed in the SPD that the Council intends to adopt. This Report seeks member's endorsement of that statement.
- 8.4 By virtue of the default provisions in section 13(2) of the Local Government Act 2000 the SPD is required to be approved by Cabinet. Should members approve the SPD for adoption, the Council must publish the Regulation 18(4) (b) Statement, the adoption statement and the SPD on its website (Regulation 19).
- 8.5 Before adopting the SPD, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't. The report indicates that an equality analysis has been carried out and no negative equality impacts arise.
- 8.6 Once the SPD is adopted the Council must publish an adoption statement in accordance with Regulation 14 Town and Country Planning (Local Planning) (England) Regulations 2012.

9 ONE TOWER HAMLETS CONSIDERATIONS

Reducing Inequalities

- 9.1 An equality analysis has been undertaken in support of the SPD. The analysis reviews and assesses issues relating to the diversity of the borough including, race, gender, disability, age, sexual orientation faith and deprivation. The equality analysis is attached as Appendix 4 to the report. It identifies some positive impacts, but nothing negative from an equality perspective.
- 9.2 It should also be noted that the SPD is looking to support the delivery of the Council's LDF Core Strategy, which was itself subject to Equality Impact Assessment.

Ensuring Strong Community Cohesion

- 9.3 The promotion of strong community cohesion is a key objective of the Bromley-By-Bow Masterplan SPD and is central to the Borough's approach to promoting sustainable communities. Increased dialogue between groups from different backgrounds has been achieved and developed through the consultation events and related activities.
- 9.4 The impacts of community cohesion have been fully tested through the Core Strategy EqIA, and through the EA Screening for the Bromley-By-Bow Masterplan SPD. Similarly, consultation exercises provided the opportunity for the local community to identify any community cohesion issues that they considered important in the development of the Masterplan SPD

Crime and Disorder Reduction

- 9.5 The Bromley-by-Bow Masterplan SPD contains design and public realm principles to ensure new development improves security and safety in the area. This is achieved by influencing the siting of new developments, and setting out public realm improvements to create safe environments.
- 9.6 New developments will also have to satisfy the relevant policies in the Council's LDF relating to 'Secured by Design' principles. Development will be required to ensure crime prevention measures of development design are considered to assist with reducing the opportunity for crime and the fear of crime, by creating a safer and more secure environment.

10 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 10.1 The Masterplan SPD is subject to regulation 9(1) of the Environmental Assessment of Plans and Programmes Regulations 2004 ("the 'Regulations'"), which require the responsible authority to determine whether a Strategic Environmental Assessment (SEA) is necessary.

- 10.2 As the responsible authority the Council is of the view that an SEA is not required because the SPD is an elaboration of an existing plan or programme (and is therefore a minor modification of that plan or programme), and is unlikely to have significant environmental effects. It should also be noted that the Masterplan SPD is in conformity with the Council's Core Strategy Development Plan Document; and that a Sustainability Appraisal (SA) Review has shown that it does not give rise to significant effects that have not already been formally assessed through the SA for the Core Strategy.
- 10.3 The Council consulted statutory consultees under paragraph 9(2)(b) of the Regulations, none of which contested the Council's view. The Sustainable Appraisal Review, including the Council's SEA Screening Determination is provided at Appendix 5 to this Report.
- 10.4 In accordance with the LDF Core Strategy, the SPD will help ensure a greener environment in a number of ways, including: helping improve existing areas of open space and secure new areas of open space; promoting biodiversity; promoting sustainable transport options; and ensuring new buildings meet the highest environmental standards.

11 RISK MANAGEMENT IMPLICATIONS

- 11.1 An LDF Board was established in May 2010, chaired by the Corporate Director of Development & Renewal, to lead on the preparation of future planning documents within the LDF. Risk Management and mitigation is a standard item at monthly LDF Board meetings. As part of the Borough's LDF, the draft SPD has been subject to this risk management process.

12 EFFICIENCY STATEMENT

- 12.1 To date, with the draft Bromley-by-Bow Masterplan (2006), officers have negotiated, approximately £5m from the St Andrews development towards Bromley-by-Bow Underground Station, education, and highway improvements in the area. In partnership with LTGDC, officers have also secured open space, primary school, an Idea Store and key connection improvements over the A12, through the Tesco-led redevelopment.
- 12.2 The finalisation of the Masterplan SPD will also enable the sustainable regeneration of underused land to maximise the full potential of development opportunities for the area and local communities. This regeneration will facilitate further S106 contributions from forthcoming development sites, as well as guide where LTGDC and MDC should direct their funds and S106 from their Planning Obligations Community Benefit resources and any future Community Infrastructure Levy.

Local Government Act, 1972 Section 100D (As amended)
List of “Background Papers” used in the preparation of this report

Brief description of “back ground papers”	Name and telephone number of holder and address where open to inspection.
None	N/A

APPENDICES

Appendix 1 – Bromley-by-Bow Masterplan area (including MDC boundary)

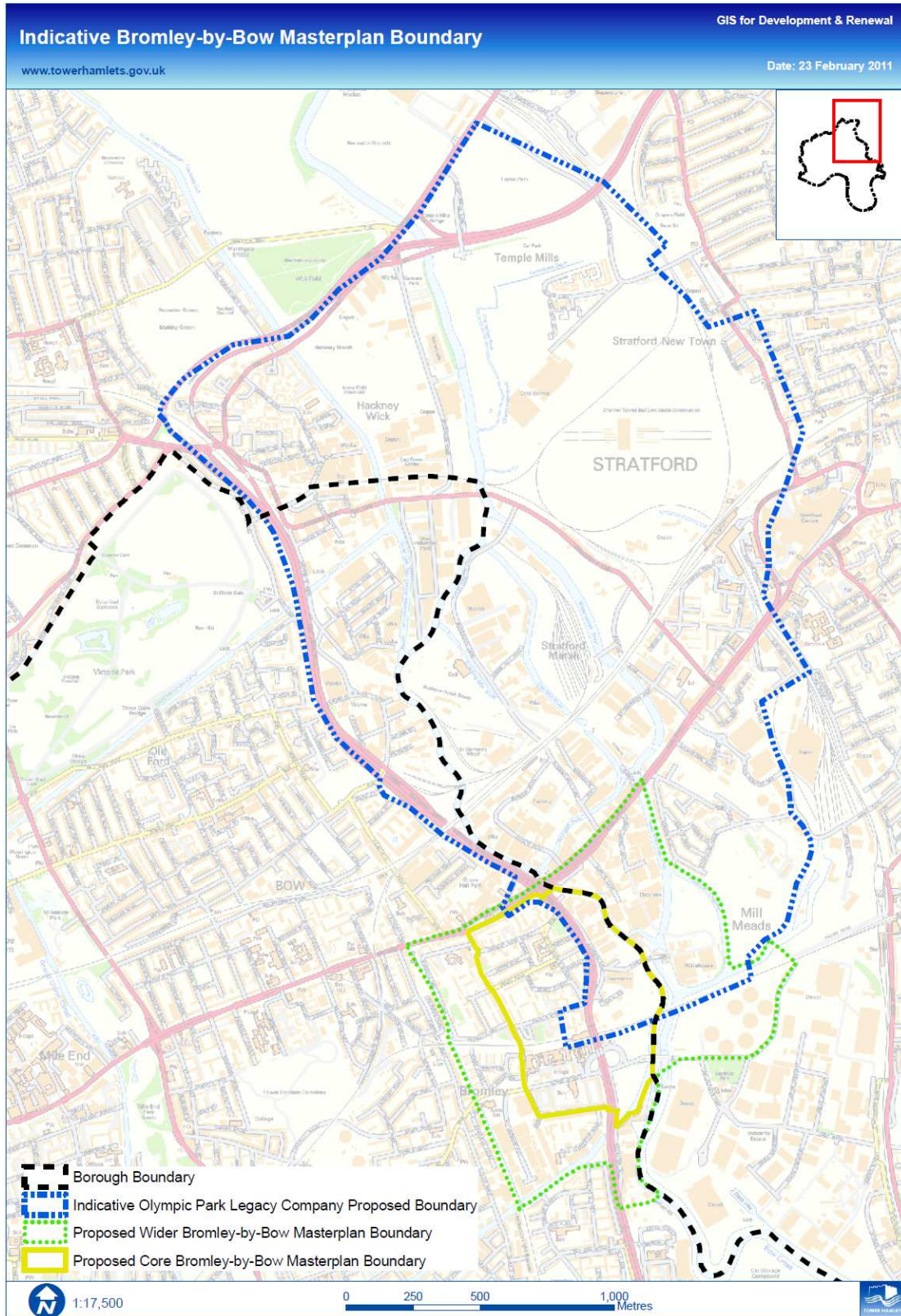
Appendix 2 – Final Bromley-by-Bow Masterplan SPD

Appendix 3 – Consultation and Engagement Report (including summary of representations received on the draft SPD and Council’s proposed response to them)

Appendix 4 – Equality Analysis

Appendix 5 – Sustainability Appraisal Review

APPENDIX 1 - Bromley-by-Bow Masterplan area – including MDC boundary



An aerial photograph of a city street grid, showing a river winding through the center and a road interchange on the right side. The text is overlaid on the image.

MASTERPLAN REPORT BROMLEY-BY-BOW MASTERPLAN

Supplementary Planning Document

May 2012

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FOREWORD

Tower Hamlets needs to respond positively to the challenging economic climate and take advantage of the once in a lifetime opportunity of the Olympic Games and its legacy.

With the adopted Core Strategy in place, setting out the long-term spatial strategy for Tower Hamlets, the Council is now developing a detailed planning document to guide and deliver the vision and objectives established in the Core Strategy, for the Bromley-by-Bow area.

The Mayor's Pledges for more affordable family sized housing, maximising job opportunities, and improving the built environment and public realm, will be key regeneration drivers for the Bromley-by-Bow area. The creation of a mixed use vibrant town centre in Bromley-by-Bow and addressing the severance of the A12 and River Lea Navigation, will provide a unique opportunity to ensure local people, are able to access employment opportunities in the area.

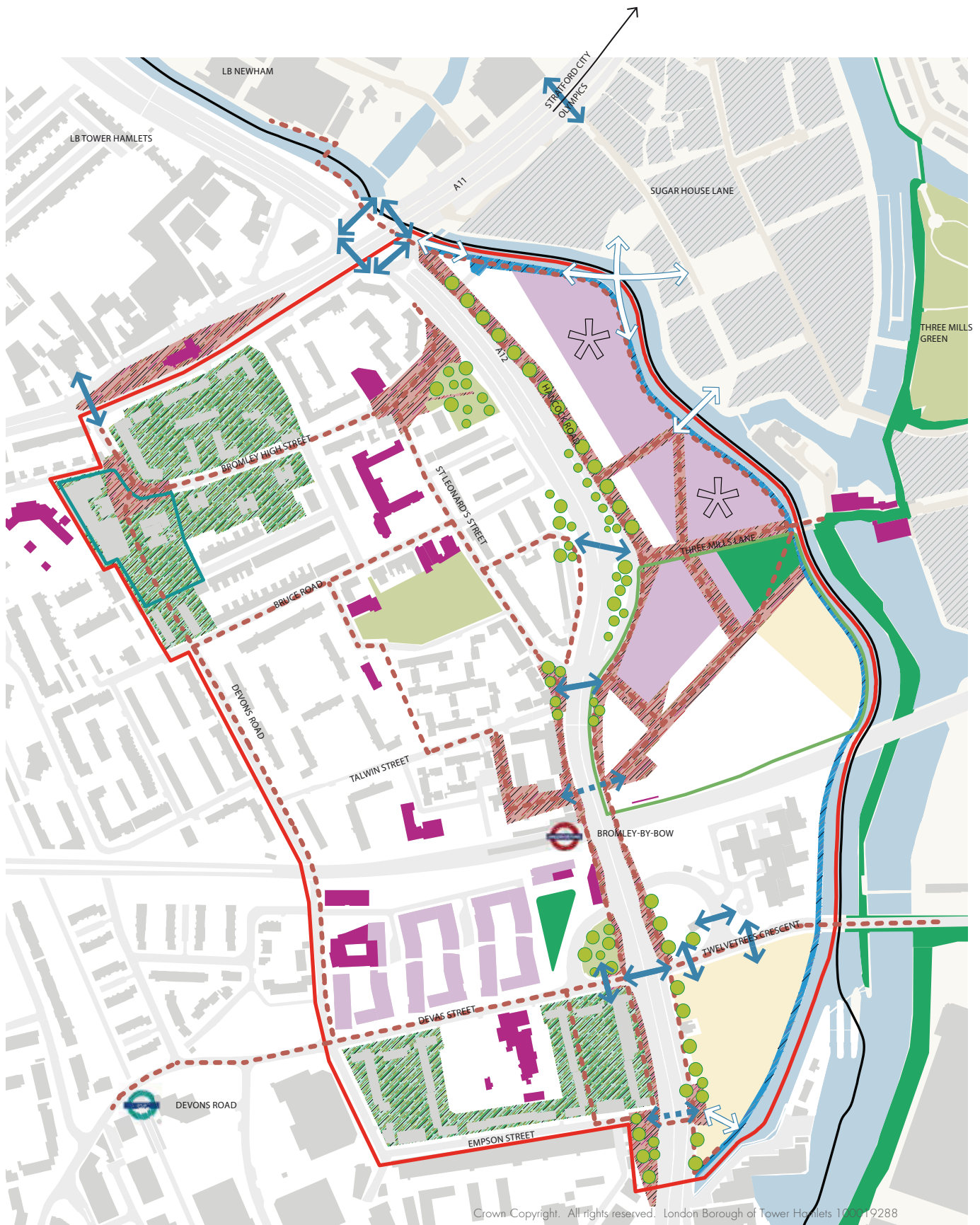
The Bromley-by-Bow Masterplan is a Supplementary Planning Document (SPD) and provides the necessary detail to support the delivery of affordable and family housing, jobs, open space, schools and other important services. The Masterplan (SPD) will be of assistance to investors, developers and the community as they make their development decisions, in the knowledge that the Council will be generally supportive of proposals that are consistent with the Masterplan SPD.




May 2012



1.1 VISION STATEMENT



Bromley-by-Bow Tomorrow: Vision Plan

-  Borough boundary
-  Masterplan boundary
-  London Borough of Newham
-  Draft Sugar House Lane Land Use and Design Brief
-  Residential
-  Estate regeneration improvements
-  Retail uses with residential uses above
-  Commercial
-  Commercial uses with residential above
-  Education
-  Existing key green spaces
-  Future key green spaces
-  Key future public spaces (new or improved existing)
-  Enhanced towpath and opportunities for biodiversity improvements
-  High quality local buildings contributing to unique character / existing local attractors i.e. school, community
-  Future high quality building or local attractor
-  Opportunities for open green spaces
-  Proposed or improved pedestrian crossing
-  Improved underpass
-  New bridge crossing or improved access to towpath
-  Proposed district centre
-  Proposed neighbourhood centre boundary - Stroudley Walk
-  Key pedestrian routes across the area
-  Potential new planting along A12

Bromley-by-Bow Tomorrow

Bromley-by-Bow will be a great place to live, work and visit.

It will be easy for people to move safely from place to place – from their home to the station, park, local shops, schools and community facilities to work, study, meet friends, go shopping or have a meal.

People will be able to take a trip by foot or by bike along the towpath or across to Three Mills Green or maybe to catch a boat to Limehouse or the future Queen Elizabeth II Park from Three Mills.

The A12 will continue to play an important strategic role, but the road will feel safer and be a far easier place for pedestrians and cyclists to cross.

1.1.1 Role of the Masterplan

The purpose of the Masterplan is summarised as follows:

1. To establish the main principles and parameters for the area as a whole and for key sites.
2. To assist the Council in steering and assessing planning applications as they come forward.
3. To promote key interventions and projects that will realise the overall vision for the site as identified in the Core Strategy.
4. To coordinate development activity and structure delivery activities.

1.2 THEMES AND KEY OBJECTIVES

1.2.1 Overview

The Masterplan vision will be delivered through three key themes, which are also linked to the Mayors priorities for affordable family housing, job opportunities, enhancing the natural environment, improving the built environment and public realm. The themes are also underpinned by key objectives to assist delivery. The Masterplan will play a key role in delivering regeneration through the realisation of these objectives.

Theme 1: Delivering new homes and meeting the needs of existing and future residents, businesses and visitors

Bromley-by-Bow will become a new town centre. It will include new shops and community facilities, schools, homes, hotel and supermarket to support population growth in this key area and provide places to work, live and play.

How will we deliver this?

By:

1. Contributing to the delivery of the housing target of **1,500 to 2,500 new homes** for the Bromley-by-Bow area, and promote affordable and family housing.
2. New **District town centre** with a vibrant mix of uses, including flexible community space that provides new job opportunities for existing and future communities.
3. A two form entry **primary school** to the east of the new District Centre and a nine form entry **secondary school** at Bow Locks / Coventry Cross East.
4. Delivering strategic and accessible **public green open space**.



New residential development at St Andrews

Theme 2: Improving connections

The experience of travelling through Bromley-by-Bow has a major impact on people's perception of the area. The A12 acts as a physical and psychological barrier.

Whilst the station is a major benefit as a transport hub at the heart of Bromley-by-Bow, it suffers from a poor, inaccessible environment and does not have the best connections to local destinations.

In addition to creating specific connections to neighbouring locations, this document seeks to improve connections within the area by responding to pedestrian needs.

How will we deliver this?

By:

1. Improving **access and capacity** of Bromley-by-Bow **station** to support growth
2. Improving **connections to mitigate** the **severance** created by the A12, railway and the River Lea Navigation to bring communities together.



Significant opportunities exist to improve the experience of arrival at Bromley-by-Bow Station

Theme 3: Creating a high quality neighbourhood

This document promotes the opportunity to develop a new, well-designed neighbourhood for local people, visitors and businesses alike.

Bromley-by-Bow is not just any place, it will be a distinctive and accessible neighbourhood in the Lower Lea Valley. In particular, this means reversing the dominance of 'big' roads and concrete by creating better streets and spaces, rediscovering the River Lea at the heart of the neighbourhood and encouraging high quality.

How will we deliver this?

By:

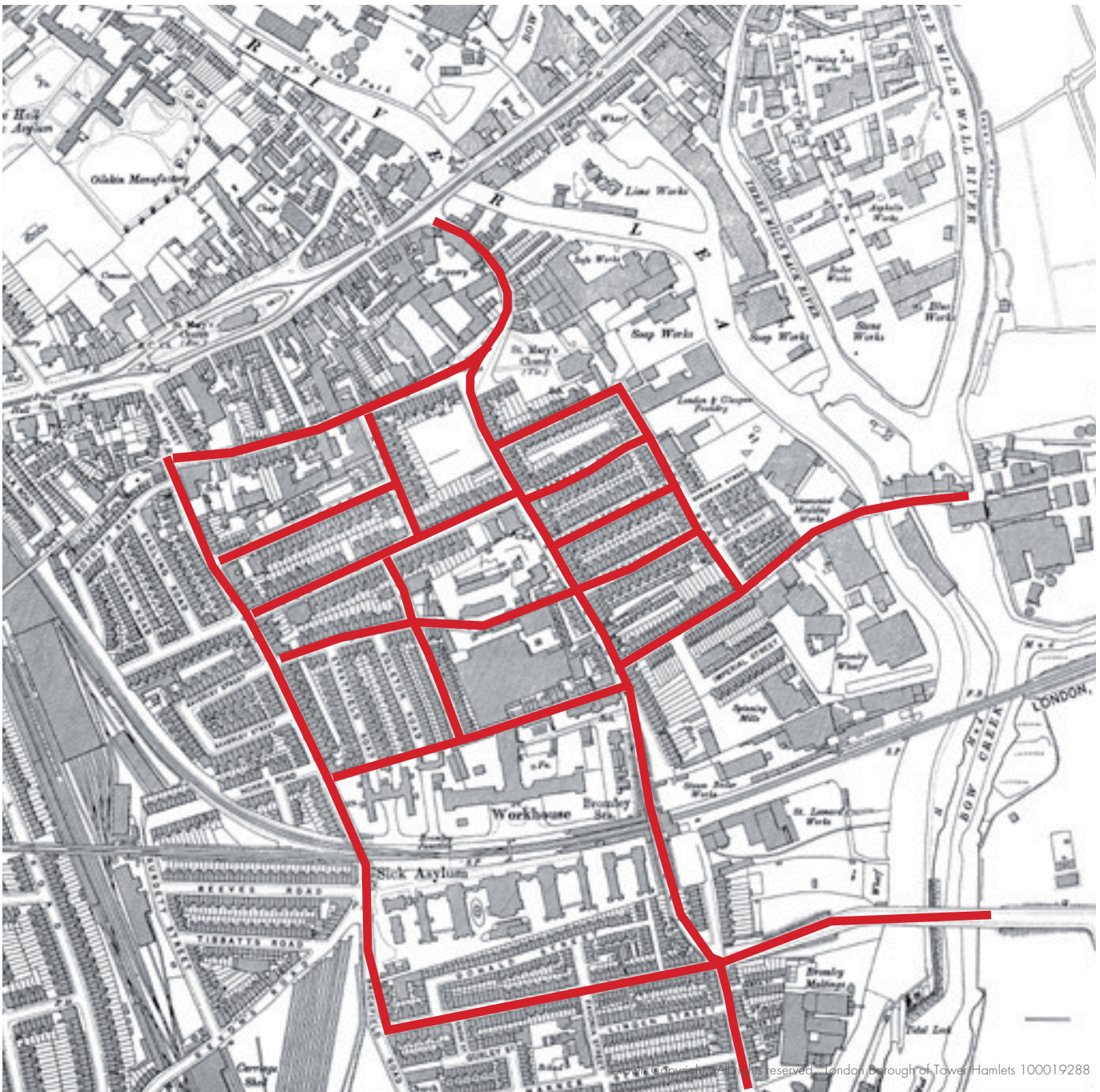
1. Setting clear **design principles** for new development to create a locally distinctive place.
2. Identifying **public realm improvements** to enhance the area's permeability and pedestrian and cyclist environment.
3. Making Bromley-by-Bow a **greener** place and ensure the areas green infrastructure is designed to deliver a multiplicity of functions.
4. Enhancing the **cultural diversity** of the area.
5. Enhancing the **waterfront**, opening up the River Lea for recreation, access and biodiversity benefits.



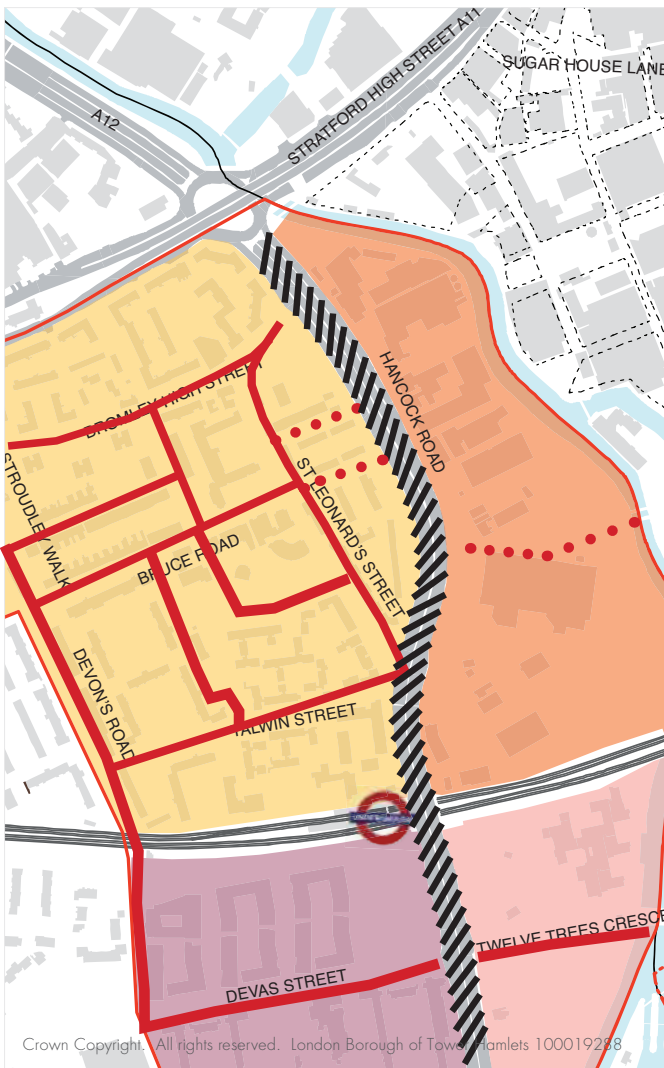
Three Mills provides a unique backdrop to the waterfront which is a major asset for the area



2.1 SETTING THE SCENE



Bromley-by-Bow 1893



Bromley-by-Bow, 2011

Comparison of the 1893 and 2011 plans highlights the impact of the A12 and associated infrastructure has severed the historic pattern of east-west connections

2.1.1 Historic Context

The area originated as a hamlet consisting of a few cottages settled around a village green and pond. By the beginning of the 19th century, the area went through a rapid process of industrialisation due to its proximity to the River Lea. By the mid 1800s, the area had expanded as a series of linear terraces of yellow brick houses, interspersed with factories and institutions as well as a continuous ribbon of industry along the riverfront. Extensive bombing in WWII, post-war housing redevelopment and the re-engineering of local streets to accommodate the A12 has had a major impact on the area. As shown on the adjacent plan, the arrival of the A12 necessitated the development of heavily engineered solutions such as the Twelvetrees Crescent gyratory.

The area's evolution has created a complex web of legacies of significant value such as the street pattern west of the A12, adjacent listed buildings, conservation areas and the waterfront. It has also created elements to be addressed such as the commercial and industrial setting to the east of the A12 and post-war residential typologies.

2.1.2 Bromley-by-Bow Today

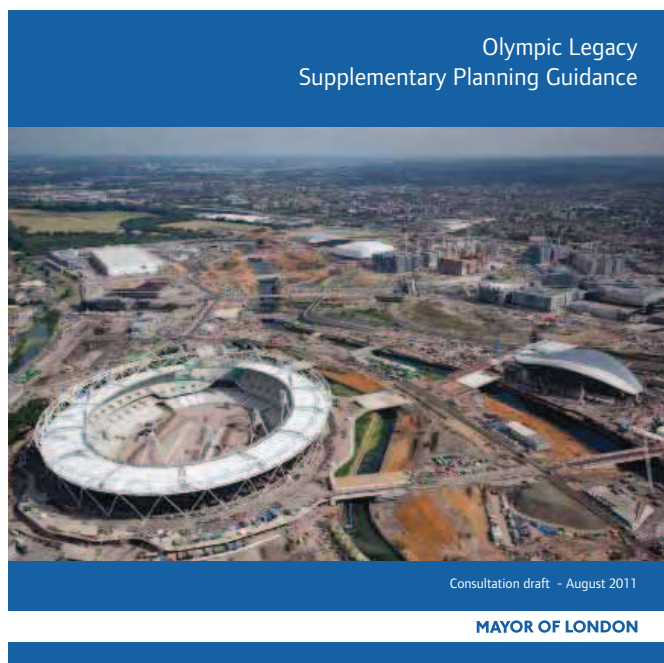
Bromley-by-Bow has an established residential community which benefits from a rich cultural and ethnic character. The area is characterised by lower than average household incomes, a low proportion of owner-occupied households and a high proportion of affordable tenures.

Although commercial activity continues to play an important role in the area, there has been a shift from low grade employment uses towards a greater mix of uses with new housing. Although the focus has shifted away from industry, the natural and man-made features which gave the area such a competitive industrial advantage have also influenced the character and quality of contemporary development. For example, the waterfront offers an attractive environment for new housing, and the A12 exacerbates barriers between the different parts of the neighbourhood.

2.1.3 Regional and Sub-Regional Policy Guidance

Bromley-by-Bow is situated within the Lower Lea Valley which is designated as an Opportunity Area in the London Plan. The London Plan identified the Lower Lea Valley as the main focus for regeneration and development in East London driven by the location of the 2012 Olympic and Paralympic Games at the heart of the Valley alongside Stratford City.

The Mayor of London is preparing Strategic Planning Guidance (SPG) for the wider area around the Olympic Park which includes part of the Bromley-by-Bow Masterplan boundary. The draft Olympic Legacy SPG was published for consultation in September 2011, and will set out a strategic vision across this part of the Lower Lea Valley. The OLSPG will help to inform the more detailed guidance in the Masterplan.



Olympic Legacy SPD (Draft for consultation, 2011)



London Plan (2011)

2.1.4 Position in the Local Development Framework

The Tower Hamlets Core Strategy Development Plan Document (DPD) was adopted in 2010 and defines a Borough-wide spatial strategy and planning principles, including specific guidance for the Bromley-by-Bow neighbourhood.

This Masterplan expands on the guidance in the Core Strategy and will be adopted as a Supplementary Planning Document (SPD). The Masterplan explains how the key objectives established in the Core Strategy for the Bromley-by-Bow area could be delivered, by providing an extra level of detail. The Masterplan SPD should be read alongside other documents in the Local Development Framework including the Site and Place Making DPD and the Development Management DPD which are currently under preparation.

The Managing Development DPD will identify sites in the Bromley-by-Bow area, which are required to

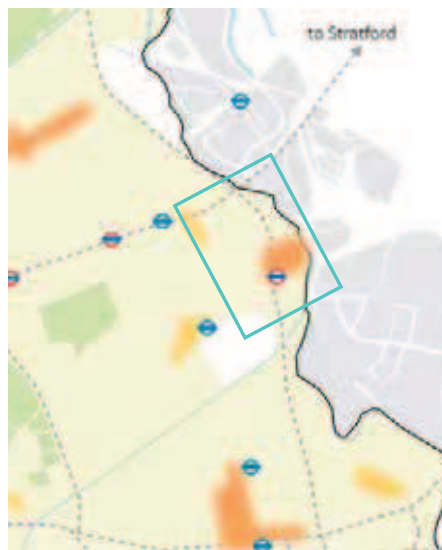
deliver new infrastructure, including; a Idea Store; a primary and secondary school; district heating facility; strategic open space and; large scale housing development. The DPD also identifies boundaries for the new Bromley-by-Bow district centre, Stroudley Walk neighbourhood centre and transport interchange around Bromley-by-Bow station, which would be used to implement specific policies relating to uses and activities. These proposed sites and geographical boundaries have been captured in the Masterplan to guide and co-ordinate delivery in the area.

The Managing Development DPD will also set out detailed policies to ensure individual development proposals will help to deliver the Core Strategy vision for the borough, as well as respond appropriate to their local surroundings.

The Masterplan SPD has been produced to be in conformity with relevant policies in the London Plan, OLSPG, Tower Hamlets Core Strategy and other LDF documents.



Safe streets and spaces (Core Strategy, 2010)

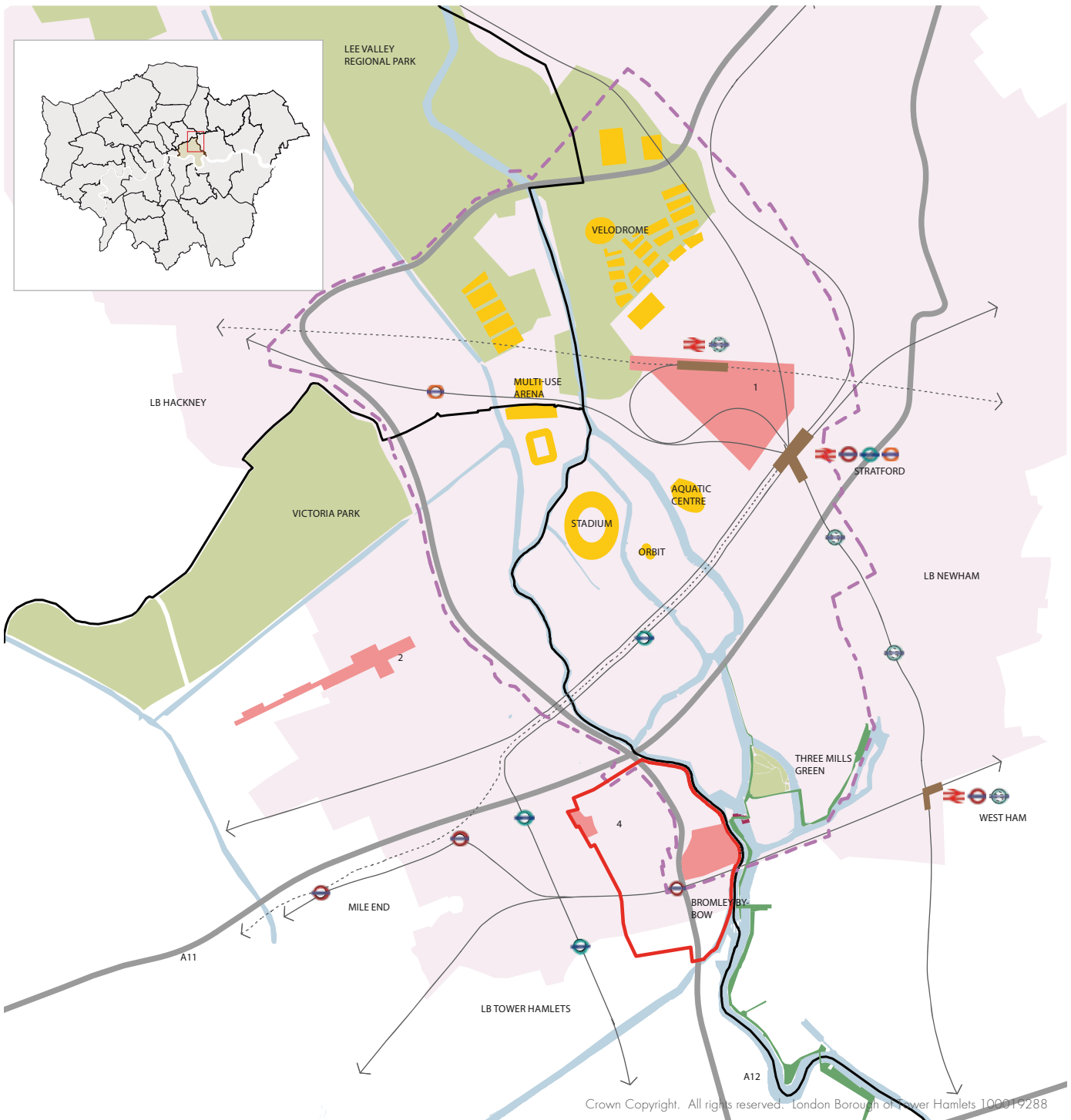


Town centres (Core Strategy, 2010)















Green Grid (Core Strategy, 2010)

2.2 REGIONAL LOCATION



Strategic location plan (London Borough of Tower Hamlets location illustrated in inset plan)

2.2 REGIONAL LOCATION

-  Borough boundary
-  Masterplan boundary
-  Mayoral Development Corporation
-  Water courses
-  Olympic Legacy SPG area
-  Town centres;
 - 1 Stratford City Town Centre
 - 2 Roman Road District Centre
 - 3 Bromley by Bow District centre
 - 4 Stroudley Walk Neighbourhood centre
-  Lea River Park
-  Key green spaces
-  Main Roads
-  National Rail London underground
-  Train stations
-  Transport hub



Olympic Park and Canary Wharf

2.2.1 Lower Lea Valley Context

The Lower Lea Valley has been promoted as a priority for regeneration and investment by the local London Boroughs and the London Mayor – a policy position which was supported by the successful bid to host the 2012 Olympic and Paralympic Games.

The Bromley-by-Bow neighbourhood lies in the eastern part of the London Borough of Tower Hamlets to the south of Stratford and either side of the A12. This is an area of significant regeneration potential and offers a series of waterfront sites by the Lea River and Canals and smaller infill and estate renewal opportunities in the neighbourhood to the west.

The study area offers access to major existing London employment centres at Canary Wharf, the City of London and the West End. Significant new local employment is expected to be generated at Stratford City. Bromley-by-Bow is also in close proximity to a network of existing town centres that provide a range of services and uses to local residents, including Roman Road, Stroudley Walk and Chrisp Street.

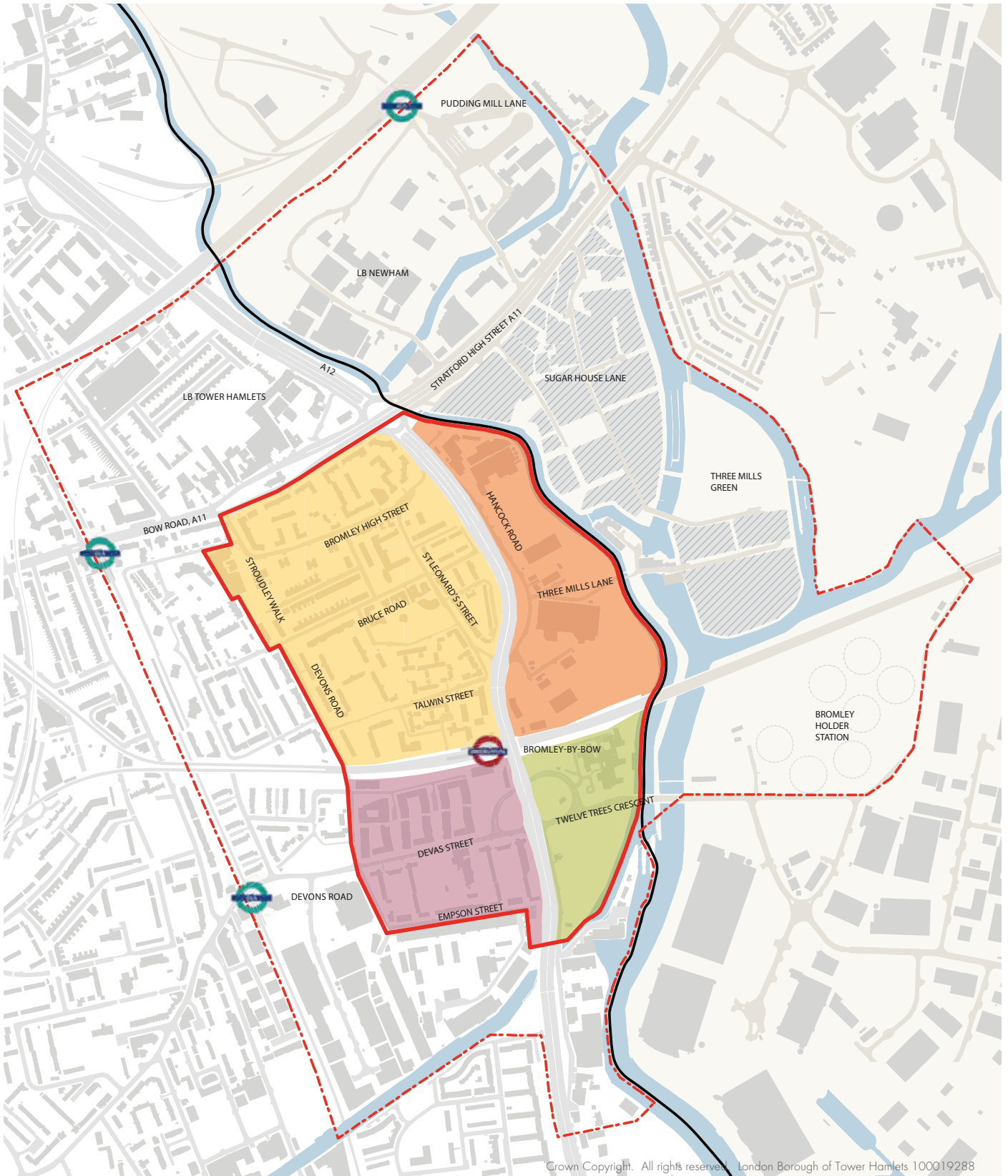
2.2.1 Mayoral Development Corporation

The Mayor recently published his proposals to create a Mayoral Development Corporation to coordinate planning and regeneration priorities and deliver the Olympic Legacy. The boundary includes part of the area defined by the Masterplan Boundary, and includes the following sites:

- The Bromley-by-Bow area (i.e. the land that lies south of the A11 flyover bounded by the A12, the river and the railway line which includes the new District Centre).
- Bromley-by-Bow Underground Station and the land to the south of Talwin Street which includes William Guy House.
- The A12 north of the railway line and the streets / public realm to the west of the A12 which immediately abuts this strategic road infrastructure.
- The A11 flyover and Bow Interchange.










The Council will work closely with the MDC to ensure the successful delivery of the Legacy and to maximise the benefits for local communities. The Masterplan will be an important tool for the MDC in planning and managing future development in the MDC area.

2.3 THE MASTERPLAN BOUNDARY



Masterplan boundary and wider study area

2.3 THE MASTERPLAN BOUNDARY

-  Borough boundary
-  Masterplan boundary
-  London Borough of Newham
-  Draft Sugar House Lane and Three Mills Land Use and Design Brief
-  Wider Masterplan boundary
-  North East Quadrant
-  South East Quadrant
-  South West Quadrant
-  North West Quadrant



Stroudley Walk, North-West quadrant



Bromley-by-Bow North, North-East quadrant



Twelvetyrees Crescent, South-East quadrant



St Andrews, South-West quadrant

2.3.1 Core Masterplan Boundary

The area defined as the core boundary is bisected north-south by the A12, and east-west by the c2c London to Shoeburyness line and the District / Hammersmith and City London Underground line.

The area straddles the A12 Blackwall Tunnel Northern Approach to the south of Bow interchange. Although the A12 is an important strategic route, it forms a major physical and psychological barrier in Bromley-by-Bow.

These barriers produce four main quarters which meet at Bromley-by-Bow station as follows:

- **North-east quadrant**– employment and retail location bounded by the River Lea to the east, the A12 to the west and the rail line to the south.
- **North-west quadrant**– predominantly a residential neighbourhood situated to the north of the rail line, west of the A12 and south of Bow Road, bounded to the west by the neighbourhood centre at Stroudley Walk.
- **South-west quadrant**– mixed use neighbourhood including residential and employment uses bounded by Empson Street to the south and Devons Road to the west.
- **South-east quadrant** – a series of sites, largely in public ownership bounded by the Limehouse Cut to the east in a range of uses including residential, employment and vacant.

2.3.2 Wider Masterplan Boundary

The wider Masterplan boundary includes the residential and employment land to the west bounded by the DLR line running south from Bow Church and two key areas in the London Borough of Newham; Sugar House Lane and Three Mills and the Bromley Holder Station. These sites have a close relationship with Bromley-by-Bow and their consideration will help to address the issue of integration.

The sites in the wider area will also need to contribute to identified projects in the core Bromley-by-Bow area, such as bridge connections, improvements to increase the capacity of Bromley-by-Bow station and community facilities.

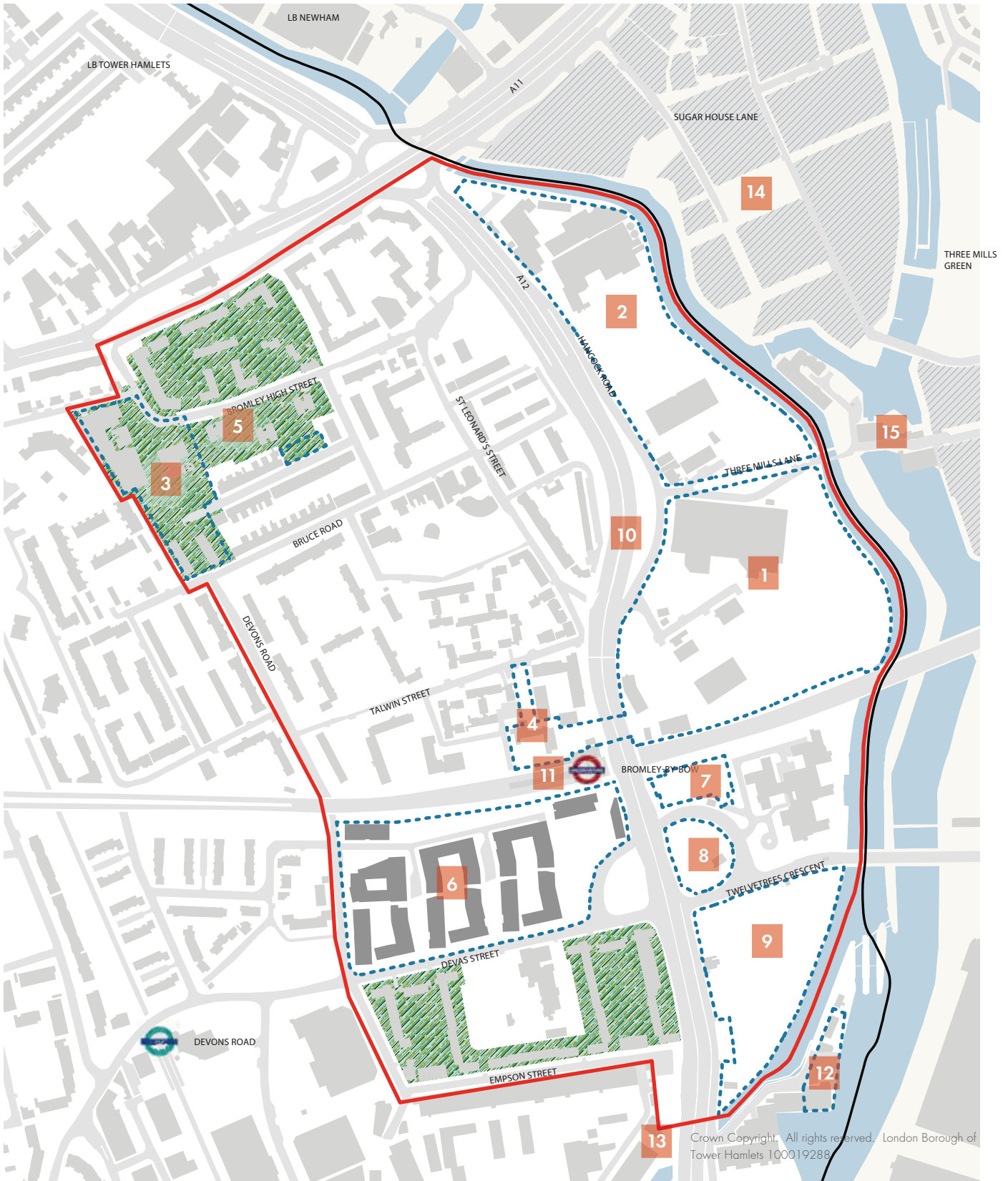


BROMLEY-BY-BOW
TODAY / TOMORROW
CHALLENGES & OPPORTUNITIES







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3.1 CURRENT SCHEMES



Overview of current schemes and initiatives

	Borough boundary
	Masterplan boundary
	Wider Masterplan boundary
	Draft Sugar House Lane and Three Mills Land Use and Design Brief
	Areas/sites anticipating major or incremental physical change
	Estate regeneration improvements

3.1.1 Core Masterplan Area

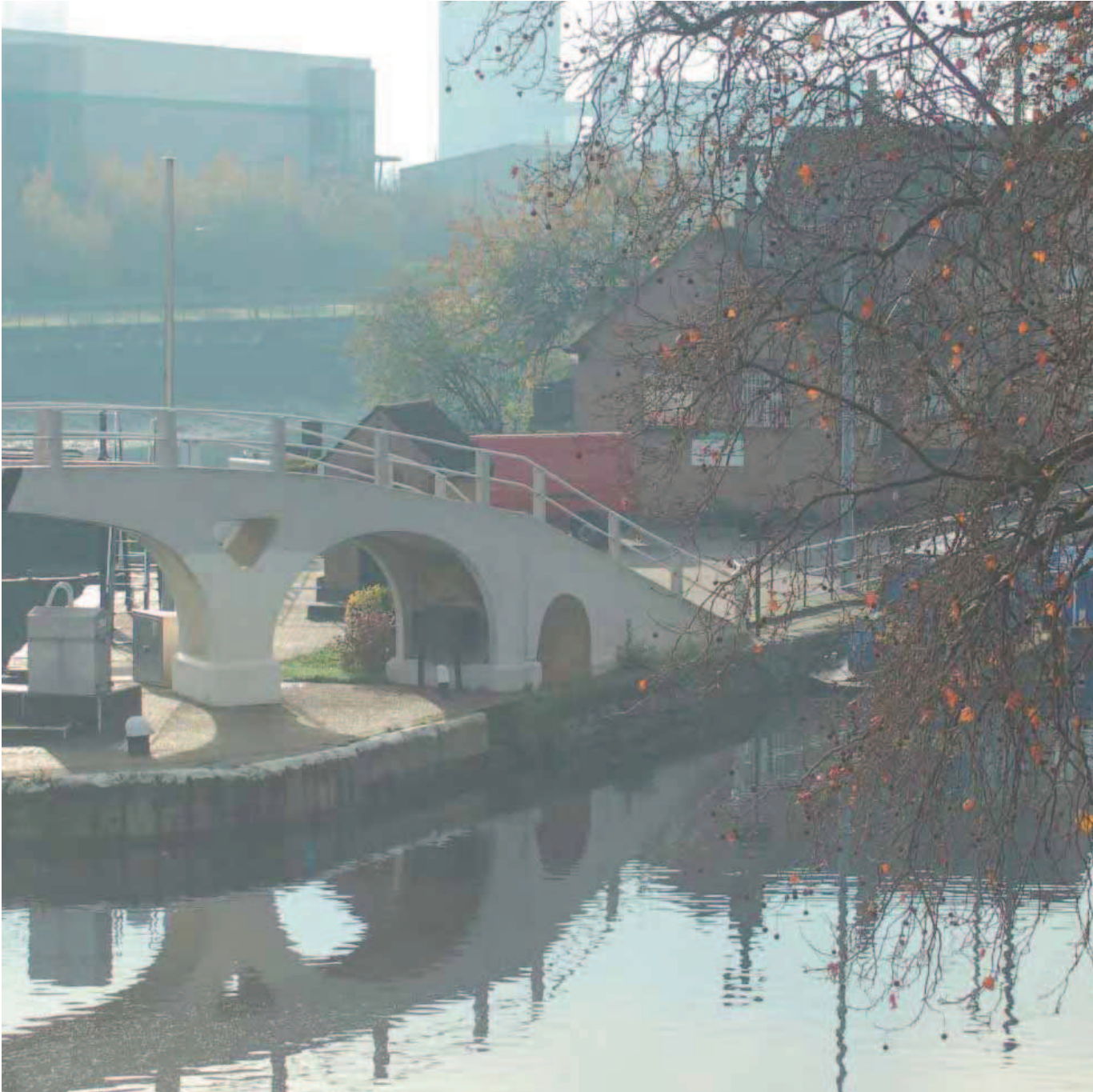
A number of sites are coming forward in the study area as follows. All new developments coming forward will have to consider their wider impacts and implications on neighbouring boroughs.

