

HOUSING & REGENERATION SCRUTINY SUB COMMITTEE

Tuesday, 26 November 2019 at 6.30 p.m.

MP701 - Town Hall Mulberry Place

This meeting is open to the public to attend.

Members:

Chair: Councillor Dipa Das

Vice-Chair: Councillor Eve McQuillan

Councillor Shah Ameen, Councillor Ayas Miah, Councillor Helal Uddin and Councillor Andrew Wood

Substitutes:

Councillor Shad Chowdhury, Councillor Mohammed Pappu and Councillor Leema Qureshi

Co-opted Members:

Anne Ambrose

Moshin Hamim

Tenant Representative

Leaseholder Representative

[The quorum for this body is 3 voting Members]

Contact for further enquiries:

The Committee Services Officer

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Web: <http://www.towerhamlets.gov.uk>

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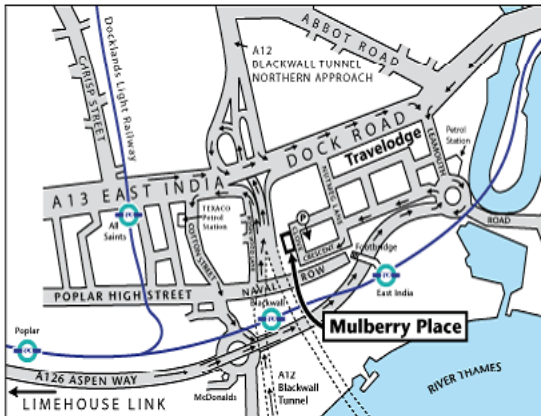
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1. **WELCOME, INTRODUCTIONS AND APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS** **5 - 8**
To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992. See attached note from the Monitoring Officer.
3. **MINUTES OF THE PREVIOUS MEETING** **9 - 14**
4. **ACTIONS LOG**
To follow.
5. **COUNCIL'S EMERGENCY PLANNING/RESPONSE PROCEDURE** **15 - 32**
This item will be a PowerPoint presentation delivered at the meeting.
Lead – Charles Griggs (Head of Community Safety).

18:40-19:10 (10 min presentation, 20 min Q&A)
6. **APPROACH TO REGENERATION** **33 - 46**
Presented by Mayor John Biggs, Sripriya Sudhakar (Head of Regeneration), and Andy Simpson (Head of Strategy and Policy Place).

19:10-19:50, 15 min presentation, 25 min Q&A
7. **DEVELOPMENT OF THE COUNCIL'S POLICY ON LONDON LIVING WAGE.**
To follow - this will be a PowerPoint presentation delivered at the meeting. Lead – Vicky Clark (Divisional Director Growth and Economic Development) and Simon Hall (Interim Head of Growth).

19:50-20:20, 10 min presentation, 20 min Q&A
8. **ANY OTHER BUSINESS**
To consider any other business the Chair determines to be urgent.
 - Draft scoping document – scrutiny challenge session (Homelessness Reduction Act, 1 Year on).
20:20-20:30, 10 mins

Next Meeting of the Sub- Committee

The next meeting of the Housing & Regeneration Scrutiny Sub Committee will be held on Tuesday, 21 January 2020 at 6.30 p.m. in MP701 - Town Hall Mulberry Place

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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:

Asmat Hussain, Corporate Director Governance & Monitoring Officer 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 HOUSING & REGENERATION SCRUTINY SUB COMMITTEE

HELD AT 6.30 P.M. ON TUESDAY, 10 SEPTEMBER 2019

MP702 - TOWN HALL MULBERRY PLACE

Members Present:

Councillor Dipa Das (Chair)
Councillor Eve McQuillan
Councillor Andrew Wood
Councillor Shad Chowdhury

Co-opted Members Present:

Anne Ambrose Tenant Representative

Other Councillors Present:

None

Others Present:

Sandra Fawcett – Chair of the Tower Hamlets Housing Forum

Officers Present:

Abidah Kamali – Strategy & Policy Manager
Mark Baigent – (Interim Divisional Director, Housing and
Regeneration)
Fiona Crehan – High Streets and Town Centres Manager
Simon Hall – Interim Head of Growth
Rushena Miah – Democratic Services
Mark Slowikowski – Senior Strategy & Policy Manager

Apologies

Councillor Ayas Miah – Sent substitute Councillor Shad Choudhury
Councillor Shah Ameen
Councillor Helal Uddin
Councillor Sirajul Islam – Cabinet Member for Housing
Moshin Hamim – Co-opted Member, Leasehold Representative

1. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

There were no declarations of pecuniary interests.

2. MINUTES OF THE PREVIOUS MEETING

RESOLVED:

1. The minutes of the meeting held on 22 July 2019 were approved as an accurate record and signed by the Chair.

3. REPORTS FOR CONSIDERATION:

4. SPOTLIGHT: HIGH STREETS AND TOWN CENTRES - SUPPORTING NEW AND EXISTING BUSINESS

[The Chair decided to change the order of business so the Draft Open Spaces Scrutiny Report was discussed first followed by the spotlight on High Streets and Town Centres. For improved readability the minutes will follow the order published on the agenda].

The Committee received the report and presentation of Fiona Crehan (High Streets and Town Centres Manager) on supporting new and existing businesses on the high street.

In response to the presentation the following discussions took place:

Ben Johnson Road

A Member asked if there were plans to renovate the Ben Johnson Road area and if the council had powers to change the use of units into retail outlets as opposed to the varied nature of the businesses. Officers responded that Ben Johnson Road had been identified as a potential scheme but resources had been allocated to higher priority areas. Officers mentioned that they could look at delivering small initiatives, to support businesses, improve attractiveness and offer but were hesitant to overstretch funds that had already been allocated to schemes.

With regard to the change of use query, officers explained that it was up to the landlord of a property to apply for a change of use classification. They said planning officers would only get involved if there was significant evidence that the unit was not a viable use of its existing classification.

