

# CABINET

## MAYOR

Mayor John Biggs

## CABINET MEMBERS

Councillor Sirajul Islam	(Statutory Deputy Mayor and Cabinet Member for Housing Management & Performance)
Councillor Shiria Khatun	(Deputy Mayor and Cabinet Member for Community Safety)
Councillor Rachael Saunders	(Deputy Mayor and Cabinet Member for Education & Children's Services)
Councillor Rachel Blake	(Cabinet Member for Strategic Development)
Councillor Asma Begum	(Cabinet Member for Culture)
Councillor David Edgar	(Cabinet Member for Resources)
Councillor Ayas Miah	(Cabinet Member for Environment)
Councillor Joshua Peck	(Cabinet Member for Work & Economic Growth)
Councillor Amy Whitelock Gibbs	Cabinet Member for Health & Adult Services

[The quorum for Cabinet is 3 Members]

## MEETING DETAILS

**Tuesday, 4 April 2017 at 5.30 p.m.**  
**C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG**

**The meeting is open to the public to attend.**

## Further Information

The public are welcome to attend meetings of the Cabinet. Procedures relating to Public Engagement are set out in the 'Guide to Cabinet' attached to this agenda.

### **Contact for further enquiries:**

Matthew Mannion, Democratic Services,  
1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG  
Tel: 020 7364 4651  
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Web: <http://www.towerhamlets.gov.uk>

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## Public Information

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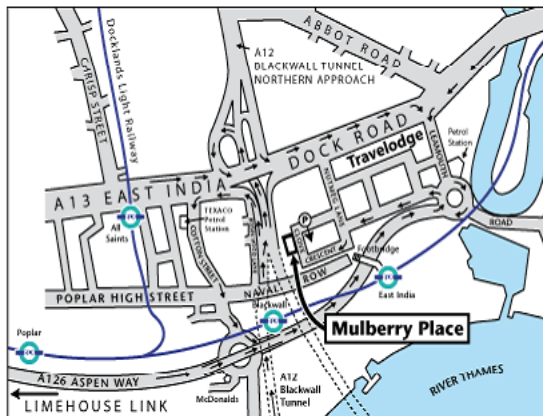
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## A Guide to CABINET

### **Decision Making at Tower Hamlets**

As Tower Hamlets operates the Directly Elected Mayor system, **Mayor John Biggs** holds Executive powers and takes decisions at Cabinet or through Individual Mayoral Decisions. The Mayor has appointed nine Councillors to advise and support him and they, with him, form the Cabinet. Their details are set out on the front of the agenda.

### **Which decisions are taken by Cabinet?**

Executive decisions are all decisions that aren't specifically reserved for other bodies (such as Development or Licensing Committees). In particular, Executive Key Decisions are taken by the Mayor either at Cabinet or as Individual Mayoral Decisions.

The constitution describes Key Decisions as an executive decision which is likely

- a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the borough.

Upcoming Key Decisions are published on the website on the 'Forthcoming Decisions' page through [www.towerhamlets.gov.uk/committee](http://www.towerhamlets.gov.uk/committee)

### **Published Decisions and Call-Ins**

Once the meeting decisions have been published, any 5 Councillors may submit a Call-In to the Service Head, Democratic Services requesting that a decision be reviewed. This halts the decision until it has been reconsidered.

- The decisions will be published on: **Thursday, 6 April 2017**
- The deadline for call-ins is: **Tuesday, 11 April 2017**

Any Call-Ins will be considered at the next meeting of the Overview and Scrutiny Committee. The Committee can reject the call-in or they can agree it and refer the decision back to the Mayor, with their recommendations, for his final consideration.

### **Public Engagement at Cabinet**

The main focus of Cabinet is as a decision-making body. However there is an opportunity for the public to contribute through making submissions that specifically relate to the reports set out on the agenda.

Members of the public may make written submissions in any form (for example; Petitions, letters, written questions) to the Clerk to Cabinet (details on the front page) by 5 pm the day before the meeting.

# LONDON BOROUGH OF TOWER HAMLETS

## CABINET

TUESDAY, 4 APRIL 2017

5.30 p.m.

	<b>Pages</b>
<b>1. APOLOGIES FOR ABSENCE</b>	
To receive any apologies for absence.	
<b>2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS</b>	<b>1 - 4</b>
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 Monitoring Officer.	
<b>3. UNRESTRICTED MINUTES</b>	<b>5 - 14</b>
The unrestricted minutes of the Cabinet meeting held on 7 March 2017 are presented for approval.	
<b>4. OVERVIEW &amp; SCRUTINY COMMITTEE</b>	
<b>4.1 Chair's Advice of Key Issues or Questions</b>	
Chair of Overview and Scrutiny Committee (OSC) to report on any issues raised by the OSC in relation to unrestricted business to be considered.	
<b>4.2 Any Unrestricted Decisions "Called in" by the Overview &amp; Scrutiny Committee</b>	
(Under provisions of Article 6 Para 6.02 V of the Constitution).	



## 5. UNRESTRICTED REPORTS FOR CONSIDERATION

<b>5.1</b>	<b>Local Account 2016</b>	<b>15 - 46</b>
	<p><b>Report Summary:</b> The local account is a report all local authorities are asked to write and share with residents every year. It is to explain to people who live in the borough what has happened in social care services for adults and older people as well about what may be happening in the future.</p> <p>It explains what money there is to spend and what it has been spent on and outlines what has been achieved in LBTH during the past year.</p> <p><b>Wards:</b> All Wards <b>Lead Member:</b> Cabinet Member for Health and Adult Services <b>Corporate Priority:</b> Creating and maintaining a vibrant, successful place</p>	
<b>5.2</b>	<b>Public Health GP Enhanced Services</b>	<b>47 - 56</b>
	<p><b>Report Summary:</b> To consider the recommendations as set out in the report</p> <p><b>Wards:</b> All Wards <b>Lead Member:</b> Cabinet Member for Health and Adult Services <b>Corporate Priority:</b> Creating opportunity by supporting aspiration and tackling poverty</p>	
<b>5.3</b>	<b>Strategic Plan 2016/19 - Delivery Plan 2017/18</b>	<b>57 - 104</b>
	<p><b>Report Summary:</b> This report presents the Delivery Plan for the Strategic Plan 2017-18 at appendix two for approval by the Mayor in Cabinet. It details how the Council's priorities and outcomes outlined in the Strategic Plan will be delivered over the next year in the context of national, regional and local challenges and opportunities.</p> <p><b>Wards:</b> All Wards <b>Lead Member:</b> Mayor <b>Corporate Priority:</b> A transformed council, making best use of resources and with an outward looking culture</p>	
<b>5.4</b>	<b>Update on Town Centre Strategy (Business Friendly Tower Hamlets)</b>	<b>105 - 206</b>
	<p><b>Report Summary:</b> This report updates on progress in developing a Town Centres Strategy for Tower Hamlets.</p> <p><b>Wards:</b> All Wards <b>Lead Member:</b> Cabinet Member for Work and Economic Growth <b>Corporate Priority:</b> Creating and maintaining a vibrant, successful place</p>	

**5 .5 The Infrastructure Delivery Framework: CIL Collection, Allocation and Expenditure Report to 27th January 2017 207 - 220**

**Report Summary:**

Approval of the Council's approach to reporting CIL account information through the Infrastructure Delivery Framework.  
To ensure CIL information is reported effectively through the IDF process.

**Wards:** All Wards  
**Lead Member:** Cabinet Member for Strategic Development  
**Corporate Priority:** A transformed council, making best use of resources and with an outward looking culture

**5 .6 List of Corporate Directors' Decisions 221 - 226**

**Report Summary:**

To note the listed Corporate Director Decisions

**Wards:** All Wards  
**Lead Member:** Mayor  
**Corporate Priority:** A transformed council, making best use of resources and with an outward looking culture

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

**7. 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.

**8. EXEMPT / CONFIDENTIAL MINUTES**

Nil items.

## **9. OVERVIEW & SCRUTINY COMMITTEE**

### **9.1 Chair's Advice of Key Issues or Questions in Relation to Exempt / Confidential Business**

Chair of Overview and Scrutiny Committee (OSC) to report on any issues raised by the OSC in relation to exempt/confidential business to be considered.

### **9.2 Any Exempt / Confidential Decisions "Called in" by the Overview & Scrutiny Committee**

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

## **10. EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION**

## **11. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS CONSIDERED TO BE URGENT**

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# Agenda Item 2

## **DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER**

This note is for guidance only. For further details please consult the Members' Code of Conduct at Part 5.1 of the Council's Constitution.

Please note that the question of whether a Member has an interest in any matter, and whether or not that interest is a Disclosable Pecuniary Interest, is for that Member to decide. Advice is available from officers as listed below but they cannot make the decision for the Member. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending a meeting.

### **Interests and Disclosable Pecuniary Interests (DPIs)**

You have an interest in any business of the authority where that business relates to or is likely to affect any of the persons, bodies or matters listed in section 4.1 (a) of the Code of Conduct; and might reasonably be regarded as affecting the well-being or financial position of yourself, a member of your family or a person with whom you have a close association, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward affected.

You must notify the Monitoring Officer in writing of any such interest, for inclusion in the Register of Members' Interests which is available for public inspection and on the Council's Website.

Once you have recorded an interest in the Register, you are not then required to declare that interest at each meeting where the business is discussed, unless the interest is a Disclosable Pecuniary Interest (DPI).

A DPI is defined in Regulations as a pecuniary interest of any of the descriptions listed at **Appendix A** overleaf. Please note that a Member's DPIs include his/her own relevant interests and also those of his/her spouse or civil partner; or a person with whom the Member is living as husband and wife; or a person with whom the Member is living as if they were civil partners; if the Member is aware that that other person has the interest.

### **Effect of a Disclosable Pecuniary Interest on participation at meetings**

Where you have a DPI in any business of the Council you must, unless you have obtained a dispensation from the authority's Monitoring Officer following consideration by the Dispensations Sub-Committee of the Standards Advisory Committee:-

- not seek to improperly influence a decision about that business; and
- not exercise executive functions in relation to that business.

If you are present at a meeting where that business is discussed, you must:-

- Disclose to the meeting the existence and nature of the interest at the start of the meeting or when the interest becomes apparent, if later; and
- Leave the room (including any public viewing area) for the duration of consideration and decision on the item and not seek to influence the debate or decision

When declaring a DPI, Members should specify the nature of the interest and the agenda item to which the interest relates. This procedure is designed to assist the public's understanding of the meeting and to enable a full record to be made in the minutes of the meeting.

Where you have a DPI in any business of the authority which is not included in the Member's register of interests and you attend a meeting of the authority at which the business is considered, in addition to disclosing the interest to that meeting, you must also within 28 days notify the Monitoring Officer of the interest for inclusion in the Register.

**Further advice**

For further advice please contact:-

- Melanie Clay, Director, Law, Probity and Governance. Tel 020 7364 4800

## APPENDIX A: Definition of a Disclosable Pecuniary Interest

(Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, Reg 2 and Schedule)

Subject	Prescribed description
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by the Member in carrying out duties as a member, or towards the election expenses of the Member.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority—</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	<p>Any tenancy where (to the Member's knowledge)—</p> <p>(a) the landlord is the relevant authority; and</p> <p>(b) the tenant is a body in which the relevant person has a beneficial interest.</p>
Securities	<p>Any beneficial interest in securities of a body where—</p> <p>(a) that body (to the Member's knowledge) has a place of business or land in the area of the relevant authority; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>

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**LONDON BOROUGH OF TOWER HAMLETS**

**MINUTES OF THE CABINET**

**HELD AT 5.05 P.M. ON TUESDAY, 7 MARCH 2017**

**C1, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE CRESCENT,  
LONDON, E14 2BG**

**Members Present:**

Mayor John Biggs  
Councillor Sirajul Islam (Statutory Deputy Mayor and Cabinet Member for Housing Management & Performance)  
Councillor Shiria Khatun (Deputy Mayor and Cabinet Member for Community Safety)  
Councillor Rachael Saunders (Deputy Mayor and Cabinet Member for Education & Children's Services)  
Councillor Rachel Blake (Cabinet Member for Strategic Development)  
Councillor Asma Begum (Cabinet Member for Culture)  
Councillor David Edgar (Cabinet Member for Resources)  
Councillor Amy Whitelock Gibbs (Cabinet Member for Health & Adult Services)

**Other Councillors Present:**

Councillor Peter Golds (Leader of the Conservative Group)  
Councillor Abdul Mukit MBE  
Councillor John Pierce  
Councillor Andrew Wood

**Apologies:**

Councillor Ayas Miah (Cabinet Member for Environment)  
Councillor Joshua Peck (Cabinet Member for Work & Economic Growth)

**Officers Present:**

Mark Baigent (Interim Divisional Director, Housing and Regeneration)  
John Coker (Strategic Housing Manager, Place)  
Margaret Cooper (Section Head Transport & Highways, Public Realm, Communities Localities & Culture)  
Shalina Hussain (Communications Officer, Communications, Chief Executive's)  
Judith St John (Acting Divisional Director, Sports, Leisure and Culture)  
Debbie Jones (Corporate Director, Children's)  
Neville Murton (Divisional Director, Finance, Procurement & Audit)  
Matthew Pullen (Infrastructure Planning Team Leader)  
Denise Radley (Corporate Director, Health, Adults & Community)

Karen Sugars	(Acting Divisional Director, Integrated Health)
Ann Sutcliffe	(Divisional Director, Property & Major Programmes)
Will Tuckley	(Chief Executive)
Graham White	(Acting Corporate Director, Governance)
Melanie Aust	(Business, Enterprise, High Streets & Town Centres Manager)
Dr Somen Banerjee	(Director of Public Health)
Peter Robbins	Head of Mayor's office
Matthew Mannion	(Committee Services Manager, Democratic Services, Governance)

## 1. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of:

- Councillor Ayas Miah
- Councillor Joshua Peck

## AGENDA ORDER

During the meeting the Mayor agreed to change the order of business to take Agenda Item 4 (Overview and Scrutiny Committee) after Agenda Item 5.7 (Best Value Action Plan). All other items were taken in order. For clarity the minutes are presented in the order the items appeared on the agenda.

## 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

There were no Declarations of Disclosable Pecuniary Interest. However, Councillor Shiria Khatun declared a personal interest in agenda item 5.6 (Academy Conversions – Bygrove and Stebon Primary Schools) as a family member worked in one of the schools.

The following personal interests were also noted:

- Councillor Rachel Blake (5.4 – Approval of s106 funding to Roman Road Town Centre) – it mostly affected her ward.
- Mayor John Biggs (5.3 – Leasehold Alterations and Housing Parcel of Land Sales Policies) – his daughter was a leaseholder.

## 3. UNRESTRICTED MINUTES

### RESOLVED

1. That the unrestricted minutes of the Cabinet meeting held on Tuesday 7 February 2017 be approved and signed by the Mayor as a correct record of proceedings.

#### **4. OVERVIEW & SCRUTINY COMMITTEE**

##### **4.1 Chair's Advice of Key Issues or Questions**

Councillor John Pierce, Chair of the Overview and Scrutiny Committee (OSC), provided Cabinet with an update on their meeting the previous week. He highlighted a number of issues that they considered including:

- The Scrutiny Review into Anti-Social Behaviour – with local housing providers and the Cabinet Lead participating.
- They welcomed the moves to bring the 'Old Flo' statue back into the Borough.
- The Budget Monitoring Report, however he expressed concern as to the short amount of time Members had to review the report before the OSC meeting and asked the Chief Executive to urgently consider ways of presenting information in a more timely fashion.

He also asked the Mayor to look into reports that the local Police Services was being re-organised that would result in a reduced presence on the Borough's streets.

The **Mayor** thanked Councillor John Pierce for his update.

##### **4.2 Any Unrestricted Decisions "Called in" by the Overview & Scrutiny Committee**

Nil items.

#### **5. UNRESTRICTED REPORTS FOR CONSIDERATION**

##### **5.1 Tower Hamlets Carers Strategy 2016 - 2019**

Councillor Amy Whitelock Gibbs, Cabinet Member for Health and Adult Services, introduced the report on the Carers' Strategy and highlighted its importance to the Borough as an issue especially considering there were over 19,000 carers in the Borough. As well as looking to improve support for all carers there was a particular issue in needing to support young carers.

She then introduced two local carers and a worker from the Carers Centre who all spoke to Cabinet on their experiences and the value of receiving support as carers. It was explained that the Strategy had been developed in conjunction with carers.

Councillor Rachael Saunders, Deputy Mayor and Cabinet Member for Education and Children's Services also highlighted that the strategy was shared with her service areas, with a particular focus on young carers.

The Cabinet also expressed their thanks to the Carers Centre for the support they provide to local residents.

The **Mayor** welcomed the report and, highlighting that this would be an evolving strategy, **agreed** the recommendations as set out in the report.

### **RESOLVED**

1. To note the contents of this report and approve the Carers' Strategy, 2016-19 attached as Appendix 1 to the report.
2. To note the contents of the Carers' Dignity Charter which has been co-designed with carers, with a recommendation that it is endorsed by the council and health partners.

### **5.2 Consultation on Health and Wellbeing Strategy 2017-2020 -summary of findings and implications**

Councillor Amy Whitelock Gibbs, Cabinet Member for Health and Adult Services, introduced the report on the proposed new strategy. The strategy had been out to consultation since its last presentation at Cabinet and was now proposed for approval.

The Health and Wellbeing Board had revised the strategy to provide a sharper focus on big issues where they could make a tangible difference. The document had also been designed to be more publically accessible.

### **RESOLVED**

1. To note the findings of the consultation and the approach to delivering the strategy.
2. To approve the Strategy.

### **5.3 Leasehold Alterations, and Housing Parcel of Land Sales Policies**

Councillor Sirajul Islam, Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance, introduced the report. He noted that since the policy had last been agreed there had been a significant increase in applications for external changes and complete redesigns to properties and that the new policy looked to set out how to address these requests. It was agreed that redeveloping properties could improve residents' quality of life and so should be agreed where appropriate.

During discussion it was noted that communications needed to go to new and existing leaseholders on the changes.

The **Mayor agreed** the recommendations as set out in the report.

#### **RESOLVED**

1. To agree the Leasehold Alterations policy set out in **section 3** of the report, and detailed in Appendix 1 and 2 to the report.
2. To agree the Housing Land Sales policy set out in **section 4**, and detailed in Appendix 3 to the report.

#### **5.4 The Infrastructure Delivery Framework: Approval of S106 Funding to Roman Road Town Centre Delivery Project**

Councillor Rachel Blake, Cabinet Member for Strategic Development, introduced the report. She noted that the report had been to Cabinet previously but the proposals had been enhanced and so the report had returned for further consideration.

During discussion it was noted that it was important to apply lessons from this project to other town centres and markets in the Borough.

The **Mayor agreed** the recommendations as set out.

#### **RESOLVED**

1. To approve the allocation of **£331,197** of S106 funding to the **Roman Road Town Centre Delivery Project** as profiled in the Project Initiation Document attached at Appendix A to the report and Table 1 in the report.
2. To approve the adoption of a capital budget for **£327,000** as profiled in the Project Initiation Document attached at Appendix A to the report and Table 2 in the report.

## 5.5 Local Implementation Plan - Delivery Plan Update

The Mayor introduced the report. He noted that the report provided an update on specific schemes that had been adopted at January Cabinet.

There was a general discussion about the Manchester Road area and whether any schemes for that part of the Borough had been fully developed. The **Mayor** agreed to continue to work up any plans for that part of the Borough but that the main proposals in the report should proceed as set out. He **agreed** the recommendations in the report.

### RESOLVED

1. To note the reallocation of the schemes proposed for funding in the LIP Delivery Plan 2017-18 (Appendix 1 to the report).
2. To note that the schemes were approved in the Council's 2017/18 Capital Programme in the January 2017 Cabinet Budget Report.
3. To agree that where possible the Council's Framework Contracts for Highways (CLC 4371) be used for the implementation of these works as appropriate.

## 5.6 Academy Conversion - Bygrove and Stebon Primary Schools

Councillor Rachael Saunders, Deputy Mayor and Cabinet Member for Education and Children's Services, introduced the report. She highlighted that there was a set process for dealing with Academy School conversions including the need to agree the lease as set out in the report.

The **Mayor agreed** the recommendations as set out in the report.

### RESOLVED

1. To agree to the grant of a 125-year lease to the new academy trust for Stebon Primary School;
2. To note that the proposed grant of a 125 year lease to the new Academy Trust for Stebon Primary School will be subject to the Commissioners' consent;
3. To agree that the Council's existing lease for Bygrove Primary School site may be surrendered, in order to allow a new lease to be agreed between the Westminster Diocese and the academy trust;
4. To authorise the Corporate Director, Place, to agree the final terms and conditions for the grant of the new lease for Stebon Primary School and the surrender of the existing lease for Bygrove Primary School;

5. To approve the Council to enter into commercial and staffing transfer agreements for both schools;
6. To authorise the Corporate Director, Children's Services, after consultation with the Acting Corporate Director, Governance and the Corporate Director, Resources to enter into and undertake any remaining issues and/or agreements associated with the conversion of the two schools;
7. To authorise the Acting Corporate Director Governance to execute all documentation required to implement the decisions;
8. To authorise the Corporate Director, Resources to execute the Local Government (Contract) Act 1997 Certificate required to implement the decisions.

#### **5.7 Best Value Action Plan: Fourth 6 monthly update report**

The Mayor introduced the latest update report on the Best Value Action Plan. He welcomed the improvements set out in the report and highlighted that if the Commissioners were to leave then a new body would be set up to continue to implement the actions in the Best Value Plan.

Councillor Peter Golds, Leader of the Conservative Group, welcomed the progress the Council had made in improving its processes and procedures and that there was even the opportunity to become a trail blazer in some of the new arrangements that were being developed.

During discussion the Mayor and Councillor Rachael Saunders, Deputy Mayor and Cabinet Member for Education and Children's Services, noted the importance of ensuring a diverse group of Councillors were engaged in discussions in relation to this work, with particular reference to the work of Members.

The **Mayor agreed** the recommendations as set out in the report.

#### **RESOLVED**

1. To agree the final 6 monthly update prior to submission to the Secretary of State (Appendix 1 to the report);
2. To agree the Best Value arrangements for 2017 – 18 as set out in paragraph 3.6 of the report.
3. To agree the Best Value Improvement Plan 2017-18 (Appendix 2 to the report) which will be monitored on a six monthly basis by Cabinet and the Overview and Scrutiny Committee;

### 5.8 Corporate Budget Monitoring - Month 9 (Q3 2016/17)

Councillor David Edgar, Cabinet Member for Resources, introduced the report. He highlighted in particular that the report was suggesting an underspend of £700k for the year which was good news and also that the overall quality of the information provided in the report was improving including the addition of data on how well the Council was performing against proposed savings targets.

He also noted the pressures on certain services and the need to ensure Capital Spending plans were more realistically forecast.

The **Mayor** welcomed the report and **agreed** the recommendations as set out.

#### RESOLVED

1. To note the Council's Revenue and Capital financial forecast outturn position as at the end of December 2016 as detailed in Sections 3 to 8 of the report.
2. To note the summary savings position and management action being taken.
3. To note the summary Balance Sheet Information.

### 5.9 Draped Seated Woman - selection of local hosting partner

The Exempt Appendix was noted and agreed as exempt due to the information relating to the financial and business affairs of the Council and other organisations.

Councillor Asma Begum, Cabinet Member for Culture, introduced the report. She took Members through the process that had been agreed to procure a host for the statue for the next 5 years. She asked the Mayor to agree the recommendation to award the contract to the highest ranking bidder as set out.

The **Mayor** welcomed the return of the statue and **agreed** the recommendations as set out in the report.

#### RESOLVED

1. To agree that the award of the contract to host "Draped Seated Woman" (locally known as "Old Flo") be awarded to the bidder with the highest score (see exempt Appendix 1 to the report)
2. To delegate to the Corporate Director – Children's Services and in her absence to the Acting Divisional Director, Sport, Leisure, Culture and Youth authority to enter into a contract with the said highest scoring bidder.



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

Nil items.

**7. EXCLUSION OF THE PRESS AND PUBLIC**

Nil items.

**8. EXEMPT / CONFIDENTIAL MINUTES**

Nil items.

**9. OVERVIEW & SCRUTINY COMMITTEE**

**9.1 Chair's Advice of Key Issues or Questions in Relation to Exempt / Confidential Business**

Nil items.

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

Nil items.

**10. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS CONSIDERED TO BE URGENT**

Nil items.

The meeting ended at 6.30 p.m.

MAYOR JOHN BIGGS

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<p><b>Cabinet</b></p> <p>4 April 2017</p>	
<p><b>Report of:</b> Denise Radley, Corporate Director Health, Adults &amp; Community Services</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>London Borough of Tower Hamlets Adult Social Care Local Account 2017</b></p>	

<b>Lead Member</b>	<b>Councillor Amy Whitelock Gibbs, Cabinet Member for Health and Adult Services</b>
<b>Originating Officer(s)</b>	Layla Richards, Service Manager, Policy, Programmes and Community Insight
<b>Wards affected</b>	All wards
<b>Key Decision?</b>	No
<b>Community Plan Theme</b>	<b>A Healthy and Supportive Community</b>

**Executive Summary**

- 1.1 The “How are we doing?” magazine represents the sixth annual Local Account on adult social care produced by Tower Hamlets local authority.
  
- 1.2 The primary purpose of the Local Account is inform residents, adult social care users and carers of the quality, performance and future priorities of adult social care, so that we are more transparent and accountable. It is an expectation that all councils with social care responsibilities produce a Local Account, although it is not a statutory requirement.

**Recommendations:**

The Mayor in Cabinet is recommended to:

- 1. Approve the Local Account as attached at Appendix A for publication
- 2. Endorse the communication plan for the Local Account as attached at Appendix B

## **1. REASONS FOR THE DECISIONS**

- 1.1 In 2010, the Association of Directors of Adult Social Services (ADASS) recommended that all councils with social care responsibilities produce a 'Local Account' as a means of reporting back to people on the quality of services and performance in adult social care. Local Accounts were described in the Department of Health's 'Transparency in outcomes: a framework for adult social care' consultation paper (November 2010, section 4) as a way of being more open and transparent about the care and support that is provided locally by the Council

## **2. ALTERNATIVE OPTIONS**

- 2.1 An alternative option could be not to produce a Local Account, and it is not a statutory requirement, however there is an expectation that all councils with social care responsibilities do so.

## **3. DETAILS OF REPORT**

- 3.1 Format and narrative of the Local Account magazine: The Local Account magazine is mainly structured around the priorities in the 2016-17 Adult Services Directorate Plan, which in turn are broadly consistent with the Strategic Plan. The main 'narrative' that the Local Account magazine attempts to present is that adult social care is addressing the challenges it faces around increased demand and restricted resources by focusing on integration with health services, prevention and promoting independence.
- 3.2 Accessibility: As a document aimed at adult social care users and carers, the accessibility of the Local Account magazine is a key issue. The magazine should be engaging and easy to understand, given that a number of adult social care users have communication needs. Efforts have been made to keep the language used in the magazine in "plain English" with this in mind, although it should be noted that this can sometimes result in nuanced or highly complicated messages being lost. Once finalised, the intention is to produce an easy-read<sup>1</sup> version of the magazine to be aimed at readers who require information in this format.
- 3.3 Coproduction: The Local Account magazine has been heavily informed by staff and stakeholder feedback, and we have moved closer to a co-production model with adult social care users and carers. The following activity was carried out with this in mind:

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<sup>1</sup> The easy read format was created to help people with learning disabilities understand information easily. Easy read uses pictures to support the meaning of text. Easy read is often also preferred by readers without learning disabilities, as it gives the essential information on a topic without a lot of background information. It can be especially helpful for people who are not fluent in English.

- We spoke to adult social care users at Local Voices (a group of residents with disabilities), the Older People's Reference Group and the Carer Forum in meetings across September, October and November 2016. We also spoke to residents attending an Accessibility Day. We gathered views on where people felt things are going well, and where they need to improve. This information has been incorporated into the Local Account. We presented the draft Local Account back to these groups over December 2016 to enable further feedback.
- Healthwatch Tower Hamlets was invited to be involved in the Local Account at an early stage. Their feedback has shaped the contents of the magazine, and a foreword will be provided.
- Wider feedback from adult social care users and carers is included throughout the Local Account. This includes survey results, feedback gathered through consultations, and case studies and quotes.
- Individual teams in adult services teams were asked to highlight successes over the previous year, challenges over the previous year and priorities for the future. This information has informed the Local Account.

3.4 Data and information on performance: It should be noted that much of the data and performance information in the Local Account is derived from 2015-16, as 2016-17 information will not be finalised and available to benchmark until August or September 2017.

3.5 Links to other documents: The Local Account magazine has been developed with an awareness of the following linked documents:

- The Adults Directorate Plan. As previously noted, the Local Account magazine is intended to be an outward-facing magazine whilst the Adults Directorate Plan is intended to be an internal strategic planning tool. We have ensured that the two documents are consistent with one another. The key difference between the two is the accessibility of the language.
- The Market Position Statement. This document is aimed at adult social care providers, but has parallels with the Local Account in terms of its purpose and content. The two documents are being developed with this in mind, and are due to progress through approval processes together.
- Quality Accounts. Both Barts Health NHS Trust and the East London NHS Foundation Trust produce annual quality accounts. These are reports rather than resident-facing magazines, and are available to view online. Each Quality Account aims to set out similar information to the Local Account. Collectively, they set out the quality and performance of health and social care services across Tower Hamlets.
- Public Health Annual Report. Public health is intending to produce an Annual Report shortly. This will set out similar information to the Local Account and NHS Quality Accounts, and will enable information from public health to be explained in more detail.

3.6 Communicating and distributing the Local Account: Whilst a copy of the Local Account magazine will be available to view online, it is recognised that the majority of adult social care users are not actively accessing online

information at the moment<sup>2</sup>. For this reason, more traditional methods of communication need to be considered with the Local Account magazine. Posting the magazine out to all service users has not been considered to date due to the cost of doing this. Instead, it is proposed that copies of the Local Account be printed and posted to social care staff and providers so that these can be passed on to social care users. In addition, copies will be distributed in places such as GP surgeries and One-Stop Shops. More details are in the attached communication plan.

#### **4. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 4.1 The cost of providing the magazine covers design and print which are calculated to be c£5k annually. An allocation for this amount has already been set up in the base budget. The delivery of the magazine will be made by staff therefore no extra costs to be incurred.

#### **5. LEGAL COMMENTS**

- 5.1. The report informs members about the publication of a Tower Hamlets Local Account. The local account is intended to be a source of information, developed locally, which may include quality and outcome priorities and how these have been progressed; a description of partnership working; and data relating to quality and performance. Local information and local outcome measures should be contained in a local account, supplementary to national outcomes measures so as to promote quality, transparency and accountability in adult social care.
- 5.2. The delivery by the Council of its statutory functions in respect of adult social care in a way that is high quality, transparent and accountable is consistent with good administration. The local account is a report and summary that ranges across the Council's adult social care functions. To the extent that the local account sets out priorities or actions, these are a reflection of the content of a number of Council plans and strategies. The Council will continue to have act within its statutory functions, including by complying with its many duties in respect of adult social care and its best value duty under section 3 of the Local Government Act 1999.
- 5.3. In developing the Local Account, the Council will need to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited 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.

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<sup>2</sup> In the 2014-15 Service User Survey, 16% of respondents said they used email and the internet. 19% said they did not use email or the internet but found out information from people who did. 66% said they did not use email or the internet at all.

## **6. ONE TOWER HAMLETS CONSIDERATIONS**

- 6.1 One of the aims of the Local Account magazine is to raise awareness and understanding of adult social care amongst residents, adult social care users and carers. The magazine is therefore intended to result in readers having a better understanding of the issues facing vulnerable adults and how services can support them.

## **7. BEST VALUE (BV) IMPLICATIONS**

- 7.1 The Local Account magazine has been developed with best value implications in mind. The main costs relate to design and distribution. The Local Account magazine has been designed to be as accessible as possible in order to reach its target audience. The distribution of the Local Account magazine is set out in the attached Communications Plan: This Plan suggests that rather than posting out the Local Account magazine individually to residents which would be comparatively costly, the magazine be distributed in places we know are frequently attended by adult social care users and carers.

## **8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 8.1 As previously noted, the majority of adult social care users are not activity accessing online information at the moment, which means that printed copies of the magazine are also being planned. However, it is proposed that a limited number be printed and that these be distributed in places we know are frequently attended by adult social care users and carers (rather than posted out to every resident) in order to minimise the impact on the environment.

## **9. RISK MANAGEMENT IMPLICATIONS**

- 9.1 Not Applicable

## **10. CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 10.1 Not Applicable

## **11. SAFEGUARDING IMPLICATIONS**

- 11.1 The Local Account magazine has a section on safeguarding. One of the aims of this is to raise awareness of adult abuse and enable scrutiny and challenge over our performance in this area. The magazine contains contact details telling people where they can report a safeguarding concern.

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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

NONE

### **Appendices**

Appendix 1: The 2017 Local Account

Appendix 2: The 2017 Local Account Communications Plan

### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

NONE

**Officer contact details for documents:** Layla Richards



# Adult Social Care: How are we doing?

The “Local Account”  
of Adult Social Care  
in Tower Hamlets  
SPRING 2017



Adult social care in Tower Hamlets helps and supports people who are disabled, ill, frail, elderly or vulnerable for another reason. This report tells you about adult social care over the last year and our plans for the future.



## Foreword from Lead Member



Welcome to the sixth edition of our “local account” magazine for adult social care. In this issue, you can learn more about what we have been up to over the last year and our plans for the future.

We want to make sure that everybody who receives adult social care in Tower Hamlets is as happy as possible with the services they receive. One of the things we are most proud of is the consistently high satisfaction levels of people who use care and support in Tower Hamlets: Last year, 64 per cent of adult social care users said they were extremely or very satisfied with their care and support services - up three percentage points from the previous year, and higher than the average satisfaction level across London. This is a great achievement; in the future we would like to improve satisfaction rates even further.

Our main challenge continues to be how to maintain the quality of care and support in a climate of less money and increasing demand. In Tower Hamlets we have high levels of need – for example around 50 per cent of older people live in poverty and healthy life expectancy (‘healthy life expectancy’ is an estimate of how many years a person might live in a ‘healthy’ state without needing long term care and support) is below national and London averages. We try to meet this challenge by helping people to stay as well as possible and by working closely with the NHS. Tower Hamlets currently spends an average of £14.09 per person on prevention and early intervention services compared with the London average of £5.05 demonstrating our commitment to this approach.

This magazine sets out our recent activity and future plans in more detail, to give you a fuller picture of how we are doing and what we intend to do next. Many of these plans are long-term and will take time to put into place. As a priority we want to increase the number of plans and services which have service users and carers involved directly in their development - we look forward to working with you to do this.

**Councillor Amy Whitelock Gibbs**  
*Cabinet Member for Health and Adult Services*



# healthwatch

## Tower Hamlets

Most of us will, at some point, become sick, and we all get old. We don't dwell on it, nor do we plan for it. It just happens. This document, which I advise everyone to read, lays out what our local council is doing to support our older people, disabled people and those who care for them. It concerns us all, no matter what age we are.

We live and work in an area of London with great wealth sitting alongside great poverty. Yet loneliness and isolation kill people, as does neglect, both physical and mental. So we must all ask ourselves: are we good neighbours?

Care and compassion are the golden threads of humanity and we need to think more about how we can all work together to support people in our community.

Healthwatch Tower Hamlets exists to help you have your say on how these services are provided and managed. This is your opportunity to make a difference in your community and influence vital services we will all need during our lives.



## Introduction

Adult social care supports adults who are disabled, ill, frail, elderly or vulnerable for another reason. Our aim is to help people to remain living independently in their own homes and to live the life they want. We also support the friends and family of those who care for them.

Being able to get good advice and information that is easy to access is important in care and support services. Preventative services are as important as long-term support services. We are committed to reducing the need for long-term care and one way of doing this is to support people to be as independent as possible for as long as possible. Many residents in the borough use services funded by adult social care. These include:



- Information and advice



- Activities such as Lunch Clubs and LinkAge Plus Centres



- Help to find work



- Equipment to help with day-to-day tasks

Around<sup>1</sup> 3,500 adults in Tower Hamlets get support from social care at any one time



- **18%** purchase their own care and support services using a “direct payment”, paid to them by the Council.



- Around **81%** of people who receive support from us are living at home



- Around **51%** get help at home from a care worker, known as “home care”



- Around **19%** live in a care home

<sup>1</sup> 3563 adults received support as of 24.8.16

## What we spent last year

- The budget for adult social care was £93 million in 2015-16. The table below shows how we spent this budget.
- Around 95 per cent of care and support from the Council is provided by other organisations on our behalf.
- Care homes are the biggest area of spend at £28 million. We think this is too high and are aiming to reduce it by providing even more community alternatives to help people live independently where possible

	<b>Care homes</b>	£28m
	<b>Home care services (also known as “home help”)</b>	£19m
	<b>Staff to carry out social care assessments</b>	£15m
	<b>Direct payments for people to purchase their own support</b>	£9m
	<b>Day care (such as day centres)</b>	£7m
	<b>“Preventative” services to help keep people well</b>	£3m
	<b>Sheltered or supported housing</b>	£2m
	<b>Reablement (short-term support to help people get back on their feet)</b>	£3m
	<b>Occupational therapy and equipment costs</b>	£2m
	<b>Transport (e.g. to take people to a day centre)</b>	£3m
	<b>Extra care sheltered housing</b>	£2m
	<b>Management and other staffing costs</b>	£1m

## Changing Social Care Assessments

Adult social care staff carry out assessments to figure out if and how people might need to be supported.

A law introduced in 2014 (the “Care Act”) means that assessments now have to be carried out in a different way. Carers who appear to need help themselves now have a legal right to an assessment. People need to meet a new “threshold” set by the government in order to be legally eligible for support from us.

We have changed how we work in line with this, and have also put an emphasis on:

- Treating each person as an individual
- Supporting people to take action now, in order to prevent any issues getting worse in future
- Helping people to help themselves as much as possible, with support from their friends, families and communities.

Mr B cares for his partner who has recently been diagnosed with early on-set dementia. Mr B was worried about his partner getting lost when out and about, and was concerned that his partner didn't have anything meaningful to do with his time. Support staff advised Mr B on the technology and services he could use to help his partner avoid getting lost. They let him know about a range of activities in his local area that his partner could get involved in.

### Facts and Figures

- 1,300 vulnerable adults had an assessment in 2015-16.
- 180 carers had an assessment.
- 5 people made a complaint about their assessment. This equates to 14% of all complaints made.

- Self-assessments to give you the opportunity to assess your own care needs or enable someone to support you in doing the assessment. Self-assessment gives you the opportunity to carry out an assessment of your needs from the comfort of your own home as we believe that you and the people closest to you can best assess your care needs. We will use the information you give us to work out whether we are able to offer you services.



Our staff have been trained in these new ways of working, and we are pleased that in a recent survey, 82% of service users said they felt treated with respect by the people who assessed their needs for social care - up from 78% the year before. However, we also know there is still room for improvement:

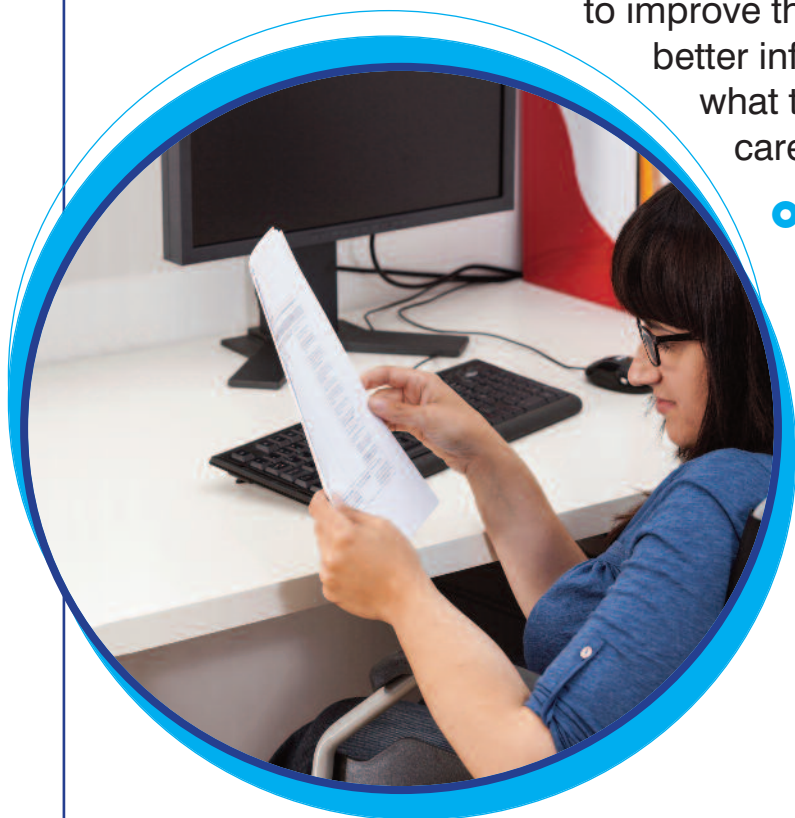
- **Help from friends and family:** Less than half (48%) of service users say that social care staff help them think about how friends and family could help them.
- **Inconsistencies:** Adult social care users have also told us that there can be inconsistencies in how staff carry out assessments, and that it can sometimes feel like a fight to

get support. We will provide more training to staff to improve this. We will also give people better information from the start on what to expect from adult social care.

### Our future plans:

- We will further develop how assessments are carried out in adult social care
- We will give staff more training on this issue
- We will give people better information on what they can expect from adult social care
- We will review more people's care and support packages to make sure they are getting the support they need

- **Reviews:** If someone is getting ongoing care and support funded by the Council, they can typically expect to have this reviewed once a year. However, last year this only happened in 35 per cent of cases<sup>2</sup>. We know we need to do better at this, and will make it a priority over the coming year.



<sup>2</sup> 2015-16 figures. 1093 reviews were carried out. 3065 were due to be carried out.



## Working more closely with the NHS

“Tower Hamlets Together” is a group made up of ourselves and local NHS services. The group is working to transform and improve health and social care services for local residents. This has been one of our main areas of work over the last year.

So far as a result of this work, Social Workers are now available in hospitals at weekends. This means people who need support from social care to leave hospital and return home no longer have to wait. Our Community Equipment Service is also now open on weekends, so people can get the equipment (e.g. equipment to help with bathing or getting dressed) without having to wait over the weekend.

When residents come to the end of their lives, they are supported by staff across health and social care so that this journey is as comfortable as possible. In one recent case, a resident living in a care home was supported by a range of services, including staff in the care home and an end-of-life care team. A nutritionist worked to change the food the resident ate, as he had lost some of his sense of taste. Staff also supported the resident to continue to attend the Mosque every Friday, in line with his wishes.

### Facts and Figures

- We have a budget of £21 million (the “Better Care Fund”) that we share with the NHS to enable us to work better together.
- For every 100,000 of the Tower Hamlets population, 3.5 people experienced a delayed transfer of care from hospital due to adult social care. This is better than the England average of 5.

### Health and Wellbeing Board

The Health and Wellbeing Board is another place where senior health and social care professionals come together to try and improve the health and wellbeing of local residents.

Over the last year, the Health and Wellbeing Board have:

- Agreed how the Council and the NHS will jointly spend a budget of £21 million (known as the “Better Care Fund”)
- Raised concerns about air pollution levels in Tower Hamlets and the effect it has on people’s health

- Challenged health and social care services on how well they are doing. They have checked the progress of Barts Health NHS Trust (who run the Royal London Hospital) following a negative report from inspectors in 2015.

### Over the next year, this work will continue.

The Health and Wellbeing Board have also been looking at what their priorities should be over the coming years. They have agreed to focus on the following five areas:

<b>1</b>	Communities driving change	This means empowering people to take action on health issues in their local area
<b>2</b>	Creating a healthier place	This means making housing and where we live a healthier place to be
<b>3</b>	Employment and health	This means helping more people into work in a healthy environment
<b>4</b>	Children’s weight and nutrition	This means tackling childhood obesity and tooth decay
<b>5</b>	Developing an integrated system	This means health and social care working closely together

### Our future plans:

- We will have a “single point of access” for people to go to with health and social care needs, as we know the health and social care system can be confusing
- We will have more health and social care services that are located in the same building
- Health and social care services will put more of their money together into a joint pot, and use this to jointly fund and run services

## Doing more to prevent ill health

Working in partnership with the NHS, we are committed to helping people to stay as well as possible, for as long as possible. Over the last year, this has continued to be one of our main goals.

- **Improving information and advice:** Getting the right advice at an early stage can help people stay well. Over the last year, we have revamped our website and we have directed people to Local Link and the Carer Centre for any questions they have about social care (their contact details are on the back page of this magazine). We are pleased that in a recent survey, 74%<sup>3</sup> of adult social care users said they found it easy to find information and advice - our best result yet. However, we know we have more work to do: Adult social care users have told us that our information is still not always easy to understand. We also know that many social care users do not use the internet, so we can't rely on this as a way of getting information out to people.
- **Linking people up to activities in their communities:** Both the Council and the NHS have been trying to link people up more with activities in their communities, knowing that this can improve their health and that people often don't know about the activities and services in their local area<sup>4</sup>.

<sup>3</sup> 2015-16 Adult Social Care Service User Survey. This figure is based on the number of survey respondents who looked for information and advice over the last year.

<sup>4</sup> The Tower Hamlets Clinical Commissioning Group have been piloting "social prescribing" with this in mind.

### Facts and Figures

- 3% of older people received short-term support to get back on their feet after a stay in hospital, similar to the England average.
- 70% of people who received short-term support went on to receive less or no ongoing support – lower than the England average of 76%.
- Men in Tower Hamlets have the lowest healthy life expectancy in the country at 54 years, compared to 63 nationally.
- Women are expected to have 57 years of good health compared with 64 nationally.

[Care Worker view on a volunteer coming to visit someone in a care home:]

*“He is chatting with other people. He’s developing relationships with other residents... Previously, after lunch he looked tired and went to sleep. But since you guys started three months ago, he has been active... There is no cure for dementia but there are therapies and the kind of work that you do, that slows it down or gives them the opportunity to enjoy life. They can still have fun with familiar faces.”*

[Volunteer view]

*“I was told not to be upset because he would not remember me. And he does remember me...he asked me two weeks ago, ‘you came to see me the other day’. I knew it wasn’t something he just said, because he leaned forward, he looked at me, and it was almost like ‘you did come to see me last week’.... You see in front of your own eyes the difference you’re making to somebody’s life and you feel like you’re almost putting the minimum in but you’re getting the maximum out”*

We launched our online “community catalogue” this year, which along with the online Idea Store directory, sets out a lot of different services and activities that are available to people. In addition, two GP surgeries (the Bromley-by-Bow Centre and Mission Practice) have recently put a real focus on giving patients more information on community activities: Feedback has been positive, and other GP surgeries are now looking to do the same.

- **Combatting loneliness and social isolation:** In a recent survey, 26 per cent of adult social care users in Tower Hamlets said they did not have enough social contact, compared to an England average of 22 per cent. Over the last year, we have continued work to combat loneliness and social isolation. We have started to support more volunteers to visit people in care homes, and have organised a number of events to bring people together.
- **Improving health:** Over the last year, the Council and the NHS have invested in support to help people live healthier lives. This has ranged from support to give up smoking to support to take up exercise.

### Our future plans:

- We will continue to help people to stay as well as possible, for as long as possible. This is one of the main aims of health and social care services.



