

# **Housing & Regeneration Scrutiny Sub Committee**

**Supplementary Agenda 1 -  
Regeneration Framework –  
presentation slides**

**Tuesday, 19 October 2021 6.30 p.m.  
Committee Room One - Town Hall, Mulberry  
Place, 5 Clove Crescent, London, E14 2BG**

# London Borough of Tower Hamlets

## Housing & Regeneration Scrutiny Sub Committee

Tuesday, 19 October 2021

6.30 p.m.

### 3.3 Regeneration Framework - presentation (5 – 22)

To receive a presentation providing an overview of the council's regeneration approach, how we have embedded this approach within the council, how we are monitoring outcomes and what are the challenges and opportunities this presents for new ways of working.



# OVERVIEW & SCRUTINY: REGENERATION UPDATE

19<sup>th</sup> October 2021

**SRIPRIYA SUDHAKAR**  
**HEAD OF REGENERATION**



## STRUCTURE OF PRESENTATION

---

1. Overview: A summary of regeneration policy and structures we have in place (slides 3-6)
2. Embedding our approach to Regeneration within the Council (Slides 7-8)
3. Monitoring our policies to deliver regeneration outcomes (Slide 9)
4. Reframing regeneration (Slides 10- 14)
5. New ways of working (Slides 15- 16)
6. Questions?(slide 17)

# 1. OVERVIEW

## LGA Corporate Peer Challenge (2018): TRANSFORMATION AND IMPROVEMENT ACTION PLAN 2018 - 2022

Regeneration Board to deliver the council's activity around regeneration and develop a coherent approach for regeneration across the borough.

### Planning Peer Challenge (2018)

#### Recommendation 1

- turn the Mayors' priorities and the council's regeneration and growth objectives into a clear vision and strategy for the whole organisation including the Place Directorate.
- set out how the Place Directorate departments will work together (and on what)
- clear set of objectives and timetabled priorities

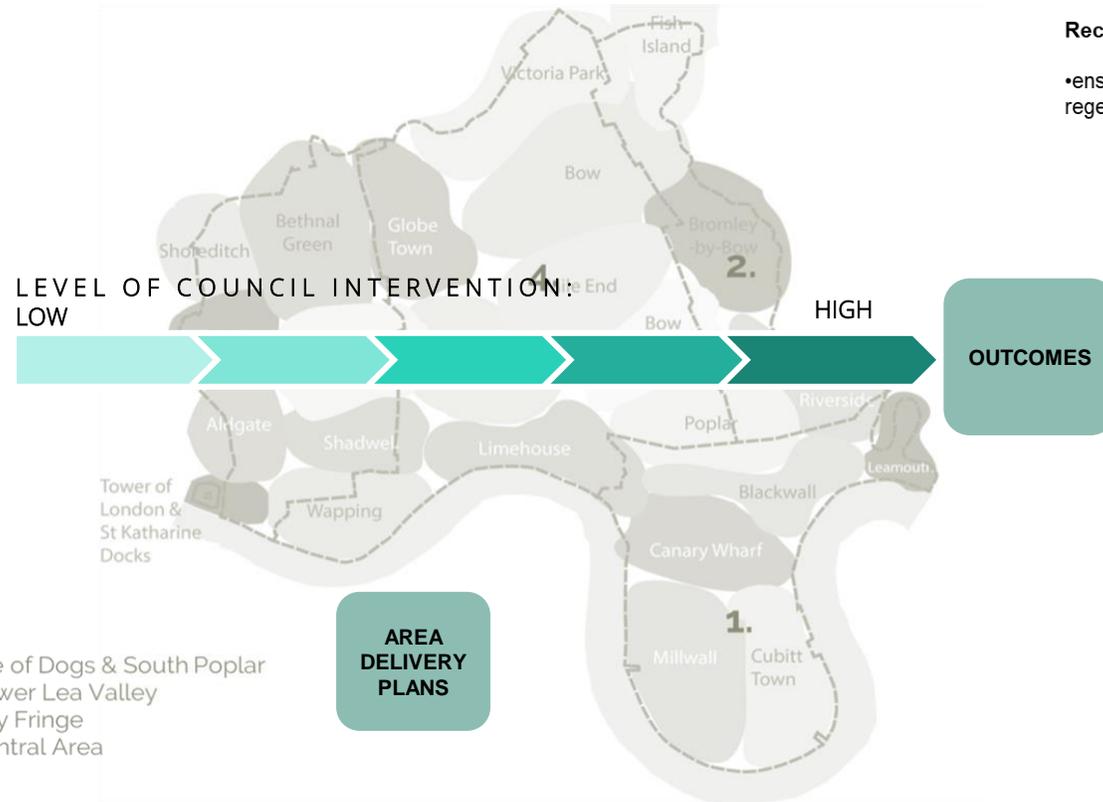
#### Recommendation 2

- place-based approach is taken to development.

#### Recommendation 5

- ensure that the council has proper strategic oversight of the borough's growth and regeneration programme and can apply a consistent approach to secure its delivery.

Page 5



## ACTIONS

- Regeneration Board(2018)
- Vision for Regeneration
- Approach to Regeneration(spatial, outcomes, toolkit & partnerships)
- Governance - Area Boards
- Adoption of Local Plan (2020)
- Regeneration Team(2020)
- Delivery - across service areas
- Review and Monitor our approach

# 1. OVERVIEW – DEFINITIONS & APPROACHES

---

*'Regeneration is a set of activities that reverse economic, social and physical decline in areas **where market forces will not do this without the support from government*** (The Review of sub-national economic development and regeneration, HM Treasury 2007).

*"regeneration can help us make the best of our assets and our people. It can help areas adapt to new roles and improve the distribution of wealth and opportunity. It can restore social justice and reduce community tensions. And as the country adapts to a smaller state, regeneration can play a vital role for communities, by fostering a sense of solidarity and hope."* (Ministerial statement at the National Regeneration Summit, 14 July 2010).

*'Build Back Better: our plan for growth'* sets out the government's plans to Level Up through significant investment in infrastructure, skills and innovation, and to pursue growth that levels up every part of the UK. The recurring theme is a focus on increasing investment and funding outside of London, the Southeast and other major English cities (March 2021) .

Page 6

Approaches to regeneration varies across local authorities depending on the level of private sector investment in their areas

Regeneration policies have had four main elements:

- **Geographical areas of concern** - various indices and dependent on the balance of concern between physical, economic and social factors;
- **Funding** - usually a special ring-fenced fund (for ex. Urban Programme, City Challenge, SRB, NDC);
- **Specific delivery structures** - locally based partnerships but also separate statutory bodies(UDC , RDA);
- **Lead within central government** (MHCLG, Cabinet Office) - coordinating action across government.