ACTION: For the Enterprise Team to explore the growth of businesses at Ben Johnson Road and for Fiona Crehan to find out if there were any funds available to do a small scale project in the Ben Johnson Road area.

Concentrations of the same type of business

Members queried if there was anything that could be done to prevent the concentration of the same type of businesses in one area. Officers explained that the council could not force a business to close and that in some cases the concentration of businesses made commercial sense. For example the Indian wedding outlet shops in Bethnal Green were in direct competition with similar outlets in Green Street West Ham which was located outside the borough.

Community Cohesion

Members thanked the highstreets team for their work on Roman Road West which they said was urgently needed.

Members asked officers whether there was any community cohesion work in the pipeline. A Member had noted that some coffee shops for example were expensive and perceived to be inaccessible to the wider community. Officers explained that it was up to the business to set their prices and many had little opportunity to reduce prices due to high business rates and business loans.

Officers said the highstreets team was able to broker introductions between businesses and community groups to boost the business and to help it become an asset to the community. They also said they could ask business owners i.e. coffee shops to think about how they might attract more customers and advise them to use social media to attract new customers, facilitate meet up events and parent coffee mornings during less busy periods.

Supporting female entrepreneurs

Officers informed the Committee that there was increasing appetite from female entrepreneurs to trade from market stalls, currently a predominately male dominated profession. The Committee was informed that female entrepreneurs reported that they would feel more confident if there were more women working at the markets. The service informed the Committee that it had reserved a section of Petty Coat Lane market to support women to trade at market stalls. .

Toilets at Brick Lane

Councillor Choudhury raised a concern regarding the lack of toilets in Brick Lane. Officers acknowledged this was an ongoing issue. They said they had attempted to install urinals on the street but it was difficult given the proximity to people's homes or business which sparked objections. Businesses were also reluctant to allow non-customers to use their facilities. Closed facilities were not an option as they would result in drug use in the stalls. Officers said the team were looking into joining with the City of London toilet app.

Street lighting at Brick Lane

Councillor Choudhury informed that streetlights 8, 10 and 14 were not working and that no action has been taken further to a Streetline submission. He said he was considering raising the issue in a Member Enquiry. Fiona Crehan noted the issue and said she would follow up on it with the councillor outside of the meeting.

Following a request from the committee to include more greenery in Brick Lane, the Committee was informed that it would have to be in the form of planters because the ground was not viable for direct planting.

The Brick Lane Arch

The Committee applauded the work commissioned on the Brick Lane arch.

Meeting the housing and retail needs of a growing population

Councillor Wood was concerned that planners were not taking into consideration the impact of significant population growth, due to new high density developments, and the retail infrastructure needs of new and existing communities. He stressed the importance of ensuring retail and infrastructure needs of new and existing communities needed to be anticipated. He raised concerns that there did not appear to be any efforts to address the issue, particularly in the Isle of Dogs area.

Officers acknowledged the challenge and said it would require a tailored approach. They said retailers were exploring alternative methods of shopping for customer convenience and regeneration has made a positive impact on the footfall in Crisp Street as an example. Though they agreed a longer term approach would be required and agreed to talk to the planning and regeneration team about the issue. The Committee asked Fiona and Simon to return to the Committee at a future meeting to provide an update on their discussions.

London Living Wage

There was a discussion around what the council could do to ensure those employed on the high street were earning London Living Wage. Officers said there was an awareness programme run by the council that helped business owners become London Living Wage employers. There had not been a subsidy placed on smaller businesses to join the scheme as the council was not allowed to differentiate between a small business and a large corporation such as a bank. It was noted that though the council could conduct awareness raising work around the living wage they were not allowed to dictate how an employer ran their business. It was noted however that the council as one of the largest employers of the borough, did have procurement rules in place when commissioning certain services to ensure they were London Living Wage compliant

It was also mentioned that the Committee would be looking at Development of Council policy on London Living wage at the next Housing and Regeneration Scrutiny Committee meeting.

Town Centres & Regeneration Exhibition Event(s)

Fiona and Simon invited Members to take part in upcoming regeneration events regarding high streets and town centres. Officers sought the advice of the Committee on what topics could be covered and what format this could take. Councillor Choudhury requested the seminar be made public because he wanted to invite a cohort of business owners and residents to the event.

ACTION: For Fiona to speak to the planning and regeneration team about their plans for retail and community infrastructure in the context of high population growth and density in the borough (particularly in the Isle of Dogs area) and come back to the Committee with an update.

ACTIONS: Housing Committee Councillors to get in touch with Fiona and Simon to provide advice on the town centre regeneration engagement events.

ACTIONS: for the events to be listed in the Members circular and Members Hub.

RESOLVED:

1. To note the presentation.

5. DRAFT HOUSING OPEN SPACES SCRUTINY REPORT

The Committee were given the opportunity to review and comment on the final draft of the Open Spaces Scrutiny Report. The Committee approved the report as presented.

GIS Mapping

There was a discussion around funding for geographic information system (GIS) mapping of housing open spaces. Officers responded that the recommendation had been noted but a decision had not been made to fund it in addition to existing and pressing council priorities. Sandra Fawcett advised the Committee that many aspects to the action plan could be accomplished with existing resources.

Pesticides

A Member raised a concern that Tower Hamlets Homes Residents had reported that THH was using harmful pesticides on their estate grounds. The Committee requested for Mark Baigent (Interim Divisional Director of Housing & Regeneration) to find out what kind of pesticides were being used and ask them to switch to a more environmentally friendly product. Mr Baigent said he would look into the issue.

Mark Baigent and Sandra Fawcett left the meeting after this item. It was noted that it would be Mark Baigent's last meeting as he would be leaving the Council. His replacement Karen Swift would be joining the Council on 30th September. The Committee thanked Mark for his service to the Committee and wished him all the best for the future.