## Helping people be as independent as possible

Helping people to be independent continues to be one of our main aims, as it has real benefits for people. We were pleased that in a recent survey, 78 per cent of adult social care users said that care and support helps them be as independent as possible – but we think we can do better. Some of the things we have been working on include:

**Using technology:** More people are using technology to help them stay safe and be independent (for example, personal alarms or sensors that react if someone falls at home). We have been offering a bigger range of technology to more people, and want to continue to do this in the year ahead.

**Helping people to live at home:** We have supported more people to live independently at home, rather than live in a care home, over the last year. We know we still have room for improvement in this area. For example, over the next year, we will continue with plans to support people with a learning disability who are willing and able to move from care homes outside the borough, back into the community.

**Helping people have more control over their care and support:** Over 20 per cent of adult social care users now receive a direct payment from the Council to purchase their own care and support, up three percentage points from the year before. Likewise, a number of carers receive this. We know that direct payments have the power to give people more choice and control over their care. In a recent survey, 91 per cent of people with a direct payment said they were satisfied with

### Facts and Figures

- 93% of adults with a mental health issue who get social care live independently (i.e. not a care home), as do 69% of people with a learning disability. The England averages are 57% and 75% respectively.
- 4% of adults with a mental health issue and social care needs are in work, as are 5% of adults with a learning disability. The England averages are 7% and 6% respectively.
- 21% of adult social care users received a direct payment. This is below the England average of 28%.
- 69% of adult social care users say they have control over their daily lives. This is below the England average of 76%.

their care and support<sup>5</sup> – slightly higher than the national average result of 90 per cent. We want to continue to encourage more people to take up the offer of direct payments. A number of people have also said they want to know more about direct payments, so we will provide more information on it in the coming year.

**Helping carers:** The help social care users get from friends and family (“carers”) is invaluable. This year, carers have told us that they are interested in getting training on things related to their role.

Many carers have highlighted that they need support to have a life outside caring. Carers who want to work have said there is not always the right support in place for them to do so. We also know that a large number of carers may not see themselves as such, so work is needed to identify and support them. We are going to address these issues over the next three years through a “Carer Strategy” we are writing.

Mr S has a learning disability and lives with his mother. When Mr S first started receiving care, he was interested in being more independent. Care workers helped Mr S to go to activities in his local area - particularly going to the library to use a computer, and going to the cinema. Staff supported Mr S to cross busy roads and communicate with library and cinema staff, with a view to Mr S eventually doing this without support. Mr S is now enjoying his increased independence.

### Our future plans:

- We will help more people with a learning disability or mental health issue to find work
- We will support more people with a learning disability who live in care homes outside Tower Hamlets to move back in to the borough
- We will provide better information to people about direct payments
- We will offer a bigger range of technology to people to help them stay safe and well

<sup>5</sup> Extremely, very or quite satisfied.

## Using our resources in the best possible way

Resources for social care are an issue across the country, as the amount of money we have to spend as a council is going down whilst the demand for adult social care is likely to go up. Inevitably this leaves both the Council – in partnership with residents - with some tough decisions to make as to how we save money.

We have tried and will continue to try to save money in adult social care by:

- Helping people to be as well and independent as possible so that the demand for social care is not as high
- Working closely with the NHS so that our resources are put to the best possible use.

Much of what we have done to date in these areas is set out in this magazine.

In a climate of restricted resources, we have also had to look at whether to start charging people for social care. All but one other local authority in England charges people for home care and other social care services in the community using a means test. In 2016, we made the tough decision to do the same.

When we looked at how to charge people for social care, one of the ideas we committed to is making sure that people pay only what they can afford. We then asked for your views on what this meant in practice, and in summer 2016, received almost 700 responses on the issue. People on very low incomes will not need to pay anything towards the cost of care. We listened to your views and have made sure our

### Facts and Figures

- Since the cuts started in 2010, the council has saved £138 million. We need to save another £58 million by 2020.
- The number of managers has gone down by 33% and the number of staff by 25% over the last five years.
- The budget for adult social care was £93 million in 2015-16. This was 3 per cent less than the year before as a result of government funding cuts.
- In autumn 2015, 150 residents gave their views on adult social care savings proposals for 2015-16.



charging policy is more generous than the Government requirements, for example having a higher "threshold" before people have to start paying and making sure there is a weekly cap on care charges for people with very complex needs who need more expensive support.

We are due to start asking those who can afford it, to pay towards the cost of their care from Spring 2017 onwards. If you are receiving care funded by the Council, a member of

staff will contact you to discuss this in more detail. They will explain what the charges mean to you, and will explain what (if anything) you will be asked to pay towards the cost of care.

For more information in the meantime, please contact **020 7364 5005** or **adultcare@towerhamlets.gov.uk**.

### Our future plans:

- We plan to start charging people for adult social care services in the community from Spring 2017
- We will continue to try and save money by helping people to be as well and independent as possible, and by working closely with the NHS
- We will continue to consult with adult social care users, carers and residents before we make any significant changes to adult social care services



## Protecting and improving the quality of care and support

Most social care users tell us they receive care that has a real and positive impact on their lives. Equally, we know that poor quality care can have devastating consequences. We are always looking to protect and improve the quality of adult social care. Here are some of the issues we have looked at over the last year:

**Home care:** While most people have a great experience of care workers, some people have reported problems in this area.

*Mr G started to receive support from care workers at a time when he was dependent on alcohol, not taking his medication and not eating well. Staff devised a care plan with Mr G, and agreed it was essential that he had consistent care workers with whom he could build a good rapport. Staff reminded Mr G to take his medication, and put a "food and drink chart" in place to encourage Mr G to plan ahead and eat a healthier diet. As a result, Mr G now needs less support from staff and his quality of life has improved.*

### Facts and Figures

- 94% of social care users say care and support improves their quality of life
- 67% of social care users say that having help makes them feel better about themselves
- We received 35 complaints about adult social care last year. 12 of these were about service delays or failures
- As of November 2016, the Care Quality Commission had rated 12 social care services in Tower Hamlets as "good", 12 as "requiring improvement" and 2 as "inadequate". Improvements are now being put into place

People want consistent care workers who are flexible and are not rushed or late to appointments. We are committed to people getting a good quality service, so we are investing more money in home care and have recently signed up to Unison's "Ethnical Care Charter". This means that care workers can expect a decent wage and get the training and support they need to do a good job. We also regularly

check on people's experience of home care so that we can address any problems that arise. We are pleased that in a recent survey, 90 per cent of people getting home care said they were satisfied with the service they received<sup>7</sup>.

**Experience of other social care services:** When we spoke to older people in October 2016<sup>8</sup> to get their views on adult social care, some people said they thought care and support in Tower Hamlets was excellent, whilst others raised concerns with the quality of nursing care homes and supported housing in the borough. We will work to improve people's experience over the coming year. We are also encouraging more and more organisations to sign up to the "Older People's Dignity Code", which sets out how older people should be treated. You can find a copy of the Code on the Age UK website.

**Waiting times:** We are currently meeting all urgent needs for care and support however in some areas, people are telling us that they have to wait for social care. For example, some people have been waiting over a month to access Reablement (a short-term programme of support designed to help people get back on their feet) due to a long waiting list. Next year, our aim is to do better so that unnecessary delays are avoided.

*"Most of the time I find my caring role very stressful... Very much since joining the drop-in group, it has been changing how I feel enormously. It's the place where I find people understand what I have been through"*

### Our future plans:

- We will work on waiting times so that there are no unnecessary delays to getting care and support
- We will continue to monitor peoples experience of homecare and other services, taking action where needed

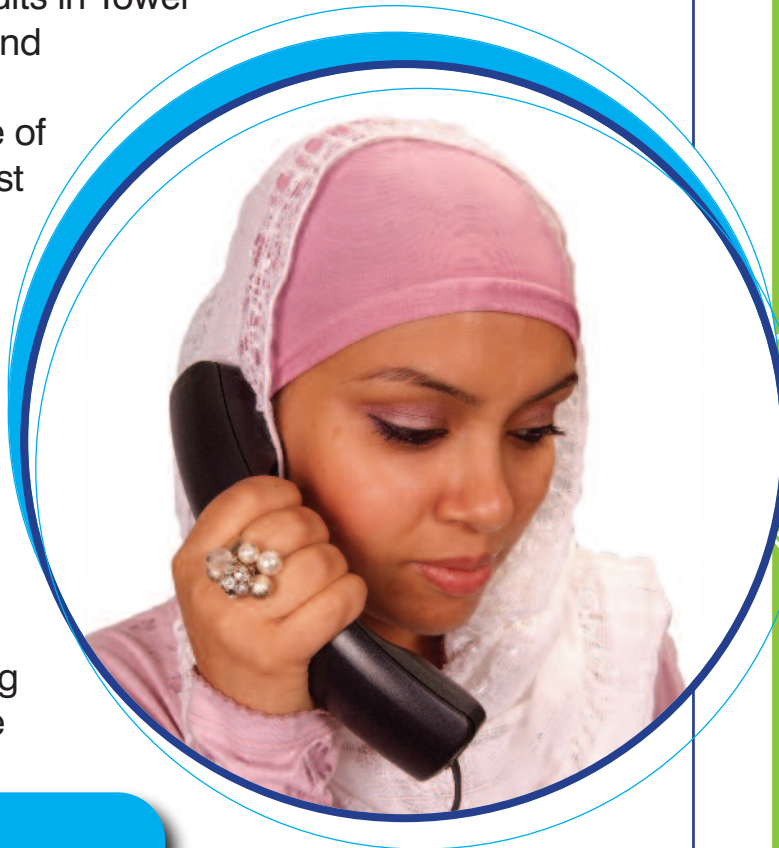
<sup>7</sup> 2015-16 Adult Social Care Service User Survey. 90% of respondents in receipt of home care were extremely, very or quite satisfied with their care and support services.

<sup>8</sup> Meeting with the Tower Hamlets Older People's Reference Group on 31st October 2016

## Protecting vulnerable adults from abuse

We are committed to keeping adults in Tower Hamlets safe from harm, abuse and neglect. Working with other local services and organisations, some of our key achievements over the last year include:

- An independent review<sup>9</sup> into how we deal with adult abuse found evidence of good working practice. A number of recommendations were also made, which are now being worked through.
- A huge number of staff and residents have received training and guidance on how to tackle



### Facts and Figures

- 521 investigations into adult abuse were carried out in 2015-16 – slightly less than the year before
- 38% of investigations were about neglect, making this the largest single type of abuse - similar to the picture in England
- 16% of investigations were about abuse in a care home. Across England, the figure is higher

adult abuse. This has included training on new or emerging issues, such as radicalisation and hoarding.

- The “Safeguarding Adults Board” is made up of local organisations working together to combat adult abuse. The Board has set out new plans on how to combat adult abuse and has recruited a new independent Chair.

<sup>9</sup> ADASS Peer Review into adult social care practice in relation to safeguarding – November 2015

We are pleased that adult social care users have told us we are on the right track: 63 per cent of adult social care users said in a recent survey that they feel “as safe as they want”, up three percentage points on the year before. 86 per cent said care and support helps them to feel safe, higher than both London and England averages. We are also pleased that the vast majority (90 per cent) of those going through a safeguarding investigation said they were satisfied with the process and outcome.



Please call the Assessment and Intervention team on **020 7364 5005** to:

- report the abuse of a vulnerable adult
- find out more information
- or raise a concern because you are worried about a vulnerable person.

You can also email or complete an alert form and send it to **[adultcare@towerhamlets.gov.uk](mailto:adultcare@towerhamlets.gov.uk)**.

Visit one of our libraries, one-stop shops or leisure centres for support in helping you report abuse.



However, we know there is still work to do. Over the last year, we investigated the tragic deaths of two vulnerable adults where neglect or self-neglect played a part<sup>10</sup>. We carried out investigations to see if organisations should have done anything differently, and found a number of lessons to be learned. We are now working through these.

Concerns around adult abuse are proportionately more likely to be raised for “White British” residents compared to others, and are less likely to be raised in care homes compared to the national average. We have carried out some initial research to try to understand the reasons behind this and are now working through these.

*Mr K, a man in his sixties, tragically died in late 2014 after suffering serious burns in a fire in his home. He had lived alone in sheltered accommodation since 2008, having previously been homeless. Before he died, Mr K appears to have experienced difficulties in managing his domestic affairs, and his health deteriorated rapidly. Mr K had no family and often refused attempts to help and support him. A range of health and social care services were in touch with Mr K before he died, and an investigation looked into whether M K’s death could have been avoided. The lessons learned from this investigation have been put into an action plan which is now being carried out.*

### **Our future plans:**

- We will continue to raise awareness of abuse
- We will improve training on adult abuse for those in voluntary or community groups
- We will improve how we involve those going through an abuse investigation
- We will prevent more adults with a learning disability from going into assessment and treatment units
- We will get a better understanding of abuse patterns by gathering better information

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<sup>10</sup> Safeguarding Adults Reviews 2015-16

## Adult social care contact details:

- For general queries relating to adult social care: contact Local Link on **020 7001 2175** or visit **[www.local-link.org.uk](http://www.local-link.org.uk)**
- If someone needs help from social care urgently: contact the Council on **020 7364 5005** or email us on **[adultcare@towerhamlets.gov.uk](mailto:adultcare@towerhamlets.gov.uk)**
- If you care for someone else and need support: contact the Carer Centre on **020 7790 1765** or visit **[www.carerscentretowerhamlets.org.uk](http://www.carerscentretowerhamlets.org.uk)**
- If you have a complaint about a social care council service: contact the council on **0800 374 176** or email us on **[complaints@towerhamlets.gov.uk](mailto:complaints@towerhamlets.gov.uk)**
- If you would like to provide feedback to an independent organisation to help improve health and social care services in Tower Hamlets please contact Healthwatch Tower Hamlets on **020 8223 8922** or email **[info@healthwatchtowerhamlets.co.uk](mailto:info@healthwatchtowerhamlets.co.uk)**



Want to learn more about what activities are in your local area?

For details of social care services, visit **[www.towerhamlets.gov.uk/communitycatalogue](http://www.towerhamlets.gov.uk/communitycatalogue)**

For details of other local activities, visit **[www.ideastoreonlinedirectory.org.uk](http://www.ideastoreonlinedirectory.org.uk)**

This magazine has been produced in partnership with people who use adult social care services. We would like to thank the following groups for their help in putting this together: Healthwatch Tower Hamlets, the Older People's Reference Group, the Carer Forum at the Carer Centre and Local Voices. We would also like to thank the organisations we work with who contributed to this magazine.

We welcome any comments or suggestions on this magazine. Please email us on **[ppci@towerhamlets.gov.uk](mailto:ppci@towerhamlets.gov.uk)** with any feedback, or to request any further information on the issues raised.





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[www.towerhamlets.go.uk/localaccount](http://www.towerhamlets.go.uk/localaccount)



## The 2017 “How are we doing?” Local Account magazine Adult Social Care – Communications Plan

### 1. Introduction

The 2017 “How are we doing?” Local Account magazine attempts to set out the quality and performance of adult social care services over the last year, and our priorities for the future. It is aimed at local residents, adult social care users and carers. The purpose of it is to better equip residents, adult social care users and carers to scrutinise and challenge what we do, ultimately with a view to driving up the quality of services as a result.

### 2. Communications Plan

2.1 When drawing up the Local Account magazine communications plan, it should be noted that the options have not been pursued:

- Option 1: Only uploading the Local Account magazine to the Tower Hamlets website, rather than printing copies. This option has not been pursued as the majority of adult social care users are not activity accessing online information at the moment<sup>1</sup>. The Local Account will still be made available online in addition to printed copies.
- Option 2: Posting out the Local Account magazine to all residents, or to all adult social care users. This option has not been pursued due to the cost involved. Instead, the magazine will be distributed in places that we know are regularly frequented by adult social care users and carers.

2.2 The table below sets out how the Local Account magazine will be communicated to residents, adult social care users and carers over spring and summer 2017:

	Medium	Notes
1	Internet	The magazine will be uploaded on the local authority website and promoted via the front page
2	Via local authority staff	Frontline staff in the Adult Services Directorate will be encouraged to give out the Local Account magazine to the adult social care users and carers they come into contact with. The magazine will be promoted to staff via email, the intranet, Tower Hamlets Now and via team meeting briefings. Copies will be posted to individual teams, including: <ul style="list-style-type: none"> <li>- In-house day care services</li> </ul>

<sup>1</sup> In the 2014-15 Service User Survey, 16% of respondents said they used email and the internet. 19% said they did not use email or the internet but found out information from people who did. 66% said they did not use email or the internet at all.

		<ul style="list-style-type: none"> <li>- The Sight and Hearing Service</li> <li>- Reablement</li> <li>- The Community Equipment Service</li> <li>- Practitioner teams.</li> </ul>
3	Via social care staff	<p>Staff working for providers commissioned by the Adult Services Directorate will be asked to communicate and distribute the Local Account magazine to service users. The magazine will be promoted to providers via email and the Pan-Provider forum. Copies will be posted to key providers, including:</p> <ul style="list-style-type: none"> <li>- Local care homes</li> <li>- Commissioned day care providers</li> <li>- Commissioned home care providers</li> <li>- Commissioned supported housing providers</li> <li>- Commissioned information and advice providers</li> <li>- Lunch Clubs</li> </ul>
4	Via customer forums	<p>Customer forums will be provided with copies of the Local Account magazine. This will comprise of Healthwatch Tower Hamlets, the Older People's Reference Group, Local Voices, Have Your Say, the Tower Hamlets LGBT Forum and any other relevant groups.</p>
5	Via local services	<p>The Local Account magazine will be distributed to the following key locations in the borough:</p> <ul style="list-style-type: none"> <li>- GP surgery waiting rooms</li> <li>- Royal London Hospital and Mile End Hospital waiting rooms</li> <li>- One-Stop Shops</li> <li>- Council office reception and waiting areas.</li> </ul>
6	Social media	<p>Short video clip communicating key messages with an introduction from the Cabinet Member</p>

<p><b>Cabinet</b></p> <p>4 April 2017</p>	
<p><b>Report of:</b> Denise Radley, Corporate Director of Health, Communities and Adult Services</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Public Health GP Enhanced Services</b></p>	

<b>Lead Member</b>	Councillor Whitelock-Gibbs, Cabinet Member for Health and Adult Services
<b>Originating Officer(s)</b>	Rachael Sadegh – Drugs and Alcohol Action Team (DAAT) Co-ordinator Chris Lovitt – Associate Director of Public Health
<b>Wards affected</b>	All wards
<b>Key Decision?</b>	Yes
<b>Community Plan Theme</b>	Safe and Cohesive, Healthy and Supportive

## Executive Summary

Tower Hamlets General Practitioners (GPs) provide a range of Public Health enhanced services to address substance misuse, provide for sexual health, reduce smoking and undertake NHS Health Checks. Locally these are called Network Improvement Services (NIS). These services are in addition to the GP core contract commissioned by NHS England.

Commissioning responsibility for substance misuse, sexual health, NHS Health Checks and stop smoking services were transferred to the council as part of the 2012 Health and Social Care Act reforms and are funded from the Public Health grant.

Following changes in local commissioning arrangements, and having explored a range of contracting methods, a proposal is made for a direct contract award of the contract to provide these services for a three year period commencing April 2017.

Direct contract award is only considered in exceptional circumstances. This is felt to be justified as it has not been possible to undertake a competitive procedure as the services to be provided are to residents registered with GPs. As such only GPs and other staff employed are the sole providers of the services to be provided as they need to be undertaken with residents who are registered with General Practice.

## **Recommendations:**

The Mayor in Cabinet is recommended to:

1. Approve the recommendation for a direct award to the Tower Hamlets GP Care Group for the delivery of the Public Health NIS services.
2. Authorise the Director of Public Health, after consultation with the Interim Corporate Director, Governance, to execute and enter into all necessary agreements for a three year period.
3. Note that funding for the Public Health NIS Services will be met within the Public Health Grants budgets for the next three years.

## **1. REASONS FOR THE DECISIONS**

Primary care has an essential role in improving the health and wellbeing of Tower Hamlets residents. This decision will enable public health services funded from the public health grant and provided by GPs to continue for the next three years and in doing improve the health and wellbeing of local residents.

## **2. ALTERNATIVE OPTIONS**

- 2.1 Section 75 Agreement – these agreements are used between Local Authorities and Clinical Commissioning Groups (CCG) to pool resources in driving the integration between health and social care. The CCG is undertaking a direct contract award for the NIS services they are responsible for to the GP Care Group. It is proposed that the Council enter into a direct contract to the GP Care Group for public health NIS services. As there are no benefits for in exercising these functions jointly, this does not meet the criteria where a section 75 agreement would be appropriate.
- 2.2 Competitive procurement- following previous recommendations made by the Council's Competition Board this option was extensively explored. However, it was found not to be possible as the NIS are provided as an addition to the GMS contract to patients registered with local GPs. Competition is not possible as only the local GP networks are able to provide these services to their registered patients.
- 2.3 Direct contract award to the 8 primary care networks- this would significantly increase the amount of council administration, requiring an individual contract with each network and reduce the opportunity to centralise NIS administration functions in a single organisation, the GP Care Group. The network structures are also under review and are likely change in the next few years necessitating novation of contracts.

### **3. DETAILS OF REPORT**

- 3.1 General Practitioners are commissioned to provide primary care services to local communities on a list based system by NHS England. This contract is called the General Medical Services (GMS) and since its inception in 2003 there has been provision for additional or enhanced services to be commissioned from individual practices either on a national or local level.
- 3.2 Core GP contracts are based on a capitated payment where each patient registered attracts an annual fee known as the 'pounds per patient'. This amount varies depending on the individual contract held by the practice and the characteristics of the patients at the practice. In Tower Hamlets practices receive between £77 per patient up to £140 per patient. GMS contract holders receive the national global sum (which will be approximately £85 in 17/18) per weighted patient, the weighting reflects factor such as age, prevalence and deprivation. Some of the practices in Tower Hamlets are funded by an alternative contract: the Personal Medical Service (PMS) or Alternative Medical Service APMS with both types of contract holders receiving payment based on raw list size – e.g. actual numbers of registered patients.
- 3.3 GPs and community pharmacists are essentially the front door into the NHS providing a very wide range of urgent, routine and preventive services to local residents and where necessary onward referral to more specialist services. Local residents are required to register with a local GP practice and this provides the "list" of patients.
- 3.4 Over the past 13 years Tower Hamlets GPs have provided a wide range of enhanced services to reflect local needs of their patient's on their list and these were commissioned by the Health Authority and the successor organisation the Primary Care Trust (PCT).
- 3.5 However, since the 2012 Health and Social Care Act the commissioning responsibilities for certain enhanced services including substance misuse, sexual health, smoking and NHS Health Checks were transferred to the Local Authority. Existing contracts for the provision of these services were also transferred from the PCT to the council.
- 3.6 Clinical Commissioning Groups (CCGs) replaced PCTs in 2013 and were set up to enable significantly more clinical involvement in contracting of NHS services with GPs being members of the CCG. CCGs are not able to commission enhanced services directly from GPs and so this was undertaken by NHS Commissioning Support Units (CSUs).
- 3.7 Following the transfer of responsibilities to the local authority in 2013 substance misuse enhanced services have been delivered under the terms of a Business Transfer Agreement (BTA) with Tower Hamlets Clinical Commissioning Group (CCG) for the provision of GP delivered drug and

alcohol services (Shared Care Scheme). These include opiate substitute prescribing and alcohol identification and brief advice (IBA).

- 3.8 The GP based sexual health enhanced service, NHS Health Checks service and smoking referral service have also continued since transfer of responsibilities to the council. These have been contracted, along with other non-Public Health funded enhanced services, from the eight local networks of GP practices by the CSU and then recharged via the CCG to the council. Locally the enhanced services are referred to as network improvement services (NIS).
- 3.9 All of the council funded NISs are regularly performance managed by council officers in partnership with the CCGs. The NIS service specifications are reviewed annually by the CCG, council officers and the Local Medical Committee (LMC) to ensure they meet best practice and provide value for money. The funding for the enhanced services has been reduced following the cuts to the Public Health Grant.
- 3.10 The council funded NISs makes a significant contribution to improvements in local residents health and wellbeing by identifying underlying health/ lifestyle conditions (NHS Health Check NIS and Smoking NIS); providing for the testing, treatment of STIs and provision of contraception (Sexual Health NIS) as well undertaking substitute prescribing of methadone for substance misusers and improving the physical and mental health of alcohol/ drug misusers by regular health checks (drugs and alcohol NIS).
- 3.11 Further national changes to the commissioning arrangements of the NHS have led to the setting up of a provider arm of GPs. Locally this is called the Tower Hamlets GP Care Group Community Interest Company.
- 3.12 The Tower Hamlets GP Care Group is one the UK's largest GP federations, whose members comprise all 37 GP practices in Tower Hamlets, caring for a registered population of about 280,000 people. They are a partner in Tower Hamlets Together, an umbrella organisation for all the public and voluntary sector health and social care organisations in the Borough. Tower Hamlets Together is an NHS Vanguard that oversees the design and delivery of new models of care for our community.
- 3.13 In 2017/18 the CCG have decided to commission their NISs via a direct contract award to the GP Care Group who will then sub contract to the eight primary care networks as this is more and efficient and effective than commissioning via the CSU.
- 3.14 Enquires were made to neighbouring boroughs and both Hackney and Newham have commissioned enhanced services, within Tower Hamlets these are called NIS services, from their GPs using a direct contract award. These boroughs recognise that as the enhanced services are to be provided to "list" patients of the GP as an enhancement to current service then this removes the potential for other providers to compete for these services.

- 3.15 To enable the continuation of the Public Health funded NIS services it is proposed that a similar arrangement is adopted by the council for 2017/18 and that a single contract to cover the provision of the NHS Health Checks, sexual health, tobacco control and substance misuse enhanced services is directly awarded to the GP Care Group for a period of three years. Key to the success of the Public Health services is early identification, assessment and where appropriate referral to specialist services. Many GPs and their other clinical and non-clinical staff have undergone bespoke national and local training to enable them to undertake the enhanced services.
- 3.16 There are a number of issues which support the delivery of primary care based substance misuse, sexual health, smoking referral and NHS Health Checks:
- Identification – as General Practice is the first point of contact for patients experiencing any health related problems they are in a unique position to identify substance misuse, smoking or sexual health issues early and intervene appropriately
  - Appropriateness of intervention – some patients do not require the specialist and intensive interventions of either the specialist substance misuse provider, Reset, or the acute sexual health services and are more suited to less intensive support that can be effectively offered in General Practice
  - Mainstreaming – patients being managed in General Practice reduces the dependence on specialist treatment and support services. The patient’s substance misuse and sexual health needs can be considered more in the context of their overall health and wellbeing
  - The recording of opiate substitution therapy via general practice offers an important safeguarding mechanism against individuals accessing multiple prescriptions for controlled drugs
  - Capacity - there is insufficient capacity in the specialist Reset treatment service or within the specialist sexual health services to offer all interventions to all individuals requiring treatment
  - Cost effectiveness- the core costs of running GP services are funded via the GMS contract commissioned by NHS England. The NIS services are funded as additional services.
- 3.17 The Drug and Alcohol Action Team (DAAT) and Public Health Department currently commission a range of interventions from Tower Hamlets General Practitioners.
- 3.18 The annual budget for the GP based Substance Misuse Shared Care Service is £469,431.
- 3.19 The newly specified NIS drugs and alcohol has been redesigned to:
- Maximise identification of substance misuse and referral to specialist treatment
  - Improvement in overall health outcomes for the patient cohort through the introduction of a Specialist Annual Health Check

- Provide Opiate Substitution therapy alongside psychosocial intervention delivered by Reset Drug and Alcohol Treatment Service
- 3.20 The annual budget for the other Public Health NIS services is £280,000 for sexual health, £46,000 for smoking referral and £206,887 for NHS Health Checks. The budget for all of the NIS services has been reduced to enable the medium term financial savings (MTFS) to be met.
- 3.21 In May 2016 Cabinet agreed to commission the substance misuse NIS services using a competitive procurement approach. A restricted procurement procedure commenced and three possible providers were identified - individual GPs, network providers or the GP Care Group.
- 3.22 After consideration by Competition Board a number of issues were identified with the procurement approach. Namely, that it is not possible to exercise any element of competition due to the service link with practice based lists. Whilst it is feasibly possible for an external provider to provide these services, it is only possible with the agreement of GPs due to records access, patient list definition and the requirement to be based within the GP practice. Therefore, practices must agree the provider whom they wish to support in advance of the bidding process. As they may only be party to one bid, this effectively eliminates competition. For these reasons, the proposals were rejected by Competition Board as there was no opportunity to exercise competition.
- 3.23 Furthermore, the contracts being offered are based on the 8 geographical network areas so even contracting with individual GPs, there would have to be prior agreement between GPs at locality level as to who would deliver the service, also eliminating competition. It is therefore not possible to exercise competition which leaves two options.
- 3.24 Section 75 Agreement – these agreements are used between Local Authorities and Clinical Commissioning Groups to pool resources in driving the integration between health and social care. The CCG is undertaking a direct contract award for the NIS services they are responsible for to the GP Care Group. It is proposed that the Council enter into a direct contract to the GP Care Group for public health NIS services. As there are no benefits for in exercising these functions jointly, this does not meet the criteria where a section 75 agreement would be appropriate.
- 3.25 Direct Award to the GP Care Group- this approach aligns with the CCGs commissioning approach to the other NIS services.

#### **4. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 4.1 The funding for the Public Health GP Enhanced Services will be met within the Public Health Grant. For 2017/18 the Public Health Grant totals £35.974m.

The Public Health draft budget for 2017/18 includes £1.002m for the direct award to Tower Hamlets GP Care Group for the provision of the NIS services.



This is a saving of £0.094m against the 2016/17 costs of the NIS Services.

It is proposed that future funding for the Public Health GP Enhanced Services for 2018/19 and 2019/2020 will be met within the Public Health Grant for both years.

## **5. LEGAL COMMENTS**

- 5.1 This report concerns a proposal for the Council to enter into a direct contract with Tower Hamlets GP Care Group Community Interest Company (GP Care Group) for the provision of Network Improvement Services which focus on preventative measures for substance misuse, sexual health and smoking cessation (NIS Services).
- 5.2 At paragraphs 3.22 and 3.23 of this report, it is suggested that the NIS Services are not capable of being procured and competition is not achievable in the ordinary sense given that:
- a) only local GPs have access to patient lists which directs service provision to residents in need and therefore, competition is not possible in the ordinary sense as other organisations cannot access or acquire the lists;
  - b) GPs would need to agree with each other as to which NIS Services they would each provide thereby creating unavoidable collusion casting doubt on principles such as transparency and fairness; and
  - c) alternative providers wishing to supply the NIS Services within a GP's practice (assuming the GPs and patients would agree to release of the patient lists and use of premises) could only be party to one tender which would effectively negate competition.
- 5.3 Regulation 32(2)(b) of the Public Contracts Regulations 2015 (Regulations) provides an exemption for competition in the scenario where 'services can only be supplied by a particular economic operator' where 'competition is absent for technical reasons, where no reasonable alternative or substitute exists'. This is predicated on the absence of competition not being the result of an artificial narrowing of the parameters of the procurement.
- 5.4 Similarly, the Council's procurement rules (Procedures), at paragraph 12.1(a) dictates that waivers to the Procedures may be applied where 'the nature of the market for the services to be provided has been investigated and has demonstrated that only a single source of supply is available, or it is clearly in the Council's best interests to do so'. It was noted by officers that the approach taken under European Law as identified in paragraph 5.3 significantly reduces the risk of an anti-competitive based challenge. The Council also has extensively explored the alternative options and in particular the potential for there to be alternative providers and concluded on a reasonable and evidence led basis that no reasonable alternative provider would be found in the event that a tender process was followed. This is because the nature of the service requires GP input in the main and a joint approach with the CCGs contractor (being the Forum) is likely to be the only cost effective mode of delivery. It is further noted that these circumstances

are not unique to the Council and that a substantial number of other Local Authorities have arrived at the same conclusion acting reasonably.

- 5.5 In the light of paragraphs 5.3 and 5.4 together with the preparatory steps taken, it could be demonstrated that the Council's intention is not to avoid procurement or narrow competition. As such, the Council is entitled to consider itself satisfied that 12.1(a) of the Council's Procedures together with the Regulations have been complied with in the circumstances.
- 5.6 It is noted that an alternative to directly contracting with the GP Care Group would be to enter into agreements with each of the local GPs within the borough. This alternative would not alter the considerations taken into account with respects the Regulations or the Council's Procedures. Also, it is likely to introduce contract management inefficiencies and detract from the overall Value For Money of the whole scheme. Therefore contracting directly with the GP Care Group is preferable given that it represents greater efficiencies in respect of resource, capacity and central administration. However, any contract entered into with the GP Care Group should contain robust contract management mechanisms to ensure that the arrangements for the NIS Services remain fit for purpose and Best Value is delivered.
- 5.7 The Council has power to enter into a contract for the GP Care Group to deliver the NIS Services which arises by virtue of section 111 of the Local Government Act 1972 whereby the Council may to 'do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions'. Under section 1 of the Localism Act 2011, the Council has the power 'to do anything that an individual may do' 'for the benefit of the authority, its area or persons resident or present in its area'. The Council may be satisfied that it has the enabling power(s) to enter into a contract for the NIS Services with GP Care Group.
- 5.8 The Council has an obligation as a best value authority under section 3 of the Local Government Act 1999 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." Compliance by the Council with its own Procedures and the Regulations should assist to satisfy these requirements. However, the Council would also need to be satisfied that entering into a contract with GP Care Group for the NIS Services would represent best value.
- 5.9 When considering its approach to contracting, 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 do not (the public sector equality duty). Officers are expected to continuously consider, at every stage, the way in which procurements conducted and contracts awarded satisfy the requirements of the public sector equality duty. This includes, where appropriate, completing an equality impact assessment which should be proportionate to the function in question and its potential impacts.

## **6. ONE TOWER HAMLETS CONSIDERATIONS**

- 6.1 Primary Care services are a core part of mainstream services. By providing Public Health services as part of primary care local residents are better integrated into local provision and reduces barrier to access.
- 6.2 The monitoring of the uptake of the NIS services in primary care against the nine protected characteristics will be enhanced with a single contract enabling better performance management and equity of access.

## **7. BEST VALUE (BV) IMPLICATIONS**

- 7.1 The Public Health NIS services are reviewed annually in partnership with the CCG and LMC. This review includes seeking increased efficiency, effectiveness and ensuring medical best practice is implemented.
- 7.2 Since the transfer of the Public Health responsibilities to the council in 2013 there has been a significant reduction in the cost of the NIS services and ongoing robust performance management. The changes proposed will further enhance the performance management of the services by having a single contract in place enabling centralisation of administration. Savings identified as part of the MTFs have been made against the NIS budgets and this contract value reflects the revision.

## **8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 8.1 Providing Public Health services from GPs reduces the amount of travel required by providing services locally and so contributes to a greener environment whilst reducing air pollution from travel.

## **9. RISK MANAGEMENT IMPLICATIONS**

- 9.1 There is currently no appropriate legal agreement or contract in place for these services leaving the Council exposed to risk. Placing a single contract with the GP Care Group will enable appropriate contractual arrangements to be put in place which will reduce risk and improve performance.
- 9.2 Many of these patients accessing the substance misuse service present with complex needs and a single contract will enable improved service safety through increased centralisation of administration.

## **10. CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 10.1 Effective early identification and treatment of patients by Primary Care for substance misuse issues will reduce crime and disorder by enabling opiate substitution therapy and recovery from addiction.

## **11. SAFEGUARDING IMPLICATIONS**

- 11.1 Within the sexual health and substance misuse enhanced services there are already clear requirements for GP practices to receive and maintain children and adult safeguarding training.
- 

### **Linked Reports, Appendices and Background Documents**

#### **Linked Report**

- NONE

#### **Appendices**


- NONE

#### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

- NONE

#### **Officer contact details for documents:**

N/A

<p><b>Cabinet</b></p> <p>4 April 2017</p>	 <p><b>TOWER HAMLETS</b></p>
<p><b>Report of:</b> Graham White, Acting Corporate Director of Governance</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Strategic Plan Delivery Plan 2016-19 – Year Two (2017-18)</b></p>	

<b>Lead Member</b>	John Biggs, Executive Mayor
<b>Originating Officer(s)</b>	Sharon Godman (Divisional Director, Strategy, Policy & Partnership) Afazul Hoque (Interim Service Manager, Strategy, Policy & Performance)
<b>Wards affected</b>	All wards
<b>Key Decision?</b>	Yes
<b>Community Plan Theme</b>	All

**Executive Summary**

This report presents the Delivery Plan for the Strategic Plan 2017-18 at appendix 2 for approval by the Mayor in Cabinet. It details how the Council's priorities and outcomes outlined in the Strategic Plan will be delivered over the next year in the context of national, regional and local challenges and opportunities.

**Recommendations:**

The Mayor in Cabinet is recommended to:

1. Note the revised Strategic Plan (appendix 1);
2. Review and agree the Delivery Plan (appendix 2)

## **1. REASONS FOR THE DECISIONS**

- 1.1 Cabinet in February 2017 agreed the Strategic Plan for 2017-18 which includes key priorities and outcomes the Council will focus on during the year. The Delivery Plan details the range of work the Council will undertake to achieve those priorities and outcomes.

## **2. ALTERNATIVE OPTIONS**

- 2.1 This is year two of a three year Strategic Plan previously agreed at Cabinet in April 2016. The Mayor in Cabinet may choose not to agree a Delivery Plan. This is not recommended as there would be significant planning and performance gap which will lead to uncertainty about how the priorities are being delivered.

## **3. DETAILS OF REPORT**

- 3.1 The Strategic Plan is a central part of the Council's Performance Management and Accountability Framework. The Plan is aligned with the Community Plan and the budget and sets out the priorities and outcomes as well as related corporate performance measures. The Strategic Plan was agreed by Cabinet in February 2017 and is arranged around three priority areas and a set of outcomes has been articulated as set out below:

Priority One: Creating opportunity by supporting aspiration and tackling poverty

Outcomes we want to achieve are:

- A dynamic local economy with high levels of growth that is shared by residents
- Residents in good quality and well-paid jobs
- Children get the best start in life and young people realise their potential
- People are healthy and independent for longer
- Gaps in inequality have reduced and diversity is embraced

Priority Two: Creating and maintaining one of the most vibrant and successful places in London

Outcomes we want to achieve are:

- An improved local environment
- Better quality homes for all
- People feel safe and places have less crime and anti-social behaviour
- Communities are engaged, resilient, and cohesive

Priority Three: Working smarter together as one team with our partners and community

- An enabling and efficient Council

### **Mayor's Priorities**

- 3.2 The Mayor's vision is for the Council is to become an excellent organisation with the ambition to achieve the best outcomes for local people. Within the context of the priorities identified in the Strategic Plan the Mayor has identified 4 areas for particular focus during 2017-18 and a summary of these are detailed below:
- i. **Cleaner Streets:** Local people want to live in places they are proud of and the Council will support better waste and refuse arrangements and an improved public realm in neighbourhoods. This includes a focus on cleanliness, better lighting, attractive open space and improved enforcement regime.
  - ii. **Safer Communities:** Crime and fear of crime continues to be a key concern for local people and the Council will do more to make people feel safe and secure in their homes and estates. The Council will develop a clear plan to tackle anti-social behaviour and work with partners and residents to address local concerns. A key focus will be on behaviour change working collaboratively to ensure a greater focus is on early intervention.
  - iii. **Greater Prosperity:** The Council will ensure local people share in the growth of the borough and can access jobs and other opportunities. The new Workpath service will offer tailored support for those that need it and further enhance our work on a comprehensive offer for young people post-16.
  - iv. **Quality of Life:** The Council will enable and support local people to access more cultural, community and leisure activities. The Council will review and refresh our approach to meet the demand for sport and exercise facilities and increase our capacity to deliver smaller capital projects which will enhance the quality of life and area people live in.
- 3.3 These priorities are reflected throughout the Delivery Plan and do not detract from the priorities identified in the Strategic Plan. A review of the key deliverables from 2016-17 has also been undertaken and engagement with Cabinet Members and Directors to agree the deliverables. The Delivery Plan also takes into account strategic programmes such as the Smarter Together and strategies developed last year to ensure their delivery have been incorporated. In particular a greater focus has been placed on ensuring the activities are more delivery focused.
- 3.4 The year 2 Strategic Plan and Delivery Plan has been designed to be a lot more public facing to ensure staff, local residents and our partners understand

our priorities over the coming year. Work has been undertaken with Council departments to ensure the Delivery Plan is more concise and outcomes focussed.

- 3.5 The Delivery Plan has been assessed against the borough's equality assessment to ensure that a focus on inequality is being addressed and those activities and deliverables are marked by an \*. This will be reflected in the Council's Single Equality Framework which will be reported to Cabinet in May 2017. Once the Delivery Plan is agreed, there will be a target-setting process for the strategic measures informed by the 2016/17 outturns.

#### **Business Planning Framework**

- 3.6 The Council is in the process of updating its performance management and accountability framework which will provide the structure to support the Council's transformation and enhance transparency and accountability. A new performance management system (Covalent) is being implemented which will support this work by enabling access to a range of management information in a visually compelling way which can be interrogated to support decision-making and drive improvement. It is envisaged that the system will be operational to coincide with Q1 2017/18 strategic monitoring.
- 3.7 Work is underway across Council departments to develop Directorate and Team Plans which will further detail how the priorities and activities will be delivered. This will then link to individual Performance and Development Review ensuring the 'golden thread' runs through from the Strategic Plan to individual work programme.

#### **4. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 4.1 The Strategic Plan (year two 2017/18) is a core planning document; this report sets out the Strategic Plan for 2016-19. The document provides a framework for allocating and directing financial resources to priorities for 2016-19.
- 4.2 In the event that, during the implementation of individual projects and schemes, financial implications arise outside the current budget provision, officers are obliged to seek the appropriate financial approval before further financial commitments are made. This report has no other financial implications.



## **5. LEGAL COMMENTS**

- 5.1 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 priorities are capable of being carried out lawfully and it will be for officers to ensure that this is the case.
- 5.2 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 a Strategic Plan, together with its 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.

## **6. ONE TOWER HAMLETS CONSIDERATIONS**

- 6.1 The Strategic Plan 2017-18 has been informed by the Borough Equality Assessment and subject to an equality analyses screening exercise. The Delivery Plan incorporates the Council’s Single Equality Framework equality objectives, ensuring that a focus on tackling inequality informs the strategic direction of the Council. This will enable the Council to demonstrate how it is meeting the requirements of the Public Sector Equality Duty to prepare and publish objectives which demonstrate how the organisation will eliminate discrimination, advance equality of opportunity, and foster good relations between different people.

## **7. BEST VALUE (BV) IMPLICATIONS**

- 7.1 Section 3 of the Local Government Act 1999 requires the Council as a best value authority 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 activities and measures in the Strategic Plan will be carefully monitored, helping to fulfil this obligation.

## **8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 8.1 The Strategic Plan includes a strategic objective relating to the creation of a better local environment, including a focus on recycling, parking and managing development pressure.

## **9. RISK MANAGEMENT IMPLICATIONS**

9.1 The Strategic Plan provides a 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.

## **10. CRIME AND DISORDER REDUCTION IMPLICATIONS**

10.1 The Strategic Plan includes a strategic objective relating to reducing crime and anti-social behaviour.

## **11. SAFEGUARDING IMPLICATIONS**

11.1 The Strategic Plan includes a focus on vulnerable residents. There are no specific safeguarding implications.

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### **Linked Reports, Appendices and Background Documents**

#### **Linked Report**

- NONE

#### **Appendices**

- Strategic Plan 2016-19 – Year 2 2017/18 (Appendix 1)
- Delivery Plan 2016-17 (Appendix 2)

#### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

- NONE

#### **Officer contact details for documents:**

Afazul Hoque, Interim Service Manager Strategy and Performance ext. 4636

# Tower Hamlets Strategic Plan 2016-19

Year 2- 2017-18

**A place of opportunity**

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# Foreword by Mayor John Biggs



Tower Hamlets is an inspirational and aspirational place - a great place to live, work, learn and play. Thousands of people are attracted to our borough because we are diverse, dynamic, modern and exciting with an enterprising global economy that

plays a crucial role in the London economy. I want the council to work with its partners to ensure Tower Hamlets promotes its unique location, maintains excellent connections and is able to respond to opportunity and challenge to get the best deal for residents. This is year two (2017 – 18) of the council's three year strategic plan, the overarching document that sets out what action will be taken in the year ahead. It is aligned to our budget and transformation programme over the next three years.

I want Tower Hamlets to be the most creative, vibrant and enterprising place in London where people have the opportunity to realise their ambition to improve and thrive. We are committed to making every neighbourhood in the borough a great place to live, with excellent public services and a high quality environment for all communities to enjoy. We want to build a more equal and socially just borough, in which the council supports vulnerable people to live with dignity and security, and in which our diverse communities are treated with respect.

Tower Hamlets Strategic Plan 2016-19 Year 2- 2017-18

We are ambitious for residents and want the council to play a bigger role in maximising access to jobs and training. Critically, we want growth to drive a reduction in inequality rather than making it worse. This borough has some pockets of entrenched deprivation where 87% of our older residents and 58% of children live in poverty. We must do more to ensure the residents have better outcomes. However, I recognise the council cannot do this on its own. It is only by working with residents, our partners and local businesses that we can unleash our borough's true potential, deliver excellent public services that are value for money, and attract the investment we need to shape our future and transform lives.

The council has been working hard to improve our services, and this has been recognised by the Secretary of State for Local Government with their intention to return full powers back to the council and the removal of the Commissioners. We will not let up on our progress and are setting up an Improvement Board to ensure we maintain our momentum and deliver the best possible services for local people. I am proud of our achievements over the last year, that includes delivering 1073 affordable homes and helping 994 residents into sustainable jobs. Last year I also had the pleasure of launching the Ethical Care Charter which seeks to improve home care services for vulnerable local people and the conditions for home care workers. We also established the Tower Hamlets Education Partnership to build on our excellent track record of improving attainment in schools by bringing together the diverse range of schools in the borough to continue working and learning

together. Nationally the council has been short listed and won numerous awards including those recognising the regeneration of the Ocean Estate, involving local people in adopting gardens and more recently the Council was highly commended for our work on delivering the Mental Health Accommodation Strategy.

I am committed to serve and represent our borough at a local, regional, and national level, and to ensure the provision of excellent quality services for local people, communities and businesses. I will provide and encourage an outward looking and transparent leadership for the borough, providing more opportunities for residents and partners to improve the borough and life of people and its communities.

However I am not complacent. Some of the decisions that need to be made will be difficult, especially at a time when many of our residents are experiencing hardship and need support in their daily lives. We must also listen to and learn from people's experience to ensure we meet the needs of all our communities – from the most articulate to the quietest voices. That is why I want the council to be open and transparent as it goes through change, ensuring you have the opportunity to get involved and have your say about the things that matter most to you. After all it is your borough and it's your future.

A handwritten signature in black ink, appearing to read 'John Biggs', written in a cursive style.

Mayor John Biggs

# Introduction



Tower Hamlets has a proud tradition of public service and we need to build on this at a time of significant transformation and improvement. Right now, the main driver of this change must be an absolute focus on being responsible for achieving the Mayor's

priorities and outcomes set out in this plan. The council has a critical role in making this happen through the services we provide, the money we spend and the people we employ.