1. **Bromley-by-Bow South:** Part full / outline consent granted for the area south of Three Mills Lane in July 2010. A new District Centre comprising foodstore, shop units, IDEA store, primary school, housing, open space and significant accessibility improvements.
2. **Bromley-by-Bow North:** Proposal for residential and commercial uses has been submitted.
3. **Stroudley Walk:** Part full / outline application submitted for approximately 130 residential units, retail and community uses alongside public realm improvements.
4. **William Guy House:** Feasibility work undertaken by Gateway Housing. Focus for the site is to ensure a comprehensive redevelopment that reconfigures the car park to create a new public space which will link to the new District Centre and provide a setting for the new at-grade station entrance..
5. **Poplar HARCA sites adjacent to Bromley High Street:** Various proposals for refurbishment / selective redevelopment of housing.
6. **St Andrews:** The St Andrews Hospital redevelopment is consented and will comprise 974 dwellings, health facilities and a community centre, with phases 1 and 2 complete and phase 3 underway.
7. **LDA site:** Site identified by LDA for redevelopment.
8. **Twelvetrees Crescent site:** Planning approval for a 100 bed hotel and associated access and landscape improvements.
9. **Bow Locks / Coventry Cross East:** Potential secondary school site.
10. **All movements junction at District Centre:** All-movements junction and subway improvements are a requirement of the development of the District Centre.
11. **Bromley-by-Bow Station:** LTGDC and TfL are preparing outline designs for the enhancement of Bromley-by-Bow station with a view to developing a detailed scheme for phased implementation.

3.1.2 Wider Masterplan Area

12. **Gillender Street:** Emerging proposal for mixed use development.
13. **Twweed House:** Proposal submitted for redevelopment of Tweed House by Poplar HARCA.
14. **Sugar House Lane and Three Mills:** Draft Land Use and Design Brief prepared to steer development proposals and assessment. Capacity for 1,800 residential units including family housing, creative enterprises, local convenience retail facilities, public realm and highways interventions including a new junction with Stratford High Street and bridge connections to Bromley-by-Bow.
15. **House Mill and Millers House:** The River Lea Tidal Mill Trust has proposals to restore House Mill and Millers House as a major heritage, leisure and educational resource with the support of Heritage Lottery Fund and other partners.

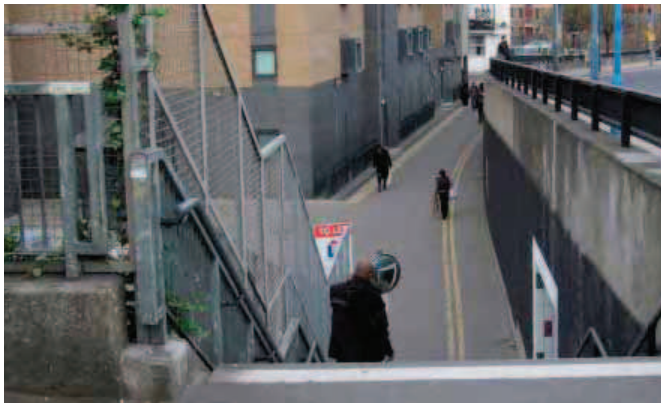
3.2 CHALLENGES AND OPPORTUNITIES



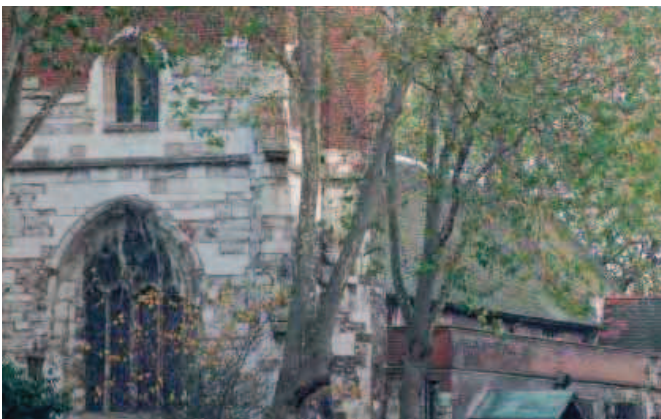
Looking south from Twelvrees Bridge - the waterfront setting is a major asset and an opportunity



Meeting needs: Community facilities like the Bromley-by-Bow centre play a valuable role



Improving connections: Poor access from the station



High quality neighbourhood: St Mary's Church, a key heritage asset and local landmark

3.2.1 Overview

The purpose of this chapter is to describe the challenges that face Bromley-by-Bow, and highlights the opportunities to improve the area.

The analysis of challenges and opportunities is structured as a series of topics under the three themes identified in chapter 1 as follows:

THEME 1: DELIVERING HOUSING AND MEETING NEEDS:

- Existing land uses and ownership
- Social and community facilities

THEME 2: IMPROVING CONNECTIONS:

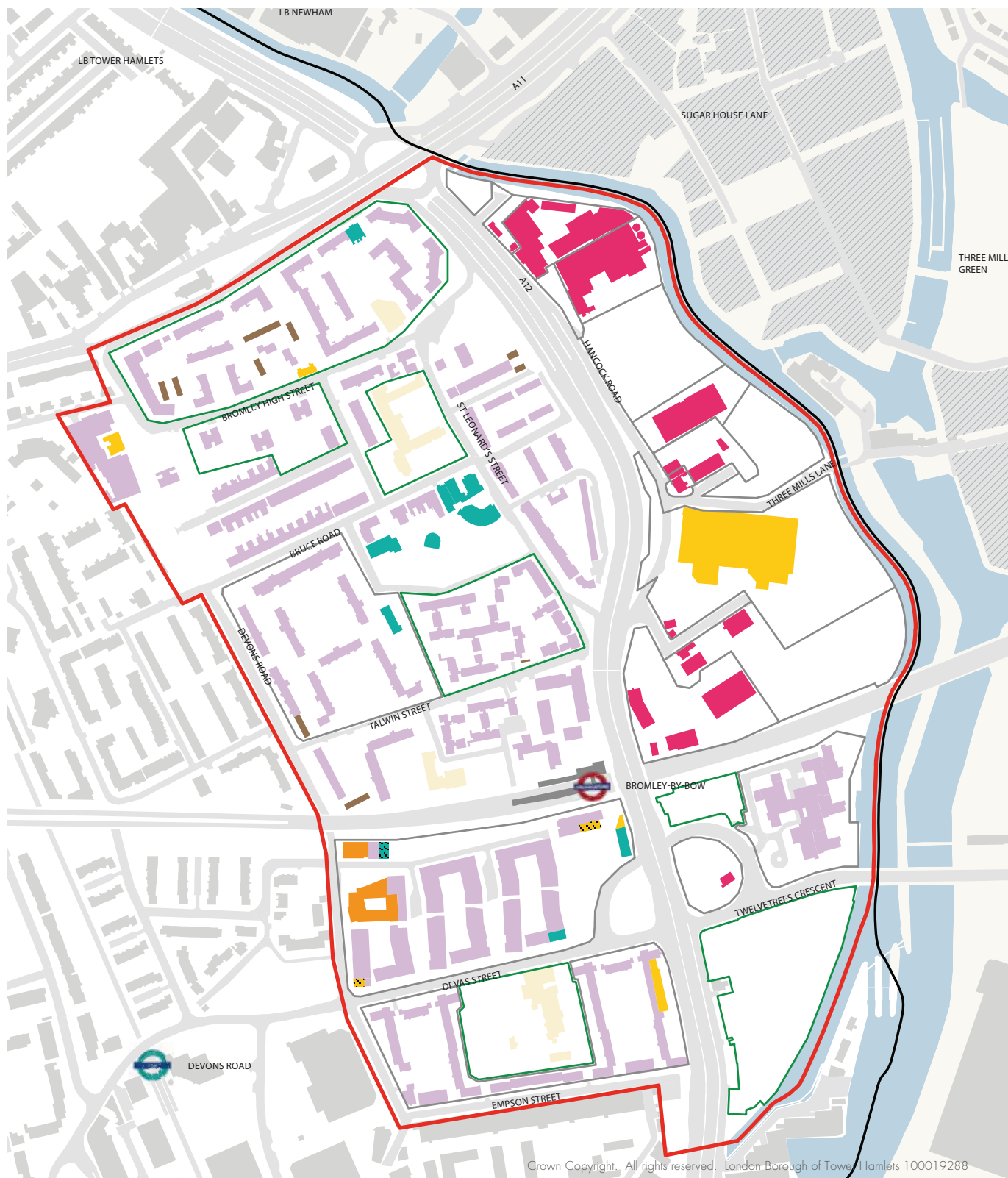
- Constraints and infrastructure
- Transport and connections

THEME 3: CREATING A HIGH QUALITY NEIGHBOURHOOD:

- Heritage assets
- Building heights
- Public realm and open space











Following this review, section 3.3 summarises the solutions and key interventions that respond to the analysis of challenges and opportunities.

THEME 1: DELIVERING HOUSING AND MEETING THE NEEDS FUTURE RESIDENTS, BUSINESSES AND VISITORS



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Land use and ownership patterns (illustrating existing uses)

	Borough boundary
	Masterplan boundary
	London Borough of Newham
	Draft Sugar House Lane and Three Mills Land Use and Design Brief
	Residential
	Residential uses on upper floors
	Health
	Education
	Transport (Bromley-by-Bow station)
	Civic / Community / Religious
	Retail
	Commercial / Industrial
	Garages
	Public land ownership boundary
	Private or other ownership boundary

3.2.2 Existing Land Uses and Ownership

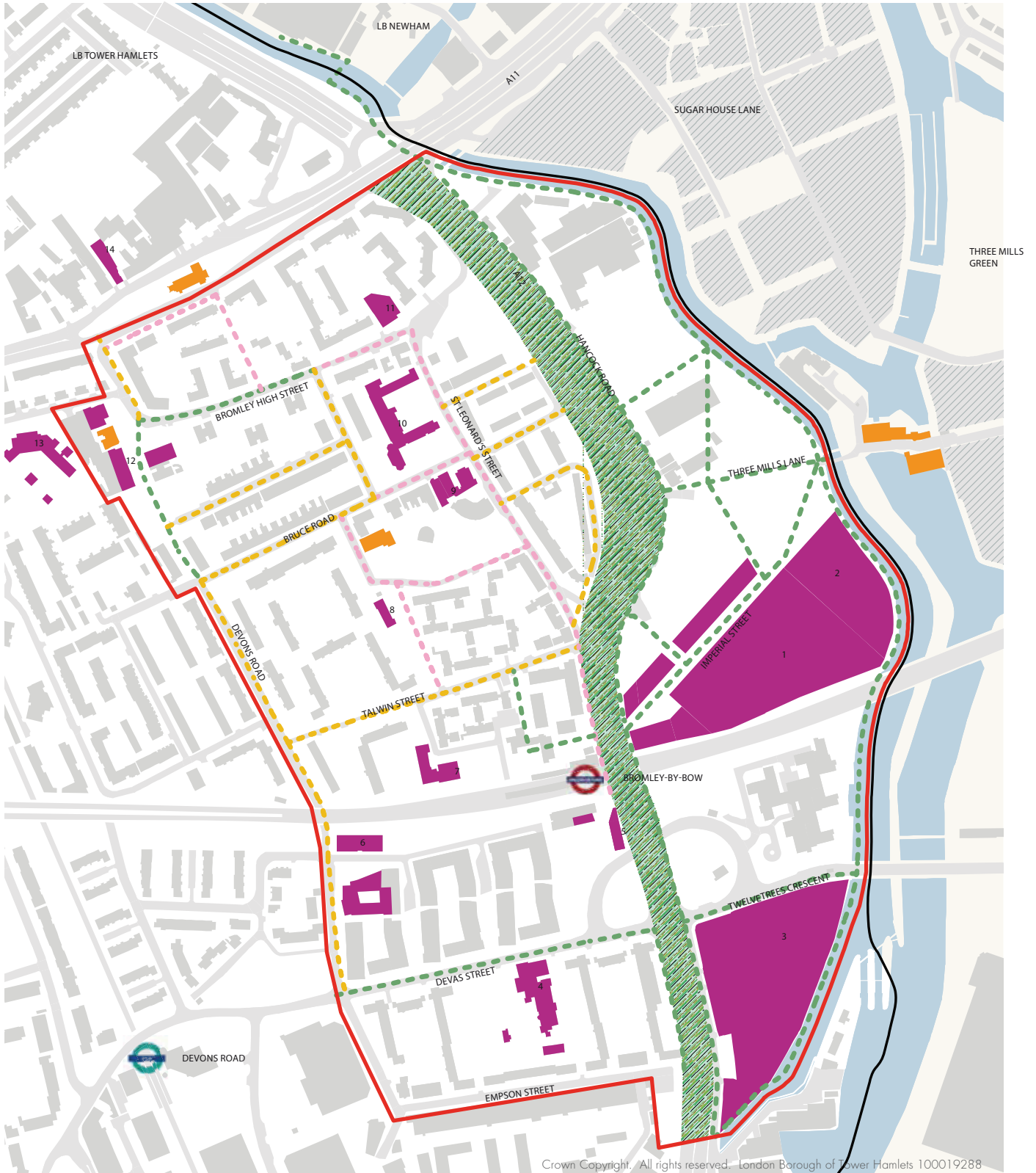
This plan describes the current pattern of land use and the ownership boundaries in the Masterplan area. The plan illustrates existing uses. It should be noted that some buildings in the central part of the Bromley-by-Bow North site have now been demolished.

CHALLENGES:











- **Land use:** The current pattern of land uses adds to the severance caused by the A12 and the railway. The area to the west of the A12 is well-established as a residential community and also includes a good mix of shops, community services and employment uses. In contrast, the north-eastern and south-eastern quadrants do not feel like they are part of the neighbourhood as they do not have any residential uses and are generally lacking in accessible community amenity uses.
- **Land ownership:** The area north of the railway and west of the A12 has a complex ownership pattern which means that sites are less likely to come forward comprehensively.

OPPORTUNITIES:

- **New mix of uses:** The Core Strategy sets a context for a more appropriate mix of uses including housing, a new District Centre, a primary school and a secondary school in the area.
- **Partnership and delivery:** There is an opportunity for public and private sector partners and landowners to coordinate and deliver comprehensive development. This SPD gives partners and landowners a common understanding for the delivery of key redevelopment sites.
- **Council ownership:** The Bow Locks / Coventry Cross East site is in Council ownership and is therefore an opportunity for the delivery of a new secondary school which is a Council priority.



Social and community facilities - Analysis of opportunities and constraints

-  Borough boundary
 -  Masterplan boundary
 -  London Borough of Newham
 -  Draft Sugar House Lane and Three Mills Land Use and Design Brief
 -  Unique high quality or historic buildings
 -  Key local attractors such as shops and schools creating busy routes between them and should have good quality public realm
- 1 Proposed District Centre
 - 2 Proposed primary school
 - 3 Possible secondary school
 - 4 Marner Primary School
 - 5 Proposed community centre
 - 6 Proposed community centre
 - 7 Ian Mikardo Secondary School
 - 8 Community Centre
 - 9 Bromley by Bow Centre
 - 10 Old Palace Primary School
 - 11 Bow Childcare
 - 12 Stroudley Walk neighbourhood centre
 - 13 St Agnes Primary School
 - 14 Bow Arts Trust
-  Existing roads with generally pleasant character and frontages
 -  Existing routes where improvements are desirable to respond to heavy pedestrian use
 -  Future developments need to provide attractive frontages along these routes
 -  Green infrastructure improvements along the A12

3.2.3 Social and Community Facilities

The adjacent plan illustrates the location of key social and community facilities and important local routes in relation to the neighbourhood centre at Stroudley Walk and the new District Centre.

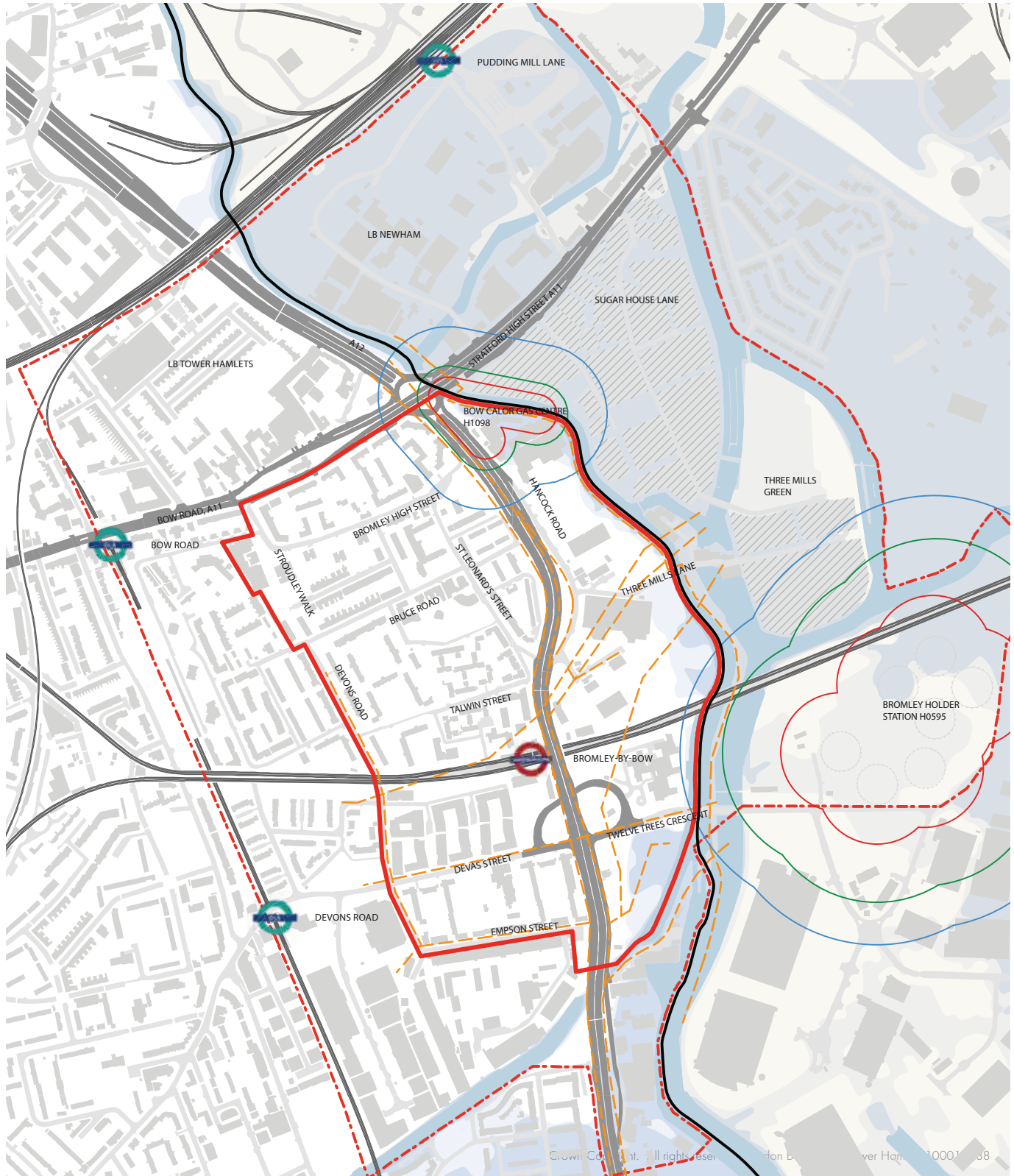
CHALLENGES:

- **Meeting current and future needs:** This Masterplan envisages significant growth in the number of dwellings which will place pressure on existing community, health and educational facilities. The Core Strategy (2010) identifies Bromley-by-Bow as an area of search for healthcare facilities, a new primary school and a new secondary school.
- **Cumulative impact of development:** Pressures will also come from growing numbers of people as part of developments in London Borough of Newham.
- **Environmental conditions:** Aside from the existing foodstore, the area to the east of the A12 is dominated by employment uses and does not feel like a welcoming neighbourhood.















OPPORTUNITIES

- **Educational facilities:** To meet future demand and population growth, there is a clear opportunity to provide new education facilities in the area.
- **Community and health facilities:** New health and community facilities will be delivered at St Andrews. Additional opportunities for community facilities will also arise through the redevelopment of Stroudley Walk and the District Centre. Where appropriate, facilities such as the new primary school and secondary school could be used for community activities in the evening. New facilities should complement and not adversely affect those already available or proposed within the surrounding area.
- **New District Centre:** The improvement of the area will be driven by the delivery of a new District Centre which will include a new primary school and community facilities for residents.
- **S106 contributions:** There is an opportunity to draw on S106 contributions to assist in the delivery of new facilities, in relation to developments within the core and wider boundaries.

THEME 2: IMPROVING CONNECTIONS



Analysis of constraints created by infrastructure and constraints

	Borough boundary
	Masterplan boundary
	London Borough of Newham
	Draft Sugar House Lane and Three Mills Land Use and Design Brief
	Broader study area boundary
	Water courses
	Major Road
	Rail lines
	Bromley by Bow Station
	DLR stations
	HSE Consultation Zones; Inner / Middle / Outer
	Flood zone 2 (LBTH SFRA)
	Flood zone 3 (LBTH SFRA)
	Existing utility infrastructure - principal arteries across the masterplan area (indicative only)

3.2.4 Constraints and Infrastructure

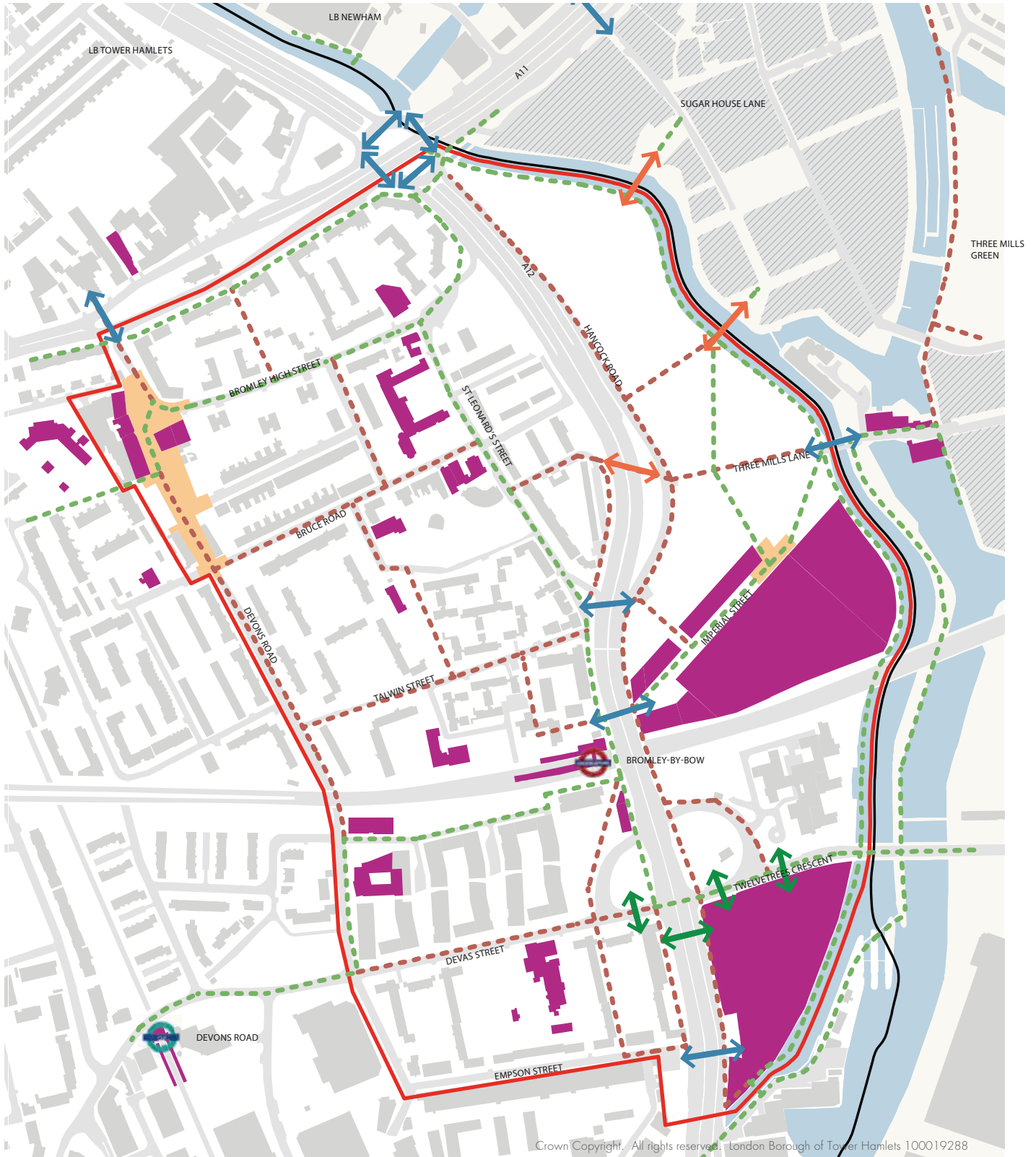
The adjacent plan highlights the principal barriers and infrastructure that have an impact on the Masterplan area.

CHALLENGES:

- **Impact of the A12:** The A12 is a strategically important London Road Network allowing traffic to move around the City. It is particularly important in light of the level of development in East London. However, it has a major physical and psychological impact, making the areas either side feel unconnected and preventing easy movements from east to west in London Borough of Tower Hamlets and London Borough of Newham. A key challenge is altering the balance of road space to reduce the dominance / severance of the A12, whilst also seeking to improve public transport and connections. There are also a number of challenges to the implementation of new crossings over the A12 (at grade or as bridges).
- **Impact of over-engineered road solutions:** Areas such as Bow Interchange and the Twelvetrees Crescent gyratory are characterised by poor pedestrian environments which are unsafe, illegible and challenging to negotiate.
- **Impact of rail infrastructure:** Rail infrastructure provides a barrier to north-south movement.
- **River Lea Navigation:** The deficiency of bridge connections over the river causes severance which makes the connection of communities on either side of the river challenging.
- **HSE consultation zones:** The gasholder site and Bow Calor Gas Centre are important constraints as the consultation zones associated with HSE guidance could have an impact on the scale and type of development proposed.
- **Flood risk:** Areas of flood risk require careful consideration.

OPPORTUNITIES:

- **Improve connections:** Opportunities exist to improve connections across the A12, railway and canal, to create better east-west connections.
- **Waterfront and towpath:** There is an opportunity to create a continuous route along the River Lea, improving connections to adjacent sites.



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Opportunities to improve pedestrian and cycle movement

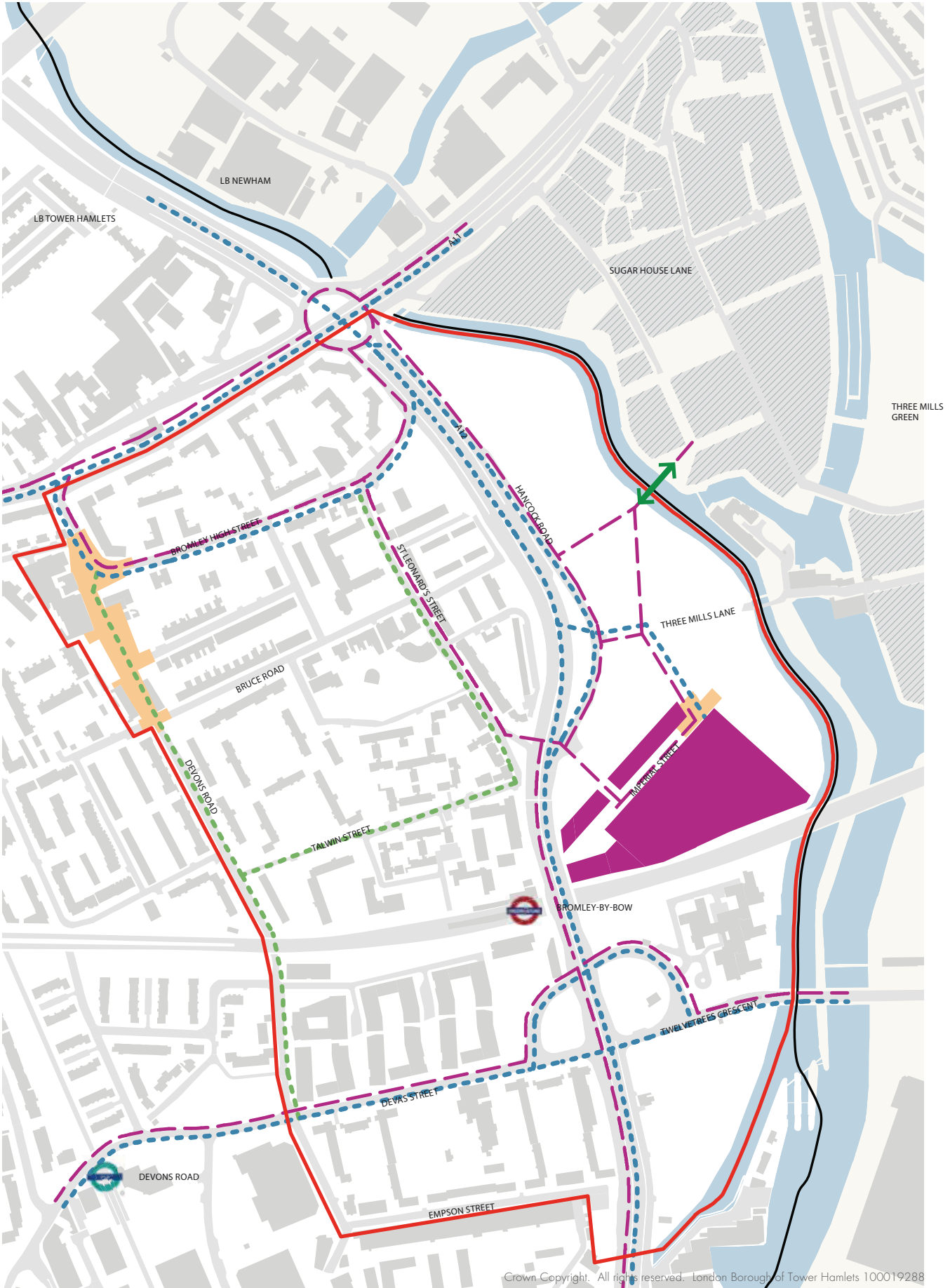
	Borough boundary
	Masterplan boundary
	London Borough of Newham
	Draft Sugar House Lane and Three Mills Land Use and Design Brief
	New / improved priority pedestrian / cycle routes
	New / improved priority pedestrian routes
	Proposed pedestrian A12 junction / river crossings
	Improvements to existing pedestrian provision required
	New pedestrian crossing and footpaths required to enable comfortable access to Bow Locks / Coventry Cross East site
	Area where proposed access road to create improved pedestrian and cycle environment, with minimal kerb upstand and / or raised tables
	Existing and future attractors generating popular pedestrian and cyclists routes across the area

3.2.5 Transport and Connections











The adjacent plan identifies the opportunities to resolve challenges associated with walking and cycling in the Masterplan area. Opportunities and challenges relating to vehicle movements are illustrated on the following page.

CHALLENGES:

- **Poor access to station:** Bromley-by-Bow is characterised by very limited access and routes to and from the Underground station.
- **Connections across the A12 and the River Lea:** The crossings under the A12 are not attractive and feel unsafe. The A12 itself suffers from a narrow central reservation and a height difference of up to 2m between each carriageway. Twelvetrees Bridge is currently the only public bridge across the River Lea between the A11 and A12 in the area. Crossings and bridges will need to be agreed with TfL and British Waterways to minimise impact on traffic and the waterways environment.
- **Pedestrian and cycle environment:** Parts of Bromley-by-Bow, particularly the area to the east of the A12 have a poor street environment and have a general lack of pedestrian routes. There is also a general lack of cycle parking facilities in the area.
- **Industrial access to and from the A12:** There are a lack of points of access to and from the A12, particularly for industrial vehicles entering the area east of the A12. Poor access may encourage trips through residential streets.
- **Heavy traffic along Devons Road / Devas Street:** The extent of vehicle movements along Devons Road and Devons Road (particularly Heavy Goods Vehicles) produces an unattractive route to both Bromley by Bow and Devons Road stations.
- **Street furniture and materials:** There is an overuse of roadside railings in a number of locations including the north end of Stroudley Walk and east end of Bromley High Street. In many instances, traffic signs cause pavement obstructions (e.g. A12 by Bromley High Street).
- **Accessing Twelvetrees Crescent and Bow Locks / Coventry Cross East:** It will be challenging to balance the need for vehicle capacity with the aspiration to promote attractive and sustainable transport options in the south-east quadrant. This is exacerbated by significant freight movements on the A12 to and from ProLogis Park via Devons Road / Devas Street.
- **Bus routing:** Opportunities exist to enhance the current north-south section of the network. Due to the barriers to movement, buses can only serve parts of the area in one direction.



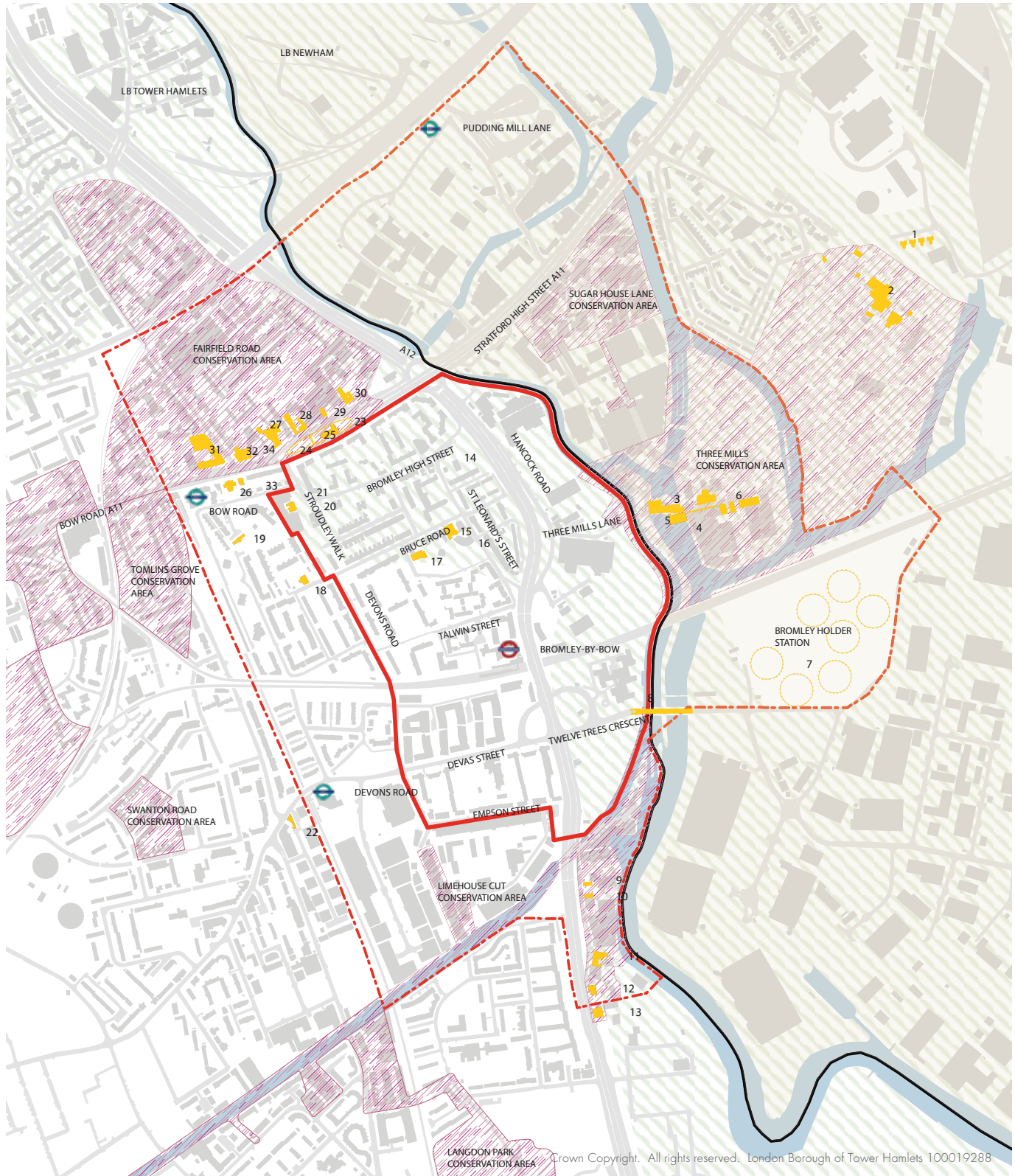
Opportunities to improve vehicular movement

	Borough boundary
	Masterplan boundary
	London Borough of Newham
	Draft Sugar House Lane and Three Mills Land Use and Design Brief
	Priority private car routes
	Priority Heavy Goods Vehicle routes
	Bus routes
	Proposed vehicular bridge across the river
	Area where proposed access road to create improved pedestrian and cycle environment, with minimal kerb upstand and / or raised tables
	Key future attractor for local pedestrian shoppers and people driving to the site

OPPORTUNITIES:

- Balance the strategic role of the A12:**
 Opportunities exist to improve connections and introduce a new at-grade link across the A12 at Three Mills Lane at Twelvetrees Crescent to create a more pedestrian-friendly environment. As highlighted above, it is important to balance these improvements with the strategic role of the A12 in terms of any impact on highways capacity against the aspiration to create as many opportunities to cross the A12 as possible.
- Improve connections along the River Lea and to the waterfront:** A key opportunity arising from the redevelopment of sites to the east of the A12 is to improve accessibility to the waterfront and along the towpath. New bridges which link to the wider area would be delivered as part of the Sugar House Lane development. Bridges need careful consideration and agreement with British Waterways to ensure the impact on the waterways and ecology is minimal.
- Improve connections / accessibility:** It is a priority to enhance the experience of walking and cycling through the area feel safer and make it more welcoming. There is a need to improve the condition of existing subways through CCTV and better lighting to improve security and safety.
- Improve signage:** There is an opportunity to improve signage in the area, linking into the Legible London scheme. This will assist with addressing the severance of the A12 and improve connections across the River Lea.
- Enhanced connections to the wider area:** As illustrated on the strategic location plan, it is important to consider how localised connection improvements have the potential to contribute to wider sub-regional improvements (for example, improved access via Stratford High Street and Sugar House Lane to Pudding Mill Lane).
- Smoothing traffic flow:** In accordance with the London Plan, there is an opportunity to smooth traffic flow as part of alterations to the highways network.

THEME 3: HIGH QUALITY NEIGHBOURHOOD



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Heritage assets

- Borough boundary
 - Masterplan boundary
 - Broader study area
 - London Borough of Newham
 - Conservation area
 - Area of archaeological priority
 - Listed and locally listed buildings/structures
- 1 116-130 Abbey Lane (Grade II)
 - 2 Abbey Mills Pumping Station (Grade II*)
 - 3 Tide or House Mill (Grade I)
 - 4 Clock Mill (Grade II)
 - 5 Paved Roadway extending from House Mill to wall on east side of clock mill (Grade II)
 - 6 Clock Mill [and 3 drying kilns] (Grade II)
 - 7 Gas Holders (Grade II)
 - 8 Twelvetrees Bridge (Grade II)
 - 9 21 - 22 Gillender Street (Locally listed)
 - 10 P B Burgoyne & Co Limited Warehouse (Grade II)
 - 11 25 - 37 Gillender Street (Grade II)
 - 12 Bromley Hall (Grade II*)
 - 13 Poplar Public Library (Grade II)
 - 14 How Memorial Gateway (Grade II)
 - 15 BbB United reformed Church (Locally listed)
 - 16 Arch against North Wall of Bromley Recreation Ground (Grade II)
 - 17 Kingsley Hall (Grade II)
 - 18 The Childrens House (Grade II)
 - 19 Drapers Almshouses and Chapel (Grade II)
 - 20 10 & 12 Stroudley Walk (Grade II)
 - 21 Rose and Crown Pub (Grade II)
 - 22 The Widow's Son Pub (Grade II*)
 - 23 St Mary's Church (Grade II*)
 - 24 Gentlemans WC adjacent to the statue (Grade II)
 - 25 St Mary's Church Island site (railings) (Grade II)
 - 26 Bromley Public Hall (Grade II)
 - 27 179 Bow Road (Locally listed)
 - 28 187-191 Bow Road (Locally listed)
 - 29 199 Bow Road (Grade II)
 - 30 223 Bow Road (Grade II)
 - 31 The former Poplar Town Hall (Bow House) (Grade II)
 - 32 163 Bow Road (Grade II)
 - 33 116 Bow Road (Grade II)
 - 34 161 Bow Road (Locally listed)

3.2.6 Heritage Assets

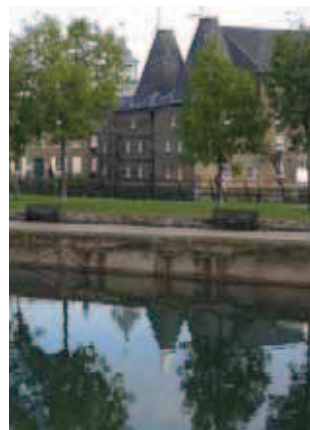
The plan opposite identifies the heritage assets within the Masterplan area and the wider boundary

CHALLENGES:

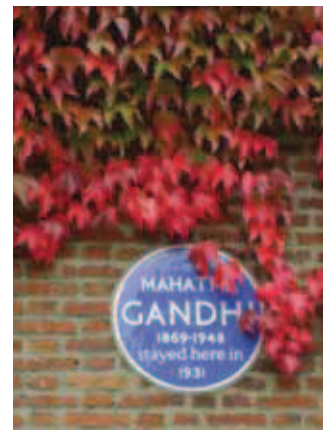
- **Conservation Area setting:** Any development within Bromley-by-Bow needs to have careful consideration for the Conservation Areas which surround the SPD boundary including Three Mills, Sugar House Lane, Fairfield Road and Limehouse Cut Conservation Areas, whose settings could be impacted by development within the SPD area
- **Land contamination:** The site has a legacy of industrial uses and new development will be required to investigate site contamination.
- **Archaeological Priority Areas:** Areas of Archaeological potential will require careful management in line with PPS5.

OPPORTUNITIES

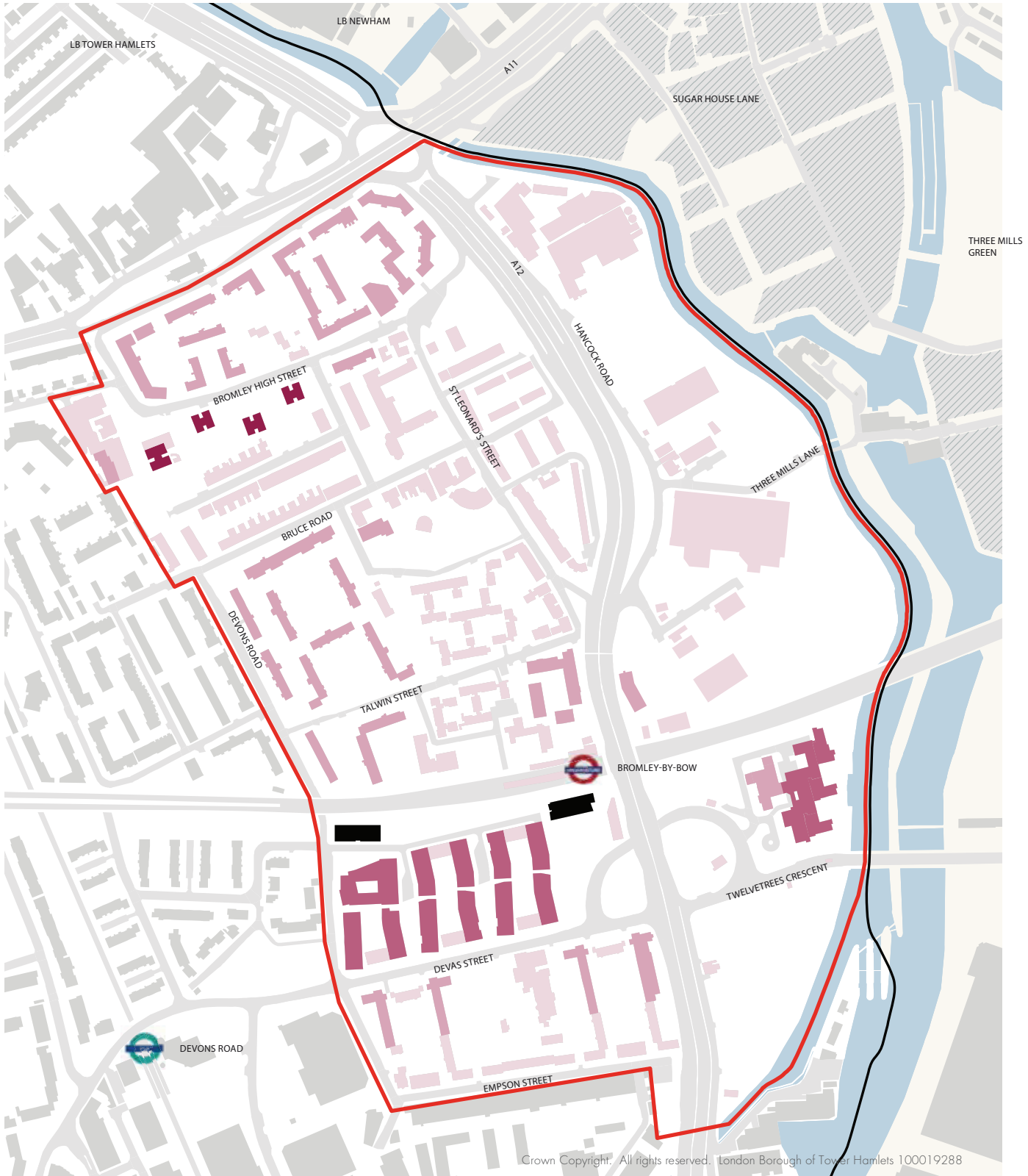
- **Protection and enhancement:** New development presents an opportunity to protect and enhance the setting of Listed Buildings and adjacent Conservation Areas.
- **Local distinctiveness:** New development will need to promote and enhance local distinctiveness and character.



Three Mills



Kingsley Hall



Analysis of building heights (existing buildings)

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3.2.7 Building Heights

CHALLENGES:

- Integrating taller buildings:** Aside from some low rise terraced housing strips, notably along Arrow Road and Bruce Road the area is characterised by mid-rise estate blocks, arranged around open green and courtyard spaces, and numerous tall tower blocks, older ones to the west and north. The St Andrews development to the south of the railway line comprises mostly 7-10 storey buildings with two very tall blocks along the railway edge, at the eastern and western edges of the development. These tall buildings help with orientation across the site, providing key landmarks. The older tall buildings are read as small clusters with a much stronger spatial quality than stand-alone buildings. A key challenge is to establish how new tall buildings are integrated, particularly in relation to issues associated with heritage as identified the heritage assets section above.

OPPORTUNITIES:

- Guidance for scale and massing:** The Masterplan presents an opportunity to ensure that future development is appropriate in terms of scale and massing in line with guidance and criteria in the Managing Development DPD. Guidance in chapter 4 identifies general design principles in relation to tall buildings (4.2) potential tall building locations where appropriate for key sites and the overall approach to massing (4.3).



St Andrews model viewed from south-west

	Borough boundary
	Masterplan boundary
	London Borough of Newham
	Draft Sugar House Lane and Three Mills Land Use and Design Brief
	Existing, new or improved priority pedestrian and cycle routes across the area requiring high quality public realm. Creating green links across the area
	Existing green public and semi-public spaces important to local network of spaces
	Existing green spaces that need improvement and better integration into neighbourhood
	Opportunity for green open space.
	New green spaces important to future local network of spaces requiring good integration into existing context
	Unique historic assets helping distinguish Bromley by Bow from other neighbourhoods and should be enhanced with good views and improved setting wherever possible
	Key local attractors generating popular movement routes across the area
	Special public realm sites requiring high quality, site specific interventions to reflect their important role in the future of the neighbourhood
	Enhancements required along towpath to attract more users
	Tree planting on both sides of the A12, signifying crossing opportunities by creating visual green links between both sides of the road.
	Linear planting along eastern edge of A12

3.2.8 Public Realm and Open Space

The adjacent plan highlights the main opportunities which respond to challenges associated with public realm and open space at Bromley-by-Bow.