RESOLVED:

1. To note and approve the Open Spaces Scrutiny Report.

ACTIONS:

1. Mark Baigent to find out what pesticides THH are using and if harmful to advise them to switch to an environmentally friendly product.

6. ANY OTHER BUSINESS

Chairs announcement:

It was noted that it would be Abidah Kamali's last meeting supporting the Committee. Abidah would continue at the council as a policy manager on a new policy project. The Chair thanked Abidah for her support to the

Committee over the course of the year. It was announced that Mark Slowikowski would be stepping in as a policy officer to the Committee as of the next meeting in November 2019.

Councils Contingency Plan

ACTION: Councillor Wood requested the council's Contingency Plan be reviewed by the Committee further to concerns at the handling of a gas leak in the Canary Wharf and Limehouse area, earlier in the afternoon. The Committee agreed to include this item on the forward plan.

Resident Engagement

ACTION: To include in the forward plan an update on how Social Landlords plan to / or are delivering the additional requirements of Resident Engagement as specified in the Social Housing Green Paper and Building a Safer Future consultation

RESOLVED:

1. To note the above actions.

The meeting ended at 8.10 p.m.

Chair, Councillor Dipa Das
Housing & Regeneration Scrutiny Sub Committee



2009-2010
Positive engagement of older people
2009-2010
Preventing and tackling child poverty
2003-2009
Winner of 7 previous
Beacon Awards



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Working Together to Respond to Emergencies

**London Borough of Tower Hamlets
Civil Protection Unit**

The best of London in one borough



2009-2010
Positive engagement of older people
2009-2010
Preventing and tackling child poverty
2003-2009
Winner of 7 previous
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Aims:

- Outline the **response to an emergency or incident**
- Look at **how the Council and Social Landlords can work together** to mitigate the impacts of an incident





2008 - 2009
Reducing Re-offending
2003 - 2008
Winner of 6 previous
Beacon Awards



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In the Civil Contingencies Act 2004, an emergency is defined as:

- an event or situation which **threatens serious damage to human welfare;**
- an event or situation **which threatens serious damage to the environment;**
- **war, or terrorism, which threatens serious damage to security.**



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The Major Incident Procedure Manual states:

‘A major incident is an event or situation with a range of serious consequences which requires special arrangements to be implemented by one or more emergency responder agency.’

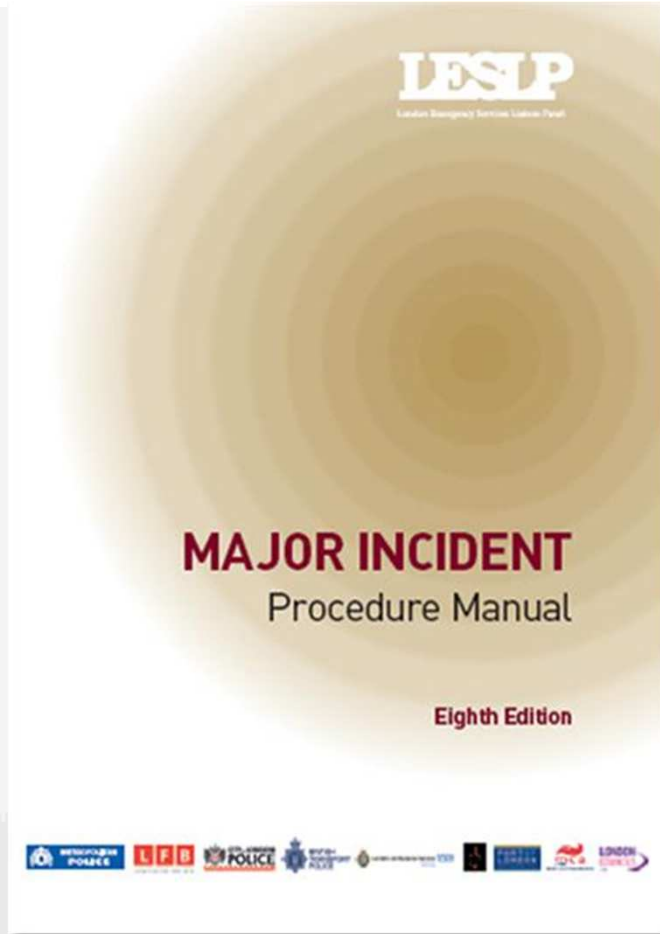




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- **Produced by the London Emergency Services Liaison Panel (LESLP)**
- **Sets out the processes and roles & responsibilities of all responding agencies**



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Incident Occurs

LESLP Principles Followed

Major Incident Declared

Communications

Special Arrangements

Command

Control

Organised response

Appropriate, proportional
resources allocated



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Command & Control



Strategic – Gold Officers

- Overall command of their agencies resources
- Responsible for setting the strategy for responding to the incident



Tactical – Silver Officers

- Responsible for formulating the tactics (actions) of their agency needed to achieve the strategy set by their Strategic Commander



Operational – Bronze Officers

- Carry out the tactics (actions) set by the Tactical Commanders



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Emergency Plans and Protocols