To achieve this we need to listen to our residents and those that work for the council and encourage them to get involved to address the things that matter most. We need to work with partners and our community to enable the earliest self-help, prevention and intervention. To do this we should exploit new technology to deliver many of our services, so that people can access the council at any time in a variety of ways. Many people need to access multiple services from the council, but because of the way we are currently set up it can often feel like they are dealing with different organisations. We are still one of the highest spenders on public services, yet some of the outcomes for our residents do not match our investment and effort. This needs to change.

We have to achieve these changes at a time when we have less money combined with the fastest growing population in UK and increasing demand for many of our important services. Over the next three years the council will need to save £58 million. We can only achieve this difficult task by transforming the way we work and challenge ourselves to explore new ways of delivering for the residents of Tower Hamlets.

At my road shows I was told how proud our staff are to work for the council. This is a huge asset that staff combined with a widespread recognition of the need for changes to our culture and approach involving a strong emphasis on being more efficient makes for a promising future. So we will invest in the right skills, develop a culture that puts people at the heart of everything we do and enable residents and communities to do things for themselves.

The organisation needs to be more agile, enabling more staff to work flexibly, operating when and where needed most. We aspire to be an employer of choice achieving modern working practices that complement and facilitate our plans for improving access for customers and citizens. These will culminate in our move to the heart of the borough in our new Civic Centre in Whitechapel.

I am really proud of the council's achievements this year. I attended the hugely successful Boishakhi Mela, which attracted over 45,000 people. Victoria Park was, for the fourth time,

voted the nation's favourite park and again held the annual Fireworks attracting over 75,000 people. We have planned a three year budget, delivered not one but three successful elections and delivered all the actions in the Best Value Action Plan recognised by the Secretary of State with decision making powers given back to the council. We will continue with this journey through the Best Value Improvement Plan and deliver a wide range of activities to support our ambition to achieve excellence. I want to promote your achievements and am keen that we build on this in the year ahead.

Our updated strategic plan sets out the priorities and outcomes our Mayor and his administration have been elected to deliver. These are underpinned by our transformation programme, medium term financial strategy and drive to deliver better outcomes for local people. It is only by working smarter together with our partners and community will we make a difference for the people who live and work in Tower Hamlets.

**Will Tuckley, Chief Executive**

# About Tower Hamlets

Tower Hamlets is a dynamic and vibrant place to live, work, learn and play with diverse and creative communities, award winning parks and a successful world class economy. Below are some facts and figures. More information can be found at – [www.towerhamlets.gov.uk/lgnl/community\\_and\\_living/borough\\_statistics/borough\\_statistics.aspx](http://www.towerhamlets.gov.uk/lgnl/community_and_living/borough_statistics/borough_statistics.aspx)

## Population

- Resident population of **295,200**
- Fastest growing** population in the UK
- Predicted to increase to **365K** by **2026**
- 38% increase** in the last 10 years
- Half the population aged **20-39**
- Only **9%** aged **60+**
- 69%** belong to an ethnic minority
- Over **90** languages spoken

## Economy

- Canary Wharf** is second largest business district in the UK
- Just under **16,000** business units
- Borough's economy dominated by the **financial sector**
- Earnings for all workers in the borough is **Second highest** in London
- Residents on average earn **£36,429** per annum compared to the average earning for those working in Tower Hamlets which is **£46,100**

## Housing

- Significant changes in the types of **housing tenure** in the last 10 years
- 39%** of housing stock is private rented sector
- Highest level** of new dwelling growth in the UK
- Delivered highest number of **affordable homes** in the UK

## Education

- 63%** pupils achieve A\*-C levels for Maths/English
- Significant increase in working age residents with **qualifications**
- School population of **42K** set to increase by **25%** in **2025**

## Health & Wellbeing

- Over **200** open spaces with more than **100** parks
- 8 out of 10** residents report that their health is good or very good
- Average age a male starts to develop health problems is **54** compared to **64** nationally
- Average age a female starts to develop health problems is **56** compared to **64** nationally



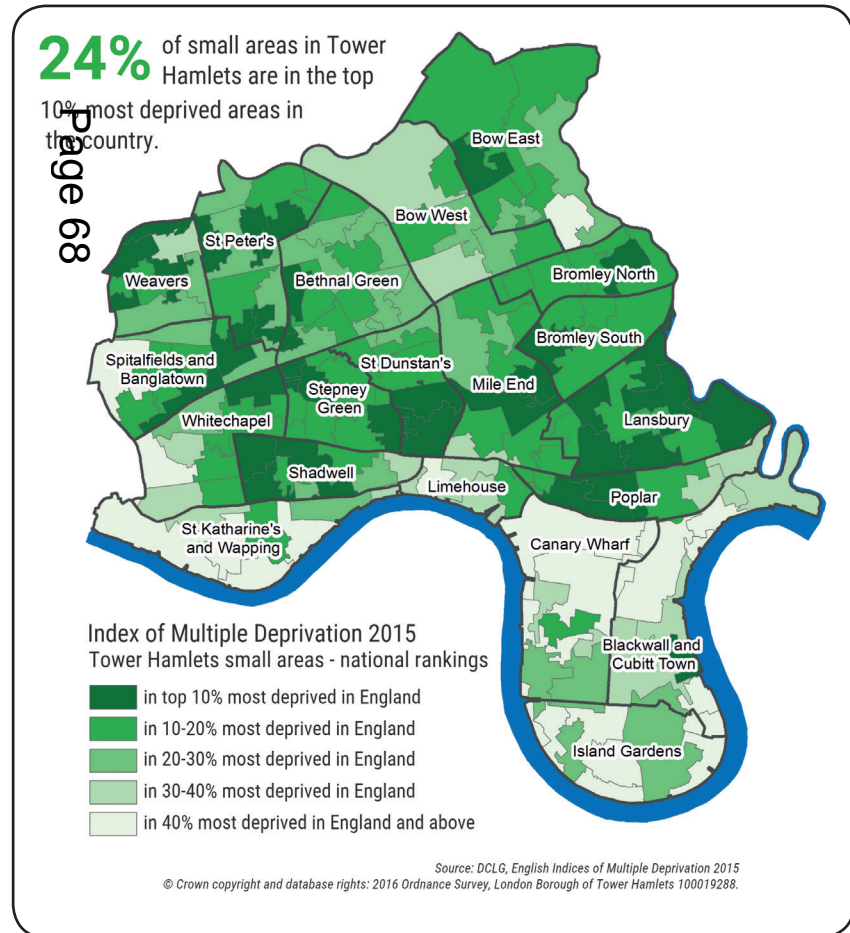


# Our challenges

Tower Hamlets economy and regeneration helped to deliver globally competitive job opportunities and an enhanced local environment whilst investment in education and skills has delivered successes in educational outcomes for children and young people and reduced unemployment. However the extent of poverty for children and older people remain stubborn long term challenges.

## Deprivation in Tower Hamlets

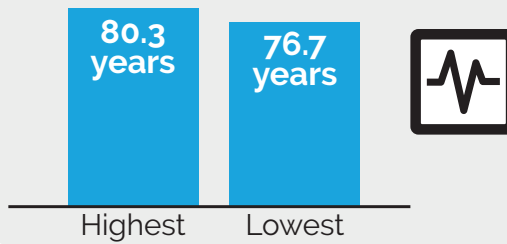
Some areas of the borough are more deprived than others. The Index of Multiple Deprivation provides a relative measure of deprivation for small areas across England, taking into account 7 different factors: income, employment, education, health, crime, housing and services, and living environment.



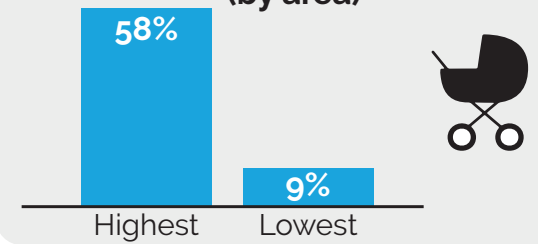
## Inequality in Tower Hamlets

The charts below provide an example of outcomes that vary between different parts of the borough.

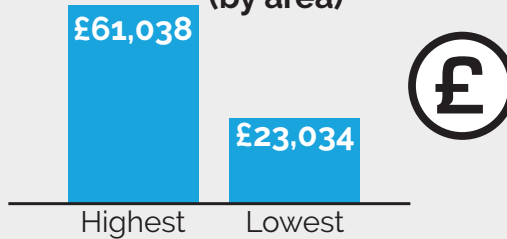
### Life expectancy at birth (by area)



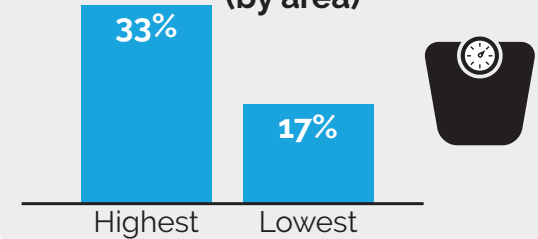
### % of children living in poverty (by area)



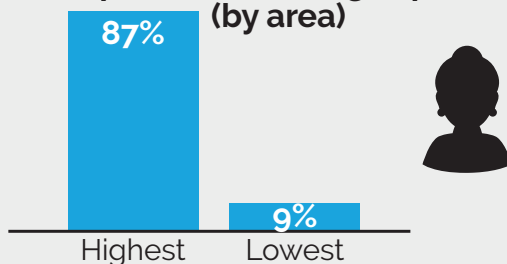
### Average household income (by area)



### % Year 6 pupils who are obese (by area)



### % of pensioners living in poverty (by area)



Note: Statistics given 'by area' are shown by Lower Super Output Area (LSOA).

Sources (listed from top and left to right): GLA, Life Expectancy at Birth and at Age 65 by Ward, 2010-2014; DCLG, English Indices of Multiple Deprivation 2015 (shown by LSOA); CACI, Equivalised Paycheck Directory 2015 (shown by LSOA); Public Health England, Prevalence of overweight and obesity by area of child residence (shown MSOA), 2012/13-2014/15; DCLG, English Indices of Multiple Deprivation 2015 (shown by LSOA)

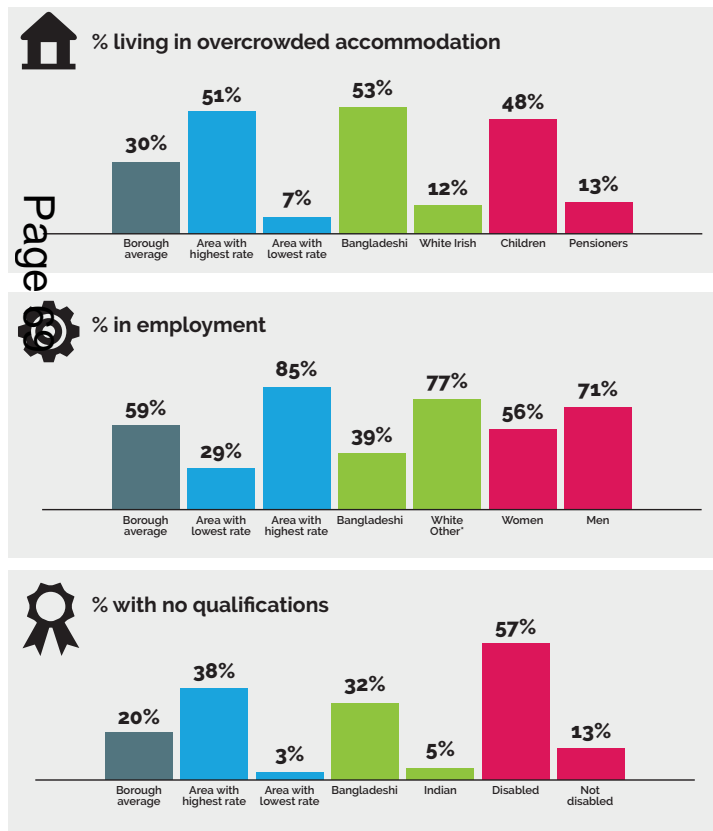


# Our challenges and residents' concerns

The differences in levels of income have also widened and people are facing increasing hardship and lower living standards affecting the poorest households but also many who are in work. We want to lessen the impact of disadvantage and promote greater opportunity and fairness through all the means available to us, whether it is through leadership, as a service provider, employer or purchaser in the local economy. Results from the residents' survey highlight a range of views about the challenges in their neighbourhoods as well as impacting on their lives. More information can be found – [www.towerhamlets.gov.uk/lgnl/community\\_and\\_living/borough\\_statistics/Annual\\_Residents\\_Survey.aspx](http://www.towerhamlets.gov.uk/lgnl/community_and_living/borough_statistics/Annual_Residents_Survey.aspx)

## Inequality experienced by different groups of residents in Tower Hamlets

The charts below provide an example of the differences between groups of people living in the borough.



\* The Census ethnicity classification includes four 'White' groups: 'White British', 'White Irish', 'White Gypsy/Traveller' and 'White Other'. The 'White Other' group is particularly diverse and includes residents from a mix of ethnic backgrounds (e.g. European, Australian, American). Sources: ONS Census 2011 Tables (in order they appear): LC3404EW (by LSOA), LC2404EWs, DC3404EW, LC6210EW (by LSOA), DC6201EW, DC6107EW, QS501EW (by LSOA), DC5209EWa, and LC5301EW.

## What our residents think

Results from the Annual Residents Survey 2016

### The council

**71%** are satisfied with the way the council runs things.  
**52%** feel the council is open and transparent about its activities.  
**72%** trust the council a great deal or a fair amount.

### Economy

**60%** says the council provides good value for the council tax they pay.  
**32%** say that affordable housing is among their top three personal concerns.  
**20%** say that a lack of jobs is among their top three personal concerns.

### Social

**87%** say people from different backgrounds get on well together in their local area.  
**51%** say that people using or dealing drugs is a very or fairly big problem.  
**39%** say that crime is one of their top personal concerns, making it the top concern of residents overall.

### Environment

**83%** are satisfied with their local area as a place to live.  
**48%** feel that rubbish/litter was a very or fairly big problem in their local area.  
**17%** say that traffic congestion is among their top three personal concerns.

# Our priorities and outcomes

Based on an understanding of the local community, their views and the opportunities and challenges facing the borough the council has identified its priorities and outcomes for 2017-18.

## Priority one: Creating opportunity by supporting aspiration and tackling poverty

We want to create opportunities for residents by supporting their aspiration and tackling poverty so that everyone can have the best start in life and is supported to achieve better outcomes for themselves, their family and community.

Supporting residents to benefit from the borough's strong economy is still a key challenge. Whilst the borough's employment rate continues to improve, it remains below the London average, particularly so for women and ethnic minority residents. Residents identify lack of jobs as one of their top three areas of concern. Our priority must be to actively support businesses to create and locate good-quality jobs in our borough; to ensure that our residents are equipped – through training, support and brokerage – to access those jobs; and in parallel to support the historic tendency of resident communities towards enterprise and business start-ups. At the same time as working intensively with long-term unemployed residents being hit by benefit cuts to get them into work, we will also need to focus on making our borough attractive to high-skilled companies – for example in tech or creative industries – that will provide the jobs for the growing number of our young people whether graduating from university or fresh from our schools and colleges. We will work with partners to address poverty in old age and critically tackle child poverty as it is at the root of many poor outcomes for children and young people and their families.

What outcome do we want to achieve	What action will we take	What will we measure
<p><b>A dynamic local economy, with high levels of growth that is shared by residents</b></p>	<ol style="list-style-type: none"> <li>1. Develop and deliver the Growth Strategy to create the right environment for sustained economic growth whilst harnessing the benefits for local residents and businesses</li> <li>2. Implement a programme of business support for Tower Hamlets businesses and entrepreneurs</li> <li>3. Create the right environment for business growth including delivering the Whitechapel Vision, securing the provision of appropriate workspace (including for scale-up businesses) and meeting the advanced IT infrastructure needs of business</li> <li>4. Work in partnership with skilled industries where the borough has existing or emerging clusters to understand their needs and accelerate their growth in order to boost the number of skilled jobs in the local economy</li> <li>5. Implement a High Streets and Town Centres Strategy</li> <li>6. Improve our ability to secure local employment through S106 agreements with developers building in our borough</li> </ol>	<ul style="list-style-type: none"> <li>● Rate of new business registrations</li> <li>● Number of businesses supported through council activities</li> </ul>

What outcome do we want to achieve	What action will we take	What will we measure
<b>Residents in good quality, well-paid jobs</b>	<ol style="list-style-type: none"> <li>1. Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs *</li> <li>2. Improve the quality and availability of skills training and ESOL provision, and better co-ordinate the provision of both third-sector and private sector employment support, including by moving from grant giving to commissioning for employment services</li> </ol>	<ul style="list-style-type: none"> <li>● Overall employment rate (gap between LBTH and London average)*</li> <li>● Job starts for Tower Hamlets residents supported by Employment and Skills Programmes</li> </ul>
<b>Children get the best start in life and young people realise their potential</b>	<ol style="list-style-type: none"> <li>1. Provide adequate early help for the most vulnerable children and families, with a strong focus on safeguarding</li> <li>2. Develop a sustainable offer of support to children with special educational needs</li> <li>3. Improve educational aspiration and attainment*</li> <li>4. Ensure better outcomes for looked after children and young people *</li> <li>5. Promote post-16 provision so that it is appropriate and inclusive for all students</li> <li>6. Support all young people to access enrichment and social activities</li> </ol>	<ul style="list-style-type: none"> <li>● Excess weight in 4-5 year olds</li> <li>● Number of Adoptions and Special Guardianship Orders granted</li> <li>● Average number of days between a child entering care and moving in with his/her adoptive family</li> <li>● % Looked After Children in same placement for 2 years or more</li> <li>● EYFS Early Years Achievement – proportion of children achieving a good level of development*</li> <li>● Educational attainment of looked after children at KS2 and KS4</li> <li>● Key Stage 2 - Percentage of pupils achieving the national standard</li> <li>● Key Stage 4 (GCSE) - Attainment 8 and Progress 8 measures*</li> <li>● Key Stage 5 average grade: Academic qualifications and vocational qualification*</li> <li>● Percentage of pupils who think that they will go to university or higher education in the future (primary and secondary)</li> <li>● Proportion of young people not in education, employment or training (NEET)*</li> </ul>

What outcome do we want to achieve	What action will we take	What will we measure
<p><b>People are healthy and independent for longer</b></p>	<ol style="list-style-type: none"> <li>1. Create a healthier place*</li> <li>2. Develop an integrated health and social care system*</li> <li>3. Support communities to drive change in health and wellbeing</li> <li>4. Increase the independence and resilience of our communities</li> <li>5. Tackle health-related employment issues*</li> <li>6. Keep vulnerable adults safe, minimising harm and neglect*</li> <li>7. Improve participation in sport, and other health promoting activities, at a community level</li> </ol>	<ul style="list-style-type: none"> <li>● Adult Social Care carer satisfaction*</li> <li>● % of adult care users who say care and support services help them have control over their daily life</li> <li>● Proportion of people over 65 receiving long term support, per 100,000 population*</li> <li>● Smoking cessation (4 week quit rate per 100,000 population)</li> <li>● Self-reported happiness (sense of wellbeing)</li> <li>● Non-elective hospital admission rates</li> <li>● Number of people with mental health problems in employment*</li> </ul>
<p><b>Gaps in inequality have been reduced and diversity is embraced</b></p>	<ol style="list-style-type: none"> <li>1. Mitigate the impact of welfare reform on our most vulnerable residents *</li> <li>2. Support more women and black and minority ethnic and disabled residents into employment*</li> <li>3. Improve children's weight and nutrition *</li> <li>4. Respect, value and celebrate our cultural history and diversity</li> </ol>	<ul style="list-style-type: none"> <li>● Employment gap for women and BME</li> <li>● Attainment gap for White British Children</li> <li>● Workforce diversity of senior managers (London benchmark position)</li> </ul>

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## Priority two: Creating and maintaining a vibrant and successful place

We want to create a place that allows people to prosper, live safely and lead a healthier life. Housing continues to be a challenge for us with nearly 20,000 households on the Common Housing Register and over 50% in high priority need. Despite our strong track record of building large number of affordable homes for local people the continuous growing population, low income levels for many households and high house prices makes this an on-going priority for us as good housing has impact on many other issues such as health and education. Through the development of our local plan we will seek to address the infrastructure needs of a growing population including school places, parks, leisure facilities and transport are in place so communities are sustainable and cohesive.

What outcome do we want to achieve	What action will we take	What will we measure
<b>An improved local environment</b>	<ol style="list-style-type: none"> <li>1. Ensure that the borough is clean to the highest possible standards</li> <li>2. Improve waste management and recycling performance</li> <li>3. Reduce the impacts of traffic on our residents, making our borough one of the best in London to walk or cycle in and building a sustainable approach to road use and parking policy</li> <li>4. Manage development pressure through the preparation of a new Local Plan and provide effective local infrastructure, services and facilities</li> <li>5. Improve air quality and enhance the environmental sustainability of the borough; reduce carbon emissions, enhance biodiversity and alleviate fuel poverty</li> </ol>	<ul style="list-style-type: none"> <li>● Overall satisfaction with the area as a place to live</li> <li>● Levels of street and environmental cleanliness: litter / detritus / graffiti / fly-posting</li> <li>● Proportion of household waste sent for reuse, recycling and composting</li> <li>● Proportion of residents who rate parks and open spaces as good, very good or excellent</li> <li>● Improved air quality</li> </ul>
<b>People feel safe and places have less crime and anti-social behaviour</b>	<ol style="list-style-type: none"> <li>6. Work with our partners to target resources to reduce crime *</li> <li>7. Step up activity to tackle anti-social behaviour 24/7</li> <li>8. Reduce the prevalence of illegal activity in relation to the sex industry *</li> </ol>	<ul style="list-style-type: none"> <li>● Total Notifiable Offences / Borough crime reduction*</li> <li>● Extent to which residents feel the police and other local services are successfully dealing with ASB*</li> <li>● Local Concern about ASB and Crime*</li> <li>● Proven re-offending by young people - % of cohort that reoffends</li> </ul>

## What outcome do we want to achieve

## What action will we take

## What will we measure

### Better quality homes for all

1. Increase the availability of good quality housing, including family-sized homes, across all tenures \*
2. Maintain and improve the quality of council housing stock and housing management services
3. Improve the quality of privately rented stock in the borough
4. Improve the quality and management of Registered Provider stock in the borough
5. Tackle homelessness, including through improved prevention and a reduction in families in temporary accommodation\*

- Number of affordable homes delivered\*
- Number of social / affordable rented housing completions for family housing\*
- Number of affordable units provided as wheelchair accessible or adaptable (10% of affordable homes delivered)\*
- Proportion of non-Decent Homes\*
- Number of households who considered themselves homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation\*
- Number of households living in temporary accommodation\*
- Number of homeless families in B&B for more than 6 weeks\*
- Number of lets to overcrowded households\*

### Communities are engaged, resilient and cohesive

1. Engage and communicate effectively with residents
2. Establish a new collaborative relationship with the voluntary and community sector to deliver priority outcomes and build strong communities
3. Co-produce services with residents
4. Promote community cohesion, bringing different parts of the community together, tackling divisions and encouraging positive relationships \*
5. Work together with partners and communities to tackle the threat of radicalisation and extremism.
6. Deliver an effective and broad leisure, cultural and learning offer that reaches people living and working in the borough.

- Council involves residents in decision making\*
- Residents feel able to influence decisions in their local community\*
- Council listens to concerns of residents\*
- Proportion of people from different backgrounds who get on well together\*
- Proportion of users who rate libraries/Idea Stores as good, very good or excellent



## Priority three: Working smarter together as one team with our partners and community

We want to be a council that is continuously improving and is enabling and efficient for the communities we serve. To achieve this we recognise the need to make fundamental changes to our relationship with our residents and partners and in the way we are organised and operate. In the future the council will be different to meet the increasing demand at a time of financial constraint. We will redesign our services around our customers' needs, consolidating and simplifying the way we do things. We will root out duplication to reduce cost and complexity so that we focus on the things that matter to our residents and work with our partners from all sectors to deliver. We will work with partners and our community to provide the earliest self-help, prevention and intervention exploiting new technology to deliver many of our services, so that people access the council in a variety of ways and at any time. We will use our buying power to commission services that get the best outcomes for our resident, provide greater social value to the borough and are value for money as well as where possible explore service integration with our partners. Tower Hamlets staff are proud to work for the council and we will invest in the skills needed so that they can operate effectively developing a culture that puts people at the heart of everything we do. Staff will be encouraged to be agile, work more flexibly, so they can operate when and where they need to, establishing a modern working environment based in Whitechapel.

What outcome do we want to achieve	What action will we take	What will we measure
<p><b>An enabling and efficient council</b></p> <p>Page 75</p>	<ol style="list-style-type: none"> <li>1. Make best use of council resources through effective procurement and commissioning exploiting greater value for money and use of assets and maximising income from local growth</li> <li>2. Support an organisational culture based on transparency, trust and effective relationships</li> <li>3. Deliver the Smarter Together transformation programme to ensure effective and responsive front line services and efficient cost-effective support services, enabled by ICT and a new Civic Centre</li> <li>4. Deliver the One HR Plan*</li> <li>5. Re-invigorate our partnership relationships nurturing an outward looking culture, by asserting our place and relationships in London.</li> <li>6. Deliver an effective communication plan</li> </ol>	<ul style="list-style-type: none"> <li>● Staff engagement measures (visibility of senior managers and pride in workplace)</li> <li>● Channel Shift measure – percentage of contact transactions dealt with online</li> <li>● Customer access overall satisfaction</li> <li>● Number of working days / shifts lost to sickness absence per employee</li> <li>● Proportion of residents agreeing that the council is doing a good job</li> <li>● Percentage of non-domestic rates collected in line with budgeted collection</li> <li>● Percentage of council tax collected in line with budgeted collection</li> </ul>

Those activities marked with an \* are also priority activities within the council's Single Equality Framework

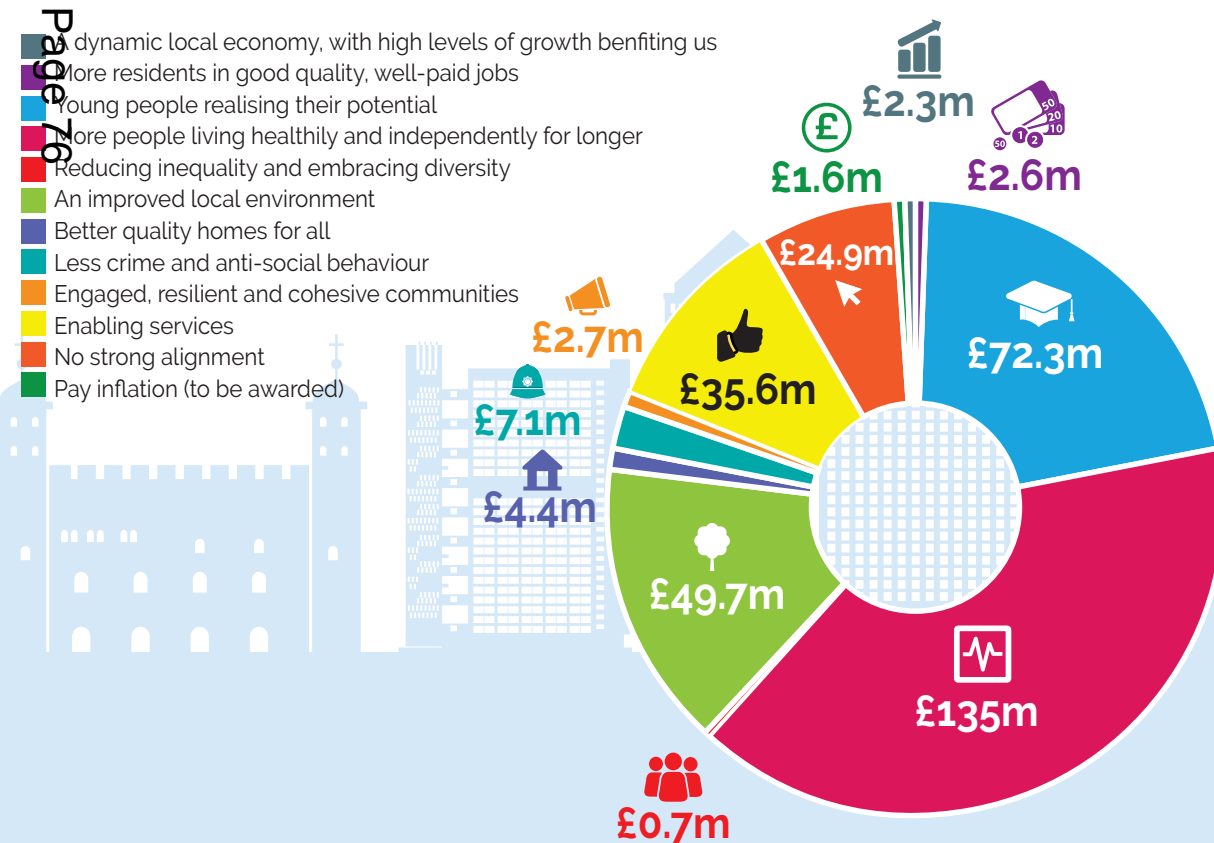


# Our budget

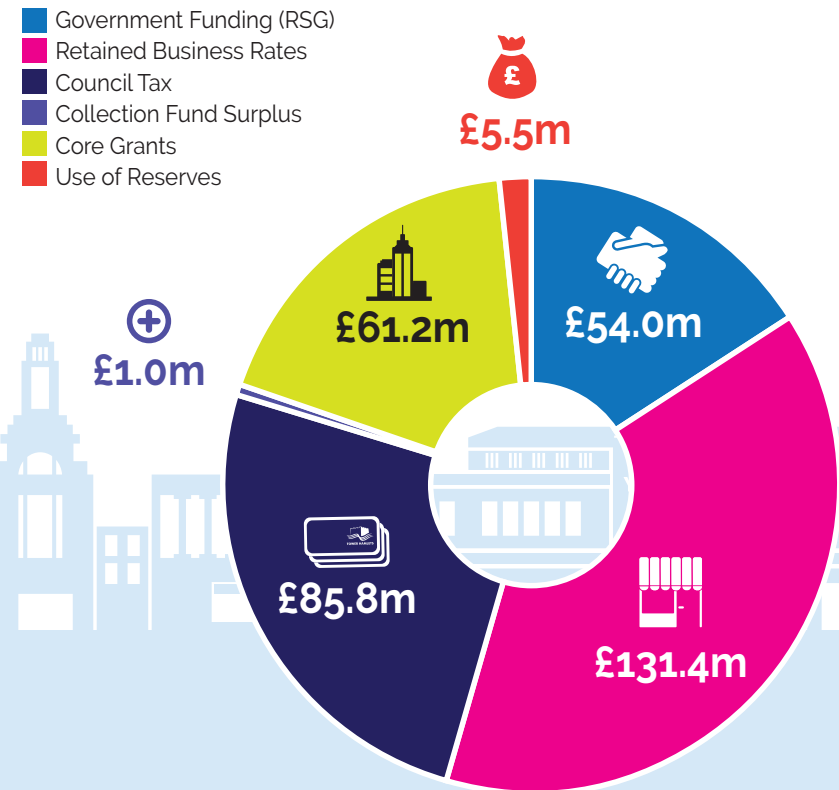
The council's overall budget is just over £1.21 billion which includes the Dedicated Schools Grants and Housing Revenue Account. The council has adopted an Outcome Based Budgeting (OBB) approach to help deliver the longer term transformational changes required to meet the savings target of £58m over the next three years. The council's new Medium Term Financial Strategy (MTFS) 2017-20 seeks to reflect OBB principles, delivering the council's priority outcomes as set out in this plan, while making savings through planned budget reductions rather than cutting costs on a service by service basis. More information on the council's budget can be found on [http://www.towerhamlets.gov.uk/lgnl/council\\_and\\_democracy/council\\_budgets\\_and\\_spending/Tower\\_Hamlets\\_Council\\_Efficiency\\_Plan\\_2016\\_20.aspx](http://www.towerhamlets.gov.uk/lgnl/council_and_democracy/council_budgets_and_spending/Tower_Hamlets_Council_Efficiency_Plan_2016_20.aspx)

## General Fund Revenue Budget 2017/18

Revenue Budget Spend: A breakdown of budget spend according to outcome areas.



This is where our £338.9m revenue funding comes from.





# Capital Programme Budget 2017/18

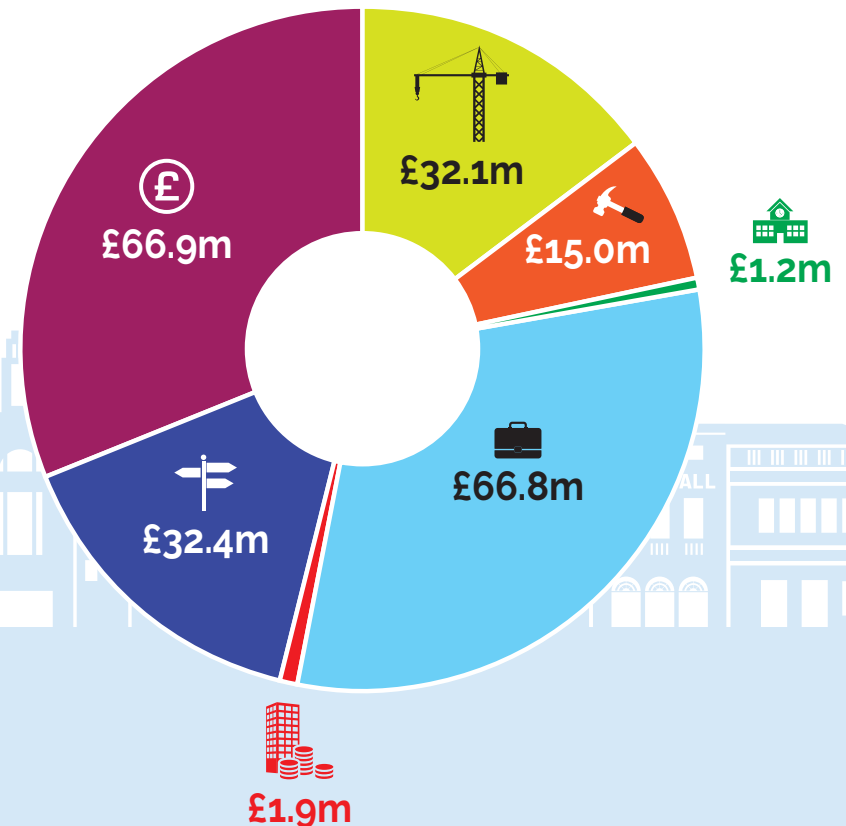
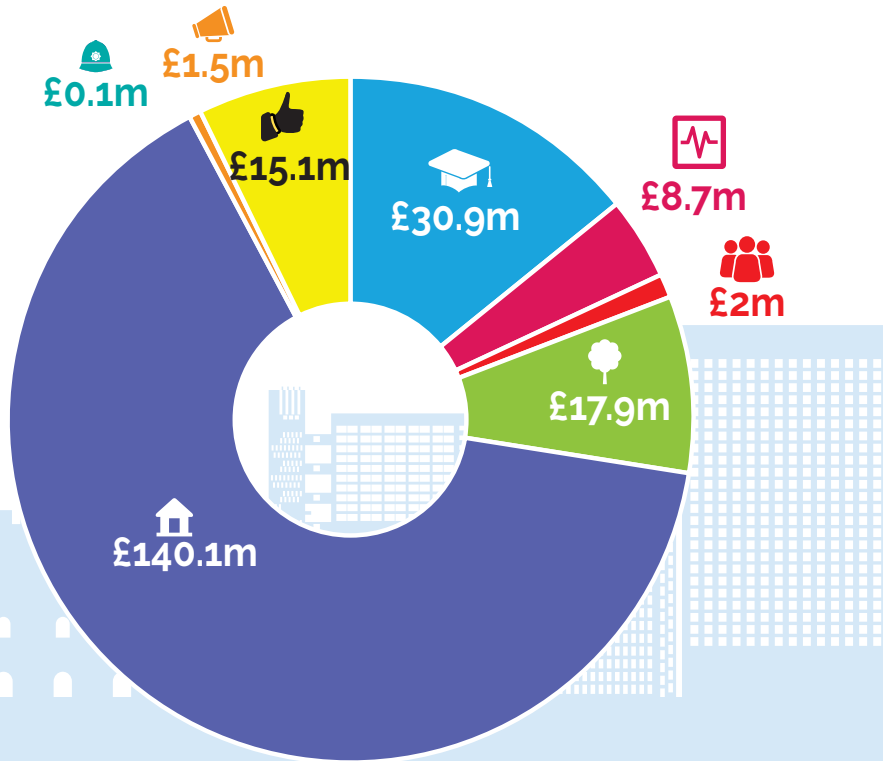
Capital Budget Spend: A breakdown of budget spend according to outcome areas.

This is where our £216.3m capital funding comes from.

- Young people realising their potential
- More people living healthily and independently for longer
- Reducing inequality and embracing diversity
- An improved local environment
- Better quality homes for all
- Less crime and anti-social behaviour
- Engaged, resilient and cohesive communities
- Enabling services

- Capital Grants
- Major Repairs Allowance
- Schools Contribution
- Capital Receipts
- Prudential Borrowing
- S106/Community Infrastructure Levy
- Revenue

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# Tower Hamlets achievements 2016-17 (Provisional data for period 1st Apr 16 - 28 Feb 17)


Dealt with **3,174** planning applications with 26 housing schemes and 10 offices approved and received **£17.9m** in Community Infrastructure Levy and **£17m** received in S106 payments which funded total of 19 projects



**10,000** children visited **children's centre**



**4,000** residents received **long term support**



Recycled **27.6%** of **household waste**



Facilitated **19 clean-up** days involving **199 residents**



**255,302** people attended 198 **community events**



Assisted **229** residents into apprenticeships, **35** of which were employed by the Council.



Provided **4,800,000** number of **free school meals**



**1,148,938** visits to the **leisure centres**



Cleaned over **6,980** kilometres of **streets** every week



**2,178** households found temporary **accommodation**



Financially supported **205 projects** with **£3.57m** in community grants, **£375,684** to **77 projects** that support art and sports and **£124,540** to **12 projects** to improve community relations



**6,500** children attended **holiday childcare scheme**



**1,882,826** visits to the idea stores



**90,000** meals provided to **older residents**



**1,342** **food safety** inspections carried out



**1,789** Fixed Penalty Notice for **littering** and other street offences



**2,488,731** people visited the council's website



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or email [communications@towerhamlets.gov.uk](mailto:communications@towerhamlets.gov.uk)

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<b>Priority Outcome 1: Creating opportunity by supporting aspiration and tackling poverty</b>		
1.1 A dynamic local economy, with high levels of growth that is shared by residents		
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
1. Develop and deliver the Growth Strategy to create the right environment for sustained economic growth whilst harnessing the benefits for local residents and businesses	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic Development	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Through the Regulation 19 Submission Version of the Local Plan, confirm growth areas, site allocations and supporting infrastructure needs along with additional housing numbers for the borough and strategic employment planning policies which aim to deliver 125,000 jobs over the next 15 years.	Owen Whalley (PLACE)	31/07/17
Develop a Growth Strategy in collaboration with local partners, businesses and residents	Andy Scott, Mark Baigent, Ann Sutcliffe, Owen Whalley (PLACE)	31/12/17
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
2. Implement a programme of business support for Tower Hamlets businesses and entrepreneurs	Cabinet Member for Work and Economic Growth	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
156 pre start entrepreneurs benefit from training programme (78 by 30/09/17) and 40 enterprises created (20 by 30/09/17)	Andy Scott (PLACE)	31/03/18
160 businesses assisted to improve their retail and marketing performance (80 by 30/09/17)	Andy Scott (PLACE)	31/03/18
Deliver phase 1 of the 'Action for New Enterprise Programme' to support new start ups and growing businesses	Andy Scott (PLACE)	31/03/18
Increase awareness of potential increase in cost of business rates particularly around small business rate relief and deliver a work programme to support uptake of reliefs through annual billing and visits to business premises by rates inspectors to promote availability of reliefs	Roger Jones (RES)	30/06/17

<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
3. Create the right environment for business growth including delivering the Whitechapel Vision, securing the provision of appropriate workspace (including for scale-up businesses) and meeting the advanced IT infrastructure needs of business	Executive Mayor, Cabinet Member for Work and Economic Growth	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Deliver high priority public realm projects which include the enhanced hoardings (RLH/Barts) and the 'meanwhile' community garden projects	Owen Whalley (PLACE)	31/03/18
Implement the Town Centre Improvement Plan and Retail Vision by prioritising projects and initiating delivery of two highest priorities	Owen Whalley (PLACE)	31/03/18
Define and deliver a programme of active retail and workspace projects using developer delivery, and GLA / Council funding to provide more affordable flexible workspace for local business which will support economic growth	Owen Whalley (PLACE)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
4. Work in partnership with skilled industries where the borough has existing or emerging clusters to understand their needs and accelerate their growth in order to boost the number of skilled jobs in the local economy	Executive Mayor, Cabinet Member for Work and Economic Growth	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Develop actions plans with 4 skilled industries to boost the growth of those sectors in the borough.	Andy Scott (PLACE)	30/06/17
Promote the growth of Life Science activities, highlighting the benefits and opportunities available for researchers and businesses	Owen Whalley, Andy Scott (PLACE)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
5. Implement a High Street and Town Centres Strategy	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic Development	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Develop a Town Centre Strategy working group to develop a set of priorities and oversee a range of capital works and activities to increase footfall.	Andy Scott (PLACE)	30/06/17
Launch consultation on Article 4 Direction Phase 1: Protecting the Permitted development Rights areas in Canary wharf and the City Fringe Central Activities Zone (CAZ)	Owen Whalley (PLACE)	30/10/17
Launch Consultation on Article 4 Direction Phase 2: Protecting the Permitted development Rights areas in all other Town centre locations	Owen Whalley (PLACE)	31/03/18

<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
6. Improve our ability to secure local employment through S106 agreements with developers building in our borough*	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic Development	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Audit the number of apprenticeships and jobs secured by the Council through it's procurement and planning processes	Andy Scott (PLACE)	30/06/17
Deliver Economic Benefits Audit plan recommendations and evaluate progress	Andy Scott (PLACE)	31/03/18
Deliver construction training provision in site and trades areas; to match demand for skills from construction supply chain contractors.*	Andy Scott (PLACE)	31/03/18
1.2 Residents in good-quality, well-paid jobs		
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
1. Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs *	Cabinet Member for Work and Economic Growth / Deputy Mayor Education and Children's Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Launch Mayor's apprenticeship fund and deliver 360 new apprenticeship opportunities (year1)*	Andy Scott (PLACE)	31/03/18
Help young people gain work experience by disseminating labour market information to pupils, parents and school staff*	Christine McInnes (CS) / Andy Scott (PLACE)	30/09/17
Support 4000 residents to upskill including basic skills, in order to access the pathway to work*	Andy Scott (PLACE)	31/03/18
Support 1000 job starts through IES 'WORKPATH'	Andy Scott (PLACE)	31/03/18
Agree action plan to identify and secure proposed shop front delivery sites to increase resident access to employment and training provisions*	Andy Scott (PLACE)	31/12/18
Develop an enhanced offer of support that will enable more young people leaving care into education and employment. Explore the possibility of establishing a Leaving Care Employment Panel to plan and coordinate our offer*	Nasima Patel (CS) / Andy Scott (PLACE)	31/12/17

Activity	Lead Member	Deadline
2. Improve the quality and availability of skills training and ESOL provision, and better co-ordinate the provision of both third-sector and private sector employment support, including by moving from grant giving to commissioning for employment services*	Cabinet Member for Culture, Cabinet Member for Work and Economic Growth	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Provide a construction based ESOL programme to 30 - 50 trainees in partnership with Integrated Employment Service*	Judith St John (CS)	31/03/18
Deliver a targeted ESOL programme for 50 women not currently engaged in learning or training in partnership with the London North and East ESF Consortium*	Judith St John (CS)	31/03/18
Implement ESOL and basic skills provision in partnership with Ideas Store Learning, tailored to residents wishing to achieve employment*	Andy Scott (PLACE)	30/09/17
1.3. Children get the best start in life and young people realise their potential		
Activity	Lead Member	Deadline
1. Provide adequate early help for the most vulnerable children and families, with a strong focus on safeguarding*	Deputy Mayor Education and Children's Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Improve participation and attendance at children centres, especially amongst hard to reach parents and their families, by utilising live birth registry data and setting up local data sharing protocols.*	Christine McInnes (CS) / Esther Trenchard Mabere (HAC)	30/09/17
Deliver a programme of universal family support for families with children under the age of 5, that targets those that are identified as in priority need, piloted in at least 2 children's centres*	Christine McInnes (CS) Esther Trenchard Mabere (HAC)	30/09/17
Improve social care front door that has a clear early help offer for those families below the statutory threshold. Ensure families are signposted, through increased referral, to the early help hub and children centres*	Nasima Patel, Christine McInnes (CS)	30/09/17
Develop an 'Early Help' offer of support and interventions by bringing together a range of services for families most in need eg. domestic abuse, early neglect etc.*	Christine McInnes (CS)	31/12/18
Develop a Social Impact Bond that will deliver therapeutic interventions and support adolescents on the edge of the care to remain with their families*	Nasima Patel (CS)	31/12/17



<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
2. Develop a sustainable offer of support to children with special educational needs*	Deputy Mayor Education and Children's Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Implement recommendations arising from SEND review to develop a sustainable and high quality SEND provision within a context of rising demand.*	Christine McInnes (CS)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
3. Improve educational aspiration and attainment*	Deputy Mayor Education and Children's Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Through the Tower Hamlets Education Partnership provide targeted support/intervention to schools based on high quality data and good practice.*	Christine McInnes (CS)	30/09/17
Deliver a range of activities to support all children and young people to reach their full potential and overcome specific barriers to achieve their aspirations eg. introducing a post-16 progression award, improving white UK male GCSE achievement, and reducing the number of young people who are NEET.*	Christine McInnes (CS)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
4. Ensure better outcomes for looked after children and young people *	Deputy Mayor Education and Children's Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Redevelop the Norman Grove site in order to re-provide the existing children's home and deliver new housing*	Ann Sutcliffe (PLACE)	TBC
Support more Looked After Children and foster carers through individual bespoke packages and CAMHS interventions*	Nasima Patel (CS)	30/09/17
Ensure health care plans and passports are in place for all Care Leavers*	Nasima Patel (CS)	31/12/17
Review commissioning arrangements for children and young people in out of borough residential care to ensure that they receive the same service as young people placed locally. Improve access to health services, education, advocacy and therapeutic service.*	Nasima Patel (CS)	31/03/18
Improve educational attainment of Looked After Children through better joint working with partners, improving communications channels and changing systems and processes.*	Christine McInnes (CS)	31/03/18

Children and young people are fully involved in their care planning through LAC review process and participation work. Ensure the rights of children looked after are respected and their views and wishes are heard and acted upon by decision-makers *	Nasima Patel (CS)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
5. Promote post-16 provision so that it is appropriate and inclusive for all students*	Deputy Mayor Education and Children's Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Provide parents with information about aspirational progression routes for young people leaving school, college or university including vocational routes*	Christine McInnes (CS)	30/09/17
Support schools to develop academic literacy, by providing one to one tuition for students and support teachers which schools can access*	Christine McInnes (CS)	31/12/17
Support schools to ensure our most able students have an appropriate range of options when leaving school or college. Disseminate floor targets for 18 year olds widely*	Christine McInnes (CS)	31/12/17
Support vulnerable young people to move into education, training and work so they can reach their full potential and become active and responsible citizens.*	Debbie Jones (CS)	31/03/18
Utilise local mapping of Post-16 education to inform future development of post-16 provision*	Christine McInnes (CS)	31/03/18
Launch a 14-19 Partnership to help address unevenness of post-16 provision by developing clear alternatives in line with Level 2 and Level 3 vocational courses that are being introduced as part of the post-Wolf review.*	Christine McInnes (CS)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
6. Support all young people to access enrichment and social activities*	Deputy Mayor Education and Children's Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Transform and redesign the youth service to support the desired outcomes and create a responsive service.*	Debbie Jones (CS)	30/06/17
Undertake annual Summer consultation with young people about the youth service offer.*	Debbie Jones (CS)	30/09/17
Support young people aged 12-19 (and up to 25 if they have a learning disability) to access centre based, universal and targeted youth activities focusing on their learning, personal and social development and ensuring equality of access and safety and wellbeing of young people.*	Debbie Jones (CS)	31/03/18
Develop an outcomes framework that measures young people's progress, evaluates services and benchmarks LBTH performance against other London boroughs demonstrating achievement of the vision to be the best youth service in London.*	Debbie Jones (CS)	31/03/18