# 1. OVERVIEW - OUR APPROACH TO REGENERATION

- 2019 : 5<sup>th</sup> most deprived borough behind Barking and Dagenham, Hackney, Newham and Haringey
- Borough with the highest housing target in London

Consideration of the four main elements of regeneration in LBTH context:

1. Geographical areas of concern
2. Funding
3. Specific delivery structures
4. Lead within central/local government

*'comprehensive and integrated vision and action which leads to the resolution of urban problems and which seeks to bring about a lasting improvement in the economic, physical, social and environmental condition of an area that has been subject to change'*

Urban Regeneration : A Handbook, Peter Roberts, Peter W. Roberts, Hugh Sykes, SAGE, 2000

Page 7

## English Indices of Deprivation 2019

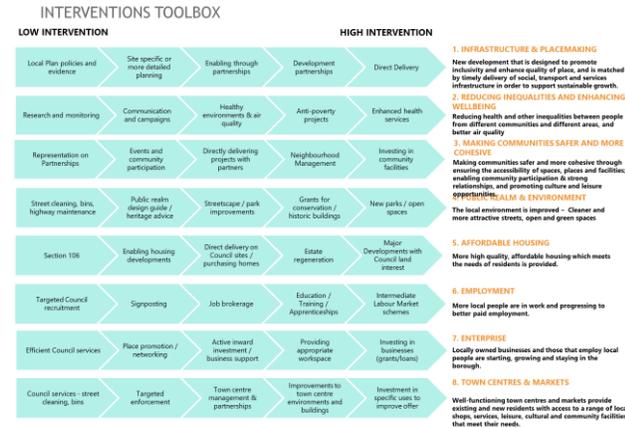
### TOWER HAMLETS



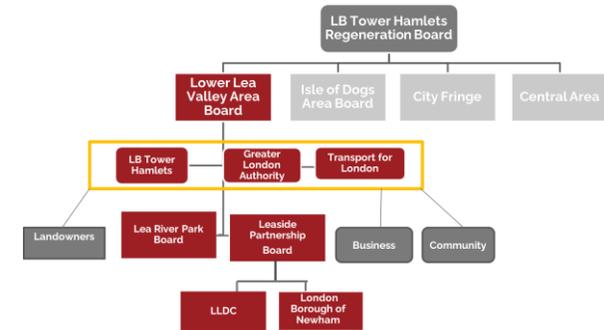
1. Borough wide



2. CIL, S106 & other funding sources



3. Interventions Tool kit & Matrix working



4. Leadership & Partnerships

# 1. OVERVIEW – OUR APPROACH TO REGENERATION

Local Plan Vision - Managing Growth and Sharing the Benefits

Borough's approach to regeneration should:

- Include economic, physical, sustainability and social/cohesion dimensions;
- Recognise the importance of partnerships in delivering regeneration;
- Re-emphasis the regeneration ambition/vision in the new Local Plan.

Page 8



Income



Employment



Education



Health



Crime



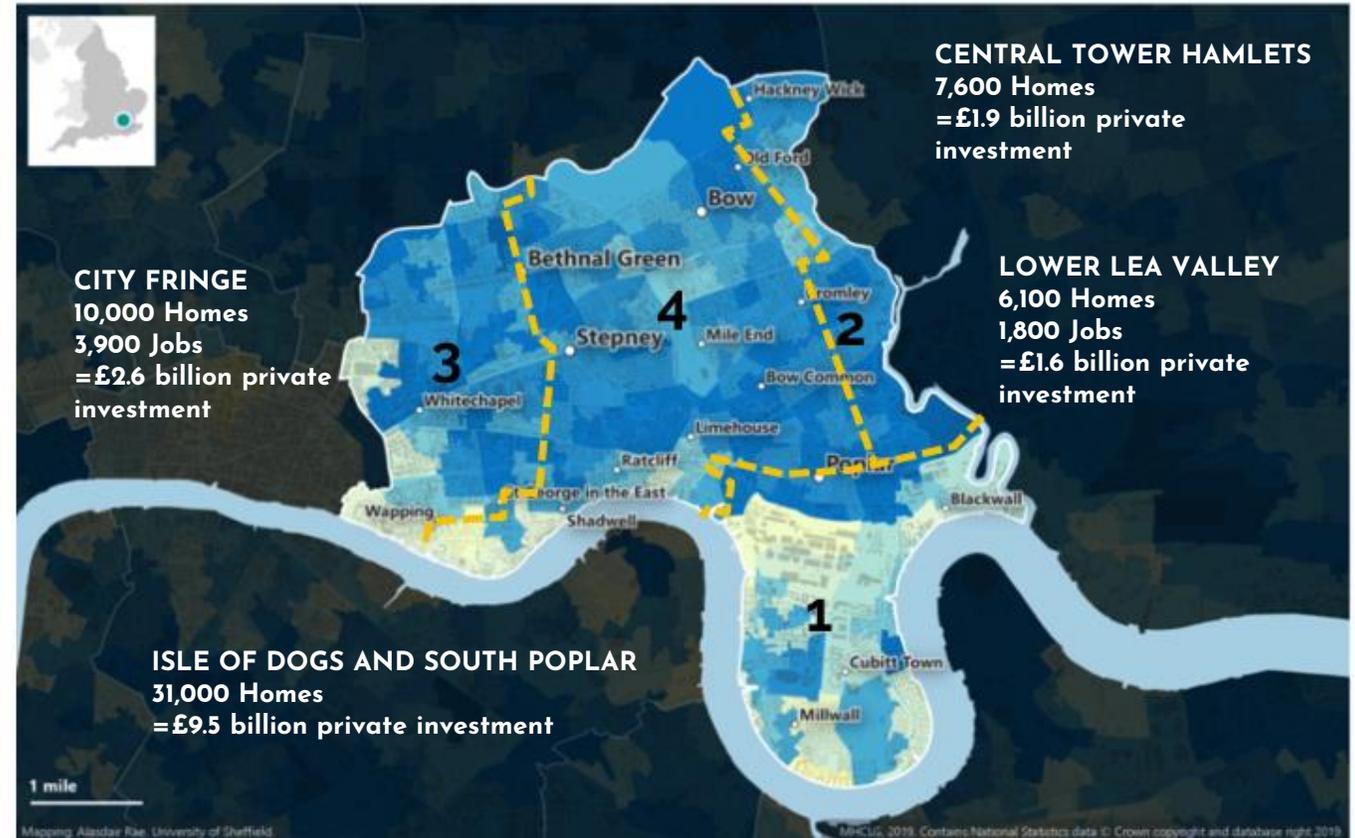
Barriers to housing and services



Living environment

## English Indices of Deprivation 2019

### TOWER HAMLETS



# 2. EMBEDDING OUR APPROACH

-  Living environment
-  Barriers to housing and services
-  Crime
-  Health
-  Education
-  Employment
-  Income