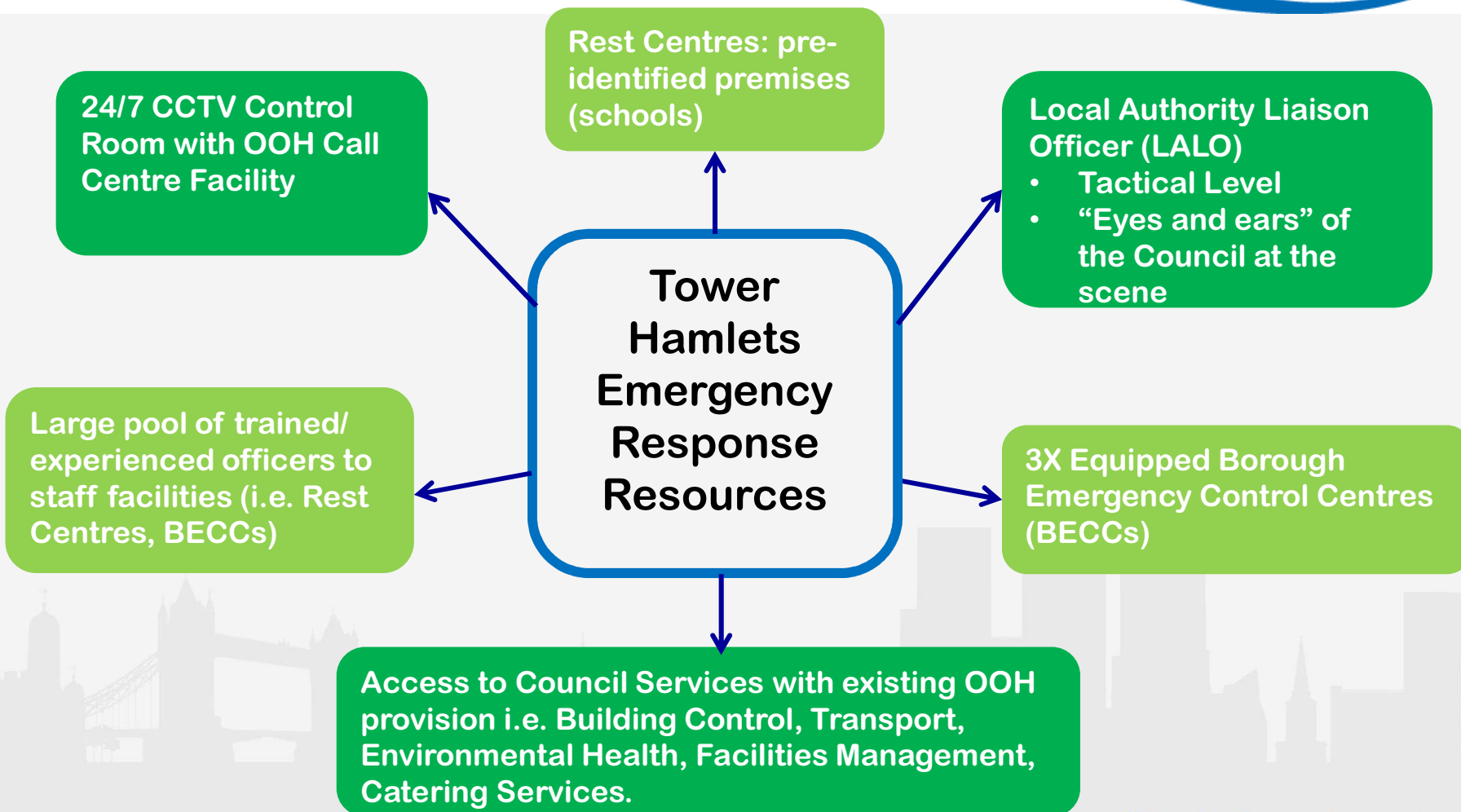
All Local Authorities	Tower Hamlets
Generic Response Plans	Borough Major Emergency Plan (BMEP)
Multi-Agency protocols, processes and resources	Pandemic Influenza Plan
	Duty Civil Protection Co-ordinator role (CPC)
Specific Council protocols, processes and resources	Duty Director Rota
	Duty Communications Officer



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Communications

We have a **draft emergency communications plan** for a range of civic emergencies and in support of the BMEP.

- **Communications principles:**
 - **Support operational objectives**, specifically the loss of life
 - **Keep the public informed** in a timely, clear, consistent and concise way.
 - **Use community networks** to share information.
 - **Support the recovery stage** and return to normality.
 - **Keep staff, elected members and partners informed.**
 - **Maintain confidence in the public agencies** involved in dealing with an incident.



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Communications flow

- The **CPC manages the flow of communications internally**, including continual and timely incidents to the communications lead.
- The relevant/on duty director will **advise the chief executive, CLT, the mayor and relevant ward members for the area involved**.
- The relevant/on call **director and communications lead should liaise together to agree the communications messages** with wider members, public, staff, media and partners. The communications team will lead on this.
- The **communications team will liaise with communications peers in the emergency or response services on messaging** but will only communicate on the verified and confirmed incident information provided by the CPC.



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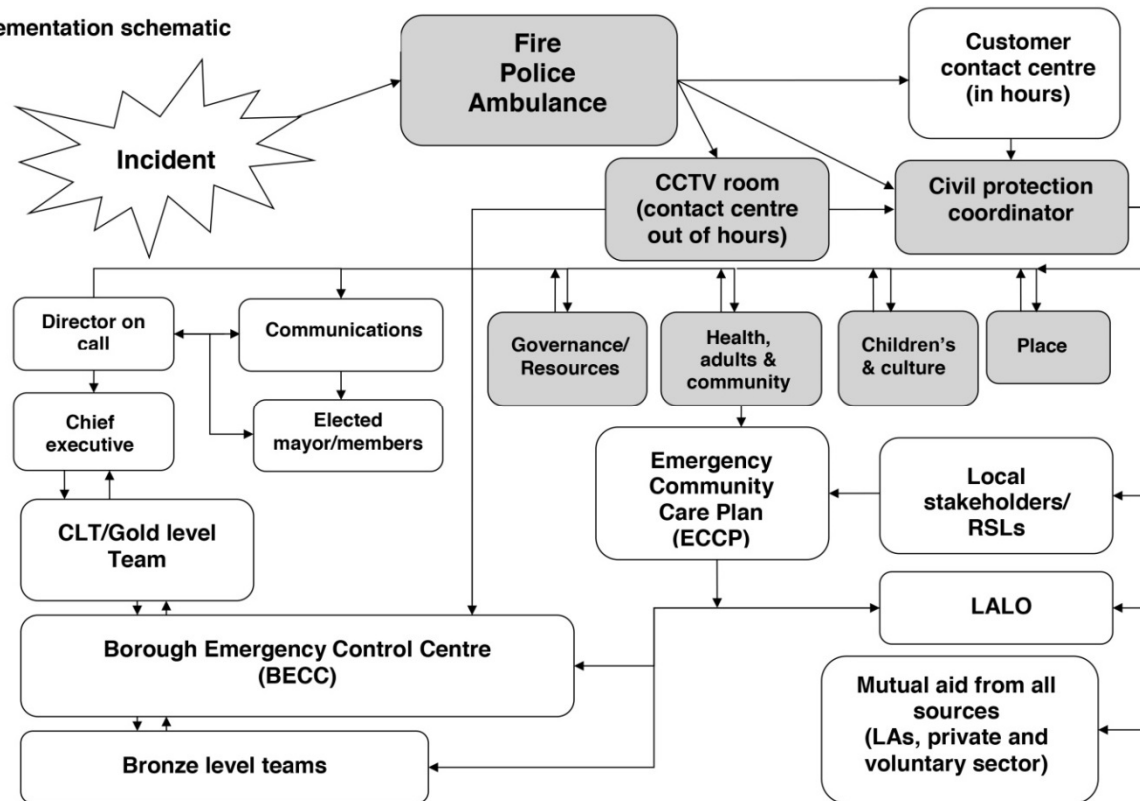