1.4 People are healthy and independent for longer		
Activity	Lead Member	Deadline
1. Create a healthier place*	Cabinet Member for Health and Adult Services	31/03/18
Our key deliverables	Lead Officer	Deadline
Expand the Food for Health Award Scheme - ensuring that food business operators offer a broad range on healthier options*	Roy Ormsby (Place)	31/03/18
Identify three areas in the borough where there is particular need to improve the physical environment (e.g. lack of green space, population growth) and engage with residents and local organisations on priorities for improvement to benefit health and wellbeing*	Somen Banerjee (HAC) / Judith St. John (HAC)	31/03/18
Integrate health impact assessment into planning and policy*	Somen Banerjee (HAC) / Owen Whalley (PLACE)	31/03/18
Activity	Lead Member	Deadline
2. Develop an integrated health and social care system*	Cabinet Member for Health and Adult Services	31/03/18
Our key deliverables	Lead Officer	Deadline
Develop a plan for a fully integrated system by 2020*	Denise Radley (HAC)	31/03/18
Develop stronger partnership and planning arrangements, centred on Tower Hamlets Together and the Joint Commissioning Executive*	Denise Radley (HAC)	31/03/18
Activity	Lead Member	Deadline
3. Support communities to drive change in health and wellbeing*	Cabinet Member for Health and Adult Services	31/03/18
Our key deliverables	Lead Officer	Deadline
Develop and Implement a 'Health Creation' programme with residents to identify issues impacting on health and wellbeing, and develop and lead new ways to improve health and wellbeing locally*	Somen Banerjee (HAC)	31/03/18
Develop and Implement a 'Health Creation' programme across the partnership to promote a culture in organisations that empowers people to be in control and informed about how to improve their health*	Somen Banerjee (HAC)	31/03/18
Connect the residents with the priorities of the Health and Wellbeing Board by holding four engagement events undertaking a social media campaign*	Somen Banerjee (HAC)	31/03/18

Increase co-production of strategies, plans and services with residents, service users and carers, in particular the Ageing Well, Learning Disability strategies and the carers' charter and services being commissioned in 2017*	Denise Radley (HAC)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
4. Increase the independence and resilience of our communities *	Cabinet Member for Health and Adult Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Increase the proportion of adult social care users receiving community-based support by implementing the Practice Framework, Transforming Care Programme, Ageing Well Strategy (including tackling loneliness and isolation) and Learning Disability Strategy*	Luke Addams (HAC)	31/03/18
Implement the Carers Dignity Charter and increase public and professional awareness of carers through training and awareness-raising activity*	Luke Addams (HAC)	31/03/18
Increase levels of control over care and support by promoting direct payments to adult social care users*	Luke Addams (HAC)	31/03/18
Integrate equipment, adaptations, Telecare and assistive technology into a holistic single approach*	Luke Addams (HAC)	30/09/17
Reduce the proportion of the population who need a long term care package from adult social care through commissioning preventative services and embedding the Practice Framework*	Karen Sugars (HAC)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
5. Tackle health-related employment issues*	Cabinet Member for Health and Adult Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Strengthen the integration between health and employment services by using 'social prescribing' as a lever to improve links and shape an effective local delivery of DWP's Work and Health programme.*	Somen Banerjee (HAC) / Andy Scott (Place)	31/03/18
Deliver on a set of project actions to achieve the London Healthy Workplace Charter 'Achievement' Status that will have positive health & work benefits for staff*	Somen Banerjee (HAC) / Gill Forward (RES)	31/03/18
Increase the proportion of adults with a learning disability or mental health issue in employment by delivering a pre-apprenticeship programme of paid work experience*	Luke Addams (HAC) / Karen Sugars (HAC) / Stuart Young (RES)	31/03/18
Tackle mental health stigma by increasing the number of employers taking up the Time to Change pledge*	Somen Banerjee (HAC)	31/03/18

<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
6. Keep vulnerable adults safe, minimising harm and neglect*	Cabinet Member for Health and Adult Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Increase the participation of local communities and adult social care users in all aspects of safeguarding*	Luke Addams (HAC)	31/03/18
Improve access to safeguarding awareness training for voluntary sector and Directorate staff*	Luke Addams (HAC)	31/03/18
Implement action plans arising from Safeguarding Adult Reviews*	Luke Addams (HAC)	31/03/18
Increase compliance with pan-London safeguarding procedure timescales	Luke Addams (HAC)	30/09/17
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
7. Improve participation in sport, and other health promoting activities, at a community level*	Cabinet Member for Environment	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Improve access to Haileybury Youth Centre sports facilities for local people	Ann Sutcliffe (PLACE)	30/09/17
Deliver a summer programme of events for young people*	Judith St John (CS) / Claire Belgarde (CS)	31/08/17
Replace AstroTurf at Mile End leisure centre	Judith St John (CS)	31/08/17
Introduce at least 3 new Duke of Edinburgh Award centres in the borough with at least 20 young people starting a programme at each centre.*	Judith St John (CS)	31/03/18

1.5 Gaps in inequality have reduced and diversity is embraced		
Activity	Lead Member	Deadline
1. Mitigate the impact of welfare reform on our most vulnerable residents *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance, Cabinet Member for Work and Economic Growth	31/03/18
Our key deliverables	Lead Officer	Deadline
Develop and publish a local offer for care leavers which complements existing information about their legal entitlement, non-statutory services and mitigating the impact of welfare reform.*	Nasima Patel (CS)	31/03/18
Deliver targeted outreach and support programme for residents affected by Overall Benefit Cap using skills support, benefits maximisation and housing options*	Steve Hill (RES)	30/09/17
Develop and implement the Tackling Poverty Strategy*	Steve Hill (RES)	31/03/18
Complete review of Local Welfare Provision including reviewing alternative arrangements to cash payments*	Steve Hill (RES)	30/06/17
Launch a local welfare and support scheme involving work with partners *	Sharon Godman (GOV) / Steve Hill (RES)	31/12/18
Monitor the impact of LCTRS changes to the 2017/18 scheme to inform the Mayor and Members whether changes to LCTRS are to be considered for 2018/19*	Steve Hill (RES)	31/07/17
Monitor the impact of Universal Credit on residents, ensure escalation routes with DWP are utilised, ensure provision of effective advice and support is in place*	Steve Hill (RES)	30/04/17
Activity	Lead Member	Deadline
2. Support more women and black and minority ethnic and disabled residents into employment*	Cabinet Member for Work and Economic Growth	31/03/18
Our key deliverables	Lead Officer	Deadline
Extend Women in Health Working Start Programme to include childcare and construction industries*	Andy Scott (PLACE)	30/06/17
Finalise current Working Start Women in health programme of 100 women into placements*	Andy Scott (PLACE)	30/09/17
Deliver priorities on children leaving care - extending the volume of recipients from 10 per annum to 10 per quarter*	Andy Scott (PLACE)	30/09/17
Deliver opportunity for people with disabilities - minimum 20 pre-apprenticeship placements*	Andy Scott (PLACE)	30/09/17

Recruit staff resources to promote ESOL across Somali resident group*	Andy Scott (PLACE) / Judith St John (CS)	30/09/17
Deliver Leadership Training to Somali Resident groups, panels and forums*	Andy Scott (PLACE)	30/09/17
Deliver 15 Somali residents work experience / internship placements aligned to local commercial organisations *	Andy Scott (PLACE)	31/03/18
Support a minimum of 50 older residents returning to work with advice and refreshed sector based and basic skills, including ICT *	Andy Scott (PLACE)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
3. Improve children's weight and nutrition *	Cabinet Member for Health and Adult Services, Deputy Mayor for Education and Children's Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Identify and support health representatives on school governing bodies to raise the profile of health issues and improving health of school children at the school governing bodies meetings *	Somen Banerjee (HAC)	31/03/18
Provide better information to parents on how schools support health and wellbeing so that parents are better equipped to contribute to improving the health of their child *	Somen Banerjee (HAC)	30/09/17
Implement the 'Healthy Mile' programme in schools, to tackle obesity in school children to at least 16 schools by March 2018	Somen Banerjee (HAC)	30/09/17
Develop and implement a community engagement and communications strategy around healthy weight and nutrition in children, with particular emphasis on high risk groups *	Somen Banerjee (HAC)	30/09/17
Through better joint working with our partners, identify families with children that are not registered with a GP deliver a programme of work to increase GP & dentistry registration and access to services	Somen Banerjee (HAC)	30/09/17

Activity	Lead Member	Deadline
4. Respect, value and celebrate our cultural history and diversity *	Cabinet Member for Culture, Statutory Deputy Mayor (Lead for Faith Communities)	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Deliver a series of community events which commemorate key cultural dates and activities, including St George's Day, Chinese New Year, Holocaust Memorial Day, Martyrs Day, Black History Month, Diwali, Christmas and Eid *	Judith St John (CS)	31/03/18
Promote awareness and understanding of different faiths, and interfaith activities by delivering a range of related community events, including Interfaith Week*	Sharon Godman (GOV)	31/12/17
Help break down disability barriers and celebrate abilities, by delivering a series of related community events including marking International Day of People with a Disability *		31/12/17
Deliver a series of community events that increase visibility, raise awareness and advance education about the LGBT community, including marking LGBT History Month, and International Day against Homophobia, Transphobia and Biphobia *		28/02/18
Celebrate the social, economic, cultural and political achievements of women, by delivering International Women's Day and other related events. *		31/03/18
Develop and consult on plans for the future of Tower Hamlets Local History Library & Archives (THLHLA)	Shazia Hussain (RES)	31/12/17
<b>Priority Outcome 2: Creating and maintaining a vibrant and successful place</b>		
2.1 An improved local environment		
Activity	Lead Member	Deadline
1. Ensure that the borough is clean to the highest possible standards	Cabinet Member for Strategic Development	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Complete two independent surveys to measure cleanliness levels (Litter, Detritus, Flyposting, Graffiti).	Roy Ormsby (PLACE)	1st 31/7/17 2nd 31/12/17
Introduce a resident 'Look up' service to enable residents to be able to access information pertaining to scheduled days for street cleansing through the Council's website	Roy Ormsby (PLACE)	01/05/17
Complete implementation of the PSI mobile solution to provide mobile technology for managing and monitoring service delivery.	Roy Ormsby (PLACE)	30/11/17



Target enforcement to address fly tipping and improve our prosecution rate as a deterrent to future fly tipping.	Roy Ormsby (PLACE)	01/09/17
Introduce pilot 9 Big Belly 'smart' litter bins to improve street/open space facilities for residents and help tackle street/open space litter	Roy Ormsby (PLACE)	30/05/17
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
2. Improve waste management and recycling performance	Cabinet Member for Strategic Development	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Refurbish 10 on street recycling Bring Bank sites to improve recycling facilities for residents	Roy Ormsby (PLACE)	01/05/17
Introduce a resident 'look up' service to enable residents access information pertaining to scheduled days for collection for waste and recycling services through the Council's website	Roy Ormsby (PLACE)	01/05/17
Develop and implement a Waste Minimisation Plan	Roy Ormsby (PLACE)	31/03/18
Promote waste minimisation and recycling activities with residents through PR and comms, including supporting the national initiatives Recycle Week and Love Food Hate Waste	Roy Ormsby (PLACE)	31/10/17
In association with Registered Providers develop and implement set of information templates to provide consistent messaging for residents.	Roy Ormsby (PLACE)	31/12/17
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
3. Reduce the impacts of traffic on our residents, making our borough one of the best in London to walk or cycle in and building a sustainable approach to road use and parking policy	Cabinet Member for Environment	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Complete 3 area-wide traffic calming reviews and redesign 3 corridors, in order to increase the effectiveness of the 20mph speed limit and improve road safety	Roy Ormsby (PLACE)	31/03/18
Complete cycling quietway 6	Roy Ormsby (PLACE)	31/03/18
Explore options for a new cycle route along Manchester Road	Roy Ormsby (PLACE)	30/09/17
Implement 3 improved permeability schemes in local streets	Roy Ormsby (PLACE)	30/09/17
Build 10 new secure cycle parking facilities	Roy Ormsby (PLACE)	24/14/17

<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
4. Manage development pressure through the preparation of a new Local Plan and provide effective local infrastructure, services and facilities	Cabinet Member Strategic Development	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Complete key stages in the proposed regulation 19 submission Local Plan	Owen Whalley (PLACE)	31/07/17
Adopt a Development Viability SPD in accordance with Mayoral Transparency Agenda	Owen Whalley (PLACE)	30/11/17
Maximise infrastructure funding by submitting a new Community Infrastructure Levy Draft Charging Schedule to the Planning Inspectorate for Examination	Owen Whalley (PLACE)	31/03/18
Update the Infrastructure Delivery Framework projects list and evidence base bi-annually, to support decision making regarding the allocation of infrastructure funding	Owen Whalley (PLACE)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
5. Improve air quality and enhance the environmental sustainability of the borough; reduce carbon emissions, enhance biodiversity and alleviate fuel poverty	Cabinet Member for Strategic Development, Cabinet Member for Environment, Cabinet member for Health and Wellbeing	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Implement the Climate Change Strategy to reduce borough wide carbon emissions and engage community groups to take individual actions on tackling climate change.	Mark Baigent (PLACE)	30/06/17
Deliver the residential carbon reduction programme to utilise the money from the Carbon Fund and reduce domestic emissions and reduce fuel poverty.	Mark Baigent (PLACE)	31/12/17
Continue to promote the fuel switching scheme and deliver home energy efficiency projects to reduce household energy bills.	Mark Baigent (PLACE)	31/03/18
Implement the council's biodiversity strategy and deliver year 3 of the action plan to protect and enhance the boroughs biodiversity	Mark Baigent (PLACE)	31/03/18
Review and publish the Air Quality Action Plan to improve monitoring of local air quality, regulate emissions from developments and raise awareness of air quality issues, as well as modifying the borough's fleet transport and encouraging cleaner transport.	Roy Ormsby (PLACE)	31/03/18

2.2 Better quality homes for all		
Activity	Lead Member	Deadline
1. Increase the availability of good quality housing, including family-sized homes, across all tenures *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance, Cabinet Member for Strategic Development	31/03/18
Our key deliverables	Lead Officer	Deadline
An enhanced offer of support to young people leaving care that reduces the dependency on private landlords. Commission an enhanced offer of supported accommodation. *	Nasima Patel (CS)	31/03/18
Deliver the 148-home Watts Grove scheme and make available for letting *	Ann Sutcliffe (PLACE)	30/06/17
Start on site with 125-140 new homes on infill schemes and identify sites for an additional 500 units*	Ann Sutcliffe (PLACE)	31/12/17
Start on site with the Arnold Road and Tent Street Council housing schemes *	Ann Sutcliffe (PLACE)	31/12/17
Support more residents into accessible housing by matching clients with new bespoke adapted affordable homes for disabled people on P120*	Mark Baigent (PLACE)	31/03/18
Establish housing delivery vehicles for operation to increase housing supply across tenures	Mark Baigent (PLACE)	31/03/18
Progress recommendations of the Housing Affordability Commission, and work with Registered Providers and Planning to deliver 'affordable' housing that is affordable to local people *	Mark Baigent (PLACE)	31/03/18
Management of CPO process up to and including Public Inquiry and subsequent Secretary of State decision for Aberfeldy Estate (Phases 3-6) to enable estate regeneration.	Mark Baigent (PLACE)	31/03/18
Seek Mayoral approval to proceed with CPO to regenerate Chrisp Street Market area, subject to planning approval, and provide advice and support on further emerging RSL regeneration proposals.	Mark Baigent (PLACE)	31/03/18
Blackwall Reach Regeneration Project - Start on site for development Phase 2, 268 new homes (including 114 of affordable tenure, 50% affordable by habitable room).*	Mark Baigent (PLACE)	31/03/18
Ocean (Site H), Completion to 'wind/weather tight', 225 new homes (including 50% affordable) *	Mark Baigent (PLACE)	31/03/18
Target Empty Properties by encouraging greater occupation locally, and contributing to the GLA London Wide Research on Overseas Buy to Leave*	Mark Baigent (PLACE)	31/03/18
Spend £8m in right to buy receipts on purchasing former council homes *	Ann Sutcliffe (PLACE)	31/03/18

Activity	Lead Member	Deadline
2. Maintain and improve the quality of Council housing stock and housing management services *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Deliver the £26m agreed 17/18 Major Works programme	Mark Baigent (PLACE)	31/03/18
Work with THH to introduce enhanced service responses to anti-social behaviour on council estates	Mark Baigent (PLACE)	31/03/18
Deliver leasehold engagement model	Mark Baigent (PLACE)	31/09/17
Deliver 1,000 new Council homes *	Mark Baigent (PLACE)	31/03/18
Client manage THH to deliver £2m savings in 2017/18	Mark Baigent (PLACE)	31/03/18
Activity	Lead Member	Deadline
3. Improve the quality of privately rented stock in the borough *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance / Deputy Mayor and Cabinet Member for Community Safety	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Develop a Private Sector Charter	Mark Baigent (PLACE)	30/09/17
Develop enhanced support for landlords through the Landlord Accreditation Scheme	Mark Baigent, Roy Ormsby (PLACE)	31/03/18
Deliver statutory responsibilities in relation to investigations and enforcement actions to tackle bad conditions in the Private Rented Sector	Mark Baigent, Roy Ormsby (PLACE)	31/03/18
Carry out quarterly partnership operations against identified rogue landlords, working with all relevant agencies	Roy Ormsby (PLACE)	31/03/18
Drive up registrations under the Housing Licensing Scheme to a minimum of 3000 properties	Roy Ormsby (PLACE)	31/03/18
Explore the introduction of additional licensing scheme for the licensing of houses in multiple occupation and consider extending the current selective licensing scheme	Roy Ormsby (PLACE) / Somen Banerjee (HAC)	31/03/18

Activity	Lead Member	Deadline
4. Improve the quality and management of Registered Provider stock in the borough	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Review performance and challenge underperforming Registered Providers	Mark Baigent (PLACE)	31/03/18
Support THHF and its sub-groups to develop and implement key action plans from joint initiatives and projects	Mark Baigent (PLACE)	31/03/18
Activity	Lead Member	Deadline
5. Tackle homelessness, including through improved prevention and a reduction in families in temporary accommodation *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Develop new Council owned temporary accommodation portfolio - 100 units by 2019 *	Mark Baigent (PLACE)	31/03/18
Achieve a reduction in the number of single adult households accommodated in B&B compared to 31/3/16 (112) & 31/3/17	Mark Baigent (PLACE)	31/03/18
Implement blue light project to engage a minimum cohort of 20 treatment resistant individuals, to prevent homelessness related to substance misuse. *	Rachael Sadegh (HAC)	31/03/18
2.3 People feel safe and places have less crime and anti-social behaviour		
Activity	Lead Member	Deadline
1. Work with our partners to target resources to reduce crime *	Deputy Mayor and Cabinet Member for Community Safety	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Support Integrated Offender Management (IOM) Programme with a dedicated co-ordinator to reduce reoffending of high-risk individuals	Rachael Sadegh (HAC)	31/03/18
Support joint operations with partners such as Police and THH to tackle hot spot areas, identified at weekly partnership meetings *	Roy Ormsby (PLACE) / Divisional Director Community Safety (HAC)	31/03/18
Introduce late-night levy to secure funding from night-time businesses to address the impact of the night-time economy	Roy Ormsby (PLACE)	01/10/17

<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
2. Step up activity to tackle anti-social behaviour 24/7	Deputy Mayor and Cabinet Member for Community Safety & Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance / Cabinet Member for Health and Adult Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Introduce a schedule of Drug & Alcohol treatment conditions to ASB orders to reduce drug / alcohol related ASB	Rachael Sadegh (HAC)	31/03/18
Increase the number of mobile deployable CCTV cameras by 8 to tackle ASB	Roy Ormsby (PLACE)	31/03/18
Develop a new strategy on ASB by working closely with Police, THHF and other partners	Denise Radley/ Mark Baigent (PLACE)	30/09/17
Deliver an action and improvement plan for the THEOs and ASB service identified by the ASB service review	Denise Radley (HAC) & Roy Ormsby (PLACE)	31/03/18
Continue to lead the fortnightly ASB tasking group and tackle ASB hotspot areas using partners' resources and report back on successes to inform local people	Divisional Director Community Safety (HAC)	31/03/18
Tackle problem issues and areas identified by 20 Community Safety ward walkabouts	Denise Radley (HAC)	31/08/17
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
3. Reduce the prevalence of illegal activity in relation to the sex industry *	Deputy Mayor and Cabinet Member for Community Safety	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Commission and implement a new service to protect vulnerable sex workers and support them to exit prostitution *	Rachael Sadegh (HAC)	30/09/17
Continue to fund and deliver the Prostitution Programme for two years including outreach and exit from prostitution support *	Denise Radley (HAC)	31/03/18

2.4 Communities are engaged, resilient and cohesive		
Activity	Lead Member	Deadline
1. Engage and communicate effectively with local people *	Executive Mayor	31/03/18
Our key deliverables	Lead Officer	Deadline
Deliver Year 1 of the Community Engagement Strategy Action Plan, including providing support, capacity building and advice to the Council departments to improve effective engagement	Sharon Godman (GOV)	31/03/18
Provide support and capacity building to empower the community to come together to take action to improve their local neighbourhoods *	Sharon Godman (GOV)	31/03/18
Continue to increase channels for communication, including two way communication and discussions with residents using digital channels.	Andreas Christophorou (GOV)	31/03/18
Work with the voluntary sector and community to develop a community engagement toolkit to drive improvement in outcomes.	Sharon Godman (GOV)	31/03/18
Activity	Lead Member	Deadline
2. Establish a new collaborative relationship with the voluntary and community sector to deliver priority outcomes and build strong communities	Executive Mayor, Deputy Mayor Education and Children's Services	31/03/18
Our key deliverables	Lead Officer	Deadline
Complete year 2 actions from the Voluntary and Community Sector Strategy Delivery Plan	Zena Cooke (RES)	31/03/18
Increase the investment and CSR activity made by businesses to Tower Hamlets	Zena Cooke (RES) / Andy Scott (PLACE)	31/03/18
Work with the voluntary sector to develop a voluntary sector compact	Sharon Godman (GOV)	31/03/18
Review and update the Council's grants policy, working closely with services	Sharon Godman (GOV)	31/03/18
Develop relationship with the THCVS to help local charities and not for profit organisations and provide support where we can and give greater clarity on charitable and small business rate relief.	Roger Jones (RES)	30/06/17
Work across the organisation to conduct a comprehensive review of contracts and grants to inform the development of the Council's new approach to commissioning that is focussed on improving outcomes	Zena Cooke (RES)	31/03/18

<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
3. Co-produce services with local residents *	Executive Mayor	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Enable more co-production of Council services in appropriate areas *	Zena Cooke (RES)	31/03/18
Co-produce a Council wide commissioning framework that is focussed on improving outcomes and embeds best practice. Working in partnership with local residents, voluntary and community sector and other local providers *	Sharon Godman (GOV)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
4. Promote community cohesion, bringing different parts of the community together, tackling divisions and encouraging positive relationships *	Deputy Mayor and Cabinet Member for Community Safety, Cabinet member for Resources	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Utilise developer contribution to deliver community cohesion projects, including in Mile End and Aldgate East with activities that are determined by the community in those areas *	Sharon Godman (GOV)	31/03/18
Through the delivery of the local equality engagement forums and wider work programme support local community groups to work with partners to address inequalities faced by their communities, including refugees, LGBT+ people and those with disabilities *	Sharon Godman (GOV)	31/03/18
Working closely with the community review and develop the Council's approach to community cohesion and integration *	Sharon Godman (GOV)	31/03/18
Ensure the Christian Street community hub is open and operational *	Ann Sutcliffe (PLACE)	30/06/17
Deliver a second community hub in the borough *	Ann Sutcliffe (PLACE)	30/09/17
Develop and deliver a programme of activities within schools which raises awareness of community cohesion and helps foster the principles of One Tower Hamlets. *	Christine McInnes (CS)	30/09/17
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
5. Work together with partners and communities to tackle the threat of radicalisation and extremism.	Deputy Mayor and Cabinet Member for Community Safety	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Deliver two training and awareness sessions to Members re: Prevent priorities and support in the borough to further strengthen support for the community	Denise Radley (HAC)	31/03/18
Support the community and schools to build resilience through advice and projects led by Prevent-funded Schools officers and Community Coordinators	Denise Radley (HAC)	31/03/18
Develop a local Prevent Delivery Plan Action Plan, outlining how the partners will deliver the Prevent Duty	Denise Radley (HAC)	31/03/18



Make a minimum of 100 contacts with local community groups to offer ongoing support and enable them to access grants which can be used to increase community cohesion and resilience	Denise Radley (HAC)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
6. Deliver an effective and broad leisure, cultural and learning offer that reaches people living and working in the borough. *	Cabinet Member for Culture	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Contribute to early literacy by delivering 2,100 Story time sessions for children under five across all Idea Stores and libraries *	Judith St John (CS)	30/03/18
Promote enjoyment of reading and contribute to the achievement of KS2 pupils by delivering the Summer Reading Challenge to schools *	Judith St John (CS)	30/09/17
Combat social isolation by delivering the Friends & Carers scheme to people who are not able to visit Idea Stores regularly (housebound) *	Judith St John (CS)	30/06/17
Combat social isolation by delivering 300 Prime Time sessions for residents aged 50+ *	Judith St John (CS)	31/03/18
Promote enjoyment of reading by delivering 350 Book Break reader development sessions *	Judith St John (CS)	31/03/18
Promote enjoyment of world class culture through the hosted return of the "Draped Seated Woman" sculpture to the borough, together with an education and community engagement programme over 5 years.	Judith St. John (CS)	30/11/2017
<b>Priority three: Working smarter together as one team with our partners and community</b>		
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
1. Make best use of council resources through effective procurement and commissioning exploiting greater value for money and use of assets and maximising income from local growth	Cabinet Member for Resources	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Develop and agree a Mulberry Place accommodation strategy (to cover the period until the new civic centre is ready for occupation) and a satellite offices accommodation strategy	Ann Sutcliffe (PLACE)	31/07/17
Secure efficiencies by reprocurring the Annual Asset Valuation and Rating Services	Ann Sutcliffe (PLACE)	31/12/17
Develop and procure the contract for the delivery of facilities management hard services (mechanical, electrical and building fabric).	Ann Sutcliffe (PLACE)	31/03/18
Review and agree a revised Capital Strategy	Neville Murton (RES)	01/02/17
Ensure that Transformation Savings and Investments are monitored and delivered.	Neville Murton (RES)	01/03/18
Use outcome based measures to assess financial and non-financial progress and performance	Sharon Godman / Neville Murton (RES) (GOV)	01/03/18
Maximise income from local growth and assure all income from the Council's assets is billed accurately and promptly	Roger Jones (RES)	31/03/18

Complete the analysis of all income streams to ensure the best collection processes and techniques are adopted corporately and established good practice is adhered to.	Roger Jones (RES)	30/09/17
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
2. Support an organisational culture based on transparency, trust and effective relationships	Executive Mayor	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Evaluate & review actions arising from Organisational Culture Plan	Graham White (GOV)	01/09/17
Improve staff engagement and feedback on working culture evidenced by positive staff survey	Stuart Young (RES)	31/01/18
Build effective workforce relationships using staff fora, coaching and development activities as evidenced by liP reaccreditation	Stuart Young (RES)	31/01/18
Ensure Council constitutional and related Code changes are embedded	Graham White (GOV)	31/12/17
Develop and deliver a Best Value Improvement Plan and an Ofsted improvement plan	Sharon Godman (GOV) Debbie Jones (CS)	31/03/18
Review and report progress against implementing the actions in the Mayor's Transparency Protocol and the Overview and Scrutiny Committee Transparency Commission Recommendations	Sharon Godman (GOV)	31/08/17
Develop and implement the Overview and Scrutiny Committee and the Housing, Health and Grants Scrutiny Sub Committees 2017-18 work programmes focused on service improvement.	Sharon Godman (GOV)	31/03/18
Deliver a draft programme of work to prepare for 2018 local elections	Louise Stamp (GOV)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
3. Deliver the Smarter Together transformation programme to ensure effective, responsive front line services and efficient and cost-effective support services enabled by ICT and new Civic Centre	Cabinet Member for Resources	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Cabinet approval of Stage 2 (concept design) scheme and adoption of capital estimate for the new Civic Centre	Ann Sutcliffe (PLACE)	30/09/17
Secure planning and listed building consent for the new civic centre	Ann Sutcliffe (PLACE)	31/03/18
Deliver a new Telephony System for the organisation and our contact centres	Peter Ransom (RES)	31/04/17
Deliver a transformed network for the organisation whilst ensuring stability during the period of transition to our new networking systems and solutions	Peter Ransom (RES)	31/03/18
Deliver new mobile devices to the organisation and migrate off Blackberries	Peter Ransom (RES)	31/12/17
Deliver mobile applications for more efficient working for field workers in public realm and Social Services	Peter Ransom (RES) / Shazia Hussain (RES)	31/12/17

Develop and implement the council's Digital Transformation Programme which is enabled through an efficient ICT infrastructure and a skilled and empowered workforce	Peter Ransom (RES) / Shazia Hussain (RES)	31/03/18
Develop the strategic ICT partnership	Peter Ransom (RES)	31/03/18
Co-locate and integrate idea Store and One Stop Shops as part of the local presence model	Shazia Hussain (RES)	31/03/18
Develop the feasibility and phase 1 of "My account"	Shazia Hussain (RES)	31/03/18
Consolidate customer contact centres – phase 1 Resources Directorate	Shazia Hussain (RES)	31/03/18
Programme delivers to MTFS timetable with exceptions managed through Smarter Together Board	Neville Murton (RES)	01/04/17
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
4. Deliver the One HR Plan *	Cabinet Member for Resources	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Revise employment policies & practice *	Stuart Young (RES)	01/09/17
Implement an Engaged Manager programme including appropriate systems, processes, and support	Stuart Young (RES)	31/12/17
Deliver a revised learning & development offer for staff and managers	Stuart Young (RES)	01/06/17
Ensure that the HR function is structured and equipped to deliver the emerging new ways of working as part of Smarter Together	Stuart Young (RES)	31/03/18
Deliver a range of activities to reduce staff sickness and improve staff wellbeing	Stuart Young (RES)	30/09/17
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
5. Re-invigorate our partnership relationships nurturing an outward looking culture, by asserting our place and relationships in London.	Executive Mayor	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Establish a formal partnership that brings leaders of key local organisations together to shape the strategic direction of the borough through the development of a new Tower Hamlets Community Plan	Sharon Godman (GOV)	31/03/18
Provide opportunities for senior managers from partner agencies to network by running at least one conference	Sharon Godman (GOV)	31/03/18
Provide two strategic partnership conferences for key stakeholders across the borough	Sharon Godman (GOV)	31/03/18
Review partnership boards and groups to ensure alignment with the new strategic partnership and delivery of new community plan	Sharon Godman (GOV)	31/03/18

<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
6. Deliver an effective communication plan	Executive Mayor	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Develop and deliver 2017/18 Communications Strategy	Andreas Christophorou (GOV)	31/03/18
Deliver a range of Gold, Silver and Bronze campaigns throughout the year linked to the Communications Strategy	Andreas Christophorou (GOV)	31/03/18

<p><b>Cabinet</b></p> <p>4 April 2017</p>	
<p><b>Report of:</b> Aman Dalvi, Corporate Director of Place</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Update on the Town Centre Strategy</b></p>	

<b>Lead Member</b>	<b>Councillor Joshua Peck, Cabinet Member for Work and Economic Growth</b>
<b>Originating Officer(s)</b>	Andy Scott, Interim Divisional Director, Growth and Economic Development Melanie Aust, Business and Town Centre Manager
<b>Wards affected</b>	All wards
<b>Key Decision?</b>	Yes
<b>Community Plan Theme</b>	A prosperous community

## Executive Summary

- 1.1 This report updates on progress in developing the Town Centre Strategy for Tower Hamlets setting out the Council's approach to manage the borough's town centres, attract investment, exploit the success of street markets, support enterprise and effectively manage the evening economy.
- 1.2 ATCM with their partner organisation The Retail Group was procured to develop the Strategy in early September 2016. This work will now be completed by the end of February 2017. Their successful bid for the work was in the sum of £48,800, against the forecast budget of £50,000 contained within the Thriving High Streets programme.
- 1.3 The strategy development activity has comprised, working closely with the Town Centres team, the development of an Officers Working Group from a range of service areas, local stakeholders and residents; development of a vision and action plan for each District Centre aimed at improving its rating against identified performance indicators; and the incorporation of development plans for the borough's street markets to improve their performance against national street market standards.
- 1.4 The draft Town Centre Strategy is now available and is appended to this report as Appendix 1. The performance indicators showing District Centres' ranking is included as Appendix 2.

## **Recommendations:**

The Mayor in Cabinet is recommended to:

1. Note the progress made to date in developing the Town Centre Strategy for Tower Hamlets.
2. Provide comments on the draft Town Centre Strategy included as Appendix 1 to this report.
3. Note the outcomes of the application of the ATCM indicators of a successful town centre across the 10 District Centres as shown at Appendix 2.
4. Agree to undertake formal consultation with regard to the adoption of the Town Centre Strategy.

## **1. REASONS FOR THE DECISIONS**

- 1.1 A draft Town Centre Strategy has been completed and is now available for consultation purposes.
- 1.2 This report seeks agreement to undertake a formal consultation process with regard to the adoption of a Town Centre Strategy for Tower Hamlets.

## **2. ALTERNATIVE OPTIONS**

- 2.1 Development of a Town Centre Strategy was a key objective in the Forward Plan for 2016/17. No alternative options have, therefore, been considered.

## **3. DETAILS OF REPORT**

- 3.1 On 6<sup>th</sup> December 2016, Cabinet considered and agreed the following:
  - Noted the contents of the draft Area Profiles and key findings and agreed that performance matrices for all town centres would be made available for consideration when available.  
**Progress update:** The performance review has now been completed for all 9 District Centres against the Association of Town and City Management (ATCM) indicators of a successful Town Centre. This is attached to this report as Appendix 1.
  - Authority was delegated to the Corporate Director Place to oversee the completion of these profiles including the matrices and digital maps.  
**Progress update:** These Area Profiles are nearing completion and a report will be submitted to Place DMT at the end of February 2017.

- Agreed that local partnerships would be developed in Bethnal Green, Roman Road West, Watney Market and Whitechapel (undertaken by Town Centre team).  
**Progress update:** This work is being programmed into the Town Centres team's work plans for 2017/18.
- The pilot proposals for the expenditure of the approved Thriving High Streets funding were agreed and approval given to procure any elements of the work identified.  
**Progress update:** A work programme is under development to ensure that the necessary resource allocation, procurement activity and collaborative work is undertaken to ensure delivery in accordance with the approved funding.
- Finally, officers were requested to identify and align any complementary projects such as improving wi fi access in town centres and developing cultural trails.  
**Progress update:** The wi fi access in Town Centres project is progressing well and discussions are being undertaken to incorporate this as part of the Mayoral priority to provide free wi fi for all residents.

### 3.2 Purpose of the Strategy

The purpose is identified as follows:

- Set out the Council's approach to managing its Town Centres to:
  - Attract investment
  - Tackle vacant units
  - Exploit the success of street markets
  - Support enterprise
  - Manage the night time economy
  - Influence the make-up of the High Street
- Inform the Council's approach to targeting its collaborative resources to improving the competitiveness of Town Centres by improving performance against the ATCM indicators of a successful town centre.

### 3.3 Methodology used to develop the Strategy

1. Document review (Local Plan, Retail Capacity Study, Town Centre audits, Area Profiles, Street Market BiiPs, Project reports and Project evaluations).
2. Officer Working Group and 1-2-1 meetings with internal partners.
3. Local stakeholders and business network consultation.
4. Operator surveys undertaken in all 9 District Centres.
5. Consumer surveys undertaken.
6. Visits undertaken to all District Centres.

7. Area Profiles and Area Action Plans developed for all 9 District Centres.
8. Ranking given to all 20 ATCM performance indicators in respect of all District Centres (see Appendix 1 for detailed analysis and explanation of key indicators).

### 3.4 **Key objectives and actions identified**

The objectives identified below are as agreed by Cabinet at its meeting on 6th December 2016. All actions identified will be SMART and funded either by Brick Lane Regeneration, Thriving High Streets approved funding streams or other approved and appropriate funding streams.

#### 1. **Develop partnerships to improve the management of Town Centres**

##### **Proposed actions:**

- Support the development of partnerships with businesses, residents and market traders to – share information, consult on and plan improvements, support planning events and develop place promotion activities.
- Deliver co-produced events and activities in Town Centres to improve footfall, enhance the visitor experience and involve young people in the delivery including multi-media place promotion campaigns (e.g. #Shoptowerhamlets).

#### 2. **Deliver public realm improvements and shopfront improvements to promote footfall and invest in the vitality of the Town Centre**

##### **Proposed actions:**

- Undertake shopfront improvements in pilot areas e.g. Brick Lane, Roman Road East.
- Improve lighting in key destination areas, including festive lighting e.g. Brick Lane
- Improve wayfinding to generate footfall e.g. Brick Lane
- Address tagging and graffiti issues and clean pavements in all Town Centres
- Improve storage and parking issues e.g. Watney Market
- Review and improve waste collection and disposal in all Town Centres
- Identify opportunities for clustering market stalls (e.g. hot food stalls) e.g. Roman Road East and West.
- Promote take up of branded vintage canopies for stalls

#### 3. **Establish effective governance and management practices in Town Centres**

##### **Proposed actions:**



- Explore different governance arrangements for Town Centres e.g. BID, Trust, Forum structures.
  - Pilot enforcement action in Town Centres e.g. markets, licensing, environmental health.
  - Pilot removal of for sale/to let signs in Brick Lane.
4. **Improve the sustainability of the Council's street markets**  
**Proposed actions:**
- Revitalise the street markets aimed at improving footfall and offer e.g. market trader recruitment, business support, pilot youth enterprise and test trading stalls.
  - Focus on markets and days of the week with low occupancy e.g. Roman Road West (4 to 18% occupancy)
5. **Deliver business advice and support to improve performance and sustainability**  
**Proposed actions:**
- Marketing and promotion, social media, display training and support.
  - Promote participation in initiatives e.g. Best Bar None.
  - Encourage improvements in food hygiene ratings.
6. **Deliver place promotion and marketing activities to generate footfall and support inward investment**  
**Proposed actions:**
- Multi-media promotion of Town Centres
  - Inward investment information on each Centre (e.g. welcome packs)
  - Programme of events in Town Centres

### 3.5 Progress to date on developing the Strategy

- Detailed work is now underway with departments across the Council as identified below:
  - Business rates – obtaining and updating information;
  - CCTV – tackling crime issues and plans for Wi Fi concession project;
  - Community Safety – reported crime and links to partnership networks;
  - Enforcement – food hygiene, pest control, Best Bar None;
  - Enterprise – business advice offers, referral arrangements;
  - Highways – street and festive lighting, LED switchover;
  - Housing – reducing residential voids in Town Centres;
  - Ideas Stores – supporting social media training;
  - Leisure and Culture – events and assets in Town Centres;
  - Market Services – developing Business Development plans for markets;

- Planning Enforcement – change of use and removal of signage;
  - Planning Policy – supporting development of Local Plan, linking with Neighbourhood Forums;
  - Public Health – food for health initiative;
  - Research – data on household profiles;
  - Sustainability – waste oil collection, recycling business waste, advice to businesses on energy saving and reducing overheads;
  - Waste Management – addressing issues around waste collection;
  - Youth Services – creating volunteering opportunities for young people.
- Two Officer working group meetings have been held to support the development of the strategy and action plans.
  - Discussions have taken place with regard to the Summary Strategy report to agree the key findings and content to be incorporated into this first section in the Town Centre Strategy.
  - Place Directorate DMT has received a presentation on the key findings of the Town Centre Strategy at their meeting held on Monday 30<sup>th</sup> January 2017.
  - A draft Strategy document has now been received which will be reviewed and circulated for comment and consultation purposes by end of February 2017.

#### **4. NEXT STEPS**

- 4.1 Regular updates provided to Lead Member for Growth and Economic Development.
- 4.2 Member engagement programme needs to be agreed to provide briefings for Lead Members and Ward Councillors in wards affected by the Town Centre Strategy.
- 4.3 Internal approvals obtained:  
CMT approval obtained on 8th March 2017  
MAB approval obtained on 14th March 2017  
Cabinet to consider on 4th April 2017
- 4.4 Town Centre Strategy draft document has been circulated for comment and consultation internally. This includes uploading the document onto the Council's intranet. Comments received considered and the document amended as required.

4.5 Final draft document will be prepared and a formal consultation process undertaken to adopt the Town Centre Strategy including consultation with external partners on receipt of Cabinet approval on 4th April 2017.

## **5. COMMENTS OF THE CHIEF FINANCE OFFICER**

5.1 This report provides an update for the Mayor in Cabinet on the progress that has been made in developing the council's Town Centre Strategy.

5.2 Along with the appointment of a Town Centre Team (completed in June 2016) and the development of Area Profiles (considered by Cabinet in December 2016), the delivery of a Town Centre Strategy is one of the major deliverables within the 'Thriving High Streets' project that was approved by the Greater London Authority (GLA). This project is fully funded from within the £7.021 million that the council was awarded to finance Local Enterprise Partnership (LEP) priorities within the borough.

5.3 In conjunction with other council strategies, the Town Centre Strategy will assist in the prioritisation of activities within programmes which are designed to encourage local enterprise, support local businesses and improve employment opportunities for residents. Included within the GLA funding is a specific allocation for a 'Healthy High Streets' pilot programme which has a total budget allocation of £2.29 million of which £1.0 million is earmarked for capital projects. In accordance with Financial Regulations, this element of the project is included within the capital programme that was approved by Council on 22<sup>nd</sup> February 2017.

## **6. LEGAL COMMENTS**

6.1 This report updates on progress in developing the Town Centre Strategy and presents a draft Strategy for consideration.

6.2 The next step in the preparation of the strategy is a formal consultation process. There is no statutory requirement to consult but if the Council does then it should aim to involve all sections of the community in the development of this Strategy and therefore the common law duty to consult arises. This common law duty imposes a general duty of procedural fairness upon public authorities exercising a wide range of functions which affects the interests of individuals. Such consultation must however comply with the following common law criteria:

- it should be at a time when proposals are still at a formative stage;
- the Council must give sufficient reasons for any proposal to permit intelligent consideration and response;
- adequate time must be given for consideration and response; and
- the product of consultation must be conscientiously taken into account.

6.3 With regard to the above, the Mayor in Cabinet will be required to consider whether the consultation was appropriate and must conscientiously take into

account the consultation responses before approving the Town Centre Strategy.

- 6.4 If consultation is to take place then sufficient time will have to be built in to allow for adequate consultation as well as consideration of the responses.

## **7. ONE TOWER HAMLETS CONSIDERATIONS**

- 7.1 The Town Centre Strategy is focused on District Centres in the borough. Work has been undertaken to assess their performance against key indicators including user and visitor perception of the area.

## **8. BEST VALUE (BV) IMPLICATIONS**

- 8.1 There are no financial implications attaching to the Town Centre Strategy. All proposals have been developed based on approved funding e.g. Brick Lane Regeneration, Thriving High Streets funding. Any project or activity funded by this route will be subject to the Council's normal procurement routes and subject to best value considerations.

## **9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 9.1 The Town Centre Strategy addresses issues such as improving the public realm in District Centres and improving the user experience in areas, e.g. reducing litter, reducing anti-social behaviour.

## **10. RISK MANAGEMENT IMPLICATIONS**

- 10.1 Any risks associated with delivering the Town Centre Strategy will be assessed and mitigated when the Town Centre Strategy is adopted and implemented.

## **11. CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 11.1 Local partnerships will be brought together as part of delivering the Town Centre Strategy which will include representation from the local Ward Panels. Crime and disorder – particularly around anti-social behaviour – will be a key part of improving Town Centres and improving footfall.

## **12. SAFEGUARDING IMPLICATIONS**

- 12.1 There are no specific safeguarding risks or benefits from the development of the Town Centre Strategy.

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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- NONE

### **Appendices**

- Appendix 1: Draft Town Centre Strategy
- Appendix 2: Rankings of Town Centre against the ATCM key performance indicators for a successful Town Centre

### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

- NONE.

### **Officer contact details for documents:**

Melanie Aust, Business and Town Centre Manager ext.6580.

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# Tower Hamlets Town Centre Strategy 2017 to 2022



March 2017



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## 1. Town Centre Strategy Executive Summary

This Town Centre Strategy starts to set out a vision for Town Centres in the borough. The emerging vision for the management of town centres is as follows:

“By 2022 Tower Hamlets will have coordinated, targeted and robust approach to improve the competitiveness and vitality of our town centres as places at the heart of the community, which celebrates our East End heritage, supports local economic growth and enhance the health and well-being of people who live in, work near and visit our borough”.

The focus of the Strategy is to attract investment into the borough, to exploit the success of the borough’s street markets, supporting enterprise, managing the night time economy, reducing vacant units and impacting on the make-up of the Town Centre in order to improve competitiveness and create healthy, vibrant and sustainable places.

It has been developed by bringing different directorates within the Council together with local residents and businesses to create tailored and focused action plans for each Town Centre that speaks to them and articulates the unique characteristics and qualities of each area. It has been aligned with the work already underway within the Council to develop the new Local Plan (and particularly the work undertaken in the Retail Capacity Study), the emerging Growth Strategy (building on the Enterprise and Employment Strategies), as well as the Health and Well-being Strategy. There is a particular need to ensure that there is a good balance of retail space and to safeguard business space in town centres.

There are major changes underway in Town Centres including comparison shopping leading to changing shopping habits, with more people doing their shopping on-line, which are impacting on the high street. Various reports, including the Portas Review and the Grimsey Review have picked up and made recommendations to support town centres as the heart of local communities and identifying investment aimed at creating vibrant and dynamic places. We have the opportunity to design spaces that are attractive to shoppers as well as health promoting.

The other key change impacting on our high streets is the growing and changing demographics in the borough and the potential for local businesses to diversify to meet these new market needs. Vacancy rates in some town centres are currently at a rate that is lower than the national average, however, attracting new businesses in to fill any empty units will help to improve local economies.

Tower Hamlets is unique in the composition of its retail offer. It contains a large number of independent retailers and relatively fewer high street chains in a number of Town Centres. The independent retail market has been shown to have greater resistance to the major shifts in shopping habits – buying a pint of milk or a loaf of bread on the way home keeps a number of smaller convenience

stores in business. However, there is some leakage in areas around the edge of the borough for shopping, e.g. to Westfield Centre in Stratford. Comparison shopping habits are responsible for a reduction in local shopping. New approaches need to be tested to attract local residents to buy local.