CHALLENGES:

- **Open space deficiency:** As with many areas in Tower Hamlets, Bromley-by-Bow has a deficit of public open space. The area to the east of the A12 has a lack of open space and the barrier effect of the A12 exacerbates this issue.
- **Quality of public spaces and public realm:** A number of areas have a poor quality public realm including Stroudley Walk, the junction of Bromley High Street and St Leonard's Street, the station forecourt and Twelvetrees Crescent.
- **Towpath:** The towpath feels isolated and disconnected from the rest of Bromley-by-Bow.

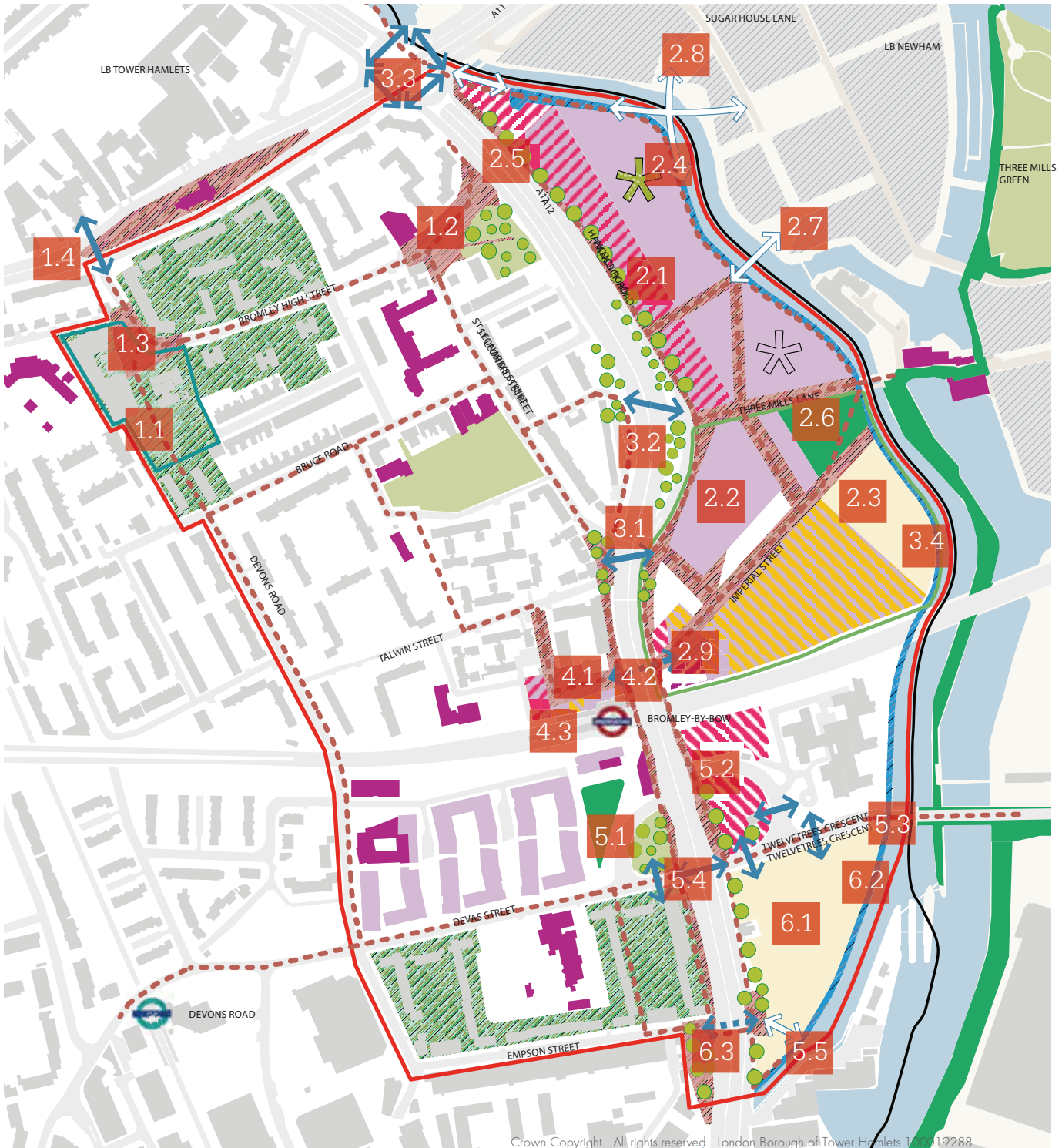
OPPORTUNITIES

- **Open spaces:** Enhance existing and deliver new accessible open spaces through development sites such as Stroudley Walk and Bromley-by-Bow North. This will help to deliver the Council's Green Grid strategy. The area's green infrastructure should be designed to deliver multiple functions.
- **Towpath:** Enhance the towpath as a place and as a connection for pedestrians and cyclists and to improve links to adjacent sites across the river. There are also opportunities to enhance biodiversity and passive surveillance of the waterway environment through the design of new development.
- **Improve crossings across the A12:** Opportunities exist to improve subways and to create at-grade crossings across the A12. It is important that the safety and security of existing subways is improved to help reduce the perception of crime. A proposal to create an at-grade crossing as part of an all-movement junction is promoted to support the delivery of the new District Centre.
- **District Centre street:** Create a new public square to enhance the new district centre and seek to extend the square via the improved subway to link into the station improvements to the west of the A12.
- **New bridge connections:** Opportunity to create a series of bridge connections to improve east-west connections across the River Lea including a new bus, pedestrian and cycle link to the southern part of Sugar House Lane, and pedestrian / cycle links to Sugar House Lane (north) and Gillender Street.

3.3 BROMLEY-BY-BOW TOMORROW: KEY INTERVENTIONS

3.3.1 Overview

This section highlights the key interventions / projects which have been identified through the analysis of opportunities and constraints in section 3.2. Further details on key delivery issues are outlined in chapter 5.



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Key interventions

3.3 BROMLEY-BY-BOW TOMORROW

Project	1: Meeting needs	2: Improving connections	3: High quality neighbourhood
1	1.1 Stroudley Walk Neighbourhood Centre: Redevelopment of neighbourhood centre with retail, community facilities and residential dwellings		
	1.2 St. Leonard's Street / Bromley High Street: Improvements to under-utilised public space		
	1.3 Stroudley Walk Public Realm: Improvements to highways and public realm associated with renewal of Stroudley Walk		
	1.4 Bromley High Street and A11: Development should contribute towards improved pedestrian crossing facilities at the junction of the A11 with Bromley High Street		
2	2.1 Bromley-by-Bow North: Redevelopment for commercial and residential uses and creation of new public open space.		
	2.2 New District Centre: New town centre with mix of uses including retail, community uses, residential dwellings and commercial uses.		
	2.3 New primary school: 2 form entry primary school		
	2.4 Towpath enhancements north: Enhancement of towpath, consolidation as continuous route		
	2.5 A12 Street Trees: Comprehensive planting of street trees along the A12 and routes leading to waterfront through the Mayor's street trees programme.		
	2.6 District Centre Park: Proposed delivery of new green open space		
	2.7 New bridge link to Sugar House Lane (buses and pedestrians / cycles): New connection between Bromley-by-Bow and Sugar House Lane to facilitate new direct route from District Centre to Sugar House Lane and beyond to the Olympics and legacy facilities as well as Stratford via Stratford High Street This will be delivered as part of the Sugar House Lane development.		
	2.8 New bridge link to Hunts Lane (pedestrians and cycles): New connection between Bromley-by-Bow North and Sugar House Lane enabling improved east-west connections across River to be delivered as part of the Sugar House Lane development.		
	2.9 District Centre Square / public space: New public space and associated public realm improvements as part of new District Centre.		
3	3.1 Pedestrian crossing (Talwin Street): At-grade pedestrian crossing.		
	3.2 Subway improvements (Three Mills Lane): Improvements to subway associated with emerging proposals for movement enhancements. Improve safety and security through CCTV provision.		
	3.3 Bow Interchange enhancements: Improved cycle and pedestrian crossings at Bow Interchange		
	3.4 Towpath improvements central: Enhancement of towpath and consolidation as a continuous route, potential to connect under the rail line		
4	4.1 Station Square: New station square associated with enhancements to station and adjacent improvements to underpass and creation of new public space.		
	4.2 New station underpass: Widening and enhancement of underpass associated with proposals for new district centre and station improvements.		
	4.3 Station improvements: Proposal to improve access and capacity in response to future needs.		
5	5.1 Twelvetrees Crescent landscape: Improvements to green landscaping adjacent to St Andrews site		
	5.2 Twelvetrees Crescent junction: Improvements to Twelvetrees Crescent junction to the east of the A12.		
	5.3 Twelvetrees Crescent Bridge: Proposals to enable step-free access from towpath to Twelvetrees Bridge as part of Lea River Park project		
	5.4 Accessibility improvements at Devas Street / Twelvetrees Crescent / A12: Proposals improve accessibility to surrounding key sites, including crossings at Twelvetrees Crescent and aspiration for a bridge over the A12.		
	5.5 Link to Gillender Street: Access to towpath.		
6	6.1 Secondary school: Emerging proposals for 9 form entry secondary school		
	6.2 Towpath enhancements south: Enhancement of towpath and consolidation as a continuous route with appropriate lighting.		
	6.3 Bow Locks / Coventry Cross East underpass: Improvements to Bow Lock underpass. Improve safety and security through CCTV provision.		

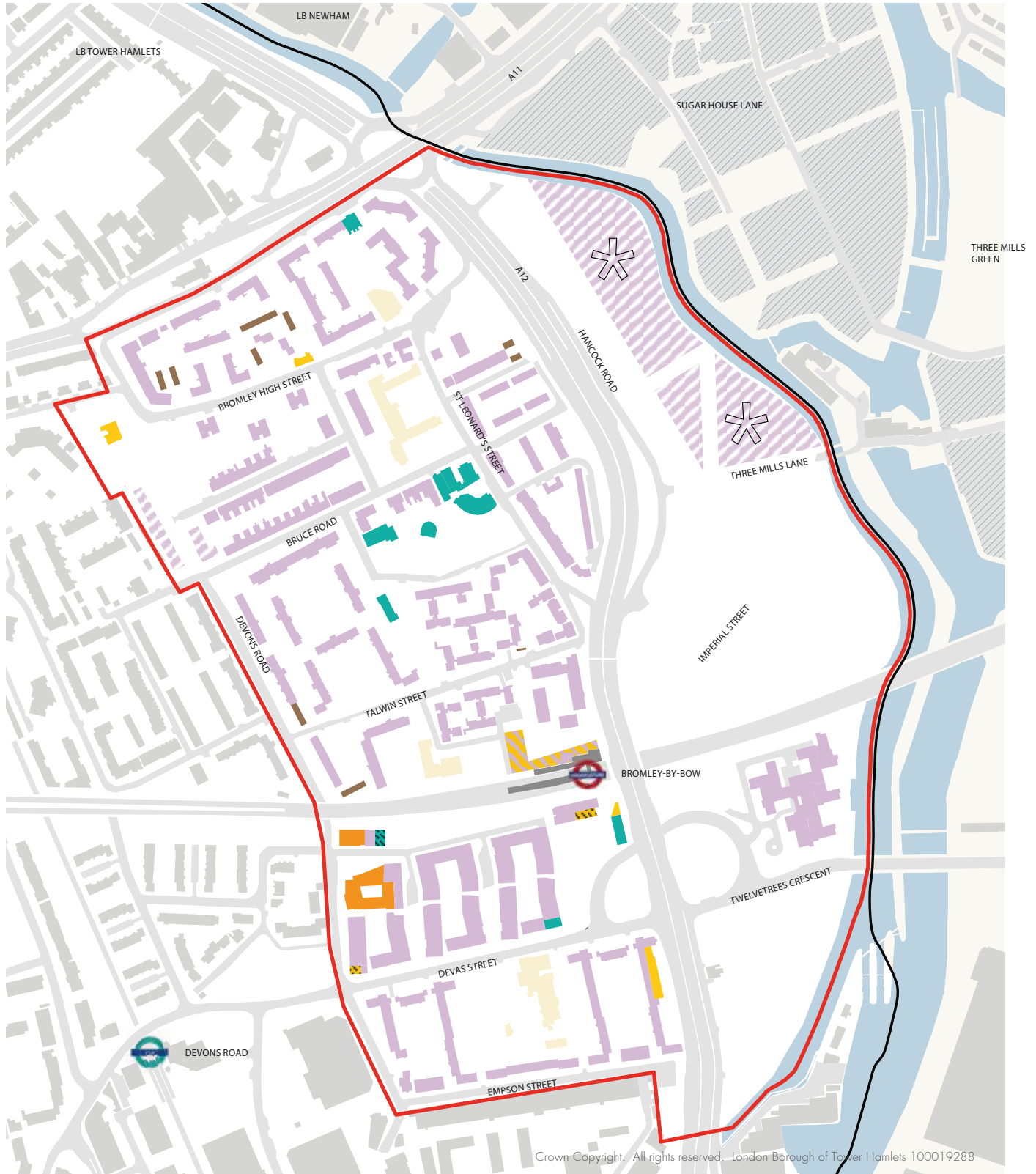


LAND USE AND DESIGN GUIDANCE











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4

4.1 LAND USE PRINCIPLES



Land use principles

-  Borough boundary
-  Masterplan boundary
-  London Borough of Newham
-  Draft Sugar House Lane and Three Mills Land Use and Design Brief
-  Residential
-  Residential uses on upper floors
-  Health
-  Education
-  Transport
-  Civic / Community / Religious
-  Retail
-  Commercial
-  Garages
-  Proposed residential
-  Proposed retail uses with residential above
-  Proposed commercial uses with residential above
-  Proposed commercial
-  Proposed education
-  Proposed open green spaces
-  Opportunities for open space

4.1.1 Context

Bromley-by-Bow will continue to benefit from a varied and diverse mix of uses. The introduction of new town centre functions and community / social uses will give the area a more obvious 'heart'. As an SPD, this document cannot allocate land uses. In that context it should be noted that the adjacent land use proposals plan and text below, consolidates guidance and allocations that are already established in the Local Development Framework.

4.1.2 Land use principles

- **New District Centre** – The area will benefit from a new District Centre comprising a relocated foodstore and independent retail units, IDEA store or similar community use, new housing and primary school complemented by open space and public realm improvements..
- **Neighbourhood centre** – to ensure that Stroudley Walk continues as an important neighbourhood centre with a balance of flexible retail and community uses.
- **New primary and secondary schools** – the consent for the new District Centre makes provision for a new primary school adjacent to the towpath. The Council is also promoting Bow Locks / Coventry Cross East as a site for a new secondary school through the emerging Development Management DPD and the SPD will be reviewed to ensure conformity with DPDs when they are adopted.
- **Commercial uses** – Bromley-by-Bow North and the new District Centre will incorporate a mix of uses including commercial activities fronting the A12.
- **Residential uses** – The area to the west of the A12 will continue to have a predominantly residential character. The area to the east of the A12 will also include significant residential uses delivered as part of the District Centre and Bromley-by-Bow North oriented towards the Lea Navigation.

PLAN NOTE: Uses in proposed District Centre south of Three Mills Lane are consented

4.2 DESIGN PRINCIPLES



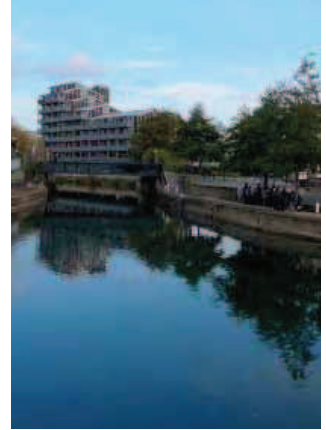
Greening



Accessible open spaces



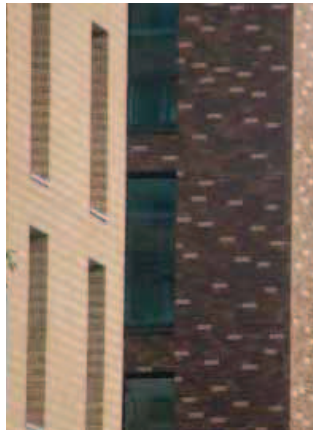
Attractive public realm



Celebrating the waterfront



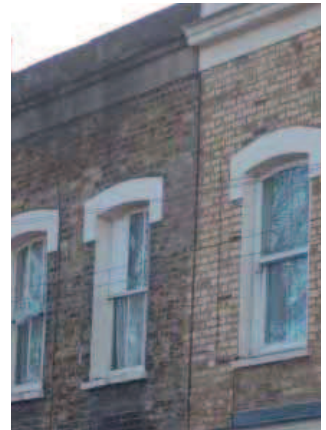
Response to historic setting



High quality materials



High quality design



Retention of positive townscape



Improved access to station
(Capita, 2010)



Enhancement of existing links and
creation of new routes across A12



Create more accessible streets
with active frontage



Transform environment of the A12

4.2.1 Overview

The purpose of this section is to identify the overarching principles which will steer development proposals in the Masterplan area. These design principles have been applied to each of the **key development sites** (section 4.3), and additional detail is provided in relation to **special areas of public realm** (section 4.4) and trees (section 4.5).

4.2.2 The principles

1. Urban Grain and Architecture

Development will be expected to make a clear response to context, being specific to the character of Bromley-by-Bow. With this in mind, proposals should integrate and retain historic buildings and local assets wherever possible.

Some of the housing estates in Bromley-by-Bow are well-integrated with the terraced houses that form the historic urban fabric of Tower Hamlets. Where opportunities arise to redevelop the area, proposals will be expected to embrace simple principles of good design to create a new urban fabric which is carefully integrated within the existing grain and townscape:

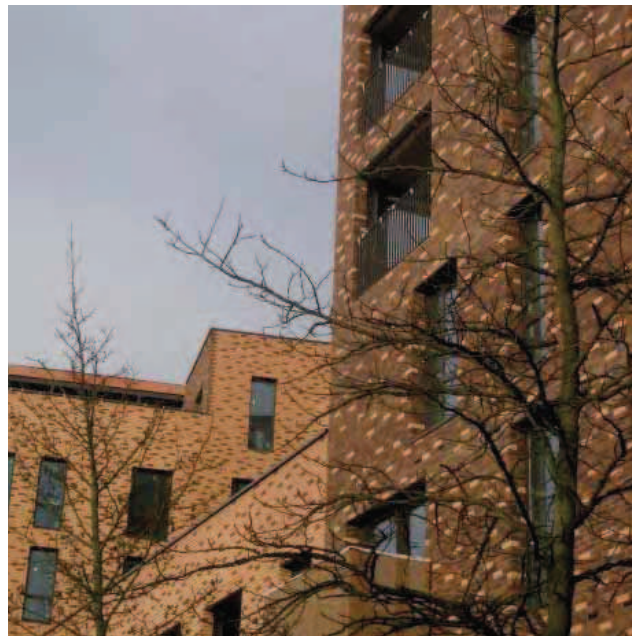
- New development should re-instate and repair urban blocks or historic street lines where possible.
- Frontages should be active and spaces well-enclosed with a clear differentiation between private and public spaces.
- The layout of streets should be led by urban design objectives and avoid over-engineered highways solutions as far as possible.
- Protection and enhancement of heritage assets and their settings including areas of townscape value which do not benefit from formal listing.
- Development should incorporate generous floor to ceiling heights in new retail / commercial units.
- Proposals should use high quality materials such as natural self coloured materials and incorporate sensitive architectural detailing.
- Developments should start at the water to ensure it integrates with the waterway environment. The water way should not only be seen as the backdrop or setting for development
- Bedrooms should be set above the surface water and breach flood water level. Buildings below these levels have a suitable higher level refuge area.



Large residential blocks, with shared spaces and uses between typify this area. The permeable character and active uses and shared spaces at ground floor should be continued.



Pubs and other communal facilities as well as community infrastructure such as schools should be incorporated into development.



The St Andrews development is an excellent local example of contemporary use of brick as an external cladding material. Further development should look both to this and other older local precedents for contextual guidance on material choices and detailing.

2. The Waterfront

Development will be expected to embrace the water edge rather than treat the towpath as a boundary. In order to maximise the potential of the waterfront, the towpath should be dealt with like a street with an expectation that building edges will be of an appropriate scale and accommodate an active frontage. Proposals should respond to the following checklist:

- The towpath should be transformed as an access route for pedestrians and cyclists, and as a place / destination in its own right.
- Proposals will be expected to promote an appropriate relationship with public and open green space as well as the river and towpath which are key assets for the area.
- Although water has the potential to add value to a scheme, design proposals will be expected to achieve an appropriate approach in relation to frontage and the location of private, semi-private and public space to ensure that the neighbourhood and towpath are permeable and accessible.
- Development sites will be required to improve existing walkways, and where appropriate in agreement with British Waterways deliver new continuous walkways along the towpath, making it a safe and publicly accessible route together with an associated area of public green space to support recreation.
- Opportunities to enhance the biodiversity of the towpath and waterfront should be situated at the heart of development proposals.
- Encourage enhanced mooring facilities, floating commercial vessels such as cafes and restaurants, floating classroom and other visiting uses. Development proposals will be considered in light of their complementarity to the British Waterways Lower Lea Valley Waterspace Strategy.
- Buildings built up to the edge of the waterfront should make the best use of the waterside, and

avoid blank facades and storage/refuse bins up against it. Where appropriate, opportunities for moorings should be explored.

- Proposals for development should be reviewed with the Environment Agency in relation to set back from the river wall to allow for future maintenance.
- Proposals should ensure that the riverwalls are repaired or replaced to provide appropriate flood protection. Opportunities to set-back the flood defences and provide a softer river-edge should be incorporated where possible.

3. Public Realm and Open Space

Proposals will be expected to improve existing spaces and create new open spaces. Key principles for public realm and open space improvements are listed as follows:

- Proposals should focus on the delivery of the Council's Green Grid as identified in the Core Strategy and Green Grid Delivery Plans.
- Routes should be attractive, legible and safe for pedestrians and cyclists.
- Opportunities to make key routes greener should be promoted (e.g. through tree planting and landscaping to soften the environment).
- Where sites come forward for development, proposals should re-configure connections and routes to respond to pedestrian desire lines with a view to establishing improved links to key destinations such as the station, District Centre, Stroudley Walk, the waterfront and areas in London Borough of Newham and beyond.
- New and improved open space should be designed and managed to enhance the setting of the adjoining heritage assets and promote entry to new open space in the Masterplan boundary including Three Mills Green, Lea River Park and future Queen Elizabeth Park.

4. Access

Development proposals will be expected to accommodate the following principles and contribute to, or deliver access improvements as appropriate:

- Pedestrian and cycle connections across the A12 should be improved through the enhancement of existing subways and the creation of new at-grade crossings (or alternatively, bridges) to serve key destinations such as the new District Centre, new commercial and residential uses at Bromley-by-Bow North, the station and the proposed secondary school at Bow Locks / Coventry Cross East.
- New crossings need to be balanced with the need to maintain the strategic role of the A12 within the Greater London road network.
- Improvements to north-south and east-west movements within the core Masterplan boundary must be complemented by improved linkages across the River Lea to adjacent destinations such as Sugar House Lane and Three Mills, as well as Lea River Park, the Olympic Park and Stratford.
- Development sites adjacent to the A12 will be required to support improvements to the A12 as a north-south route for pedestrians.
- At the scale of individual units, access to residential dwellings should be from the ground floor where possible.
- There is a need to minimise car parking and vehicular trip generation and to and from any new development.

5. Housing Design

Residential proposals should have regard for the minimum standards and principles set out in the Mayor of London's publication, the London Housing Design Guide (2010):

The guide is based around six key themes which are summarised as a checklist for development proposals

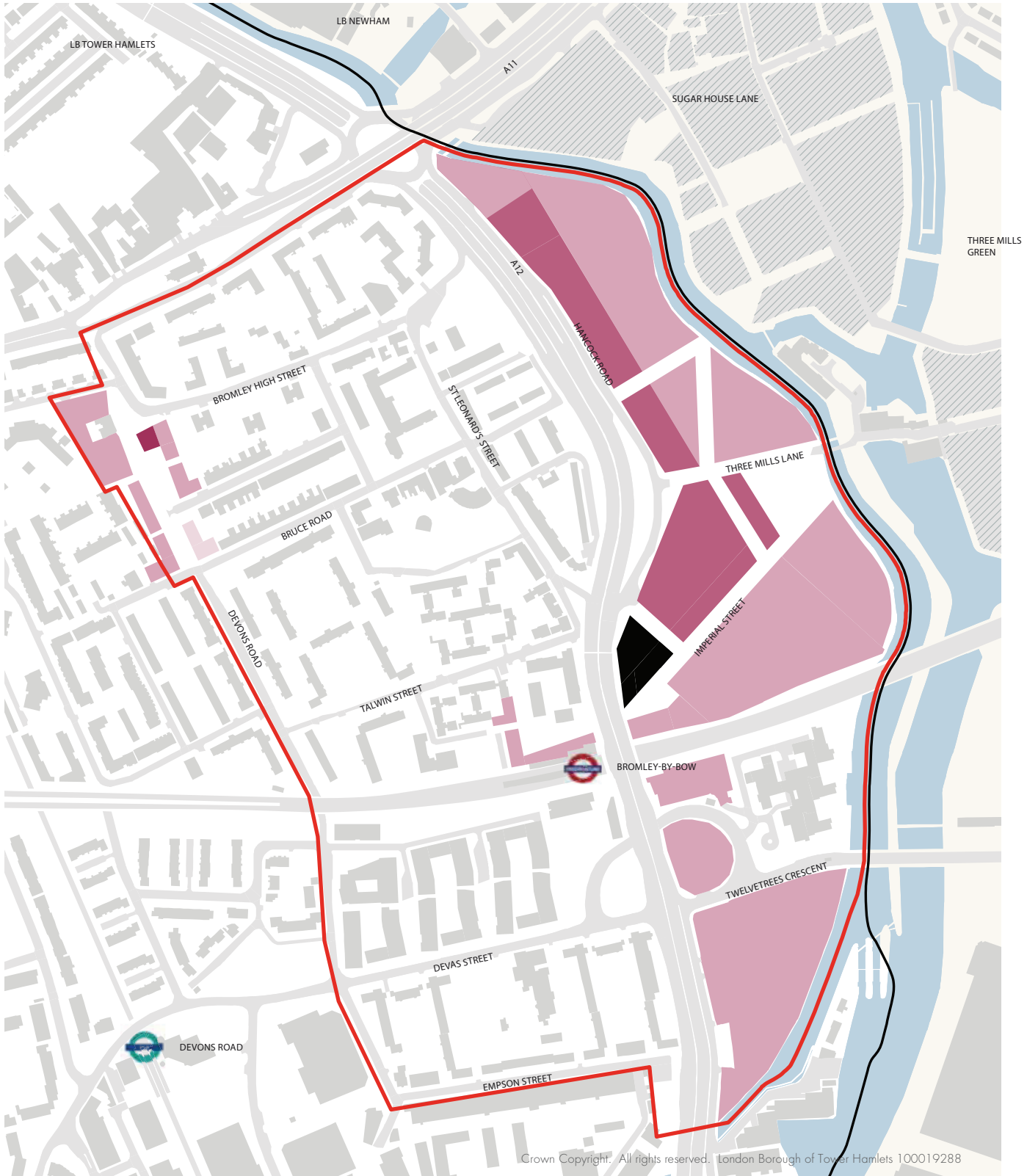
in Bromley-by-Bow as follows:

- **Shaping Good Places:** Proposals should ensure that development is integrated within the wider public realm network, providing opportunities for access to open and green space, and ensuring that development enhances the existing character of the area.
- **Housing for a Diverse City:** Proposals should incorporate a mix of housing sizes, types and tenures, at appropriate densities.
- **From Street to Front Door:** Proposals will be expected to respond to guidance in the Housing Design Guide in relation to guidance on the design of shared circulation areas and the entrance and approach to a group of flats or individual dwelling.
- **Dwelling Space Standards:** proposals will be expected to embrace the new minimum space standards and guidance on the size and layout of different rooms, including minimum sizes for storage and private outdoor space.
- **Home as a Place of Retreat:** Proposals should incorporate an appropriate level of privacy and dual aspect dwellings and will be assessed in relation to noise, floor-to-ceiling heights, daylight and sunlight.
- **Climate Change Mitigation and Adaptation:** Development proposals should respond positively to the implementation of the Code for Sustainable homes.
- In addition, all proposals should be aiming for the Code for Sustainable Homes Level 4.

6. Sustainability

Development proposals will be expected to demonstrate high standards of sustainability in line with principles and policies in the Local Development Framework and London Plan. In particular, proposals should demonstrate conformity with appropriate adopted policies and incorporate details of the following:

- Appropriate climate change mitigation and adaptation strategies.



Indicative building heights

	Borough boundary
	Masterplan boundary
	London Borough of Newham
	Draft Sugar House Lane and Three Mills Land Use and Design Brief
	Proposed 3 storeys
	Proposed 4-6 storeys
	Proposed 7-8 storeys
	Proposed 8-10 storeys
	Proposed 10+ storeys

- Sustainable design and construction methods.
- Flood water strategies including demonstration of a sequentially acceptable approach to ensure residential areas are in the most appropriate location with regard to flood risk.
- New development should be designed to incorporate Sustainable Drainage Systems (SuDS) following the SuDS hierarchy. They should not only seek to minimise the rate and volumes of surface water runoff, but also improve water quality, amenity benefits and improved biodiversity. Consideration should be given to green roofs as part of SuDS strategies.
- All new non household development, including refurbishments should also achieve a water efficiency standard of BREEAM excellent.
- Proposals should meet biodiversity objectives and create access to nature opportunities within riverside green space, including the towpath. Habitat creation and management of spaces for the enjoyment of nature also creates opportunities for informal recreation, sustainable drainage and/or flood storage

7. Building Height, Scale and Massing

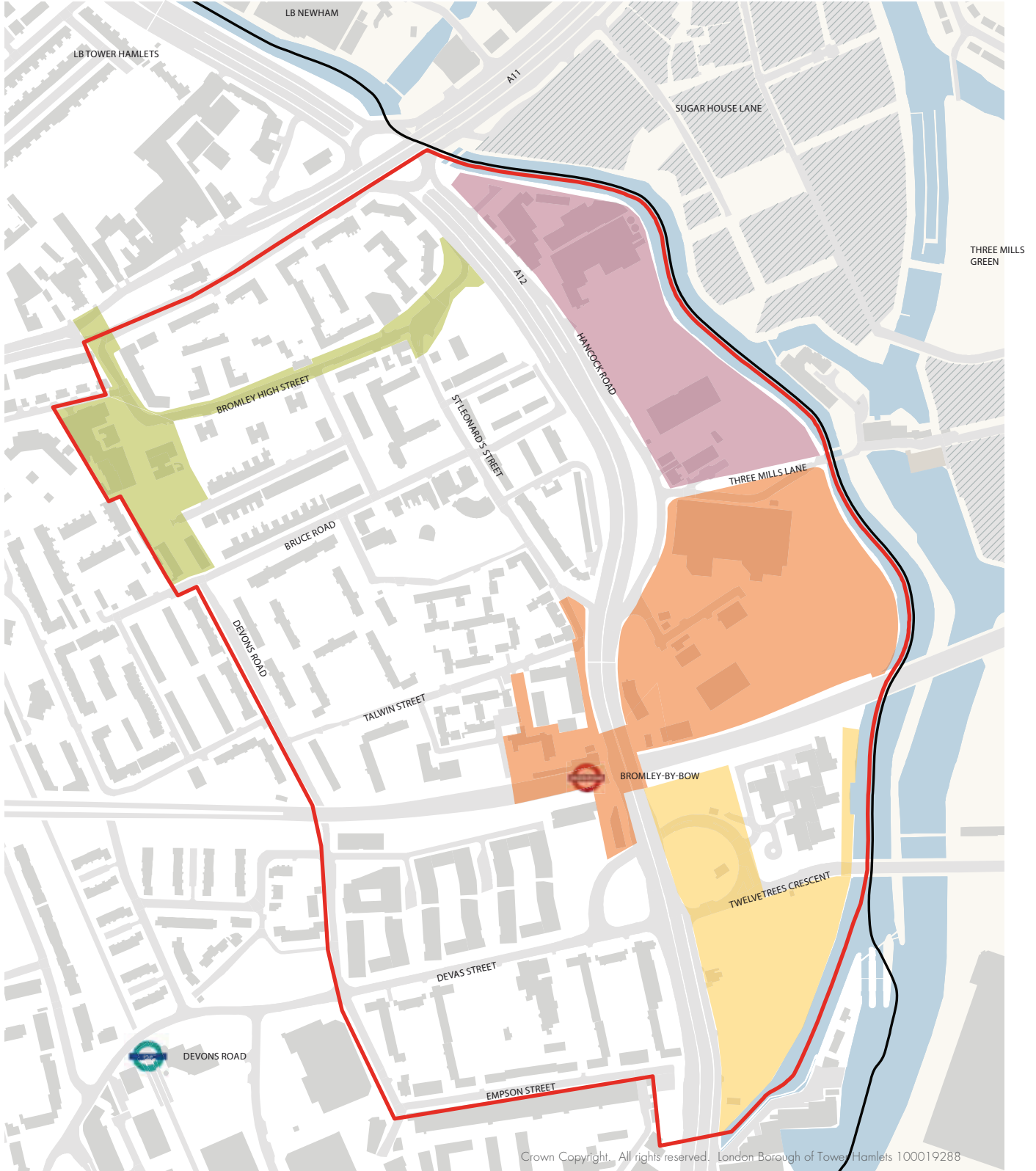
Design and Access Statements will be required to present a clear justification for the height, scale and massing of new buildings. They will be assessed in relation to the scale and massing of existing buildings and the wider context in terms of setting and character. Proposals for new buildings should be informed by public transport accessibility ratings. Schemes will be expected to step down to the water's edge and respond to the criteria established in Conservation Area guidance.

Scale and massing of buildings will be assessed in relation to the following checklist as well as other relevant guidance in the LDF, the London Plan and English Heritage / CABE's Guidance on Tall Buildings (2007):

- Appropriate response to townscape context;
- Enclosure and definition of a high quality public realm and its associated function;
- Acceptable sunlight and daylight conditions for occupiers;
- Acceptable Microclimatic conditions; and
- Preservation and enhancement of the adjacent Conservation Areas and Listed Buildings.

The plan adjacent provides an indicative framework for building heights in the area.

4.3 GUIDANCE FOR KEY SITES



Location of key sites

4.3 KEY SITES

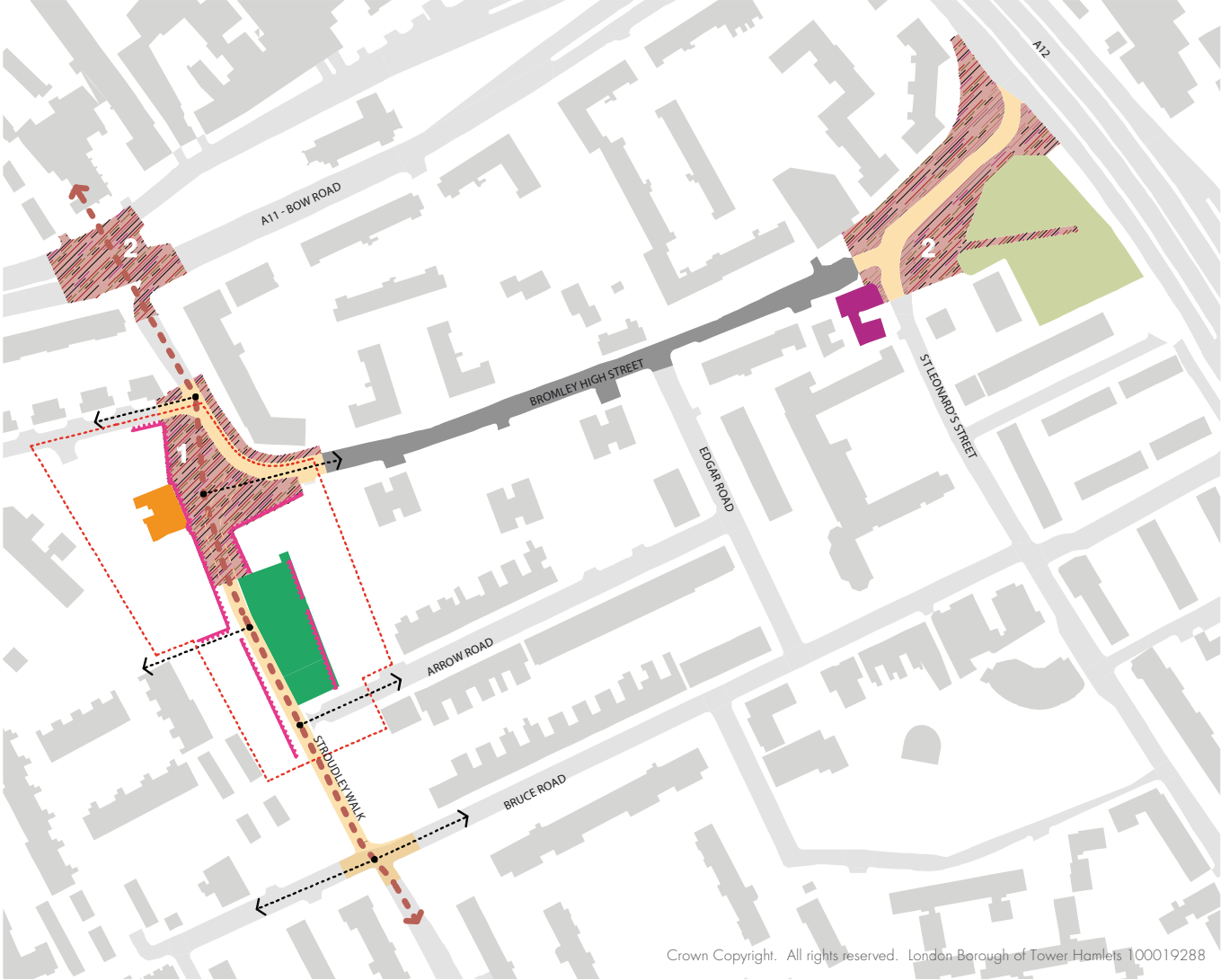
	Borough boundary
	Masterplan boundary
	London Borough of Newham
	Draft Sugar House Lane and Three Mills Land Use and Design Brief
	Stroudley Walk
	Station Gateway and District Centre public realm
	Bromley by Bow North
	Twelve Trees Crescent and Bow Locks / Coventry Cross East

4.3.1 Overview

This chapter provides more detailed guidance for the key development sites in the SPD area listed adjacent. These sites have been identified for the following reasons:

- They present the most significant opportunity for change and will have a transformative effect on the wider area.
- It is vital that these sites are defined by a high standard of design and make a positive contribution to the overall vision for Bromley-by-Bow.
- Each site has a role to play in realising the wider strategy of improving connections, spaces and infrastructure.
- All these sites are subject to development interest.
- Although these sites are at varying stages in the planning process, all have outstanding matters for approval, either through applications for planning consent or the discharge of conditions.

STROUDLEY WALK



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Indicative guidance for Stroudley Walk



Key route through new active/public strip



New access road should 'stretch' laterally to engage the side streets too, linking communities to the east and west with new services in Stroudley Walk redevelopment



New public space with street furniture encouraging use ie benches, planting, market stalls etc. Same ground material treatment required on both sides of carriageway



Newly defined public space to strengthen the presence of the churchyard and to hold the two ends of Bromley High Street together as a public space



New development should respect the setting of the listed building



Special corner building could potentially become part of public space improvements at churchyard entrance



Existing churchyard to be reflected in newly defined public space



Although different in character and in relationship to adjacent buildings, the new (darker green) and existing green spaces (lighter green) should be closely integrated



Potential to reinvigorate Bromley High Street with public realm and building frontage treatments



Active frontage on ground floor of new development

New development (residential)

Residential above with terraces/balconies overlooking Stroudley Walk and surroundings. Building line of proposed redevelopment to align with existing houses on Bruce Road / Arrow Road.

Proposed 4-6 storeys with retail at ground floor. Where indicated, active ground floor uses should be serviced from the front avoiding poor quality service yards to the rear. The hatched area around listed building shows assumed overall extent of development

Proposed taller building with retail at ground level



Road with pedestrian and cyclist priority including minimal kerb upstand and raised tables across junctions



Neighbourhood Centre boundary

4.3.2 In line with the annotated principles, development will be required to:

- Adopt a comprehensive approach to the whole area, incorporating phased proposals for the redevelopment of Fairlie Court as well as the main Stroudley Walk parade.
- Deliver a coherent and rational approach to the improvement of public realm and public spaces.
- Ensure that the proposals are carefully integrated with the existing urban setting in terms of height, scale, massing, materials and the configuration of frontages and building lines.
- The neighbourhood will contain a range of shops including essential uses that serve the local community.

4.3.3 Development will be required to deliver or contribute towards the following key projects and interventions (see section 3.3 for overview and additional details in relation to delivery in section 5.3):

[1.1 Stroudley Walk Neighbourhood Centre](#)

[1.2 St. Leonard's Street / Bromley High Street](#)














[1.3 Stroudley Walk Public Realm](#)

[1.4 Bromley High Street and A11](#)

DISTRICT CENTRE AND STATION GATEWAY



Indicative guidance for Station Gateway and District Centre





-  All movement junction
-  New significant piece of public realm for Bromley-by-Bow linking the station environs with District Centre Street. Three Mills Lane and further eastward to the river - uniform material treatment required (including improved subway)
-  Improved subway
-  Tree planting at station forecourt, and on both sides of A12 signifying crossing opportunity and establishing visual link between both sides of the road. Linear planting along eastern edge of A12
-  Active frontage onto new key public space on western side of A12 with mixed retail, commercial and / or community uses at ground floor. To be continuous with active retail frontage along proposed District Centre.
-  Residential
- Retail with residential above
- Commercial
- Commercial with residential above
- Civic / community use
- School
-  Key route through new public space
-  Shared pedestrian / cycle / bus route
-  Reconfiguration of building and existing car park to provide better access and connections to Bromley by Bow station. Opportunity for retail / commercial uses
-  Potential new infill building (use to be explored) on corner of existing development, to define proposed public space
-  Edges / fences of existing buildings to be adjusted where necessary to create appropriate edge to space and adequate security for buildings users
-  New / improved footway provision required here for comfortable pedestrian movement towards Bow Locks / Coventry Cross East
- New green space, which integrates with joining routes and open spaces to deliver green links
-  Potential opportunity to deliver and maintain a new accessible towpath contributing towards public realm improvements and waterspace infrastructure

4.3.4 Development will be required to:

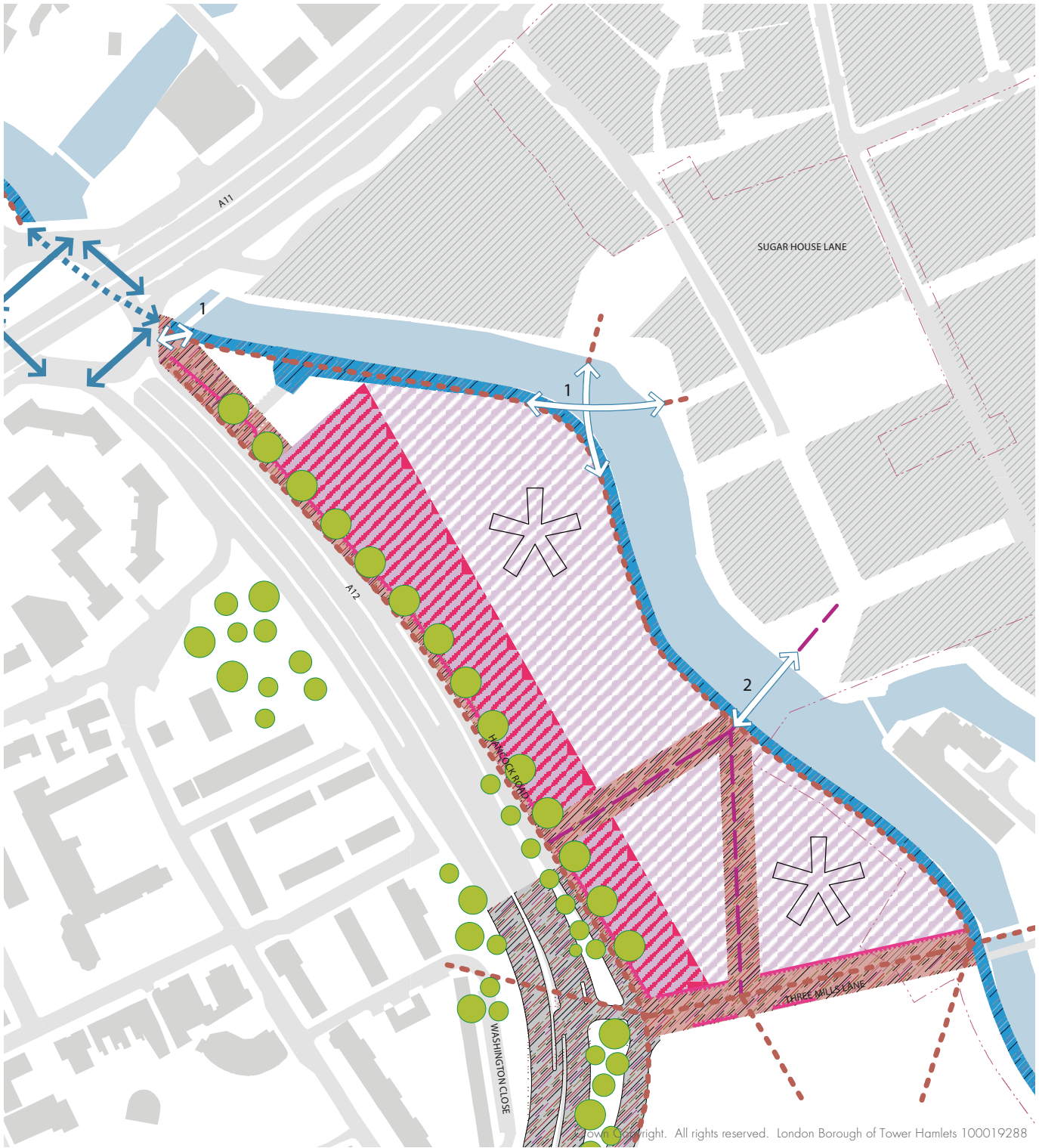
- Demonstrate a consistent approach to public realm in terms of materials so that the whole area reads as a coherent place.
- Transform the experience of arriving and exiting the station through redevelopment of buildings and spaces.
- Deliver interventions to improve the connection across the A12 for pedestrians and cyclists.
- Deliver high quality buildings which respond to context and support the creation of an excellent public realm and spaces.
- The District Centre will provide approximately 16,600sqm (net) floorspace of comparison and 17,700sqm (net) floorspace of convenience goods, to meet the identified need.
- In agreement with British Waterways deliver and maintain an open and inviting public realm on the towpath, avoiding walls, fences or other divides between buildings and the waterfront

4.3.5 Development will be required to deliver or contribute towards the following key projects and interventions (see section 3.3 for overview and additional details in relation to delivery in section 5.3):

- 2.2 New District Centre
- 2.3 New primary school
- 2.4 Towpath enhancements north
- 2.5 A12 Street Trees
- 2.6 Open space
- 2.9 District Centre square
- 3.1 Pedestrian crossing (Talwin Street)
- 3.2 Subway improvements (Three Mills Lane)
- 3.4 Towpath improvements central
- 4.1 Station Square
- 4.2 New station underpass
- 4.3 Station improvements

-  Linkage provision along towpath
-  Key junction where opportunities for easy pedestrian and cycle east/west movement needs to be prioritised alongside bus and other vehicular movement, through innovative solutions to highways design
-  Proposed District Centre boundary
-  Listed Buildings

BROMLEY-BY-BOW NORTH



Indicative guidance for Bromley-by-Bow North



Draft Sugar House Lane and Three Mills Land Use and Design Brief

Proposed residential uses, with street and towpath entrances

Proposed commercial uses with residential above, access to residential uses separated from commercial entrances



Key public space - improved towpath environs with a well-defined active residential edge onto towpath



Potential new planting along A12 (linear along eastern edge and in clumps to signify crossing points). Planting extends along key routes down to river edge.



New local high quality green spaces to be included



Commercial uses to have active frontage onto A12



Key pedestrian and cycle routes across the area



Shared pedestrian / cycle / bus route



Linkage provision along towpath



1. Proposed pedestrian and cyclist river crossing / improved access from towpath to street level

2. Proposed river bus crossing



Conservation Area (LB Newham)



All movement junction

4.3.6 Development will be required to:

- Create a clear structure of streets and routes which support east-west and north-south movement through the area and transform access to the waterfront and connections to Sugar House Lane and Three Mills.
- Define active commercial frontages and residential addresses on new streets.
- Deliver public realm interventions to ensure that both the towpath and streets are of a high quality.
- Incorporate high quality functional open space within new development integrating with the towpath and adjoining routes.
- Carefully consider the approach to height, scale and massing and typology to ensure new developments manage the transition in scale between building sites.
- Maintain an open and inviting public realm on the towpath, avoiding walls, fences or other divides between buildings and the waterfront. Opportunities for residential entrances should be explored.
- Safeguard land for proposed bridges, and demonstrate how these bridges can integrate into development, with minimal impact in the waterspace environment
- Developers will be required to demonstrate an alternative access strategy should the All Movement Junction does not go ahead, and ensure that the phasing of development addresses accessibility and connectivity improvements.
- Ensure that the use of Bow Free Wharf as a transport loading and unloading point is not hindered by proposed development.