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Communications flow

Implementation schematic





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Training and Exercising

Training in Tower Hamlets (Nov 2017-2019)

30 training events

444 LBTH staff attended events

Subjects included:

- Rest Centres
- Silver (tactical) Response
- LALOs
- BECCs
- Strategic Management & Recovery
- Business Continuity

Exercising in Tower Hamlets (Nov 2017-2019)

17 exercising events

189 LBTH staff attended events

Themes included:

- Humanitarian Assistance
- Momentum Vehicle Attack
- Fuel Disruption
- Pandemic Influenza
- Mass Evacuation
- Flooding
- Public Events
- CBRN(e)



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Incidents in or affecting Tower Hamlets

The Council
responded to
42 incidents
between Nov
17-Nov 19

Incidents included:

- Dangerous Structures
- Fires, snow, heatwave
- Siege
- ICT Outage, Power Outage
- Hoarding
- Burst Water Main, Flooding (burst pipes)
- Stabbing
- Suspect Package
- Protests
- Lift Trapping
- Gas Leak

Incidents
often have
“side effects”
which require
further
emergency
response



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Working together effectively

Though the resources of individual housing providers varies significantly, **all would benefit if it were possible to mirror some of the basic arrangements**, such as:

- A **dedicated OOH contact number** for use by responding agencies;
- A **nominated point of contact within the organisation** who could respond (communicate) at a Tactical level;
- The facility to **call out staff to assist at the scene** ('a familiar face for residents');
- The facility to **access information OOH**;
- Identification of **possible locations for use (initially) as shelter for evacuated residents**;



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Useful Links

<http://www.leslp.gov.uk/>

<https://www.gov.uk/government/policies/emergency-planning>

<http://www.london.gov.uk/about-us/organisations-we-work/london-prepared>



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Any Questions?

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<p>Non-Executive Report of the:</p> <p>Housing and Regeneration Scrutiny Sub Committee</p> <p>26 November 2019</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Ann Sutcliffe, Corporate Director, Place</p>	<p>Classification: Unrestricted</p>
<p>Approach to Regeneration</p>	

Originating Officer(s)	Sripriya Sudhakar, Head of Regeneration
Wards affected	All wards

Executive Summary

This report provides an overview of the strategic approach being taken to coordinate and deliver regeneration across the borough. It highlights the context driving regeneration as well as the area based approach currently being adopted by the council through the development of governance structures and delivery plans. The report is structured around the following headings:

- Context for regeneration
- Need for a co-ordinated regeneration approach
- Tower Hamlets approach to regeneration
- Regeneration Delivery Plan – Tool Box approach
- Governance
- Engagement
- Monitoring

Recommendations:

The Housing and Regeneration Scrutiny Sub Committee is recommended to:

1. Note the report and presentation and comment on the proposed approach for regeneration
2. Comment on how the Housing and Regeneration Scrutiny Sub Committee can best support the ongoing work of the Regeneration Team and development of the regeneration proposals.

1. REASONS FOR THE DECISIONS

- 1.1 The co-ordination of regeneration within the borough is a key priority for Tower Hamlets, with significant challenges to harness the scale and pace of development and ensure that those living, working and visiting the borough benefit from the high levels of growth.
- 1.2 The Housing and Regeneration Scrutiny Sub Committee are asked to note the report and attached presentation which outlines activities currently being undertaken to provide a more coordinated approach to regeneration within the borough.

2. ALTERNATIVE OPTIONS

- 2.1 The alternative option is to do nothing. This alternative option is not recommended as it would miss opportunities to further improve the services and outcomes for residents.

3. DETAILS OF THE REPORT

The context for regeneration:

- 3.1 The borough's new Local Plan has been developed over the last four years and outlines the anticipated change and growth in the borough over the next 15 years. With over 50% of the borough's footprint in designated Opportunity Areas (the focus for development within London), this change and growth is expected to be significant.
- 3.2 We have seen the population in the borough double in the past thirty years and it is predicted to rise by almost 100,000 by 2031. Around 55,000 homes are expected to be delivered in the same period. Job growth is also continuing at pace. There are already twice as many jobs in the borough as in 2000 and a further 44% increase (125,000 jobs) is forecast by 2031.
- 3.3 This change is taking place within a borough in which deprivation and inequality remain a serious concern. While relative poverty in Tower Hamlets has declined, deprivation remains widespread, particularly in the central and eastern parts. According to the Indices of Deprivation (2019), the borough also has the highest level pensioner poverty in England, and while rates of child poverty have decreased relative to the rest of England since 2015, the borough remains the 14th most deprived borough in that domain¹.
- 3.4 The health of people in Tower Hamlets is significantly worse than the London and England averages, with healthy life expectancy at birth

¹ The Indices of Multiple Deprivation, Ministry of Housing, Communities and Local Government (2019).

being nearly 10 years less than the national average². Health inequalities also persist in the borough, with significant differences in life expectancy between the most and least deprived wards.