The Strategy needs to ensure that while new business is attracted into the borough, the existing business base is supported to develop and grow.

It also houses the key international business location of Canary Wharf. This contains many large and mid-range retailers in its 3 shopping centres. This important and growing centre attracts mainly a weekday working population and is quieter at weekends. There is potential for more arts and cultural events to be organised to draw increased visitor numbers (from the borough, London, nationwide and tourists into the borough at the weekend and in the evening.

The street markets in the borough attract many visitors, including local, national and international, and enhance the local footfall in many parts of the borough. Many provide an excellent place to purchase healthy and affordable food. There is room for improvement in markets, offering a more diverse offer, exploring new market opportunities, investing in new stalls and attracting new traders.

Key issues for local residents and customers who currently use Town Centres (when they were surveyed as part of developing the evidence base for the Strategy) included cleanliness and refuse collection, anti-social behaviour, accessibility and way-finding. These need to be addressed as we prioritise and identify the funding required to deliver the priority areas identified in this Strategy.

The key focus is on 'Major' and 'District Centres' as these are defined in the Local Plan, which are generally referred to as 'Town Centres' in the Strategy.

Brick Lane  
Bethnal Green  
Bromley-by-Bow  
Canary Wharf  
Chrip Street  
Crossharbour  
Roman Road East  
Roman Road West  
Whitechapel  
Watney Market

Each area has been analysed, working in partnership with the Association of Town and City Management (ATCM) and the Retail Group. This has provided some recommendations around short and medium term milestones to improve the performance and health of the Town Centres. A ranking has been undertaken of the current state of health of District Centres and this current benchmark is included in the strategy. It is intended that funded proposals will be

rolled out as part of bespoke, locally agreed Action Plans in 7 of the 10 areas identified.

Work will continue in areas such as Crossharbour (as the new development proposals take shape there), Crisp Street (around consideration of the planning application from Poplar HARCA), Bromley-by-Bow (with the development of the East London Fashion Cluster and on Fish Island) and Canary Wharf around the newly emerging developments e.g. Wood Wharf. The Aldgate area is starting to emerge as a potential new Town Centre and it, in turn, will be encompassed by the Strategy as priorities start to come forward e.g. around Petticoat Lane and way-finding from Tower of London into the borough.

This Strategy aims to provide a framework for bespoke and tailored activities designed to work around the unique characteristics of the borough's current and emerging Town Centres.

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## 2. Proposed Strategy for Town Centres

### Introduction

This section of the Town Centre Strategy draws on findings and research carried out by consultants, the Association of Town and City Management (ATCM) and the Retail Group and by a range of teams across the Council, to identify priorities and inform the approach to managing town centres.

Each town centre is distinct in its makeup, offer, characteristics and role in the local community and the wider area. Despite the differences between centres, there are a number of themes, issues and improvement opportunities shared by centres.

The work undertaken to date has identified a number of key actions that could be carried out. However, it is worth emphasising that, at this point, it is not anticipated that the Council will be able to implement all of the actions identified. With the current financial constraints placed on Local Authorities, it requires the support and participation of a variety of stakeholders to prioritise and oversee delivery of a range of activities and actions in each town centre. Where there are existing local partnerships these will be tasked with undertaking this work. For areas without such partnerships, work will be undertaken to create new partnerships or bring existing ones together by working with Neighbourhood Forums, Area Panels and other existing groups.

Individual Action Plans have been developed setting out tailored actions by working with local stakeholders and businesses, aimed at improving the performance and competitiveness of each town centre.

The role of the Council in delivering the Town Centre Strategy is seen as:

- To activate
- To facilitate
- To stimulate
- To educate

There are actions in the strategy that the Council could **activate** through existing approved funding streams including the Thriving High Streets programme, Regenerating Brick Lane project and collaboratively across the Council's approved funded programmes of activity.

There are actions the Council could **facilitate**, by helping stakeholders to implement, assisting in planning or supporting delivery. The creation of local partnerships will aid in the identification of prioritised, joint working activities.

There are actions where the Council could **stimulate** third parties to act, invest and participate, including stimulating inward investment into the borough.

Finally, the Council has a role to **educate**, making sure that people understand what works across a range of areas including health and well-being, and in developing its evidence base for other objectives eg. improving footfall

The Town Centre Strategy has key thematic strands including:

- Improve the management of Town Centre;
- Attract investment;
- Exploit the success of street markets;
- Support enterprise;
- Manage the evening economy
- Improving health and well-being

### Strategic Mission

1. To create places that are at the heart of the community, celebrate local heritage and improve health and well-being. We will improve the attractiveness, appeal and ease of use to make each of our Town Centres more in tune with the shopping and leisure needs of local residents and other visiting consumers. Our aim is to maximise the potential performance and competitiveness of our business operators and create economic growth in Tower Hamlets.
2. To achieve this Strategic Mission, the following work-streams will be taken forward:
  - (i) Improve the existing retail offer;
  - (ii) Develop management and leadership opportunities;
  - (iii) Implement place marketing and promotion to generate footfall; and support inward investment;
  - (iv) Improve facilities, public realm and litter management;
  - (v) Improve operation and sustainability of street markets;
  - (vi) Reduce anti-social behaviour in the Town Centre;
  - (vii) Review performance of town centres and track performance.

#### (i) **Improve the existing retail offer**

Vacancies in Town Centres are low, shop units are small and, generally, would not meet the needs of some national multiple operator and most businesses that were surveyed have indicated that they are 'doing OK'. This suggests that, unless there are major redevelopment proposals under development (such as those anticipated at Crossharbour and Chrisp Street) there is limited scope to

implement large-scale changes in the offer and mix. This is particularly relevant where the Council is not the landlord and property owner.

There is an existing commitment in the Local Plan to promote a diverse offer and to decline applications for additional hot food takeaways in areas close to schools. It is proposed that work should be undertaken to attract new businesses into the Town Centres to enhance the offer where needed.

There are examples of good retailers across the borough offering high standards of retail display and customer service across town centres. This category would also include health promoting with a range of healthy choices and supporting the local community.

However, this is not always the case. Many retailers and market traders would benefit from improving standards in areas such as:

- presentation;
- shop window displays;
- layout and merchandising;
- customer service;
- social media;
- marketing skills;
- understanding the local market and changing demographics;
- diversifying the offer to promote healthy eating.

There is potential for retailers to be encouraged to participate in Council sponsored campaigns such as Buywell, Food for Health Awards, Best Bar None.

This would apply to retailers including catering, service, convenience and comparison shops.

There are opportunities to improve and manage the existing and emerging night time economy in Brick Lane, Whitechapel and Bethnal Green and work with local business and residential communities to develop and grow it in Roman Road East and Chrisp Street.

With the number of vacant units and the natural churn in the business offer in Town Centres, it is possible to attract new businesses in to achieve diversification ambitions. The majority of centres currently appeal to a local resident and/or worker customer base and some benefit from visitors based on their reputation or their anchor offers. In most cases the business growth opportunity in the town centres is to offer more choice and range in the offer in e.g. convenience, service.

There is potential to undertake more inward investment activity – aimed at encouraging new businesses into the borough. At the current time, new businesses taking on vacant units in Town Centres are the result of the work of property agents or the operator's own initiative. Marketing and promotions

campaigns alongside offers such as business rate relief or introductory rent reductions would help to attract new business in.

The Council currently holds a range of information about each town centre. It is proposed that these could be used to create 'Key Fact Packs' to help attract new operators and investment. These could be shared with local landlords, developers, agents and local businesses looking to invest in centres.

**(ii) Develop Management and Leadership Opportunities**

Chrisp Street, Bethnal Green and Roman Road East are town centres with local partnerships and organisations leading engagement with retailers, market traders and residents. The Council will work with PoplarHARCA in Chrisp Street, Oxford House in Bethnal Green and Roman Road Trust in Roman Road to improve local town centre management practices, enhance local employment opportunities and support delivery of regeneration initiatives.

The Council has been delivering a Town Centre management role in Roman Road for the last 3 years. It recently appointed a Town Centre Manager for Brick Lane who will lead the development of a town centre partnership to support delivery of a regeneration programme in the area.

Working with these partner organisations can provide support with implementing: place marketing and promoting and events to help generate footfall, wider business and community engagement activities to supporting consultation on public realm and other regeneration proposals and promoting participation among businesses and market traders in business support programmes.

The Council will develop a town centre partnership in Roman Road East, Whitechapel and Watney Market and will work with PoplarHARCA to support the development engagement activities linked to the regeneration of the Chrisp Street town centre.

**(iii) Drive additional footfall by stimulating innovative promotions, events and use of social media**

Where events and promotions have been delivered in town centres, footfall has increased and consumers, retailers and market traders have reacted positively e.g. Roman Road Festival, Brick Lane Festival, Mela.

The Council will work with stakeholders with an interest in town centres to plan events and place promotion activities to generate footfall on high streets. Local partnerships and stakeholders will be encouraged to lead these place promotion activities.



The Council will develop and deliver social media, retail marketing, events and promotion training to enable local groups and partnerships to gain skills in these areas.

### **(iv) Improve facilities, public realm, litter management and cleanliness**

All town centres, with the exception of Crossharbour and Canary Wharf, appear to be experiencing litter management issues and standards of cleanliness could be improved. They may benefit from a review of collection times, particularly when markets are trading and around fruit and vegetable traders. These conditions could result in poor initial impressions among visitors to these centres.

There are opportunities to improve the public realm in town centres including: better facilities, road surfaces, clean pavements, up to date information boards, way-finding and seating. This could include providing shade and shelter, access to drinking water, public toilets or community toilet schemes.

Improvements to way-finding and signage highlight key components of the centre, retail and non-retail anchors, public facilities and community spaces could provide a simple way of creating a stronger local feel. These are physical signs in centre and link to online place promotion activity. There are also considerations around how people travel to town centres. Linkages need to be made to the Council's strategies on air quality, physical activity and health and well-being. This would suggest that people should be encouraged to travel to town centres by walking, cycling or public transport. Wayfinding making use of green grid routes and providing 'time in minutes to' on the signage would be useful. Consideration is also needed around cycle storage in and around town centres.

These improvements will require support from cross borough services areas including Street Markets, Public Realm, Highways, that can incorporate them in future works and maintenance plans.

### **(v) Improve operation and sustainability of street markets**

There is a significant opportunity to improve the management of the borough's markets, particularly in attracting new traders and improving operating standards.

A more proactive and targeted approach to improving and developing markets is needed including: a campaign to generate new traders, improved market layout, and trader standards, better stalls and facilities and visiting markets and events.

Some of these actions are detailed in the Market Business Plan and Business Improvement and Investment Plans (BIIPs).

The Markets Team will use the town centre 'Key Fact Packs' to promote available market stalls. In Brick Lane and Whitechapel there is potential to extend the markets and with additional traders provide better choice and variety of goods

Improved markets will benefit each town centre and add to the overall offer and help create a stronger sense of place. Extending some of the markets could generate additional revenue and lead to increased enterprise activity and create employment.

Street markets offer a clear benefit to health by providing access to fresh fruit and vegetables and the Council is keen to encourage the continuation of markets in the borough. Some Market traders accept 'Healthy Start Vouchers' which parents on low income receive to buy fruit and vegetables with, however further promotion of this sort of activity could bring additional customers to the markets

### **(vi) Reduce Anti-Social Behaviour in the Town Centre**

All centres, excluding Crossharbour and Canary Wharf, suffer from varying degrees of anti-social behaviour (ASB).

This anti-social behaviour includes incidences of street drinking, low level drug taking and tagging and graffiti and an under reporting of crime across all centres.

There is a need to promote responsible alcohol consumption, (both for health and anti-social behaviour reasons) particularly in areas where there is a lively night time economy. This is linked to the issue of alcohol licencing and cumulative impact zones. If there was an appetite in local town centres it would be possible to consider smoke-free town centres.

ASB issues are being discussed at a local level in response to local concerns about local problems. Police and street management should review the installation and monitoring of CCTV facilities. Late night cleaning and additional cleaning should be considered as part of managing the night time economy and funding identified to help to raise perceptions of the local area.

Improved litter and waste management would have an impact on the perceived levels of anti-social behaviour even if litter is not, by itself, considered ASB. The management and policing of school pupils and groups of youths gathering in town centres is one aspect to consider in certain locations.

**(vii) Review performance of town centres and track performance.**

Area Profiles have been produced that provide a ranking of all town centres against the 20 performance indicators used by the Association of Town Centre Management (ATCM) have been prepared for Tower Hamlets 9 town centres.

Action Plans which have now been drafted would address any weaknesses identified in the performance indicators in each town centre.

The High Street and Town Centres Team will review the performance indicators each year and provide evidence to track and monitoring improvements between 2017 and 2022.

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### 3. Why are Town Centres important?

In 2012, the Council's Enterprise Strategy proposed that:

- *Enterprise creates opportunities for employment*  
**Our research suggests:** *Many people are employed locally in Town Centres in the borough, but the numbers could be higher*
- *Enterprise is a means for residents to create wealth*  
**Our research suggests:** *Retailers and market traders look to the Town Centres for their incomes, but many are struggling currently to stay in profit*
- *Enterprise fuels local economic activity*  
**Our research suggests:** *Vibrant Town Centres, as can be seen at Canary Wharf or Brick Lane on a Sunday, attract business and footfall*
- *Enterprise improves the local economy*  
**Our research suggests:** *Capturing local spending power will enhance local economies across the borough*

The enterprise economy is, therefore, in many ways, the borough's most significant strength and its growth has brought rapid and permanent change to the face of the borough, physically, economically and socially.

In addition to this enterprise focus, Town Centres offer much more – they are an opportunity for people to come together, feel part of a community, reduce loneliness and isolation plus provide the opportunity for people to access resources locally which they can do by walking / cycling thereby preventing the need to travel by car which has negative health impacts on physical activity and air quality

The Town Centre Strategy aims to build on these strengths and opportunities and enhance its effect in order to create a framework for managing Town Centres in the borough to:

- Attract investment
- Exploit the success of street markets
- Support enterprise
- Manage the night time economy
- Reduce vacant units
- Impact on the make-up of Town Centre
- Improves health and well-being

Tower Hamlets has experienced rapid economic growth in recent decades and there are over 200,000 jobs within the borough (5% of London's employment).

While Tower Hamlets' population has expanded rapidly, by 45,000 since 2001, employment growth has outpaced that of this growing population. There are almost

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3 jobs for every 2 working age residents in the borough, although a lot of these jobs are taken by people who live outside the borough. People living in Tower Hamlets are starting businesses. The borough has the seventh highest number of business births within London and the tenth highest number of business deaths (which is consistent with the London average). Despite this entrepreneurial spirit, the levels of self-employment are lower than the London average and it tends to be those with higher level skills that move into self-employment. This suggests that opportunities should be exploited in local town centres to encourage entrepreneurs to set up business locally – in a vacant unit or on a market stall – and help to revitalise the local offer.

The majority of town centres e.g. Watney Market, Bethnal Green, Roman Road East and West, Chrisp Street and Whitechapel, currently serve the needs of their local communities. This needs to be maintained, while also identifying and servicing the needs of new communities.

Brick Lane attracts a large number of visitors, so is seen as a national and international destination. It is continuing to prosper and many of the incoming businesses are independent retailers rather than chains. The changes are impacting on the traditional offer of Brick Lane (it is no longer Curry Mile). Offering support to traditional businesses, alongside working with the new businesses is the key to maintaining a diverse offer. Finding tailor-made and locally determined solutions to these new issues and challenges is the key focus of this Strategy.

Town Centres in the borough, therefore, perform an important economic role within the borough. They support those around them by providing a significant level of employment (21,000 jobs according to the Local Economic Assessment), including entry level jobs. They are home to many long-standing and well-loved street markets, which attract people into the area. However, they rely on the economic spending power of their local communities to maintain their vibrancy and competitiveness. As the current and future demographic changes take place, the requirements of the new communities need to be encompassed if this new spending power is to be retained in the local economy.

Evidence in the Local Economic Assessment refresh (2016) demonstrates that there is a variation in performance between the borough's town centres. Further evidence of this has now been gathered as the ranking of the performance of town centres shows. This has been developed applying the Association of Town and City Management's indicators of a successful town centre to the Council's 9 District Centres (see Appendix 2).

Town centres are vital in making opportunities in the local enterprise economy accessible to local people. But while Canary Wharf is home to the UK's second largest business district as well as a major shopping centre other town centres in the borough face particular challenges. Improving the performance of the borough's town centres has the potential to retain more spending locally, support a more diverse economy in Tower Hamlets and increase the number and range of jobs available to local residents.

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## 4. Strategic and local context

The Town Centre Strategy fits within the context of the vision for 'A Prosperous Community' as set out in the Council's Community Plan 2015 to 2020.

'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'.

The Plan recognises that Tower Hamlets is a 'community of communities' and that a 'one size fits all' approach is not one that works in the borough. It does, however, reflect the aspiration of 'One Tower Hamlets' which is about reducing inequality and poverty, strengthening cohesion, ensuring that communities live well together and recognises that the whole community has a part to play in making this a reality. The Town Centre Strategy aims to embed these key principles in its approach to developing a framework that is tailored to the needs of the 9 District Centres in the borough, which have been identified as the key 'Town Centres' for this Strategy. However, it is an approach that would be equally applicable to Neighbourhood Centres and any newly emerging District Centres in the borough.

The Community Plan highlights vibrant Town Centre as a key priority raising concerns regarding access to Town Centre, service provision and issues of social cohesion. The Council in its Scrutiny review of Town Centre undertaken in 2015 looked at the challenges facing Town Centre to understand how to ensure that they retained their vibrancy, competitiveness and strengths, while respecting their different roles. While most areas appear to be in reasonable health, they are facing a range of complex challenges, including competition from the growth of on-line shopping, changes in the local population profile and the need to adapt to the changing needs and expectations of their customers.

The Vision for Tower Hamlets Town Centres in the Community Plan has been identified as:

'By 2025 Tower Hamlets will be refocusing on its Town Centres, ensuring they are places at the heart of civic life, which are vibrant, inclusive and accessible. The role of each town centre will differ, in order to serve all members of the community, according to character and function. Each of the Town Centre will form part of a rejuvenated, interconnected network of hubs for shopping, leisure, civic and associated housing uses'.

This Town Centre Strategy has been written to complement other Council strategies including the Enterprise Strategy 2012, the emerging Local Plan scheduled for adoption in 2018, the emerging Growth Strategy, the Tower Hamlets Spatial Strategy 2016 and the Health and Well-being Strategy. It uses as an evidence base the Retail Capacity Study 2016, undertaken by Carter Jonas, the Area Profiles developed for the borough's District Centres and footfall counts, resident and business surveys undertaken by the Town Centre team.

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The purpose of the Town Centre Strategy is to assist in achieving the Council's vision. The strategy will set out the overall approach to managing the Town Centre to reduce vacancies, attract investment, exploit success of street markets, support enterprise, enhance the makeup of the high street and effectively manage the evening economy.

With this in mind, the London Borough of Tower Hamlets contracted with the Association of Town and City Management (ATCM) and its' partners, The Retail Group, to produce a Town Centre Strategy and make recommendations for The Council's District Centres as part of the overall Town Centre Strategy. The aim is for the Strategy to be a framework for the type of activity required to achieve the objectives set, which is also applicable to Neighbourhood Centres.

The aim is for the Strategy and its' recommendations is to propose how town centres could be improved to unlock their retail potential and remain competitive, as well as to satisfy more of the retail needs and requirements of existing and new local consumers. These recommendations will be specific, measurable, achievable, realistic and time-framed and they will also be funded via an approved funding stream.

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## 5. Local Planning Policy Context

The emerging draft Tower Hamlets Local Plan due to be adopted in 2018 contains a number of key local and evidence documents that are relevant to the Town Centre Strategy. The Core Strategy 2010 proposes the concept of ‘reinventing the hamlets’. The places which make Tower Hamlets unique would be strengthened and enhance the borough’s importance as a unique part of inner London, assisting London to become a successful and sustainable city. The following aims are included in the Local Plan and incorporated into the proposals of the Town Centre Strategy:

- maintaining and increasing the supply of town centre activity;
- increasing the availability of larger retail floor space;
- keeping existing levels of local retail provision providing basic goods and services;
- encouraging street markets and promoting their role as ‘drivers of local enterprise and character’;
- promoting active lifestyles.

**Our Borough, Our Plan – A New Local Plan First Steps (2015)** indicated that betting shops, payday loan shops and hot food takeaways might be restricted and diversity increased in Town Centre.

**Tackling the Takeaways: A New Policy to Address Fast-Food Outlets in Tower Hamlets (2011)** sought to support opportunities for healthy lifestyles through planning. Tower Hamlets was awarded ‘Healthy Town’ status in 2008 and received associated government funding until early 2011 to enable the borough to tackle health inequalities. The report identified that there were around 200 hot food takeaways across the borough with a particularly high concentration of this use along the main thoroughfares including Bethnal Green Road, Whitechapel Road and Roman Road.

**The Town Centre Spatial Strategy to 2025** set out an overall vision for Tower Hamlets that refocuses on Town Centre. It establishes 4 overarching aims to consider:

- Planning Town Centre
- Designing Town Centre
- Managing Town Centre
- Connecting Town Centre

A spatial vision alongside strategic aims and a delivery framework were developed for the main centres in the borough.

The planning policy context is to maintain and enhance the vitality and viability of Town Centre. It promotes new sustainable development and economic growth. The

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Strategy builds off this policy context, aiming to enhance footfall, increase competitiveness and develop a local partnership focus within each town centre in the borough.

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## 6. Our Changing Town Centres

### 5.1 Maintaining the vitality and viability of town centres

A number of high profile research reports have been commissioned over recent years that set out recommendations and guidance on how to maintain and enhance the future vitality and viability of the UK's Town Centres. These include:

The **Portas Review** (2011) reported on the findings and recommendations of research led by Mary Portas into the future of the High Streets. The report presented 28 key recommendations for government, local authorities and businesses to help high streets respond to the current challenges facing them and to prevent further decline. The Council received £100,000 of funding and participated as a 'Portas pilot'. This included healthy eating pilot in Chrisp Street and development of the Roman Road Trust model.

The **Grimsey Review** (2013) addressed the continuing decline of many local high streets. The review highlighted the dramatic impact that recent technological changes have had on consumer behaviour and the knock-on effects for high streets. It suggests that the Portas recommendations failed to adequately account for this.

The **Distressed Town Centre Property Taskforce** (DTCP) report (November 2013) was produced by an industry-led cross sector taskforce. This was assembled in response to the Portas Review. The report focuses on the role that property ownership, investment, development and occupation have on town centre viability, and provides recommendations on how the property sector can act to attract inward investment for Town Centre support their ongoing viability.

Key recommendations from these studies identify:

1. **Need to reform the management of Town Centre** and develop strategies to deliver change that respects their particular strengths. Suggestions included developing town teams and Business Improvement Districts (BID's).
2. **Support for local (street) markets** is also increasing, as a way to increase footfall, provide access to healthy food and enhance the vibrancy of local centres.
3. **Making use of the planning system** to protect and enhance Town Centre, which is reflected in the Council's Local Plan.
4. **LPAs are also being encouraged to make use of CPOs** in order to address issues of fragmented ownership and to facilitate comprehensive development across a centre.
5. **Engaging communities** to encourage them to support their local high streets and Town Centre. This is really key in terms of maintaining local facilities and improving health and well-being. It also applies conversely to engaging businesses with their communities so that they can 'give back' to the

community as well. Local partnerships will be developed to enable this 2 way communication to take place.

Recent strategies to promote community participation in the development of local centres have included government support for communities wishing to take on the responsibility for ownership and management of assets of community value, such as their local pub or shop. A £19 million fund has been set up and more than 300 assets have already been listed under the Community Right to Bid.

6. **Leveraging investment and funding.** There are a number of new sources of public sector investment now available to facilitate improvements to local centres. These include £3.6m of funding via the Town Teams, a High Street Innovation Fund worth £10m and High Street renewal awards to date worth £1m.
7. **Adapting to take on the threat from increasing internet sales.** Recent research has highlighted the importance of recognising the threat from increasing internet retailing as an important trend that will continue over the short term. Some centres are adapting better than others for example, the incorporation of Click and Collect (delivery and returns) points into centres.
8. **Air quality, physical activity and health and well-being considerations.** Cycling, public transport and walking will be encouraged. Disabled parking will always need to be provided but, in accordance with the Council's strategic direction, car parking will not be prioritised in this Strategy.
9. **Town Centre focusing on their role as community hubs** is a recommendation of the Grimsey Review, where retail is just one element, creating a diverse offer which will help local centres to compete more effectively with online retailers.

One of the greatest challenges facing Tower Hamlets will be how to revitalise the fortunes of its small and medium sized centres without a critical mass of retail, leisure and other uses in order for them to compete for more limited investment and development potential.

### 5.2 Changing shopping habits

From the mid-1990's there was an unprecedented period of growth in consumer spending, which came to a dramatic end with the downturn in the economy in 2007. Business and consumer confidence was weakened by cuts in public sector funding, rising VAT, unemployment increasing, control of consumer credit and the cost of living increases. This resulted in people spending less and retailers seeing their profits reducing.

Forecasts for 2016 on, however, are starting to show small levels of growth and some positive signs of improvement in consumer confidence. These levels are still slower than previously experienced. The UK economy is affected by fluctuations in Eurozone and global economies and the longer term effects of leaving the European Union ('Brexit') are still unknown.

There has been an increase in the use of internet, mail order, telephone and door-to-door selling. These forms of selling equate to around 13.4% in 2015 of the market share (up from 5.6% in 2006) and equate to sales of £50bn. The significant growth has been in internet shopping. This is adversely affecting the high street particularly in terms of electrical goods, books, music and travel. Other areas that may be affected include clothing and footwear. Forecasts suggest that the non-store retailing activity will continue to grow rapidly outpacing traditional forms of spending. This will be sustained by new technology e.g. smart phones and the development of inactive TV shopping. There are predictions that this may slow after 2020. However, 70% of all convenience goods are still sourced through local shops and distribution warehouses. The drive for internet sales is also fuelling the growth of collection points for these goods e.g. click and collect facilities in accessible places or showrooms where customers can view and test items. This may help to support the demand for retail space over time.

### 5.3 Changing needs

The population of the borough has been changing rapidly, spurred on by the dynamic growth of Canary Wharf, with the current population estimated to be around 272,000 people. Population growth from 2001 to 2010 has averaged around 4,500 additional people per annum, although the borough has generally been a net exporter of population to the rest of the UK, with people coming in from international sources on top of the natural demographic increases driving population growth. The borough's role as one of London's 'receiving areas' for in-migrants from outside the capital continues. The borough has the fourth highest level of population turnover – after the City, Newham and Brent. It particularly draws in under 30's and exports those aged 30 to 45, mainly due to the lack of family accommodation in the borough.

The borough is still a deprived borough, but one with an oasis of wealth within it. It has proportionately more people earning less than £20,000 per annum than the Greater London or Inner London averages, lower proportions of those earning £30,000 to £85,000 and significantly more people earning over £85,000 than the Greater London average. A complicated relationship exists between those who live in the newer housing in the borough who tend to look outwards to meet their retail and leisure needs and poorer households with more limited housing choices looking inward. The retail offer in the borough has traditionally serviced the needs of the more local communities in areas such as Whitechapel or Watney Market. They are not established to meet the changing demands and needs of the newcomers.

House prices are higher in the borough than in East London overall. Rents are also increasing rapidly as the demand for rented accommodation rises. The income ratio of the borough is 6.6 to 1, but based on a mean income of £39,000 (skewed by the

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high wages of a minority). The largest group of residents is in the £15,000 to £20,000 bracket.

Consultation undertaken in developing the Local Plan has suggested some improvements to the management and look of the Council's Town Centres and street markets. The following suggestions have been noted:

- Enhancement of the borough's Town Centres
- The status of Town Centres and shopping parades should be reviewed
- Specific markets in the borough require improvement
- Local shops, markets and public houses should be protected
- Independent shops and restaurants should be prioritised over chains
- A wide range of uses in Town Centres should be encouraged
- Concern about too many hot food takeaways in the borough
- Restriction wanted on new betting offices and pay-day loan shops
- Request that more affordable workspace and retail units are provided
- Concern was raised about proliferations of estate agencies in some locations.

Town centres have seen many changes due to the reasons already identified in this Strategy – changing consumer habits and the growth of internet shopping being just two of them. Town centres are more likely to be used as places for leisure, entertainment and hospitality rather than just for shopping. These complimentary uses need to be protected to make sure that town centres are places that people continue to want to go to and spend their money in.

## 7. Key objectives

In reviewing the strategic context and the Council's existing and emerging planning framework together with the findings from a number of research studies and the practical application of town management processes in the borough, the following have been identified as the key objectives of the Town Centre Strategy 2017 to 2022:

- Attract inward investment into the borough
- Develop local partnerships
- Establish effective governance and management
- Deliver public realm and shop front improvements
- Improve sustainability of street markets
- Deliver business advice and support
- Deliver place promotion and marketing

The Strategy aims, therefore, to develop proposals and a direction of travel for its town centres that: puts in place the Council's approach to town centre management, in order to:

- Encourage diversity of uses in town centres
- Reduce vacancies
- Exploit the success of street markets
- Support enterprise
- Manage the evening economy.
- Influence the make-up of the high street

The Strategy has reviewed the following in order to achieve the broad scope envisaged for the study:

- Assessing opportunities to attract more customers, as well as improve the experience of existing shoppers;
- Identifying recommendations to improve the customer experience, environment, signage, welcome and civic pride;
- Identifying core strengths of the centres to assist proactive marketing;
- Providing reasons to trade in the centres, in order to attract new retailers and investment, reduce vacancies, increase employment, support enterprise and encourage start-ups;
- Identifying opportunities to improve the Street Markets' offer;
- Assessing opportunities to improve the leisure and evening uses and the Night Time Economy of the centres;
- Identifying how the management of the centres can be improve

## 8. Methodology used to develop the Strategy

The Strategy provides the context, findings and analysis to set the overall strategy and direction for managing town centres, as well as a range of actions aimed at:

- Improving performance,
- Increasing competitiveness,
- Enhancing customer appeal and
- Developing community engagement for each centre.

The methodology used for gathering data and opinion, key findings and sets out the collective of findings for the district centres is identified below.

The development of the Town Centre Strategy is based on a wide variety of research topics and the following core work streams:

- Desk-based review of relevant key documents;
- Analysis of existing data and information;
- Discussion with a cross-section of officers from different departments;
- Engagement and discussions with local community groups in centres;
- Engagement with Market Services Team and Business Improvement and investment Plans (BIIPs) and the emerging Markets Business Plan;
- Review of available consumer surveys from Council capacity retail studies and other studies where available;
- Review of the emerging and developing Area Profile Reports;
- Review of retail trends information;
- Surveys of businesses and where markets are located market traders
- District centre location reviews / site visits conducted in all centres.

As can be seen from the list of work stream areas completed as part of the project, the Town Centre Strategy is based on a wide and robust range of inputs.

The Council's project team has been able to provide a wealth of information drawn from many other associated projects, this has helped both in the development of the Town Centre Strategy and also ensured that the strategy is aligned with other initiatives where possible and practical. In addition, the ATCM and The Retail Group has completed essential additional work streams to provide a 'complete' basis for the development of the Town Centre Strategy.

The outline methodology for the additional work streams has been set out below.

### 8.1 Location Reviews

Location reviews were completed for all 9 District Centres. This work included a review of the wider retail offer (including service, convenience, comparison and catering offers) as well as the street markets.

The review looked in detail at 14 different variables and included statistical input and the centre boundary plans contained within the Retail Capacity Study (Carter Jonas research). The review also assessed the markets offer using a further 7 variables.



The aim of the location review is to assess the overall offer, trading appeal, health and vitality, role and function of the local centres from the perspective of experienced town centre consultants and the perspective of the consumer.

The detailed findings of the location reviews are set out in section xx and were instrumental in developing the District Centre Action Plan

### **8.2 Operator Surveys**

In each centre, a survey of local businesses was completed, both those operating in physical premises and as market traders. The survey questionnaire was developed specifically for the study. It covered a variety of topics including customer behaviour, customer usage patterns, current performance indicators, views and issues with the centre and improvement requirements.

Surveys were hand delivered to a cross-section of businesses and market traders and the anonymously completed questionnaires were collected later the same day.

The survey achieved a good response across the centres, although actual response levels varied by centre and by number of available businesses. Across the various centres, the survey achieved the participation of around 400 businesses with over 700 businesses offered the opportunity to take part. The survey questionnaire used is attached to the report in Appendix 3.

### **8.3 Local Stakeholder Group Discussions**

Meetings were held with the following stakeholder groups that engage with businesses in their district centre:

- Oxford House for Bethnal Green;
- PoplarHARCA for Chrisp Street;
- Roman Road Trust for Roman Road East.

The purpose of the local stakeholder group discussions was to include the experience and insight of existing local groups and to also draw on any additional research they may have developed.

### **8.4 London Borough of Tower Hamlets Officer Engagement**

Officers from a range of service areas took part discussions to support the development of the town centre strategy including: Community Cohesion, Environmental Health, Public Health, Infrastructure Development, Enterprise team, Whitechapel Vision team, Safer Neighbourhoods, Licensing, Planning, Housing, Parking, Highways and Market Services.

The aim of the officer engagement was two-fold; on the 'input' side it has been essential to identify what initiatives are already underway in Town Centre, we have also been able to identify any specific issues and requirements the various officers and departments would like to see in the Town Centre Strategy.

With regard to the 'output / deliverables' side of the engagement with officers, the aim has been to identify how various departments would be able to assist in the

implementation of actions to improve town centre performance. This was particularly important in the current period of budget savings and reduced public funding. Through this awareness of the Town Centre Strategy content, different departments have been able to identify opportunities to highlight and support the inclusion and potential implementation of relevant planned expenditure improvement actions.

### **8.5 Retail and Consumer Trends Review**

A summary of recent trends has been completed to provide an overview of the current, dominant trends affecting the retail sector and Town Centre. An extensive review of published research, reports, articles and insight from industry leaders has been undertaken. This broad research approach has enabled us to collate the views of a wide audience from industry leading bodies such as the ATCM, British Council of Shopping Centres and Institute of Place Management; to research and insight specialists including Deloitte and Dunnhumby; to retail property and planning specialists, government bodies and other industry specialists.

### **8.6 Area Profiles and Other Key Documents Review**

The emerging Area Profile Reports have been drawn on for a variety of inputs to the analysis to develop the Town Centre Strategy. Particular areas of information have been catchment area, customer profiles, regeneration activity, food hygiene ratings and other local statistics.

Other documents have also been reviewed including; Market Business Improvement and Investment Plans and the Carter Jonas Retail Capacity Studies. The Council project team has also provided a wealth of documents to be included in the available research database.

## 9. Outputs and Deliverables

The findings of research work streams were used to develop two core outputs. The first of which is this Town Centre Strategy with its findings and key recommendation for each District Centre (see xxx). This draws on all the findings, research and Action Plan content to develop the Town Centre Strategy Report. The Town Centre Strategy Report provides a summary of the findings and conclusions for each centre, it then identifies the common themes and issues, which have been used to identify the key strategic initiatives that need to be completed in order to help London Borough of Tower Hamlets Council to achieve its strategic vision for London Borough of Tower Hamlets' town centres.

The second is the production of the individual Town Centre Action Plans. These have been produced for the following areas:

- Whitechapel
- Brick Lane
- Bethnal Green
- Roman Road East
- Chrisp Street
- Canary Wharf (in development)
- Watney Market
- Roman Road West
- Crossharbour\*
- Bromley-by-Bow\*

Bromley-by-Bow and Crossharbour have Retail Opportunity Statements instead of Action Plans as they are too small in terms of offer and overall size to produce a full Action Plan. This will be reviewed as further developments take place in these areas.

The Action Plans for 8 District Centre are available separately to the Town Centre Strategy and will be reviewed with local partnerships. They each contain research sections as follows:

- Location Review; retail and market offers
- Operator Survey
- Consumer Insight
- Consumer Profile / Demographics
- Regeneration Activity
- Retail and Consumer Trends
- Conclusions and Improvement Opportunities.

They conclude with location specific actions, these are grouped under 7 headings:

- Improvements to the Retail Offer
- Improvements to the Market
- Improvements to Consumer Experience
- Improvements to Marketing and Promotion
- Improvements to the Evening Economy
- Improvements to the Management of Area
- Improvements to Business Support

## **10. Street Markets – Moving Streets Ahead**

### **10.1 Introduction**

The markets and street trading strategy sits alongside and works to support the Town Centre Strategy, ensuring we have a joined-up and successful approach for both of these inter-reliant areas of business.

As London has been transformed over the last fifteen years, so have the town centres within it. These centres have changed in the way they look, the purpose they serve, the types of shops they have and the way they are accessed and used. However today's London town centres continue to have a vital role to play in people's quality of life.

The London Borough of Tower Hamlets boasts some of the most iconic and internationally renowned street markets in London. No other borough in London offers year round trading with such a choice of vibrant and contrasting markets.

With a justifiably proud history and tradition on many of the boroughs markets, they contribute significantly to the vitality of local economies, and harvesting a more positive commercial cohesion between retailers and traders will positively impact town centres and establish local enterprise hotspots.

As the city fringe activity area impacts our borough and the population increases and diversifies, both the existing and next generation of market trader have a unique opportunity to embrace this change, harnessing the strong local economy and utilising today's technology to capitalise and flourish.

Tower Hamlets Council is keen to continue its investment and support of its street markets. The purpose of this Markets and Street Trading section is to actively plan for growth and manage change in the borough's street markets.

The Markets and Street Trading section charts the way Tower Hamlets aim to reinvigorate, develop and transform existing street markets within the borough, whilst creating new markets and opportunities to significantly contribute to regeneration, social cohesion and entrepreneurial activity for our community and visitors.

Markets and street trading contribute positively to the economic and social wellbeing of the community providing access to affordable quality goods and compliment mainstream retailing. They provide local employment and support local enterprise and provide a stepping stone for small businesses to enhance and grow their business.

## Appendix 1: Update report on Town Centre Strategy – Cabinet report

Tower Hamlets contains eight main local-authority managed street markets located in neighbourhood and district centres across the borough.

The performance of the borough's street markets varies. Tower Hamlets contains some of London's most vibrant and successful street markets. However some of the markets have suffered from changes in retail patterns and are in decline with fewer customers and dwindling numbers of traders.

We recognise the important role that our mission, vision and strategy will play in their continued success, and will use a range of key performance indicators to monitor and evaluate their performance. The table below shows current performance as it has been assessed in preparing this Strategy:

**Table 1: Summary of street market performance review  
(prepared by ATCM/ the Retail Group for the purposes of this Strategy)**

	Whitechapel	Brick Lane (including Sciater Street and Cheshire Street	Bethnal Green	Roman Road East	Chrip Street	Watney Market	Roman Road West	Crossharbour	Bromley-by-bow
Market offer needs to be curated	✓		✓	✓	✓	✓	✓	n/a	n/a
Trader standards are poor	✓	✓	✓	✓		✓	✓	n/a	n/a
Space for additional market stalls		✓	✓	✓	✓	✓	✓	n/a	n/a
Market layout needs improving			✓					n/a	n/a
Opportunity to expand market	✓	✓						n/a	n/a

### 10.2 The Market Common Action Themes

The table above has identified a number of common issues and findings for markets in the town centres, including:

- There is significant scope to increase and improve the Council run markets.
- Most of the markets would benefit from additional new traders, more variety and higher standards of retail professionalism, improved equipment and stalls.
- Brick Lane and Whitechapel Town Centre could sustain bigger markets.
- Support needs to be provided to Market Services as they implement layout changes.
- Introduce visiting markets and events to expand the offer and to provide additional reasons to visit.

This section seeks to establish a framework for delivering a prosperous network of markets, both supporting successful markets as well as intervening to improve those which are performing less well or where there is an uncertain future.

We will work with traders to ensure they operate effectively so that we can continue to development the markets, modernising trading practices and taking advantage of all new business opportunities. We want our traders to run their businesses to the

highest standards, be more competitive and offer increasing more quality choice so that markets play a bigger part in the regeneration of the borough.

Drawing on the experience of both the private and public sectors, key areas of Market Services will be reviewed in line with the Council's strategic objectives, including financial and management arrangements, governance, regulation and town centre promotion.

### **10.3 Our Changing Borough**

The estimated resident population of Tower Hamlets is 272,000. In recent years, the borough has seen the highest population growth in the country.

Tower Hamlets remains a relatively young borough, with almost half of the recent population rise concentrated in the 25-34 age range.

The profile of local residents is becoming increasingly diverse, with 43% of residents born outside the UK, 32% from Bangladeshi and 31% White British communities, and an increasing number from other ethnic groups including Somali community.

The Market Services team manage, licence, develop and support independent street trading locations and opportunities within the borough. By moving away from being just custodians to business curators of street markets, the team will reinvigorate and transform entrepreneurial trading activity. Their approach to market management is as an investment for the future, not solely a regulatory one. This forward thinking strategic direction should progress into activity, delivering enterprising markets for the wider economic benefit to local business and communities.

### **10.4 Outcomes**

The purpose of the Markets Strategy is to deliver the following outcomes:

- Each market will have a resident led vision;
- Each market will be able to assess and champion its contribution to town centre life, safeguarding sustainability;
- Our markets will be an integral part of town centre plans, strategies and vision
- We will establish positive dialogue between retailers and traders;
- We will pro-actively embrace the changing retail environment, utilizing digital technology, identifying new locations and opening times;
- Users of our markets will feel welcomed, safe, accommodated and valued;
- We will ensure that the markets offer is based on the changing needs of our diverse local communities.

### **10.5 Doing things differently**

We will move beyond custodianship of markets by becoming active curators by:

- regularly evaluating commercial business plans for each market, with Key Performance Indicators, including economic, social and environmental;

- develop a comprehensive understanding of the customer base and regularly monitor financial performance of each market;
- develop skills of Market Services to administer, manage and develop markets;
- review licence conditions to support business and economic development.

#### **10.6 Next Generation Market Trader**

Mentor and financially enable new start-ups and diversifications on retail markets;

- Regularly evaluate the offer on each market and opportunities for new traders;
- Create a business support package for new entrants and existing traders with: business advice, technology and business planning;
- Work with colleges, universities and Workpath providers to identify and support young entrepreneurs for career options linked to street markets;
- Develop closer co-operative working with local partnerships;
- Undertake skills audits to identify opportunities of development, in order to sustain and grow their business;
- Embrace new technology to future-proof and capitalize on new customers – cashless payment systems, e-commerce, wifi, social media and marketing.
- Connect with government/other grants for training and business support.

#### **10.7 Governance and Legislation**

- Explore trader associations and privately managed market opportunities;
- Implement enforcement policy with a focus on sub-letting breaches;
- Develop culture of partnership working with the Markets Service.

#### **10.8 Business aims and objectives**

There are ambitious plans for the future of the service. It is recognized that the service is delivering in a resource constrained world. The market business is adapting to these challenges, nurturing resources and communities they depend on.

#### **10.9 Brand management and marketing:**

- ICT upgraded with on-line functionality in 2017;
- New dedicated markets website;
- Establish a clear street market identity and business direction;
- Utilise social media, area wifi, market branding and marketing.

#### **10.10 Iconic location and venue development**

- Clear signage between markets to encourage visitor movement between them
- Attractive street-scene and waste management, assess cleaning contract in terms of service and cost;
- Actively promote a recognized retail and market trader relationship;

- Provide entertainment where appropriate, utilizing controlled busker zones and performers for specific festivals.

### **10.11 Delivering solutions**

- To adopt a business-led, proactive care driven management approach to markets management;
- Pro-actively promote new trader and specialist market incentives;
- Actively develop cost reduction programme in conjunction with integration of new business software and systems;
- Improve and expand street markets as funding allows, through customer, trader support and trust consultation;
- Originate new street markets;
- Developing street market infrastructure;
- Consistent approach to enforcing market regulations to improve standards.

### **10.12 Developing specialist skills**

- Develop trader recruitment and trader development programmes;
- Establish clear governance of street markets;
- Provide foundations to establish on-going specialist, seasonal and sponsored festival markets e.g. Farmers, Vintage, Art, Ramadan, Christmas.

### **10.13 Financial strength**

- Investment across all existing markets;
- Individual business investment plans for each street market, creating independent financial cost centres;
- Critically assessing fees and charges of market services, establish mechanisms for annual review and action;
- Identify financial growth opportunities i.e. footway licences, advertising and sponsorship;
- Nurture business and funding partnerships, i.e. town centres, sponsorship, advertising, trusts, City of London;
- Trader arrears to be reduced with IT support system in place. Incentives to be created for early payment systems;
- Deliver revenue generating electric supply for all traders;
- Engage with traders, local businesses, residents, town centre and market visitors to identify business needs, desires and aspirations for street markets;
- Constantly benchmark and compare street markets across the UK for examples of good practice and new business ideas.

### **10.14 Major goals**

The following key targets will be achieved by Market Services over the next 5 years:



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- An integrated ICT market management system with mobile working capacity;
- Prepare and cost business investment plans for each street market;
- To establish a unique Market Service identity;
- To develop an active social networking communications tool;
- To have a dedicated website and uniformly branded markets;
- Increase income, generate surplus finance to enable market reinvestment
- To have full occupancy of current markets;
- To establish 3 new markets;
- Create sustainable, on-going seasonal and specialist street market events;
- To brand new regenerated flagship markets offering at Whitechapel.

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## 11. Reviewing Canary Wharf

Canary Wharf is a major town centre situated in the south east of the borough on the Isle of Dogs. It emerged out of the redevelopment of 97 acres of previously derelict dockland. It has now become one of the world's most sought after office and retail space. It is home to a working population of 112,000 people, many of whom travel into the centre on a daily basis. It contains 37 office buildings and, in its 3 shopping centres, houses over 300 shops, cafes, restaurants and bars. Canary Wharf Group (alongside its development and central business services functions) has responsibility for managing the estate, including traffic management, security, health and safety, business continuity, facilities management, public spaces and landscaping, arts and events and the East Wintergarden venue.

Canary Wharf is currently designated as a Major District Centre. There is consideration of a potential re-designation as a Metropolitan Centre. This has been raised in the London Plan and is supported by the emerging evidence base for the Local Plan.

Canary Wharf has a global role as a competitive financial district and is one of the only two financial districts in London. In a Tower Hamlets context, it is, alongside Aldgate and the City Fringe, a centre for business tourism and inward investment. It is the largest town centre in the borough and a key employment location. It has a large amount of office use, but also provides a varied offer of retail, including high street branded stores, convenience and leisure. This is a modern centre unique to the borough – including a large number of tall buildings.

The residential population of Canary Wharf is small, but is increasing in size with new developments currently underway. This town centre does, however, see the greatest footfall and trade from a weekday working population, rather than the broader Tower Hamlets population.

There are a number of key development opportunities in Canary Wharf including Wood Wharf, Riverside South and Crossrail. Proposals coming forward will provide mixed use developments, large floor plate offices, and residential development.

The Council's Core Strategy indicates that Canary Wharf should retain and enhance the global role as a competitive financial district, but it should also adopt a stronger local function.

Canary Wharf has a higher than average level of restaurants and cafes, a strong representation of High Street retailers and mid-range multi nationals. It currently lacks a department store. It has a low level of convenience stores compared to the national average. It also has below average levels of hair and beauty stores.

Vacancy rates are significantly below the borough average (0.60%), providing the lowest vacancy rates of all district and neighbourhood centres. There is a churn on the occupants of Canary Wharf's retail units, but generally units are not vacant for any significant period of time.