## STRATEGIC PLAN

<b>Priority 1: People are aspirational, independent and have equal access to opportunities:</b>	
• education, training, and employment	6 ; 7
• children and young people are protected so they get the best start in life	2 ; 3
• joined-up services, feel healthier, independent	1 ; 2 ; 3
• reduced inequality	2 ; 6
<b>Priority 2: A borough that our residents are proud of and love to live in:</b>	
• clean and green	1 ; 3 ; 4
• good quality affordable homes and well-designed neighbourhoods	1 ; 4 ; 5
• safety and tackled anti- social behavior	3
• being part of a cohesive and vibrant community	3 ; 8
<b>Priority 3: A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough:</b>	
• open and transparent	2 ; 3
• work together across boundaries in a strong and effective partnership	2 ; 3
• Innovation and excellence to achieve sustainable improvement	1

- 1. Infrastructure & Placemaking**  
New development that is designed to promote inclusivity and enhance quality of place, and is matched by timely delivery of social, transport and services infrastructure in order to support sustainable growth.
- 2. Reducing inequalities and enhancing wellbeing**  
Reducing health and other inequalities between people from different communities and different areas, and better air quality.
- 3. Making communities safer and more cohesive**  
Making communities safer and more cohesive through ensuring the accessibility of spaces, places and facilities; enabling community participation & strong relationships, and promoting culture and leisure opportunities.
- 4. Public realm & environment**  
The local environment is improved – cleaner and more attractive streets, open and green spaces.
- 5. Affordable housing**  
More high quality, affordable housing which meets the needs of residents is provided.
- 6. Employment**  
More local people are in work and progressing to better paid employment.
- 7. Enterprise**  
Locally owned businesses and those that employ local people are starting, growing and staying in the borough.
- 8. Town Centres & markets**  
Well-functioning town centres and markets provide existing and new residents with access to a range of local shops, services, leisure, cultural and community facilities that meet their needs.

<b>Managing growth and shaping change:</b>	
<b>Growth must..</b>	
1	• ..contribute positively to existing identified social, economic and environmental needs.
2 3	• ..be delivered alongside social and transport infrastructure, recognizing that without provision of adequate infrastructure growth cannot be supported.
1 3 5 7	• ..be balanced, containing a range of employment, retail and community facilities, alongside increasing residential development.
1 8	• ..be well-designed and enhance the distinctiveness of our places, ensuring old and new are properly integrated.
1 2	• ..respect, protect and enhance our environment and our health and well-being.
1	• ..optimize the use of the best available technological innovations.
<b>Spreading the benefits of growth:</b>	
<b>Growth must..</b>	
2 3	• ..deliver social, economic and environmental net gains jointly and simultaneously and reduce inequalities, benefitting the lives of existing residents.
1 2 3	• ..promote community cohesion, ensuring the accessibility of spaces, places and facilities.
3	• ..enable community leadership and engagement.
2 3 4	• ..bring an improved quality of life, health benefits and reduce health inequalities.

## LOCAL PLAN

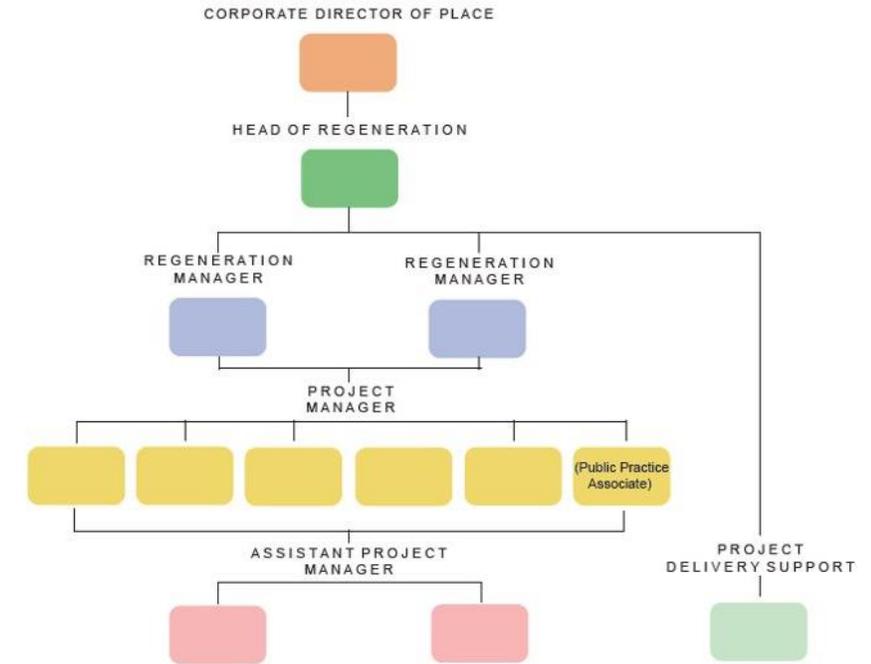
## MAYOR'S PLEDGES

- Reducing Poverty and Inequality, Improving Health
- Tackling The Housing Crises
- Putting Young People at the Heart of What We Do
- Cleaning Our Streets. Cleaning Up Our Air
- Being on your side
- Making Tower Hamlets Safer

## 2. EMBEDDING OUR APPROACH

Page 10

	Chief Executive														
	Children's and Culture			Health, Adults and Community				Place							
Regeneration outcomes	Children, Social Care	Education and Partnerships	Culture and Youth Services	Adults Social Care	Public Health	Community Safety	Integrated Commissioning	Planning and Building Control		Housing and Regeneration	Economic Growth and Property	Public Realm	Resources & Governance Customer Services, Legal, CF Officer, ICT, HR & OD	Communications	SPP
	Regeneration Team														
1. Infrastructure & Placemaking															
2. Reducing inequalities and enhancing wellbeing															
3. Making communities safer and more cohesive															
4. Public realm & environment															
5. Affordable housing															
6. Employment															
7. Enterprise															
8. Town Centres & markets															



Regeneration Team - 12 Officers

- Regeneration outcomes delivered by the Council and not by a single team;
- Regeneration Team complements business as usual function of service areas;
- Develops and delivers new initiatives and projects.