- 3.5 Growth at this scale and pace brings with it opportunities to address these issues, but without careful management and co-ordination there are significant risks around the liveability of neighbourhoods, cohesion and inequality. It was with this balance in mind that the Local Plan seeks to 'manage growth and share the benefits'.

The need for a co-ordinated regeneration approach:

- 3.6 The Council, through its various plans and strategies and its work with partners, already addresses these issues and delivers tangible benefits for local people. However, in the context of such significant change, it is now considered necessary for the Council to deliver a step-change in its approach in order to ensure that this growth makes Tower Hamlets a better place to live, benefits local people equally, and that any potential negative impacts are mitigated.
- 3.7 In June 2018, the Council invited the Local Government Association (LGA) to conduct a Corporate Peer Challenge designed to reflect on and inform the Council's improvement journey. Two of the Peer Challenge recommendations were:
- Recommendation 2: Be forward looking and learn the lessons of the past but not be fettered by them; and
 - Recommendation 7: Reform the services that are still traditional and paternalistic.
- 3.8 In order to respond to these recommendations, the Transformation and Improvement Action Plan, overseen by the Mayor's Transformation & Improvement Board (TIB), included an action to establish a Regeneration Board to deliver the council's activity around regeneration and develop a coherent approach for regeneration across the borough.
- 3.9 The development of this co-ordinated approach was further shaped by the recommendations from the Planning Peer Review undertaken in July 2018 which included:
- Turning the Mayors' priorities and the council's regeneration and growth objectives into a clear vision ;
 - Taking a place-based approach to development and setting clear objectives and timetabled priorities; and
 - Ensuring strategic oversight of the borough's growth and regeneration programme.

2

https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/healthandlifeexpectancies/bulletins/healthstatelifeexpectancies_uk/2015to2017

- 3.10 The first Regeneration Board meeting was held in July 2018 and its focus was on establishing a vision for regeneration; a preferred approach to delivering regeneration activity, and setting terms of reference for the board. Over the subsequent Board meetings, the need was identified for a dedicated team to establish regeneration priorities for the borough and the resources needed to deliver them.
- 3.11 The development of a Regeneration Team, accountable for developing and coordinating a strategic approach for regeneration across the borough, formed a key action of the Strategic Plan 2019-2022:
- Priority 2 - A borough that our residents are proud of and love to live in: Outcome 6 - People live in good quality affordable homes and well-designed Neighbourhoods: Action 4 - Develop and deliver a borough programme for regeneration.
- 3.12 In April 2019, an interim Regeneration Team was set up to establish a co-ordinated approach to regeneration. The team consists of five team members seconded from within the Council. Over the past six months the team has helped define and shape a Regeneration Delivery Plan in close collaboration with the Regeneration Board and various Council departments and wider stakeholders.

The Tower Hamlets approach to regeneration:

- 3.13 As part of Regeneration Board discussions since July 2019, it was agreed that
- the Borough's approach to regeneration should include economic, physical, sustainability, and social / cohesion dimensions;
 - the approach to regeneration should note and incorporate the importance of partnerships in delivering regeneration;
 - the new Local Plan already contains a regeneration ambition/vision. The development of a new vision was seen as unnecessary and that the vision in the Local Plan needed to be re-emphasised rather than revised; and
 - a more place based approach to regeneration and the four sub areas in the new Local Plan provides the spatial dimension for regeneration.
- 3.14 The Regeneration approach is driven by the Board's regeneration vision that reflects the vision in the new Local Plan (managing growth and sharing benefits):

"A strategic approach to regeneration will ensure Tower Hamlets embraces its role as a key focus for London's growth, making the best

use of the economic benefits provided by a thriving enterprise sector and improving connections between the borough and surrounding areas.

The benefits of transformation will be shared throughout our borough, amongst all residents, ensuring no one is left behind and everyone has access to the economic opportunities derived through growth. We will support our existing communities as well as welcome new residents to make their home within liveable, mixed, stable and cohesive neighbourhoods.

We will work hard to ensure our neighbourhoods are transformed with high quality buildings and well-designed spaces, while ensuring their distinct characters are protected and enhanced. They will contain a mix of housing types, served by a range of excellent facilities and infrastructure. They will be green, safe and accessible to all, promoting sustainable transport and making the best use of both our borough's heritage and natural resources such as parks and waterways."

3.15 The approach to delivering this vision acknowledges that the borough is made up of a number of distinct neighbourhoods and places, which have their own identities, opportunities and challenges. In order to maintain an area-sensitive approach, the regeneration approach has been organised around the borough's 4 subareas as identified in the new Local Plan (Fig a). The focus of the regeneration of the borough is on three of these subareas, where it's projected the majority of projected growth will take place over the next 15 years; these are:

- City Fringe (including Whitechapel);
- Lower Lea Valley; and
- Isle of Dogs and South Poplar.

There are also regeneration projects in the Central sub-area of the borough.