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Canary Wharf has excellent transport links and is served by the Jubilee Line, DLR and bus links. The largest concentrations of pedestrians are around the stations and in the 3 major shopping centres contained within Canary Wharf.

The centre has a high environmental quality in its distinct and unique style of modern architecture. The draft Local Plan suggests that wayfinding is an issue to be addressed to and between Canary Wharf's internal shopping centres, which are mainly underground. There are a number of public open spaces, including Jubilee Park, Cabot Square and the new rooftop garden on Crossrail Place.

Surveys of users of the town centre have identified that those using it like its proximity to home, the good range of non-food shops and the attractiveness of the centre's environment. They would like to see more high street shops and more markets and events.

Key weaknesses that have been identified with regard to Canary Wharf include:

The linkages to surrounding residential areas are poor. Aspen Way acts as a barrier to Poplar. It is proposed that major development proposals should address this issue to encourage pedestrian access into Canary Wharf.

Canary Wharf is mainly an office location so it is busy during the week and quieter at weekends. It performs differently to other town centres in the borough. It is proposed that events and activities should be developed to attract more weekend use.

There are fewer independent retailers in Canary Wharf than in the rest of the borough.

A map showing the extent of Canary Wharf Town Centre is included at Appendix 2.

## 12. Summary Findings and Common Themes

This section of the Town Centre Strategy sets out findings from a review of the performance of the borough's town centres and highlights opportunities for improvements under the following five topics:

1. Retail Offer
2. The Market
3. Environment and Consumer Experience
4. Marketing and Place Promotion
5. Evening Economy
6. Management and
7. Business Support.

### 1. Retail Offer - findings and opportunities for improvement

**Table 2: Retail offer findings and opportunities**  
(prepared by ATCM/the Retail Group for the purposes of this report)

	Finding and Issues	Whitechapel	Brick Lane	Bethnal Green	Roman Road East	Chrisp Street	Watney Market	Roman Road West	Crossharbour	Bromley-by-bow
Retail Offer	Poor standards of shop fronts signage/ visual display in shops	✓	✓	✓	✓	✓	✓	✓	✓	
	Dominated by small shop units	✓			✓	✓	✓	✓	✓	
	High % of <3* food hygiene rating	✓	✓	✓	✓	✓	✓	✓		
	Active night time economy	✓	✓	✓	✓		✓	✓		
	High number of vacant units		✓		✓	✓		✓		
	High convenience /service provision	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Dominated by independents	✓	✓		✓	✓	✓	✓		

#### Review of Whitechapel Retail Offer:

There are 122 businesses in the Whitechapel District Centre, of which 15 (12%) sell convenience goods, 37 (30.33%) comparison goods, 9 (7.38%) general retail, 14 (11.48%) finance and 36 (29.51%) leisure businesses. There were 8 vacant units in June 2016, 6.75% of all units compared to 11.17% UK average.

The percentage of Whitechapel's comparison retail provision in the centre is below the UK average (32.43%), with 40% of the 37 businesses selling women's and men's fashion and accessories and other goods sold including: books, hardware and household goods, sports and camping goods and

electronic goods. The JD Sports shop is the only national clothing retailer in the centre.

Most of these businesses are smaller independents and sell goods that target a mainly Asian customer-base, including from outside the area.

Whitechapel's convenience provision is 12.30% compares to a UK average of 8.42%, with a Sainsbury's superstore as the main convenience goods outlet in the centre with about 4,800sqm of floorspace.

Sainsbury's plans for a new store are under consideration with a total of 5,766sqm net, along with smaller ancillary retail units and 600 new residential units above the store, as well as new Town Square.

The centre has some smaller convenience stores with Budgens and specialist independent stores (bakers, confectioners, delicatessen and general convenience stores) providing for the day-to-day needs of the local resident population as well as those working in and visiting the centre.

The 9 retail services providers are dry cleaners, health and beauty outlets, opticians, a post office and travel agents.

Whitechapel's leisure offer is 29.51% of business units, compared to a UK average of 22.7%, and includes amusement arcades and bookmakers. There are 41 businesses with <3\* Food Hygiene rating, which is a weakness given the scale of the local evening economy and high footfall in the area.

The provision of financial and professional services is just above the UK average with 8 retail banks and estate agent businesses.

Consultation with businesses in 2016 highlighted that 72% of market traders said trading was down on last year compared to 55% of retailers, and 10% of market traders saying trade was up compared to 15% of retailers.

Footfall in Whitechapel is high throughout the day, particularly at peak commuting times, with local footfall generators: Whitechapel Station, Royal London Hospital, Queen Mary University, Whitechapel Market and the IDEA Store with 600,000 visitors per year (2015/16) and Whitechapel Gallery with 450,000 visitors per year. There are also office blocks nearby and the centres.

Since 2011, 1,383 new housing units were built within 800 metres of Whitechapel District Centre and there is a further 3,614 units being developed on 8 sites. The largest local developments are Bishopsgate Goods Yard with 1,356 units, Raven Row with 625 units and the proposed redevelopment of the Sainsbury store with 559 new units.

Other regeneration programmes include: the Crossrail development which is expected to result in 50-60% increase in passengers, Queen Mary University

expansion plans, the Council's new Civic Centre on Whitechapel Road and new hotels and office space in nearby Aldgate.

These developments will increase footfall in the already busy area and create business opportunities throughout the day for local shop and market traders.

### **Review of Brick Lane retail offer:**

There are 339 businesses in Brick Lane District Centre of which 32 (9.44%) sell convenience goods, 96 (28.32%) comparison goods, 25 (7.37%) are retailers, 77 cafes and restaurants (22.7%), 22 (6.49%) Finance and Professional, 7 (2.06%) Drinking Establishments, 6 (1.77%) hot food takeaway businesses and 40 (11.80%) are other retail businesses and 34 (10.03%) vacant units.

Although the percentage of comparison retailers in Brick Lane is below the UK average of 32.21%, the offer is more varied and distinct compared to other district centres and attracts a wide range of people to Brick Lane.

Most of the comparison retail units sell fashion goods with: 9 retailers selling leather and vintage goods, 7 art galleries, 3 record shops and 4 textile shops. The majority of the comparison uses are located along Brick Lane with some located in secondary streets. There are no national multiples on Brick Lane.

Brick Lane's percentage of convenience retailers compares to a UK average of 8.51%, with most independent convenience stores and confectionary stores, including those targeting Bangladeshi community. Similarly to the comparison goods, there are no national multiples and there is no large supermarket as the unit size is only suitable for top-up shopping.

Retail service provision is lower than the UK average of 14.30%, with 60% health and beauty outlets and travel agents, wedding services and an optician. Brick Lane has 77 café and restaurants, particularly from Hanbury Street to Fashion Street.

Although Brick Lane has been known for its curry houses, the eating out offer is diversifying to include other cuisines, adding variety to this destination. There is a low provision of hot food takeaways and only 2 public houses and 6 bars on Brick Lane. Most licensed premises on Brick Lane are restaurants. There are 40 businesses on Brick Lane with a Food Hygiene rating of <3.

The Old Truman Brewery acts as a hub for indoor and outdoor events in Brick Lane, many of which concentrate on arts, fashion and other creative fields, and has spaces for hire for Exhibitions and Trade Shows. There are development plans in the centre including Old Truman Brewery.

Other uses on Brick Lane include B1 offices, B8 stores, a school, bowling alley, betting office and health centre. These uses suggest that Brick Lane is catering for local residents in terms of civic and community uses.

Brick Lane is a very busy weekend, weekday evenings and Sunday daytime destination, with the highest footfall on the northern half of the street. Within 800metres around the district centre, the 2011 census shows 46,030 people living in 18,440 households, making it the 4<sup>th</sup> most densely populated of Tower Hamlet's 9 town centres.

Between 2011 and 2015, housing growth figures show 1,193 new units were built in 5 sites within 800 metres of Brick Lane; the largest was a 360 unit development located by Bethnal Green Road, and a further 4,643 housing units are planned in 11 sites.

There are plans for the development of hotels, offices and retail space in the Aldgate area, which together with transport improvements and new residents moving into the area, will grow the potential customer-base and in-turn create business opportunities for local enterprises.

### **Review of Bethnal Green retail offer:**

The Carter Jonas Retail Capacity Study in 2016 identified 156 retail units in Bethnal Green District Centre: 17 (10.9%) selling convenience goods, 46 (29.49%) comparison goods, 22 (14.1%) retailers, 9 (5.77%) cafes and restaurants, 17 (10.90%) finance and Professional, 8 (5.13%) drinking establishments, 8 (5.13%) hot food and takeaway, 26 (16.67%) other and 3 vacant (1.92%).

The percentage of comparison businesses in Bethnal Green compares to a national average of 32.21% with a small number of national multiple within the centre and most of the fashion offer in shops focusing on sari and other fabrics. National multiples in Bethnal Green are: Iceland, Boots, Tesco's, Sainsburys, Greggs, Nando's, KFC, McDonalds and Subway.

The percentage of convenience retailers is 10.90% compared to 8.51% UK average. The Retail businesses include health and beauty, optician and dry cleaners, 17 financial and professional services, with 10 units occupied by estate agents.

There are 26 businesses in the category 'other' with 23.08 % D1 (non-residential institutions), a dental surgery, place of worship, community centre and GP surgery and 6 betting shops and a laundrette in the centre. There are 9 restaurant and cafés, 8 drinking establishments and 8 hot food takeaways. There are 10 businesses with <3\* Food Hygiene rating, which is better than other centres.

New housing developments within 800 metres of Bethnal Green in the past 5 years created 912 new units, with a further 2,369 units at planning approval and development phase, which will generate more customers for local businesses.

The district centres proximity to Queen Mary University on Mile End Road and the Children's Museum near Bethnal Green tube station, which has seen increases in visitor numbers from 433,261 in 2012/13 to 462,607 in 2015/16, offers opportunities for attracting more student tenants and visitors to Bethnal Green District Centre.

The Market, local public houses, Bethnal Green Library and national retailers in this shopping street are generators of footfall during the day. Bethnal Green Tube station generates high footfall in the early morning and evening throughout the town centre, however many businesses are closed at these times.

### **Review of Roman Road East retail offer:**

There are 248 businesses located in Roman Road East District Centre, 29 (11.69%) sell convenience goods, 54 (21.77%) comparison goods, 32 (12.9%) retailers services, 22 (8.87%) cafes and restaurants, 15 (6.05%) hot food and takeaway, 3 (1.21%) drinking establishments, 23 (9.27%) finance and professional services and 40 (16.13%) are other businesses. There were 14 vacant units (5.6%) in late 2016.

The percentage of comparison business in Roman Road East District Centre is below the UK average of 32.21% and is mainly independent businesses. The percentage of convenience retailers is higher than the UK average of 8.51% and includes national multiples: Percy Ingle, Iceland, Greggs, Spar, Tesco Metro, Poundland and Superdrug.

Over half of the retail services businesses are in health and beauty. There is also a dry cleaners and photography studio. The financial and professional service businesses compare to 10.74% UK average, with 10 units occupied by estate agents.

The businesses in the category 'other' include: a dental surgery, place of worship, community centre, a GP surgery, 4 betting shops and a laundrette, a Post Office and the Idea Store.

The Idea Store Bow, which had 265,427 visitors per year (2015/16), along with the Council's John Onslow House and the Market attract people into the town centre.

There are 14 businesses with a Food Hygiene rating of <3 stars with: 8 retail businesses, 2 distributions (wholesale) businesses and 4 cafes and restaurants.

Many of the shops, particularly independents, have poor quality window and interior displays and shop signs that appear to be too big for the size of facia.



Shop unit sizes are typically small i.e. under 100 square metres, while multiple retailers typically target a minimum of 150 to 200 square metres of trading area for new stores. The offer is dominated by independents with many shop fronts in poor condition.

The 2011 census shows that, within 800 metres around the district centre, 44,977 people living in 17,000 households. Since 2011 there have been 1,462 new housing units completed in 7 sites within the 800 metre catchment of Roman Road District Centre, with 208 units completed on the Tesco Metro site in the town centre. There are a further 252 new housing sites in St Clements Hospital and 2 further sites due for development in the next few years.

### **Review of Chrisp Street retail offer:**

There are 149 businesses in Chrisp Street comprising: 21 (14.09%) selling convenience goods, 27 (18.12%) comparison goods, 24 (16.11%) retailer services, 12 (8.05%) cafes and restaurants, 7 (4.70%) finance and professional services, 3 (2.01%) drinking establishments, 31 (20.81%) other and 14 (9.40%) hot food and takeaway businesses. In July 2016 there were 10 (6.7%) vacant units in Chrisp Street, compared with a UK average of 11.17%.

The comparison retailer provision is significantly below the UK average of 32.21%, with comparison businesses in Chrisp Street includes: a florists, household goods, clothing, furniture, chemists and jewellers. The centre has an above average provision of convenience goods at 14.1% compared to 8.51% as the UK average, with national multiple retailers including: the Co-op, Boots, ShoeZone, Percy Ingle and Greggs.

Retail service businesses include: health and beauty, an opticians and dry cleaners. Financial and professional service is significantly below the 10.74% UK average.

The category of 'other' includes D1 (non-residential institutions) with a dental surgery, place of worship, community centre and GP surgery.

There are 12 restaurants and cafés in the centre is close to the UK average of 8.70%. The provision of hot food takeaways is higher than the 5.66% UK average. There are 14 businesses have <3\* Food Hygiene Rating.

Chrisp Street Exchange was set-up in 2016, which is run by London Small Business Centre to support businesses start up and growth

Chrisp Street centre appeals to a local consumer base who walk to the centre on a frequent basis to buy day-to-day retail goods and services. Chrisp Street Idea Store had 370,883 per year in 2015/16 and the Market are generators of footfall into the centre.

In a survey carried out by consultants in October 2016 46% of businesses reported turnover was down, 38% said it was the same and 16% said it was up compared to the previous trading year.

Since 2011 there have been 3,231 new housing units within the 800 metre catchment of Chrisp Street District Centre, with the largest completing 570 new housing units, with a further 11,188 new housing units within this area including 3,200 in the Isle of Dogs.

PoplarHARCA in partnership with the London College of Fashion secured £1,779,250 from the LEP, adding to £2,130,456 match funding, to convert 81 underused garages and surrounding land into a new fashion hub and help provide skills and training in the local community. PoplarHARCA has submitted its major redevelopment proposals for consideration. If approved, the proposed redevelopment over the next 8 years will transform this centre and address weaknesses in its offer. Consideration will need to be given to supporting the existing businesses and market traders in the lead up to and during the redevelopment, to ensure that they are able to continue to trade.

### **Review of Watney Market retail offer:**

Watney Market District Centre has 115 businesses: 36 (31.30%) comparison, 26 (22.61%) convenience businesses, 8 (6.96%) retail services, 7 (6.09%) cafes and restaurants and 2 (1.74%) finance and professional, 2 drinking establishments, 10 (8.70%) hot food and takeaway businesses and 15 (13.34%) other businesses. In July 2016 there were 9 vacant units, 8% compared to a UK average of 11.17%.

Businesses on the Commercial Road side of Watney Market include: retailers selling day-to-day goods and clothing targeting local customers. The units at the southern end on Chapman Street (in the 'Arches') are typically large semi-wholesale food and convenience operators.

Anchor stores include: Iceland and Peacocks, located on the central pedestrianized area of Watney Market, with two rows of shops face each other and the market runs along the centre.

Businesses sell: school wear, hardware, convenience goods including Asian supermarket, bakery, pharmacy and a variety of service providers. The quality and prices are low and mainly target a local low income customer base.

In the market about 60% of stalls sell: clothing followed by fruit and vegetables, household, jewellery, rugs and luggage.

The southern-side of the District Centre takes in a stretch of Chapman Street from and includes units in the railway archways with wholesale and convenience goods.

There are mainly independent retailers in the shops around the market, with products sold in both shops and market stalls aimed at mainly Bangladeshi customers including traditional clothing, food stuffs and some household goods. While Peacocks is the only multiple comparison retailer and Iceland, Tesco Metro and Sainsbury Local are the only multiple convenience stores. There is a Santander bank on Watney Street and a Lloyds bank on Commercial Road.

Restaurants in the area include: Efes and Lahore Kebab on Commercial Street and a Wimpy franchise in the market and other hot food and takeaway businesses.

In Watney Market there are 33 business with <3\* Food Hygiene rating: 16 are cafes and restaurants, 10 are retailers and 4 in distribution/transport.

The Watney Market Idea Store had 348,723 visitors in 2015/16 and along with local Shadwell DLR and Overland Stations, the market and anchor convenience stores attract visitors to the centre.

The area around Watney Market saw 786 new housing units completed between 2011-2015, with a further 4,934 new units planned, including 1,800 in the London Dock development.

The London Dock development includes plans to open-up the dock wall and make connections to Watney Market District Centre and could generate potential customers for Watney Market.

Two thirds of businesses surveyed in late 2016 reported declining turnover trends, with 25% reporting an increase on their last financial year.

### **Review of Roman Road West retail offer:**

There are 121 businesses located on Roman Road West, 12 (9.92%) sell convenience goods, 24 (19.83%) comparison goods, 13 (10.74%) retailers, 9 (7.44%) are cafes and restaurants, 12 (9.92%) finance and 2 (1.65%) drinking establishments, 8 (6.61%) hot food and takeaway and 21 (17.36%) are other businesses. In July 2016 there were 20 (16.53%) vacant units in the town centre, which is higher than the national average of 11.17%.

Roman Road West has an above average provision of convenience goods at 9.92% compared to 8.51% as the UK average, and includes four national multiple retailers: Simply Fresh, Nisa Local and Greggs located around Roman Road Market Square, and a Co-op store located on the corner of Globe Road to the west of the centre.

Nisa Local has the largest floorspace with 220 square meters of all the convenience stores. There are also independent convenience specialists: 2 butchers and other shops that attract customers from outside the area with a grocers, delicatessen and bakery. There are no national multiple food or beverage operators located in the town centre.

Roman Road West's comparison retail offer at 19.83% is significantly below the national average of 32.21%. There are no comparison multiples within the centre. Although the high number of specialist independent retailers reflects the traditional nature of the centre, attracting high street brands to the centre would help to complement the independent offer and compete with neighbouring centres.

There is a range of comparison goods stores located in the centre including a florists, household goods, clothing, furniture, chemists and jewellers. On the western side of the district centre there are independent retail and services units along only the northern side of the road with residential properties opposite.

Along with convenience and comparison provision, Roman Road West's retail service offer is at 10.74% compared to the UK average of 14.30% UK average. Over 60% of units are health and beauty businesses and an optician and dry cleaner. There are 12 financial and professional service businesses, 9.92% compared to a UK average of 10.74%. There is also 10 units occupied by estate agents.

There are 21 businesses in the category of 'other' with 28.10% having D1 (non-residential institutions) classification, including a dental surgery, place of worship, community centre and GP surgery.

There are also two betting offices and a laundrette situated in the centre.

Restaurant and cafés are 7.44% of units compared to UK average of 8.70% and hot food takeaways at 6.61% compared to a UK average of 5.66%, with 7 businesses have <3\* Food Hygiene Rating. There are only two drinking establishments in the centre.

Roman Road West District Centre is located to the east of Bethnal Green Underground Station, and as such is only a short walk from Bethnal Green District.

Over half of the businesses in the town centre that completed a survey reported that trade is level or up on their previous financial year; whilst 40% report it is down on their previous year. Average daily transactions are either high or very low.

There is a good selection of convenience stores, service providers and daytime catering operators, which would indicate reasonable footfall levels, although footfall was visibly low during the visit outside of school exit time

Since 2011 there have been new housing sites within the 800 metre catchment of Roman Road West District Centre, with the largest completing 450 new housing units by 2015 at Suttons Wharf North to the east of Meath Gardens and overlooking Regents Canal and 106 units on Parmiter Street north of the centre. There are other sites which are potential housing sites including the London Chest Hospital

### **Review of Crossharbour retail offer:**

There are 17 businesses in Crossharbour District Centre with: 3 (17.65%) Comparison, 2 (11.76%) convenience, 3 (17.65%) retail services, 1 (5.88%) financial and professional services, 2 (11.76%) restaurants and cafes, 1 (5.88%) drinking establishments 2 (11.76%) hot food takeaways and 3 (17.65%) other businesses. There is one vacant units in Crossharbour District Centre.

The main part of the centre is located between Crossharbour DLR Station and Millwall Inner Dock with a parade of mainly small shops located under residential housing blocks and including: 2 restaurants, 2 cafes and 2 pizza outlets, a hairdresser, florist and a tanning booth and convenience goods, including a Tesco Express small food store and a pub and dry cleaning outlet. This part of the centre targets mainly local residents and workers for their day to day basic food and catering needs and tends to be busiest during lunchtimes.

On the south east of the parade is a large Asda supermarket, with a petrol filling station and a pharmacy. This is clearly a popular supermarket with a large busy car park that attracts customers from outside the area and Isle of Dogs.

A footfall study carried out in October 2016 on a weekday and a Saturday showed the number of pedestrians using the centre was 68.8% lower passing the DLR station and 11.1% lower at Seldon Way compared to the same locations on the weekday. The numbers exclude those parking in the Asda car park.

Since 2011 there have been 119 new units new housing completed within the 800 metre of Crossharbour District Centre. There are also 16 development sites around Crossharbour centre which will create an additional 10,906 housing units.

In addition the owners of the Asda store are proposing to develop the site and have indicated that this will include housing, a larger store with car parking and a range of additional facilities and services that could support a larger resident population in the area.

A review of Crossharbour's future development is needed given its population growth as the current town centre offer is unlikely to meet its future

requirements. This will be considered during consideration of the planning application and a local partnership will be brought together to shape up future priorities for the area.

### Review of Bromley-by-Bow retail offer:

There are 5 businesses in Bromley-by-Bow District Centre including: a large Tesco Superstore to the east of the A12 and a small Sainsbury Local convenience store to the west by the Underground station.

The Tesco store has a large car park and offers additional in-store facilities with: a filling station, café, pharmacy and deli, fish and butchery counters, with customers drawn from both the local community and a wider area as a result of its location, access via the A12 and parking capacity. The J. Sainsbury Local store has a local customer base.

Given the lack of typical town centre uses and components, Bromley by Bow does not currently fulfil the role of a District Centre.

## 2. Review of Street Markets in Town Centres:

**Table 3: Review of Street Markets  
(prepared by ATCM/the Retail Group for the purposes of this Strategy)**

	Whitechapel	Brick Lane	Bethnal Green	Roman Road East	Chrisp Street	Watney Market	Roman Road West	Crossharbour	Bromley-by-bow
<b>Finding and Issues</b>									
Markets									
High vacancies rates in market		✓	✓	✓	✓	✓	✓	n/a	n/a
View of retail offer blocked by market	✓	✓	✓	✓		✓		n/a	n/a
Need to curate the market offer	✓	✓	✓	✓	✓	✓	✓	n/a	n/a
Poor quality canopies/frames	✓	✓	✓	✓	✓	✓	✓	n/a	n/a

### Review of Whitechapel Market

Whitechapel Market has capacity for 116 stalls operating Monday-Wednesday and Saturdays from 07.00 to 18.00, has an occupancy rate of close to 100%, the highest of 9 street markets managed by Tower Hamlets Council.

Whitechapel market traders sell: fruit and vegetables, Asian clothing and accessories and household goods, with repetition in the range of products and a lack of anchor or attractive stalls.

There are 9 traders on the market that have a food hygiene rating of <3\*.

Despite high footfall from residents, workers and visitors throughout the day, most people walk past the market as it does not offer products they want.

The market stalls are owned by market traders, have dated canopies and frames and the backs of the stalls face Whitechapel Road, creating a visual and physical barrier that block sightlines from the road of shops and make it difficult for pedestrians to get through the market to the bus stop.

The market traders generate boxes and packaging waste that is often not flattened before it is put in the waste containers, resulting in overflowing bins. Market traders also generate food waste that creates hazards for pedestrians and unpleasant smell when left overnight for collection.

### **Review of Brick Lane Market**

Brick Lane Market has capacity for 248 stalls and operates every Sunday between the hours of 08.00-15.00 and has an occupancy rate of 46%, the 6<sup>th</sup> highest performing market of the 9 street markets managed by the Council. Market traders sell a wide range of goods: clothing, jewellery, household goods, antiques, bric-a-brac and bicycles and a good variety of non-food goods provision.

There are 20 takeaway food traders that have <3\* Food Hygiene rating and are in the private and Council operated markets. There is also 49 market stall traders that have not yet been inspected.

Market stalls have poor quality canopies that block sight lines to shops along the street.

There are also markets in the Truman Brewery site on Sundays:

- Up Market (vintage clothing, crafts and food)
- Vintage Clothing Market
- Backyard Market (arts and crafts,)
- the Tea Rooms (antiques and homeware) and
- Boiler House Food Hall selling a variety of food from across the world.

Truman Brewery is considered a destination in its own right and many visitors travel to Brick Lane to visit the Truman Markets.

The markets are attract tourists, residents and people from outside the area. These private markets add to Brick Lane's distinctive offer, attracting people to the area and provide a unique environment not found in other centres.

### **Review of Bethnal Green Market**

Bethnal Green market is located on Bethnal Green Road has capacity for 104 stalls and operates Monday to Saturday from 08.00 to 18.00.

The Market traders sell daily convenience goods, fruit and vegetables, Asian and other clothing and serves a mainly local customer base.

The market occupancy rates are typically: Monday 62%, Tuesday 85%, Wednesday 81%, Thursday 80%, Friday 83% and Saturday 29%. There are 0 traders with <3\* Food Hygiene rating.

The market stalls are owned by an independent business and the condition of the equipment and quality of the canopies is poor and lack visual appeal. The market stalls are laid out on one side of the road with their backs facing Bethnal Green Road blocking the view to shops by passing traffic.

Footfall in the town centre is busiest during commuting hours and is much higher on Saturdays compared to weekdays.

While the market is a footfall generator, the shopping offer, including anchor stores such as Tesco, Iceland and Boots, and the centres proximity to Bethnal Green and Shoreditch High Street stations also attracts people to the area. The market has potential to add new stalls that improve the offer and appeal to a greater customer base.

### **Review of Roman Road East Market**

Roman Road Market has capacity for 280 market stalls and operates 3 days per week on Tuesday, Thursday and Saturday from 08.00 to 18.00, with traders selling: convenience goods including fruit and vegetables, women's clothing and household goods and serving a mainly local customer base. The market stalls are located on both sides of the street between St Stephens Road and Gladstone Place and block sight lines to the shops on either side.

The occupancy rate on the market is typically: Tuesday 49%, Thursday 71%, and Saturday 79% and is the 3<sup>rd</sup> highest earning market of the Council's 9 street markets after Whitechapel as the 1<sup>st</sup> and Bethnal Green as the 2<sup>nd</sup>. There are ... traders with <3\* Food Hygiene rating.

The market stalls are owned and maintained by an independent business. Some of the market stalls are vintage style barrow stalls and add to the character of the market. However the condition of the canopies is poor and lacks visual appeal and the lack of uniformity of stalls height and evidence of illegal traders with goods on the ground reduces the visual appeal of the market.

Litter and waste management on the market needs attention and issues with fly-trading were observed and Market spills into side streets.

Roman Road Trust piloted a Yard Market in 2016 and its future development could help to generate additional traders and customers.



### **Review of Chrisp Street Market**

Chrisp Street market is managed by Tower Hamlets Council and is located in the square in the town centre and is part of an estate managed by PoplarHARCA. The market has capacity for 100 stalls and operates Monday to Saturday from 8am to 6pm, with traders selling: daily convenience goods, clothing, fruit and vegetables and household goods serving a mainly local customer base. The occupancy rate for the market is from 24% on Saturdays to 74% on Wednesdays and income from the market ranks the 7<sup>th</sup> highest of the 9 street markets managed by the Council.

The fruit and vegetable operators are key anchors for the market, they look poor and are often surrounded by waste and litter

The market stalls are owned and maintained by an independent business. PoplarHARCA is planning a redevelopment of Chrisp Street and once planning permission is secure will take 8 years to complete. The market will still operate during the development and will be moved around the Chrisp Street centre as the development progresses.

It is a priority for PoplarHARCA and Tower Hamlets Council's Market Team to work together to promote Chrisp Street market and town centre to ensure it has a good level of footfall during the development phase. There are piles of rubbish, especially from fruit and vegetables.

Since 2011 there have been 119 new units new housing completed within the 800 metre of Crossharbour District Centre. There are also 16 development sites around Crossharbour centre which will create an additional 10,906 housing units.

### **Review of Watney Market**

Watney Market has capacity for 60 stalls, operating Monday to Saturday from 08.30 to 18.00, with traders selling: fruit and vegetables, fashion accessories, Asian clothing and household goods, and has a mainly local customer base. The occupancy rate of market stalls is from 75% to 97%, the 2<sup>nd</sup> highest rate after Whitechapel market.

The market stalls are located on a pedestrianised section of Watney Market with the Idea Store by Commercial Road to the north and arranged in two rows between the main shopping area. The market stalls are metal frames with canopies that lack permeability and block sightlines to the shops. The market is clearly an anchor for the town centre along with the Idea store. The south end of the market is near Shadwell DLR and Overland stations. However the market does not benefit from this proximity as much as it could due to the limited range of goods sold on the market. There are ..... market traders with <3\* Food Hygiene rating.

### Review of Roman Road Square Market

The Roman Road Square market is located in Roman Road West, also known as Globe Town, with capacity for 28 stalls, operating Monday to Saturday from 8am to 6pm with traders selling convenience goods and fruit and vegetables. The market has occupancy rates of 4% to 18%, the lowest rate of all 9 street markets managed by the Council.

While some shops near the market attract customers from outside the area, the market has a local customer base due to its limited range of products. The market stalls are owned and maintained by an independent business and the condition of the equipment is poor, lacks visual appeal.

The layout of the market does not make the best use of the market square which is by Roman Road a busy traffic route throughout the day. There is 1 market trader with <3\* Food Hygiene rating.

### 3. Environment and Consumer Experience finding:

**Table 4: Environment and consumer spending**  
(prepared by ATCM/the Retail Group for the purposes of this Strategy)

	<b>Finding and Issues</b>	<b>Whitechapel</b>	<b>Brick Lane</b>	<b>Bethnal Green</b>	<b>Roman Road East</b>	<b>Chrip Street</b>	<b>Watney Market</b>	<b>Roman Road West</b>	<b>Crossharbour</b>	<b>Bromley-by-bow</b>
Environment	Limited customer facilities available	✓	✓	✓	✓		✓	✓	✓	
	Anti-social behaviour and graffiti	✓	✓	✓	✓	✓	✓	✓	✓	
	Need to improve litter management	✓	✓	✓	✓	✓	✓	✓	✓	
	Streets need deep clean	✓	✓	✓	✓	✓	✓	✓	✓	
	Public realm needs maintenance	✓	✓		✓	✓	✓	✓		
	High traffic volumes	✓		✓		✓	✓	✓		
	Limited sense of place	✓		✓			✓	✓		

### Whitechapel Environment and Customer Experience

The Council undertook an extensive shopfront improvement scheme as part of the High Street 2012 initiative.

The layout of the market stalls along one side of Whitechapel Road exceeds their designated limits. Recent Enforcement action has ensured that trader stalls are now within their designated limits.

## Appendix 1: Update report on Town Centre Strategy – Cabinet report

The condition of stall frames and lack of permeability of the canopies makes it difficult for pedestrians, particularly visitors, to access the bus stop on Whitechapel Road and also for those traveling along the road to see the shops.

The public realm is unpleasant in parts due to packaging and food waste generated by market traders overflowing in waste bins and an unpleasant smell when food waste is left overnight, creating obstacles and an unpleasant experience for pedestrians. Also some traders park their van illegally on Whitechapel Road by the market, adding to the obstacles experienced by pedestrians and the poor visual impression of the market and the area.

There is some way-finding panels in the centre, but limited signage promoting the market and supporting the visitors.

Whitechapel Road is a busy main route connecting Whitechapel District Centre with Aldgate and the City and Bethnal Green. It is served by bus numbers 25 connecting with Ilford/Oxford Street, number 205 to Bow/Paddington, number 254 to Aldgate/Holloway, and D3 to Bethnal Green/Crossharbour at 5 to 11 minutes per hour. The district centre has 3 tube station including Whitechapel, Aldgate East and Aldgate within a 10 minute walk from the centre.

Whitechapel Road is part of the Cycle Superhighway CS2. There are cycle docking stations by: New Road with 36 bike spaces, Royal London Hospital with 42 bike spaces and by Aldgate with 18 bike spaces. There is also a cycle shop opposite the market. There is a total of 25 pay and display parking bays and 4 loading bays.

The central drain channel along the pavement where the market is located is clogged with weeds causing flooding of the area when it rains causing inconvenience for traders and pedestrians. Also some shop owners are disposing waste cooking oil down the drain on Whitechapel Road, creating the risk of a blockage and potential congestion to resolve the block.

The total number of 1,012 reported crimes for the area showing on the figure below in the 12 months to September 2016, with 237 (23.4%) Anti-Social Behaviour (ASB), 189 (18.7%) Violence and Sexual offences and 188 (18.6%) Other. The nature of the ASB crimes related to drugs and alcohol misuse and crimes by groups of youths and addressing these issues is a priority for the area. The number of reported crimes in all town centres is thought to be lower than actual figures and promotion is needed to encourage people to report crime to get a more accurate picture.

There are no public toilet facilities in Whitechapel and retail businesses are reluctant to offer the use of their toilets to customers attending the market.

The area has some signage to support way finding but this could be improved and the sign stating restriction on parking needs to be reinstated.

## Brick Lane Environment and Customer Experience

In the north and central section of Brick Lane town centre there is good evidence of investment by retail businesses in their shopfronts with some investment by retailers in the southern end of Brick Lane and businesses are performing well from Fashion Street northwards.

Most empty units are re-occupied quickly. There are two long-term vacant development plots in the south section of Brick Lane opposite Arbor City Hotel and adjacent to the railway lines near Sclater Street.

Truman's Brewery and the curry houses are evening footfall generators and at weekends the six Sunday markets generate significant footfall. However there is overcrowding around Truman Brewery and also in nearby Spitalfields.

There is graffiti throughout Brick Lane particularly around the railway bridge. Some of the graffiti attracts visitors, but there are sections where graffiti and tagging on shopfronts reduces the appeal and is a concern expressed by businesses.

Beggars, street sleepers, tagging, litter and detritus and people urinating and vomiting in the street are a common sight at night. The area would benefit from a regular deep clean and tighter of cleansing and litter management, particularly at weekends and Monday mornings.

There are no buses serving Brick Lane itself. The nearest bus routes are along Commercial Street with bus numbers 254 to Holloway/Aldgate East, 25 to Ilford/Hainault and 67 to Aldgate and the north end of Brick Lane on Bethnal Green Road is served by bus numbers 8 to Bow Church/Tottenham Court Road and 388 to Stratford City/Blackfriars at intervals of 5 to 14 minutes/hour.

The nearest station to the south of Brick Lane is Aldgate East, which is served by the Hammersmith and City and District Lines, with 12.84million entries/exits in 2015 and Whitechapel station, served by the Hammersmith and City, District and Overland lines, with 11.7million entries and exits in 2015. On the northside of Brick Lane District Centre Shoreditch High Street station is served by the Overland Line with 4.878million entries and exits in 2015.

Whitechapel Road at the southern end of Brick Lane District Centre is part of the Cycle Superhighway CS2 route from Stratford to Aldgate. There are also quiet way cycle routes recommended by cyclists along Hanbury Street, Quaker St and Commercial Street. There are TfL cycle docking stations with: 18 spaces at Central House, Aldgate with 17 spaces; Brick Lane Market, Shoreditch with 20 spaces and Buxton Street with 39 spaces. There are 77 pay and display parking spaces, with 29 loading bays.

There were a total number of 592 reported crimes for the area in the 12 months to September 2016. The highest category of reported crimes was 143 (24.2%)

Anti-Social Behaviour (ASB), followed by 95 (16.0%) other theft and 84 (14.2%) Violence and Sexual Offences. The nature of the ASB crimes related to drugs and alcohol misuse and crimes.

The number of reported crimes in all town centres is thought to be lower than actual figures and promotion is needed to encourage people to report crime to get a more accurate picture.

### **Bethnal Green Environment and Customer Experience**

There is evidence of investment by retailers in pubs and ‘trendy’ cafes and some businesses said they plan to invest in their premises. There are low vacancy rates on Bethnal Green, with units taken up quickly and sites such as the former cinema subject to development plans.

There is good accessibility offered by bus services and Bethnal Green and Shoreditch High Street stations. Bethnal Green Road is a busy route with bus numbers 8 connecting with Bow Church/Tottenham Court Road, number 388 connecting with Blackfriars/Stratford City Bus Station and number D3 connecting with Crossharbour/London Chest Hospital with services at 3 to 8 minutes. Bethnal Green Underground at the junction of Bethnal Green Road and Cambridge Heath Road had 16.164 million passenger entries and exits in 2015. There is one cycle bank in Bethnal Green District Centre by Potts Street with 19 docking stations and also one just outside the district centre boundary by Granby Street with 25 cycle docking stations. There are 124 pay and display spaces and 21 loading bays.

The crossing point from the Children’s Museum to Bethnal Green Road is difficult and needs to be improved and the railway bridge at the entrance to Bethnal Green Road cuts off the sightline to the town centre, which together with the lack of signage does not encourage museum visitors to use the town centre.

Bethnal Green Road does not feel dirty or littered but there is some evidence of graffiti in the town centre. There are no public toilets and pressure on shop owners to provide the use of their facilities to customers using the market. Plans to switch to LED lighting will improve the lighting levels in the town centre. Members of the Bethnal Green Business Association said they would like to improve the sense of place, community facilities and green spaces in the centre.

Bethnal Green District Centre had 475 total numbers of reported crimes in the 12 months to September 2016. The highest category of reported crime was violence and sexual offences at 111 (23.4%), Shoplifting at 76 (16%), other theft 53 (11.2%), and theft from the person at 47 (9.9%).

The number of reported crimes in all town centres is thought to be lower than actual figures and promotion is needed to encourage people to report crime to get a more accurate picture.

## **Roman Road East Environment and Customer Experience**

There is evidence of investment by retailers in premises in the western half of the Roman Road East, but the eastern half of the town centre lacks investment in premises with many with oversized signage out of proportion with the shopfront. While the market is well-liked by customers the quality of stalls could be improved.

There is evidence of litter and graffiti in Roman Road town centre suggesting a need to improve cleanliness, particularly due to litter not being picked up and overflowing bins and the market is very untidy mid/late afternoons.

Roman Road is a busy main route with bus numbers 8 connecting with Bow Church/Tottenham Court Road, number 276 connecting with Stoke Newington Common/Newham University Hospital, number 488 connecting with Bromley by Bow/ Kingsland Road with services at 7 to 10 minutes.

The nearest tube station is Mile End Underground located within a 15 minute walk from Grove Road had 16.3M entries/exits in 2015 and Bow Church DLR station 10 minutes from Tredegar Road, had 3.2 million passenger entries/exits in 2015. There are 32 pay and display parking spaces and 10 loading bays. There is also parking in the Tesco car park for customers only.

The junction at St Stephens Road becomes very congested and the noise pollution is considered to slightly deter from the market's environmental quality. It is also hazardous for pedestrians crossing the road to and from the market. There is a very small car park next to Tesco with a one-hour limit and some street parking available nearby but very expensive.

Signage and there is some way finding from key local stations however this could be improved given the potential to promote the centres social history and heritage to generate additional visitors to the centre, particularly during the week.

The public realm is in poor condition and Gladstone Place has excessive street furniture and clutter, including bins, seating and telephone boxes. The road surface in some areas is uneven and would benefit from being repaired or re-laid. The centre lacks available public toilets.

Roman Road East District Centre had 339 total numbers of reported crimes in the 12 months to September 2016. The highest category of reported crime was Anti- Social Behaviour (ASB) at 92 (27.1%), Shoplifting at 49 (14.5%), Violence and Sexual offences at 58 (17.1%). The nature of the ASB crimes particularly relates to drugs and alcohol misuse and crimes by groups of youths, street drinking around Gladstone Place and graffiti / tagging. The number of reported crimes in all town centres is thought to be lower than actual figures and promotion is needed to encourage people to report crime to get a more accurate picture.

### **Chrisp Street Environment and Customer Experience**

The environment around the shops on East India Road is especially poor with lack of investment in shopfronts and signage that is out of proportion with the fascia.

The centre is well served by bus and the DLR, with All Saints Station across the East India Quay Road which cuts off part of the centre. While free parking is available for Co-op users, most of the users of Chrisp Street town centre walk to the centre ( as indicated in PoplarHARCA's survey of centre users in December 2016).

Chrisp Street District Centre has the East India Dock Road (A13) running through it by All Saints Station and connecting the centre with Watney Market and Canary Wharf and served by bus number D6 to Cambridge Heath/Crossharbour, number 115 to East Ham/Aldgate and 15 to Romford/Trafalgar at 7-10 minutes hour. The nearest station is All Saints, which is located across from Chrisp Street market entrance and had 1.99m entries and exits in 2015.

Local cycle routes include a route through Upper North Street which is 'an alternative route recommended by cyclists'. However, cycling in the area is known as difficult. There is a cycle docking station by the Chrisp Street Market with 18 cycle spaces and a cycle shop opposite the market. There are 5 pay and display spaces and 0 loading bays.

Chrisp Street District Centre had 339 reported crimes in the 12 months to September 2016. The highest category of reported crime was Anti- Social Behaviour (ASB) at 92 (27.1%), Shoplifting at 49 (14.5%), Violence and Sexual offences at 58 (17.1%). The number of reported crimes in all town centres is thought to be lower than actual figures and promotion is needed to encourage people to report crime to get a more accurate picture.

Public toilets at Chrisp Street are in need of attention and maintenance.

Waste collection is an issue in Chrisp Street and PoplarHARCA are keen to work with Tower Hamlets Council to explore how they can take on the management of waste on their estate.

Signage to Chrisp Street is good from All Saints Station, however, the challenge for Chrisp Street is to generate most people from outside the area to use the centre

### **Watney Market Environment and Customer Experience**

There is evidence of investment in Watney Market with some recently refitted units to the south of the centre near Shadwell DLR and Overland stations. Shops in the rest of the centre lack signs of investment, have poor window displays with

views into the unit obscured and at night units along Commercial Road are shuttered up and closed to the street.

The business shopfront facing Commercial Street could be improved to achieve a more active frontage to this main arterial route.

There is visible litter and some graffiti in the centre and the quality of the pavement surface in the centre could be improved. There have been drug addicts and rough sleepers in Watney Market Car Park, as there are no gates at either end of the car park.

Commercial Road is a good arterial road to the north with a frequent bus service and a DLR and Overland stations to the south.

Shadwell DLR station has 15 trains per hour to Bank, 6 to Tower Gateway, 6 to Woolwich Arsenal, 6 to Becton and 9 to Lewisham, with 8.6million entries and exits in 2014 to 2015, an increase from 6.67million in 2012 to 2013. Shadwell Overland Station has 9 trains per hour to Whitechapel, 5 to New Cross and 4 to New cross Gate and 8 trains per hour to Highbury and Islington, with 2.67million exits and entries in 2014 to 2015, up from 2.208 million in 2012 to 2013.

Commercial Road is a very busy main arterial route with bus numbers 15, 115 and 135 connecting Watney Market District Centre with Whitechapel to the west and Limehouse interchange at intervals of 6-12 minutes. The D3, 100 and 339 buses serve Shadwell station and operate at 7-12 minute intervals. Cable Street connects with Limehouse/Tower Gateway via bus: D3, 100 and 551 at 7-12 mph.

There are 5 pay and display space and 2 loading bays. This reflects the pedestrianized nature of the centre and the low car ownership in the area. Businesses on Chapman Street include some wholesale businesses, which have been known to take deliveries in unsocial hours and is known to cause noise complaints.

The Cycle Superhighway CS3 runs through Cable Street by Shadwell DLR and Overland stations. There are cycle docking stations by the entrance to Watney Market on Commercial Road with 48 cycle stands and by Shadwell Station on the south side with 18 cycle stands.

Watney Market had 502 reported crimes in the 12 months to September 2016. The highest category of reported crime was Anti- Social Behaviour (ASB) at 156 (31.1%), Violence and Sexual offences at 101 (20.1%) and Public Order at 36 (7.2%),

The number of reported crimes in all town centres is thought to be lower than actual figures and promotion is needed to encourage people to report crime to get a more accurate picture.



The centre has some way-finding within the centre itself. However the connections to local Overground and DLR stations and to new housing developments such London Dock where there is 1800 housing units being developed needs further consideration.

### **Roman Road West Environment and Customer Experience**

There is evidence of retailer investment on the western side of the centre with good quality shopfronts, window displays and contemporary layouts.

There were 17 vacant units in the centre in 2016, with many of these units vacant for some time.

Throughout the centre many premises have their security shutters pulled down even when the shop is open during the day giving the impression the centre is closed. There is evidence of street drinking and a lot of the shop units both vacant and open and community buildings such as the Mosque and GP Surgery have graffiti

Roman Road is a busy main route connecting Roman Road West District Centre with Bethnal Green and Roman Road East District Centre and is served by bus numbers D6 to Crossharbour/Ash Grove, number 8 to Bow Bus Garage/Tottenham Court Road and 277 to Mile End/Leamouth at 5 to 11 minutes per hour. The nearest tube station is Bethnal Green which is a 10minute walk from the centre.

There are two cycling quietways recommended by cyclists running through Roman Road West, with one along Globe Road and one in the middle of the district centre through Morpeth Street by the Globe Town Market leading into Bonner Street.

There is a cycle docking station by the Market Square (Globe Town Market) on Roman Road with 20 cycle stands and a cycle shop opposite the market. There are 16 pay and display spaces in Roman Road West and 1 loading bay. There are stretches of Roman Road which have railings along the street and therefore restrict access for loading). There is also a private car linked to the supermarkets in Roman Road Square.

Traffic flow along Roman Road West is generally high but congestion levels are much lower than along nearby Bethnal Green Road. Although the resulting noise pollution impacts on the centre's environmental quality and attractiveness and adds to pedestrian/vehicle conflicts, there are traffic calming measures in place on Roman Road to help control this.

The public realm appears run down with many shop fronts with graffiti and signage in need of repair. Whilst there is considered to be a generally good provision of seating and planting across the centre, maintenance needs to be improved, particularly in the Market Square. In contrast the public realm along

Globe Road is of a higher quality and has examples of street planting and shop fronts that are well maintained.

Roman Road West town centre is known as an area for student accommodation and is only 15 minutes by bus from Queen Mary University on Mile End Road. The Universities expansion plans will create more demand for the new housing development sites near the town centre, which will generate ... new homes.

Roman Road West is separated from Roman Road East by a bridge over the Regents Canal which runs from Limehouse Basin to Victoria Park, and the Millennium Park running along the eastern side of the Canal. While these assets add to the overall appeal of the area the town centre does not benefit as much as it could from traffic in these locations.

Roman Road West had 147 reported crimes in the 12 months to September 2016. The highest category of reported crime was Anti- Social Behaviour (ASB) at 72 (49%), Violence and Sexual offences at 14 (9.5%) and 8 (5.5%) Burglary 8 (5.5%) Criminal Damage and Arson and 8 (5.5%) The number of reported crimes in all town centres is thought to be lower than actual figures and promotion is needed to encourage people to report crime to get a more accurate picture.

### **Crossharbour Environment and Customer Experience**

The quality of shopfronts in cross harbour is good. Crossharbour DLR station is located in the middle of the district centre and next to the Asda Superstore, with its raised track cutting off sightlines to the rest of the centre.