4.3.7 Development will be required to deliver or contribute towards the following key projects and interventions (see section 3.3 for overview and additional details in relation to delivery in section 5.3):

- 2.1 Bromley-by-Bow North
- 2.4 Towpath enhancements north
- 2.5 A12 Street Trees
- 2.7 New bridge link to Sugar House Lane (buses and pedestrians / cycles)
- 2.8 New bridge link to Hunts Lane (pedestrians and cycles)
- 3.1 Pedestrian crossing (Talwin Street)
- 3.2 Subway improvements (Three Mills Lane)
- 3.3 Bow Interchange enhancements

BOW LOCKS / COVENTRY CROSS EAST AND TWELVETREES CRESCENT



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Indicative guidance for Bow Locks / Coventry Cross East and Twelvetrees Crescent

Proposed commercial use

Proposed education use



Key pedestrian routes from station to Bow Locks / Coventry Cross East site, requiring improvements



Deep 'frontage' along A12, establishing appropriate setting for potential school and generous footway space for pupils and visitors and improved pedestrian links



Active frontage at LDA site, accessible from the upper bridge level, built against edge of site. Building line on Twelvetrees site set back from road edge and orientated in response to pedestrian desire line toward pedestrian crossing point on Twelve Trees Crescent. School frontage to the A12 providing attractive frontage and enclosure



Improved spaces where subways arrive at ground level



Improved subways



Space to be carefully considered to ensure integration between new and existing developments



Tree planting along eastern edge of A12 and at crossing points



Potential vehicle access to key sites



Special building to be retained and incorporated into new development



Areas requiring accessibility improvements



Potential opportunity to deliver and maintain a key public space - new accessible towpath contributing towards public realm improvements and waterspace infrastructure



Linkage provision along towpath



Listed structure / building



Potential access to towpath



Link / access to the towpath

4.3.8 Development will be required to:

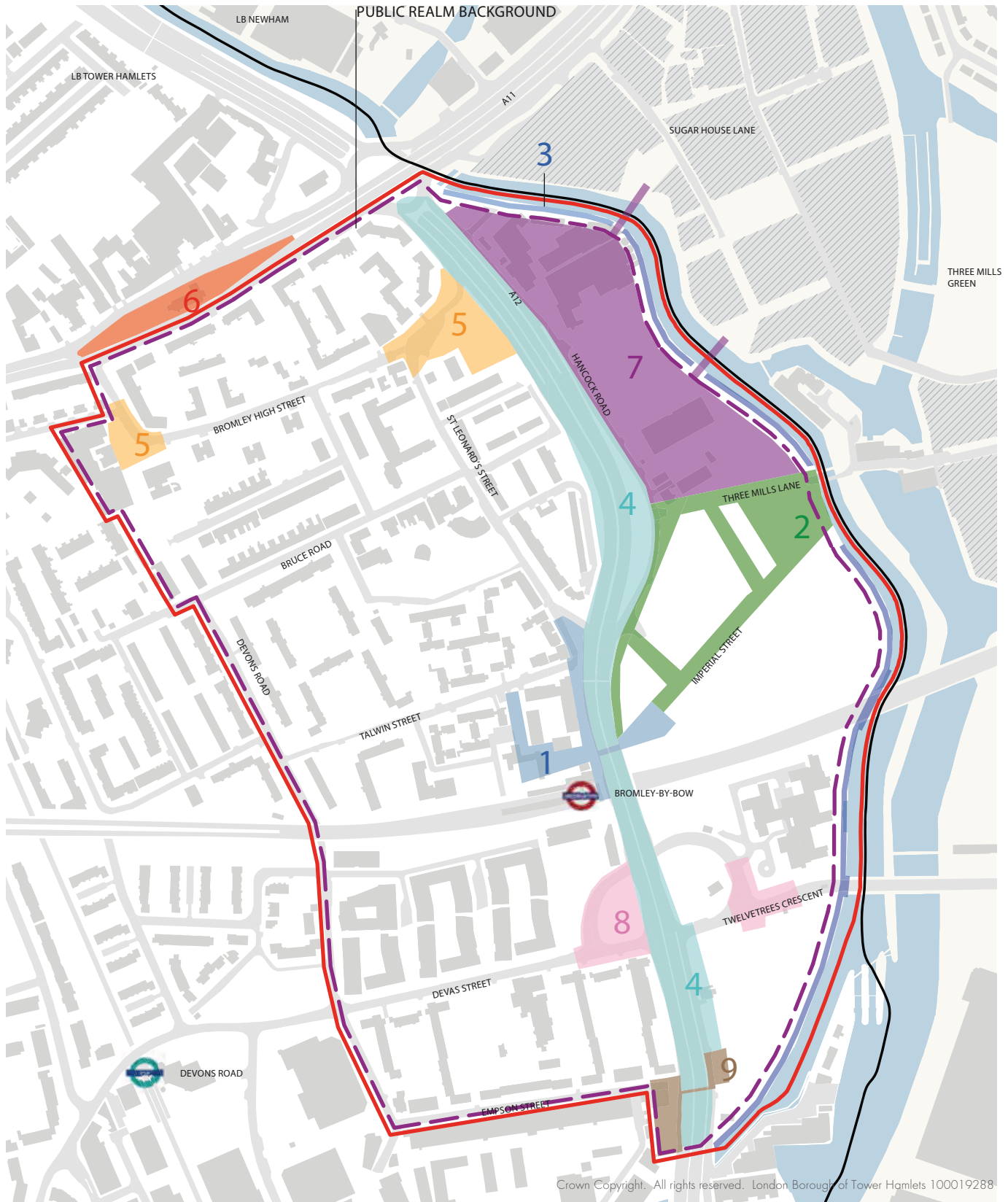
- Define a clear movement and access strategy which is capable of balancing the needs of all transport modes. In particular, it is vital to demonstrate how pedestrians will safely cross the A12 to the proposed secondary school.
- Incorporate improved access to the waterfront.
- In agreement with British Waterways deliver and maintain an open and inviting public realm on the towpath, avoiding walls, fences or other divides between buildings and the waterfront.
- All three key development sites should consider cumulative impacts on accessibility and use

4.3.9 As noted in section 4.1, the SPD cannot allocate new land uses. The emerging Development Management DPD promotes Bow Locks / Coventry Cross East for educational use. In the event that an alternative use is promoted in the DPD, the SPD would be subject to review. However, it should be noted that many of the design principles established in this guidance would continue to be relevant.

4.3.10 Development will be required to deliver or contribute towards the following key projects and interventions (see section 3.3 for overview and additional details in relation to delivery in section 5.3):

- 6.1 Towpath enhancements south
- 6.2 Twelvetrees Crescent landscape
- 6.3 Twelvetrees Crescent underpass
- 6.4 Twelvetrees Crescent Bridge
- 6.5 At-grade crossing (Devas Street)
- 7.1 Secondary school
- 7.2 Towpath enhancements south
- 7.3 Bow Locks / Coventry Cross East underpass

4.4 PUBLIC REALM PRINCIPLES - SPECIAL PLACES



Public Realm Principles - area key for special places

Fundamental Principles

The public realm in Bromley-by-Bow should generally provide a high quality setting for public life in the area. The treatment of the public realm should therefore be of a high standard with the use of standard materials as listed under the 'Public Realm Background' heading.

Nine special places are identified on the adjacent plan which will play a key role in transforming the area, and provide a distinctive setting for new activities and uses. These special areas of public realm should be carefully designed to respond to local character. In addition to defining a strong local identity which supports natural way-finding, the special places should also blend seamlessly with the wider Public Realm Background.

The suggested materials are intended to be read as broad guidance and exemplars which are considered to be broadly acceptable.

Public Realm Background

Paving

Staggered natural stone (where viable) or granite. Flags have direction and therefore, if carefully laid out, will be able to help the reveal the spatial qualities of the place. Paving should be permeable.

Kerbs

Silver-grey granite, 300mm width x 600mm -1200mm random length (internal and external radiussed as necessary).

Channels

Silver-grey granite, 300mm width x 900mm length (radiussed as necessary).

Carriageway

Black asphalt with 10 – 14mm aggregate.

Shared surfaces and raised crossings

Black asphalt with 10 – 14mm aggregate.

Light columns

Standard tapered, painted steel columns with standard Urbis luminaires.

Bollards

Standard tapered, painted steel bollards.

Tree surrounds

8mm stainless steel frames and water bound gravel.

Signage strategy

An appropriate local signage strategy should be implemented.



Examples of general public realm materials

Special Places

1. Station forecourt, underpass and new town centre

The underpass should be widened and significantly improved with durable materials and high quality lighting. The same materials should be used for pedestrian surfaces throughout this area. Special attention should be given to opportunities for the public realm to support active frontages and encourage leisure use. Opportunities for children and young people to enjoy informal play situations should be part into the public realm.



Building on the use of glazed tiles that protrude just beyond the underpass entrance, the material treatment of the station area, underpass and space around the foodstore to the east needs to link these areas together.

2. District Centre streets, public and green open space

As a key part of the Public Realm Background natural stone (york stone) or granite, should be used to ensure a high quality finish to the footways. The carriageway and raised tables should be asphalt.

These green spaces could be multifunctional, designed and managed to benefit biodiversity, flood management, leisure and healthy activity. Green spaces by the river could also act as flood storage benefits and terracing for biodiversity.

The space should be clearly defined, also to the river and towpath, to allow the towpath to maintain its special character along its length. Walking into the green space by the river should be like walking into a special and generous landscape room.

3. Towpath

New development should establish a positive relationship to the River Lea Navigation by adopting an appropriate scale and architecture, with residential entrances at the back edge of the towpath, creating a strong sense of enclosure and place.

The towpath should be designed to maintain its special spatial quality: open to the river, clearly defined by buildings and walls on the other side. Appropriate materials for the towpath include extra large in-situ cast concrete slabs, Breedon Gravel or bound gravel. There is potential to introduce active frontages adjacent to the water's edge including small scale cafés, and visually active areas where appropriate. The location should be carefully considered and be overlooked, so as to avoid attracting anti-social behaviour. Opportunities to enhance biodiversity should also be pursued.



The existing direct relationship between footpath and water should be maintained and enhanced with widened footway and edge detailing that invites users to inhabit the water's edge.



The physical edge of the towpath itself could be adjusted to incorporate informal leisure and relaxation opportunities such as steps for sitting on, and thereby helping create an attractive well-used space that is a unique and well integrated local destination.

4. A12

New A12 crossings at Three Mills Lane and Twelvetrees Crescent to facilitate better east-west connections. Where appropriate opportunities for greening the A12 will be delivered, with improved public realm.

5. Bromley High Street knuckles

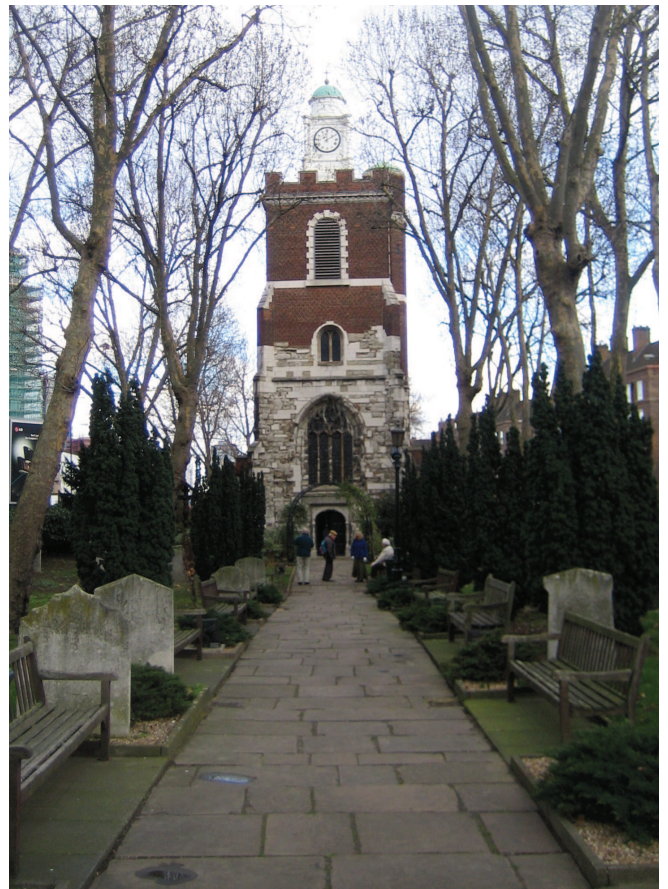
These spaces at either end of the old High Street need to be designed to serve their surrounding communities. The public realm treatment should be carefully considered to tie in with the historic grain of the area, the old High Street and St Mary-atte-Bow Church. Bromley High Street should be integrated into the space by extending the public realm treatment of the space across the carriageway.

6. St Mary-atte-Bow Church

Special treatment to the edges of the churchyard spaces and careful illumination should be explored to make the most of this landmark.



These two spaces have important roles to play in the area to better reflect the immediate context ie the Churchyard and historic road space and the new shared space at the northern end of Stroudley Walk.



This significant building is dislocated from the local area by deep fencing and planting treatments around its edges. It should be much better integrated into Bow Road and the neighbourhood.

7. Bromley-by-Bow North

Framed by the improved A12 corridor and the towpath, the streets within this area should be designed as part of the Public Realm Background, with a standard palette of materials stretching between all its boundaries to not brake up the area into special compounds and to ensure that mixed use and residential areas feel as one.

Natural stone (york stone) or granite could be considered to ensure a high quality finish to the footways that would tie in seamlessly with the new streets of the District Centre. The carriageway and raised tables should be high quality.

8. Twelvetrees Crescent

As part of the improvements to the sites surrounding the crescent, it should be improved to provide an attractive, safe environment for pedestrians and cyclists. High quality materials and lighting are required.

The Twelvetrees Crescent space by St Andrew's should be improved to form part of the St Andrew's public space, with high quality informal landscaping to support biodiversity and the identity of the area.



Improving connections to the towpath is a priority



Significant opportunities exist to transform the Twelvetrees Crescent environment which is currently dominated by traffic

9. Southern underpass

The underpass should be improved to support connectivity – with high quality materials, lighting and art.

Spaces at either side of the underpass should be opened up make the underpass part of wider, open landscape. The same materials should be used for pedestrian surfaces throughout this area.



The southern underpass needs significant improvement to enhance the quality connection to the proposed secondary school at Bow Locks / Coventry Cross East

4.5 TREES



Trees - area key

4.5 TREES

A

Linear spaces

Existing residential roads should have regular lines of equally spaced street trees where possible.

It is recommended that trees are not planted on or adjacent to water or sewer mains, as they could damage the integrity of the mains.

Make links with the green grid network.



Above and below: Linear planting of London Plane trees are found along most residential streets to the west of the A12, enforcing this residential character. They are not found to the east in the historically industrial areas. This specific planting pattern should be enhanced in new development ie Plane trees remain on west and new trees introduced to development to the east.



B

River environment (and the A12)

Trees could be fruit or nut producing, providing produce for a local community run café (set up by local partnerships) or healthy eating in the school canteens.

Trees should not be located close to the towpath, and should be appropriately contained so as not to cause root damage to the waterway wall.

Make links with the green grid network.



Above Clumps of trees, possibly nut and fruit trees, recalling the productive history of the area to the east of the A12 should be planted in clumps where space allows.



DELIVERY

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5

5.1 PROJECT DELIVERY



St Andrews under construction

5.1.1 Delivery considerations

The delivery plan will be driven by three main considerations as follows:

1. The extent to which projects can be linked to specific development sites or funded through multiple sources / site contributions.
2. The mechanism by which contributions from site developments are managed.
3. The degree to which funding can be allocated to projects.
4. The timing and availability of funding.

5.1.2 Delivery mechanisms

S106 contributions

The projects in section 5.3 have been organised by sub- area. The table highlights how each project will contribute to the themes that accompany the vision statement in chapter 1. Most projects will achieve more than one objective: creating a new connection whilst also upgrading the quality of the public realm, for example.

In many cases, projects have a natural link to specific site developments based on proximity. The table seeks to identify projects which are linked to single developments and projects with linkages to multiple sites.

Where necessary to mitigate the impacts, S106 contributions will be required from developments within the core Masterplan boundary and the wider boundary. Contributions towards the projects will be considered in the context of proposed development. Where development is situated within the LTGDC area, the LTGDC Planning Obligations Community Benefit Strategy will apply. Development in Tower Hamlets which is outside of the LTGDC boundary will be subject to S106 contributions in relation to the priorities highlighted in this chapter, including developments in London Borough of Newham that are deemed to impact on infrastructure provision in London Borough of Tower Hamlets.

It should be noted that alternative arrangements for planning gain will be considered in due course in relation

to those areas proposed as part of the MDC boundary.

Contributions towards key delivery projects or interventions, will be considered in context with the proposed development

Partnerships

There is a case to engage new businesses using some form of partnership model over the medium and long term as new business facilities are developed as part of mixed use schemes. Retail and hotel businesses, as well as workshop, industrial or distribution operations could also participate. A Business Partnership could be established in parallel with any additional levy arrangements to focus on common goals.

There is also an opportunity to explore possibilities for community-led regeneration projects and initiatives.

5.1.3 Phasing

The delivery of regeneration in the Bromley-by-Bow Masterplan, is dependent on the comprehensive redevelopment of a number of key sites, in particular sites in the north-east quadrant. If development in north-east quadrant is to contribute towards the successful regeneration of a vibrant district town centre, supported by residential commercial, retail, leisure, community and open space provision, this will need to be redeveloped as a whole and not on a piecemeal basis. The delivery of the District Centre as part of the first phase, followed by Bromley-by-Bow North as the second phase is preferred, as the District Centre and associated access improvements, open space provision and community facilities, will support the new residential population. If the redevelopment of the north-east quadrant can not achieve this phasing approach, it will need to demonstrate that the required infrastructure, such as open space, community facilities, and accessibility is acceptable and contributes to the wider regeneration objectives for the area.

Other key sites, particular those along the A12 will also need to demonstrate adequate new or improved accessibility infrastructure to support existing and new communities.

5.2 KEY PARTNERS

5.2.1 Overview

Delivery will need to be facilitated through existing partnership models with internal and external partners. New relationships may also be sought, in order to ensure successful delivery, through buy-in for projects and securing funding for delivery activities

Participation may range from policy guidance, design and development control input to direct public capital funding to developer funding contributions, but will be essential to make delivery happen.

The following table also sets out the likely partners associated with each project, but is not an exhaustive list.

Partner	Key role and responsibilities
London Borough of Tower Hamlets	<ol style="list-style-type: none"> 1. Project coordination and identification of funding sources 2. Plan-making through Local Development Framework 3. Development management / design review 4. Determination of planning applications 5. Delivery of capital projects 6. Administration of S106 funds 7. Lobbying
London Thames Gateway Development Corporation (time limited)	<ol style="list-style-type: none"> 1. Development management / design review / input into strategies 2. Determination of planning applications in LTGDC area 3. Identification of funding sources 4. Delivery of capital projects 5. Administration of funds negotiated through LTGDC Tariff 6. Support and buy-in for schemes
Greater London Authority	<ol style="list-style-type: none"> 1. Development management and comment on referable applications 2. Regional and sub-regional scale plan-making
London Development Agency	<ol style="list-style-type: none"> 1. Funding / delivery of capital projects 2. Development of sites in LDA ownership 3. Input into strategy development 4. Support and buy-in for schemes

Partner	Key role and responsibilities
Transport for London	<ol style="list-style-type: none"> 1. Development management and input into determination of referable applications 2. Funding contributions to transport projects 3. Buy-in and support for projects 4. Policy development 5. Highway authority for A12 and A11.
Mayor's Development Corporation	<ol style="list-style-type: none"> 1. The MDC will sit within the GLA family and will be responsible for development management and the determination of applications. It is likely to have a similar role to the that of the LTGDC with additional plan making powers. 2. Funding and buy-in
Lea Valley Regional Park Authority	<ol style="list-style-type: none"> 1. Review of proposals in relation to strategic priorities of LVRPA in relation to waterways and open spaces 2. Land ownership interest in sites in the wider study area 3. Support for projects
Registered Social Landlords	<ol style="list-style-type: none"> 1. Responsibility for management of social housing stock 2. Delivery of projects to refurbish estates 3. Masterplanning and capital investment in comprehensive redevelopment schemes 4. Support for projects
British Waterways	<ol style="list-style-type: none"> 1. British Waterways will be a key stakeholder and partner in relation to towpath and waterside projects including proposed bridges.

5.3 KEY PROJECT SUMMARY

	Project	Theme 1: Meeting needs	Theme 2: Improving connections	Theme 3: High quality neighbourhood
1	1.1 Stroudley Walk Neighbourhood Centre : Redevelopment of neighbourhood centre with retail, community facilities and residential dwellings			
	1.2 St. Leonard's Street / Bromley High Street : Improvements to under-utilised public space			
	1.3 Stroudley Walk Public Realm : Improvements to highways and public realm associated with renewal of Stroudley Walk			
	1.4 Bromley High Street and A11 : Development should contribute towards improved pedestrian crossing facilities at the junction of the A11 with Bromley High Street			
2	2.1 Bromley-by-Bow North : Redevelopment for commercial and residential uses			
	2.2 New District Centre : New town centre with mix of uses including retail, community uses, residential dwellings and commercial uses.			
	2.3 New primary school : 2 form entry primary school			
	2.4 Towpath enhancements north : Enhancement of towpath, consolidation as continuous route			
	2.5 A12 Street Trees : Comprehensive planting of street trees along the A12 and routes leading to waterfront through the Mayor's street trees programme.			
	2.6 District Centre Park : Proposed delivery of new green open space.			
	2.7 New bridge link to Sugar House Lane (buses and pedestrians / cycles) : New connection between Bromley-by-Bow and Sugar House Lane to facilitate new direct route from District Centre to Sugar House Lane and beyond to the Olympics and legacy facilities as well as Stratford via Stratford High Street This will be delivered as part of the Sugar House Lane development. Land to be safeguarded for bridge at Bromley-by-Bow North.			
	2.8 New bridge link to Hunts Lane (pedestrians and cycles) : New connection between Bromley-by-Bow North and Sugar House Lane enabling improved east-west connections across River to be delivered as part of the Sugar House Lane development. Land to be safeguarded for bridge at Bromley-by-Bow North.			
	2.9 District Centre Square / Open Space : New public space and associated public realm improvements as part of new District Centre.			

5.3 KEY PROJECT SUMMARY

Indicative timescale Short = 3 years Medium = 3 to 10 years Long = More than 10 years	Linked developments	Funding sources	Delivery agency
Medium	Other sites in north-west quadrant	Poplar HARCA	Poplar HARCA, LBTH, Private Interests
Medium	Other sites in north-west quadrant	TBC - linked to adjacent developments	Poplar HARCA, LBTH, Private Interests
Medium	Other sites in north-west quadrant	Poplar HARCA	Poplar HARCA, LBTH, Private Interests
Medium	Other sites in north-west quadrant	Poplar HARCA, TfL	Poplar HARCA, LBTH, Private Interests, TfL
Medium	Sugar House Lane (Newham)	Private Interests	RSLs, Private Interests, LTGDC, LBTH
Medium	Sugar House Lane (Newham)	Private Interests	Private interests, LBTH, LDA, Mayor's Development Corporation, TfL
Medium	Multiple	LBTH	LBTH, British Waterways, private interests
Medium	N/a	Linked to adjacent developments	LBTH, LTGDC, LDA, Mayor's Development Corporation, LVRPA, Private Interests, RSLs
Medium	Multiple	London Mayor	LBTH, LTGDC, GLA, TfL, LDA, Mayor's Development Corporation
Medium	N/a	Linked to adjacent developments	LBTH, LDA, Mayor's Development Corporation
Long	Sugar House Lane / Three Mills	Linked to adjacent developments	LBTH, LBN, TfL, British Waterways, private interests
Long	Sugar House Lane / Three Mills	Linked to adjacent developments	LBTH, LBN, TfL, British Waterways, private interests
Medium	Station Gateway	Private Interests	Private interests, LBTH, LDA, Mayor's Development Corporation, TfL

	Project	Theme 1 : Meeting needs	Theme 2: Improving connections	Theme 3: High quality neighbourhood
3	3.1 Pedestrian crossing (Talwin Street): At-grade pedestrian crossing.			
	3.2 Subway improvements (Three Mills Lane): Improvements to subway associated with emerging proposals for movement enhancements			
	3.3 Bow Interchange enhancements: Improved cycle and pedestrian crossings at Bow Interchange			
	3.4 Towpath improvements central: Enhancement of towpath and consolidation as a continuous route, potential to connect under the rail line			
4	4.1 Station Square: New station square associated with enhancements to station and adjacent improvements to underpass and creation of new public space.			
	4.2 New station underpass: Widening and enhancement of underpass associated with new district centre and station improvements			
	4.3 Station improvements: Proposal to improve access and capacity in response to future needs.			
6	5.1 Twelvetrees Crescent landscape: Improvements to green landscaping adjacent to St Andrews site			
	5.2 Twelvetrees Crescent junction: Improvements to Twelvetrees Crescent junction to the east of the A12.			
	5.3 Twelvetrees Crescent Bridge: Proposals to enable step-free access from towpath to Twelvetrees Bridge as part of Lea River Park project			
	5.4 At-grade crossing (Devas Street): Proposals to create a new crossing across the A12 - the exact approach is being considered, ideally as an at-grade crossing, or alternatively as a bridge.			
	5.5 Link to Gillender Street: Access to towpath.			
7	6.1 Secondary school: Emerging proposals for 13 form entry secondary school			
	6.2 Towpath enhancements south: Enhancement of towpath and consolidation as a continuous route			
	6.3 Bow Locks / Coventry Cross East underpass: Improvements to Bow Lock underpass			

Indicative timescale Short = 3 years Medium = 3 to 10 years Long = More than 10 years	Linked developments	Funding sources	Delivery agency
Medium	Bromley-by-Bow North	Private Interests	Private interests, LBTH, LDA, Mayor's Development Corporation, TfL
Medium	Bromley-by-Bow North	Private Interests	Private interests, LBTH, LDA, Mayor's Development Corporation, TfL
Short	Multiple	TBC - linked to adjacent developments / future public sector funding	LBTH, TfL, Mayor's Development Corporation, Private Interests
Medium	Multiple	TBC - linked to adjacent developments	LBTH, TfL, Mayor's Development Corporation, British Waterways, Private Interests
Long	Station Gateway	TBC -linked to adjacent developments	Private Interests, LBTH, LTGDC, TfL, LDA
Medium	Station Gateway	Private Interests	Private Interests, LBTH, LTGDC, TfL, LDA
Medium	Multiple	TBC - public sector funding	TfL, LBTH, LTGDC
Medium	St Andrews	Private interests	LBTH, LTGDC, Private Interests
Short	Multiple sites	TBC	LBTH, LTGDC, Private Interests, TfL
Medium	Multiple sites	Through Olympic Park project	LBTH, LTGDC, Private Interests, TfL, British Waterways
Medium	Multiple sites	TBC - linked to adjacent developments	LBTH, LTGDC, Private Interests, TfL
Long	Gillender Street	TBC - linked to adjacent developments	LBTH, LTGDC, Private Interests
Medium	Multiple sites	LBTH - Building Schools for the Future programme	LBTH, LTGDC
Medium	Twelvetrees Crescent	TBC - linked to adjacent developments	LBTH, TfL, Mayor's Development Corporation, Private Interests, British Waterways
Medium	Multiple sites	TBC - linked to adjacent developments	Private Interests, LBTH, LTGDC, TfL, LDA



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French	Pour une traduction gratuite, téléphonez
Hindi	मुफ्त अनुवाद के लिए फोन कीजिए
Malayalam	സൗജന്യമായ തർജ്ജിമയ്ക്കായി ബന്ധപ്പെടുക
Somali	Turjubaan lacag la'aan ah ka soo wac telefoonka.
Portuguese	Para uma tradução grátis, telefone.
Bengali/Sylheti	বিনাখরচে অনুবাদের জন্য টেলিফোন করুন
Gujarati	મફત ભાષાંતર માટે ફોન કરો.
Punjabi	ਮੁਫਤ ਅਨੁਵਾਦ ਲਈ ਫੋਨ ਕਰੋ
Urdu	مفت ترجمے کے لئے ٹیلیفون کیجیے۔
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Greek	Για δωρεάν μετάφραση, τηλεφωνήστε.
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Kurdish	بۆ وەرگیران (تەرجومەکردن) بە خۆراییی، تەلەفۆن بکە.
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Bromley-by-Bow Masterplan Supplementary Planning Document Consultation and Engagement Plan

May 2012



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1 INTRODUCTION

Background and Context

- 1.1 The Council's Local Development Framework (LDF) Core Strategy was adopted in September 2010, and sets out the spatial vision for development over the next 15 years, to help shape the future of Tower Hamlets (LBTH). There is now a need to formally recognise the work undertaken in the Bromley-by-Bow area. Work includes the draft Bromley-by-Bow Masterplan (2006), Land Use and Design Brief (2009), and other associated transport and connection studies, such as the Bromley-by-Bow Station Study (2011).
- 1.2 This work will be consolidated into the Bromley-by-Bow Masterplan, which will be taken forward as a Supplementary Planning Document (SPD). The Bromley-by-Bow Masterplan SPD (Masterplan SPD) will be a tool for implementing the objectives of the Core Strategy, and will provide the basis for the determination of planning applications in the area.
- 1.3 The Mayoral Development Corporation (MDC) will have planmaking and decision powers from 1 October 2012, for part of the Masterplan SPD boundary. The Masterplan SPD will also act as tool to influence MDC decision making in the area, to ensure positive benefits for the boroughs' residents.

Role of the Consultation and Engagement Report

- 1.4 The Masterplan SPD is subject to statutory preparation procedures under Regulations 16-19 of the Town and Country Planning (Local Development) (England) Regulations 2004. This Consultation and Engagement Report has been prepared to:
 - provide an engagement framework that describes the main consultation methods that have been used;
 - summarises the key issues raised by the community and stakeholders and;
 - set out the Council's response to representations received, and how they have help shape the Masterplan SPD.

2 CONSULTATION AND ENGAGEMENT APPROACH

- 2.1 The approach to consultation has been developed to be in conformity with the Council's Statement of Community Involvement (SCI) (2009). The overarching aim for consultation is to provide an opportunity for involvement from a wide range of local community groups and individuals.
- 2.2 In undertaking community involvement, the core principles which have governed the approach to consultation are provided below:
- **Appropriate** to the level of planning issue and the type of document being consulted on;
 - **From the beginning**, giving people the opportunity to shape the documents and make it their own;
 - **A continuous process** and not just a one off event;
 - **Clear and straightforward** by using methods suitable to the communities being consulted; and
 - **Planned** as a central part of the planning and plan making process.

How we involved the community and stakeholders

- 2.3 There are several distinct stages to consultation activities to progress SPDs. The table below sets out the stages in preparing the Masterplan SPD and identifies where the community and key stakeholders had the opportunity to get involved.

Table 1 – Bromley-by-Bow Masterplan SPD Consultation Process.

Stage		Method of Consultation/Engagement	How the community have their say
Stage 1 - Informal Consultation Community involvement and participation before developing a SPD.	<i>January 2011 to July 2011</i>	This stage comprises information gathering and generating options before developing the Masterplan through a series of consultation activities and meetings.	Previous comments and feedback from the earlier draft Bromley-by-Bow Masterplan (2006), and Land Use and Design Brief (2009) were used to feed into the drafting process.
Stage 2 - Statutory Consultation Community involvement and participation before adopting a SPD.	<i>12 September 2011 to 24 October 2011 (6 weeks)</i>	Undertaken for six weeks, before the finalisation and adoption of the Masterplan SPD. A series of events and activities, as well as the opportunity to submit formal written representations. Further consultation was undertaken on the proposed Building Height Plan, from 11 January to 8 February 2012 (4 weeks).	By writing to us and/or attending a meeting or workshop.
Stage 3 -	<i>May 2012</i>	Publish the Consultation and	N/A

<p>Adopting the SPD Informing the community on the adoption of the Masterplan SPD.</p>		<p>Engagement Plan and Adoption Statement. This is the final stage and those who have requested to be notified, will be sent the adoption statement.</p>	
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2.4 Throughout the Masterplan SPD preparation process, consultation techniques and activities were carried out to ensure an effective and efficient engagement. Some of these included:

Meeting with Elected Members

Regular engagement with Lead and Ward Members to ascertain community priorities and aspirations, to ensure community issues were fed into the Masterplan SPD.

Public Workshops, Exhibitions and Drop-in Sessions

Events within or near the Masterplan SPD area, and in particular working closely local community groups and landowners to promote specific consultation events and increase awareness of the Masterplan SPD.

Landowner Meetings

Regular meetings with landowners to inform and update on the progress of the Masterplan SPD.

Internal LDF Working Group

Regular meetings with internal officers to inform and update on the progress of the document.

External Working Group

Regular meetings with partner agencies to inform and update on the progress of the document. Attendees included London Thames Gateway Development Corporation (LTGDC), Olympic Park Legacy Company (OPLC), Design for London (DfL).

On-line updates

Regular updates on the Council's website to inform people of the progress of the document.

Advert and/or Article in local newspaper

Advert in the East End Life to inform people of consultation events and activities.

Posters in and around the Bromley-by-Bow area

Posters displayed in and around the area to inform residents, workers and visitors of consultation events and activities.

Email and Letters

Contacted those on the LDF Consultation database and listed addresses in the Masterplan SPD area via email and/or letter, to inform them of upcoming events and activities.

Consultation Review

- 2.5 The Council previously consulted on the adopted Core Strategy 2025, Community Plan refresh and is also undertaking public consultation on the Managing Development DPD. These documents have inter-related issues and where relevant, the comments arising from public consultation on these documents were considered and fed into the Masterplan SPD and vice versa.
- 2.6 Consultation was also undertaken for the initial draft Bromley-by-Bow Masterplan (2006) from 2006-2007 and the Bromley-by-Bow Land Use and Design Brief (2009), in 2008. The key issues raised from previous consultation events were also fed into the preparation of the Masterplan SPD, as per stage 1 – Informal Consultation, of the consultation process.

3 CONSULTATION PROGRAMME

Consultation Events and Activities

3.1 The table below outlines the programme of events and activities for stage 2 consultation. This includes preparation before and events held after the formal period of consultation.

Method/Type of Consultation	Aim/details	Target Groups	Date and Location
Preparation for Consultation			
Internal Drop-in Sessions and ongoing meetings	Dialogue with key Council officers to ensure full involvement in the Masterplan SPD production process, ascertain aspirations and key issues.	LBTH Officers	LBTH offices November - May 2011
Landowner meetings	To engage and update key landowners. Separate focused meetings with key landowners to discuss specific issues relating to the Masterplan SPD and their aspirations for their site.	Key landowners in the area.	LBTH offices November 2010 - January 2011
Mayor and Member Engagement	Briefing the elected Mayor, Lead Member for Housing and Ward Members on the Masterplan SPD.	Elected Members'	LBTH offices March – August 2011
Masterplan SPD media campaign. Publication on the website, East End Life (EEL), emails, letters, posters etc.	Publication on the website, EEL, emails, letters, posters etc, informing of consultation events and activities.	The general public. LDF database members. Bromley-by-Bow Masterplan residents, local business and landowners.	September - October 2011
Stage 2 Statutory Consultation			
Public Drop-in Sessions	To introduce and discuss the aims and objectives of the Masterplan SPD, and ascertain key issues and priorities in the area.	The general public. LDF database members. Bromley-by-Bow Masterplan residents, local business and landowners.	Bromley-by-Bow Centre 26 Sep 2011 and 3 Oct 2011 Marnar Centre 5 Oct 2011

Method/Type of Consultation	Aim/details	Target Groups	Date and Location
Finalising the Masterplan			
SEA Screening Determination	To confirm that the Masterplan SPD does not require an SEA, in accordance with the requirements of regulation 9(1) of the Environmental Assessment of Plans and Programmes Regulations 2004.	Statutory environmental bodies via email and post	Jan 2012
Further on the Building Height Plan Consultation	Opportunity for those who made representations on the draft Masterplan SPD to make further comments on a proposed Building Height plan. Notification on the web, email and letters.	Those who made comments on the draft Masterplan SPD and key landowners.	11 Jan – 8 Feb 2012
Stage 3 Adopting the Masterplan			
Member Engagement	Briefing the elected Mayor, Lead Member for Housing on the Masterplan SPD.	Elected Members'	LBTH offices Jan – May 2012

4 CONSULTATION AND ENGAGEMENT FEEDBACK

- 4.1 This section of the Consultation and Engagement Plan summarises the feedback arising from the consultation on the Masterplan SPD. This includes representations and comments submitted, and the Council's response to these. The comments and representations received through the consultation process have been used to finalise the Masterplan SPD.
- 4.2 Over 30 people attended the consultation events held by the Council. In addition, 35 written representations were received from Members, local residents, statutory consultees, landowners and developers during both consultation periods:
- statutory consultation on the draft Bromley-by-Bow Masterplan SPD (Masterplan SPD) from 12 September 2011 to 24 October 2011, and;
 - further consultation on the proposed Building Height Plan, from 8 January 2012 to 11 February 2012
- 4.3 A summary of the key issues that were raised are detailed in the table below. For further detail on the representations received and the Council's responses to these, see Appendix A.

Table 3 – Consultation Feedback Summary

Vision Statement	
Key Issues	Council Response
<p>Further additional open space, should be promoted in Bromley-by-Bow north</p> <p>There are a number crossings which should be reinforced, such as Twelvetrees Crescent and Devas Street.</p>	<p>Pedestrian access routes to and from Bromley-by-Bow north site have been amended to enhance and reinforce north-south routes, which link to the wider area.</p> <p>New pedestrian crossings are further promoted at Twelvetrees Crescent and Devas Street.</p>
Setting the Scene	
Key Issues	Council Response
<p>The Masterplan SPD should be consistent with the OLSPG.</p> <p>Further information should be provided on the Council's emerging Managing Development DPD and relevance to the Masterplan SPD.</p>	<p>The role and function of the London Plan Olympic Legacy Supplementary Planning Guidance (OLSPG) has been reinforced to provide a strategic context.</p> <p>Information on the Council's emerging Managing Development DPD has been updated, with greater emphasis provided on the role of the DPD relative to the Masterplan and their linkages.</p>

Regional Location	
Key Issues	Council Response
The boundary of the Mayoral Development Corporation should be highlighted, as it will be the new regeneration and planning agency for the area.	The London Mayoral Development Corporation boundary has been included.
Challenges and Opportunities	
Key Issues	Council Response
<p>Floodrisk and utilities are also key site constraints, which should be identified on the map</p> <p>Bridge principles and design need to be agreed with British Waterways.</p> <p>The proposed crossing on the A12 need to be agreed with TfL.</p>	<p>Infrastructure map has been updated to reinforce the A12, railway, waterways, utilities and floodrisk as key barriers.</p> <p>References have been included to confirm that any proposed waterway bridges and A12 crossings are to be agreed with British Waterways and TfL respectively.</p>
Design Principles	
Key Issue	Council Response
<p>There is lack of sustainability principles for the area.</p> <p>Further opportunities to utilise the waterways should be referenced.</p> <p>The Masterplan SPD would benefit from more detailed height guidance for the key sites.</p>	<p>Sustainability principles have been included, which reflect those of the Core Strategy and emerging Managing Development DPD.</p> <p>Text has been amended to promote and enhance mooring facilities.</p> <p>Height principles have been established for key sites within the area, with indicative upper limit thresholds provided to guide development.</p>
Key Sites	
Key Issue	Council Response
<p>The Masterplan SPD reflects the consented District Centre scheme, making a presumption that the scheme will get built. As such the Masterplan is predicated on the scheme and this is not considered to be 'plan led'.</p> <p>Further guidance is required on Bromley-</p>	<p>Reference to the development application for the district centre has been removed, and associated map has been updated to reinforce the principles established within the Bromley-by-Bow Land Use and Design Brief, Interim Planning Guidance.</p> <p>The importance of riverside development for</p>

<p>by-Bow North, including: connections; development elevation on the towpath and design of open space provision.</p> <p>The principle of developing Bow Locks for a secondary school needs to address key accessibility and connectivity issues as a priority.</p>	<p>Bromley-by-Bow North and high quality public open space have been reinforced.</p> <p>Bow Locks - The principle of redeveloping the site for a secondary school being dependent on improved pedestrian and cycle access has been reinforced.</p>
Public Realm Principles	
Key Issue	Council Response
<p>Further guidance required for: open space provision; green infrastructure; A12 and the towpath</p>	<p>Further detailed design principles have been provided for towpath and A12 crossings. The Masterplan already provides detailed guidance regarding new open space provision and green infrastructure, consistent with the Council's Open Space and Green Grid Strategies.</p>
Delivery	
Key Issue	Council Response
<p>There is the need to include a preferred phasing plan, which promotes the District Centre to come forward first, as it will provide most of the key infrastructure required to support the wider redevelopment of Bromley-by-Bow.</p>	<p>A phasing statement has been included to ensure the redevelopment of Bromley-by-Bow is coordinated in a comprehensive manner.</p>

APPENDICES

Appendix A - Representations

Table 1 - Statutory Consultation

No	Organisation	Chapter/Section	Representation Summary	Response
1	GLA	1.1 Vision Statement	The designation of Bow Locks for education use with the Masterplan SPD is not in conformity with PPS12. It would be useful to see the approach taken to identify this site, and to what extent this methodology has considered the London Plan.	<p>Bromley-by-Bow is an area of search for a secondary school within the adopted Core Strategy. The emerging Managing Development DPD, allocates Bow Locks for a secondary school, based on a methodology to match sites to uses. This methodology is published as part of the evidence base for the Managing Development DPD and the site selection process has been undertaken in accordance with national, regional policy and guidance, including the London Plan.</p> <p>The Masterplan SPD promotes the site for a secondary school, in accordance with the Managing Development and provides further design and access guidance to support the delivery of the site.</p>
2	LTGDC	1.1 Vision Statement	The requirement for the redevelopment of Bromley by Bow North to include a consolidated area(s) of green space should be illustrated.	Agree. Masterplan SPD has been updated to include opportunities for green local open space as part of the redevelopment of Bromley-by-Bow North. Map updated accordingly and other applicable maps in the document also updated.

3	LTGDC	1.1 Vision Statement	The number of east-west pedestrian routes bisecting the Bromley by Bow north site should be limited to the routes that provide access between the site and the District Centre and Sugar House Lane.	Agree. Pedestrian and access routes to and from Bromley-by-Bow north site has been amended to enhance and reinforce north-south routes, which link to the wider area.
4	LTGDC	1.1 Vision Statement	New pedestrian crossings should be promoted across the northern arms of Twelvetrees Crescent and Devas Street to facilitate improved access around the existing grade separated junction.	Agree. New pedestrian crossings are now promoted at Twelvetrees Crescent and Devas Street.
5	LTGDC	1.1 Vision Statement	The proposed bridge crossing of the Limehouse Cut should be deleted given its proximity to the A12 bridge and Twelvetrees Bridge Lea River Park proposals.	Agree. Proposed bridge connection has been removed and existing connections reinforced due to the proximity of nearby crossings.
6	LTGDC	1.1 Vision Statement	The Lea River Park should be added to the plan given its proximity to the Masterplan area and its role as a linear park for access and recreation.	Agree. Vision map has been updated accordingly.
7	LTGDC	1.1 Vision Statement	A distinction should be made between the blue arrows that denote new pedestrian/cycle crossings, bridges and towpath enhancements.	Agree. For ease of reference and to differentiate connections, a colour distinction has been applied.
8	DfL	1.1 Vision Statement	Brown shading for 'Key future public spaces' needs greater distinction – are these proposed / new / shared surfaces etc.?	Section 4.3 already provides further detail on new/improved/shared public spaces,. The Vision map summarises the key spaces in the area.
9	DfL	1.1 Vision Statement	Movement junctions, in particular the crossings at the A11/A12 junctions need to be clearer.	Agree. A11/A12 crossing amended to provide clarity and reinforce connections.
10	East Thames and Southern Housing	1.1 Vision Statement	Vision Statement and Introduction should include reference to the OLSPG and the status of that document and emerging	The OLSPG is already referenced in section 2.1, and the MDC boundary is also identified in section 2.2 and section 5. These sections provide the appropriate context to reference both OLSPG and the MDC.
11	Trad	1.1 Vision Statement	Given the issue surrounding land ownership and land assembly, the vision and remaining maps should avoid a prescription that any redevelopment	The landownership complexities is a potential redevelopment constraint. However, the role of the Masterplan SPD is to provide a tool for the

			proposals need to relate to the entire site.	Council, landowners and developers, to work collaboratively to deliver sites comprehensively, rather than piecemeal.
12	OPLC	1.1 Vision Statement	The two northern east and west routes in Bromley by Bow North do not need to be drawn/specified as they do not lead to anywhere specifically.	Agree. Map has been updated accordingly along with other applicable maps in the document.
13	OPLC	1.1 Vision Statement	There should be a connection highlighted from the Bow Interchange South East Corner to Bow Riverside directly. It is important that this entrance is preserved close to the Bow Interchange as it ensures the towpath both north and southbound is well connected.	Agree. Map has been updated accordingly along with other applicable maps in the document.
14	OPLC	1.1 Vision Statement	Different coloured arrows to specifically represent surface crossings and underpasses or bridges would be useful, given that the type of proposed crossing is known.	Agree. Map has been updated accordingly along with other applicable maps in the document.
15	OPLC	1.1 Vision Statement	The A12 front needs public realm improvements in the north as well as south. The map should show improved public realm along Hancock Road as is shown near Bromley by Bow Station.	Agree. Map has been updated accordingly along with other applicable maps in the document.
16	OPLC	1.1 Vision Statement	The north south arrows at Twelve Trees Crescent should line up with the footways.	Agree. Map has been updated accordingly along with other applicable maps in the document.
17	OPLC	1.1 Vision Statement	Map needs to show Bromley Riverside path and bridge.	Agree. Map has been updated accordingly along with other applicable maps in the document.
18	OPLC	1.1 Vision Statement	There is no route or connection shown through Twelvetrees crescent as was developed in the LTGDC's South East Quadrant Study.	Improving and widening the existing pedestrian pavement under Twelvetrees Crescent has been assessed by the Council's Highway team, and considered not acceptable. The route is dominated by HGVs, and the loss of road space to increase the pavement width for pedestrians and cyclist, will not provide

				sufficient road space for HGVs. An alternative pedestrian route has been further considered and identified in the document.
19	OPLC	1.1 Vision Statement	Planting improvements and the provision of large trees should be made on both sides of the A12 and not just one.	Agree. Map has been updated accordingly along with other applicable maps in the document.
20	OPLC	1.1 Vision Statement	Has there been any consideration for a surface crossing above the district line to the station?	Pedestrian crossings on the A12 have been thoroughly assessed throughout the Bromley-by-Bow masterplanning process and other supporting evidence base, such as the LTGDC A12 Capacity Study. The safest routes have been identified at Three Mills Lane and Devas St/Twelve Trees Crescent, which will both provide safe pedestrian access with minimal impacts on the traffic flow on the A12.
21	OPLC	1.1 Vision Statement	Identifying a mixed use approach within Bromley-by-Bow north would allow more possible combinations to deliver commercial, residential and green space.	Due to the area constraints, such as the A12, it is considered desirable for commercial activities to locate along the A12 to benefit from access as well as to act as an environmental buffer. Residential and open space should be set back from the A12 and benefit from the setting of the River Lea. The Masterplan SPD provides guidance on how this can be achieved, by stacking uses. However, other scenarios will be welcomed if they can achieve the above outcomes.
22	Lee Valley Regional Park	1.2 Themes and Key Objectives	The three Themes and Key Objectives should reference the Regional Park	This section of the document refers to the immediate open green space. The Lee Valley Regional Park plays an important context and is referenced in section 2.2.
23	East Thames and Southern	1.2 Themes and Key Objectives	Paragraph 2.1.2 refers to the area having a “rich cultural and ethnic character” and the fourth bullet point under Theme 3 on page 5 refers to	Agree. Amendment to theme 3 has been made to state 'enhancing the cultural diversity of the area'.

	Housing		“improving the cultural diversity of the area”.	
24	East Thames and Southern Housing	1.2 Themes and Key Objectives	Support the general Themes 1, 2 and 3 and consider that their planning application for comprehensive development at BbBN (<i>text appears to be missing here</i>)	Noted.
25	East Thames and Southern Housing	1.2 Themes and Key Objectives	It is considered that additional objectives could be added to this list in the SA Review such as: will it lead to more effective and efficient use of land? Will it provide new homes to meet the local needs? Will it provide new flexible employment floorspace to meet current requirements and stimulate employment opportunities?	These objectives are covered within the established three key themes and underlying objectives set out in section 1.
26	East Thames and Southern Housing	1.2 Themes and Key Objectives	Regeneration objectives are not dealt with very clearly within the draft document. There are references to regional land sub-regional guidance for the area and the position of the Brief within the LDF, but little seems to be said about the importance of the brief in terms of realising objectives for regeneration.	The section 1.1 sets out the role of the Masterplan. This is further explored in section 1.2 which provides key delivery objectives and themes. This is clear throughout the document, and applying the key themes in section 3 further provides clarity on how the vision will be delivered.
27	Poplar Harca	1.2 Themes and Key Objectives	We support the designation of Bromley-by-Bow as a District Centre. We also encourage maximising social housing and creating job links in the area.	Noted.
28	Natural England	1.2 Themes and Key Objectives	Local authorities should consider the provision of natural areas as part of a balanced policy to ensure that local communities have access to an appropriate mix of green-spaces.	Noted. The Masterplan SPD acknowledges the need to create and enhance green open spaces, and identifies opportunities as part of new developments in the area.
29	Poplar Harca	1.2 Themes and Key Objectives	Welcome introduction of proposed improvements to Bromley-by-Bow station and new District Centre.	Noted.
30	Workspace Group Plc	1.2 Themes and Key Objectives	Theme 1: Workspace supports the creation of a new town centre in Bromley-by-Bow and the promotion of 1,500 to 2,500 new homes for the Bromley-by-Bow area.	Noted.