3.16 The approach also reflects the multifaceted nature of regeneration in Tower Hamlets which must encompass social regeneration as well as physical changes. Eight regeneration outcomes have been devised and are interlinked to the Tower Hamlets Strategic Plan, Local Plan and the Mayor's Pledges, ensuring the alignment of regeneration activity to the existing strategic framework (as shown in Fig b) :

1. Infrastructure & place-making: 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.

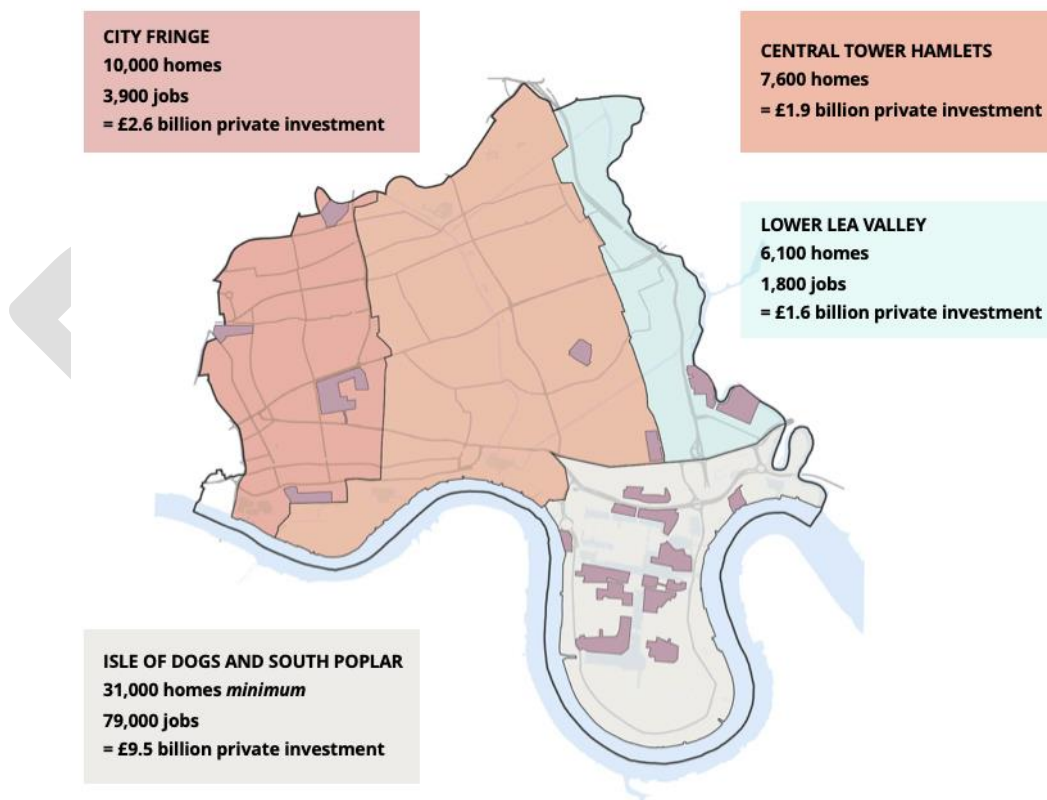


Fig a. Local Plan Sub Areas

6. REGENERATION DELIVERY PLAN

REGENERATION OUTCOMES

STRATEGIC PLAN

Priority 1: People are aspirational, independent and have equal access to opportunities:

- 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

Priority 2: A borough that our residents are proud of and love to live in:

- 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

Priority 3: A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough:

- 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.

**Managing growth and shaping change:
Growth must..**

- 1 ..contribute positively to existing identified social, economic and environmental needs. 4 ; 5
- 2 3 ..be delivered alongside social and transport infrastructure, recognizing that without provision of adequate infrastructure growth cannot be supported.
- 1 ..be balanced, containing a range of employment, retail and community facilities, alongside increasing residential development.
- 1 3 5 7 ..be well-designed and enhance the distinctiveness of our places, ensuring old and new are properly integrated.
- 1 ..respect, protect and enhance our environment and our health and well-being. 4
- 2 ..optimize the use of the best available technological innovations. 7

**Spreading the benefits of growth:
Growth must..**

- 1 2 ..deliver social, economic and environmental net gains jointly and simultaneously and reduce inequalities, benefiting the lives of existing residents.
- 6 1 ..promote community cohesion, ensuring the accessibility of spaces, places and facilities. 3
- 1 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

Fig b: Regeneration Outcomes

3.17 Finally, the approach acknowledges that regeneration is a council-wide activity, with many of the Council's services delivering activities which contribute to the 8 regeneration outcomes. Regeneration activity involves the whole Council going beyond 'business as usual' to work innovatively and across the Council and with partners to identify and deliver programmes of interventions for each area that respond to a robust analysis of the changes occurring in the area and how best to respond to them for the benefit of local people. Regeneration is delivered by the whole Council, and not by one single team.

Regeneration Delivery Plan: Tool Box Approach

- 3.18 In order to achieve these regeneration outcomes a series of interventions have been identified. This toolbox of interventions provides an indication of the types of intervention which are either currently being delivered or could be deployed by the Council in order to achieve the outcome.
- 3.19 These interventions have been placed on an incremental scale, ranging from low intervention to high intervention, representing a range from a do-minimum position, or those which are less 'interventionist' in terms of time and resourcing, through to those which involve a high level of intervention, which would generally involve more time or financial resource.
- 3.20 The Interventions Toolbox is outlined in Fig c.
- 3.21 Each of the 4 sub-areas has unique characteristics and challenges. Mapping and understanding existing issues and using the new Local Plan visions for each area helped to define priorities for each sub-area. This helped to consider how best the Council could intervene, over and above what is already planned in the area against each of the 8 outcomes.
- 3.22 For each of the 4 sub-areas, analysis was undertaken against each of the proposed interventions to identify where no intervention is required beyond the Council's 'business as usual' activities in order to achieve the outcome; where there is already sufficient regeneration activity being delivered by the Council to achieve the outcomes, and where additional activity is required in order to achieve the regeneration outcome. This additional activity will be captured as new regeneration activity and form part of that sub-area Regeneration Delivery Plan that could be delivered by the Regeneration Team or another team in the Council.
- 3.23 This analysis and the delivery plans have been informed by:
- the Local Plan and its supporting evidence base and engagement;
 - the capital programme, including section 106 and Community; Infrastructure Fund funded projects and associated consultation;
 - projects and priorities identified by residents through the Local Infrastructure Fund consultation;
 - the Mayor's manifesto; and
 - internal consultation with teams across the council.