Crossharbour DLR station had 4.127 million entries/exits in January-December 2015. The centre is served by bus numbers: D6 to Ashgrove, 135 to Old Street and D8 to Stratford at 5-10minute intervals.

Crossharbour has 236 reported crimes in the 12 months to September 2016. The highest category of reported crime was Anti-Social Behaviour (ASB) at 87 (36.9%), Violence and Sexual offences at 34 (14.4%) and 32 (13.6% shoplifting. The number of reported crimes in all town centres is thought to be lower than actual figures and promotion is needed to encourage people to report crime to get a more accurate picture.

### **Bromley by Bow Environment and Customer Experience**

The A12 provides a major physical barrier between the east and west aspects of the district centre, with access via a subway which is poorly lit and have visible litter and graffiti present.

The centre is adjacent to Bromley by Bow underground station which is on the District and Hammersmith Lines with .... entries and exits.

Bromley by Bow had 167 reported crimes in the 12 months to September 2016. The highest category of reported crime was 39 (23.4%) vehicular crime, 37 (22.2%) shoplifting and 19 (11.4%) Violence and Sexual Offences.

The number of reported crimes in all town centres is thought to be lower than actual figures and promotion is needed to encourage people to report crime to get a more accurate picture.

Maps showing the extent of the Town Centres referred to in sections 1 to 3 are included as Appendix 2.

#### **4. The Night Time Economy (NTE) in Tower Hamlets' Town Centres**

##### **Overview in Night Time Economy in Tower Hamlets**

Research carried out by the Association of Licensed Multiple Retailers states that Tower Hamlets has the 6th most-valuable Night Time Economy (NTE) in London and the 10<sup>th</sup> most valuable in the UK, with 583 core pub, club, bar and restaurants with a combined GVA of £121 million.

Between 2010 and 2016 the number of licensed restaurants increased by 49% from 215 to 320 and the number of hotels and other accommodation increased by 75% from 40 to 70. In the same period the number of licensed clubs decreased from 15 to 10 and public houses and bars decreased from 150 to 130.

Many businesses taking part in the NTE sell alcohol and/or are entertainment venues and need a license to operate their business.

Any premises that provide the following activities must secure a licence:

- the sale by retail of alcohol (on and off sales)
- the supply of alcohol by or on behalf of a club to, or to the order of, a member of the club
- the provision of regulated entertainment
- the provision of late night refreshment"

##### **Local businesses in the evening/ Night Time economy**

There are 297 licensed business premises in Tower Hamlets town centres (excluding Canary Wharf). On Brick Lane there is a total of 127 businesses with licenses, including: 97 restaurants and cafes, 19 retail businesses, 6 pubs/bars, 3 community and social clubs, 1 hotel and 1 event venue.

Whitechapel town centre has 30 licensed businesses: 15 retail businesses, 9 restaurants and cafes, 5 pubs/bars, 1 hotel and 1 other.

Bethnal Green town centre has 43 licensed businesses: 14 retail businesses, 12 restaurants and cafes and 7 pubs, 2 social club, 1 hotel and 4 entertainment venues.

In Roman Road East there are 37 licenced premises: 17 retail, 15 cafes and restaurants, 1 hotel and 4 pubs/bars

Chrip Street has 19 licensed premises with: 7 retail businesses, 9 restaurants, 1 hotel, 2 pubs/bars

Roman Road West has 18 with: 10 retail businesses, 5 pubs/bars, 2 restaurants and 1 social club.

There are 17 licensed premises in Watney Market: 11 retail businesses, 4 pubs/bars, 1 restaurants and 1 community centre.

Crossharbour has a total of 6 licensed businesses with: 1 retail, 1 pub and 3 restaurants and 1 social club.

There are no licensed premises in Bromley-by-Bow.

### **Managing the Evening Economy in Tower Hamlets**

In 2016 Tower Hamlets Council carried out consultation on introducing a Late Night Levy, which targets businesses that supply alcohol between midnight and 6am.

The Levy would raise finance, through charging these businesses, to help pay for the extra enforcement costs that the night-time economy generates for police and licensing authorities.

There are approximately 200 alcohol related ambulance call-outs per month in the borough. In relation to all ambulance call-outs in Tower Hamlets, on average 17% of incidents occurring during the week take place between midnight and 6am and at weekends this figure is 22%.

In addition, recorded crime data shows a peak in the number of alcohol-related incidents at licensed premises occurring from 12.30am, which is within the potential levy period.

The council, after consultation, revised its Statement of Licensing Policy to include a cumulative impact zone for the Brick Lane area.

The night time economy sector is a destination driver and anchor for Brick Lane Town Centre and deserves to have its own brand and identity.

The Night Time Levy will raise an estimated £350K, depending on how many businesses decide to retrain their late night licence once the levy comes into effect in June 2017.

It is proposed that the net amount collected is allocated on a 70/30 split, with the funding managed by the Community Safety Partnership. This Partnership has responsibility for liaison with the both public and voluntary sector on community safety issues.

Possible ideas under consideration by the Partnership for how to spend the Late Night Levy Funds include:

- Taxi Marshalls
- Street Pastors
- Street Cleaning
- Enforcement Initiatives - Night time enforcement officers
- Personal Safety Initiatives
- Health Care Facilities
- Additional Police or private security
- Financial support to assist schemes that promote improved management of licenced premises, such as Best Bar None or Pub watch

### **Best Bar None**

Tower Hamlets has a Best Bar None accreditation scheme for licensed premises, and during 2016 awards were available for businesses that got accreditation in Canary Wharf, Brick Lane and at borough level.

An initial group of 39 business responded in 2016 and wanted to take part in the scheme, of which 18 completed their applications and achieved Best Bar None accreditation.

With the introduction of the Late Night Levy from June 2017, businesses taking part in the Best Bar None Scheme will receive a 30% reduction from the levy.

The Shop Tower Hamlets town centre online marketing and promotion platform will highlight the Best Bar None accredited businesses and winners of awards to help increase participation in this good practice and crime prevention scheme.

## **5. Management and partnership development**

### **Intention of town centre partnerships**

In addressing the challenges faced by town centres to improve their performance and competitiveness, having a structure to engage with businesses will help:

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- manage communication with business and market traders in the centre regarding public realm improvements,
- generate support and buy-in for actions to improve performance
- consultant with businesses and market traders on public realm improvements, marketing and promotion activities and business development and training needs
- support delivery of events and activities to generate footfall
- promote participation in business support/ training initiatives including: social media, marketing, support for new and growing businesses.
- Encourage businesses in their network to do their own marketing and promotion and link this to place promotion for their town centre
- promote participation in local town centre management arrangements such as Best Bar None

The town centre partnerships will help explore opportunities for establishing initiatives to improve the management of town centres including:

- Business Improvement District (BID) with a night-time economy focus
- waste collection to meet local needs, more pickups to prevent build up and improve overall health of town centres

### Local statutory partnerships supporting town centres:

- The Community Alcohol Partnerships (CAP)  
The CAP in Tower Hamlets and brings together local retailers and licensees, trading standards, police, health services, education providers and other local stakeholders, to tackle the problem of underage drinking and associated anti-social behavior, including street drinking.
- Crime and Community Safety (CSP)  
The Tower Hamlets CSP is a multi-agency strategic group, with members working in partnership to deal with complex community safety issues, including issues in town centres.

Tower Hamlets CSP conducts an annual strategic assessment of crime, disorder, anti-social behaviour, substance misuse and reoffending in the borough, consult members of the public and wider partnership on their findings and produces it's Community Safety Partnership Plan.

The strategic assessment and the findings of the public consultation are then used to produce the partnership's Community Safety Partnership Plan, which is also a statutory document.

### Neighbourhood Forums

Neighbourhood planning is a new right for communities introduced through the Localism Act 2011. Communities can prepare *Neighbourhood Plans* to

influence the future planning priorities in their areas. These plans allow communities to set out their vision for their local area and create their own planning policies to guide development in their neighbourhood.

In Tower Hamlets the following Neighbourhood Area encompasses town centres in the area their approved area:

- The Roman Road Bow Neighbourhood Planning Area was approved by the Mayor 6th February 2017, with the designated area taking in Roman Road Town Centre.
- The Spitalfields Neighbourhood Planning Forum and Area were approved in April 2016, and the area it covers takes in Brick Lane.
- Isle of Dogs Neighbourhood Planning Area was approved in April 2016 which includes the Crossharbour area.

## **6. Business and Community Partnerships in place in town centres**

### **i. Brick Lane Regeneration Partnership**

The partnership was set-up in February 2017 to support and enable the successful delivery of regeneration works and activities on Brick Lane.

Members of the partnership include:

- Brick Lane Restaurateurs Association reps
- Spitalfields Neighbourhood Forum reps
- Truman Brewery reps
- Market Traders reps
- Residents Associations reps
- Range of community group reps

### **ii. Bethnal Green Business Forum**

The business forum is co-ordinated by Oxford House with membership from local businesses and market reps and also local Councillors.

Oxford House will manage communication with Bethnal Green businesses and market traders to support delivery of regeneration activities in Bethnal Green town centre.

### **iii. Oxford House**

Oxford House is committed to will help manage communication with Roman Road West town centre businesses and market traders to support consultation and delivery of regeneration activities in Roman Road West town centre.

### **iv. Roman Road Trust**

The Roman Road Trust serves and supports the interests of residents and businesses on Roman Road, manages the Yard Market and innovative projects to help businesses be more competitive.

The Trust will help manage communication with both Roan Road East and Roman Road West businesses and market traders to enable the delivery of regeneration activities.

**v. Whitechapel Partnership**

Whitechapel does not yet have an active local partnership to support the development and delivery of regeneration activities. But it does have market reps who are keen to support regeneration in the area.

**vi. Watney Market Partnership**

There is no partnership currently active in Watney Market. But there is a market rep that acts as a contact with market traders.

**vii. Chrisp Street Partnership**

PoplarHARCA manages the estate in Chrisp Street and engagement with community networks and businesses on the estate. This will include preparing regeneration plans for the centre over the next 8 years. The Council will consider their proposals and planning application to ensure that it meets its requirements for the area.

**viii. Crossharbour**

There is an emerging Neighbourhood Forum in Crossharbour, which could support engagement with businesses and the community regarding future needs of the centre given the housing growth in the centre and redevelopment plans currently progressing.

**ix. Bromley by Bow**

There is not currently a business forum or partnership for Bromley-by-Bow.



## 7. Marketing and Place Promotion

The purpose of marketing and place promotion of our town centres is to attract people to visit the area and shop locally. It provides the opportunities for local businesses, market traders and local residents to come together to promote their local area. To do this effectively, each Town Centre will develop its own marketing and place promotion plan and agree these through their local partnerships. This will differ in content and focus depending on local circumstances, e.g. bringing old East Enders into Bethnal Green and Roman Road, maintaining the local focus of Watney Market or attracting international tourists into Brick Lane.

In developing local plans, consideration will be given to issues such as:

- **Identifying target visitor markets and local audiences:** who currently uses the centre – undertake local surveys or use existing information? How could more users be encouraged?
- **Promoting the current retail offer:** using digital maps, directories or apps to promote local businesses or undertaking ‘buy local’ campaigns and offers.
- **Mapping local facilities:** including leisure and social venues, local IDEA Stores and other local amenities.
- **Arriving by public transport:** it is not always obvious that there are local shopping opportunities e.g. the proximity of Shadwell Overground Station to Watney Market.
- **Providing directional signage at key arrival points for visitors to the borough:** Liverpool Street/Bishopsgate, Shoreditch High Street, Aldgate, Whitechapel, Bethnal Green.
- **Way-finding into and between Town Centres:** visitors and local people are not always able to find local centres and markets e.g. Roman Road East Market is not sign-posted from nearby DLR stations. Walking routes between Town Centres e.g. Brick Lane to Whitechapel or Bethnal Green and Petticoat Lane to Brick Lane. Consider investing in directional and way-finding signage to help consumers with: arrival, explore and discover and generally generate footfall in our town centres.
- **Providing training and support to local retailers and traders:** in areas such as marketing and promotion, including use of online and social media channels.

- **Local history and heritage:** building up an understanding of local history and heritage e.g. Huguenots, Suffragettes, Cable Street, Jewish and Bangladeshi communities.
- **Developing the area's unique characteristics and selling points:** using these to develop specific promotional events e.g. healthy eating around markets, speciality markets, history and heritage trails.
- **Local events programme:** A programme of events and activities to promote visitors developed by local partnerships e.g. Roman Road Festival.
- **Promoting the street market:** Using a range of promotional opportunities to let local people know about their local markets – leaflets, social media, etc. Consider local visiting markets, developing food offers, offers and voucher schemes to promote healthy eating. Supporting existing and encouraging new traders to maintain vitality of the market offer. The heritage and history of the market, i.e. the borough contains many traditional East End markets which are underused promotional assets, as are the local links to history e.g. the Suffragette movement
- **Use of social media:** to promote initiatives and campaigns, encourage business and community engagement, be a platform for communicating future plans.
- **Web sites:** creating a local website such as Love Bethnal Green site or Columbia Road Market site.
- **Promoting Council campaigns:** such as Buywell, Voucher schemes, Best Bar None, etc. The Council is currently exploring the possibility of introducing a resident's card for Tower Hamlets residents. There is potential for this card to provide access to special offers e.g. money off vouchers, free access to leisure or other facilities. This will provide an opportunity to market and promote business opportunities in local town centres.
- **Attracting inward investment into the area:** ensuring that vacant units are filled, encouraging new development where appropriate, providing support and training to help businesses develop and grow. Encouraging upgrade and improvement of shopfronts in Town Centres.

## 8. Review of Business Advice and Support

### Support and Advice for business in town centres

There is a range of support available to businesses and market traders in Tower Hamlets to enable understanding and meet their legal requirements in the operation of their business and also help improve their performance and develop their business, including:

- terms and conditions of market pitch licenses and how market traders need to manage their pitch in order to comply with licence requirements
- advice on Food Hygiene rating requirements to meet the Council's minimum 3\* rating to be complaint and
- training courses to secure Food Hygiene certificates
- advice and information for businesses that need to apply for a planning application to develop their property or a change of use classification.
- information on how to apply for Small business rates relief
- support and advice available to business to get accredited under Best Bar None, the Home Office initiative promoting good practice in the management of licensed premises.
- the Council has launched a range of business support products including access to retail marketing support, training for new entrepreneurs to set up in business, help for businesses to access local supply chains and support for businesses in growth sectors, e.g. digital tech, cultural and creative. It is also supporting those offering affordable workspace.

### Summary of support needs requested by businesses

**One to one support:** While the guidance available from Council Officers and on the Council's website is helpful, feedback from businesses in town centres highlights the need to have more one-to-one support. Consultation with businesses and market traders also highlighted that any training or support provided would have to be delivered at their premises or in bite-sized sessions due to the low number of people they employ.

**Completing the paperwork:** Analysis of Food Hygiene rating scores for market traders and businesses with premises highlight weaknesses in their paperwork as a main factor for achieving a low score.

**Cross contamination risks:** Some types of food serving businesses identify cross contamination risks associated with handling meat are an issue.

**Improve window displays and layout:** The review of retail business premises and market stalls highlighted the need to support retailers and traders with improving their window displays and the layout of products in the store and market stalls.

**Accessing social media:** Development work on the #ShopTowerHamlets town centre marketing and promotion project highlighted that only a small number of businesses in town centres and market traders had websites or were active on social media.

**Marketing and promotion plans:** There was an expectation among businesses and market traders that the Council should lead marketing and promotion of their town centre.

DRAFT

## Appendix 1 – Draft visions for Town Centres

These visions are being discussed and agreed with local partnerships. This is work in progress and will be updated as new partnerships are developed. To kick this section off, the agreed visions for the following areas are included:

### **Draft vision - Chrisp Street District Centre**

By 2022 the regeneration of Chrisp Street will be well underway; re-establishing this town centre at the heart of Poplar, with a more competitive retail offer including an expanded Idea Store, a new cinema, a range of community services, a thriving well managed street market and town centre, a place where creative and other start-up and developing businesses can grow and where local residents and visitors come to shop, relax and work; in a contemporary and outward looking environment that builds on and celebrates its Festival of Britain heritage and East London roots.

#### **Priority actions for Chrisp Street:**

- PoplarHARCA and Tower Hamlets Council work together to develop and manage Chrisp Street Market and its waste collection and recycling.
- PoplarHARCA will work with the Council and other partners to support businesses, market traders and implement a programme of events and activities to achieve a dynamic, active and open town centre during the regeneration programme.

### **Draft vision – Bethnal Green District Centre**

Building on the best Bethnal Green town centre has to offer with its rich social heritage in Oxford House, local assets and strong community spirit, market traders, residents and businesses will work together as custodians of this centre in partnership with the Council, to: secure investment in the public realm to make Bethnal Green truly green, softening the impact of Cambridge Heath Road and strengthening the town centres connection to Bethnal Green Gardens and Museum Gardens; achieving a good shopping offer and a thriving, dynamic and well manage market in a bustling dynamic neighbourhood that feels safe and welcoming and hosts regular events and activities including a night/food market and Festival in Weavers Field.

#### **Priority actions for Bethnal Green:**

- Bethnal Green Forum will work with Tower Hamlets Council and Transport for London to develop a plan for improving the crossing point at Cambridge Heath Road making it safer, a better experience for pedestrians and that this busy junction has a better connection to the town centre and supports the economy of the area.
- Develop and curate Bethnal Green Market and identify new traders that add to the offer, attract more customers and support the aim of creating a dynamic, creative and thriving town centre.

### **Draft vision – Roman Road East District Centre**

Roman Road East is a thriving centre at the heart of Bow, with a strong sense of community where residents, traders and businesses work together as custodians of

this neighbourhood, working in partnership with the Council; to develop and maintain a good range of shops, restaurants & cafes, Idea Store and other community services, achieve an attractive market that celebrates its east London roots and create opportunities to share and celebrate its rich social history with local residents and visitors from outside the area and London.

**Priority actions for Roman Road East:**

- Roman Road Trust and Tower Hamlets Council will work together to develop and curate Roman Road Market and identify new traders that add to the offer, attract more customers.
- Roman Road Trust and Tower Hamlets Council work together to take forward a marketing & promotion campaign for the town centre to attract most visitors and create a dynamic, creative and thriving town centre.

**Draft vision - Brick Lane District Centre**

Brick Lane is a unique and quirky place, where its diverse resident community together with the diverse food, media and creative businesses share a strong sense of pride in its heritage, social history and creative expression; and where visitors come from far and near come to hunt for treasure in its markets, enjoy its many cafes, restaurants and shops.

**Priority actions for Brick Lane District Centre:**

- The Brick Lane Regeneration Partnership and Tower Hamlets Council will work together to implement a programme of improvements to the environment and visitor experience on Brick Lane.

## Appendix 2 - Ranking of performance indicators

Performance Indicator Categories	Whitechapel	Brick Lane	Bethnal Green	Roman Road East	Chrisp Street	Watney Market	Roman Road West	Crossharbour	Bromley by Bow
Footfall	Very Good	Good	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Needs Attention
Geographical Catchment	Very Good	Good	Good	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Good	Good
Access	Very Good	Very Good	Very Good	Good	Very Good	Very Good	Good	Very Good	Very Good
Car parking	Opportunity for Improvement	Very Good	Good	Opportunity for Improvement	Good	Needs Attention	Good	Good	Good
Community Spirit	Good	Very Good	Very Good	Very Good	Very Good	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement
Retail offer	Needs Attention	Good	Very Good	Good	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Good	Good
Culture and Leisure	Good	Good	Good	Opportunity for Improvement	Needs Attention	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Needs Attention
Events	Good	Good	Good	Good	Good	Needs Attention	Needs Attention	Needs Attention	Needs Attention
Reported Crime	Needs Attention	Needs Attention	Opportunity for Improvement	Needs Attention	Needs Attention	Needs Attention	Needs Attention	Good	Good
Street Markets	Needs Attention	Needs Attention	Needs Attention	Needs Attention	Needs Attention	Opportunity for Improvement	Needs Attention	Not applicable	Not applicable
Business confidence	Needs Attention	Opportunity for Improvement	Needs Attention	Good	Needs Attention	Needs Attention	Good	Good	Good
Visitor satisfaction retail offer	Needs Attention	Opportunity for Improvement	Good	Good	Needs Attention	Opportunity for Improvement	Opportunity for Improvement	Good	Good
Visitors experience satisfaction	Needs Attention	Needs Attention	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Good	Needs Attention
Attractiveness	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement
Crime and safety perception	Needs Attention	Needs Attention	Needs Attention	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Opportunity for Improvement	Good	Opportunity for Improvement
Retail Sales	Needs Attention	Opportunity for Improvement	Needs Attention	Good	Needs Attention	Needs Attention	Good	Good	Good
Partnership working	Opportunity for Improvement	Opportunity for Improvement	Good	Good	Good	Needs Attention	Needs Attention	Opportunity for Improvement	Opportunity for Improvement
Unhealthy businesses	Opportunity for Improvement	Needs Attention	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Needs Attention
Vacant units	Good	Needs Attention	Good	Opportunity for Improvement	Opportunity for Improvement	Good	Needs Attention	Very Good	Very Good
Night Time Economy (NTE)	Needs Attention	Needs Attention	Needs Attention	Needs Attention	Needs Attention	Needs Attention	Needs Attention	Not applicable	Not applicable

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## Appendix 2 Rankings for town centre performance indicators

The following tables set out the definitions of rankings against each performance indicator

	<b>Very good</b>	<b>Good</b>	<b>Opportunity for Improvement</b>	<b>Needs Attention</b>
<b>Footfall</b>	High footfall throughout the day, with increase at peak commute times.	High footfall at peak times, inc commuter times, with lower figures at other times.	High footfall at commuter times only and lower figures at other times.	Low footfall throughout the day including at commuter times.
<b>Geographical Catchment</b>	Strong catchment area with wide customer base including: local residents, visitors including international visitors, workers and people from outside the area and frequency is typically several times a week.	A good catchment area with wide customer base, including: local residents, workers and a range of visitors from outside the area and frequency is typically a few times a week.	A good catchment area with limited customer base, attracting mainly local residents with some visitors/workers from outside the area and frequency is typically once a week.	A weak catchment area with a limited customer base attracting mainly local residents and some visitors/workers into the area and frequency is typically less than once a week.
<b>Access</b>	Good transport options, with tube service within the centre, good access by car and by foot, range of and frequent bus services with <5mins waiting times, high number of cycles for hire and cycle storage.	Good transport options with tube service within the centre, good access by car and by foot, frequent bus service with <5 mins. waiting times, good number of cycles for hire and cycle storage.	Good access by car and by foot, tube in or near the centre, frequent bus services with <8mins waiting times, some cycles for hire and limited cycle storage.	Good access by car and by foot, tube service in or near the centre, frequent bus services with <10mins waiting times, no cycles for hire and limited or no cycle storage.
<b>Car Parking</b>	High number of car parking spaces available to local residents and customers using the centre, with restrictions and time limits for parking of up to 2 hours and good range of times of the day when parking is available.	Good number of car parking spaces available to local residents and customers using the centre, with restrictions and time limits for parking of up to 2 hours and range of times of the day when parking is available.	Reasonable number of car parking spaces available to local residents and customers using the centre, with restrictions and time limits of up to 2 hours and with demand for spaces at most times.	Low number of public & residential parking spaces available with restrictions on time limits for parking of up to 2 hours and high demand for spaces most of the day.
<b>Community Spirit</b>	Very positive messages expressed by residents, businesses and customers about their pride and loyalty and commitment to promote the town centre, with joint working and investment in social cohesion in evidence.	Positive messages expressed by residents, businesses and customers about their pride and loyalty and commitment to promote the town centre, with aspirations to work together and promote social cohesion.	Some +ive messages from residents, businesses and customers about their pride and loyalty to the centre, but lacks commitment to promote the centre and invest in social cohesion.	Community spirit is low with a negative perception expressed, showing a lack of pride and loyalty to the centre and little commitment to work together or promote social cohesion.
<b>Retail offer</b>	Strong retail offer with a wide variety of goods and services offered, meeting the needs of a diverse customer base, attracting people from outside the area and with potential for growth.	Good retail offer with a variety of goods and services offered, meeting the needs of a wide-customer base and with some potential for growth.	Good range of goods and services offered and meeting the needs of most of the customer base, but with room for improvement.	Limited retail offer, with gaps in the range of goods and services offered, meeting the needs of only some of the customer base with significant room for improvement.
<b>Culture and Leisure</b>	A good choice of theatres, cinemas and other entertainment services offered that appeal to a wide section of community.	Choice of theatres, cinemas and other entertainment services that appeal to a wide section of community, attracting some people from out of the area.	Some theatres, cinemas or other entertainment that appeal to a wide section of community, attracting some people from out of the area.	No theatres, cinemas or other entertainment in the town centre, thereby reducing the appeal fo the centre.
<b>Events</b>	More than 1 licensed/ other events held in the centre on an annual basis.	1 licensed/ other event held in the centre on an annual basis.	1 licensed/ other event held in the town centre, but not regularly.	0 events only in the centre.



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	<b>Very good</b>	<b>Good</b>	<b>Opportunity for Improvement</b>	<b>Needs Attention</b>
<b>Street Markets</b>	Street Market has 100% occupancy with effective management and governance practices in place and the offer is well curated, attracts a broad range of customers, with goods sold meeting their needs and quality requirements.	Street Market 80+% occupancy rate with good management and governance practices in place, the offer is well curated and attracts a good range of customers with goods sold meeting customer requirements.	Street Market 50-80% occupancy rate with good management and governance practices in place, with opportunity to attract more traders, improve the mix and balance of the offer.	Street Market has <50% occupancy with improving management and governance practices, with goods meeting only some customer needs and need to improve the offer.
<b>Business confidence</b>	High business confidence with new businesses opening and most business owners expecting growth.	Good level of business confidence, some new businesses opening with some business owners expecting growth.	Good level of business confidence, some new businesses, and businesses not expecting growth.	Low level of business confidence, few new businesses and business owners not expecting growth.
<b>Visitors satisfaction with Retail Offer + markets</b>	High level of satisfaction expressed by visitors with: choice of offer, standard of customer service and keen to come back and recommend the location to others.	Good level of satisfaction expressed by most visitors with: choice of offer, standard of customer service and keen to come back and recommend the location to others.	Good level of satisfaction expressed by visitors with: choice of offer, standard of customer service but highlighting improvements.	Low level of satisfaction expressed by visitors with: choice of offer, standard of customer service, highlighting weaknesses and concerns to be addressed.
<b>Visitors experience satisfaction with the centre (including markets)</b>	High satisfaction expressed by most visitors about the centre (ex retail) inc: information about whats on, ease with finding their way around, the sense of atmosphere/ character of the place and most expressing high satisfaction expressed.	High level of satisfaction expressed by most visitors about the centre with some comments highlighting areas for improvement (ex retail) inc: information about whats on, ease with finding their way around, the sense of atmosphere/character.	Good level of satisfaction expressed by visitors about the centre with comments highlighting areas for improvement (ex retail) inc: information about whats on, ease with finding their way around and the sense of atmosphere/ character.	Good level of satisfaction expressed by some visitors with many comments highlighting areas for improvement (ex retail) inc: information about whats on, ease with finding their way around and the sense of atmosphere/ character.
<b>Attractiveness Public realm (including markets)</b>	Very good perception of public realm in the town centre with businesses and visitors appreciating the standard of maintenance and quality of materials in the centre with no concerns expressed.	Good perception of public realm in the town centre with businesses & visitors appreciating the standard of maintenance and quality of materials in the centre and minor concerns expressed.	Fair perception of public realm in the town centre with businesses and visitors expressing some significant concerns that need to be improved.	Poor perception of public realm in the town centre among businesses and visitors, with significant concerns expressed about cleanliness and quality or maintenance of assets.
<b>Crime and safety perception</b>	Town Centre is perceived by businesses and visitors as a safe place with no major issues expressed.	Perception of safety in the town centre is good among businesses and visitors with some concerns expressed.	Perception of safety in the town centre is good but businesses & visitors express concerns about recurring issues.	Perception of safety in the town centre is poor with businesses and visitors expressing concerns about a range of recurring issues.
<b>Retail Sales</b>	Over 75% of businesses in the town centre reported turnover had increased on previous years figures.	60-75% of businesses in the town centre reported turnover had increased on previous years figures.	50-60% of businesses in the town centre reported turnover had increased on previous years figures.	40-50% of businesses in the town centre reported turnover had increased on previous years figures.
<b>Partnership Working</b>	Effective partnership structure is in place with representation from businesses, market traders and residents and active joint working with the Council /others to support place marketing & promotion and management of the town centre.	A partnership structure in place with representation from some businesses, market traders and residents and good level of joint working with Council/others to support place marketing & promotion and management of the town centre.	Informal partnership structure in place with some representation from businesses, market traders & residents and some joint working with the Council / others to support place marketing & promotion and management of the centre.	No formal partnership structure in place and limited joint working with the Council / others to support place marketing & promotion and management of the town centre.

**Appendix 1: Update report on Town Centre Strategy – Cabinet report**

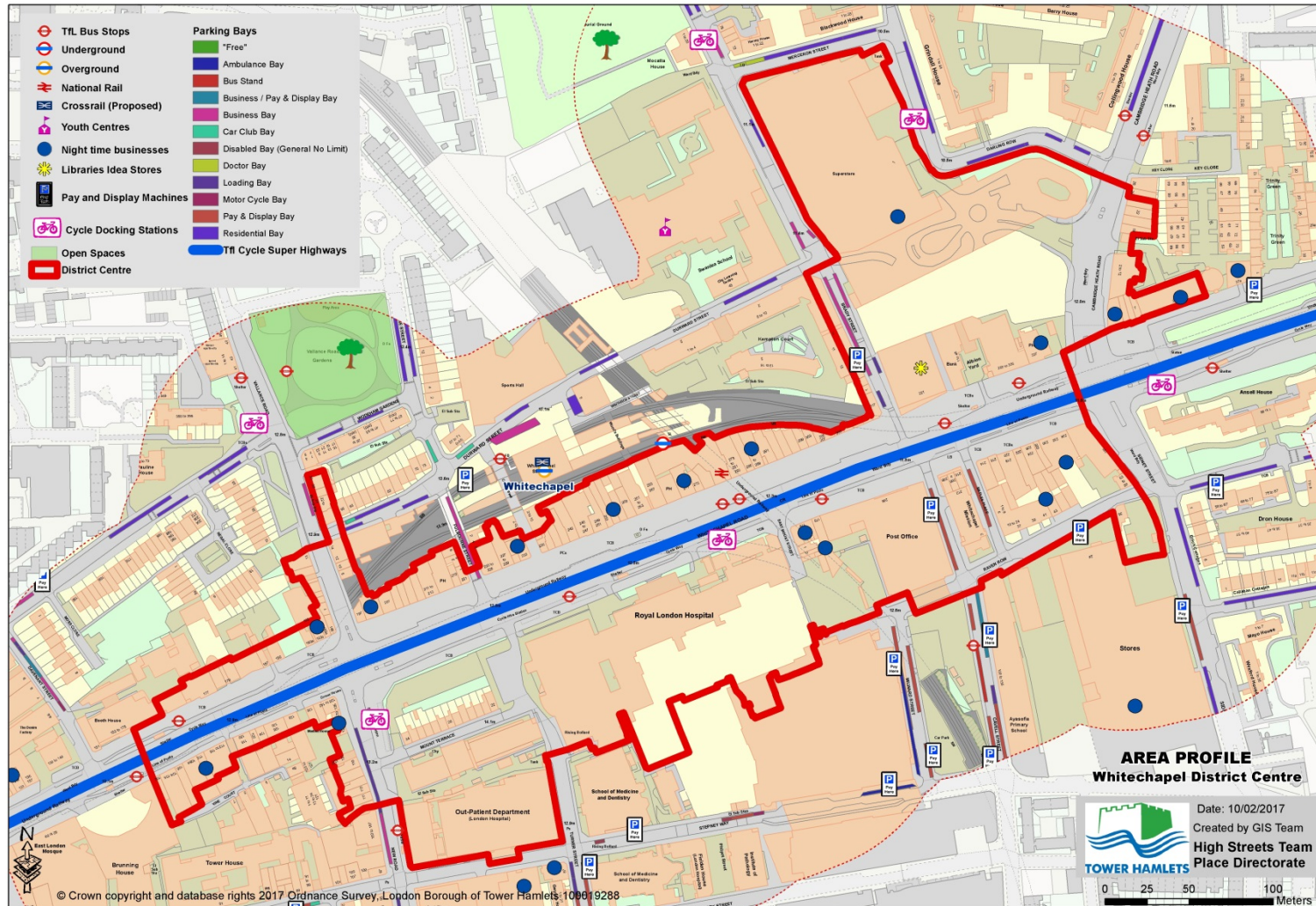
	<b>Very good</b>	<b>Good</b>	<b>Opportunity for Improvement</b>	<b>Needs Attention</b>
<b>Unhealthy Businesses</b>	0% of unhealthy businesses in the town centre including fast food takeaways, betting shops and amusement arcades.	1-7% of unhealthy businesses in the town centre including fast food takeaways, betting shops and amusement arcades.	Under 8-15% of unhealthy businesses in the town centre inc fast food takeaways, betting shops and amusement arcades.	Over 15% of unhealthy businesses in the town centre inc food takeaways, betting shops and amusement arcades.
<b>Vacant Units</b>	0% vacant units in the centre.	1-5% vacant units in the centre (below UK average of 11.17%) and vacant units taken up within about 3 months.	6-10% of vacant units at national average of 11.17% and/or vacant units are on the market for up to 6 months.	11+% of vacant units higher than national average of 11.17% and/or vacant units on market for up to 1 year.
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## Appendix 3 – Maps of 10 District Centres (*Canary Wharf to follow*)

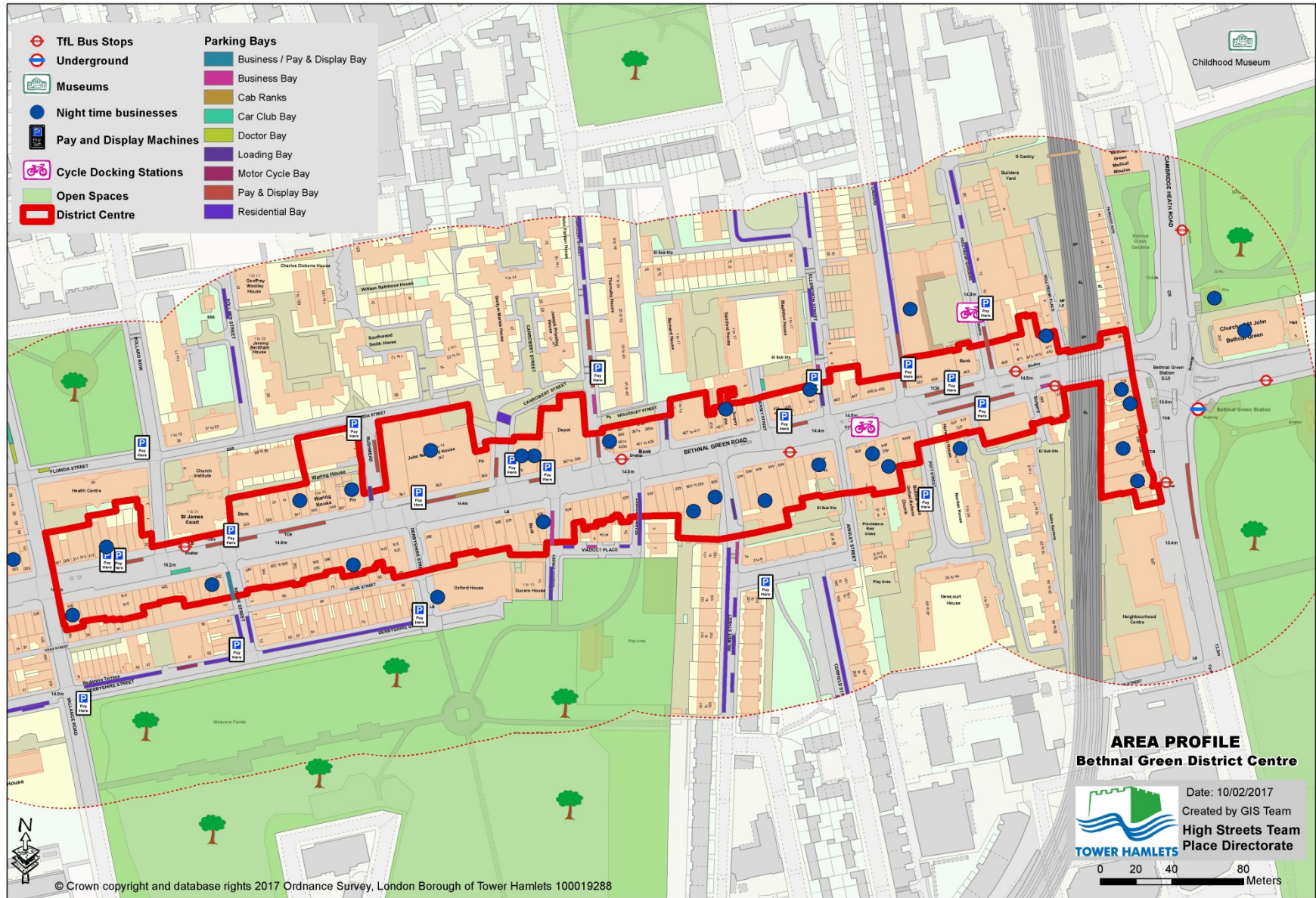
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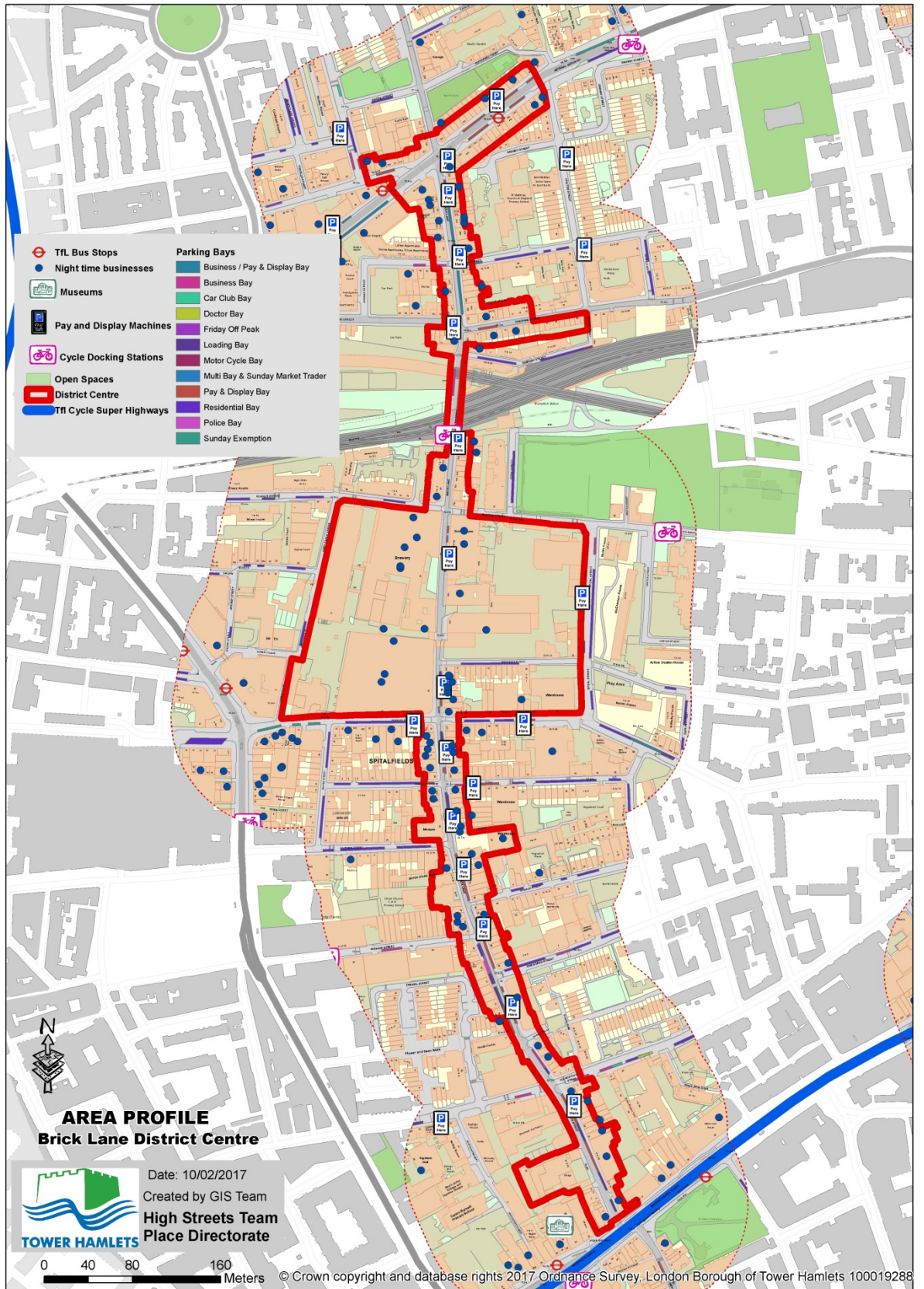


# Appendix 1: Update report on Town Centre Strategy – Cabinet report

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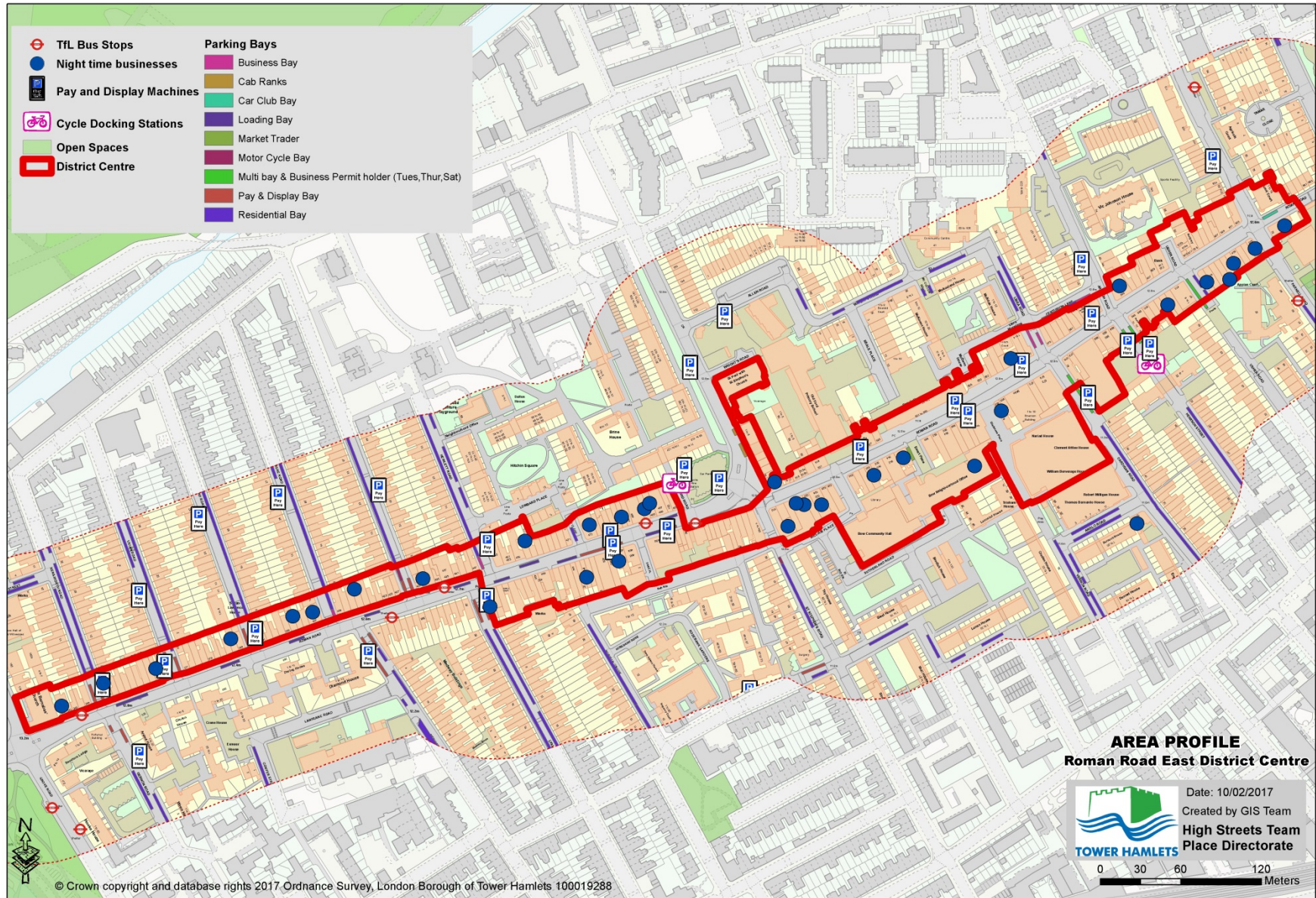