31	Workspace Group Plc	1.2 Themes and Key Objectives	Theme 2: It is considered that additional text should be added that states: "Improving pedestrian and cycling permeability with the neighbouring growth areas including Fish Island, Three Mills and Stratford High Street"	Connecting Bromley-by-Bow to the wider area is a key driver for regeneration, which is later acknowledged in section 3. The Masterplan acknowledges connections within the area are poor and require significant improvements, both within the Masterplan area itself and to the wider surrounding area.
32	British Waterways	1.2 Themes and Key Objectives	Theme 2: We do not agree with the description of the River Lea being a 'barrier'. The waterways in this area have acted as a catalyst for regeneration.	Agree. Text has been amended which change the word 'barrier' to 'severance'. It is acknowledged the Waterways provide a focal point to bring communities together and has been referenced in the Masterplan SPD.
33	Environment Agency	1.2 Themes and Key Objectives	Theme 3: Recommend point 5 is changed to include reference to biodiversity benefits	Agree. Text been replaced with 'enhancing the waterfront, opening up the River Lea for recreation, access and biodiversity benefits'
34	Natural England	1.2 Themes and Key Objectives	Theme 3: Biodiversity and the natural environment can lead to various opportunities, not just for wildlife activity and connection, but also health, recreation, contributing to climate change adaptation and improving quality of life.	Agree. The Council recognises the various opportunities. Text been updated to ensure the area's green infrastructure is designed to deliver a multiple of functions.
35	Trad	1.2 Themes and Key Objectives	We are supportive of the key objectives, including station improvements, subway upgrade and the River Lea and A12 crossings.	Noted.
36	Resident	1.2 Themes and Key Objectives	Suggest rethinking Bow Locks - this is a site of a mixed leisure, retail, housing scheme which can make the most of the waterfront - certainly not a school.	Bromley-by-Bow is an area of search for a secondary school within the adopted Core Strategy. The emerging Managing Development DPD, allocates Bow Locks for a secondary school, based on a methodology to match sites to uses. This methodology is published as part of the evidence base for the Managing Development DPD and the site selection process has been undertaken in accordance with national, regional policy and

				<p>guidance, including the London Plan.</p> <p>The Masterplan SPD promotes the site for a secondary school, in accordance with the Managing Development and provides further design and access guidance to support the delivery of the site.</p>
37	English Heritage	2.1 Setting the Scene	Historic Context - We welcome the historic context which sets out an informative background to the proposals which follow in the SPD	Noted.
38	English Heritage	2.1 Setting the Scene	Historic Context - For clarity it might be useful, to explicitly state the legacies of the area's evolution which have implications for the SPD in planning terms - elements of value to be retained and urban design issues to be addressed, including its mixed post-war residential typologies and commercial/industrial setting etc.	Agree. Text has been updated accordingly.
39	Trad	2. Context 2.1 Setting the Scene	Policy - The Masterplan needs to be consistent with the OLSPG, and should not be progressed until this document is finalised.	The Masterplan SPD and the OLSPG, have been feeding into one another, as they progress. The finalisation of the Masterplan SPD is not dependent on the OLSPG, but is aligned to London Plan and the Council's adopted Core Strategy.
40	GLA	2.1 Setting the Scene	Policy - The Masterplan SPD should reflect the vision and objectives set out in the draft OAPF to ensure consistency and implementation of a shared strategic vision	Agree. Key vision for the Bromley-by-Bow area from the OLSPG has been reinforced within this section.
41	East Thames and Southern Housing	2.1 Setting the Scene	Policy - The content of the BbBM SPD should accord with the provisions of the OLSPG, which means that the preparation and final approval of the BbBM SPD should really follow the final approval and endorsement of the OLSPG.	The Masterplan SPD and the OLSPG, have been feeding into one another, as they progress. The finalisation of the Masterplan SPD is not dependent on the OLSPG, but is aligned to London Plan and the Council's adopted Core Strategy.

42	Natural England	2.2 Regional Location	Opportunities to link into and improve access to leisure and amenity facilities along the Lee Valley are welcomed and to be encouraged.	Noted.
43	Natural England	2.2 Regional Location	The Council should also look at the fragmentation of open spaces and the linking of them back to paths and other sites. This would also be in line with the council's aspiration to make the area "greener".	The Council has a Green Grid Strategy, which promotes greener links and open green space. This document has informed the Masterplan SPD, which has identified open space and the green link opportunities.
44	Lee Valley Regional Park	2.2 Regional Location	Include a reference to the Regional Park by including the Park boundary on Plan 2.2 'Regional Location'.	Agree. Reference to the River Lea Park has been included to the map.
45	GLA	2. Context 2.2 Regional Location	For consistency, indicate the town centre classification next to Stratford City and Roman Road.	Agree. Text has been updated accordingly.
46	British Waterways	2.2 Regional Location	The Lower Lea Valley Waterspace Strategy highlights the opportunities of the area's waterways in the context of the emerging development and regeneration.	Noted. Recognition of this strategy is highlighted in section 4.1.
47	DfL	3.1 Current Schemes	Number 7 of the anticipated major schemes does not have an anticipated scheme at present	The Masterplan SPD identifies key sites with potential redevelopment opportunities. Site 7 does not currently have any proposed scheme, but it is anticipated that the site could be redeveloped.
48	LTGDC.	3.1 Current Schemes	The image of the Bromley by Bow South Tesco scheme is incorrect and reflects the application as it was submitted as opposed to the consented scheme.	Agree. Image reference to the development application for the district centre has been deleted.
49	GLA	3.1 Current Schemes	It should be made clear that all new developments coming forward will have to consider their wider impacts and implications on neighbouring boroughs	Agree. Text has been updated to reinforce that all developments must consider wider impacts.
50	British Waterways	3.1 Current Schemes	Bows Locks name is confusing as it refers to the Lock on the River Lea Navigation.	Agree. Site name description has been amended to Bow Locks/Coventry Cross East.

51	River Lea Tidal Mill Trust	3.1 Current Schemes	Para 3.1.2. Include reference to RLMT proposals to restore House Mill [Listed Grade I] and Millers House as major heritage/leisure/educational resource with support of Heritage Lottery Fund and other partners.	Agree. Map and text have been updated accordingly.
52	East Thames and Southern Housing	3.1 Current Schemes	The BbBN site is identified as site 2 on the plan on page 20. Paragraph 3.1.1 needs to be updated to refer to the submitted application scheme.	Agree. Text has been updated accordingly.
53	East Thames and Southern Housing	3.1 Current Schemes	Item 3.1 no longer forms part of the All Movements Junction scheme and this should be deleted.	The proposed junction on the A12 is illustrative. The detail of the junction will be later developed and agreed beyond the Masterplan SPD.
54	Lee Valley Regional Park	3.2 Challenges and Opportunities	The waterside should be further exploited, such as leisure boat and commuter boat rides, which connect to the Olympics, Stratford and beyond.	Section 4 design principles, identifies key development requirements and considerations to ensure the waterside is fully integrated into new developments and opportunities are realised. A further amendment to the Masterplan is not considered necessary.
55	GLA	3.2 Challenges and Opportunities	Existing Land Ownership – The illustrative plan of all current sites and future uses on the map is not clear.	Agree. Map has been amended to only identify existing land uses that have been built.
56	East Thames and Southern Housing	3.2 Challenges and Opportunities	Existing Land Ownership - A number of the buildings within the central part of the BbBN site have been demolished and the site has been cleared.	Agree. Relevant maps have been updated accordingly.
57	LTGDC	3.2 Challenges and Opportunities	Social and Community Facilities - The two northern most east-west corridors within the Bromley by Bow North site should be deleted from the plan.	Agree. Plan has been updated accordingly.
58	DfL	3.2 Challenges	Social and Community Facilities - The shaded areas labelled 'A12 environs requiring	Agree. Plan has been amended to specifically reference "green infrastructure improvements

		and Opportunities	improvements along its length' should be more specific about the need for planting.	along the A12".
59	LandProp Holdings	3.2 Challenges and Opportunities	Social and Community facilities - Healthcare provision should be included in the wider context and not preclude people from registering with a GP because they live across the river.	The Masterplan SPD cannot determine who can register at the proposed health facilities.
60	British Waterways	3.2 Challenges and Opportunities	Social and Community facilities - Any new facilities should complement and not adversely affect those already available at Three Mills.	Agree. Reference has been made to "any new facilities should complement and not adversely affect those already available or proposed within the surrounding area".
61	Sport England	3.2 Challenges and Opportunities	Social and Community facilities - It is very important that the proposed schools should incorporate sports facilities designed for dual use by the school and community. This is best achieved through formal community use agreements for such facilities.	The Masterplan SPD makes reference to potential dual use of education use for other community uses.
62	DfL	3.2 Challenges and Opportunities	Barriers and Infrastructure - This map is more appropriate as an appendix. It is not clear in highlighting constraints and appears focused on gas holders.	Agree. The map illustrates the key barriers within the area, which are considered as the key challenges for redevelopment. The map has been updated to reinforce the A12, railway and waterways as key barriers.
63	Poplar Harca	3.2 Challenges and Opportunities	Barriers and Infrastructure - Support the opportunities contained within 3.2.4 and on page 33.	Noted.
64	LTGDC	3.2 Challenges and Opportunities	Barriers and Infrastructure - Review the title	Agree. The title has been amended to "Constraints and Infrastructure"
65	British Waterways	3.2 Challenges and Opportunities	Barriers and Infrastructure - Waterfront environment should not be considered as a barrier.	Agree. Reference has been made to the deficiency of bridge connections over the river, which causes a severance to connect communities together and the use of the

				waterways as a focal point.
66	British Waterways	3.2 Challenges and Opportunities	The A11 “Fly-under” walkway has been recently completed, allowing access under the flyover and removing the need for pedestrians to navigate the busy road intersection.	The Masterplan SPD identifies the north-south towpath link as part of a key pedestrian and cycling route in the area.
67	British Waterways	3.2 Challenges and Opportunities	Support the description of the River Lea in Theme 3, being “at the heart of the neighbourhood”. We also support the following point 5.	Noted.
68	National Grid	3.2 Challenges and Opportunities	Barriers and Infrastructure - The north east part of the Masterplan area, identified for residential and commercial development, is crossed by one of National Grid’s high voltage underground electricity transmission cables. Amend Map to reference	Agree. Utility infrastructure has been added to plan to as a constraint.
69	Thames Water	3.2 Challenges and Opportunities	Barriers and Infrastructure - Reference to utility infrastructure as a key consideration.	Agree. Utility infrastructure has been added to plan to as a consideration.
70	DfL	3.2 Challenges and Opportunities	Transport and Connections - An improved walking and cycling route along the A12 is very important.	Opportunities for improving walking and cycling routes along the A12 have been identified, and further detailed for each key site.
71	DfL	3.2 Challenges and Opportunities	Transport and Connections - It would also be useful to see which of these new transport links are new.	Agree. New routes have been separately identified.
72	LTGDC	3.2 Challenges and Opportunities	Transport and Connections - The potential to introduce pedestrian and crossing facilities as part of new junction along the A12 at Three Mill Lane and Devas Street/Twelvetrees Crescent should be clearly referenced.	Agree. New pedestrian crossings have been reinforced in the plan and text at Twelvetrees Crescent/Devas Street and A12/Three Mills Lane
73	LTGDC	3.2 Challenges	Transport and Connections - The two northern most east-west corridors within the Bromley by	Agree. Pedestrian and access routes to and from Bromley-by-Bow north site amended to

		and Opportunities	Bow North site should be deleted from the plan.	enhance and reinforce north-south routes, which link to the wider area
74	British Waterways	3.2 Challenges and Opportunities	Transport and Connections - The proposed bridge crossing at Gillender Street and Bow Locks appears to be impossible, while providing necessary height for navigation and keeping the road access to Bow Locks clear. We therefore resist this proposal without further information.	Agree. Proposed bridge connection has been removed and existing connections reinforced due to the proximity of nearby crossings.
75	British Waterways	3.2 Challenges and Opportunities	Transport and Connections - Bridges should be considered carefully to avoid the adverse impacts and agreed with BW.	Agree. Reference has been made to acknowledge that proposed bridge principles and design will need to be agreed with British Waterways.
76	River Lea Tidal Mill Trust	3.2 Challenges and Opportunities	Transport and Connections - Signage in the area is poor, particular at present signage to/from Three Mills is totally inadequate from all directions.	Agree. Additional bullet point has been included to acknowledge the opportunity to improve signage in the area, linking into the Legible London scheme.
77	East Thames and Southern Housing	3.2 Challenges and Opportunities	Transport and Connections: Document should identify the importance and benefits of proposed improvements to connections within the Masterplan area in relation to the wider context, including access routes through to Pudding Mill Land as well as to Stratford.	Agree. Proposed connections, such as Pudding Mill Lane/A11 crossing have been identified on the map, to reinforce wider connections. Supporting text has also been updated accordingly.
78	TfL	3.2 Challenges and Opportunities	Transport and Connections - The improvement of transport connections is welcomed as are the improvements of access and capacity of Bromley-by-Bow station.	Noted.
79	TfL	3.2 Challenges and Opportunities	Transport and Connections - Other London Plan priorities, such as smoothing traffic flow, should be acknowledged as it will be important to balance these issues when alterations to the highway are being considered.	Agree. Text has been updated to highlight the London Plan priority.
80	TfL	3.2 Challenges	Transport and Connections - Omit reference to the complex bus routine that currently exist, due to the	Agree. Reference has been amended and the opportunity to provide north-south movements

		and Opportunities	barriers to movement the bus can only serve parts of the area in one direction.	has been reinforced.
81	TfL	3.2 Challenges and Opportunities	Transport and Connections - Reference the need to minimise car parking and vehicular trip generation to and from any new developments.	Agree. Text has been updated accordingly.
82	TfL	.2 Challenges and Opportunities	Transport and Connections - Cycle super highway has been implemented on the A11. The document should identify where improved cycle connections to CS2 can be made.	The Masterplan already identifies a number of new/improved cycle connections, which link into the wider cycle network.
83	GLA	3.2 Challenges and Opportunities	Transport and Connections - There is a concern over the conflict with access routes for cyclist and HGVs. Also prioritising HGVs near a school is not encouraged. The map on page 32 highlights both 'priority private car routes' and 'priority private car/HGV route'. It is suggested that priority car routes and HGV routes are shown separately for clarity.	Agree. The routes identified on the map have been amended to ensure pedestrians and cyclists do not conflict with the HGVs/cars.
84	LandProp Holdings	3.2 Challenges and Opportunities	Transport and Connections - In support of the improved connections over the A12 and River Lea.	Noted.
85	GLA	3.2 Challenges and Opportunities	Transport and Connections - Not all links shown on the map are in accordance with the OLSPG. The Masterplan will need to ensure that both documents are proposing all links.	The Masterplan SPD captures the key links identified within the OLSPG. The additional key links included within the Masterplan are considered to provide a comprehensive connection network, which link into the wider area.
86	Lee Valley Regional Park	3.2 Challenges and Opportunities	The number of bridge crossings will need to be considered in terms of the impact on the waterway corridor and its ecology, and the recreational use of waterside open space.	Agree. Masterplan SPD now includes additional bullet point to acknowledge the potential impact of the bridges on the waterways and ecology.
87	Environment	3.2	Transport and Connections - Concerns with new	Masterplan SPD makes a clear justification for

	Agency	Challenges and Opportunities	bridges proposed, all new bridges should be justified to ensure there are no adverse impacts to the river from shading / encroachment into the river.	new bridges. It has been reinforced within the text, that the proposed bridge principles and design will need to be agreed with British Waterways.
88	Natural England	3.2 Challenges and Opportunities	Transport and Connections - The Council should consider the potential for Green Infrastructure to help assist in the delivery of walking and cycling paths.	This is already considered within Theme 3 - high quality neighbourhood.
89	Natural England	3.2 Challenges and Opportunities	Transport and Connections - Section 3.2.4 refers to opportunities to enhance access to the River Lee which are broadly welcomed.	Noted.
90	Martin and Fiona E14	3.2 Challenges and Opportunities	Transport and Connections -Need additional crossing to get to the new district centre. Devas Street gets very busy because of the A12 and priority should be given to improvements on this junction.	The Masterplan SPD already promotes crossings over the A12 and improvements to the existing subways. These will come forward as new developments are built, which will consider key priorities, to support development within the area.
91	Martin and Fiona E14	3.2 Challenges and Opportunities	Transport and Connections: The area requires further modelling work.	The Council and a number of stakeholders have already undertaken A12 modelling work, which has identified a number of crossings or improvements to accessibility or connections. These are promoted in the Masterplan SPD.
92	Environment Agency	3.2 Challenges and Opportunities	Flood Risk should be included as a challenge.	Flood Zones have already been included as a key barrier in 'Constraints and Infrastructure'
93	Environment Agency	3.2 Challenges and Opportunities	Heritage Assets - Land contamination could also be included as a challenge in this section, due to the previous industrial uses of the area this is an important consideration and should be dealt with appropriately.	Agree. Reference has been made to acknowledge the legacy of industrial uses and that new development will be required to investigate site contamination.
94	English	3.2	Heritage Assets - We are pleased to see a section	Noted.

	Heritage	Challenges and Opportunities	devoted to the historic environment, and welcome stated need to respect the Three Mills Conservation Area in particular	
95	English Heritage	3.2 Challenges and Opportunities	Heritage Assets - All the conservation areas surrounding the SPD boundary should be included.	Agree. Adjacent conservation areas surrounding the Masterplan SPD boundary have been identified.
96	English Heritage	3.2 Challenges and Opportunities	Heritage Assets - This section does not identify archaeological priority areas (APAs) within the SPD area. Under PPS5 APAs are considered designated heritage assets and should be recognised and managed through the SPD.	Recommendation endorsed. Text has been updated to acknowledge the need to manage areas of archaeological potential in line with the National Planning Policy Framework. The map now identifies whether the area is within APAs.
97	English Heritage	3.2 Challenges and Opportunities	Heritage Assets - Paragraph 3.2.6 should refer to heritage assets, rather than historic assets, to be consistent with the terminology used in PPS5.	Recommendation endorsed. Reference made to heritage assets, rather than historic assets.
98	English Heritage	3.2 Challenges and Opportunities	Heritage Assets - Support the opportunities that new developments in protecting and enhancing developments.	Noted.
99	East Thames and Southern Housing	3.2 Challenges and Opportunities	Building heights - It is suggested that the last bullet point of paragraph 4.3.6 should be amended to read “an indicative height of seven to 10 storeys adjacent to the A12 stepping down to four to six storeys alongside the waterfront with potential for some taller elements is broadly acceptable.”	Building height plan has been further developed for key sites within the area to manage the transition in scale between new developments and adjoining sites. Further consultation undertaken.
100	Environment Agency	3.2 Challenges and Opportunities	Building Heights - Taller buildings will be more appropriate away from the river edge because shading of the watercourse and corridor will have a detrimental impact on species that live or migrate through these areas.	Building height plan has been further developed for key sites within the area to manage the transition in scale between new developments and adjoining sites. Further consultation undertaken.
101	Workspace Grp Plc	3.2 Challenges	Building Heights - Tall buildings should be part of a strategic approach to regeneration at key locations	Building height plan has been further developed for key sites within the area to

		and Opportunities	within the Masterplan area and it is possible that well designed schemes will not be harmful within their context.	manage the transition in scale between new developments and adjoining sites. Further consultation undertaken.
102	GLA	3.2 Challenges and Opportunities	Building heights - The height threshold set out for each key site will need to reflect the building heights identified, in line with the emerging OLSPG.	Building height plan has been further developed for key sites within the area to manage the transition in scale between new developments and adjoining sites. The OLSPG was also considered when developing the height plan. Further consultation undertaken.
103	Workspace Group	3.2 Challenges and Opportunities	Building Heights - Tall buildings should be considered to enable the delivery of modern economic floor space within mixed-use developments.	Building height plan has been further developed for key sites within the area to manage the transition in scale between new developments and adjoining sites. Further consultation undertaken.
104	DfL	3.2 Challenges and Opportunities	Building Heights - Taller buildings should be located closer to Bromley by Bow station and centre.	Building height plan has been further developed for key sites within the area to manage the transition in scale between new developments and adjoining sites. Further consultation undertaken.
105	River Lea Tidal Mill Trust	3.2 Challenges and Opportunities	Building Height, Scale and Massing – Stepping down development schemes to take account of Conservation Area guidance for Three Mills is endorsed.	Noted.
106	LTGDC	3.2 Challenges and Opportunities	Public Realm and Open Space - The two northernmost east-west corridors within the Bromley by Bow North site should be deleted from the plan.	Agree. Plan updated accordingly.
107	Resident E14	3.2 Challenges and Opportunities	Public Realm and Open Space - Need more green spaces for multiple functions and uses for the enjoyment of the community.	Masterplan already identifies opportunities for new green open spaces within the area, and links to existing and proposed green open spaces within the wider area.
108	Natural England	3.2 Challenges	Public Realm and Open Space - Council should also seek provision of green chains/links, which	Agree. Green pedestrian links have been reinforced to ensure tree planting on both sides

		and Opportunities	could in turn provide the potential for walking and cycling routes proposed.	of the A12, to create visual green links. Reference has also been made that areas of green infrastructure should be designed to deliver a multiple of functions.
109	River Lea Tidal Mill Trust	3.2 Challenges and Opportunities	Public Realm and Open Space - New green spaces and building heights and service parking/drop off/pick up in the vicinity of the House Mill and Millers House should have appropriate signage.	Agree. Opportunities for signage has been reinforced within the transport and connections section.
110	British Waterways	3.2 Challenges and Opportunities	Public Realm and Open Space - Welcome more passive surveillance of the waterway environment through design of new development.	Agree. Reference has been made to enhance biodiversity and passive surveillance of the waterway environment through design of new development.
111	DfL	3.3 The Key Interventions	This drawing is difficult to read and in many instances the highlighted projects require an indication of scale and extent.	The associated table provides further detail on the key interventions, which are also later covered within the Guidance for Key Sites section.
112	East Thames and Southern Housing	3.3 The Key Interventions	Items 2.7 and 2.8 on the list, these bridges will be implemented as part of the proposed development at Sugar House Lane. This point should be made clear.	Agree. Text updated to reference that the interventions will be delivered by Sugar House Lane in LB Newham.
113	East Thames and Southern Housing	3.3 The Key Interventions	Item 3.1 , which identifies a crossing is not part of the All Movement Junction.	The Masterplan SPD provides guidance to illustrate potential crossings on the A12. Further work would be required beyond the Masterplan SPD to finalise the detail of the proposed all movement junction.
114	TfL	3.3 The Key Interventions	Item 5.4 TfL does not consider the provision of an at grade crossing at Twelvetrees Crescent feasible.	The Masterplan SPD identifies a number of short term accessibility improvements at Devas Street/Twelvetrees Crescent/A12'.. However, it is a long term aspiration for the Council to undertake further work to scope out whether a crossing is feasible. This will be undertaken in partnership with TfL and other key

				stakeholders. The Masterplan SPD has been updated to note 'accessibility improvements'.
115	British Waterways	3.3 The Key Interventions	Item 6.2 Subway should also incorporate appropriate lighting	Agree. Text has been updated accordingly.
116	British Waterways	3.3 The Key Interventions	Maintenance of the towpath would help BW to maintain this stretch to the high standards that new residents and visitors will expect.	Contributions towards the public realm and the towpath will be negotiated during the application stage.
117	East Thames and Southern Housing	4.1 Land Use Principle	The identification of the major part of the BbBN site for residential use with proposed commercial use and residential above along the A12 frontage of the site is supported in strong terms.	Noted.
118	Poplar Harca	4.1 Land Use Principle	The Bow Locks site is not considered to be an appropriate location for a school and a more suitable location should be found.	Bromley-by-Bow is an area of search for a secondary school within the adopted Core Strategy. The emerging Managing Development DPD, allocates Bow Locks for a secondary school, based on a methodology to match sites to uses. This methodology is published as part of the evidence base for the Managing Development DPD and the site selection process has been undertaken in accordance with national, regional policy and guidance, including the London Plan. The Masterplan SPD promotes the site for a secondary school, in accordance with the Managing Development and provides further design and access guidance to support the delivery of the site.
119	LTGDC	4.1 Land Use Principle	The requirement for the redevelopment of Bromley by Bow North to include a consolidated area(s) of green space should be illustrated.	Agree. Masterplan SPD has been updated to include opportunities for green local open space as part of the redevelopment of Bromley-by-Bow North. Map updated accordingly as well as other applicable maps in the document.

120	LTGDC.	4.1 Land Use Principle	The image of the Bromley by Bow South Tesco scheme is incorrect and reflects the application as it was submitted as opposed to the consented scheme.	Recommendation endorsed. Image reference to the development application for the district centre has been deleted.
121	LTGDC	4.1 Land Use Principle	The “New District Centre” text at paragraph 4.1.2 should read “...the area will benefit from a new District Centre comprising a relocated food store and independent retail units, IDEA store or similar community use, primary school and open space, complemented by new housing, open space and access and public realm improvements”	Agree. Text updated accordingly.
122	LTGDC	4.1 Land Use Principle	The “New Primary and Secondary School” text should read “River Lea Navigation” instead of “towpath”.	Agree. Text updated accordingly.
123	LTGDC	4.1 Land Use Principle	The “Commercial Uses” text should refer to such uses fronting the A12 and being provided within the Bromley by Bow North and District Centre sites.	Agree. Text updated accordingly.
124	LTGDC	4.1 Land Use Principle	The “Residential Uses” text refers to residential uses being delivered within the district centre and oriented towards the River Lea Navigation.	Agree. Text updated accordingly.
125	DfL	4.2 Design Principles	The Design Principles section (4.2) is useful but could be developed in considerably more detail.	Agree. The Masterplan SPD is not prescriptive, but provides further detailed guidance to support the delivery of key sites. The design principles section provides a level of detail to ensure development respond to the key issues and opportunities. The design principles section has been further updated to strengthen the key opportunities and interventions for the key sites.
126	English Heritage	4.2 Design Principles	A different image is used on page 46, which is more reflective of the building heights established in the text.	Agree. Associated image caption has been updated to reference high quality design, rather than scale and massing.

127	English Heritage	4.2 Design Principles	Urban Grain and Architecture - For consistency with PPS5 the fourth bullet should include protection of heritage assets <i>and their settings</i> .	Agree. Text has been updated accordingly.
128	British Waterways	4.2 Design Principles	Urban Grain and Architecture - add "waterfront development design should start at the water to ensure it integrates with the waterway environment, and this is not just seen as the backdrop or setting for a development".	Agree. Text has been updated accordingly.
129	Environment Agency	4.2 Design Principles	Urban Grain and Architecture - It should be noted here that bedrooms should be set above the surface water and breach flood water level and buildings below these have a suitable higher level refuge area.	Agree.. Text has been updated to reinforce that building design, should response to floodrisk mitigation and management.
130	LandProp Holdings	4.2 Design Principles	Support the emphasis on improving the quality of the experience on the towpath.	Noted.
131	OPLC	4.2 Design Principles	The Waterfront - Support the aspirations for the river and making it as active as possible with a built edge with doors fronting it to activate it.	Noted.
132	Lee Valley Regional Park	4.2 Design Principles	The Waterfront - under 4th bullet replace with ' Development sites will be required to deliver a continuous walkway along the towpath, making it a safe and publicly accessible route together with an associated area of public green space to support the recreational use of the towpath'.	Agree. Text has been amended to reference development will be required to improve existing walkways, that are safe and publicly accessible, and where appropriate in agreement with British Waterways, provide new towpath opportunities.
133	British Waterways	4.2 Design Principles	The Waterfront - We would not support the statement requiring developments to provide a continuous walkway where this involves the creation of a new path. We would support contributions via works in kind etc towards managing and enhancing the existing towpath environment.	Agree. Text has been amended to reference development will be required to improve existing walkways, that are safe and publicly accessible, and where appropriate in agreement with British Waterways, provide new towpath opportunities.
134	British Waterways	4.2 Design Principles	The Waterfront - The water itself provides an excellent opportunity for other activities, including,	Agree. Text has been amended to encourage and enhance mooring facilities, floating

			moorings café boats, and gallery boats, puppet barges, the Floating Classroom and other visiting uses.	commercial vessels such as cafes and restaurants, floating classroom and other visiting uses.
135	British Waterways	4.2 Design Principles	The Waterfront - Include ref 'Buildings built up to the edge of the waterfront should make the best use of the waterside, and avoid blank facades and storage/refuse bins up against it. Where appropriate, opportunities for moorings should be explored'.	Agree. Text has been updated accordingly
136	Environment Agency	4.2 Design Principles	The Waterfront - Buildings should be set back from the river wall by a minimum of 8 metres to allow for future maintenance.	Agree. Text has been updated accordingly
137	Environment Agency	4.2 Design Principles	The Waterfront - "Proposals should ensure that the river walls are repaired or replaced to provide appropriate flood protection. Opportunities to set-back the flood defences and provide a softer river-edge should be incorporated where possible"	Agree. Text has been updated accordingly
138	Natural England	4.2 Design Principles	The Waterfront - Natural England welcomes the opportunities to enhance the biodiversity of the towpath and waterfront area, which can be used to provide a green chain for walking and cycling.	Noted.
139	Natural England	4.2 Design Principles	Public Realm - Natural England encourages the Council to include the provision of "soft" landscaping, where appropriate. This can help meet this objective together with contributing towards climate change mitigation/adaptation.	The Masterplan SPD already refers to the Green Grid Strategy which aims to improve and promote a greener borough by tree planting, soft landscaping etc. Developments within the area will be expected to meet the objectives established within the Green Grid Strategy.
140	Lee Valley Regional Park	4.2 Design Principles	Public Realm - Masterplan should provide guidance to ensure this new open space is designed and managed to enhance the setting of the adjoining heritage assets and promote entry onto Three Mills Island and into the Regional Park.	Agree. Title has been amended to "Public Realm and Open Space". Bullet point has been added to reference that new and improved open space should be designed and managed to enhance the setting of the adjoining heritage assets and links to surrounding open space.

141	TfL	4.2 Design Principles	Access - Reference to be made for the need to minimise car parking and vehicular trip generation and to and from any new development. This is particular important given the nature of the A12,	Agree. Text has been updated accordingly
142	LTGDC	4.2 Design Principles	A plan should be introduced which indicates proposed building heights on key sites. This should be informed by the Bromley by Bow Land Use and Design Brief.	Agree. Building height plan was developed, which reflect the principles set out in the Land Use and Design Brief. Further consultation undertaken
143	OPLC	4.2 Design Principles	Building Heights Scale and Massing - It is not necessary that buildings must step down to the water. We also feel taller buildings would be better located nearer the station taking a lead from the St Andrews development.	Building height plan has been further developed for key sites within the area to manage the transition in scale between new developments and adjoining sites. Further consultation undertaken.
144	English Heritage	4.2 Design Principles	Building Heights Scale and Massing - We welcome the provision of a section to manage building heights within the SPD area, and the checklist for development management.	Noted.
145	English Heritage	4.2 Design Principles	Building Heights Scale and Massing - We would wish to see a stronger, plan-led approach to tall buildings set out in this section.	Agree. Building height plan has been further developed for key sites within the area to manage the transition in scale between new developments and adjoining sites. Further consultation undertaken.
146	English Heritage	4.2 Design Principles	Building Heights Scale and Massing - Refer to English Heritage/CABE's Guidance on Tall Buildings (2007) as part of the checklist.	Agree. Text has been updated accordingly
147	DfL	4.2 Design Principles	Building Heights Scale and Massing - It should be made clear that taller buildings should be located closer to Bromley by Bow station and centre.	Building height plan has been further developed for key sites within the area to manage the transition in scale between new developments and adjoining sites. Further consultation undertaken.
148	DfL	4.2 Design Principles	Building Heights Scale and Massing - An indication of building heights would be useful.	Building height plan has been further developed for key sites within the area to manage the transition in scale between new

				developments and adjoining sites. Further consultation undertaken.
149	Environment Agency	4.2 Design Principles	Housing Design - All proposals should be aiming for the Code for Sustainable Homes Level 4.	Agree.. Reference has been made to the Sustainable Homes requirement.
150	English Heritage	4.3 Guidance for Key Sites	Stroudley Walk - The opportunities outlined for taller buildings are not clearly detailed or justified. This should be made more explicit.	Building height plan has been further developed for key sites within the area to manage the transition in scale between new developments and adjoining sites. Further consultation undertaken.
151	English Heritage	4.3 Guidance for Key Sites	Stroudley Walk - New development should respect the setting of the listed building, rather than the listed building being integrated into new development.	Agree. Text has been updated accordingly
152	GLA	4.3 Guidance for Key Sites	Stroudley Walk - Include indicative retail floor spaces as per Core Strategy.	Noted. There are no specific floor space requirements for a neighbourhood centre. However, they typically contain a range of shops including essential uses that serve the local community. This has been reinforced within this section.
153	TfL	4.3 Guidance for Key Sites	Stroudley Walk - Development should contribute towards improved pedestrian crossing facilities at the junction of the A11 with Bromley High Street	Agree. Bromley High Street and A11 have been added as a key intervention project.
154	Poplar Harca	4.3 Guidance for Key Sites	Stroudley Walk - Support the principal of consolidating and reinforcing the Stroudley Walk neighbourhood centre.	Noted.
155	Poplar Harca	4.3 Guidance for Key Sites	Stroudley Walk - The proposed retail frontages should not be extended south (along the east and western side) to Arrow Road	The Council considers that an active frontage is essential to support the delivery of a vibrant local centre. The active frontage will be a natural surveillance for the area and proposed open green space.
156	Poplar Harca	4.3 Guidance for Key Sites	Stroudley Walk - Disagree that the proposed redevelopment should be generally two to four storeys to match the existing character.	Building height plan has been further developed for key sites within the area to manage the transition in scale between new

				developments and adjoining sites. Further consultation undertaken.
157	Poplar Harca	4.3 Guidance for Key Sites	Stroudley Walk - The improvements to Bromley High Street should not be included within the Stroudley Walk site.	This section also takes into account surrounding implications to aid comprehensive delivery. Bromley High Street is considered a vital element to the delivery of Stroudley Walk.
158	Poplar Harca	4.3 Guidance for Key Sites	Stroudley Walk - The public footpath between Jolles House and Cobin House is shown as priority pedestrian route. This route is now a public garden. The Masterplan should show a footpath running to the west of Canterbury House.	Agree.. Map has been updated accordingly.
159	Resident	4.3 Guidance for Key Sites	Stroudley Walk - Do not agree with opening up Stroudley Walk to vehicles	The Masterplan SPD has considered options and opening up the street will create natural surveillance and deter anti-social behaviour. It will also add to the vibrancy of the area to create a welcoming neighbourhood. Traffic measures will be promoted to deter rat runners.
160	LTGDC	4.3 Guidance for Key Sites	District Centre and Station Gateway -The image of the Bromley by Bow South Tesco scheme is incorrect and reflects the application as it was submitted as opposed to the consented scheme.	Agree. Image reference to the development application for the district centre has been deleted.
161	LTGDC	4.3 Guidance for Key Sites	District Centre and Station Gateway -The plan needs to identify and emphasise the importance of the A12 All Movements Junction in providing pedestrian and cycle access across the road and releasing the development potential of this and the Bromley by Bow North site.	Agree. Map has been updated to reinforce A12 all movement junction.
162	LTGDC	4.3 Guidance for Key Sites	District Centre and Station Gateway - The Primary School legend needs to be amended as it currently identifies a design principle rather than identify the location of the school.	Agree. Legend has been updated accordingly.
163	LTGDC	4.3 Guidance for Key Sites	District Centre and Station Gateway - The key routes across Three Mills Park should be diagonal	Agree. The Plan has been updated accordingly.

			that meets the existing Three Mills bridge and the pedestrian routes across the A12 should be a straight-arm crossing as part of the planned All Movements Junction.	
164	LTGDC	4.3 Guidance for Key Sites	District Centre and Station Gateway - The All Movements Junction should be better identified on the plan.	Agree. The Plan has been updated accordingly.
165	English Heritage	4.3 Guidance for Key Sites	District Centre and Station Gateway - It would be useful to identify relevant heritage assets.	Agree. - Heritage assets have been identified on the plan.
166	English Heritage	4.3 Guidance for Key Sites	District Centre and Station Gateway - We question why no building heights are established for this site as they are, for example, for Stroudley Walk.	Building height plan has been further developed for key sites within the area to manage the transition in scale between new developments and adjoining sites. Further consultation undertaken.
167	Lee Valley Regional Park	4.3 Guidance for Key Sites	District Centre and Station Gateway - Authority supports detailed guidance which aims to improve the tube station subway.	Noted.
168	Lee Valley Regional Park	4.3 Guidance for Key Sites	District Centre and Station Gateway - How the new Three Mills park integrates with this route and the adjoining open spaces within the Regional Park is not clearly demonstrated.	Agree. The Masterplan SPD has been amended to acknowledge that new green spaces will be required to integrate with joining routes and open spaces to deliver green links. Guidance further set out in the Design Principle section.
169	GLA	4.3 Guidance for Key Sites	District Centre and Station Gateway - Include indicative retail floor spaces as per Core Strategy.	Agree. Indicative floorspace included.
170	British Waterways	4.3 Guidance for Key Sites	District Centre and Station Gateway - Paths appear to have been left outside of the development proposals. It appears to cut the sites off from the waterspace, failing to integrate the development with this valuable local asset.	Agree. Developments will be required to deliver and maintain new accessible towpaths which contribute toward public realm improvements and waterspace infrastructure. Text and map has been updated accordingly.
171	River Lea Tidal Mill Trust	4.3 Guidance for Key Sites	District Centre and Station Gateway – Some vehicle parking/drop off/pick up facilities will be necessary for the House Mill and Miller’s House to	This level of detail is not provided in the Masterplan SPD. Vehicle parking/drop off/pick up facilities will be further considered during the

			meet their full potential as a heritage and leisure destination and consideration should be given as to how this could be provided through new development.	proposal stage. The Masterplan SPD does provide guidance on access and key routes, which may influence appropriate locations for parking, drop, off/pick up facilities.
172	LTGDC	4.3 Guidance for Key Sites	Bromley By Bow North - The potential to introduce pedestrian and crossing facilities as part of new junction along the A12 at Three Mill Lane and Devas Street/Twelvetrees Crescent should be clearly referenced.	Agree. Text updated accordingly.
173	LTGDC	4.3 Guidance for Key Sites	Bromley By Bow North - The plan should identify Hancock Road and the towpath as the key north-south routes linking the District Centre with Sugar House Lane, the Olympic Park and planned improved pedestrian and cycle facilities at Bow flyover	Agree. Plan updated accordingly.
174	LTGDC	4.3 Guidance for Key Sites	Bromley By Bow North - The plan and legend should emphasise the importance of placing an appropriate scale of built form, with residential entrances, along the River Lea Navigation edge and a residential typology within the site that creates a human scale and high quality public open and semi private amenity space.	Agree. Plan updated accordingly.
175	LTGDC	4.3 Guidance for Key Sites	Bromley By Bow North - The pedestrian route across the A12 should be a straight-arm crossing as part of the planned All Movements Junction.	Agree. Plan updated accordingly.
176	LTGDC	4.3 Guidance for Key Sites	Bromley By Bow North - A distinction should be made between the function of the northern and southern bridge crossings;	Agree. Plan updated accordingly.
177	LTGDC	4.3 Guidance for Key Sites	Bromley By Bow North - The accompanying text (paragraph 4.3.6) should require new development to manage the transition in scale between the building sites in the area.	Agree. Text updated accordingly.
178	Environment	4.3 Guidance	Bromley By Bow North - Recommend a small area	The site will be expected to respond to floodrisk

	Agency	for Key Sites	of open space is included to ensure floodplain is preserved and ensure ground floor uses are limited to 'less vulnerable' classes such as commercial development.	mitigation and management through design. A number of principles are already identified within the section 3, to ensure developments achieve this.
179	Lee Valley Regional Park	4.3 Guidance for Key Sites	Bromley-by-Bow North - More detail is required to show how the towpath, integrates with new developments.	Agree. Masterplan SPD has been amended to ensure that development maintain an open and inviting public realm on the towpath, avoiding walls, fences or other divides between buildings and the waterfront.
180	DfL	4.3 Guidance for Key Sites	Bromley-by-Bow North <ul style="list-style-type: none"> - The quantity of routes throughout the site, do not demonstrate usable routes. - Stronger perimeter blocks would be more appropriate. - The route and new bridge linking the A12 to Sugarhouse lane should be straight. - The proposed footbridge further south within the site should be orientated and designed to link the major east-west routes within Sugar House Lane. - Crossing points around the A11/A12 junction should be as close to the junction as possible. - It is important to show the necessary link between the street and the towpath at the northern point of Bromley by Bow North. - This should show scope of building footprints. 	Agree.. Amendments have been made to the map to reflect comments, including: reinforcing north-south connections; bridge locations; building footprints; and colour distinction for the towpath and subway.
181	OPLC	4.3 Guidance for Key Sites	Bromley-by-Bow North - Crossings should be shown at Bow Interchange.	The Masterplan SPD already identifies possible pedestrian crossing at Bow Interchange.
182	East Thames and Southern Housing	4.3 Guidance for Key Sites	Bromley-by-Bow North - Objections raised to the route shown running in an east-west route from the A12 to the River through the middle section of the BbBN site. Given the close proximity of the other routes/connections and the proposed level of permeability through the application scheme, this	Agree.. The east-west pedestrian routes through Bromley by Bow north site have been updated. Specifically, the towpath and Hancock Road have been reinforced as key routes.

			route should be deleted	
183	East Thames and Southern Housing	4.3 Guidance for Key Sites	Bromley-by-Bow North - The 'key pedestrian routes' have been greatly expanded into three very wide corridors for 'new significant high quality green spaces' and tree planting linking the A12 to the River Lea. The word 'significant' should be deleted from the Key in relation to 'new high quality green spaces'.	Agree. The east-west pedestrian routes through Bromley by Bow north site have been updated. Specifically, the towpath and Hancock Road have been reinforced as key routes. The site is required to provide local open space to meet the population needs; this reference has been amended on the map.
184	East Thames and Southern Housing	4.3 Guidance for Key Sites	Bromley-by-Bow North - map to acknowledge the potential for an A3/A4 use to be located in the south east corner of the site adjacent to the River and tow path.	The Core Strategy and emerging Managing Development DPD town centre retail policies promote A3/A4 uses within a town centre boundary, to ensure retail uses outside the town centre do not detract from its role and function. Proposals promoting retail uses outside the town centre would need to meet the criteria set out in policy DM2 of the Managing Development DPD.
185	East Thames and Southern Housing	4.3 Guidance for Key Sites	Bromley-by-Bow North - The last bullet point of paragraph 4.3.6 should be amended to read "an indicative height of seven to 10 storeys adjacent to the A12 stepping down to four to six storeys alongside the waterfront with potential for some taller elements is broadly acceptable."	Building height plan has been further developed for key sites within the area to manage the transition in scale between new developments and adjoining sites. Further consultation undertaken.
186	East Thames and Southern Housing	4.3 Guidance for Key Sites	Bromley-by-Bow North - BbBN will not be contributing to the provision and delivery of the bridge links. This should be made clear.	Agree. Reference has been made to safeguard of land to enable development through the Sugar House Lane development.
187	East Thames and Southern Housing	4.3 Guidance for Key Sites	Bromley-by-Bow North - The proposed pedestrian crossing at Talwin Street (item 3.1) no longer forms part of the All Movements Junction scheme and this should be deleted from paragraph 4.3.7 and from the table at Section 5.3	The Masterplan SPD provides guidance to illustrate potential crossings on the A12. Further work would be required beyond the Masterplan SPD to finalise the detail of the proposed all movement junction.
188	East	4.3 Guidance	Bromley-by-Bow North - The subway	Developments will be required to deliver or

	Thames and Southern Housing	for Key Sites	improvements (item 3.2) formed part of the S106 for the District Centre and will be implemented as a requirement of the delivery of that development. Accordingly, item 3.2 should be deleted from paragraph 4.3.7	contribute to the delivery of key projects to enable development and mitigate the impacts. Although projects maybe subject to existing S106, if these are not implemented, it may also be considered as part of other development coming forward.
189	English Heritage	4.3 Guidance for Key Sites	Bromley-By-Bow North - Identify relevant heritage assets on the map (for example, the Three Mills and Sugar House Lane conservation Areas) whose settings should be considered in development proposals.	Recommendation endorsed. Heritage assets have been identified on the plan.
190	River Lea Tidal Mill	4.3 Guidance for Key Sites	Bromley-By-Bow North - New waterside development in the vicinity of the House Mill should step down to 2-3 storeys to have regard to the building heights and open space.	Building height plan has been further developed for key sites within the area to manage the transition in scale between new developments and adjoining sites. Further consultation undertaken.
191	River Lea Tidal Mill	4.3 Guidance for Key Sites	Bromley-By-Bow North - A new waterside green space should be added on the north side of Three Mills Lane	The Masterplan SPD promotes the delivery of new green spaces in Bromley-by-Bow North.
192	TfL	4.3 Guidance for Key Sites	Bromley-By-Bow North - Consider how the proposed improvements across the A12 will be phased and delivered, and what alternative access strategy would be implemented should the all movement junction not be feasible.	Agree. Reference has been added to ensure developers demonstrate an alternative access strategy should the All Movement Junction not be implemented, and ensure that the phasing of development addresses accessibility and connectivity improvements.
193	British Waterways	4.3 Guidance for Key Sites	Bromley-By-Bow North - Connections across the River Lea require maintenance, and can create overshadowing of the towpath and waterspace, hiding places and attract anti-social behaviour. We therefore resist this proposal without further information.	Noted. The Masterplan SPD sets out principles for delivering connections, such as safeguarding land, ensuring they integrate into development, and minimal impact on the waterspace environment. Further design development will be undertaken during the proposals stage for key sites.
194	British	4.3 Guidance	Bromley-By-Bow North - Bow Free Wharf is	Agree. Reference to Bow Wharf has been

	Waterways	for Key Sites	located at the north of the Masterplan boundary and is a vital wharf location for waterborne transport – the Masterplan should make reference to it.	identified on the map and the need to retain the use/access.
195	English Heritage	4.3 Guidance for Key Sites	Bow Locks - We question why no building heights are established for this site as they are, for example, for Stroudley Walk.	Building height plan has been further developed for key sites within the area to manage the transition in scale between new developments and adjoining sites. Further consultation undertaken.
196	English Heritage	4.3 Guidance for Key Sites	Bow Locks - Identify relevant heritage assets (for example, Twelvetreets Crescent bridge and the Limehouse Cut Conservation Area) whose settings should be considered in development proposals.	Agree. Heritage assets have been identified on the plan.
197	LTGDC	4.3 Guidance for Key Sites	Bow Locks - Greater emphasis on the principle of redeveloping the Bow Locks site with a secondary school to be predicated on improved pedestrian and cycle access.	Agree.. Accessibility principles have been reinforced to ensure access is a key priority for the redevelopment of the site.
198	LTGDC	4.3 Guidance for Key Sites	Bow Locks - The proposed river crossing linking Bow Locks and Sun Wharf is unexplained and appears redundant.	Agree.. The proposed bridge crossing has been deleted from the map.
199	British Waterways	4.3 Guidance for Key Sites	Bow Locks - This is a misleading name for this site, as the adjacent locks between Bow Creek and the River Lea/Limehouse Cut are also called Bow Locks	Agree.. Reference to the site has been amended to Bow Locks/Coventry Cross East.
200	British Waterways	4.3 Guidance for Key Sites	Bow Locks - We do not support the development of a Secondary school in this location, which cuts off the waterside and provides no interaction with the waterspace.	The Masterplan SPD promotes the site for a secondary school, in accordance with the Managing Development DPD and provides further design and access guidance to support the delivery of the site. Should a secondary school come forward, the Council will require new developments to adhere to the design principles set out within

				the Masterplan SPD and DM12 (Managing Development), to protect and enhance the setting of the waterways.
201	British Waterways	4.3 Guidance for Key Sites	Bow Locks - We do not generally support offside walkways where a towpath exists, and would request consideration be given to its maintenance including the management of anti-social behaviour and litter.	Agree. Text and map has been amended to acknowledge potential opportunity to deliver and maintain a key public space as part of the redevelopment.
202	GLA	4.3 Guidance for Key Sites	Bow Locks - The suitability of the school on Bow Locks is questionable. This needs to consider accessibility for pedestrians and cyclists in accordance with the Core Strategy and London Plan policies. The site is bounded by the A12 and the River Lea, which raises concerns of inclusive accessibility and inactive frontages on the towpath. Predicating the delivery of the site on improved crossings, raises the question of whether such a use is acceptable.	<p>The Core Strategy identifies Bromley-by-Bow as an area of search for a secondary school. The Managing Development DPD allocates Bow Locks for a secondary school, following a robust site selection process.</p> <p>The Masterplan SPD provides further design and access guidance, and specifically highlights the key interventions required to redevelop the site.</p>
203	GLA	4.3 Guidance for Key Sites	Bow Locks - The relationship between the proposed school and the permitted hotel needs to be carefully considered. TfL does not consider the provision of an at grade crossing at Twelve Trees Crescent feasible.	Noted. Text has been amended to highlight the need for all three key development sites to consider cumulative impacts on accessibility and use. The map has also been updated to reinforce this area requiring accessibility improvements, rather than referring to a crossing.
204	David Mc Cready (Landowner)	4.3 Guidance for Key Sites	Bow Locks - Boundary of school does not take in account private land ownership. Update boundary in accordance with submitted land registry map	<p>The Core Strategy identifies Bromley-by-Bow as an area of search for a secondary school. The Managing Development DPD allocates Bow Locks for a secondary school, following a robust site selection process.</p> <p>The Masterplan SPD further identifies this site in accordance Managing Development DPD.</p>