# 3. MONITORING OUR POLICIES TO DELIVER REGENERATION OUTCOMES

## Strategic Plan Monitoring

- 11 Strategic Plan Outcomes and links to Regeneration Outcomes
- 72 KPIs reported quarterly
- New Measure(46) added : Securing regeneration outcomes through planning

## Local Plan Monitoring

- Annual Monitoring Report to inform future policy
- **New Measure 46** Boroughwide and site specific monitoring of outcomes secured
- Enables better understanding of local issues
- Helps establish what's beyond the scope of planning
- Helps inform and shape future policy as part of local plan refresh

OBAPI Code	Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Annual Target 2021/22	Annual Minimum Expectation 2021/22	Target 2021/22	Minimum Expectation 2021/22	Outturn Q1 2021/22	Last updated	Year on year trend	RAG status	Comment	RAG status
SB4.1	SIX	40	Residents' satisfaction with the area as a place to live	This measure is taken from the council residents' survey and measures the percentage of respondents who are very/satisfied with the local area as a place to live.	79% (2019/20)	72.5%	67.5%	72.5%	67.5%	N/A	2020/21	N/A	GREEN	We were unable to carry out our normal annual residents' survey and instead conducted a mid-pandemic residents' survey. Results cannot be compared to previous years.	GREEN
SB4.5	SIX	41	Level of affordable homes permitted (by habitable rooms)	The percentage of affordable homes by habitable room that have been given planning permission in the period. Counting habitable rooms is consistent with reporting with official reporting to the London Development Database (LDD) and our own publication. The official habitable room measure will not equate to number of units because of how rooms in the borough are shared between families in homes.	31.6%	50%	35%	50%	35%	37.2%	Q1	↑	AMBER	37.2% percent of homes permitted this quarter were classified as affordable (measured by habitable room), equating to 14,343 habitable rooms (13 homes). We exceeded our target of 35 percent but more than 50 percent of target of 50 percent of all homes (by habitable room) being affordable. Our target is to improve the viability and the number of affordable units available where they are fewer than 35% of affordable housing. Where a housing finance issue then 35% is accepted, relevant review mechanisms are used to ensure that improvements in viability through the life of the development lead to increase affordable housing contribution. Whilst the council does have a new homes programme, the construction of most residential development in the borough is by the private sector and approved developer (RD). The council has a role in facilitating development through the planning process but cannot directly influence the construction or completion of new homes by private developers, including the affordable component. However our 50% measure does require the affordable housing to be delivered in the first phase of approved development or to progress with the completion of the market housing, given this is the priority need. We continue to explore formal planning applications to ensure the maximum possible amount of affordable housing is secured at the planning stage. An increasing number of major applications are now fulfilling the fast-track route set in the Local Plan which removes the need for time consuming viability negotiations, provided there is a maximum of 35% affordable housing, with a public consultation, in progress. This will help the council to meet the overall target for level of affordable homes permitted.	AMBER
SB4.2	SIX	42	Level of affordable homes completed (by habitable rooms)	Percentage of completed homes (by habitable room) that are classed as affordable.	25.9%	50%	35%	50%	35%	0%	Q1	↓	RED	Homes which were classified as affordable were completed this quarter (measured by habitable room). We missed our minimum expectation of 35 percent. Housing completion are affected by a range of factors including build programme that can vary considerably across different types of sites and the completion of affordable housing grant allocation. Whilst the council does have a new homes programme, the construction of most residential development in the borough is by the private sector and approved developer. The council has a role in facilitating development through the planning process but cannot directly influence the construction or completion of new homes by private developers, including the affordable component. The measure is reporting the percentage of affordable homes completed or evidenced by completion certificate issued by either an Approved Developer or the council's Building Control department. There are typically time lags between the completion, practical completion that can occur to move in and the issue of certificate for the number of affordable homes completed in the period may increase as late arriving completion certificates are received.	RED
SB4.3	SIX	43	Homeless households moved into affordable, sustainable housing	Measuring residents out of temporary accommodation and into affordable, sustainable housing is a priority for the council. This indicator measures the number of all in the reporting period which were made to homeless households in social housing or into the private rented sector.	NEW	540	444	435	421	151%	Q1	↑	GREEN	151 homeless families have been moved into affordable, sustainable housing this quarter. We have exceeded our target. 75 families at risk of homelessness were moved into social housing and 82 into the private rented sector.	GREEN
SB4.4	SIX	44	Letting to overcrowded households	Measuring the number of lets to households on the common housing register (in Bands 1-2) but excluding homeless households in the borough.	55.3%	50%	45%	50%	45%	68.1%	Q1	↑	GREEN	68.09 percent of lets in the quarter were to overcrowded households on the common housing register. The target was exceeded. The percentage register for 201 families of the 304 total for this quarter to applicants on the housing register.	GREEN
SB4.4	SIX	45	Level of temporary accommodation use	Measuring the number of reducing number of households in temporary accommodation to under 2,000 in three year time.	2,646	2,150	3,166	2,150	2,166	N/A	Q4	↑	GREEN	Latest available published data (04/2020/21) shows that 2,156 households are living in temporary accommodation in the borough. We are committed to reducing this number to under 2,000 within the next three years and are putting a culture and processes in place to help achieve this aim.	GREEN
SB4.4	SIX	46	Number of regeneration outcomes secured	Measuring provisions towards regeneration outcomes achieved through planning consents including strategic sites and allocations in the Local Plan. The eight regeneration outcomes are: Infrastructure and Place-making; Reducing inequalities and enhancing wellbeing; Making communities safer and more cohesive; Public realm and environment; Affordable housing; Employment; Enterprise; and, Town centres and markets.	NEW	5 (out of 8)	4 (out of 8)	5 (out of 8)	4 (out of 8)	6.3	Q1	N/A	GREEN	Measuring the regeneration improvements and benefits that development brings to the Borough by counting the number of regeneration outcomes each development has identified that it will deliver. There are eight regeneration outcomes which are set out in our Local Plan, we therefore are counting strategic planning permissions out of eight. This quarter three strategic planning applications were permitted: in Byng Street, land in Bethnal Green, and at Stroudley Walk, with an average score of 6.3 regeneration outcomes. We exceeded our target of scoring 5 regeneration outcomes out of 8. Note: Regeneration benefits from strategic planning permissions can often take several years to realise due to the length of time it can take to complete these developments.	GREEN
SB4.4	SIX	47	Percentage of annual infrastructure target expenditure achieved	We have an ambitious investment programme in infrastructure and facilities including roads, homes and parks. In January 2021, Cabinet approved our budget for 2020/21 for a quarter to spend over £200m (over of fund budget). Measuring the percentage of infrastructure spend target achieved to date. Completion measure.	NEW	100%	82.0%	20.0%	10.0%	7.0%	Q1	N/A	RED	This quarter we have spent 7 percent of our infrastructure budget. Whilst we have missed our 20 percent target, 7 percent represents over £14 million out of a budget of over £199 million this year. We have spent more than 50 percent of the revenue budget for delivery for our new Town Hall, under the council's new finance and performance programme. We have spent less than we had expected in this area of the year and this is due to the significant amount of infrastructure funding we are in. Livable Streets Phase 1, part of our wider public realm improvement programme. We have spent less than we had expected in this area of the year and this is due to the significant amount of funding we are in. Livable Streets Phase 1, part of our wider public realm improvement programme. We have spent less than we had expected in this area of the year and this is due to the significant amount of funding we are in. Livable Streets Phase 1, part of our wider public realm improvement programme. We have spent less than we had expected in this area of the year and this is due to the significant amount of funding we are in.	RED