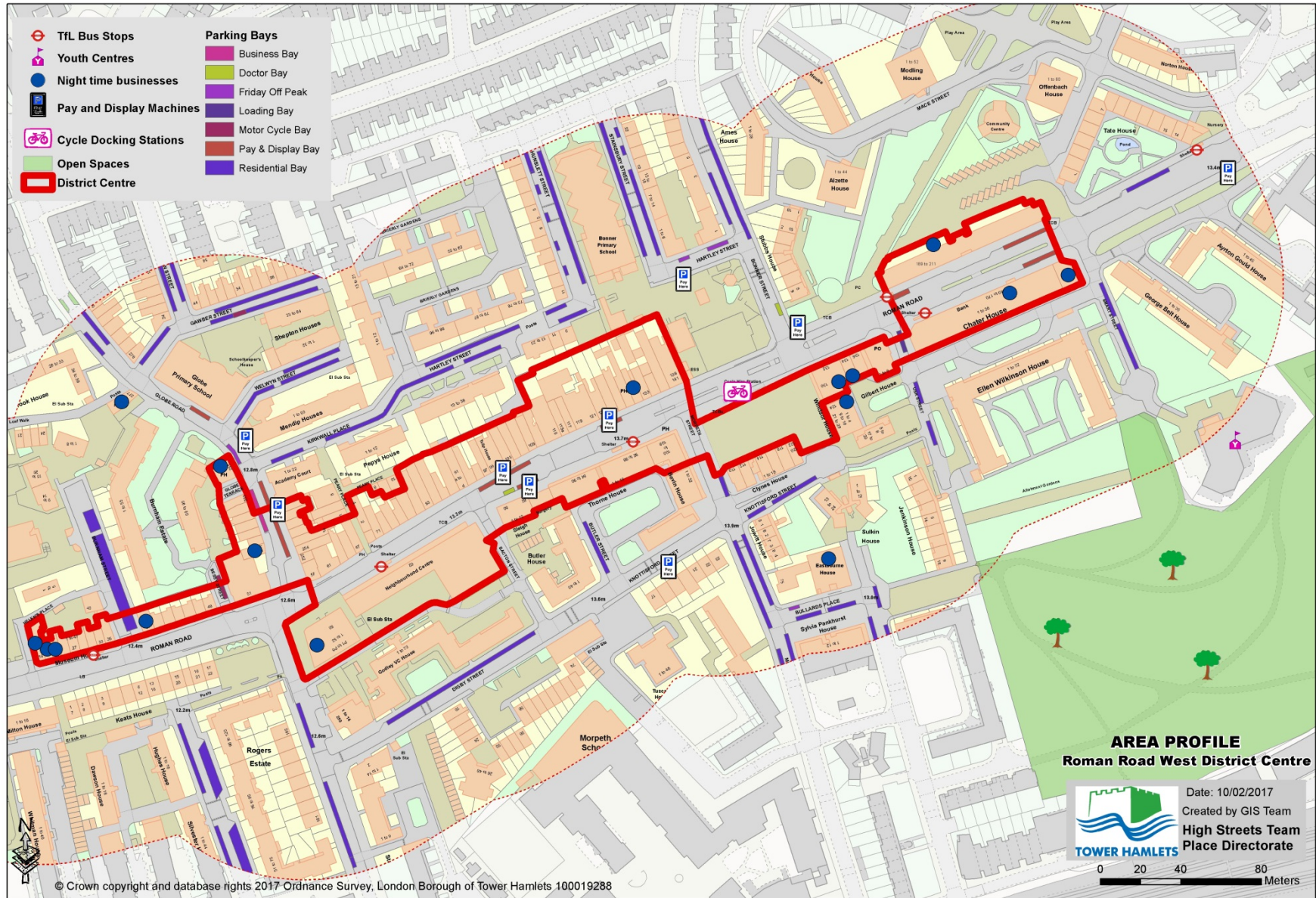


# Appendix 1: Update report on Town Centre Strategy – Cabinet report



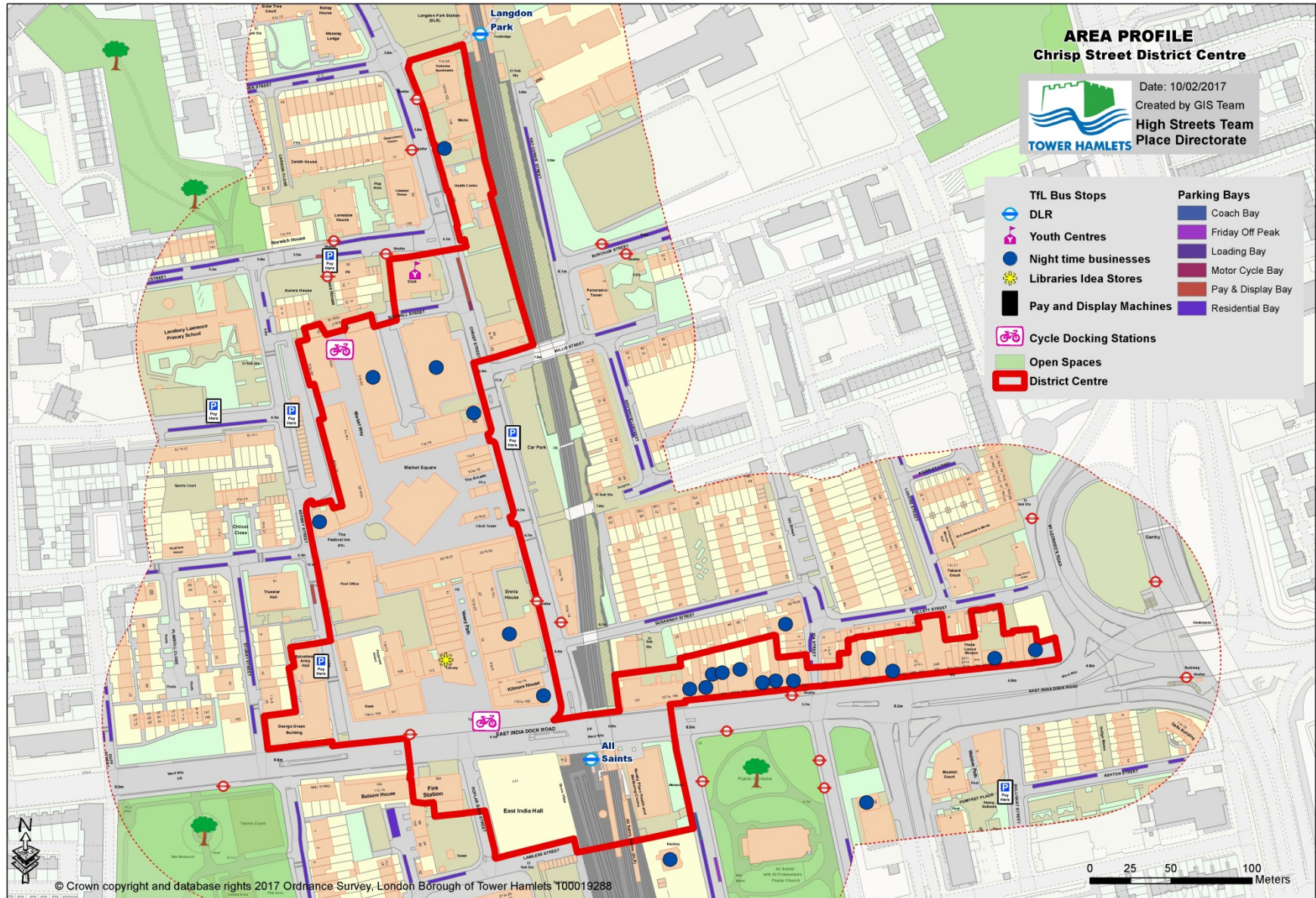


# Appendix 1: Update report on Town Centre Strategy – Cabinet report





Appendix 1: Update report on Town Centre Strategy – Cabinet report

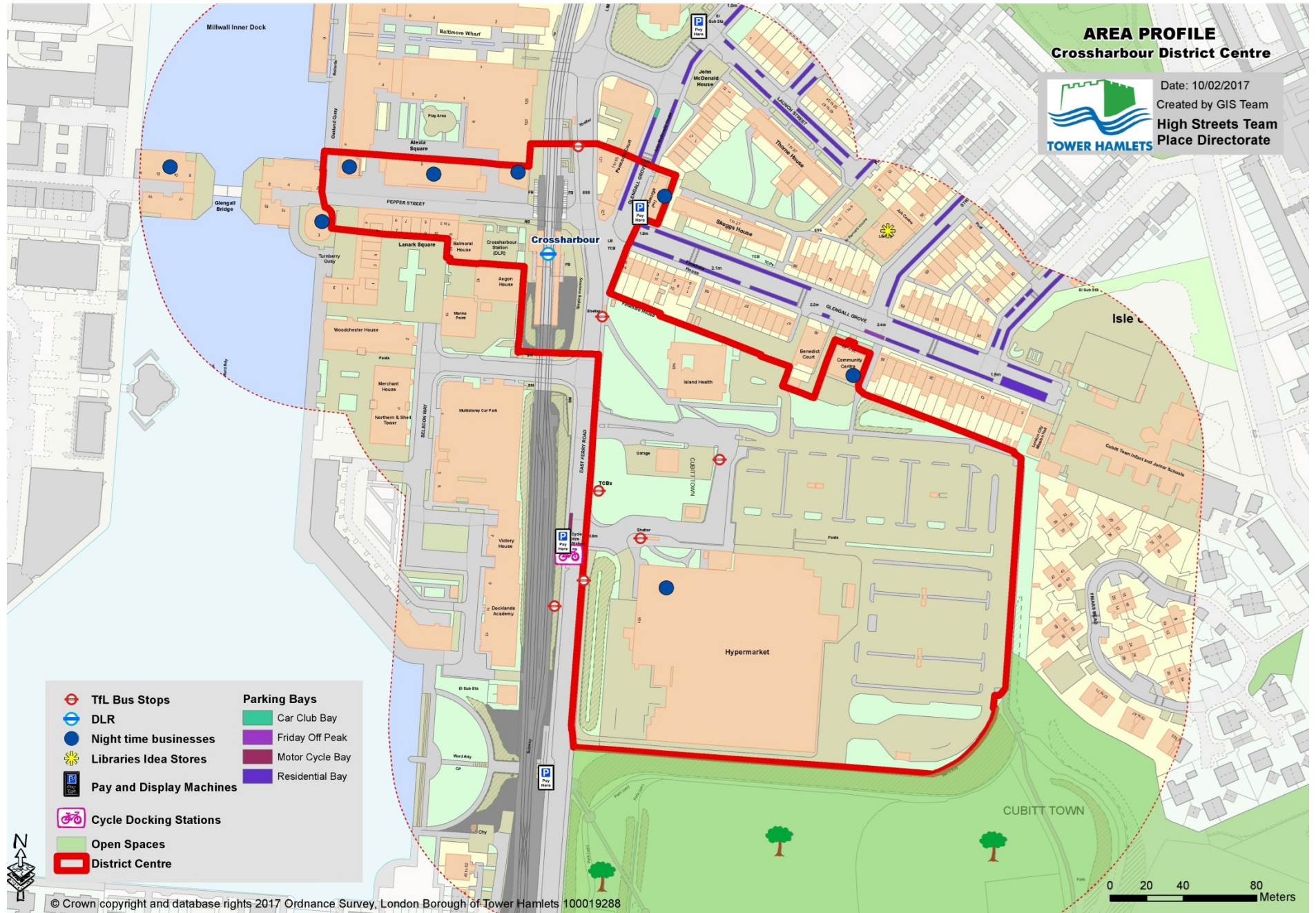






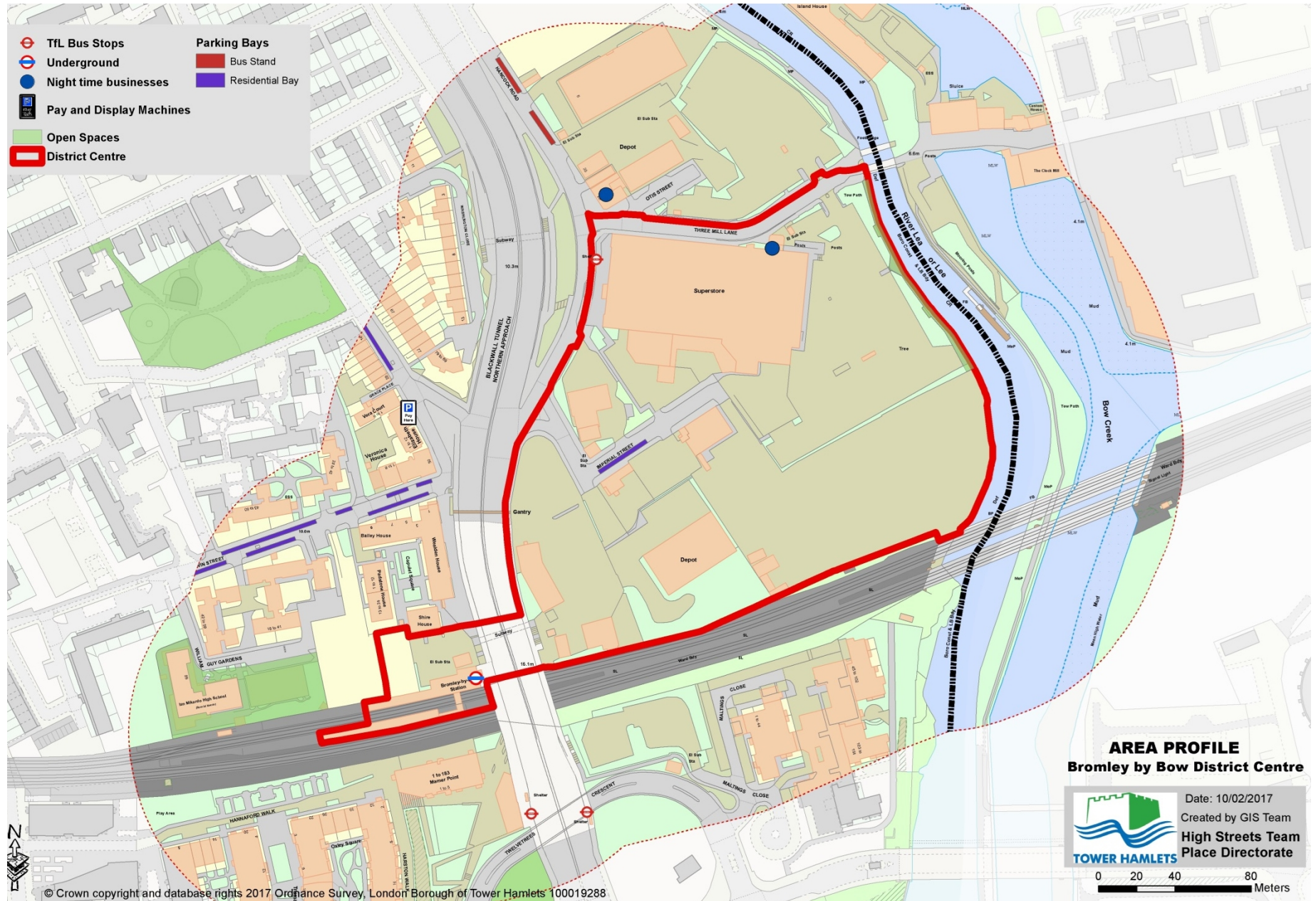


# Appendix 1: Update report on Town Centre Strategy – Cabinet report





# Appendix 1: Update report on Town Centre Strategy – Cabinet report



## **Update on Town Centres Strategy – Cabinet report**

### **Appendix 2**

#### **Rankings of Town Centres**

##### **Indicators**

##### **Ranking Definitions**

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	Very good	Good	Opportunity for Improvement	Needs Attention
<b>Footfall</b>	High footfall throughout the day with increase at peak commuter times.	High footfall at peak times, inc commuter times, with lower figures at other times.	High footfall at commuter times only and lower figures at other times.	Low footfall throughout the day including at commuter times.
<b>Geographical Catchment</b>	Strong catchment area with wide customer base including: local residents, visitors including international visitors, workers and people from outside the area and frequency is typically several times a week.	A good catchment area with wide customer base, including: local residents, workers and a range of visitors from outside the area and frequency is typically a few times a week.	A good catchment area with limited customer base, attracting mainly local residents with some visitors/workers from outside the area and frequency is typically once a week.	A weak catchment area with a limited customer base attracting mainly local residents and some visitors/workers into the area and frequency is typically less than once a week.
<b>Access</b>	Good transport options, with tube service within the centre, good access by car and by foot, range of and frequent bus services with <5mins waiting times, high number of cycles for hire and cycle storage.	Good transport options with tube service within the centre, good access by car and by foot, frequent bus service with <5 mins waiting times, good number of cycles for hire and cycle storage.	Good access by car and by foot, tube in or near the centre, frequent bus services with <8mins waiting times, some cycles for hire and limited cycle storage.	Good access by car and by foot, tube service in or near the centre, frequent bus services with <10mins waiting times, no cycles for hire and limited or no cycle storage.
<b>Car parking</b>	High number of car parking spaces available to local residents and customers using the centre, with restrictions and time limits for parking of up to 2 hours and good range of times of the day when parking is available.	Good number of car parking spaces available to local residents and customers using the centre, with restrictions and time limits for parking of up to 2 hours and range of times of the day when parking is available.	Reasonable number of car parking spaces available to local residents and customers using the centre, with restrictions and time limits of up to 2 hours and with demand for spaces at most times.	Low number of public & residential parking spaces available with restrictions on time limits for parking of up to 2 hours and high demand for spaces most of the day.
<b>Community Spirit</b>	Very positive messages expressed by residents, businesses and customers about their pride and loyalty and commitment to promote the town centre, with joint working and investment in social cohesion in evidence.	Positive messages expressed by residents, businesses and customers about their pride and loyalty and commitment to promote the town centre, with aspirations to work together and promote social cohesion.	Some +vie messages from residents, businesses and customers about their pride and loyalty to the centre, but lacks commitment to promote the centre and invest in social cohesion.	Community spirit is low with a negative perception expressed, showing a lack of pride and loyalty to the centre and little commitment to work together or promote social cohesion.
<b>Retail offer</b>	Strong retail offer with a wide variety of goods and services offered, meeting the needs of a diverse customer base, attracting people from outside the area and with potential for growth.	Good retail offer with a variety of goods and services offered, meeting the needs of a wide-customer base and with some potential for growth.	Good range of goods and services offered and meeting the needs of most of the customer base, but with room for improvement.	Limited retail offer, with gaps in the range of goods and services offered, meeting the needs of only some of the customer base with significant room for improvement.
<b>Culture and Leisure</b>	A good choice of theatres, cinemas and other entertainment services offered that appeal to a wide section of community.	Choice of theatres, cinemas and other entertainment services that appeal to a wide section of community, attracting some people from out of the area.	Some theatres, cinemas and other entertainment services that appeal to a some of the local community and some people from outside the area.	Limited number of theatres, cinemas and/ or other entertainment services that appeal to a mainly local/narrow customer base.
<b>Events</b>	More than 1 licensed/ other events held in the centre on an annual basis.	1 licensed/ other event held in the centre on an annual basis.	1 licensed/ other event held in the town centre, but not regularly.	0 events only in the center.
<b>Reported Crime</b>	Very low numbers in most Reported Crime categories, and categories consistently low. Reporting of crime is active and a good indicator of actual situation.	Low numbers in some Reported Crime categories, with most shown as low. Reporting of crime is active and a good indicator of actual situation.	Moderate numbers in some Reported Crime categories with more shown as high. Reporting thought to be below actual figures	Some high numbers in most Reported Crime categories with more consistently high. Reporting thought to be below actual figures
<b>Street Markets</b>	Street Market has 100% occupancy with effective management and governance practices in place and the offer is well curated, attracts a broad range of customers, with goods sold meeting their needs and quality requirements.	Street Market 80+% occupancy rate with good management and governance practices in place, the offer is well curated and attracts a good range of customers with goods sold meeting customer requirements.	Street Market 50-80% occupancy rate with good management and governance practices in place, with opportunity to attract more traders, improve the mix and balance of the offer.	Street Market has <50% occupancy with improving management and governance practices, with goods meeting only some customer needs and need to improve the offer.
<b>Business confidence</b>	High business confidence with new businesses opening and most business owners expecting growth.	Good level of business confidence, some new businesses opening with some business owners expecting growth.	Good level of business confidence, some new businesses opening with business owners not expecting growth.	Low level of business confidence, few or no businesses opening and business owners not expecting growth.
<b>Visitors satisfaction with Retail Offer (including markets)</b>	High level of satisfaction expressed by visitors with: choice of food & drink and goods etc., standard of customer service and they are keen to come back and recommend the centre and market and mainly good reviews.	Good level of satisfaction expressed by most visitors with: choice of food & drink and goods etc., standard of customer service and keen to come back and recommend the centre and market and mainly good reviews.	Good level of satisfaction expressed by visitors with: choice food & drink and goods etc., the standard of customer service, but highlighting improvements needed to retail and street market offer.	Low level of satisfaction expressed by visitors with: choice food & drink and goods etc., the standard of customer service and highlighting weaknesses and concerns about the retail and market offer.
<b>Visitors experience satisfaction with the centre (including markets)</b>	High satisfaction expressed by most visitors about the centre (ex retail) inc: information about what's on, ease with finding their way around, the sense of atmosphere/ character of the place and most expressing high satisfaction expressed.	High level of satisfaction expressed by most visitors about the centre with some comments highlighting areas for improvement(ex retail) inc: information about what's on, ease with finding their way around, the sense of atmosphere/character.	Good level of satisfaction expressed by visitors about the centre with comments highlighting areas for improvement (ex retail) inc: information about what's on, ease with finding their way around and the sense of atmosphere/character.	Good level of satisfaction expressed by some visitors with many comments highlighting areas for improvement (ex retail) inc: information about what's on, ease with finding their way around and the sense of atmosphere/character.
<b>Attractiveness Public realm (including markets)</b>	Very good perception of public realm in the town centre with businesses and visitors appreciating the standard of maintenance and quality of materials in the centre with no concerns expressed.	Good perception of public realm in the town centre with businesses & visitors appreciating the standard of maintenance and quality of materials in the centre and minor concerns expressed.	Fair perception of public realm in the town centre with businesses and visitors expressing some significant concerns that need to be improved.	Poor perception of public realm in the town centre among businesses and visitors, with significant concerns expressed about cleanliness and quality or maintenance of assets.
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<b>Partnership Working</b>	Effective partnership structure is in place with representation from businesses, market traders and residents and active joint working with the Council /others to support place marketing & promotion and management of the town centre.	A partnership structure in place with representation from some businesses, market traders and residents and good level of joint working with Council/others to support place marketing & promotion and management of the town centre.	Informal partnership structure in place with some representation from businesses, market traders & residents and some joint working with the Council / others to support place marketing & promotion and management of the centre.	No formal partnership structure in place and limited joint working with the Council / others to support place marketing & promotion and management of the town centre.
<b>Unhealthy Businesses</b>	0% of unhealthy businesses in the town centre including fast food takeaways, betting shops and amusement arcades.	1-7% of unhealthy businesses in the town centre including fast food takeaways, betting shops and amusement arcades.	Under 8-15% of unhealthy businesses in the town centre inc fast food takeaways, betting shops and amusement arcades.	Over 15% of unhealthy businesses in the town centre inc food takeaways, betting shops and amusement arcades.
<b>Vacant Units</b>	0% vacant units in the centre.	1-5% vacant units in the centre (below UK average of 11.17%) and vacant units taken up within about 3 months.	6-10% of vacant units at national average of 11.17% and/or vacant units are on the market for up to 6 months.	11+% of vacant units higher than national average of 11.17% and/or vacant units on market for up to 1 year.
<b>Night Time Economy (NTE)</b>	Businesses play active role to support the effective management of the night time economy with all NTE businesses with pro-active business management practices in place Best Bar None (BBN) or other to help prevent issues arising on their premises.	Businesses play active role to support the effective management of the NTE and >50% of businesses with BBN or other pro-active business management practices in place to prevent issues arising on their premises.	Some NTE businesses play an active role in supporting the effective management of the NTE with <50% with BBN /other pro-active business management practices in place.	NTE businesses not active in the management of the NTE and with lack of involvement in BBN /other pro-active business management practices in place.


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	Performance Categories	Indicator	Whitechapel	Brick Lane	Bethnal Green	Roman Road East	Chrip Street	Watney Market	Roman Road West	Crossharbour	Bromley by Bow
1	Footfall		Very Good	Good	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Needs Attention
2	Geographical Catchment		Very Good	Good	Good	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Good	Good
3	Access		Very Good	Very Good	Very Good	Good	Very Good	Very Good	Good	Very Good	Very Good
4	Car parking		Opportunity for Improvement	Very Good	Good	Opportunity for Improvement	Good	Needs Attention	Good	Good	Good
5	Community Spirit		Good	Very Good	Very Good	Very Good	Very Good	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement
6	Retail offer		Needs Attention	Good	Very Good	Good	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Good	Good
7	Culture and Leisure		Good	Good	Good	Opportunity for Improvement	Needs Attention	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Needs Attention
8	Events		Good	Good	Good	Good	Good	Needs Attention	Needs Attention	Needs Attention	Needs Attention
9	Reported Crime		Needs Attention	Needs Attention	Opportunity for Improvement	Needs Attention	Needs Attention	Needs Attention	Needs Attention	Good	Good
10	Street Markets		Needs Attention	Needs Attention	Needs Attention	Needs Attention	Needs Attention	Opportunity for Improvement	Needs Attention	Not applicable	Not applicable
11	Business confidence		Needs Attention	Opportunity for Improvement	Needs Attention	Good	Needs Attention	Needs Attention	Good	Good	Good
12	Visitors satisfaction retail offer		Needs Attention	Opportunity for Improvement	Good	Good	Needs Attention	Opportunity for Improvement	Opportunity for Improvement	Good	Good
13	Visitors experience satisfaction		Needs Attention	Needs Attention	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Good	Needs Attention
14	Attractiveness		Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement
15	Crime and safety perception		Needs Attention	Needs Attention	Needs Attention	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Opportunity for Improvement	Good	Opportunity for Improvement
16	Retail Sales		Needs Attention	Opportunity for Improvement	Needs Attention	Good	Needs Attention	Needs Attention	Good	Good	Good
17	Partnership working		Opportunity for Improvement	Opportunity for Improvement	Good	Good	Good	Needs Attention	Needs Attention	Opportunity for Improvement	Opportunity for Improvement
18	Unhealthy businesses		Opportunity for Improvement	Good	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Opportunity for Improvement	Needs Attention	Needs Attention
19	Vacant units		Good	Needs Attention	Good	Opportunity for Improvement	Opportunity for Improvement	Good	Needs Attention	Very Good	Very Good
20	Night Time Economy (NTE)		Needs Attention	Needs Attention	Needs Attention	Needs Attention	Needs Attention	Needs Attention	Needs Attention	Not applicable	Not applicable

Definitions
Very Good
Good
Opportunity for Improvement
Needs Attention

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<p><b>Cabinet</b></p> <p>4 April 2017</p>	 <p><b>TOWER HAMLETS</b></p>
<p><b>Report of:</b> Infrastructure Planning Team, Place Directorate</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Section 106 (S106) and Community Infrastructure Levy (CIL) Income Reporting through the Infrastructure Delivery Framework:</b></p> <p>CIL and S106 Account Summary Report to Quarter Three 2016-17</p>	

<b>Lead Member(s)</b>	<p><u>Covering Cabinet Report</u> Councillor Rachel Blake, Cabinet Member for Strategic Development</p>
<b>Originating Officer(s)</b>	<p><u>Covering Cabinet Report</u> Owen Whalley, Divisional Director, Planning and Building Control, Place Directorate</p> <p><u>CIL Collection, Allocation and Expenditure Report to Close of Q3 2016/17</u> Matthew Pullen, Infrastructure Planning Manager, Place Directorate</p> <p><u>S106 Income and Balance Report December 2016</u> Andy Simpson, Business Improvement &amp; S106 Programme Manager, Governance, Directorate</p>
<b>Wards affected</b>	All
<b>Key Decision?</b>	<u>For noting purposes only</u>
<b>Community Plan Theme</b>	A Great Place to Live; A Fair and Prosperous Community; A Safe and Cohesive Community; A Healthy and Supportive Community

## 1. EXECUTIVE SUMMARY

- 1.1 This document has been prepared in order for the Mayor in Cabinet to note the latest position regarding the CIL and S106 income and balance held by the Council, as at the close of quarter three 2016/17.

## **2. RECOMMENDATIONS**

2.1 The Mayor in Cabinet is recommended to:

1. Note the latest quarterly position of the Council's CIL and S106 income and balance.

## **3. REASONS FOR THE DECISIONS**

3.1 The reasons for the decision sought in this report are to:

1. Ensure that information relating to CIL and S106 receipts is transparent, and in compliance with the Mayor's Transparency Protocol.
2. Ensure that relevant decisions relating to the funding and delivery of infrastructure projects using CIL and S106 income are appropriately informed.

## **4. ALTERNATIVE OPTIONS**

4.1 No alternative options identified. This paper is for information-sharing purposes in the interests of transparency and to help inform decision making.

## **5. BACKGROUND**

5.1 The approach to reporting CIL and S106 income, allocation and expenditure information was approved by the Mayor in Cabinet on the 4<sup>th</sup> October 2016. This included the provision of quarterly reports on the Council's CIL and S106 income and balance to Cabinet.

5.2 Summary information relating to CIL and S106 income, and the balance held by the Council as at the close of quarter three of the 2016-17 financial year, has been appended to this report.

5.3 Appendix A relates to CIL and shows a current balance of circa £24.7m. It also details information on the income the Council has received:

- Since the adoption of the Charging Schedule;
- In the previous financial year;
- In the current financial year to date.

- 5.4 Appendix B shows that the current overall S106 balance is circa £82.7m, and sets out the balance of funds held by contribution type (i.e. Heads of Terms).
- 5.5 The allocation of funding to projects is undertaken by the Infrastructure Delivery Framework, which is supported by an extensive evidence base. The evidence base identifies infrastructure needs, forecast future needs and identified projects to meet the need.
- 5.6 S106 and CIL are contributions from developers towards the delivery of infrastructure and are not intended to pay for all the costs associated with delivering the entire infrastructure needed in an area. Therefore CIL and S106 funds available need to be considered to deliver priority projects. The prioritisation process is supported by the Infrastructure Delivery Framework and associated evidence base and needs to precede development of each project.
- 5.7 Infrastructure projects are also considered as part of the Council's emerging Capital Strategy, to ensure that wider funding and delivery options are taken account of.

## **6. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 6.1 This report provides an update on the Community Infrastructure Levy and Section 106 contribution balances held by the Council as at 31<sup>st</sup> December 2016.
- 6.2 The total balance of Section 106 resources that had accrued at the end of December 2016 was approximately £82.70 million with a Community Infrastructure Levy balance of £24.66 million.
- 6.3 It must be stressed that this report only shows the balances held and does not detail expenditure incurred during the financial year that will be financed through these resources, longer term spending commitments that have been entered into, nor financing that is ring-fenced for particular purposes. With effect from the 2017-18 financial year reporting for Section 106 and CIL will be included within the Corporate Budget Monitoring reports that are considered on a quarterly basis by the Mayor in Cabinet.
- 6.4 Funding decisions in relation to Section 106 and CIL resources are made in accordance with the Infrastructure Delivery Framework Governance Proposals that were approved by the Mayor in Cabinet on 4<sup>th</sup> October 2016.
- 6.5 Section 106 resources often come with time constraints and, whilst it is important that these resources are not lost, the prioritisation of projects needs to be seen in the context of the council's Capital Strategy, with delivery progress being reported to Cabinet through the regular budget monitoring of the Capital Programme as outlined above. Certain receipts

are ring-fenced for specific purposes, with many ultimately being passed to statutory organisations such as Transport for London or National Health Service partners. The Council does however have discretion over the use of significant levels of Section 106 resources.

- 6.6 It is important that a sufficiently broad planning horizon continues to be implemented to reduce the risk of funding being lost but also to avoid the crowding out of other important capital priorities due to funding imperatives. These processes need to operate not only for Section 106 and CIL funded schemes but across the whole of the council's capital resources.
- 6.7 Payments of Section 106 and CIL resources to external bodies can potentially be determined to be grants which require the approval of the Grants Determination Sub-Committee.

## **7 LEGAL COMMENTS**

- 7.1 This report provides an update on the Council's CIL and S106 income and balance.
- 7.2 CIL is a planning charge, introduced by the Planning Act 2008 as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of their area. It came into force on 6 April 2010 through the Community Infrastructure Levy Regulations 2010 ('the 2010 Regulations').
- 7.3 CIL is a pounds per square metre charge on most new development and must be used to help deliver infrastructure to support the development of the area. It can be used to provide new infrastructure, increase the capacity of existing infrastructure or to repair failing existing infrastructure, if this is necessary to support development.
- 7.4 The CIL can be used to fund a wide range of infrastructure, including transport, flood defences, schools, hospitals, and other health and social care facilities. This definition allows the levy to be used to fund a very broad range of facilities such as play areas, parks and green spaces, cultural and sports facilities, schools, district heating schemes and police stations and other community safety facilities. This flexibility gives the Council the opportunity to choose what infrastructure it needs to deliver the London Plan.
- 7.5 There are limitations, and to be relevant infrastructure it must be infrastructure that is listed on the Council's Regulation 123 list. This is a list published pursuant to Regulation 123 of the 2010 Regulations which sets out the infrastructure projects or types of infrastructure that the Council intends will be, or may be, wholly or partly funded by CIL within Tower Hamlets.
- 7.6 The Council are required (pursuant to Regulation 59F) to apply a portion of CIL receipts as 'the neighbourhood portion'. This Council has decided

that in respect of all areas in the borough that a 25% portion will be applied and has chosen 4 neighbourhood portion areas (as shown in Appendix A). The Council are expected to engage with the communities where development has taken place and agree with them how best to spend the neighbourhood portion.

- 7.7 The Council are required to spend any monies received pursuant to a s.106 agreement in accordance with the terms of that agreement. It is therefore important to consider the provisions of each agreement when allocating monies to a particular project. Whilst some agreements allow for a particular contribution to be spent on a type of infrastructure or project across the borough as a whole, other agreements are more specific in requiring that a contribution be linked more closely to the locality of the development. Under most agreements the Council will have a limited period of time to spend the contribution (normally 5-10 years from receipt) and if the contribution is not spent within this period, the monies will have to be returned to the person who paid the monies with interest.
- 7.8 As noted above, to the extent that the spending of the monies amounts to a grant, then currently the directions made under sections 15(5) and 15(6) of the Local Government Act 1999 (the Directions) by the Secretary of State on the 16th of January 2017 apply. These Directions provide that until the 31st of March 2017 any functions exercised by the Council in respect of grants shall be under the direction and to satisfaction of the Commissioners. It noted that by the time this report is considered in Cabinet these directions will no longer apply and it is likely that new directions will have been issued. To the extent that there are any new directions relating to the Council's grant functions these will need to be followed.
- 7.9 There are no further direct legal implications arising out of this report and legal implications, if any, will be considered in forthcoming reports where specific decisions are required.

## **8 ONE TOWER HAMLETS CONSIDERATIONS**

- 8.1 This report relates to the reporting of CIL and S106 income, which is associated with the allocation of planning contributions to deliver infrastructure in the borough. Reporting this information allows for the objectives of One Tower Hamlets, and those of the Community Plan to be accounted for in decision-making, and in infrastructure planning and delivery.
- 8.2 It is considered that infrastructure projects that are subsequently funded by the Council's CIL and S106 income highlighted in this report will reduce inequality and foster cohesion in the borough.

## **9 BEST VALUE (BV) IMPLICATIONS**

- 9.1 The proposal set out in this document aligns with the Council's Best Value Duty and has been formed with consideration of the Best Value Strategy and Action Plan.
- 9.2 The proposal represents an improvement in the way the Council's functions are exercised, and has regard to economy, efficiency and effectiveness, as it adds a layer of oversight to the allocation of funding collected through planning contributions to deliver infrastructure.

## **10 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 10.1 The process proposed in this document will ensure effective oversight in the use of planning contributions to deliver infrastructure. This will mean that matters such as achieving a sustainable environment will be appropriately accounted for when allocating funding for infrastructure.

## **11 RISK MANAGEMENT IMPLICATIONS**

- 11.1 The proposals set out in this report seek to add levels of oversight to the allocation of planning contributions to infrastructure projects, and ensure this process is well informed. This will help mitigate the risk of funding not being allocated to the most needed infrastructure projects.

## **12 CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 12.1 The proposals set out in this report will enable the effective delivery of infrastructure using planning contributions. This can include infrastructure projects that will help reduce crime and disorder and decrease anti-social behaviour.

## **13 SAFEGUARDING IMPLICATIONS**

- 13.1 Not applicable.

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### **Linked Reports, Appendices and Background Documents**

#### **Linked Report**

- None

#### **Appendices**

Appendix A: CIL Collection, Allocation and Expenditure Report to Close of Q3 2016/17

Appendix B: S106 Income and Balance Report December 2016

#### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

- None



**Officer contact details for documents:**

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## **Appendix A**

### **CIL Collection, Allocation and Expenditure Report to Close of Q3 2016/17**

#### **1.0 Introduction**

- 1.1 This report sets out the latest position regarding the collection allocation and expenditure of the council's local Community Infrastructure Levy (CIL). It will provide collection related information:
- Since CIL was adopted;
  - In terms of the previous financial year;
  - In terms of the current financial year to date.
- 1.2 CIL is a pound per square metre levy charged on most new development granted planning permission. Its purpose is to contribute some funding for the provision of new infrastructure needed to support development. The council adopted its own local CIL in April 2015 and has been collecting this CIL since this time for developments granted planning permission after 1<sup>st</sup> April 2015.
- 1.3 CIL is collected in accordance with the CIL Regulations 2010 ('The CIL Regulations') and is usually paid in full within 60 – 240 days of development commencing, depending on the scale of the relevant development.

#### **2.0 CIL Payments Received**

- 2.1 Upon receipt of an invoice, the developer is then required to make payment either immediately if it is overdue, or at two instalments, the first 60 days after commencement; the second 240 days after commencement.
- 2.2 Table 1 below shows CIL payments received according to their ward location since CIL was adopted and Table 2 shows payments received according to the Neighbourhood Portion Area since CIL was adopted. Table 3 shows payments received in the last full financial year and Table 4 sets out the payments received in the current financial year.
- 2.3 Regulations 59A and 59F of the CIL legislation state that the Neighbourhood Portion should range at least between 15% and 25% of received CIL funds dependent on circumstances. It was agreed by cabinet on the 6<sup>th</sup> of December 2016 to allocate 25% of received CIL funds in all circumstances to the Neighbourhood Portion. Cabinet also agreed NP areas on 6<sup>th</sup> December – these are shown in Figure 1.

**Table 1: Total Payments Received by Ward**

Ward	No. of Payments Received	Total Amount Received
Bethnal Green	5	£26,699.39
Bow East	2	£117,479.57
Bow West	1	£20,787.02
Bromley North	2	£2,880.70
Bromley South	1	£1,764.00
Canary Wharf	5	£23,255,415.76
Lansbury	4	£619,909.41
Mile End	4	£238,505.33
St Katharines and Wapping	1	£23,000.00
St Peters	3	£86,869.93
Stepney Green	1	£1,040.00
Weavers	3	£81,666.10
Whitechapel	4	£185,451.49
<b>Grand Total</b>	<b>36</b>	<b>£24,664,848.70</b>

**Table 2: Total payments received since CIL was adopted, by Neighbourhood Portion area**

Neighbourhood Portion Area	Number of Invoices	Sum of Total to Pay to LBTH	Amount for Neighbourhood Portion (25%)
1	17	£404,726.91	£101,181.73
2	9	£370,691.62	£92,672.91
3	8	£10,537,701.36	£2,634,425.34
4	2	£13,351,728.81	£3,337,932.20
<b>Grand Total</b>	<b>36</b>	<b>£24,664,848.70</b>	<b>£6,166,212.18</b>

\*See Figure 1 for map of Neighbourhood Portion Areas reported to Cabinet on 6<sup>th</sup> December 2016

**Table 3: CIL payments received in the financial year 2015/16**

Number of Payments	Sum of Total to Pay to LBTH
7	£6,774,441.94

**Table 4: CIL payments received to date in the financial year 2016/17**

Number of Payments	Sum of Total to Pay to LBTH
29	£17,890,406.76

### 3.0 Expenditure, Allocation and Funding on Account

3.1 Decisions to spend CIL funding are to be made through the Council's Infrastructure Delivery Framework process.

3.2 Table 5 below sets out information relating to the projects that CIL has been allocated to:

**Table 5: Projects allocated CIL funding**

<b>Amount</b>	<b>Project</b>	<b>Where approved</b>
<b>Total CIL allocated:</b> £135,804.71  <b>Total project value:</b> £232,342	Idea Store Interactive Learning project: Phase 1 will see a service improvement brought about by the use of new computers and software. Phase 2 will cover the replacement of teaching aids, namely interactive touch screen technology and peripheral devices.  This project is key to the Council maintaining its OFSTED rating of 'Good' for Idea Stores and libraries.	Approved in Cabinet on the 4 <sup>th</sup> October 2016. Spending will commence in Q4 of 2016/17.

3.3 The Council currently holds £24,664,848.70 on account, including £135,804.71 that will commence spending in Q4 of 2016/17.

#### **4.0 Conclusions and Summary**

4.1 This report outlines the process for the collection, allocation and expenditure of CIL. It provides data on where CIL has been collected, and what CIL has been allocated or spent.

4.2 The total value of each element within the CIL Collection, Allocation and Expenditure process is summarised in Table 6 below:

**Table 6: Summary of the CIL Collection, Allocation and Expenditure process**

<b>Total Value for Each CIL Element To Date</b>	
<b>Element</b>	<b>(£££)</b>
Total Funding On Account	£24,664,848.70
Amount Approved for Expenditure	£135,804.71
Total Expenditure	£0

Figure 1: Neighbourhood Portion Areas (reported to Cabinet on 6<sup>th</sup> December 2016)



## Appendix B

### S106 Income and Balance Report December 2016

	Environment	Open Space	Leisure	Highways	Carbon Offsetting	Education	Training. & Employment	Community	Housing	Arts	Master planning	Millennium Quarter Payments	LBTH Contributions	Third Party Contributions (NHS)	Third Party Contributions (TfL/LLDC)	Total
Balance 01/04/2016	5,248,138	5,750,057	2,062,355	£4,566,976.99	172,233	17,769,190	3,668,876	2,638,743	1,860,151	427,375	489,449	792,055	<b>45,445,599</b>	17,602,933	£2,608,355	<b>65,656,887</b>
2016/17 Income	1,773,365	603,767	399,137	£447,376.47	852,766	3,882,999	2,724,763	1,681,135	1,157,582	40,880	0	0	<b>13,563,770</b>	2,155,736	£1,321,689	<b>17,041,195</b>
<b>Total</b>	7,021,504	6,353,824	2,461,492	£5,014,353.46	1,024,999	21,652,189	6,393,639	4,319,878	3,017,733	468,254	489,449	792,055	<b>59,009,369</b>	19,758,669	3,930,045	<b>82,698,083</b>
<b>Allocated Amount</b>	6,967,139	6,353,824	2,461,492	4,923,754	1,024,999	12,922,052	6,392,376	4,319,878	3,017,733	468,254	489,449	792,055	<b>50,133,006</b>	19,758,669	3,683,780	<b>73,575,454</b>

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<p><b>Cabinet</b></p> <p>4 April 2017</p>	
<p><b>Report of:</b> Zena Cooke, Corporate Director of Resources</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Corporate Directors' Decisions</b></p>	

<b>Lead Member</b>	<b>Councillor David Edgar, Cabinet Member for Resources</b>
<b>Originating Officer(s)</b>	Abdul Miah, Accountant - Financial Planning
<b>Wards affected</b>	All wards
<b>Key Decision?</b>	No
<b>Community Plan Theme</b>	<b>One Tower Hamlets</b>

### Executive Summary

This report sets out Corporate Directors' decisions under Financial Regulation B10 which stipulates that such decisions be the subject of a noting report to Cabinet if they involve expenditure between £100,000 and £250,000.

### Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the Corporate Directors' decision set out in Appendix 1.

## **1. REASONS FOR THE DECISIONS**

- 1.1 Financial Regulations require that regular reports be submitted to Cabinet setting out financial decisions taken under Financial Regulation B10.
- 1.2 The regular reporting of Corporate Directors' Decisions should assist in ensuring that Members are able to scrutinise officer decisions.

## **2. ALTERNATIVE OPTIONS**

- 2.1 The Council is bound by its Financial Regulations (which have been approved by Council) to report to Cabinet setting out financial decisions taken under Financial Regulation B10.
- 2.2 If the Council were to deviate from those requirements, there would need to be a good reason for doing so. It is not considered that there is any such reason, having regard to the need to ensure that Members are kept informed about decisions made under the delegated authority threshold and to ensure that these activities are in accordance with Financial Regulations.

## **3. DETAILS OF REPORT**

- 3.1 Financial Regulation B10 sets out the Cabinet Reporting Thresholds for the following financial transactions:
  - Virements
  - Capital Estimates
  - Waiving Competition Requirements for Contracts and Orders (Subject to EU threshold)
  - Capital Overspends
  - Settlement Of Uninsured Claims
- 3.2 Under Financial Regulation B10, if the transaction involves a sum between £100,000 and £250,000 it can be authorised by the Corporate Director under the scheme of delegation but must also be the subject of a noting report to the next available Cabinet.
- 3.3 There have been two new Corporate Directors' Decisions between £100,000 and £250,000 since the last report on 10<sup>th</sup> January 2017. The details of these are provided within Appendix 1.

## **4. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 4.1 The comments of the Chief Financial Officer have been incorporated into the report and Appendix.

## **5. LEGAL COMMENTS**

- 5.1 The report sets out individual Corporate Directors' Decisions for noting by Cabinet, as required by Financial Regulation B10.

- 5.2 Internal guidelines have been published setting out the process by which Records of Corporate Directors' Decisions are completed. These specify that the proposed decision must be in accordance with the Council's Financial Regulations and its Procurement Procedures. There are limited circumstances in which a waiver of the Procurement Procedures is permissible and the guidelines reinforce that waivers should not be sought as a substitute for proper planning.
- 5.3 Each director's decision requires prior authorisation by the relevant service head, the responsible procurement officer, the directorate finance manager, and the chief legal officer before agreement by the corporate director. A template form is completed to record each director's decision and these Records of Corporate Directors' Decisions (RCDDs) must be maintained by each directorate. The legal implications of each of the individual decisions are provided as part of the decision making process and are recorded on the relevant RCDD.

## **6. ONE TOWER HAMLETS CONSIDERATIONS**

- 6.1 This report is concerned with the notification of officers' decisions under Standing Orders and has no direct One Tower Hamlets implications. To the extent that there are One Tower Hamlets Considerations arising from the individual decisions, these would have been addressed in the records of each decision.

## **7. BEST VALUE (BV) IMPLICATIONS**

- 7.1 Best Value implications associated with each of the Corporate Directors' decisions as set out in Appendix 1 would have been identified and evaluated as an integral part of the process which led to the decision.

## **8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 8.1 There are no Sustainable Action for A Greener Environment implications arising from this report.

## **9. RISK MANAGEMENT IMPLICATIONS**

- 9.1 The risks associated with each of the Corporate Directors' decisions as set out in Appendix 1 would have been identified and evaluated as an integral part of the process which led to the decision.

## **10. CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 10.1 There are no Crime and Disorder Reduction implications arising from this report.

## **11. SAFEGUARDING IMPLICATIONS**

- 11.1 Safeguarding risks or benefits associated with each of the Corporate Directors' decisions as set out in Appendix 1 would have been identified and evaluated as an integral part of the process which led to the decision.
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### **Linked Reports, Appendices and Background Documents**

#### **Linked Report**

- None

#### **Appendices**

- Appendix 1 – Corporate Directors' Decisions under Financial Regulation B10

#### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

- None

#### **Officer contact details for documents:**

- Stephen Adams, Finance Business Partner, Ext. 5212
- Paul Leeson, Finance Business Partner, Ext. 4995

Appendix 1: Corporate Directors' Decisions under Financial Regulation B10

Corporate Director	Reference	Amount	Description of Decision	Justification for Decision	Contractor's Name and Address	Date signed	Contact
Aman Dalvi Place	074-2016/17	£208,603	Adoption of capital estimate for 21 Wapping Lane - Footway and Carriageway improvements.	The additional improvement required to the Footway and Carriageway to 21 Wapping Lane E1W was agreed by the Planning Contributions Overview Panel in March 2016.  Section 106 resources have been received which support the funding for this project. The resource is ring-fenced and utilised in accordance with the Planning agreement	J B Riney Ltd 455 Wick Lane London E3 2TB	02/02/2017	Margaret Cooper Head of Transport & Highways Ext: 6851
Aman Dalvi Place	085-2016/17	£150,000	Adoption of capital estimate to carry out repairs to Northumberland Wharf.	The Waste Transfer Station at Northumberland Wharf as a facility that bidders could utilise to deliver the services specified in the Waste Treatment and Disposal contract. The facility is used for mooring of barges upon which waste containers are loaded and transported away by river, and is in disrepair.  The Waste Transfer Station is currently leased out to Cory Environmental (Riverside Resources Recovery Ltd) under a lease from 2012. Cory Ltd has put the council on notice as there is a risk that a barge would snag on the wharf and potentially sink.  Liability for the repair rests partly with Cory Ltd under the lease but is limited by schedule of condition and thus LBTH are responsible for the majority of the work.  The total costs for the repairs is £248k, of which LBTH will contribute £150k. This will be funded by:  £97k from a historic dilapidations settlement for repairs arising from a previous occupancy of the site. £53k from the Interim Depots capital allocation.	Cory Environmental / Riverside Resource Recovery Ltd, 2 Coldbath Square, London EC1R 5HL	02/02/2017	Fiona Heyland Head of Waste Management Ext: 6838

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