205	DfL	4.3 Guidance for Key Sites	Bow Locks - Bromley by Bow South site should not be labelled as appropriate for education until further studies into the accessibility of the site are conducted.	<p>The Core Strategy identifies Bromley-by-Bow as an area of search for a secondary school. The Managing Development DPD allocates Bow Locks for a secondary school, following a robust site selection process.</p> <p>The Masterplan SPD provides further design and access guidance, and specifically highlights the key interventions required to redevelop the site.</p>
206	DfL	4.3 Guidance for Key Sites	Bow Locks - Further studies into the accessibility of this site should be conducted before it is labelled as appropriate for education uses.	Previous detailed connectivity work has been undertaken in the area, which informed the proposed access interventions. Further investigation would be expected when developing a proposal for the site.
207	Poplar Harca	4.3 Guidance for Key Sites	Bow Locks - The use of Bow Locks as a school is not appropriate due to health and well being of students. Alternative sites should be considered, such as Empson Street or Coventry Cross West	<p>The Core Strategy identifies Bromley-by-Bow as an area of search for a secondary school. The Managing Development DPD allocates Bow Locks for a secondary school, following a robust site selection process.</p> <p>The Masterplan SPD provides further design and access guidance, and specifically highlights the key interventions required to redevelop the site.</p>
208	Poplar Harca	4.4 Public Realm Principles	Supports the principals of good design, however the document should be careful about being to prescriptive.	Noted.
209	East Thames and Southern Housing	4.4 Public Realm Principles	Fundamental Principles - High quality environment can be secured through various scheme options and through the use of a wide variety of materials and not just those that are identified within the draft document. This should be acknowledged.	Agree. Text has been updated to acknowledge that that suggested materials provide guidance. This does not limit innovation or the use of other high quality materials which can be demonstrated to meet the same design

				objectives.
210	OPLC	4.4 Public Realm Principles	Public Realm Background - The photos showing the different types of materials in the document should represent the types of material described.	Agree. Photos updated accordingly.
211	OPLC	4.4 Public Realm Principles	Public Realm Background - Natural Stone in all locations is not viable/affordable, suggest an appropriate affordable alternative as guidance.	Noted. The proposed of materials in this section should be applied as guidance. Other materials are welcomed if they achieve the key objectives to deliver high quality public realm.
212	River Lea Tidal Mill Trust	4.4 Public Realm Principles	Public Realm Background – Reference the need for an adequate local signage strategy.	Agree. Text has been updated accordingly.
213	Environment Agency	4.4 Public Realm Principles	Public Realm Background - The paving mentioned should be identified as preferably being permeable.	Agree. Text has been updated accordingly.
214	British Waterways	4.4 Public Realm Principles	Public Realm Background - Welcome enhancements where these do not hinder navigation or use of the towpath.	Noted.
215	Poplar Harca	4.4 Public Realm Principles	Special Place 1. The subway needs a full upgrade not a just a refurbishment option.	Improvements to the underpass are encouraged to be redeveloped as a part of the proposed District Centre and Bromley-by-Bow station.
216	Lee Valley Regional Park	4.4 Public Realm Principles	Special Place 2. Green spaces could be multifunctional, designed and managed to benefit biodiversity, flood management and leisure.	Agree. Text has been amended accordingly.
217	Lee Valley Regional Park	4.4 Public Realm Principles	Special Place 2. Green spaces by the river could also act as flood storage benefits and terracing for biodiversity.	Agree. Text has been amended accordingly.
218	Lee Valley Regional Park	4.4 Public Realm Principles	Special Place 3. Keen to see an active frontage along the waterside, to provide surveillance and support a sustainable and welcoming environment.	Agree. Text has been updated top promote opportunities for active frontage.
219	LTGDC	4.4 Public Realm Principles	Special Place 3. The towpath section should be strengthened to identify the need for new development to establish a positive relationship to	Agree. Section has been updated to reinforce the nature of development against the building edge.

			the River Lea Navigation.	
220	LTGDC	4.4 Public Realm Principles	Special Place 4. The A12 section should be strengthened to identify new at grade pedestrian and cycle crossing facilities provided as part of new junction arrangement at Three Mills Lane and Devas Street/Twelvetrees Crescent.	Agree. Section has been updated to reinforce crossing facilities on the A12.
221	British Waterways	4.5 Trees	River Environment - Trees should not be located close to the towpath, and should be appropriately contained so as not to cause root damage.	Agree. Reference has been included.
222	Thames Water	4.5 Trees	Recommend that trees are not planted on or adjacent to water or sewer mains, as they could damage the integrity of our mains.	Agree. Reference has been included.
223	LTGDC	5.1 Project Delivery	Need for a preferred phasing plan which promotes the redevelopment of the District Centre as a first phase, followed by the redevelopment of Bromley by Bow North, from south to north, as a second phase. Reference should also be made to the need for development to deliver or fund the timely provision of infrastructure required to meet the demands of new development.	Agree. Phasing guidance has been provided to ensure that development and supporting infrastructure are delivered in a comprehensive and phased manner.
224	LTGDC	5.1 Project Delivery	The "LTGDC tariff" (section 5.1.2) should read the "LTGDC Planning Obligations Community Benefit Strategy".	Agree. Text has been updated accordingly.
225	Poplar Harca	5.1 Project Delivery	Whilst some S106 should go towards the proposed public realm improvements, this should be considered in context with the application proposal	Noted. Reference has been updated to acknowledge that development will be considered in context to the impacts and mitigation measures.
226	Trad	5.1 Project Delivery	The Masterplan indicates that S106 contributions will be required from all development sites. It is entirely unreasonable for the Masterplan to make this assertion.	Noted. Text has been updated to clarify that where necessary, developments will be required to make S106 contributions to support the redevelopment of the site and mitigate the impacts.
227	TfL	5.1 Project	Masterplan needs to consider the phasing of key	Agree. Phasing guidance has been provided to

		Delivery	sites, particular Sugar House Lane.	ensure that development and supporting infrastructure are delivered in a comprehensive and phased manner.
228	Thames Water	5.1 Project Delivery	Reference within the document to phasing of development.	Agree. Phasing guidance provided to ensure that developments and supporting infrastructure are delivered in a comprehensive and phased manner.
229	OPLC	5.1 Project Delivery	The MDC statutory role has yet to be confirmed, and it is likely to have more of a similar role to the current role of the LTGDC with the addition of plan making powers. This section should be updated to reflect this.	Noted. Further information on the nature and proposed powers have been updated in this section.
230	OPLC	5.2 Key Partners	The MDCs statutory role has yet to be confirmed; therefore the current status should be reflected in the document.	Noted. Further information on the nature and proposed powers have been updated in this section.
231	British Waterways	5.2 Key Partners	BW is also a key partner in this area and should be involved in the delivery of the Masterplan.	Agree. British Waterways are now included as a key delivery partner.
232	TfL	5.2 Key Partners	Masterplan should reference TfL as the highway authority for the A12 and A11	Agree. Reference has been made within text.
233	DfL	5.3 Project Summary	It would be useful to indicate the prioritisation of projects.	The projects identified are linked to the key sites and prioritisation of the projects is dependent on the phasing for development.
234	Resident (former Cllr Abdul Sardar)	General Comments	The Masterplan should include more provision for local employment. Would like to see more independent retailers to support the local community.	Noted. The Masterplan SPD promotes two centres which will provide a range of retail unit sizes, and employment opportunities.
235	Councillor Helal Uddin	General Comments	Ensure the document promotes good connections, green spaces and employment opportunities.	Noted. These are the key objectives for the Masterplan SPD.
236	Councillor Khales Uddin Ahmed	General Comments	Agree with the main thrust of the document. In particular the need for community facilities such as youth, health and children's facilities in the area.	Noted.
237	GLA	General	A number of sites in the Masterplan SPD area	There are several key sites which are currently

		Comments	appear to be subject to current planning permission. Therefore the Masterplan has not been plan led, which has resulted in a Masterplan vision which is piecemeal and not comprehensive.	at different stages in the planning process, many of which require further detailed guidance, through an Masterplan SPD.
238	GLA	General Comments	If the Masterplan SPD precedes the Managing Development DPD, a question could be raised regarding process and planning guidance.	The Masterplan SPD promotes land uses consistent with the Managing Development DPD (MD DPD), which is currently progressing through the adoption approval process. At this stage the SPD only needs to have regard to the Core Strategy but once the MD DPD is adopted it would be appropriate to review the SPD to ensure that it is consistent. If inconsistencies arose it would be appropriate to amend the SPD as per the regulations.
239	GLA	General Comments	Consideration should be given to the East London Green Grid Framework SPD	The Masterplan makes reference to the Boroughs Green Grid Strategy, which is in accordance with the East London Green Grid SPD
240	GLA	General Comments	The SPD makes no reference or guidance concerning the delivery of climate change mitigation within the area and is devoid of any reference to sustainable design and construction methods expected on key sites.	Agree. Masterplan SPD has been updated to include section on sustainability.
241	London Gypsy and Traveller Unit	General Comments	The area is a good location for a Travellers site as it's within a reasonable distance to the existing Eleanor St. When considering residential development, the provision for Travellers sites should be included.	In accordance with the Planning policy for traveller sites (2012) the Managing Development DPD has taken due consideration of the surrounding densities of five potential sites. The provision of Traveller accommodation will be managed in accordance with Core Strategy and development management policies, specifically through the criteria set out in the Core Strategy (2010).
242	DfL	General	The absence of 3D representation misses an	Building height plan has been further

		Comments	opportunity to be clear about intentions of height and locations of taller buildings within Bromley-by-Bow.	developed for key sites within the area to manage the transition in scale between new developments and adjoining sites. Further consultation undertaken.
243	DfL	General Comments	The document could benefit from a drawing highlighting the key sites within the boundary and what the development potential for each site is.	The Guidance for Key Sites section has identified the key sites within the area with potential redevelopment opportunities.
244	Environment Agency	General Comments	A sequential approach is still required within the area in order to ensure residential areas are in the most appropriate location with regard to flood risk.	Agree. Requirement has been included in the new sustainability section.
245	Environment Agency	General Comments	There should be reference to green roofs which offer benefits to adapting to climate change as well as form an essential part of SuDS schemes.	Agree. Requirement has been included in the new sustainability section.
246	Environment Agency	General Comments	All new non household development, including refurbishments should also achieve a water efficiency standard of BREEAM 'excellent' this should be incorporated in this section.	Agree. Requirement has been included in the new sustainability section.
247	Circle Housing	General Comments	Supportive of the plans to improve connectivity across the A12 and to provide additional affordable housing in the area.	Noted.
248	Resident	General Comments	The proposal to introduce mixed use schemes, community facilities that are to replace the dilapidated industrial premises and to create new pedestrian and cycle routes, including improvements to the towpath along the River Lea are all view favourably.	Noted.

Table 2 – Further Consultation

No	Organisation	Representations	Response
1	English Heritage	The lack of an upper limit for tall buildings in the Stroudley Walk and the District Centre and Station Gateway areas could lead to inappropriately tall development. It would be useful to provide upper limits for the sites identified for 8+ storeys.	Recommendation endorsed. Upper limit has been set for Stroudley Walk and the Neighbourhood Centre.
2	English Heritage	In respect of Stroudley Walk, where it states 'opportunities exist for taller buildings', a cross-reference to the tall buildings plan would help clarify that a location has been identified for this taller element, and that it does not necessarily apply to the area as a whole.	Recommendation endorsed. Reference to opportunities has been removed.
3	David Mc Cready (Landowner)	Buildings to the West of Bow Locks be kept to a height of not more than 3 stories above existing ground level	The indicative heights proposed for the area are in relation to the scale and massing of existing buildings and wider context in terms of character and setting.
4	Natural England	Welcome the setting/massing of taller building heights away from the River Lee and Lee Valley.	Noted.
5	George Morgan	The zone shown for 7-8 storey and 8+ storey development immediately to the east of the A12 is in the wrong place. The proposed building height plan is too restrictive and is contrary to policies within the London Plan and the Core Strategy.	The building heights proposed in the plan are indicative and should be applied as a guidance. Development will also be expected to be assessed in relation to relevant guidance and policy contained within the Managing Development DPD.

6	TRAD (Landowner)	A more generic plan for building heights should be applied across the area. Specifically, height immediate adjacent to River Lea navigation should be 4-6 and the remaining land, including the Trad and Crowley site should be shown as capable of greater heights.	The building heights proposed in the plan are indicative and should be applied as a guidance. Development will also be expected to be assessed in relation to relevant guidance and policy contained within the Managing Development DPD.
7	Lee Valley Park	An additional bullet point should also be added in the section stating: "Appropriate response to the context of the waterside environment." It would also be helpful if the difference in the colour of the shading used could be made more obvious.	Reference to the relationship and treatments of buildings and the waterways are already detailed in the design principles guidance. The colours to differentiate the proposed building heights have been made stronger for clarity.
8	Big Yellow Storage (Landowner)	Amend to show height ranges consistent with that shown in the submitted East Thames and Southern application and the approved Tesco application. It may also be appropriate to have an interim range between the two height ranges shown across the application site, which recognises that it may be appropriate for building heights to step down from the A12 to the river and from the centre of the site towards the north-east corner of the site. It should be made clear that the heights shown on the building heights plan are indicative only and that higher buildings may be appropriate where they can be justified by design and access statements, the existing context and PTAL ratings.	The building heights proposed in the plan are indicative and should be applied as a guidance. Development will also be expected to be assessed in relation to relevant guidance and policy contained within the Managing Development DPD.
9	Environment Agency	We suggest an additional bullet point for the checklist highlighted to read: Protection and enhancement of ecological value along the watercourse	Reference to the ecological value along the watercourse is already detailed in the design principles guidance.

10	GLA	Lower heights towards the waterfront is welcomed, however, the height thresholds set out should accord to the building heights identified in the emerging OAPF.	The building heights proposed in the plan are indicative and should be applied as a guidance. Development will also be expected to be assessed in relation to relevant guidance and policy contained within the Managing Development DPD and OAPF.
11	GLA	Justification for height parameter of 8+, which could lead to very tall buildings.	Agree. There is now an upper limits threshold for 8+ sites, to manage the building heights in the area.
12	GLA	It would be useful if the building height plan gave an indication on the existing heights in the area, and also give indicative heights for the whole of the area, not only the key sites identified.	Existing heights for the area have already been identified in chapter three. The proposed indicative heights have only been considered for the key sites in the area, as they require additional guidance to coordinate delivery. The Managing Development DPD also includes a policy on building heights which all proposals will need to have regard to.

Equality Analysis (EA) Screening

Bromley-by-Bow Masterplan Supplementary Planning Document (SPD)



Summary Details

Directorate: Development and Renewal
Section: Planning and Building Control, Strategic Planning
Person responsible for the assessment: Simone Williams – Plan Making Team
Contact details: simone.williams@towerhamlets.gov.uk
020 7364 3515

Equality Impact Assessment – Screening Document

Section 1 – General Information

Name of policy or function:

Bromley-by-Bow Masterplan Supplementary Planning Document (SPD) (Masterplan SPD).

Business Unit:

Development and Renewal
Planning and Building Control

Is this a policy or function? Policy Function

Is this a new or existing policy or function? New Existing

The Masterplan SPD will be consistent with the vision and objectives established within the Core Strategy 2025, and will form part of the Council’s Local Development Framework (LDF) planning policy.

The draft Bromley-by-Bow Masterplan, (dated 2007) is accompanied by a Sustainability Appraisal (SA) and Equalities Impact Assessment (EqIA). In July 2007, following a period of statutory consultation, the Council agreed to postpone the final approval of the draft Masterplan to allow more detailed and complementary work to be undertaken in partnership with public sector agencies. This work has resulted in the finalisation of the Bromley-by-Bow Masterplan as an Supplementary Planning Document (SPD).

Is the EqIA strategic, developmental or operational/functional?

Strategic Developmental Operational/Functional

Date when the original policy/function was initiated:

The Council commenced work on the original draft Bromley-by-Bow Masterplan in 2006. Given the adoption of the Core Strategy 2025 in September 2010, there is now a need to formally recognise the work undertaken in the Bromley-by-Bow area. The Council initiated the finalisation of the Bromley-by-Bow Masterplan in May 2010.

Date on which the policy/function is to be reviewed:

Following statutory consultation, the adoption of the final Bromley-by-Bow Masterplan SPD will be subject to Cabinet approval in May 2012.

Names and roles of the people carrying out the EqIA:

Simone Williams – Planner > Responsible for coordinating the review of the Bromley-by-Bow Masterplan SPD.

Section 2 – Aims and Objectives

What are the aims, objectives or purpose of the policy/function?

What are the main activities of the policy/function?

The Masterplan SPD will provide a clear vision for the area, with guiding objectives and principles to support regeneration. The Masterplan SPD provides a coordinated approach to manage change over the next 15 years, by providing a mix of detailed guidance and priorities for investors, developers and the community, who are integral to the success of delivering the vision. The Masterplan SPD will be a material consideration and will be used to determine planning applications, within the defined boundary.

The Mayor of London has consulted on proposals to establish a Mayoral Development Corporation (MDC) to coordinate planning and regeneration activities, centred around the Olympic Park. Part of the Masterplan SPD area falls within the proposed MDC boundary, and the Council will work closely with the MDC to ensure the successful delivery of the Legacy and to maximise the benefits for local communities. The Masterplan SPD will be an important tool for the development corporation in planning and managing future development in the Bromley-by-Bow area.

The key thematic objectives within the Masterplan SPD are as follows:

- Delivery new homes and meeting the needs of the existing and future residents, business and visitors
- Improving connections
- Creating a high quality neighbourhood

Who are the main stakeholders?

Bromley-by-Bow has an established residential community, with a few remaining sites providing local industrial employment opportunities. The area also has commercial activities, which serve the local community, from the local shops and services east of the A12 Stroudley Walk.

The prime beneficiaries of the area will be Tower Hamlets residents, both those currently

The Council's Statement of Community Involvement sets out who the key stakeholders will be in the planning process as well as the process for community engagement. The Council has a statutory obligation to consult the public and key stakeholders, such as Transport for London (TfL), on the preparation of the planning document

Who are the main stakeholders?

The Council's LDF Statement of Community Involvement sets out the key stakeholders in the planning process as well as the process for community engagement. The Council has a statutory obligation to consult the public and key stakeholders.

Is this policy/function associated with any other policy or function?

The Council's LDF Core Strategy 2025, was formally adopted by the Council in September 2010 and sets out a vision for the Bromley-by-Bow area. The Masterplan SPD is required to be consistent with the vision and objectives set out in the Core Strategy.

A full Equalities Impact Assessment (EqIA) was undertaken for the Council's Core Strategy 2025.

Section 3 – Potential Equalities Impacts

Identify the potential impact on the following groups:

Target Group	Impact	Reason(s) and mitigation
Ethnicity	Neutral	<p>The area has a growing residential population, in particular west of the A12. The local population is mostly of working age adults with few older people or children. The Black and Ethnic Minority (BME) population in the area is high. It is expected that the cultural and ethnic diversity in the area will grow, as the Masterplan supports the delivery of a sustainable community.</p> <p>Unemployment levels are generally high in the area, specifically amongst BME communities'. It is not expected that the Masterplan SPD will impact any particular ethnicity as all ethnicities will benefit equally.</p> <p>Within Tower Hamlets BME residents are more likely to be in need of social housing than non-BME residents. The Masterplan SPD promotes the delivery of affordable housing in line with the Core Strategy. It is therefore likely that BME residents will benefit from the additional provision of affordable housing. However, the allocation of affordable housing is made according to need.</p>
Disability	Positive	<p>Bromley-by-Bow is poorly served by public transport and suffers relative isolation due to the A12 and River Lea severance. This makes the area only accessible by more mobile residents. The Masterplan SPD describes infrastructure improvements that will be required to improve the connectivity of Bromley-by-Bow, such as a station upgrade, at grade level A12 crossings and bridges over the River Lea. Improving the access and connectivity of the area will make the area more accessible to people with mobility impeding disabilities.</p> <p>Employment opportunities will be diversified, to include a broader offer. This should lead to increased employment opportunities for people with physical disabilities.</p> <p>The proposed District Centre and improvements at Stroudley Walk Neighbourhood Centre, will allow residents with mobility related disabilities to access shops and services without the need to travel far. The Masterplan SPD sets out housing and design guidance, which has regard to lifetime homes standards and wheelchair accessibility standards.</p> <p>Improvements to the public realm and the detailed design of buildings will take account of the needs of people with disabilities.</p>
Gender	Positive	<p>Employment opportunities will be diversified to include a broader offer. This should lead to more balanced employment opportunities for different genders. Women are more likely to be out of work than men in the borough and an increase in job opportunities could therefore have a positive impact on equality in terms of employment.</p>
Gender Reassignment	Neutral	None

Sexual Orientation	Neutral	New development in the area presents opportunities to reduce the potential for crime or fear of crime, by introducing natural surveillance and ensuring personal and public safety is embedded into detailed design proposals. This will benefit residents from all backgrounds and could lead to a reduction in hate crime and harassment, including homophobic crime.
Religion or Belief	Positive	The District Centre and Neighbourhood Centre, will be a suitable location for community facilities. In line with the Core Strategy this will provide a suitable local location for community facilities for religious activities, including worship.
Age	Positive	Working age people will benefit from the diversification of employment opportunities and the enhanced opportunities for local employment. New housing will be required to meet lifetime homes standards.
Socio-economic	Positive & Potential Negative	Working age people will benefit from the diversification of employment opportunities and the enhanced opportunities for local employment. However, people currently employed in the area, in particular the industrial sites east of the A12 will be displaced or relocated. People working in industry tend to have specific skills sets that could have limited transferability.
Marriage or Civil Partnership	Neutral	None
Maternity	Positive	As above for disabilities

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As a result of completing the above, what is the potential impact of your policy/function?

High ✓

Medium ✓

Low

If you have assessed the potential impact as HIGH you must complete a full potential impact assessment.

The impact has been assessed as being medium; it is therefore not relevant to complete a full impact assessment at this stage. In addition a full Equalities Impact Assessment (EqIA) was undertaken for the Council's Core Strategy 2025. As such, in accordance with the Corporate Guidance on EqIA assessments, the Masterplan SPD will be subject only to a Scoping Equalities Analysis.

Detailed assessments in the form of a social impact assessment are submitted for planning applications for major developments. It is also important to note that in all cases the likely impact of the Fish Island is high, with positive outcomes, as the aims and objectives of the Masterplan SPD are in place to address local needs.

If you have identified actions to minimise any negative impact, please ensure that they are included in the Action Plan (see below) and in your service plan.

Once signed and dated, please send this form to the Equalities Team.

Signed: Simone Williams
Lead Officer
Date:

Signed:
Date:

Action Plan

Recommendation	Key activity	Progress milestones	Officer Responsible	Progress
<p>Ensure that all residents are effectively consulted on future developments in the area as required by the Statement of Community Involvement., e.g. women, BME, age, disabled, LGBT and faith.</p>	<p>Undertake consultation with local residents to ensure that, where appropriate their views are taken in to account.</p>	<ul style="list-style-type: none"> • Develop programme of consultations • Analyse attendance/results to ensure that they reflect local demographics • Adapt programme if results indicate that that is necessary. 	<p>Helen Smith</p>	<p>Completed. Resident comments fed in the final Masterplan SPD.</p>

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SEA Screening Determination Sustainability Appraisal Review

Bromley-by-Bow Masterplan Supplementary Planning Document (SPD)

May 2012



1. Background

- 1.1 Given the adoption of the Core Strategy 2025, there is now a need to formally recognise the work undertaken in the Bromley-by-Bow area. Work includes the draft Bromley-by-Bow Masterplan (2006), Land Use and Design Brief (2009), and other associated transport and connection studies. The review and consolidation of this work is required to ensure there is a comprehensive approach to regeneration, that is consistent with the vision and objectives set out in the Core Strategy 2025.
- 1.2 The Bromley-by-Bow Masterplan will be taken forward as an Supplementary Planning Document (SPD) (Masterplan SPD) and will be a tool for implementing the objectives of the Core Strategy and as a material consideration in the determination of planning applications in the area.
- 1.3 A Sustainability Appraisal (SA) was prepared in parallel to the production of the original Bromley-by-Bow Masterplan (2006) and Land Use and Design Brief (2009). The SA influenced the evolution of these documents, introduced measures that are beneficial to the environment and mitigated any negative effects of the documents on the environment.
- 1.4 An SA considers the potential impacts of a planning policy document on the environment, the economy and society. It does this by assessing the extent to which the planning document will help achieve a set of objectives that cover a range of issues, including air quality, landscape, water, health and the population. The SA also has to satisfy the requirements of the EC Directive 2001/42/EC on the assessment of the effects of certain planning documents and programmes on the environment (known as the Strategic Environmental Assessment [SEA] Directive).
- Purpose of this SA Review
- 1.5 A Sustainability Appraisal (SA) considers the potential impacts of a planning policy document on the environment, the economy and society. It does this by assessing the extent to which the planning document will help achieve a set of objectives that cover a range of issues, including air quality, landscape, water, health and the population. The SA also has to satisfy the requirements of the EC Directive 2001/42/EC on the assessment of the effects of certain planning documents and programmes on the environment (known as the Strategic Environmental Assessment [SEA] Directive).
- 1.6 **There is no longer a statutory requirement for the Council to produce an SA for Supplementary Planning Documents (SPD)**, however, the requirement remains for Development Plan Documents (DPD). An SA was undertaken for the Council's Core Strategy 2025, and the Council is also currently preparing an SA for a number of emerging DPDs, including the Fish Island Area Action Plan, and the Managing Development DPD.

- 1.7 Although it is not a statutory requirement to prepare an SA for SPDs, **in pursuing best practice the Council has undertaken an SA Review for the Masterplan SPD**. This SA review does not constitute an SA satisfying the EC Directive 2001/42/EC (or accompanying regulations), however, it will enable the Council to ensure that the social, economic and environmental impacts of the Masterplan SPD have been considered and that the SPD is a robust and coherent document that considers all aspects of sustainability. This document will also provide an efficient method of determining if the SPD is compatible with the sustainability objectives established in the SA for the Core Strategy.
- 1.8 This SA review will enable the Council to widen the range of issues considered in the Masterplan SPD, in particular social, economic and environmental effects, to ensure a robust and coherent document that considers all aspects of sustainability. The SA Review will sit alongside the Masterplan SPD as evidence base, which is also supported by an Equality Impact Assessment (EqIA) Scoping Report.
- 1.9 Alongside the Masterplan SPD, the SA review underwent statutory consultation from 12 September to 24 October 2011. Following consultation, we have reviewed the SA Review in light of consultation amendments to the Masterplan SPD and the outcome remains the same.

SEA Screening Determination

- 1.10 In accordance with the requirements of regulation 9(1) of the Environmental Assessment of Plans and Programmes Regulations 2004, the Council has determined that this SPD should not be subject to a Strategic Environmental Assessment (SEA) as the document provides an elaboration of an existing plan, and is therefore a minor modification of that plan.
- 1.11 Following consultation on this determination with the statutory environmental bodies, responses were received from the English Heritage, Environment Agency and Natural England, whom confirmed that the Masterplan SPD does not require an SEA to be undertaken as the SPD is an elaboration of an existing plan and is therefore a minor modification of that plan, and is unlikely to have significant effects.
- 1.12 This SA Review document also fulfils the function of a statement of the Council's reasons for its determination that SEA is not required.

Structure

- 1.13 The document is structured as follows:
- Chapter 2 provides an overview of the Masterplan SPD
 - Chapter 3 presents the result of the Sustainability Appraisal Review, including recommendations and mitigation where appropriate.

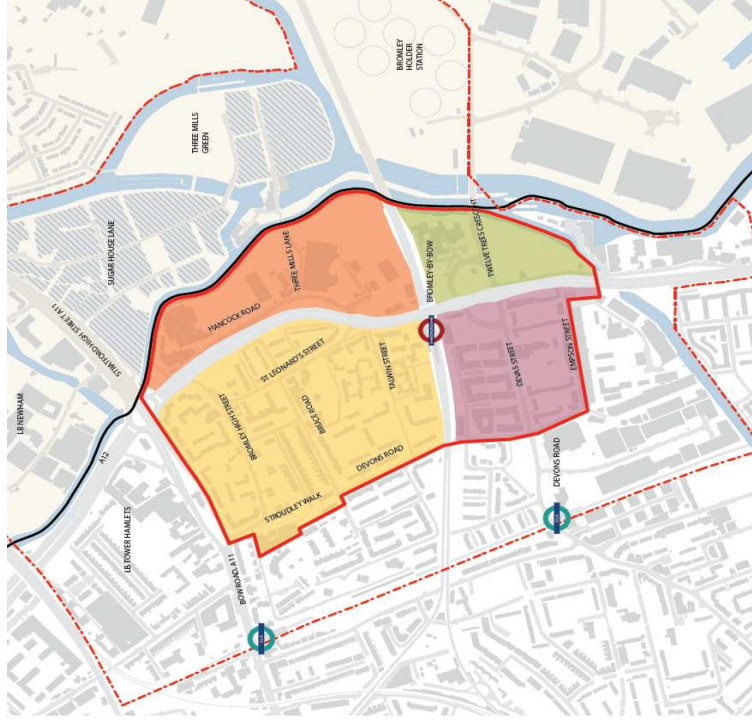
2. Bromley-by-Bow Masterplan SPD Context

2.1 Table 1 below provides an overview of the Masterplan SPD. For further details, please refer to the Bromley-by-Bow Masterplan SPD.

Table 1.

Location

Bromley-by-Bow is located within the Lower Lea Valley. The Masterplan boundary is bounded to the east by the River Lea, to the south by Limehouse Cut, to the west by Stroudley Walk and Devons Road and to the north by Bow Road.



<p>Economic Context</p>	<ul style="list-style-type: none"> • Dominated by industry. • Comparatively high unemployment. • Relatively low skilled workforce. • Considerable development pressure in recent times due to its prime location between Canary Wharf and the 2012 Olympic and Paralympic Games site. • A number of vacant and under-utilised sites. • The need to make the most of the area's accessibility via the A12 and District and Hammersmith & City Underground lines.
<p>Environmental Context</p>	<ul style="list-style-type: none"> • Severely lacking in green and open space. • No conservation areas within the study area. • Several grade II listed buildings, including: Kingsley Hall, Arch at Bromley Recreation Ground, How Memorial Gateway, Children's House Nursery School, Drapers Almshouses and Chapel and the Rose and Crown Pub. • Includes an area of archaeological importance or potential. • Entire study area is within an Air Quality Management Area (AQMA). Local air quality is poor because of emissions from the A12. • Underused natural assets such as the River Lea, with biodiversity and ecological value. • Careful development management required to mitigate floodrisk • Potential land contamination, due to previous industrial activity in the area.
<p>Social Context</p>	<ul style="list-style-type: none"> • Relatively well served by community facilities. • Low markers of health. • Crime and perception of crime are major issues. • Over 50% of the population is under 27 years of age. • High levels of severance created by road, rail and water networks • High levels of anti-social behaviour concentrated in Stroudley Walk and the underpasses; Dislike and fear of using underpasses.
<p>Overview of SPD</p>	<ul style="list-style-type: none"> • Delivery of new homes, affordable and family. • Improvements to the station to improve access from the street level. • New Station West Plaza, a shared surface space that forms part of the station and neighbourhood centre. • New Station East Plaza surrounded by active retail ground floor uses. • New all movement junction and improvements to existing subways to improve east west movement over across the A12.

	<ul style="list-style-type: none"> • New public open space. • Improvements to riverside walkway • Improved north-south connections along Devon's Road and Stroudley Walk. • New foodstore as part of the neighbourhood centre. • New primary and secondary school. • Community facilities, example an Idea Store. • Flexible commercial units.
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3. Sustainability Appraisal Review

- 3.1 The objectives from the Core Strategy's SA have been used to assess the draft Bromley-by-Bow Masterplan SPD. The purpose of this exercise is to identify any potential incompatibilities or gaps in the draft Bromley-by-Bow Masterplan SPD, and where appropriate identify mitigation measures. The mitigation measures mainly relate to future applications and detailed development considerations. The challenge will be to ensure that such measures are picked up as specific development proposals are progressed and development proposals are implemented. The results of this assessment are set out in Table 3 below.
- 3.2 In general, it is considered that the Masterplan SPD will contribute to achieving the principles of sustainable development and is aligned with the SA objectives established in the Core Strategy. It performs well against the SA objectives and no instances were identified where the draft Bromley-by-Bow Masterplan SPD would conflict with the SA objectives.
- 3.3 Table 2 presents the results of the assessment against each SA objective using the key below. The matrix also indicates whether the effects are temporary or permanent in nature.

Table 2

Objective Met?	
Objective met to large extent	++
Objective met slight extent	+
Objective met, neutral impact	0
Objective not met, slight adverse impact on objective	-
Objective not met, moderate adverse impact on objective	--
Timeframe	
Objective met or impacted temporarily	T
Objective met or impacted permanently	P

Table 3.

Sustainability Objective and Questions to Consider <i>As set out by the Sustainability Appraisal of the Core Strategy (2009)</i>	Timeframe	Objective Met?	Comments	Recommendations / Mitigation
Environmental				
<p>Biodiversity: To conserve and enhance natural habitats and wildlife and bring nature closer to people.</p> <ul style="list-style-type: none"> • Will it conserve and enhance habitats and species in accordance with the Local Biodiversity Action Plan. In particular, will it avoid harm to national or London priority species and designated sites and habitats and species identified in the Local Biodiversity Action Plan? • Will it provide for the long-term management of natural habitats and wildlife? • Will it improve the quality and extent of designated and non-designated sites with the intention of achieving a net gain in biodiversity? • Will it provide opportunities to enhance the environment and create new conservation assets (or restore existing wildlife habitats) for example by integrating the creation of new habitats into the design of new buildings and areas? • Will it protect and enhance the Borough's waterbodies to achieve a good ecological status? • Will it promote, educate and raise awareness of the enjoyment and benefits of the natural environment? 	P	+/-0	New and improved green open space would provide habitats for local biodiversity. The SPD also promotes greening the A12, and enhancing the riverside walkway which would further enhance biodiversity. However, additional development in the area already pushed for open space could negatively impact on biodiversity.	Further habitat assessment through an Environmental Statement to be provided at the detailed planning application stage, to mitigate any adverse impacts on biodiversity.

<ul style="list-style-type: none"> • Will it bring nature closer to people, especially in the most urbanised parts of the Borough, for example through the use of green and brown roofs? • Will it improve access to areas of biodiversity interest? • Will it enhance the ecological function and carrying capacity of the greenspace network? 	P	0			<p>The SPD stage promotes the sequential approach used to situate development in the most suitable location with regard to flood risk.</p> <p>Further assessment to be provided at the detailed planning application stage, to mitigate any adverse impacts on water quality and resources.</p> <p>Flood Risk Assessments will be undertaken for any development which exceeds the thresholds as laid out in PPS25.</p>
<p>Water Quality & Water Resources: To improve the quality of surface waters and groundwater and to achieve the wise management and sustainable use of water resources.</p> <ul style="list-style-type: none"> • Will it reduce discharges to surface and groundwater? • Will it support sustainable urban drainage? • Will it improve the water systems infrastructure (e.g. water supply/sewerage)? • Will it reduce abstraction from surface and groundwater sources? • Will it reduce water consumption? • Will it encourage the consideration of the water cycle? 	P	0			

<p>Natural Resources: To minimise the global, social and environmental impact of consumption of resources by using sustainably produced, harvested and manufactured local products.</p> <ul style="list-style-type: none"> • Will it reduce the demand for natural resources and raw materials from unsustainable sources? • Will it encourage the prudent and efficient use of natural resources? • Will it encourage the use of local sustainable products? • Will it reduce the extraction of minerals? • Will it reduce the Borough's ecological footprint per capita? 	P	0	Objective falls outside the SPD remit.	
<p>Climate Change: To address the causes of climate change through minimising the emissions of greenhouse gases and ensuring that London is prepared for its impacts.</p> <ul style="list-style-type: none"> • Will it minimise emissions of greenhouse gases? • Will it help London meet its emissions targets? • Will it reduce the numbers of cars entering London's congestion charge zone? • Will it protect the Borough from climate change impacts? • Will it avoid exacerbating the impacts of climate change? • Will it help the Borough adapt to the impacts of climate change? • Will it minimise the risk of flooding from rivers and watercourses to people and property? • Will it manage existing flood risks appropriately and avoid new flood risks? 	P	++ / -	<p>The SPD has made several provisions to encourage walking and cycling, as well as to improve access to public transport.</p> <p>Eclectic charging points will also be encouraged through planning applications.</p> <p>New open green space, tree planting along the A12 will decrease 'heat island' effect, thus reducing impacts on climate change.</p>	<p>The SPD stage promotes the sequential approach used to situate development in the most suitable location with regard to flood risk.</p> <p>Further assessment to be provided at the detailed planning application stage, to minimise impacts of redevelopment on climate change and provide a flood risk assessment, where appropriate.</p> <p>Flood Risk Assessments will be</p>

<p>Air Quality: To improve air quality</p> <ul style="list-style-type: none"> • Will it improve air quality? • Will it help to reduce emissions of PM10, NO₂? • Will it reduce emissions of ozone depleting substances? • Will it help to achieve national and international standards for air quality (for example, those set out in the Air Quality Regulations 2000 and (Amendment) Regulations 2002)? (See objective 10 for further details on transport criteria including the provision of infrastructure to achieve a modal shift) 	P	0	<p>The SPD promotes better connections for cycling and walking across the area. Improvements to transport services at Bromley-by-Bow Station and bus services will reduce the reliance on car journeys in the area, thus reducing impacts on air quality</p>	<p>undertaken for any development which exceeds the thresholds as laid out in PS25.</p>
<p>Energy: To achieve greater energy efficiency and to reduce reliance on fossil fuels for transport, heating, energy and electricity.</p> <ul style="list-style-type: none"> • Will it reduce the demand and need for energy? • Will it promote and improve energy efficiency (e.g. buildings)? • Will it increase the proportion of energy both purchased and generated from renewable and sustainable resources? 	P	0	<p>Objective falls outside the SPD remit.</p>	<p>Planning applications will be required to submit a Energy Strategy to identify opportunities to optimise local energy generation.</p>
<p>Waste: To minimise the production of waste across all sectors and increase reuse, recycling, remanufacturing and recovery rates.</p> <ul style="list-style-type: none"> • Will it minimise the production of household and commercial waste? • Will it promote reuse and recycling (e.g. in the design of housing or promoting recycling schemes in existing building stock etc) particularly in high density developments? 	P	-	<p>Not addressed within SPD. Waste production is likely to increase, as a result of new developments in the area.</p>	<p>Planning applications to provide Sustainability Statements detailing measures to mitigate impacts of waste and waste management. Site Waste Management Plans will be required for</p>

<ul style="list-style-type: none"> • Will it help the Borough achieve its statutory waste recycling targets? • Will it help to promote a market for recycled products? 	P			larger sites to minimise construction/demolition waste.
<p>Built and Historic Environment: To enhance and protect the existing built environment (including the architectural distinctiveness, townscape/landscape and archaeological heritage), and ensure new buildings are appropriately designed and constructed in a sustainable way.</p> <ul style="list-style-type: none"> • Will it protect and enhance sites, features and areas of historical, archaeological and cultural value/potential and their settings? • Will it conserve and enhance the townscape/cityscape character including the protection of views and landmark buildings? • Will it promote access to the historic environment and also contribute to better understanding of the historic environment? • Will it promote high quality design and sustainable construction methods? • Will it respect visual amenity and the spatial diversity of communities? • Will it enhance the quality of the public realm? • Will it protect and enhance areas of open space? • Will it promote the creation of new accessible local parks and facilities on the City Fringe? • Will it improve access to open space and improve the quality and quantity of publicly accessible greenspace? 	++	The SPD identifies design principles which has regard to the built environment and builds on the existing historical assets in the area.	Planning applications will be required to submit a Design Statement to ensure development does not have a significant adverse impact on the built environment, but enhance and protect it.	

Social Objectives

<p>Housing: To ensure that all Londoners have access to good quality, well-located, affordable housing that promotes liveability.</p> <ul style="list-style-type: none"> • Will it reduce homelessness? • Will it reduce the number of unfit homes, including those owned by Registered Social Landlords? • Will it reduce overcrowding? • Will it increase the range and affordability (both upfront and over its lifetime) of housing (taking into account different requirements and preferences of size, location, type and tenure)? • Will it ensure that appropriate services and facilities are in place for the new population? • Will it provide housing that ensures a good standard of living and promotes a healthy lifestyle? • Will it increase the number of Local Authority dwellings that meet the 'decent homes' standard? • Will it increase use of sustainable design and sustainable building materials in construction? • Will it improve energy efficiency and insulation in housing to reduce fuel poverty and ill health? • Will it provide housing that encourages a sense of community and enhances the amenity value of the community? 	<p>P</p>	<p>++</p>	<p>SPD refers to the London Plan housing standards, and the need to deliver approximately 1500-2500 new homes in the area, including affordable and family.</p>	<p>Planning applications will also need to have regard to emerging housing policies in the emerging DPDs and requirements.</p>
<p>Liveability and Place: To create and sustain liveable, mixed use physical and social environments that promote long- term social cohesion, sustainable lifestyles and a sense of place.</p> <ul style="list-style-type: none"> • Will it create and sustain vibrant and diverse communities and encourage increased 	<p>P</p>	<p>++</p>	<p>The SPD would improve the liveability and sense of place in the Bromley-By-Bow area, by providing new health and community facilities. The efforts to minimise the</p>	

<p>engagement in recreational, leisure and cultural activities?</p> <ul style="list-style-type: none"> • Will it increase the provision of culture, leisure and recreational activities for all: this could include quality, affordable and healthy food, as well as cultural, sporting, or leisure opportunities including those associated with the Olympic legacy? • Will it provide opportunities for people to choose an active, fulfilling life? • Will it increase the provision of key services, facilities and employment opportunities? • Will it positively enhance and promote the perceived sense of place held by the community? • Will it protect and enhance the provision of open space? • Will it encourage a mix of land uses? • Will it reduce the urban heat island effect associated with increasingly dense development? 			<p>severance caused by the A12 would result in increased social cohesion.</p> <p>Improved access and connectivity would increase walking and cycling, allowing people to choose a more active lifestyle. The SPD includes several provisions for green and open space, which will encourage usage for leisure activities.</p>	
<p>Education and Skills: To maximise the education and skills levels of the population.</p> <ul style="list-style-type: none"> • Will it increase the opportunities for educational and vocational goals to be achieved through employment and entrepreneurial opportunities? • Will it provide the infrastructure to help increase the levels of participation and attainment in education? • Will it improve overall achievement of the Borough's primary and secondary school children? • Will it help improve employee education/training programmes? • Will it help improve the qualifications and skills of young people? • Will it help promote lifelong learning activities? 	P	+	<p>The SPD identifies the provision for a new primary school and secondary school in the area to meet the needs of the growing population in the borough. The SPD also promotes the multifunctional uses of schools in the evening for other community uses and activities.</p>	

<ul style="list-style-type: none"> • Will it help support the voluntary sector and promote volunteering? • Will it help promote sustainable development education? • Will it help reduce skills shortages? • Will it help to reduce the disparity in educational achievement between different ethnic groups? • Will it promote multiple uses of schools? 			
<p>Ownership and Participation: To promote civic participation, ownership and responsibility and enable individuals, groups and communities to contribute to decision-making at neighbourhood, borough and regional levels in London.</p> <ul style="list-style-type: none"> • Will it promote social cohesion and encourage engagement in community activities? • Will it increase the ability of people to influence decisions? • Will it support civic engagement and encourage the involvement and participation of a diverse range of stakeholders? • Will it promote community spirit and encourage community networks? • Has consideration been given to cross boundary issues and the potential for working in conjunction with other authorities? 	P	Improved access and connectivity would increase community cohesion and participation.	
<p>Health and Well-being: To maximise the health and well-being of the population and reduce inequalities in health.</p> <ul style="list-style-type: none"> • Will it reduce poverty and health inequalities? • Will it improve mental wellbeing? • Will it improve access to high quality public services (including health facilities)? • Will it address the causes of key health issues 	P	The new health facility at St Andrews will improve access to high quality public services. The improved access and connectivity improvements will reduce social isolation, thereby improving mental wellbeing. The SPD also	

<p>including high rates of cardio-vascular disease and lung cancer?</p> <ul style="list-style-type: none"> • Will it create an environment that will promote and support physical activity and other healthy behaviours?? • Will it improve access by active travel means such as walking, cycling and public transport? 			emphasises active travel means and provision for green open space.	
<p>Safety and Security: To enhance community safety by reducing crime, antisocial behaviour and the fear of crime.</p> <ul style="list-style-type: none"> • Will it help reduce the number of vehicle crimes? • Will it help reduce the number of burglaries? • Will it help reduce the number of racial incidents? • Will it reduce the fear of crime? • Will it reduce antisocial behaviour? • Will it reduce actual noise levels and disturbances from noise? • Will it reduce the risk of terrorist attack? 	P	+	The SPD includes several provisions for access and connectivity improvements, which would result in greater pedestrian and cycling safety. This will be supported by public realm improvements to enhance the environment, altering the perception of crime.	
<p>Equality and diversity: To ensure equitable outcomes for all communities, particularly those most liable to experience discrimination, poverty and social exclusion.</p> <ul style="list-style-type: none"> • Will it reduce poverty and social exclusion in those areas and communities most affected? • Will it promote a culture of equality, fairness and respect for people and the environment? • Will it promote equality for black and minority ethnic communities, women, disabled people, lesbians, gay men, bisexual and transgender people, older people, young people, children and faith groups? • Will it benefit the equality target groups listed above? 	P	+ / 0	Improvements to access and connectivity, coupled with family and affordable housing and community facilities would improve social cohesion and help to achieve positive equality outcomes for all communities.	This will be further addressed through the Equalities Impact Assessment Scoping.

Economic Objectives

<p>Accessibility / Availability (Transport): To maximise the accessibility to key services and amenities and increase the proportion of journeys made by public transport, by bicycle and by foot (relative to those taken by car).</p> <ul style="list-style-type: none"> • Will it encourage a modal shift to more sustainable forms of travel as well as encourage greater efficiency (e.g. through car-sharing and use of waterways)? • Will it provide the infrastructure required to achieve a modal shift to more sustainable forms of transport? • Will it reduce the overall need for people to travel by improving their access to the services, jobs, leisure and amenities in the place in which they live? • Will it reduce traffic volumes and traffic congestion? • Will it reduce the length of commuting journeys? • Will it help to provide a more integrated transport service from start to finish i.e. place of residence to point of service use or place of employment? • Will it increase the capacity of public transport? • Will it increase the number of sub-regional and orbital public transport routes that reduce reliance on the car? • Will it promote locally-based employment? • Will it improve accessibility to work by public transport, walking and cycling? • Will it reduce road traffic accidents? • Will it promote inter-borough connectivity? 	<p>P</p>	<p>++</p>	<p>The SPD promotes improvements to Bromley-by-Bow Station and walking and cycling routes. New connections over the A12 and River Lea would provide the opportunity to increase the capacity of bus routes in the area.</p> <p>The area will be supported by a town centre, which would provide a mix of uses, reducing the need for people to travel.</p>	
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<p>Regeneration & Land Use: To stimulate regeneration and urban renaissance that maximises benefits for the most deprived areas and communities and to improve efficiency in land use through the sustainable reuse of previously developed land and existing buildings.</p> <ul style="list-style-type: none"> • Will it provide a viable network of complementary centres? • Will the regeneration have immediate and long-term benefits for deprived areas? • Will it help to make people feel positive about the area they live in? • Will it help to create a sense of place and 'vibrancy'? • Will it help reduce the number of vacant and derelict buildings? • Will it minimise the loss of soils to development? • Will it improve soil quality and tackle contamination? 	P	++ / 0	The SPD promotes the creation of a vibrant well connected town centre, which would improve perceptions, specifically by reducing community isolation. It does not, however, specifically address other regeneration issues such as the number of vacant buildings or soil quality.	
<p>Employment: To offer everyone the opportunity for rewarding, well-located and satisfying employment.</p> <ul style="list-style-type: none"> • Will it generate satisfying and rewarding new jobs? • Will it help to provide employment in the most deprived areas and stimulate regeneration? • Will it reduce overall unemployment, particularly long-term unemployment? • Will it help to improve levels of income and help to deliver a living wage to all? • Will it encourage flexibility of work, including voluntary and part-time work? • Will it encourage volunteering and promote the value of unpaid work? 	P	0	The SPD identifies the delivery of a town centre, which will provide retail employment opportunities and flexible commercial units for light industries and small medium enterprises.	Further assessment to be considered through planning applications.