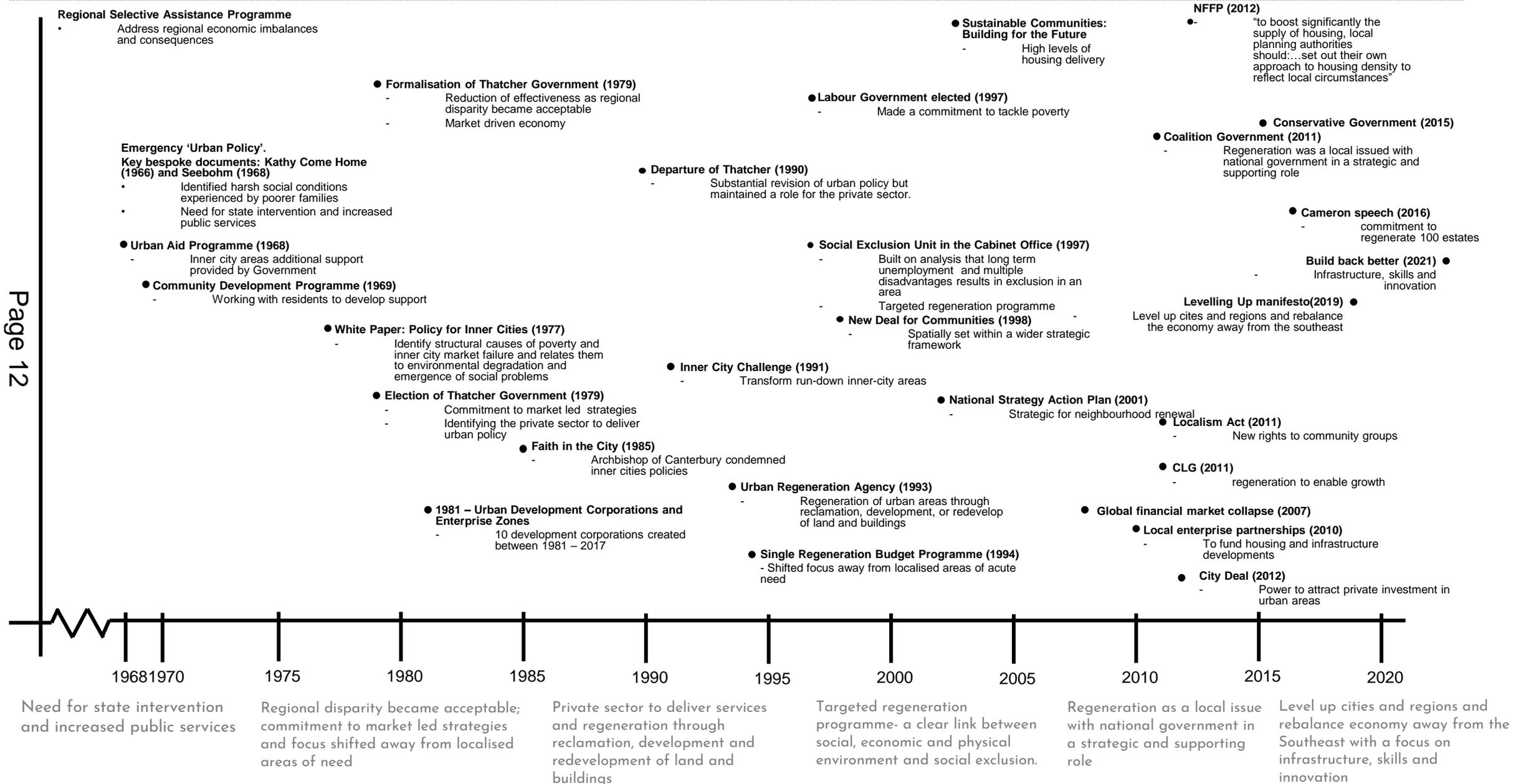
Page 71

Page 1

OBAPI Code	Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Annual Target 2021/22	Annual Minimum Expectation 2021/22	Target 2021/22	Minimum Expectation 2021/22	Outturn Q1 2021/22	Last updated	Year on year trend	RAG status	Comment	RAG status
SIX		46	Number of regeneration outcomes secured	Measuring provisions towards regeneration outcomes achieved through planning consents including strategic sites and allocations in the Local Plan. The eight regeneration outcomes are: Infrastructure and Place-making; Reducing inequalities and enhancing wellbeing; Making communities safer and more cohesive; Public realm and environment; Affordable housing; Employment; Enterprise; and, Town centres and markets.	NEW	5 (out of 8)	4 (out of 8)	5 (out of 8)	4 (out of 8)	6.3	Q1	N/A	GREEN	Measuring the regeneration improvements and benefits that development brings to the Borough by counting the number of regeneration outcomes each development has identified that it will deliver. There are eight regeneration outcomes which are set out in our Local Plan, we therefore are scoring strategic planning permissions out of eight. This quarter three strategic planning applications were permitted: in Byng Street, land in Bethnal Green, and at Stroudley Walk, with an average score of 6.3 regeneration outcomes. We exceeded our target of scoring 5 regeneration outcomes out of 8. Note: Regeneration benefits from strategic planning permissions can often take several years to realise due to the length of time it can take to complete these developments.	GREEN

Page 1

# 4. REFRAMING REGENERATION– NATIONAL URBAN POLICY



Need for state intervention and increased public services

Regional disparity became acceptable; commitment to market led strategies and focus shifted away from localised areas of need