<ul style="list-style-type: none"> • Will it encourage the development of healthy workplaces? • Will new employment opportunities be well served by public transport? 				
<p>Stable Economy: To encourage a strong, diverse and stable economy and to improve the resilience of businesses and their environmental, social and economic performance.</p> <ul style="list-style-type: none"> • Will it improve sustainable business development? • Will it improve the resilience of business and the economy? • Will it help to diversify the economy? • Will it prevent the loss of indigenous businesses? • Will it encourage business start-ups and support the growth of businesses? • Will it encourage ethical and responsible investment? • Will it reduce levels of deprivation? • Will it safeguard the best of the employment land portfolio? 		0	<p>The new district centre will provide retail employment opportunities for the local community, thus providing a strong local economy. Although redevelopment will result in the loss of industrial employment space in the area, the intensification of employment space will create flexible employment spaces for small medium enterprises.</p>	
<p>Creativity and Innovation: To promote creativity and innovation in the environmental and social economy (including new clean technologies, renewable energy, pollution control and the skills sector).</p> <ul style="list-style-type: none"> • Will it help to diversify the economy? • Will it encourage investment in new technologies, new solutions, new plans and new ideas that contribute to achieving progress towards sustainability? • Will it boost the green technology sector? 		0	<p>Objective falls outside the SPD remit.</p>	

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Agenda Item 7.1

Committee/Meeting: Cabinet	Date: 9 May 2012	Classification: Unrestricted	Report No: CAB 114/112
Report of: Corporate Director Children, Schools & Families Originating officer(s) Pat Watson, Head of Building Development		Title: Cayley and Smithy Street Primary Schools – Proposed Expansion Wards Affected: St Dunstan's & Stepney Green; Whitechapel	

Lead Member	Cllr Oliur Rahman
Community Plan Theme	A Prosperous Community
Strategic Priority	Priority 3.1: Support lifelong learning opportunities for all

1. SUMMARY

- 1.1 This report explains the background to the proposals and informs Cabinet of the consultation that has taken place to date. The report recommends that statutory proposals are now published for the enlargement of the schools.

2. DECISIONS REQUIRED

The Mayor in Cabinet is recommended to:-

- 2.1 Note the contents of this report;
- 2.2 Agree that statutory proposals should be published for the enlargement of Cayley Primary School to admit 90 pupils in each year from September 2013.
- 2.3 Agree that statutory proposals should be published for the enlargement of Smithy Street Primary School to admit 60 pupils in each year from September 2013.

3. REASONS FOR THE DECISIONS

- 3.1 Proposals have been developed to expand Cayley Primary School to assist in the LA's programme to provide primary school places to meet growing local need. Initial consultation on the proposals has been held. Cabinet is asked to consider the proposed expansion, the response to the initial consultation and the recommendation that statutory proposals for the expansion should be published. The publication of statutory proposals is required in order to implement this change to the school.

- 3.2 Smithy Street School has been operating with the admission number of 60 in recent years following an agreement to temporarily increase its number from 45. It is now planned to make the increased number permanent and so statutory proposals are required.

4. ALTERNATIVE OPTIONS

- 4.1 In order to meet the rising need for school places, the Council has implemented a number of school expansion projects and continues to develop further schemes to meet need. Longer term development plans for the borough include proposals for new primary schools. However, further expansion proposals are needed to keep pace with the need, so taking no action would leave the Council at risk of being unable to discharge its statutory functions. The options for expansion have been considered having regard to the factors set out in paragraphs 6.7 to 6.10 of the report.
- 4.2 In respect of Smithy Street School, the formal procedure has to be followed in order to make the temporary increase permanent.

5. BACKGROUND

- 5.1 **Cayley Primary School is in Aston Street, E14.** At present it admits 60 pupils in each year group (2 forms of entry) and has a maximum capacity of 420 pupils, plus two nursery classes. There is a rising need for primary school places in the borough. The greatest pressure for admission to primary schools is being experienced in the central and eastern areas of the borough. The Local Authority has to ensure that there are sufficient school places available to meet the needs of the population.
- 5.2 A number of school sites have been investigated for their capacity to expand to accommodate more pupils. Cayley School has been identified as having the potential to expand.
- 5.3 Preliminary consultation has taken place on the proposal to expand the school. The feedback from this consultation supported the proposals. This report gives details of the consultation and the action that is now required to publish proposals formally.
- 5.4 **Smithy Street Primary School is in Smithy Street, E1.** It formerly admitted 45 pupils in each but agreed on a temporary basis to increase this to admit 60 pupils in each year. It is now proposed to make this increase permanent. Preliminary consultation has taken place which supports the proposal. This report gives the background and seeks approval to publication of statutory proposals.

6. BODY OF REPORT

Decision-making on school expansion proposals

- 6.1 There is a statutory framework for implementing certain alterations to schools, including enlargements. The requirements are included in the Education & Inspections Act 2006 with associated regulations. For community schools,

the Local Authority (LA) can propose certain alterations, including enlargements.

- 6.2 The prescribed process requires a two stage consultation process. The initial, pre-statutory consultation should provide information on the proposals and include a wide range of consultees. The outcome of this stage is then considered and, if the LA agrees, statutory proposals are published for a specified period (usually four weeks). After this period, the LA must consider any responses to the second consultation and decide whether or not to implement the proposals, or modify them in the light of the consultation.
- 6.3 There is a right of appeal to the Schools Adjudicator for certain parties against the LA's decision.
- 6.4 The timetable for the process is shown in paragraph 6.33, taking into account the legal requirements of the consultation and decision-making process.

THE NEED FOR ADDITIONAL PRIMARY SCHOOL PLACES

- 6.5 The LA keeps the need for additional school places under regular review to ensure that there are sufficient places to meet need. Annual school roll information is used to project the need for places in future years. The projection methodology takes into account the trend in school rolls, actual birth data and population projections. This information is compared with data on the capacity of existing schools and the extent of unfilled places in schools in order to assess if additional capacity has to be planned for, or if there is excess capacity which can be reduced.
- 6.6 In taking into account the anticipated scale of new residential development and the rising birth rate in the borough It has been clear for some time that new primary school places will be required. The LA has been experiencing pressure on admission to Reception year particularly in the areas in the centre and east of the borough where new residential development has been taking place. Options continue to be developed to meet the steeply rising need for additional places.

	Places available 2011/12
Reception	3236

	January 2012 actual roll	January 2015 projected roll
Reception	3217	3540
Total R-Y6	21,563	22,813

IDENTIFICATION OF POTENTIAL SITES FOR EXPANSION

- 6.7 The Local Development Framework and Core Strategy indicated that some new primary schools are likely to be required, even after allowing for some schools which are not now completely full and that some schools could be expanded on their existing sites. In managing the best use of its assets and the available finance, the LA has first considered which of the existing school sites could be expanded. Proposals have been or are being implemented to

expand a number of primary schools and further options will continue to be investigated.

- 6.8 In identifying potential sites for expansion, the following factors have been considered:
- the physical capacity of the existing site and buildings to be expanded;
 - the location of the school – is it in an area where the need is rising;
 - the practical implications of the scheme – can it be implemented with an acceptable level of disruption to the school;
- 6.9 In addition to the above factors, in taking the decision to proceed with the proposals at any site, the LA will consider the strength of the individual school, its popularity and success, and its capacity to adapt to the increase in size.
- 6.10 Having regard to all these factors, expansion at Cayley School is considered a suitable option as set out below.

Cayley School

- 6.11 The potential for Cayley School to expand was identified and some initial work to assess the proposal was carried out. The governing body discussed the initial proposal and agreed to work with the LA to develop the proposal further and to consider the implications for the school and the neighbourhood.
- 6.12 The plans for the school involve building an extension which will provide new classrooms, extra toilets, a larger hall and an additional nursery class. The new extension will be two stories and a lift will be installed to allow access for people with disabilities. There will be enhanced staff facilities. Because of the need to carefully plan the works to manage the impact on the running of the school, the works will be phased and planned in agreement with the Headteacher.
- 6.13 The building scheme seeks to ensure that principles of sustainability are central to the design and this is reflected in the proposed use of materials. The whole scheme and construction method will fall within the requirements of BREEAM with the intention of seeking a minimum rating of good.
- 6.14 The governing body has agreed to the scheme designed. The governing body has responded positively to the proposal in recognising the benefits that the increased size will offer to the school. The scheme will provide improved facilities for pupils and staff and the enhanced budget and staffing levels will allow greater curriculum flexibility and range of offer, and enhanced career prospects for staff in the larger school.
- 6.15 The increased roll will take effect over 7 years as additional children are admitted. This will allow the school to introduce management changes over time to accommodate the increase, eg. changes to lunchtime arrangements. The school also plans to develop the external play areas so that better use can be made of the available space and support the increase in numbers.

Financial Implications

- 6.16 The project will be funded from the allocation of Basic Need funding from the Department for Education (DfE). This funding is specifically for the provision

of additional school places. A capital estimate for this scheme of £5.8m was adopted by Cabinet on 8 June 2011.

- 6.17 Additional revenue funding will be provided to the school through the LA's funding formula.

Implementation of the Expansion

- 6.18 It is proposed that the increase should take effect from the school year 2013/14 subject to the approval of the statutory proposals. This means that the first increased year group of 90 will be admitted in September 2013.
- 6.19 It is proposed to admit the extra pupils to the school at reception year only until all year groups are full to three forms of entry. This will mean that the school has time to gradually adapt to the increase in size and introduce any new management arrangements as the pupil numbers increase.

CONSULTATION

- 6.20 The initial consultation period was from 5 March to 30 March 2012. The proposed building design was on display in the school for parents and children to see. Pupils were consulted about the proposals. A copy of the consultation paper issued is included as Appendix A. The consultation paper was sent to:
- all parents and carers of children now at Cayley School
 - all staff at Cayley School
 - all governors of Cayley School
 - all headteachers and chairs of governors of primary schools in Tower Hamlets
 - all councillors in Tower Hamlets
 - local MPs
 - the London Boroughs of Newham and Hackney
 - the London Diocesan Board for Schools and the Westminster Diocese Education Service
 - local trades unions
- 6.21 Consultation meetings were held to discuss the proposals with parents.
- 6.22 The overall response to the proposed expansion of the school was positive. The consultation paper included a form to return and the analysis of those returned is as follows:

For	Against	Not sure
50	2	2

- 6.23 Two parents' meetings were held at the school. The response from parents who attended these meetings was positive and they welcomed the proposal to invest in the school and generally saw this as something positive for their children. At the parents' meetings there were questions and discussion on a number of issues which were responded to by the LA officers and the headteacher in the meetings:

- impact on the playground
- how will the school be affected by the works on site

The consultation that has been conducted complies with the requirements of the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 and the Secretary of State's guidance on consultation.

Smithy Street Primary School

- 6.24 Smithy Street School formerly admitted 45 pupils in each year group (1.5FE). A temporary arrangement was made in 2007 to admit 60 in Reception year and this was continued in subsequent years. In order for this to be made permanent, statutory proposals are required. The governing body has requested that the increased size of the school should be confirmed.
- 6.25 The school has benefitted from an improvement scheme carried out as part of the Primary Capital Programme. Alterations and improvements undertaken as part of this project provided sufficient accommodation for the school to operate as a full 2 form of entry school, as now proposed.

CONSULTATION

- 6.26 The initial consultation period was from 16 January to 10 February 2012. A copy of the consultation paper issued is included as Appendix B. The consultation paper was sent to:
- all parents and carers of children now at Smithy Street School
 - all staff at Smithy Street School
 - all governors of Smithy Street School
 - all headteachers and chairs of governors of primary schools in Tower Hamlets
 - all councillors in Tower Hamlets
 - local MPs
 - the London Boroughs of Newham and Hackney
 - the London Diocesan Board for Schools and the Westminster Diocese Education Service
 - local trades unions
- 6.27 A consultation meeting was held to discuss the proposals with parents.
- 6.28 The response to the consultation has been limited, reflecting the position that the proposal will have little practical impact on the school and parents as it is proposed to make formal the current position in practice. However, there has been a favourable response and the view at the parents meeting was positive.
- 6.29 The consultation paper included a form to return and the analysis of those returned is as follows:

For	Against	Not sure
27	8	1

The consultation that has been conducted complies with the requirements of the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 and the Secretary of State's guidance on consultation.

FURTHER ACTION NOW PROPOSED FOR CAYLEY AND SMITHY STREET SCHOOLS

- 6.30 The outcome of the consultation in both cases has been reviewed and there is support for the proposals.
- 6.31 The Mayor in Cabinet is recommended to agree to publication of statutory proposals for the expansion of Cayley Primary School and for Smithy Street School. The statutory proposals will be published in East End Life and made available at the school. Any comments or representations on the proposals should be submitted to the Council by the end of the four week period.
- 6.32 If there are no objections to the statutory proposals in the four week period, the decision to implement will be dealt with by the Corporate Director, Children, Schools & Families in accordance with the scheme of delegation. If there are objections to the proposals, the decision will be referred to Cabinet.
- 6.33 The timetable for the process for each school is set out below:

Cabinet receives a report on the consultation and decides on publishing formal statutory proposals	9 May 2012
Statutory proposals published with 4 weeks allowed for comments	11 June to 6 July 2012
The decision will be taken to implement the proposals either by the Council's Cabinet if there are objections; or, if there are no objections, by the Corporate Director of Children, Schools & Families	By 27 July 2012
Building works commence at Cayley School	Summer 2012
Additional pupils admitted to Reception year	September 2013

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 This report concerns the formal process for consulting about and deciding on the expansion of the two schools. The capital works for Smithy Street have been undertaken and only retention payments are left to be paid from the £1.88m capital allocation. The capital works for Cayley School are due to cost £5.8m in total, with most of the work taking place during 2012/13 financial

year. The £5.8m is reflected in the CSF capital programme, as approved at Cabinet on 4th April 2012.

- 7.2 Future revenue costs of the expanded schools will be funded through the schools enrolling more pupils and attracting more formula funding through the Dedicated Schools Grant.

8. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 8.1. Section 19 of the Education and Inspections Act 2006 provides that where a local authority proposes to make prescribed alterations to a maintained school, it must publish its proposals. The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (“the Prescribed Alterations Regulations”) specify what alterations made by local authorities are prescribed alterations and specify the procedure to be followed when publishing and determining such proposals. The enlargement of a school’s premises so as to increase the school’s capacity by: (a) more than 30 pupils; and (b) 25% or 200 pupils (whichever is the lesser) is a prescribed alteration. Making a temporary enlargement permanent is also a prescribed alteration. The proposals described in this report fall within that definition so the procedure in the Prescribed Alterations Regulations must be followed.
- 8.2. The Prescribed Alterations Regulations require the Council to follow a two stage process involving consultation prior to publication of a proposal, followed (assuming the Council wishes to proceed) by publication of the proposal. The consultation must include prescribed persons. The Council is required to have regard to the Secretary of State’s guidance as to consultation on proposals. The guidance recommends that the consultation allows adequate time, provides sufficient information for those being consulted to form a considered view and makes clear how the views can be made known. Proposers must be able to demonstrate how they have taken into account the views expressed during the consultation in reaching any subsequent decision as to the publication of proposals. The report states that consultation complies with the requirements of the Regulations and guidance and so the Council is in a position to determine whether to publish a proposal.
- 8.3. The Prescribed Alterations Regulations prescribe what information must be specified in a proposal and how it should be publicised. The proposal should be published within a reasonable timeframe following consultation so that it is informed by up to date feedback. A statutory notice containing specified information and stating how complete copies of the proposals can be obtained must be published in a local newspaper, and also posted at the main entrance to the school (and all the entrances if there are more than one) and at some other conspicuous place in the area served by the school (eg. local library, community centre). It is essential that the published notice complies with the statutory requirements as set out in the Regulations.
- 8.4. In carrying out its functions to make prescribed alterations to the Cayley and Smithy Street primary schools, the Council must have due regard to the need

to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't. Some form of equality analysis will be required and officers will have to decide how extensive this should be.

8. ONE TOWER HAMLETS CONSIDERATIONS

- 8.1 The expansion of schools is necessary to ensure the Council meets its legal obligation to secure sufficient schools for Tower Hamlets, but will also promote equality of opportunity for children and young people (including within the meaning of the Equality Act 2010).

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 9.1 The design of the building and materials proposed to be used for Cayley School have taken account of sustainability and energy efficiency. Products to be chosen will offer significant energy saving values; insulation products that have an approved environmental profile; and timber from certified sustainable sources.
- 9.2 The design must comply with Building Regulations, Part L which has strict guidelines in respect of carbon emission levels and energy efficiency. To conserve biodiversity it is also proposed to include a grassed sedum roof which it is hoped will encourage bird life and become a natural habitat for insects.

10. RISK MANAGEMENT IMPLICATIONS

- 10.1 The project at Cayley School has a high capital value and close monitoring of the project through the preparatory stages is in place and will continue through implementation stages with appropriate, experienced project management resources. If the proposals do not proceed, there will be a risk to be managed that some children will be without a school place local to their home.

11. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 11.1 There are no specific implications arising.

12. EFFICIENCY STATEMENT

- 12.1 The Council is using its assets efficiently by seeking to extend and expand existing school sites to meet the needs of the rising school age population before acquiring land to build a new school

13. APPENDICES

Appendix A – Cayley School Consultation Document
Appendix B - Smithy Street Consultation Document

Local Government Act, 1972 Section 100D (As amended)
List of “Background Papers” used in the preparation of this report

Brief description of “background papers”	Name and telephone number of holder and address where open to inspection.
none	N/A

LB TOWER HAMLETS

CONSULTATION ON PROPOSALS TO EXPAND CAYLEY PRIMARY SCHOOL

Introduction

In Tower Hamlets there is a rising school age population. The Council has to ensure there are sufficient school places so that all resident children can attend school locally. The Council considers that Cayley Primary School can be successfully developed to improve facilities and accommodate additional places and this paper is published for consultation on this proposal.

The proposal is for Cayley School to increase from 60 pupils in each year to 90 pupils in each year. The first additional children will be admitted from September 2013.

Consultation Process

This paper is being sent to:

- all parents and carers of children now at Cayley School
- all staff at Cayley School
- all governors of Cayley School
- all headteachers and chairs of governors of primary schools in Tower Hamlets
- all councillors in Tower Hamlets
- local MPs
- the London Boroughs of Newham and Hackney
- the London Diocesan Board for Schools and the Westminster Diocese Education Service
- local trades unions

This consultation period runs from 5 March to 30 March 2012. A form is included at the end of this paper for the return of your views. Two meetings for parents will be held at the school to hear about the proposals and let us know your views. The meetings will be held on:

8 March at 9.00 am
13 March at 2.45 pm

Why are more school places needed?

In Tower Hamlets there has been considerable development to provide new homes and this is anticipated to continue for some years to come. It is projected that nearly 3,000 new homes will be built on average each year until 2025. The birth rate is rising and it is clear that the population trend will continue to rise. The Council needs to plan for the services that the population will need, including schools.

The Council has already carried out schemes to increase the size of some primary schools to ensure that there are enough places for all the children who need a place. Between 2011 and 2021 the total number of children at primary schools will increase by approximately 6,000 pupils, a rise of 30%. The Council therefore has to continue to make plans for providing extra places.

The main areas where the need for school places is rising are in the central and eastern areas of the borough, including the Isle of Dogs. These areas will benefit from a large amount of the new residential development. In time, the projections of the increase in the school roll will require new primary schools to be built. However, because providing a new school is a very substantial investment, the Council has first considered if any of the existing schools could be expanded to take more children. Where this is possible, this is a good use of the Council's assets before the purchase of more land and building a new school is undertaken.

Cayley School

Cayley School is in an area of the borough where the school age population is rising. The Council has considered the existing school site and buildings and, working with the headteacher and governing body, we have shown that it is possible to provide new accommodation and improvements to the existing school which will allow the size of the school to be increased. The Council considers this to be an exciting development opportunity for the school.

Cayley has been recognised as an outstanding school by OfSTED and the Council believes that the strong ethos and management of the school will enable the Headteacher and staff to effectively include the increased roll whilst maintaining the standards for all children and the character of the school which parents value. The admissions criteria for the school will not change and so the children at the school will continue to be those who live in the local area.

Expanding the school will bring additional resources to the school, so that the range of opportunities for children will be enhanced. In addition there will be more teaching and support staff and increased professional development opportunities for existing staff which will help to recruit and retain good quality teaching and non-teaching staff.

The building plans for the school

The initial building plans for the school to accommodate the increased roll have been drawn up in close cooperation with the Headteacher and governors. These will be further developed and will also involve staff and pupils. The building plans are on display in the school during the consultation period.

Although the majority of the works will provide the accommodation required for the additional school places, the plans will also improve some of the school's existing accommodation and when completed, this will mean that the temporary classrooms in the playground will no longer be needed.

The plans include providing new classrooms, resource areas, additional toilets, parents' room, a new, larger staff room with a work preparation area and a larger assembly/dining hall. A lift will also be installed to allow access for people with disabilities. Because of the need to carefully plan the works to manage the impact on the running of the school, the works will be phased over an extended period of time.

Although the school's existing play area is not generous, these works will enable the removal of the existing temporary teaching accommodation and free up some additional playground. The additional footprint of the new build areas has also been kept to a minimum.

Size of the increase in roll

The school now has 60 places in each year group with two nursery classes. Under the new proposals, there will be 90 places in each year and three nursery classes. The total school roll over time will eventually be 630, plus the nursery classes. There will be no change to the admissions arrangements to the school. The school has in the past opened two extra classes, and these children will, as previously planned, remain at the school until completing Year 6.

How will the increase take effect

The extra children will be admitted to the school in Reception year only from September 2013, so that the full increase will arise after 7 years. Additional children will not be admitted above the total of 60 for a year group where 60 was the original year group number. (However, there may be admissions where there are vacancies in any year group). So that the disruption to the school during the building works to provide the new teaching accommodation is kept to the minimum, the works will be done in phases but the additional accommodation for all the extra children will be in place before the school fills up to its new total roll. The school has in the past opened two extra classes, and these children will, as previously planned, remain at the school until completing Year 6.

Effect on children now at the school

The increase in roll will happen over a 7 year period which will allow the school to gradually absorb the changes. The children now on roll of the school will be in the school during the building works to create the new space. Very careful planning is continuing by the Authority and the Headteacher to ensure that the disruption to school life is kept to the minimum possible. The construction work will be planned with the highest priority given to the safety of everyone at the school.

Other expansion proposals in the area

The Council is considering other options for schools where it may be possible to expand. Consultation on proposals will take place as they are developed. The eastern part of the borough is one of the areas where the highest levels of new housing are anticipated and it is likely that a new primary school will eventually be built.

Timing

This consultation runs from 5 March to 30 March 2012. The timetable for consultation and taking decisions following this stage of consultation is:

Initial consultation	5 March to 30 March 2012
The Council's Cabinet receives a report on the consultation and decides on publishing formal statutory proposals	9 May 2012
Statutory proposals published with 4 weeks allowed for comments	11 June to 6 July 2012
The decision will be taken to implement the proposals either by the Council's Cabinet if there are objections; or, if there are no objections, by the Corporate Director of Children, Schools & Families	By 27 July 2012
Building works commence	Summer 2012
Additional pupils admitted to Reception year	September 2013

Next steps

During this current consultation period, the Council wants to hear from as many people as possible. Please let us know your views by completing and returning the form on the next page.

There will be parents' meetings at the school on 8 March at 9.00 am and on 13 March at 2.45 pm – we hope as many parents as possible will be able to come to one of the meetings to hear about the proposals and let the Council know your views.

CAYLEY PRIMARY SCHOOL

CONSULTATION ON THE PROPOSED EXPANSION OF CAYLEY SCHOOL

	Please tick as appropriate
I agree with the proposal to expand the school	<input type="radio"/>
I do not agree with the proposal to expand the school	<input type="radio"/>
I am not sure	<input type="radio"/>

Other comments

NAME	
PARENT, GOVERNOR, OTHER (please state)	
DATE	

Please return this page by 30 March 2012 to:

The school office; or

Pat Watson, Head of Building Development, Children's Services, Town Hall,
Mulberry Place, 5 Clove Crescent, E14 2BG, or

e-mail to: pat.watson@towerhamlets.gov.uk

LB TOWER HAMLETS

CONSULTATION ON PROPOSALS TO EXPAND SMITHY STREET PRIMARY SCHOOL

Introduction

In Tower Hamlets there is a rising school age population. The Council has to ensure there are sufficient school places so that all resident children can attend school locally. The Council has previously arranged for a temporary increase in the places available at Smithy Street Primary School and now proposes to confirm this as permanent. This paper is published for consultation on this proposal.

Consultation Process

This paper is being sent to:

- all parents and carers of children now at Smithy Street School
- all staff at Smithy Street School
- all governors of Smithy Street School
- all headteachers and chairs of governors of primary schools in Tower Hamlets
- all councillors in Tower Hamlets
- local MPs
- the London Boroughs of Newham and Hackney
- the London Diocesan Board for Schools and the Westminster Diocese Education Service
- local trades unions

This consultation period runs from 16 January to 10 February 2012. A form is included at the end of this paper for the return of your views. A meeting for parents will be held at the school to hear about the proposal and let us know your views. The meeting will be held on:

27 January at 9.00 am

Why are more school places needed?

In Tower Hamlets there has recently been considerable development to provide new homes and this is anticipated to continue for some time. The London Mayor's Plan proposed that 42,000 new homes would be built in Tower Hamlets over a period of about 15 years. Approximately 3,000 new

homes will be built each year in the next few years. Although many of these homes will be occupied by people who already live in Tower Hamlets, it is clear that the population trend is rising and that the Council needs to plan for the services that the population will need, including schools.

Smithy Street School

Smithy Street School is in an area of the borough where the school age population is rising. In previous years the school operated with 45 places in each year group. It was agreed to increase this to 60 places in each year group on a temporary basis to help meet the need for school places in the area.

The Council now proposes that 60 should be the planned number of places on a permanent basis. There is sufficient accommodation in the school for the additional number of children. The maximum roll of the school will therefore increase from 315 to 420, plus the nursery classes.

The school has effectively managed with the extra children who have been admitted in recent years. The Council considers that Smithy Street School will successfully operate with the revised maximum number of children on roll.

In order to confirm the 60 places each year, the Council is required to consult parents and others. This consultation is the start of that process.

The school's budget is based on the number of pupils on roll. The budget will be increased to reflect the increase in the number of pupils admitted to the school. If there is agreement to 60 places per year, this will give the school certainty of the level of funding and so help the financial planning for the management of the school.

Effect on children now at the school

There will be little impact on the children now on roll at the school. There is no change proposed to the admissions criteria for the school.

Timing

This consultation runs from 16 January to 10 February 2012. The timetable for consultation and taking decisions following this stage of consultation is:

Initial consultation	16 January to 10 February 2012
The Council's Cabinet receives a report on the consultation and decides on publishing formal statutory proposals	4 April 2012
Statutory proposals published with 4 weeks allowed for comments	23 April to 18 May 2012
The decision will be taken to implement the proposals either by the Council's Cabinet if there are objections; or, if there are no objections, by the Corporate Director of Children, Schools & Families	By 13 July 2012

Next steps

During this current consultation period, the Council wants to hear from as many people as possible. Please let us know your views by completing and returning the form on the next page.

SMITHY STREET PRIMARY SCHOOL

CONSULTATION ON THE PROPOSED EXPANSION OF SMITHY STREET SCHOOL

	Please tick as appropriate
I agree with the proposal to expand the school	<input type="radio"/>
I do not agree with the proposal to expand the school	<input type="radio"/>
I am not sure	<input type="radio"/>

Other comments

NAME	
PARENT, GOVERNOR, OTHER (please state)	
DATE	

Please return this page by 10 February 2012 to:

The school administration office; or

Pat Watson, Head of Building Development, Children's Services, Town Hall,
Mulberry Place, 5 Clove Crescent, E14 2BG, or

e-mail to: pat.watson@towerhamlets.gov.uk

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Agenda Item 10.1

Committee/Meeting: Cabinet	Date: 9 th May 2012	Classification: Unrestricted	Report No: CAB115/112
Report of: Isabella Freeman, Assistant Chief Executive (Legal) Originating officer: Kevin Kewin, Strategy, Policy and Performance Service Manager, CE's.		Title: Strategic Plan 2012/13 Wards Affected: All	

Lead Members	Deputy Mayor, Cllr Ohid Ahmed and Cabinet Member for Resources, Cllr Alibor Choudhury
Community Plan Theme	All
Strategic Priority	All

1. **SUMMARY**

- 1.1 This report presents the draft Strategic Plan 2012/13 (appendices 1 and 2). The Strategic Plan incorporates the Single Equality Framework (SEF) which sets out the Council's equality priorities.

2. **DECISIONS REQUIRED**

The Mayor in Cabinet is recommended to:-

- 2.1 Approve the Strategic Plan (appendices 1 and 2).
- 2.2 Authorise the Chief Executive to make any appropriate and necessary amendments prior to publication.

3. **REASONS FOR THE DECISIONS**

- 3.1 The Strategic Plan outlines the Council's key priorities for the year alongside the more detailed actions that will support their delivery. The Plan also sets out the strategic performance measures with which we track our progress.
- 3.2 The Strategic Plan incorporates the Council's Single Equality Framework (SEF). The SEF sets out the Council's framework for tackling inequality and promoting cohesion. We have integrated the equality objectives of the Framework into the Strategic Plan, ensuring that a focus on tackling inequality informs the strategic direction of the Council. It also enables us to demonstrate that we are meeting the requirements of the Public Sector Equality Duty to prepare and publish objectives which demonstrate how the organisation will meet the aims of the Duty.

4. ALTERNATIVE OPTIONS

- 4.1 Cabinet may choose not to agree a Strategic Plan. This course of action is not recommended as there would be a significant planning gap: the Strategic Plan is a key element of the Council's business planning arrangements. In addition, the Council's priorities for the year would not be articulated and the key supporting activities and performance measures would not be agreed for monitoring. If the Strategic Plan was not agreed a Single Equality Framework would still need to be adopted to meet legal requirements.
- 4.2 Cabinet may choose to amend the Strategic Plan prior to approval. If Cabinet wished to amend the Plan, regard would need to be given to the Council's medium term financial plan, with which the current Strategic Plan is aligned, as well as to the legal implications relating to any changes.

5. BODY OF REPORT

- 5.1 The Strategic Plan has two elements. The Outline Plan sets out the local context, how we address inequality in the Plan and a short narrative for each theme alongside the strategic activities and measures. The Action Plan provides more detail on how we will deliver our priorities, including the detailed milestones that support our strategic activities.
- 5.2 The Plan has been informed by the Mayor's Pledges and is aligned with the budget. The Strategic Plan incorporates the Council's Single Equality Framework (SEF) which sets out the Council framework for tackling inequality and promoting cohesion. Whilst the overarching vision and priorities of the Council remain largely unchanged, the Strategic Plan 12/13 reflects the current challenges facing the Council and how we will address them. As such a number of areas are more significant in this year's plan, including welfare reform, the Olympics, localisation and managing health reforms.

6. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 6.1 The Strategic Plan is a core planning document for the Council, which sets out key priorities, activities, milestones and performance measures for 2012/13. The Plan provides a framework for allocating financial resources, in line with the strategic priorities, as part of the medium term financial planning process. This report has no other financial implications.

7. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 7.1 The Strategic Plan is closely aligned with the Community Plan, which sets out the Council's sustainable community strategy within the meaning of section 4 of the Local Government Act 2000. The Strategic Plan specifies how the Council will prioritise delivery of its functions and thus ranges across the Council's statutory powers and duties. The proposed actions are

capable of being carried out lawfully and it will be for officers to ensure that this is the case.

- 7.2 Section 3 of the Local Government Act 1999 requires best value authorities, including the Council, to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. The development of the actions in the Strategic Plan, together with their delivery and subsequent monitoring will contribute to the way in which the best value duty can be fulfilled. Monitoring reports to members and actions arising from those reports will help to demonstrate that the Council has undertaken activity to satisfy the statutory duty.
- 7.3 The Equality Act 2010 requires the Council in the exercise of its functions to have due regard to the need to avoid discrimination and other unlawful conduct under the Act, the need to promote equality of opportunity and the need to foster good relations between people who share a protected characteristic and those who do not. The report proposes that the Council's Single Equality Framework be incorporated into the Strategic Plan and this is a relevant consideration. It is also relevant to consider that the Community Plan was the subject of equality analysis during its preparation. Further equality analysis will likely be required in the delivery of actions in the Strategic Plan to ensure the Council complies with its equality duty.

8. ONE TOWER HAMLETS CONSIDERATIONS

- 8.1 The Strategic Plan 2012/13 incorporates the Council's Single Equality Framework (SEF). The SEF sets out the Council framework for tackling inequality and promoting cohesion. This approach enables us to demonstrate that we are meeting the requirements of the Public Sector Equality Duty (PSED) to prepare and publish objectives which demonstrate how the organisation will meet the aims of the Duty. In many ways our cross cutting principle of One Tower Hamlets prefigures the aspiration of the PSED.

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 9.1 The Strategic Plan includes a focus on action for a greener environment. This includes specific priorities, with supporting actions, for protecting our environment, improving parks and open spaces and supporting local sustainable transport.

10. RISK MANAGEMENT IMPLICATIONS

- 10.1 The Strategic Plan provides the strategic framework for other strategies and plans. Risks relating to the achievement of its objectives are therefore monitored through the Council's corporate risk register and directorate risk registers. Risks are assessed for likelihood and impact, and have responsible owners and programmes of mitigating actions.

11. CRIME AND DISORDER REDUCTION IMPLICATIONS

11.1 The Strategic Plan has a strong focus on crime and disorder. The key priorities, activities, milestones and measures are set out within the Safe and Cohesive theme.

12. EFFICIENCY STATEMENT

12.1 The Strategic Plan highlights the current financial context which includes significantly reduced funding for the Council. The Plan sets out a range of activities to support better value for money. Progress against the performance measures in the Strategic Plan is reported to Overview and Scrutiny and Cabinet, alongside the Council’s budget monitoring, on a quarterly basis.

13. APPENDICES

Appendix 1: Strategic Plan Outline Plan
Appendix 2: Strategic Plan Action Plan

**Local Government Act, 1972 Section 100D (As amended)
List of “Background Papers” used in the preparation of this report**

Brief description of “background papers”	Name and telephone number of holder and address where open to inspection.
None	Kevin Kewin ext: 4075

Appendix 1

Tower Hamlets Outline Plan 2012/13

Draft

Contents

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Message from the Mayor

This Plan sets out our key priorities for the year and some of the major activities which will deliver them. I remain ambitious for Tower Hamlets at a time of significant financial challenge. This Strategic Plan aims to support residents and help protect them from central government cuts.

The Plan reflects my budget principles: protecting vulnerable residents, investing in the third sector, supporting front-line staff and improving the services we rely on such as Idea Stores and Libraries, Youth Services and Children's Centres.

Underpinning the Strategic Plan is the aspiration to build One Tower Hamlets – a borough where everyone feels they have an equal stake and status. Reducing inequalities, fostering cohesion and supporting strong community leadership is central to our work as a Council. The Strategic Plan incorporates our Single Equality Framework. It sets out the Council's framework for tackling inequality and promoting cohesion.

I recognise the financial difficulties that many households in Tower Hamlets face, which is why we've frozen council tax, extended the London Living Wage, introduced the Mayor's Education Allowance and are making it easier for businesses in Tower Hamlets to bid for Council contracts.

We have much to be proud of in our borough. I am confident that, despite the challenges we face, we can continue to support our residents and reduce the inequalities that we see around us. We have strong ambitions to build more affordable housing, continue to improve our education results, support more people into work and make the borough cleaner, greener and safer. The Strategic Plan sets out how we will achieve our ambitions and track our progress.

Mayor Lutfur Rahman

The Tower Hamlets context

The Strategic Plan describes the Council's overall aims and objectives, the outcomes intended for people who live and work in the borough, and the actions to be taken in 2012/13 to deliver those outcomes.

Mayor's Priorities

The starting point of the Strategic Plan is the Mayor's Pledges including the key priorities to:

- increase affordable family-sized housing;
- improve attainment and invest in activities out of school;
- reduce crime and ASB;
- tackle worklessness; and
- improve cleanliness and the public realm.

The Strategic Plan 2012/13 takes into consideration the continued impact of the Government's reductions in grant funding for local authorities and the other significant changes it is introducing that will impact on all of our partners in the public sector. This coming year will again be dominated by the need for the Council to deliver efficiency savings which will change the way in which

services are delivered. Front line services which make the greatest contribution to achieving our priority outcomes will need to be protected where possible.

Development of the Plan

This Strategic Plan has been developed alongside the Council's Medium Term Financial Plan. In identifying service areas where we can make efficiency savings the focus has always been on continuing to deliver the best outcomes for service users within the available resources.

This Strategic Plan also incorporates the Council's Single Equalities Framework. It highlights our equalities priorities and is informed by the principles of the Equality Act 2010 and Public Sector Equality Duty.

A growing population

Tower Hamlets has one of the fastest growing populations in the country. The borough's current population is estimated to be 238,000 and is projected to increase to 319,000 by 2026. This translates to approximately 100 new residents a week.

This growing population is ethnically diverse, with almost half of the borough's population comprising black and minority ethnic groups, with the largest of those (33%) being the Bangladeshi community. The borough also has a relatively young population - 37% of people are aged 20-34, compared to 20% across England. The borough's population is expected to grow across all age groups, but growth will be strongest in the older age groups, especially among the population aged 50-64 which is expected to almost double between 2010 and 2026.

Housing and regeneration

This population growth needs to be managed sustainably ensuring that new homes are accompanied by access to employment opportunities, open spaces, schools, shops and other services. Current predictions are that over the next 5 years we will require six new primary school and 8 new secondary school classes, 13 new GPs, 27 hectares of open space and 678 square metres of library space (half of Bow Idea Store) to meet the needs of these new residents. There is also considerable population movement – people moving in and out of the borough. Within this context, we will need to take decisions about how we create sustainable and mixed communities.

Employment, inequality and health

The borough has experienced exceptional change and growth over the past decade and remains a focal point of regeneration in London. Significant development activities include the 2012 Olympic and Paralympic Games; the Thames Gateway Development and the expansion of Canary Wharf.

The Local Development Framework, which sets out the spatial vision for the borough, outlines the extensive physical renewal that is planned to meet the needs of the borough's growing population. There are pioneering plans for new facilities and services including schools, transport links, parks and more affordable housing.

The Tower Hamlets Local Economic Assessment, an analysis of the borough's economy and future economic prospects, shows that the nature of the borough's economy has changed to an economy dominated by financial services. Other important industries include retail and wholesale, hotels and restaurants and real estate. The local economy has been affected by the downturn but is beginning to recover and further growth and employment opportunities are forecast, supported by the planned development of Canary Wharf, Stratford and the City Fringe.

Despite the growth and regeneration, Tower Hamlets is still the third most deprived area nationally. Health inequality remains a key characteristic of the borough. The average life expectancy in Tower Hamlets is lower than the London average.

Evidence shows that key health-related lifestyle behaviours, such as smoking, are more prevalent in the borough than the rest of the country, despite improvements in recent years. Worklessness and poverty are also high. The employment rate is below the London average and the borough has the highest rate of child poverty nationally.

Local need will also continue to increase. There is a continued upward trend of contacts to children's social care – now reaching more than 1,000 a month. The

number of very old people (those over 90) and therefore most likely to need social care is projected to increase by 31% over the next 5 years; there are also predicted increases in the number of residents who will have a physical or learning disability.

The impact of the recession will also continue to put pressure on our services to support people out of unemployment and homelessness.

National Policy Context

The Coalition Government is implementing wide-reaching changes to the services which our local residents rely on.

Some of the key policies which will, and are, impacting on the Council and local residents include:

- Reductions to welfare benefits, including reduced entitlements to Employment Support Allowance and Housing Benefit
- Reduction in funding to support the development of social housing and consequently less affordable rents for social housing tenants
- Reduction in the role of local authorities in education through the acceleration of the academies programme and introduction of 'free schools'
- Significant reform of the NHS, including devolving healthcare commissioning to GPs, abolishing Primary Care Trusts and transferring public health responsibilities to local authorities.

Finance and Transformation

The public sector is facing the most prolonged period of real term reduction in public spending for many decades. The 2010 Spending Review and subsequent statements from the Office for Budget Responsibility point to cuts well in excess of 30% in central government funding of local authorities and of 45-50% in capital funding. The reduction in capital will particularly impact on social housing, which is of key significance in a borough such as Tower Hamlets.

To deliver the required savings, the Council has established an approach to ensure that we can deliver within reduced resources, and become more lean, flexible and citizen-centred. The absolute imperative behind this approach is to protect the quality of front-line services to local residents.

The strategy for dealing with the projected budget gaps from 2012/13 onwards is already well advanced. There are five key strands which have been developed through the budget process:

- § A leaner workforce: with a particular focus on rationalising senior management and removing duplication

§ Better utilisation of our assets: with a particular focus on underutilised buildings

§ Income Optimisation: ensuring that charges are set fairly and in a manner that protects our most vulnerable residents

§ Better Buying: including supporting local businesses to access the council's supply chain and ensuring a continuing role for the third sector in the delivery of services

§ Smarter Working: finding alternative more cost effective ways of delivering services

London 2012 Olympic and Paralympic Games

As one of six host boroughs, the 2012 Olympic and Paralympic Games provide a unique legacy for Tower Hamlets and its residents. After the Games the new facilities in the Olympic Park will be open to the whole community and will lead to more opportunities for everyone to participate in sport and physical activity.

The regeneration impacts of the Games will continue well beyond 2012, as the Olympic Park is developed over the next 20 years to create new homes, jobs and community facilities. The Council will continue working with its partners to ensure that these new neighbourhoods are seamlessly integrated with the existing communities and provide the maximum benefits for local residents.

As part of the renewal of the East End, High Street 2012 is undergoing regeneration along the A11 corridor, ensuring that our borough's rich heritage continues to be preserved. Conservation and regeneration work is taking place in Aldgate and Altab Ali Park, Whitechapel, Mile End, Ocean Green,

Mile End Park and Bow, and will all be complete in time for the Games.

Travel will be severely disrupted during Games-time due to Transport for London's (TfL) Olympic Route Network and Paralympic Route Network.

The Council has pushed TfL, and other bodies that are involved in delivering the Games, to do their best by Tower Hamlets residents and businesses. This includes holding drop-in sessions and distributing leaflets to help raise awareness of the changes that will take place during Games-time.

In February 2011, the Mayor of Tower Hamlets Council and Chair of LOCOG, Seb Coe, negotiated an agreement to help the borough maximise the benefits of London 2012 Olympic and Paralympic Games for residents and businesses.

This includes branding Brick Lane as Curry Capital 2012, offering school children from Tower Hamlets tickets to the Games, and

giving local residents priority access to 1,000 jobs.

With the USA track and field team training at Mile End Stadium, a 17-day celebration of sport at BT London Live Victoria Park, and the Mayor's 2012 ticket giveaway, there will be plenty of opportunities for residents to enjoy the atmosphere and excitement of the Games.

From vision to performance

The Mayor and our partners have a clear vision for the borough to *improve the quality of life for everyone living and working in Tower Hamlets*. It is a vision that has been agreed by partners in the Tower Hamlets Partnership.

As part of this vision the Mayor has developed a set of pledges which outline priority areas over the next three years and these are articulated through the **Five Themes** of the Community Plan:

A Great Place to Live - Tower Hamlets will be a place where people live in quality affordable housing, located in clean and safe neighbourhoods served by well connected and easy to access services and community facilities.

A Prosperous Community - Tower Hamlets will be a place where everyone, regardless of their background and circumstances, has the aspiration and opportunity to achieve their full potential through education and vibrant local enterprise.

A Safe and Cohesive Community - Tower Hamlets will be a safer place where people feel safer, get on better together and difference is not seen as threat but a core strength of the borough.

A Healthy and Supportive Community - Tower Hamlets will be a place where people are supported to live healthier, more independent lives and the risk of harm and neglect to vulnerable children and adults is reduced.

One Tower Hamlets – Tower Hamlets will be a place where everyone feels they have an equal stake and status. We are committed to reducing inequalities, supporting cohesion and providing strong community leadership.

In order to meet our aspirations outlined above, key Council **activities** are aligned with the themes. As the Council works towards improving the quality of life for everyone living and working in Tower Hamlets, we need to measure whether we are achieving what we set out to, and where we can improve. This will be done on a quarterly basis through monitoring **performance measures**. These measures reflect the Mayor's key priorities for the borough.

Outlined below is how this all fits together. It aims to illustrate how we make our vision into reality, and how small activities, when taken together, can lead to big results. The action plan provides greater detail on activities, milestones and performance measures.

Five Themes:

- A Great Place to Live; A Prosperous Community;
- A Safe and Cohesive Community;
- A Healthy and Supportive Community;
- One Tower Hamlets

Priorities and their **actions**, supported by **milestones**

Performance measures

What kind of a place do we want Tower Hamlets to be?

How will we get there?

How will we know if we have got there?

Key Activities

Having outlined our vision, the following pages detail how we are going to put this into practice. Key activities and areas of focus for 2012/13 are grouped into the five themes below. A full list of activities, alongside milestones and performance measures are outlined in the Action Plan.

A Great Place to Live

A Great Place to Live reflects the Mayor's continuing ambition to make Tower Hamlets a place where people are proud to live, work and socialise. In 2012/13 we intend to increase significantly the number of new affordable homes available, and increase the number of existing homes that meet the Decent Homes standard. There will be a focus on securing transparent service charges for leaseholders and ensuring that Registered Social Landlords deliver on their service agreements.

We will continue to lead on regeneration, including at the Ocean Estate and Blackwall Reach, improve our public realm and maintain our rich heritage for future generations. A key priority is to respond effectively to housing reform, including homelessness prevention, as we seek to mitigate the impact on our residents.

In 2012/13 we will:

- § Increase availability of **affordable family sized housing**
- § Deliver regeneration at **Robin Hood Gardens and Ocean Estate**
- § Reduce **homelessness and improve housing options**
- § Reduce the number of homes that fall below a **decent standard**
- § Improve the **quality of housing services**
- § Focus on **fuel poverty**
- § Work in partnership to improve our **public realm**
- § Protect our **environment**
- § Improve our **parks and open spaces**
- § Further develop the **localisation of services**
- § Improve **community facilities**
- § Manage **national planning changes effectively to deliver local priorities**
- § Prepare for introduction of the **Community Infrastructure Levy (CIL)**
- § Support local sustainable **transport**
- § Mitigate the impact on local people in and around the **Olympics Route network**
- § Manage the programme of **Olympic community events and activities**

A Prosperous Community

We aim to create a Tower Hamlets in which everyone, regardless of their background and circumstances, has the aspiration and opportunity to achieve their full potential. The Council will therefore continue to invest in supporting young people, including through youth services and our Mayor's Education Allowance. Tower Hamlets leads the way in school improvement, supported by a strong local education authority and active parents and governors. The Mayor will continue to oppose the development of Academies in Tower Hamlets.

Fostering enterprise and employment is key priority for the Mayor. The Council will support local businesses, and local people into work, as well as maintaining our commitment to the London Living Wage.

In 2012/13 we will:

- § Deliver effective services through the **Children's Centres Sure Start programme**
- § Raise levels of attainment at the **Early Years Foundations Stage** in all settings
- § Provide effective support for **parents and governors**
- § Maintain effective relationships with all **education providers** in the borough
- § Commission **support and challenge** for local schools.
- § Support high quality **post-16 provision**
- § Deliver the **Mayor's Education Allowance**
- § Deliver the **Aim Higher Programme**
- § Provide an **effective youth service**
- § Ensure sufficient places are provided to **meet the need for statutory school places**
- § Work with **Work Programme providers to maximise employment**
- § **Support residents into jobs** through the **LDA Employment and Skills Programme**
- § Support local people secure **Olympic Games time jobs**
- § Provide support to **young people at risk of not being in education, employment or training** after Year 11
- § Support **lifelong learning, including English for Speakers of Other Languages (ESOL)**
- § Develop and implement the **Mayor's Employment and Enterprise Board**
- § Develop a **Partnership wide programme** of awareness raising around **welfare reform**
- § Engage housing providers to ensure a **co-ordinated approach to address the impact of benefit changes**
- § Adopt and implement of a **new council tax benefit policy**
- § Establish a **Tower Hamlets Business Forum**
- § Support **growth sectors**

A Safe and Cohesive Community

Ensuring that all residents and visitors, young and old, feel safe and confident in their homes and on the streets of Tower Hamlets remains a key Mayoral priority. To this end, focusing on the visible signs of crime and anti-social behaviour, through more and visible enforcement is key. The Plan also recognises a need to go beyond simply tackling crime and ASB to address people's sense of feeling safe, including through community engagement.

Tower Hamlets is rightly proud of its diversity. The Mayor remains committed to bring all of its communities together to foster understanding, support cohesion and build 'One Tower Hamlets'.

In 2012/13 we will:

- § Further develop the **Tower Hamlets Enforcement Officers (THEOs)** service to proactively tackle crime and ASB
- § Develop a partnership '**Violence Against Women and Girls' approach**
- § Tender a renewed **Independent Domestic Violence Advisor and Victim Support Service** for the borough
- § Implement our **Drugs Strategy**
- § Manage the **night time economy**
- § With partners deliver the **Partnership Community Safety Plan**
- § Implement our **CCTV Policy**
- § Support the deliver of a wide range of **community events**
- § Develop a **greater understanding of Islamophobia** and strengthen our response to it
- § Develop a local **Prevent Programme**
- § Support the delivery of effective **Community Cohesion** work
- § Develop a **Community Champions** programme

A Healthy and Supportive Community

Our aim is to support residents to live healthier, more independent lives and reduce the risk of harm and neglect to vulnerable children and adults.