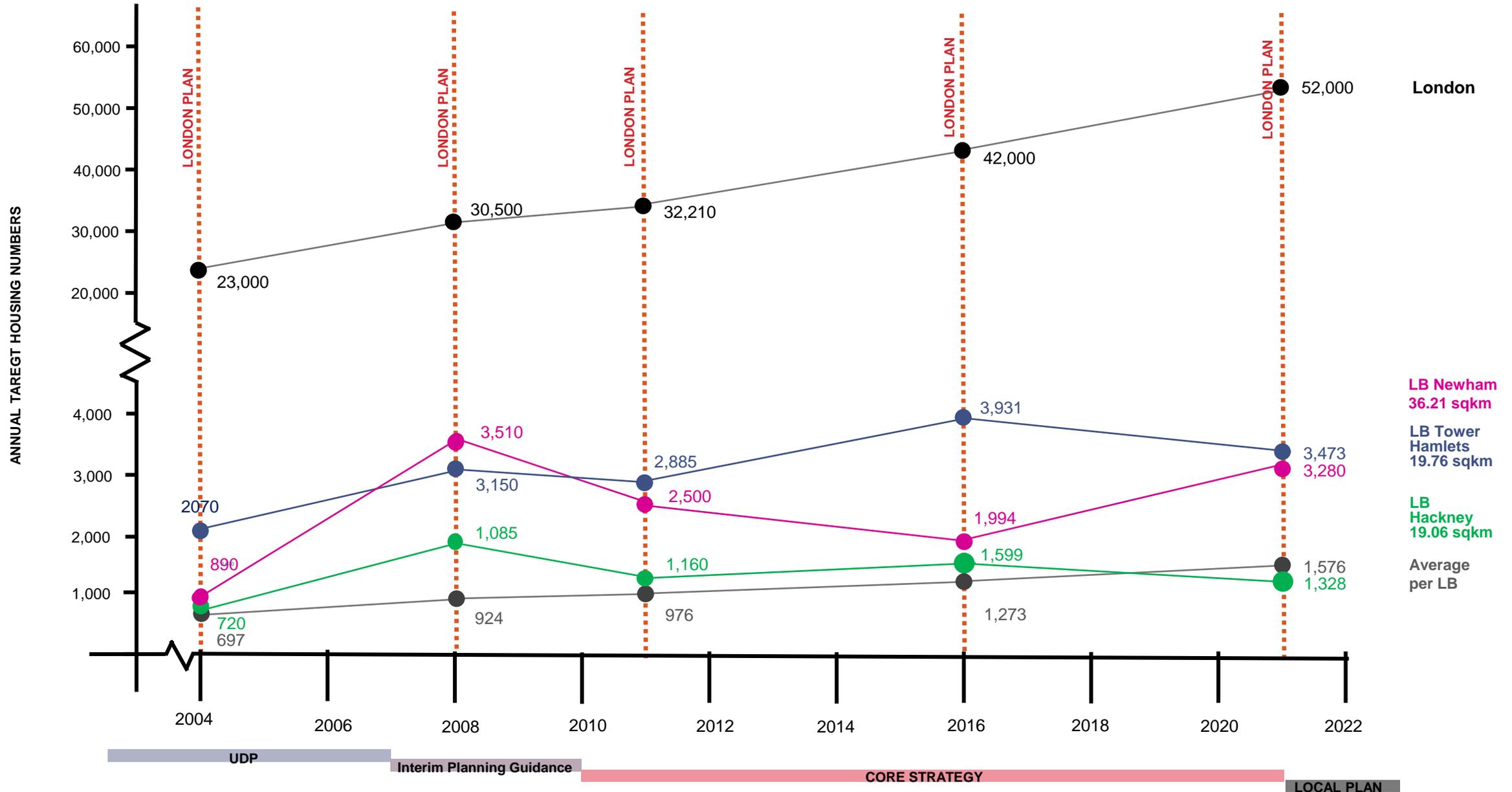
Private sector to deliver services and regeneration through reclamation, development and redevelopment of land and buildings

Targeted regeneration programme- a clear link between social, economic and physical environment and social exclusion.

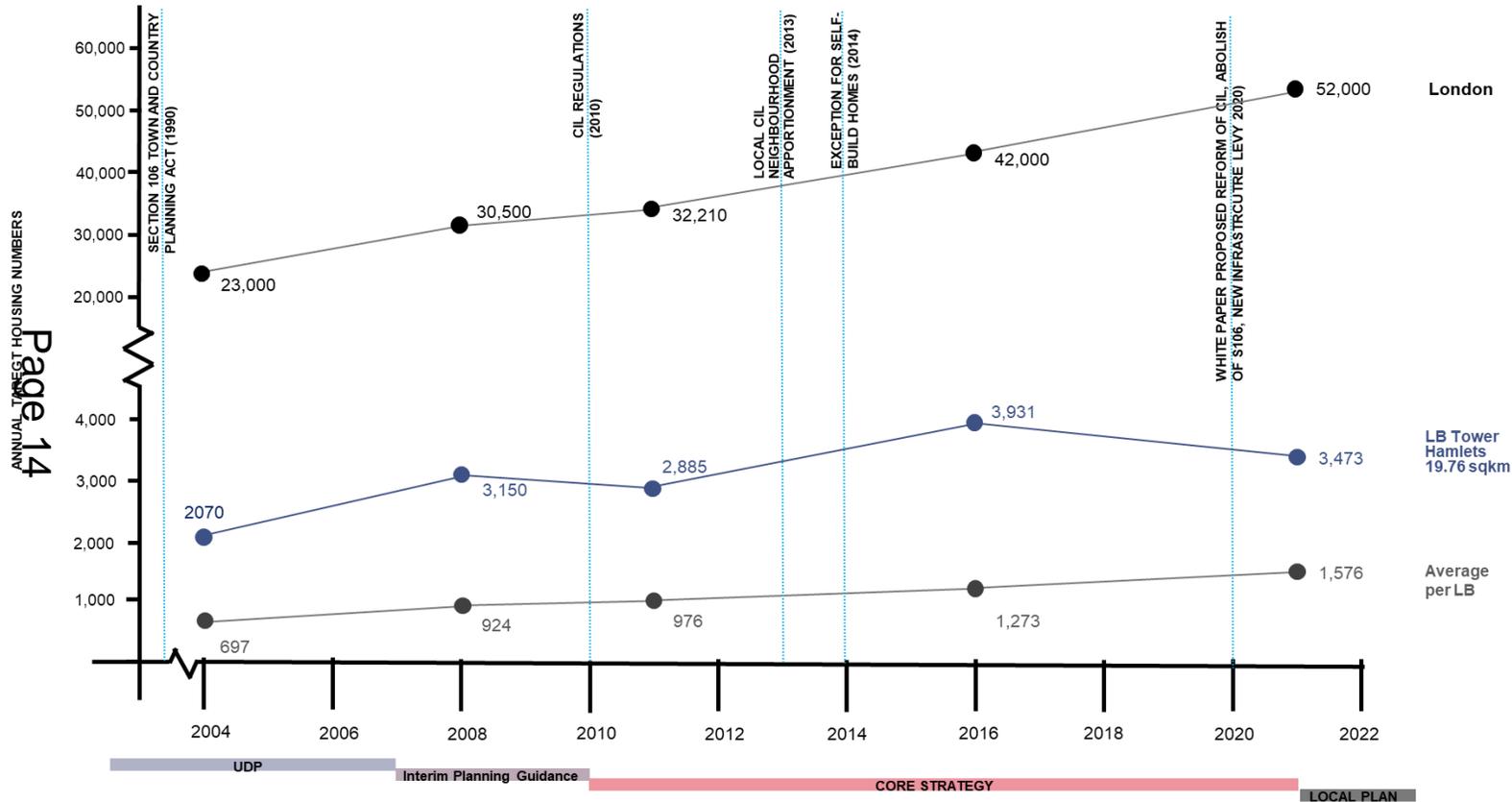
Regeneration as a local issue with national government in a strategic and supporting role

Level up cities and regions and rebalance economy away from the Southeast with a focus on infrastructure, skills and innovation