Within this theme, a key emphasis is on promoting healthy lifestyles and ensuring fewer residents require long-term care for avoidable health needs. The Mayor is committed to protecting the interests of residents in the context of significant health reforms.

The Council will develop, with partners, a strategy for public health in Tower Hamlets to drive the transfer of responsibility for public health to the local authority from April 2013.

The Mayor is committed to ensuring that Tower Hamlets is one of the top performing councils in the country with responsibility for social services. The Council will continue to support our most vulnerable residents including, for example, through the provision of free homecare and telecare alarms.

In 2012/13 we will:

- § *Ensure that **NHS reforms** are implemented effectively locally*
- § *Act to reduce **health inequalities***
- § *Support **young people** to live healthy lives*
- § *Invest in the borough's **leisure centres and playing pitches***
- § *Improve support to **carers***
- § *Improve the social care **customer journey** by embedding the principles of choice and control*
- § *Improve social care **equipment and accommodation***
- § *Ensure effective working across **health and social care***
- § *Deliver the **Adults Safeguarding work programme***
- § *Identify the needs of families using our **Family Wellbeing Model** approach*

One Tower Hamlets

Underpinning the Community Plan vision is the aspiration to build One Tower Hamlets – a borough where everyone feels they have an equal stake and status. We are committed to reducing inequalities, fostering cohesion and supporting strong community leadership.

The Council must continue to drive One Tower Hamlets by working efficiently and effectively as One Council. This priority takes on added importance given the backdrop of considerable budget reductions. This theme also reflects the key projects we are delivering to make our Council more lean, flexible and citizen-centred. As part of this we intend to better use our assets, buy better and work smarter.

The Council is developing its partnership arrangements, including a new localised Partnership structure. In addition, the Mayor is keen to forge new progressive partnerships such as promoting fair-trade through our supply chains.

In 2012/13 we will:

- § *Implement a **Talent Pool** approach to further our **workforce that fully reflects the community ambition***
- § *Convene a **Fairness Commission***
- § *Refresh our **approach to tackling inequality***
- § *Make **better use of our assets** to reduce operating costs and release capital for other priorities*
- § *Support **Smarter Working** to improve productivity*
- § *Implement a **new ICT Strategic Partnership** that reduces cost, improves quality, protects our workforce and creates 250 new jobs for Tower Hamlets residents*
- § *Improve **customer satisfaction** whilst reducing back office costs by using new technology*
- § *Improve **fraud detection** and increase deterrence*
- § *Deliver a new **localised Partnership Structure** with Mayor's Assemblies, Neighbourhood Agreements and Local Forums*
- § *Develop **Progressive Partnerships** to deliver the Mayor's objectives through third party spend*
- § *Deliver a **Community Champions** programme*

Measuring our Progress

We welcome the opportunity to assess our progress. The table below shows what measures we are using to track our performance. The Mayor and Cabinet, Overview and Scrutiny Committee and senior managers formally monitor performance every quarter (three months).

Services are required to provide summaries of their performance. Where progress is off-track, we will provide detail as to what the cause is and what the Council is doing about it.

Great Place to Live

- Number of affordable homes provided
- Number of socially rented family sized homes provided
- Percentage of overall Council housing stock that is decent
- Number of overcrowded families rehoused
- Level of homelessness prevention through casework
- Level of street and environmental cleanliness
- Percentage of household waste sent for reuse, recycling and composting
- Satisfaction with parks and open spaces
- Overall satisfaction with the local area

Prosperous

- Achievement across the Early Years Foundation Stage
- Achievement at Level 4 or above in both English and Maths at Key Stage 2
- Achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths
- A Level Average Points Score per student in Tower Hamlets
- Rate of applications and entrance to the best universities (Oxbridge and Russell Group)
- Rate of applications and entrance to high quality apprenticeships
- Number of young people not in education, employment or training (NEET)
- Employment rate
- Jobseekers Allowance Claimant Count
- Child Poverty rate

Safe and Cohesive

- Local concern about ASB and Crime
- Satisfaction with the Police and Community Safety Partnership
- Proportion of residents who believe people from different backgrounds get on well together in their local area
- Personal robbery incidents
- Residential burglary incidents
- Motor vehicle crime incidents
- Violence with injury
- CAD calls for ASB

Healthy and Supportive

- All age, all cause mortality rate
- Number of people who have stopped smoking
- Proportion of children in reception who are obese
- Under 18 conception rate
- Family wellbeing - timeliness and effectiveness of interventions
- Proportion of carers receiving needs assessment or review and a specific carer's service, or advice and information
- Proportion of social care clients and carers in receipt of Self Directed Support
- Self reported experience of social care users

One Tower Hamlets

- Proportion of staff that are LP07 or above who have a disability
- Proportion of staff that are LP07 or above who are from an ethnic minority
- Proportion of staff that are LP07 or above that are women
- Working days lost due to sickness absence
- Customer Access Satisfaction
- Proportion of residents that agree the Council involves residents when making decisions
- Proportion of residents that agree the Council is doing a good job.

Single Equality Framework: Equality Priorities

The Single Equality Framework is the Council's corporate strategy for understanding diversity, tackling inequality and promoting cohesion. In 2012-13 we have integrated the equality objectives of the Framework into the Strategic Plan, ensuring that a focus on tackling inequality informs the strategic direction of the Council and enables us to better meet the financial, policy and social challenges that we face today. This also enables us to demonstrate how we are meeting the requirements of the Public Sector Equality Duty to prepare and publish objectives which demonstrate how the organisation will meet the aims of the Duty: to eliminate discrimination, advance equality of opportunity, and foster good relations between different people.

In many ways our cross-cutting principle of One Tower Hamlets prefigures the aspiration of the Duty. Since residents first articulated their desire for the principle in 2008 the Council and partners have worked to create a cycle of action underpinning all that we do by tackling inequality, strengthening cohesion and building community leadership and personal responsibility. It is therefore both the principle and how it is brought to life in the Strategic Plan which demonstrates how we embrace and meet the Duty.

Set out below are our equality priorities for 2012-13.

A Great Place to Live

- § Increase availability of **affordable family sized housing**
- § Reduce **homelessness and improve housing options**
- § Focus on **fuel poverty**

A Prosperous Community

- § Support high quality **post-16 provision**
- § Work with Work Programme providers to **maximise employment for local people**
- § **Support residents into jobs** through the LDA Employment and Skills Programme
- § Provide support to **young people at risk of not being in education or training after Year 11**
- § Support lifelong learning, including **ESOL**
- § Raise awareness and provide support to **minimise the impact of Welfare Reform**

A Safe and Cohesive Community

- § Implement our **Drugs Strategy**

§ **Foster Community Cohesion**

A Healthy and Supportive Community

- § **Act to reduce health inequalities**
- § **Support young people to live healthy lives**
- § **Support carers**
- § **Improve the social care customer journey by embedding the principles of choice and control**

One Tower Hamlets

- § **Focus on employing a workforce that fully reflects the community it serves**

In 2012/13 we will also be reviewing our 2009-12 Age, Disability, Gender, Race, Religion/Belief and Sexual Orientation Equality Schemes. We will work with residents, community groups and partners to assess our progress in each area and develop further our understanding of inequality in the borough.

Appendix 2

Tower Hamlets Action Plan

2012/13

A Great Place to Live

Strategic Priority 1.1: Provide good quality affordable housing		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Increase availability of affordable family sized housing	Cllr Rabina Khan Owen Whalley and Alison Thomas (D&R)	Commence new viability assessment arrangements to sustain the delivery of affordable housing. (August 2012) Ensure East London Housing Partnership allocate maximum number of affordable homes from the Olympic site. (March 2013) Support and ensure Registered Providers HCA bids meet new affordable rent levels. (March 2013)
Deliver regeneration at Robin Hood Gardens and Ocean Estate	Cllr Rabina Khan and Cllr Rofique Ahmed John Coker (D&R)	Commence letting of Ocean first phase affordable homes – 94 units. (September 2012) Complete handover of Ocean first phase of new affordable homes. (December 2012) Phase 1 detailed planning approval for Robin Hood Gardens. (June 2012) Start on site of Phase 1 at Robin Hood Gardens – c82 new homes for rent and shared ownership. (October 2012) Launch pilot Social Lettings Agency. (October 2012) Produce Homelessness Statement as part of refreshed Housing Strategy. (December 2012) Produce Overcrowding Statement as part of refreshed Housing Strategy. (December 2012)
Reduce homelessness and improve housing options	Cllr Rabina Khan Alison Thomas and Colin Cormack (D&R)	

Strategic Priority 1.2: Maintain and improve the quality of housing

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Reduce the number of council homes that fall below a decent standard	Cllr Rabina Khan John Coker (D&R)	Contracts and contract administrators procured to deliver the 2012/13 Decent Homes programme. (May 2012) Start on site of OJEU procured Decent Homes works. (February 2013) 1457 homes made decent. (March 2013)
Improve the quality of housing services	Cllr Rabina Khan Alison Thomas (D&R)	Service Charge 'actual' bills dispatched. (September 2012) Annual Cabinet progress report on (transfer) Register Provider delivery against service agreements. (October 2012). Implementation of the Consolidated Action Plan. (March 2013)
Focus on fuel poverty	Cllr Rabina Khan Cllr Alibor Choudhury John Coker and Alison Thomas (D&R)	Produce the Energy Co-operative and Fuel Poverty Strategy. (September 2012) Launch the Tower Hamlets Energy Co-operative. (October 2012) Provide assessment, measures and advice to 500 homes in the Bethnal Green North and South Ward as part of the ReNew project. (September 2012) Monitor fuel poverty in the borough. (March 2013)

Strategic Priority 1.3: Improve the local environment and public realm

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Work in partnership to improve our public realm	Cllr Shahed Ali Jamie Blake (CLC)	<p>Develop the reporting arrangement for Volunteering and Community Payback. (June 2012)</p> <p>Develop and implement a programme to improve cleanliness of private land in the lead up to the Olympics. (July 2012)</p> <p>Develop a public realm information base for residents from each paired LAP locality. (March 2013)</p> <p>Develop neighbourhood agreements to include an agreed set of service standards. (March 2013)</p> <p>Finalise the Waste Strategy for approval. (October 2012)</p> <p>Complete a strategic review of parking controls. (December 2012)</p> <p>Roll out the new sustainable Staff Travel Plan. (September 2012)</p> <p>Integrate back office data and business processes to enable the deployment of hand-held technology to front line cleaner, greener, safer staff. (December 2012)</p> <p>Deliver the Re: Fit programme to reduce carbon emissions from high energy council buildings. (March 2013)</p> <p>Complete the £10 million restoration of Victoria Park. (June 2012)</p> <p>Complete the modernisation of byelaws. (August 2012)</p>
Protect our environment	Cllr Shahed Ali Jamie Blake (CLC) and Alison Thomas (D&R)	<p>Commence implementation of Phase 1 of Bartlett Park Masterplan, including start of the on-site highway improvements.</p>
Improve our parks and open spaces	Cllr Shahed Ali Heather Bonfield (CLC)	

		(February 2013)
		Review the consultation feedback from the Thames Tideway Tunnel project. (May 2012)
		Develop and submit an appropriate response to the TTT planning consent application expected mid-2012. (December 2012)

Strategic Priority 1.4: Provide effective local services and facilities		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Further develop the localisation of services	Mayor Rahman	Complete the opening of locality hubs for 4 paired LAP areas. (January 2013)
	Shazia Hussain (CLC)	Deliver 4 localised performance frameworks. (March 2013)
Improve community facilities		Develop the next phase of localised services. (March 2013)
		Eight new Neighbourhood Agreements agreed. (March 2013)
		Complete Idea Store Watney Market and One Stop Shop. (March 2013)
Manage national planning changes effectively to deliver local priorities	Cllr Rania Khan Heather Bonfield (CLC)	Commence Phase 2 of improvements to Tower Hamlets Local History Library & Archives (Bancroft Road). (March 2013)
	Cllr Rabina Khan Owen Whalley (D&R)	Support the construction of the Bethnal Green Tube Disaster Memorial: Phase 1 funding release to support foundations build. (October 2012)
		Introduce approach to neighbourhood planning – identify selection criteria for neighbourhood forums and identify area boundaries. (March 2013)
		Agree new arrangements with the new Mayoral Development Corporation in Fish Island and Bromley-by-Bow. (November 2012)

Prepare for the Introduction of the Community Infrastructure Levy (CIL)	Cllr Rabina Khan Owen Whalley (D&R)	Introduce arrangements for collecting the Mayor for London's CIL. (April 2012) Commence process for commissioning Stage 2 Council works. (April 2012) EIP to consider the proposed CIL charging schedule. (December 2012)

Strategic Priority 1.5: Improve local transport links and connectivity

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Support local sustainable transport	Cllr Shahed Ali and Cllr Rofique Ahmed Jamie Blake (CLC)	Deliver phase 1 of the £3m highway infrastructure improvement programme. (March 2013) Commence procurement process for the highway construction and maintenance contracts. (December 2012) 12 complete streets resurfaced. (March 2013)

Strategic Priority 1.6: Deliver a co-ordinated service response to, and throughout, the Olympics

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Mitigate impact on local people in and around the Olympics Route network	Mayor Rahman Andy Bamber and Robin Beattie (CLC)	Complete implementation of the Council's Olympic Impact Management Plan. (July 2012) 4 local bespoke transport and travel advice sessions for SMEs delivered. (July 2012) Delivery of the games time BOCC and BECC arrangements. (September 2012)
Manage the programme of Olympic community events and activities	Mayor Rahman Heather Bonfield (CLC)	Delivery of Victoria Park Live Site. (July 2012) Delivery of the Olympic torch route and torch event requirements. (July 2012)

Great Place to Live Performance Measures:

- Number of affordable homes provided
- Number of socially rented family-sized homes provided
- Percentage of overall Council housing stock that is decent
- Number of overcrowded families rehoused
- Level of homelessness prevention through casework
- Homelessness prevention
- Level of street and environmental cleanliness
- Percentage of household waste sent for reuse, recycling and composting
- Satisfaction with parks and open spaces
- Overall satisfaction with the overall area

A Prosperous Community

Strategic Priority 2.1: Improve educational aspiration and attainment		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Deliver effective services through the Children's Centres Sure Start programme and raise levels of attainment at the Early Years Foundation Stage in all settings.	Cllr Oliur Rahman	Expand free early education places for disadvantaged two-year-olds. (September 2012)
	Anne Canning (CSF)	Identify children at the lowest 20% of attainment at the EYFS, using universal services as a gateway to targeted support. (March 2013) Achieve improvements in EYFS results through continued, intensive support for schools, learning from the lessons of 2010/11. (September 2012)
Provide effective support for parents and governors	Cllr Oliur Rahman	Implement a new parental engagement and support policy and a referral protocol to develop the Council's role in brokering the provision of parenting support services delivered by a range of partners. (December 2012)
	Anne Canning (CSF)	Ensure new governors undertake induction training and monitor take-up: 50% of governors newly appointed in 2012-13 to attend the course. (March 2013)
Maintain effective relationships with all education providers in the borough and commission support and challenge for local schools.	Cllr Oliur Rahman	Develop and implement a policy for working with Free schools and Academies. (September 2012)
	Anne Canning (CSF)	Achieve improvements at all key stage stages. (September 2012)
Support high quality post-16 provision	Cllr Oliur Rahman	Develop new provision in the east of the Borough, with the first of four new school sixth forms opening. (September 2012)
	Anne Canning (CSF)	Provide further training for schools in analysing results, and developing strategies to raise achievement. (September 2012) Develop robust understanding of post 16 offer and progression routes. (March 2013)

		Monitor A level average point scores by ethnicity and gender. (March 2013)		
		Provide 1:1 tuition for Level 3 students. (March 2013)		
		Develop the apprentice programme so that there is a good range of local offers. (March 2013)		
Deliver the Aim Higher programme	Cllr Oliur Rahman Anne Canning (CSF)	Provide a programme of support to increase applications to Oxbridge and Russell Group Universities. (March 2013)		
		Provide residential, master classes and additional tuition for higher attaining students. (March 2013)		
		Implement phase 2 of literacy support and development post 16. (March 2013).		
		Ensuring staff are aware of MEA scheme changes for the 2012/13 academic year. (August 2012)		
		Place advertisements for the MEA scheme and undertake publicity. (September 2012)		
		Assess entitlement to support by applying the MEA Policy. (December 2012)		
		Make first payments (January 2013)		
		Continue to make provision for Bursary support to enable students to maintain their attendance in education. (March 2013)		
		Roll out new PAYP programme for 2012/13. (from April 2012)		
		Develop a work programme and priorities for the Young Mayor and Youth Council. (April 2012)		
Deliver the Mayor's Education Allowance	Cllrs Oliur Rahman and Alibor Choudhury Peter Hayday (Resources) and Anne Canning (CSF)	Deliver summer activities during the Olympics. (July 2012)		
		Review land and asset options to plan for growth of primary and secondary provision to report to Cabinet. (May 2012)		
		Complete implementation of expansion schemes and any temporary schemes to provide sufficient primary places. (September 2012)		
		Review annual projections and adjust short, medium and long term planning accordingly. (December 2012)		
		Plan for implementation of expansion schemes, working with D&R on land and funding matters where required, including implications for CIL and s. 106, and planning for use of capital resources to implement schemes (March 2013)		
		Provide an effective youth service	Cllr Oliur Rahman Mary Durkin (CSF)	Develop a work programme and priorities for the Young Mayor and Youth Council. (April 2012)
				Deliver summer activities during the Olympics. (July 2012)
				Review land and asset options to plan for growth of primary and secondary provision to report to Cabinet. (May 2012)
				Complete implementation of expansion schemes and any temporary schemes to provide sufficient primary places. (September 2012)
				Review annual projections and adjust short, medium and long term planning accordingly. (December 2012)
Plan for implementation of expansion schemes, working with D&R on land and funding matters where required, including implications for CIL and s. 106, and planning for use of capital resources to implement schemes (March 2013)				
Ensure sufficient places are provided to meet the need for statutory school places	Cllr Oliur Rahman Kate Bingham (CSF)			Develop a work programme and priorities for the Young Mayor and Youth Council. (April 2012)
				Deliver summer activities during the Olympics. (July 2012)
				Review land and asset options to plan for growth of primary and secondary provision to report to Cabinet. (May 2012)
				Complete implementation of expansion schemes and any temporary schemes to provide sufficient primary places. (September 2012)
		Review annual projections and adjust short, medium and long term planning accordingly. (December 2012)		
		Plan for implementation of expansion schemes, working with D&R on land and funding matters where required, including implications for CIL and s. 106, and planning for use of capital resources to implement schemes (March 2013)		

Strategic Priority 2.2: Support more people into work

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Work with Work Programme providers to maximise employment	Cllr Shafiqul Haque Chris Holme (D&R)	<p>Scope review to develop cross-borough partnership to tackle geographical worklessness. (June 12)</p> <p>Identify and formalise partnership steering group for initiative. (December 12)</p> <p>Commence implementation of programme. (March 13)</p> <p>Monitor employment rate by ethnicity, gender and disability every six months (September 12; March 13)</p>
Support residents into jobs through the LDA Employment and Skills Programme	Cllr Shafiqul Haque Chris Holme (D&R)	<p>Design process of referral support to economically inactive residents into employment. (June 2012)</p> <p>Implement volunteering offer to support residents distanced from the labour market to engage. (June 2012)</p> <p>Secure referrals from strategic developments - including Westfield, 2012, Crossrail, and Wood Wharf -onto the Employment and Skills Programme. (March 2013)</p>

		Evaluate opportunities made available through procurement to maximise job outcomes for residents. (March 2013)
Support local people to secure Olympic Games time jobs	Cllr Shafiqul Haque Chris Holme (D&R)	Work with Olympic contractors and sub-contractors to identify suitable vacancies. (June 2012) Ongoing matching and screening of local residents to vacancies complete. (September 2012) 1000 Olympic Games job offers to local residents provided. (September 2012)
Provide support to young people at risk of not being in education, employment or training after Year 11	Cllr Oliur Rahman Mary Durkin (CSF)	Provide careers information, advice and guidance, submission placing and aftercare for young people 'at risk of NEET' to ensure successful transition post 16. (March 2013) Provide S139 Transition plans for statemented young people leaving their current education institution. (March 2013).
Support lifelong learning, including ESOL	Cllr Shafiqul Haque Cllr Oliur Rahman Heather Bonfield (CLC) and Chris Holme (D&R)	Contribute to the overall target of 5,500 learners for the current academic year. New targets will be set in the summer. (August 2012) Further develop the Idea Store learning offer ensuring course offer meets employment and skills requirements. (March 2013) Improve progression through ESOL qualifications by developing measures relating to uptake and progression through ESOL for different groups. (March 2013) Develop a framework for the delivery of additional ESOL provision through the Third Sector. (May 2013) Develop Board partnership organisations and prospective members. (July 2012) Develop Board structure and support services. (August 2012) First Board meeting. (December 2012)
Develop and implement the Mayor's Employment and Enterprise Board	Cllr Shafiqul Haque Chris Holme (D&R)	

Strategic Priority 2.3: Manage the impact of welfare reform on local residents

Strategic Action	Lead Member and Lead Officer	Milestones and Deadlines
Develop a Partnership wide programme of information and awareness raising around welfare reform	Cllrs Rabina Khan and Alibor Choudhury Louise Russell (CE's)	High profile launch in East End Life, website and other media (April 2012) Targeted communication to affected tenants and other groups. (June 2012) Frontline and partner staff briefed and guidance disseminated. (June 2012) Deliver programme of information roadshow events at 4-6 venues across the Borough (July 2012) Implement co-ordinated approach with Tower Hamlets Housing Forum. (June 2012)
Engage housing providers to ensure a co-ordinated approach to address the impact of benefit changes	Cllrs Rabina Khan and Alibor Choudhury Louise Russell (CE's) and Alison Thomas (D&R)	Quarterly stakeholder briefings and events, including RSLs, Landlords Forum and advice agencies. (March 2013)
Adoption and implementation of new council tax benefit policy	Cllr Alibor Choudhury Claire Symonds (Resources)	New council tax benefit policy agreed. (August 2012) Systems to implement policy operationalised. (March 2013) Ensure 100% of Local Social Fund utilised to support residents. (March 2013)

Strategic Priority 2.4: Foster enterprise and entrepreneurship

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Establish a Tower Hamlets Business Forum	Cllr Shafiqul Haque	Develop Business data set. (September 2012)
	Chris Holme (D&R)	Develop Business forum event. (September 2012)
		Hold forum event and develop next steps. (December 2012)
Support growth sectors	Cllr Shafiqul Haque	Engage local businesses to develop and build register of support information. (September 2012)
	Chris Holme (D&R)	Implement web-based information system. (December 2012)
		Evaluate take up of services by local business SMEs. (March 2013)

Prosperous Community Performance Measures:

- Achievement across the Early Years Foundation Stage
- Achievement at Level 4 or above in both English and Maths at Key Stage 2
- Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths
- A Level Average Points Score per student in Tower Hamlets
- Rate of applications and entrance to the best universities (Oxbridge and Russell Group)
- Rate of applications and entrance to high quality apprenticeships
- Number of young people not in education, employment or training (NEET)
- Employment rate
- Jobseekers Allowance claimant count
- Child Poverty

A Safe and Cohesive Community

Strategic Priority 3.1: Focus on crime and anti social behaviour		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Further develop the Tower Hamlets Enforcement Officer service (THEOs) to proactively tackle crime and ASB	Deputy Mayor, Cllr Ohid Ahmed Andy Bamber (CLC)	Implement monthly community feedback initiative. (April 2012) THEOs operating in 4 localities, supporting the localised performance framework. (June 2012) Develop and deliver branding for the new Enforcement and Market enforcement team. (August 2012)
Develop a partnership 'Violence Against Women & Girls' (VAWG) approach	Deputy Mayor, Cllr Ohid Ahmed Andy Bamber (CLC)	Tower Hamlets VAWG strategy finalised and ready for implementation. (August 2012) Develop the Domestic Violence Forum into a VAWG Forum encompassing all forms of abuse and exploitation against women and girls. (September 2012) Facilitate a VAWG Planning Day to forge links with specialist organisations, develop joint working and review and develop the VAWG action plan. (October 2012) Develop and provide VAWG training to key statutory and voluntary organisations. (March 2013)
Re-tender/tendering of a renewed Independent Domestic Violent Advisor (IDVA) & Victim Support Service for the borough	Deputy Mayor, Cllr Ohid Ahmed Andy Bamber (CLC)	Finalise Job Description and tender advert for new contract, including re-tendering of 3 IDVAs and 2 new posts, providing specialist support to victims of the most serious crimes including violent crime and hate crime. (May 2012) Confirm a base for these officers within the borough, which is accessible to all in line with the Equalities duty. (August 2012) New contract for 3 IDVA posts fully operational. (October 2012) Contract for 2 new victim support workers fully operational.

		(October 2012)
		Redesign our drug services. (March 2013)
Implement our Drugs Strategy	Deputy Mayor, Cllr Ohid Ahmed Andy Bamber (CLC)	Deliver the dealer a day programme – at least 365 people arrested on suspicion of drug dealing. (March 2013)
		Develop a disaggregated PI for substance misuse. (March 2013)
	Undertake equality analysis of drug service redesign to ensure access to high quality service by diverse users. (March 2013)	
	Develop drug youth engagement strategy for young people. (March 2013)	
Manage the night time economy	Deputy Mayor, Cllr Ohid Ahmed Andy Bamber (CLC)	Establish proposals for a Cumulative Impact Policy (Saturation Policy) to provide stronger controls around the licensing of additional premises in the Brick Lane area. (September 2012)
		Purchase new Police officer provision to further enhance the control of Crime and ASB. (October 2012)
With our partners, deliver the Partnership Community Safety Plan	Deputy Mayor, Cllr Ohid Ahmed Andy Bamber (CLC)	Crime and ASB Strategic Review completed. (October 2012)
		Develop an equality and cohesion analysis within the Community Safety Plan. (December 2012)
		Community Safety Plan agreed. (March 2013)

Strategic Priority 3.2: Reduce fear of crime	
Strategic Action	Lead Member Lead Officer Directorate
Implement our CCTV Policy	Deputy Mayor, Cllr Ohid Ahmed
	Andy Bamber (CLC)
	Milestones and Deadlines
	Finalise the CCTV policy. (May 2012)
	Develop the capital funded installation plan. (May 2012)
	Incorporate & manage the Olympic ANPR CCTV legacy. (Dec 2012)

Strategic Priority 3.3: Foster greater community cohesion	
Strategic Action	Lead Member Lead Officer Directorate
Support the delivery of a wide range of community events	Cllr Rania Khan
	Heather Bonfield (CLC)
	Milestones and Deadlines
	Support the successful delivery of the 2012 Mela. (May 2012)
	Establish management and support arrangements for street parties. (June 2012)
	Plan activities and support the golden Jubilee Big Lunch event, Beacon lighting and River Pageant. (June 2012)
	Support the delivery of a programme of events which celebrate the contribution of diverse communities to building 'One Tower Hamlets'. (March 2013)
Develop a greater understanding of Islamophobia and strengthen our response to it	Deputy Mayor, Cllr Ohid Ahmed
	Michael Keating (CE's)
	Milestones and Deadlines
	Action learning programme established to review research on far right activity and engage local communities. (July 2012)
	Evaluation produced. (December 2012)
	Bids submitted to Home Office (October 2012)
Deliver a local Prevent programme	Deputy Mayor, Cllr Ohid Ahmed
	Michael Keating (CE's)
	Evaluation of programme completed. (March 2012)

Support the delivery of effective community cohesion work	<p>Deputy Mayor, Cllr Ohid Ahmed</p> <p>Michael Keating (CE's)</p>	<p>Launch the Mayor's One Tower Hamlets learning programme. (April 2012)</p> <p>Hold an event for key partners to disseminate the learning from the programme. (November 2012)</p> <p>Report on project outcomes and learning to Safe and Cohesive CPDG for consideration. (December 2012)</p> <p>Monitor responses to Annual Residents Survey question on 'Percentage of people who say that people from different backgrounds get on well together' by ethnicity and gender. (March 2013)</p>
Develop a Community Champions programme	<p>Cllr Rania Khan</p> <p>Cllr Shahed Ali</p> <p>Deputy Mayor, Cllr Ohid Ahmed</p> <p>Shazia Hussain (CE's)</p>	<p>Engage volunteers for the Olympic period. (July 2012)</p> <p>Develop community environmental champions. (March 2013)</p> <p>Develop a Community Champion Action Plan (March 2013)</p>

Safe and Cohesive Performance Measures:

- Local concern about ASB and Crime
- Satisfaction with the Police / Community Safety Partnership
- Proportion of residents who believe that people from different backgrounds get on well together
- Personal robbery
- Residential burglary
- Motor vehicle crime
- Violence with injury
- CAD Calls for ASB

A Healthy and Supportive Community

Strategic Priority 4.1: Reduce health inequalities and promote healthy lifestyles		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Ensure that NHS reforms are implemented effectively locally	Mayor Rahman	NHS cluster transition plan submitted for public health with council involvement. (April 2012)
	Deborah Cohen (AH&W) and Louise Russell (CE's)	Staff consultation on proposed Public Health delivery structures and staff teams. (November 2012)
Act to reduce health inequalities		Arrangements in place for a formal transfer of staff to the council for public health. (March 2013)
		Provide support and leadership to enable the establishment of Local HealthWatch. (March 2013)
	Mayor Rahman	Joint Health and Wellbeing Board Strategy scope agreed through Health and Wellbeing workshop. (May 2012)
	Deborah Cohen (AH&W)	Health and Wellbeing Strategy published, including the vision for Public Health. (March 2013)

		Support the Primacy Care Trust to reduce smoking including delivering the Smoke Free Awards. (March 2013)
Support young people to live healthy lives	Cllr Oliur Rahman Mary Durkin (CS&F)	Recruit a mental health worker to support care leavers (June 2012)
		Increase the proportion of schools with Healthy School status: 89% of schools to have status. (March 2013)
		Provide schools with support to develop healthy eating and physical activity, including: <ul style="list-style-type: none"> • Lunchtime experience training with 50 schools. (March 2013) • Practical packed lunch training with 20 primary school children and 20 parents. (March 2013)
		Healthy Life Champions deliver a programme targeted at young people within primary schools, identified as either overweight or obese. (March 2013)
		Deliver a series of SRE training, both centrally and within schools. <ul style="list-style-type: none"> • Two centrally led training sessions open to all school staff (March 2013) • 5 school based training sessions (March 2013)
		Explore the possibility of increasing the school nurse provision within all primary and secondary schools. (March 2013)
		Complete the improvement works to St. George's Pool. (May 2012)
	Cllr Rania Khan	Deliver improvements to Mile End Stadium. (March 2013)
Invest in the borough's leisure centres and playing pitches	Heather Bonfield (CLC)	Progress the Victoria Park cricket pitch improvement project and develop an investment initiative to enhance cricket provision in the south of the borough. (March 2013)
		Improve changing accommodation at Victoria Park. (March 2013)
		Poplar Baths redevelopment – preferred development partner initial selection. (June 2012)
	Mayor Rahman	Preferred development partner final selection. (November 2012)
	Ann Suttcliffe (D&R)	Planning application approved. (May 2013)

Strategic Priority 4.2: Enable people to live independently

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Improve support to carers	Cllr Asad Katharine Marks and Deborah Cohen (AH&W)	<p>Introduce a new health checks for carers project linked to the Community Virtual Ward. (May 2012)</p> <p>Carers' budgets to be introduced and expanded to give carers control over the services they choose to receive. (October 2012)</p> <p>Extend the current scheme of leisure passes to other client groups. (December 2012)</p> <p>Ensure carers have contingency plans drawn up as part of the Support Planning process. (March 2013)</p>
Improve the customer journey by embedding the principles of choice and control	Cllr Asad Katharine Marks and Deborah Cohen (AH&W)	<p>Complete review of the new 'customer journey' with a focus on enabling more people to take their budget as a cash budget. (September 2012)</p> <p>Implement the new 'customer journey' for the community learning disability service. (October 2012)</p> <p>Evaluate the independent living support service pilot and make recommendations for future commissioning decisions. (October 2012)</p> <p>Agree future approach to providing choice in support planning and brokerage. (October 2012)</p> <p>Launch the e-marketplace to enable people to purchase health and social care services over the internet. (March 2013)</p> <p>Monitor uptake of Telecare products and cash budgets by different equality groups (September 2012 and March 2013)</p>

<p>Improve Equipment and Accommodation</p>	<p>Cllr Asad Katharine Marks and Deborah Cohen (AH&W)</p>	<p>Roll out of the transforming community equipment model in social care. (June 2012) Launch new approach to Telecare with the service available to more people especially those with medium or high social care needs (September 2012) Official opening of Sue Starkey House - new extra care sheltered housing scheme accessible to younger adults with physical or learning disabilities, as well as older people. (July 2012) Official opening of Shipton House - extra care facility for people with dementia. (July 2012)</p>
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Strategic Priority 4.3: Provide excellent primary and community care		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
<p>Ensure effective partnership working across health and social care</p>	<p>Cllr Asad Deborah Cohen (AH&W)</p>	<p>Set up the Programme Management Office to support further integration through the Health & Wellbeing Board. (June 2012) Identification of further opportunities for health and social care joint service delivery. (October 2012) Community virtual ward to be rolled out across the whole Borough. (March 2013) Refresh JSNA and Mental Health Commissioning Strategy excluding dementia. (March 2013)</p>

Strategic Priority 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Deliver the Adults Safeguarding work Programme	Cllr Asad Katharine Marks (AH&W)	Develop a public communication strategy to raise awareness of safeguarding and how to make a safeguarding referral. (Dec 2012) Introduce an inter-agency approach and practice guidance for addressing issues of severe self-neglect. (Sept 2012) Define and agree the relationship between Health and Wellbeing Board and the Safeguarding Adults Board. (March 2013) Establish service user and community representation in the work of the Safeguarding Adults Board. (March 2013)
Identify and meet the needs of families using our Family Wellbeing Model approach	Cllr Oliur Rahman Steve Liddicott (CSF)	Further develop the Family Wellbeing Model approach through the development of a Tower Hamlets Multi-Agency Safeguarding Hub (MASH), in partnership with the police and NHS. (March 2013)

Healthy and Supportive Community Performance Measures

- All age, all cause mortality rate
- The number of people that have stopped smoking
- Percentage of children in reception who are obese
- Under 18 conception rate
- Family wellbeing - timeliness and effectiveness of interventions
- Carers receiving needs assessment or review and a specific carer's service, or advice and information
- Social care clients and carers in receipt of Self Directed Support
- Self reported experience of social care users

One Tower Hamlets

Strategic Priority 5.1: Reduce inequalities	
Strategic Action	Lead Member, Lead Officer Directorate
Focus on employing a workforce that fully reflects the community it serves	Cllr Alibor Choudhury Simon Kilbey (Resource)
Convene a Fairness Commission	Mayor Rahman Michael Keating (CE's)
Refresh our approach to tackling inequality	Cllr Ohid Ahmed Michael Keating (CE's)
	Milestones and Deadlines
	Launch and populate talent pools. (July 2012)
	Directorate talent pool targets set for improvement in key areas: <ul style="list-style-type: none"> gender, disability and BME. (July 2012) quarterly progress reporting to People Board (September 2012)
	47 apprentices complete NVQ level 2 and 3. (March 2013)
	Fairness Commission launched. (April 2012)
	Fairness Commission report completed. (October 2012)
	Work with wide range of external stakeholders to review progress on delivering our six Equality Schemes 2009-12 (September 2012)
	Hold review event and launch approach to future work on tackling inequality (December 2012)

Strategic Priority 5.2: Work efficiently and effectively as One Council	
Strategic Action	Lead Member Lead Officer Directorate
Make better use of our assets	Cllr Alibor Choudhury Ann Sutcliffe (D&R)
	Milestones and Deadlines
	Review existing school and education assets to understand the immediate need for additional statutory school places. (May 2012)
	Develop medium and long term strategy to meet projected pupil growth to 2020. (November 2012)

		<p>Review AH&W assets to inform rationalisation with service objectives. (June 2012)</p> <p>Serve notice on Anchorage House lease. (September 2012)</p> <p>Present recommendations to Cabinet on the depot review and development of Watts Grove. (September 2012)</p> <p>New VDI technology available for all staff. (July 2012)</p> <p>Implement a robust IT platform that supports Smarter Working. (December 2012)</p> <p>Implement Smarter Working Policy, including:</p> <ul style="list-style-type: none"> • Training available to managers on how to manage effectively in a different culture and environment. (April 2012) • Mandatory briefing sessions for all affected managers. (December 2012) <p>ICT Service transferred. (July 2012)</p> <p>Data Centre moved. (December 2012)</p> <p>Development of process to create training places and apprenticeships for residence in accordance with contract. (October 2012)</p> <p>National – jointly branded – Apprentice Institute opened (October 2012)</p> <p>Reduction in annual cost of £2.5m with no unplanned loss of network or systems (March 2013)</p> <p>Relocate Cheviot House One Stop Shop to Watney Market. (March 2013)</p> <p>Develop channel shift initiatives to encourage web and telephone use for those customers that prefer them:</p> <ul style="list-style-type: none"> • Telephony self-service options appraisal [with Strategic Partner]. (September 2012) • Telephony self-service implementation. (March 2013) <p>Launch and promote new Achieve (online) forms. (September 2012)</p>
<p>Create a new Strategic ICT Partnership that improves ICT services, reduces back office costs, protects the employment prospects of staff in ICT and creates 250 new jobs for Tower Hamlets residents</p>	<p>Cllr Alibor Choudhury</p> <p>Claire Symonds and Simon Kilbey (Resources)</p>	
<p>Implement a new ICT Partnership</p>	<p>Cllr Alibor Choudhury</p> <p>Claire Symonds (Resources)</p>	
<p>Improve customer satisfaction whilst reducing back-office costs by using new technology</p>	<p>Cllr Alibor Choudhury</p> <p>Claire Symonds (Resources)</p>	

		Monitor and increase Achieve Forms take up. (March 2012)
Improve fraud detection and increase deterrence	Cllr Alibor Choudhury Claire Symonds (Resources)	Agree an approach with DWP on benefit fraud prosecutions. (June 2012) 50 benefit prosecutions secured. (March 2013) Market property recovery service to RSLs. (December 2012)
Develop a new localised Partnership Structure with Mayor's Assemblies, Neighbourhood Agreements and Local Forums	Deputy Mayor Ohid Ahmed Shazia Hussain and Jamie Blake (CLC)	Terms of reference for the forums and assemblies developed. (June 2012) New structure launched. (June 2012) Community Champion co-ordinators recruited. (January 2013) London Living Wage specified in Council contracts and as part of Tollgate process. (April 2012) Fair trade to be a requirement of catering contracts. (April 2012) Tower Hamlets suppliers: map of local industry to be created. (June 2012) 6 conferences for Tower Hamlets suppliers (March 2013) New Procurement Strategy agreed. (September 2012) Progressive Partnerships to be a requirement of procurement procedures, verified at 6 Tollgates. (September 2012)
Develop Progressive Partnerships to further the Mayor's social objectives through our procurement practices	Cllr Alibor Choudhury Hugh Sharkey (Resources)	Directorate Absence Management Panel (DAMPs) meeting monthly to review absence data and to ensure that it's effective and reducing staff sickness. (April 2012)
Work with Managers to improve and reduce staff sickness absence	Cllr Alibor Choudhury Simon Kilbey (Resources)	

		<p>On a monthly basis, managers review sickness absence statistics in conjunction with HR business partners and begin taking formal action under the policy. (April 2012)</p> <p>Corporate Absence Management Panel (CAMP) meeting quarterly to review absence data and to ensure that it's effective and reducing sickness. (July 2012)</p>
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One Tower Hamlets Performance Measures

- The percentage of staff that are LP07 or above who have a disability
- The percentage of staff that are LP07 or above who are from an ethnic minority
- The percentage of staff that are LP07 or above that are women
- Working days lost due to sickness absence
- Customer Access satisfaction
- Proportion of residents that agree the Council involves residents when making decisions.
- Proportion of residents that agree the Council is doing a good job.

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Agenda Item 10.2

Committee/Meeting: Cabinet meeting	Date: 09 May 2012	Classification: Unrestricted	Report No: CAB 116/112
Report of: Corporate Director: Resources Originating officer(s) Hugh Sharkey, Service Head Procurement and Corporate Programmes Resources Ext 4608		Title: Contracts Forward Plan Wards Affected: All	

Lead Member	Resources
Community Plan Theme	One Tower Hamlets
Strategic Priority	Resources

1. **SUMMARY**

- 1.1 The Council's Procurement Procedures require a quarterly report to be submitted to Cabinet, laying down a forward plan of supplies and services contracts over £250,000 in value, or capital works contracts over £5 million. This provides Cabinet with the visibility of all high value contracting activity, and the opportunity to request further information regarding any of the contracts identified. This report provides the information for the period May 2012 to January 2013.
- 1.2 Only contracts which have not previously been reported are included in this report.

2. **DECISION REQUIRED:**

Cabinet is recommended to:-

1. Consider the contract summary at Appendix 1, and identify those contracts about which specific reports – relating either to contracting strategy or to contract award – should be brought before Cabinet prior to contract award by the appropriate Chief Officer for the service area;

2. Authorise the relevant Corporate Director who holds the budget for the service area to award the contract or contracts and, following consultation with the Assistant Chief Executive (Legal Services), to arrange for the execution of all necessary contract documents.

3. REASONS FOR THE DECISIONS

- 3.1 The Council's Procurement Procedures require submission of a quarterly forward plan of contracts for Cabinet consideration, and it is a requirement of the Constitution that "The contracting strategy and/or award of any contract for goods or services with an estimated value exceeding £250,000, and any contract for capital works with an estimated value exceeding £5,000,000, shall be approved by the Cabinet in accordance with the Procurement Procedures". This report fulfils these requirements for contracts to be let during the period May 2012 to January 2013.

4. ALTERNATIVE OPTIONS

- 4.1 As bringing a consolidated report on contracting activity is considered the most efficient way of meeting the requirement in the Constitution, whilst providing full visibility of contracting activity, no alternative proposals are being made.

5. BACKGROUND

- 5.1 This report provides the forward plan for the period May 2012 to January 2013 (Appendix 1), and gives Cabinet Members the opportunity to select contracts about which they would wish to receive further information, through subsequent specific reports.

6. FORWARD PLAN OF CONTRACTS

- 6.1 Appendix 1 details the new contracts which are planned during the period May 2012 to January 2013. This plan lists all of the new contracts which have been registered with the Procurement Service, and which are scheduled for action during the period in question. Contracts which have previously been reported are not included in this report. Whilst every effort has been made to include all contracts which are likely to arise, it is possible that other, urgent requirements may emerge. Such cases will need to be reported separately to Cabinet as individual contract reports.
- 6.2 Cabinet are asked to review the forward plan of contracts, confirm its agreement to the proposed programme, and identify any individual contracts about which separate reports – relating either to contracting strategy or to contract award – will be required before proceeding.
- 6.3 Equalities and diversity implications – and other One Tower Hamlets issues – are addressed through the Council's internal tollgate process which provides an independent assessment of all high value contracts, and ensures that contracting proposals adequately and proportionately address

both social considerations and financial ones (such as savings targets). The work of the Competition Board and the Procurement & Corporate Programmes Service ensures a joined-up approach to procurement.

- 6.4 The tollgate process is an internal procurement project assurance methodology, which is designed to assist in achieving successful outcomes from the Council's high value contracting activities (over £250,000 for revenue contracts, and £5,000,000 for capital works contracts). All tollgate reviews are reported to Competition Board, and when appropriate contract owners are interviewed by the Board; contracts require approval of the Board before proceeding.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 This report describes the procurement report of the forward plan for May 2012 to January 2013 to be presented to Cabinet for revenue contracts over £250,000 in value and capital contracts over £5 million.
- 7.2 Approximately £14.4m of goods and services will be procured from external suppliers over the period May 2012 to January 2013. No Capital projects are reported. Procured services comprise around 40% of the Council's annual expenditure and control of procurement processes is thus crucial to delivering value for money for local residents as well as managing the risks that may arise if procurement procedures go wrong. Consideration of the plan by Cabinet operates as an internal control and also provides the opportunity for the Mayor to comment on specific procurements at an early stage.

8. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 8.1 The Council has adopted financial procedures for the proper administration of its financial affairs pursuant to section 151 of the Local Government Act 1972. These generally require Cabinet approval for expenditure over £250,000. In November 2009, Cabinet approved the procurement procedures, which are designed to help the Council discharge its duty as a best value authority under the Local Government Act 1999 and comply with the requirements of the Public Contract Regulations 2006. The procurement procedures contain the arrangements specified in the report under which Cabinet is presented with forward plans of proposed contracts that exceed the thresholds in paragraph 3.1 of this report. The arrangements are consistent with the proper administration of the Council's financial affairs.

9. ONE TOWER HAMLETS CONSIDERATIONS

- 9.1 Equalities and diversity implications – and other One Tower Hamlets issues – are addressed through the tollgate process, and all contracting proposals are required to demonstrate that both financial and social considerations are adequately and proportionately addressed. The work of the Competition

Board and the Procurement & Corporate Programmes Service ensures a joined-up approach to procurement.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 10.1 Contracts are required to address sustainability issues in their planning, letting and management. Again, this is assured through the tollgate process, and supported through the Procurement & Corporate Programmes Service's Corporate Social Responsibility work stream.

11. RISK MANAGEMENT IMPLICATIONS

- 11.1 Risk management is addressed in each individual contracting project, and assessed through the tollgate process.

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 12.1 There are no specific crime and disorder reduction implications.

13. EFFICIENCY STATEMENT

- 13.1 Contract owners are required to demonstrate how they will achieve cashable savings and other efficiencies through individual contracting proposals. These are then monitored throughout implementation.

14. APPENDICES

Appendix 1 – contracts planned : May 2012 to January 2013.

**Local Government Act, 1972 Section 100D (As amended)
List of "Background Papers" used in the preparation of this report**

Brief description of "background papers"	Name and telephone number of holder and address where open to inspection.
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None

N/A

Appendix One – new contracts planned : May 2012 to January 2013

Directorate Contract	Contract Value	Scope of Contract	Length of New Contract	Funding	Planned Date for Invitation to Tender	Category
AHWB4185 Residential & Nursing Care provision.	£1.5m annually, £4.5 m total	Provision of a further contract for Residential & Nursing Care provision. (Peter Shore Court & Pat Shaw House).	36 months Nov 2012 – Nov 2015	revenue	n/a this is a contract extension due to the tenancy arrangements of the residents	Care & Commissioning
AHWB Residential & Nursing Care provision.	£1.54m annually, £7.7 m total	This is a contract to provide residential dementia beds and general nursing beds. Current contract is with HC One and will expire in July 2012. The service is provided at Aspen Court	36 to 60 months , dependent on negotiation plus option to extend up to 24 months	revenue	July 2012	Care & Commissioning
CLC Harbour Recovery Centre	£503,670 annually and	8 bedded inpatient detoxification unit for male non-complex opiate users.	12 months Until end of March	Pooled Treatment Budget via Section	n/a this is a contract extension following the	Care & Commissioning

Directorate Contract	Contract Value	Scope of Contract	Length of New Contract	Funding	Planned Date for Invitation to Tender	Category
	total	This is a DAAT service : provided by Salvation Army	2013	256 agreement	decision to postpone a full procurement of this service	
CLC Community Drug Team	£690,377 annually and total	Community based service providing open access, key working, substitute prescribing and access to community care assessment for inpatient substance misuse treatment. Onsite needle exchange and blood borne virus services are provided This is a DAAT service: provided by Lifeline.	12 months Until end of March 2013	Pooled Treatment Budget via Section 256 agreement	n/a this is a contract extension following the decision to postpone a full procurement of this service	Care & Commissioning
CLC Isis Women's Service	£275,392 annually and total	Community based service for women only. Drop in advice, key working, substitute prescribing and counselling, needle exchange and blood borne virus services. This is a DAAT service: provided by Compass.	12 months Until end of March 2013	Pooled Treatment Budget via Section 256 agreement	n/a this is a contract extension following the decision to postpone a full procurement	Care & Commissioning

Directorate Contract	Contract Value	Scope of Contract	Length of New Contract	Funding	Planned Date for Invitation to Tender	Category
					of this service	
CLC Island Day Programme/ Changes Programme	£367,577 annually and total	Community based treatment service offering a 12 week abstinence based day programme including professional counselling, group work and preparatory aftercare work This is a DAAT service: provided by Rehabilitation of Addicted Prisoner's Trust	12 months Until end of March 2013	Pooled Treatment Budget via Section 256 agreement	n/a this is a contract extension following the decision to postpone a full procurement of this service	Care & Commissioning
CLC NAFAS/ASN	£410, 267 annually and total	Community based treatment service with a specialism around culture and religion, offering 12 week day programme and an aftercare package with interventions in counselling, harm minimisation and group work. This is a DAAT service: provided by Bangladeshi Drugs Project	12 months Until end of March 2013	£368,527 (LBTH revenue grant), AND £41,740 (Pooled Treatment Budget via Section 256 agreement)	n/a this is a contract extension following the decision to postpone a full procurement of this service	Care & Commissioning

Agenda Item 14

By virtue of paragraph(s) 2, 3, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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