# 4. REFRAMING REGENERATION- LOCAL URBAN POLICY



# 4. REFRAMING REGENERATION- FUNDING



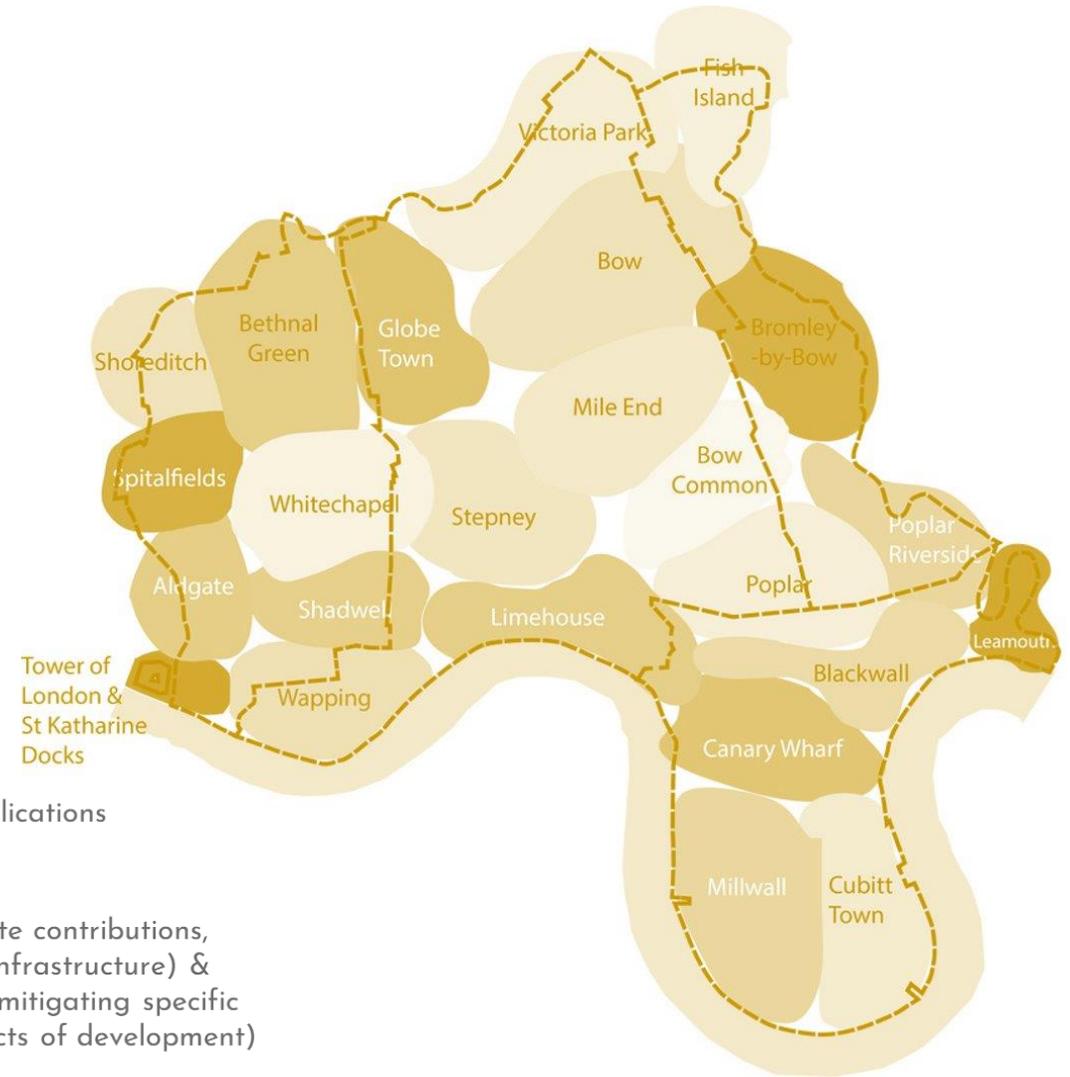
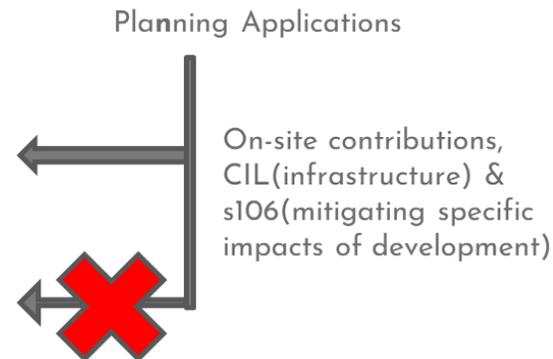
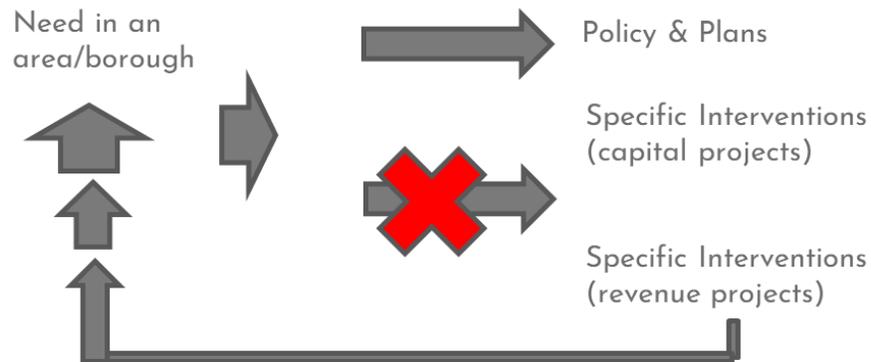
## S106 and CIL

- London
  - Austerity measures and dwindling public resources
  - Councils have to use S106/CIL creatively to deliver outcomes
  - Historic factors and IMD data requires targeted intervention
- LB Tower Hamlets 19.76 sqkm
  - Even the best negotiated S106 /CIL cannot fully respond to the needs in an area
- Average per LB
  - Planning White Paper raises questions about the delivery of infrastructure and affordable housing.

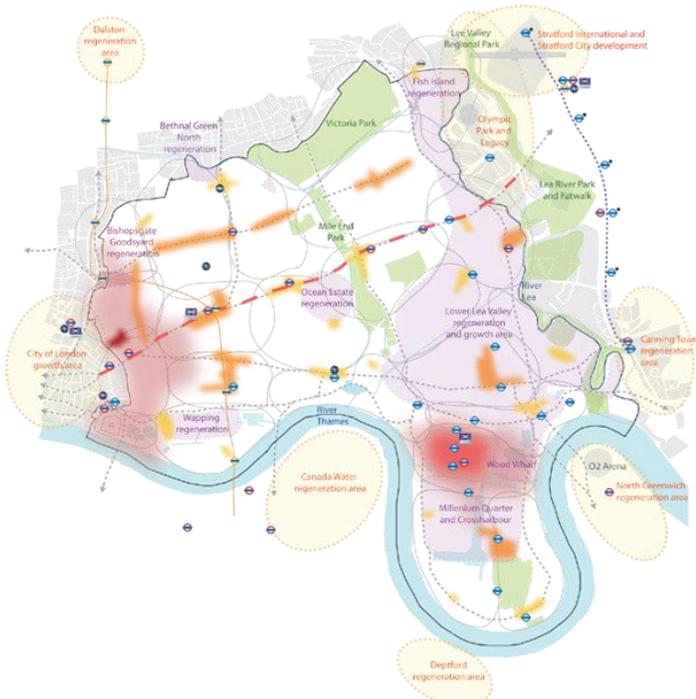
## 4. REFRAMING REGENERATION- INVESTMENT

- Evolution of urban policy approach and its reliance on private sector investment to deliver regeneration
- In the absence of government funding council's rely on planning policies and private sector to deliver much needed infrastructure and to run services-parks, libraries, social infrastructure, employment and skills etc)
- Growth and Regeneration used interchangeably
- Funding often ring fenced for specific themes and often just for capital projects
- Areas with high level of deprivation competing for same pots of funding at national and regional level.

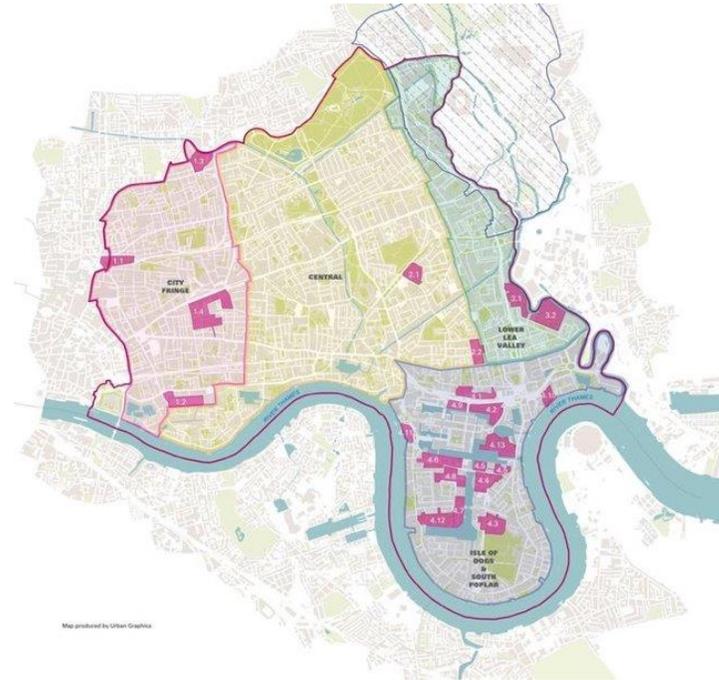
Page 15



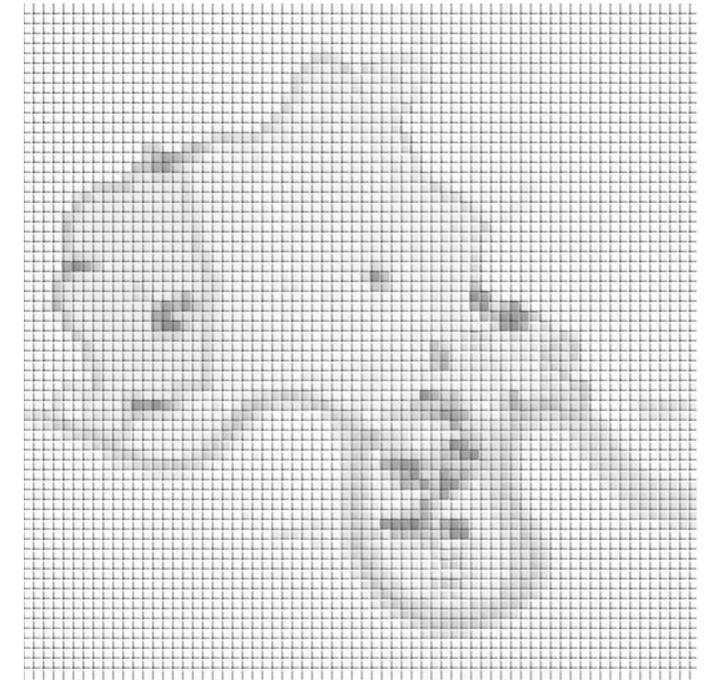
## 4. REFRAMING REGENERATION– POLICIES /INTERVENTIONS



2010 Core Strategy : Spatial Vision



Local Plan(2020)



Local Plan Refresh

- Establishing the role of policies/plans and the role of specific interventions to address identified need in an area
- Policy is regulatory and provides framework for private sector to deliver. However, specific interventions are required to reverse economic, social and physical decline in an area
- Identifying funding mechanisms to deliver interventions in the absence of Central Government funding
- Securing Outcomes by working with partners and stakeholders.

## 5. REGENERATION - NEW WAYS OF WORKING

---

### CHALLENGES

- Recovery(post CV-19)
- Brexit
- New Funding Landscape (Levelling Up Agenda)
- Changing nature of the borough
- Public Finance
- Resources

### OPPORTUNITIES

FOCUS ON RECOVERY - Opportunities for more green recovery

NEW SECTORS - Life Sciences, digital technology & innovation

DATA - Good data to inform future policy directions and interventions

WORKING TOGETHER - Estate Regeneration, Initiatives with TfL and GLA, Community Led Initiatives

OUTCOME and OUTPUT FOCUSED- Delivery and Pace

PARTNERSHIPS- London Borough of Newham/Hackney/LVRPA/others

FUNDING- Levelling Up Fund, Homes England funding, GLA Funding

## 5. REGENERATION - NEW WAYS OF WORKING

---

Regeneration Teams work over the past 12 months – our priority projects

Governance	Projects (funded from CIL & s106 )	Partnerships & Co-ordination	Funding
<ul style="list-style-type: none"><li>• Regeneration Boards</li><li>• Sub Area Boards</li><li>• Partnership Board</li></ul>	<ul style="list-style-type: none"><li>• Millwall Outer Dock Slipway Park</li><li>• Meanwhile Uses (Council assets)</li><li>• Public Realm under the DLR</li><li>• Thames Path</li><li>• Market Strategy</li><li>• Whitechapel Road Improvement Project</li><li>• Community Gardens</li></ul>	<ul style="list-style-type: none"><li>• Estate Regeneration Pathway (Aberfeldy, Teviot, Clichy, Tiller Road)</li><li>• Vision for East India Dock Basin (with LVRPA)</li><li>• Regeneration Forum (Whitechapel)</li><li>• Community Development Panel (IoD&amp;SP)</li></ul>	<ul style="list-style-type: none"><li>• Crossharbour DLR station Enhancements (with DLR)</li><li>• LUF Application(with Newham for LLV Bridges)</li><li>• LUF application for Whitechapel Road Improvement Programme</li><li>• Homes England Funding Application for infrastructure in the LLV area</li><li>• HLF Funding(with LVRPA) for East India Dock Basin</li></ul>

# Questions?



This page is intentionally left blank