6. REGENERATION DELIVERY PLAN

INTERVENTIONS TOOLBOX

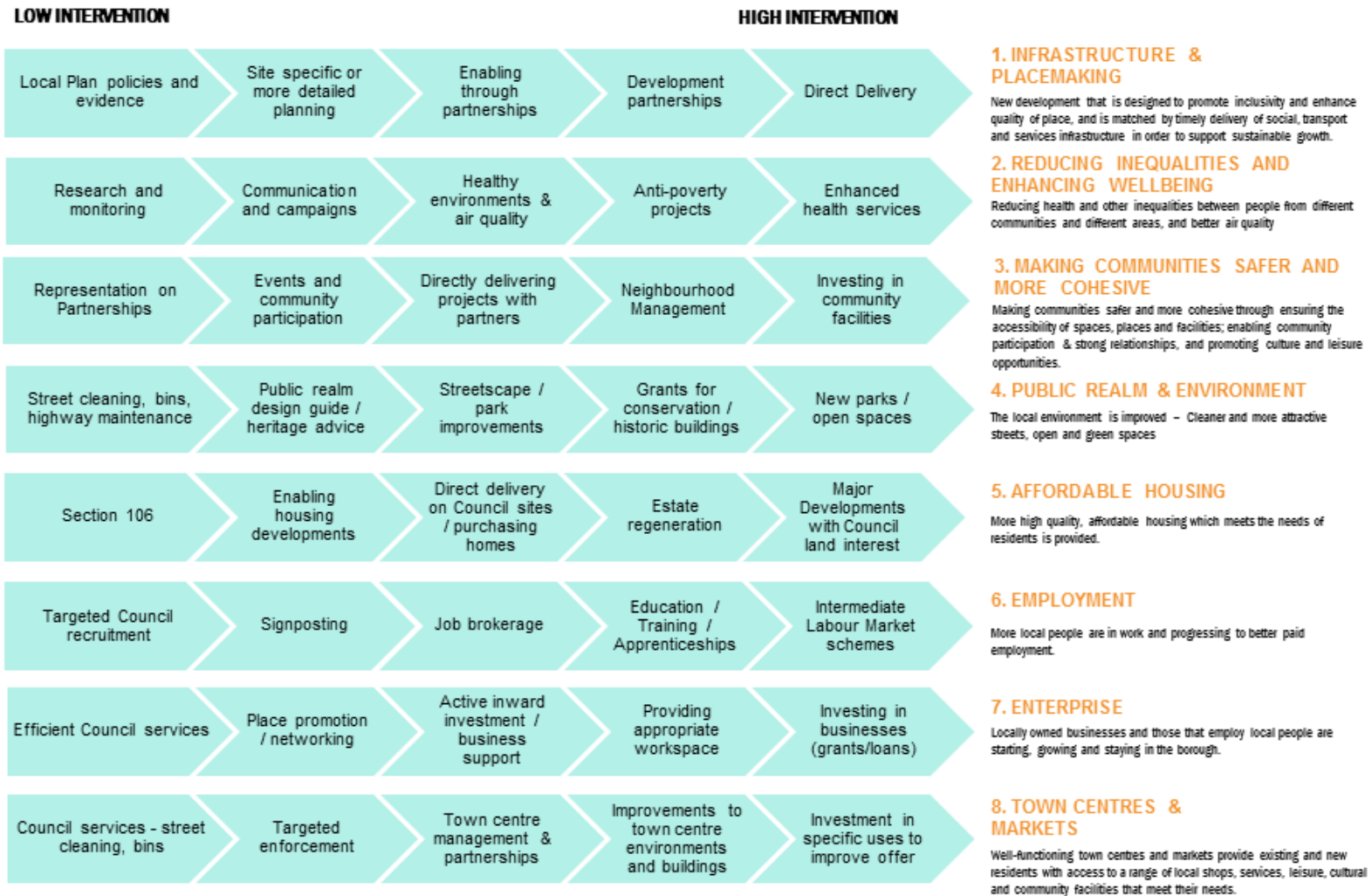


Fig C: Interventions Toolbox

- 3.24 An example of this area based additional regeneration activity is illustrated for Lower Lea Valley Area (PowerPoint presentation) that identifies a set of interventions across the eight outcomes informed by sections 3.25 and 3.26 above.
- 3.25 Area Delivery Plans will be live documents that will be updated regularly, ensuring that new opportunities, priorities and requirements are quickly identified and responded to. It is proposed that the Area Delivery Plans will be agreed by the Regeneration Board at the start of new financial year to inform the team plans, service plans and directorate plans as the projects span across the service areas.
- 3.26 Individual programmes and projects in the Area Delivery Plans will seek funding and approval through the usual Council governance procedures.

Governance:

- 3.27 The Regeneration Board is chaired by the Mayor and the membership is comprised of Council Officers and Members. The Area Boards are chaired either by the Mayor (The Isle of Dogs and South Poplar Area), a Cabinet Member (City Fringe and Lower Lea Valley Areas), or an officer (Central Area), and involve the Greater London Authority and Transport for London as key stakeholders.
- 3.28 The Regeneration Board is responsible for the development of the strategic approach to regeneration across the Borough, including oversight over delivery of programmes; steering a strategic approach to the securing of funds for regeneration and discussing strategic schemes coming forward (which have a significant area-wide impacts) to ensure a cohesive approach can be taken in relation to their impact on regeneration. The Area Boards serve as a platform for agreeing and overseeing work priorities and delivery programmes for each regeneration area.
- 3.29 The Regeneration and Area Boards are co-ordinating and advisory programme boards. Decision making remains through the Council's existing governance procedures.

Engagement

- 3.30 In line with the Council's Community Engagement Strategy 2018 – 2021 (CES), approved by Cabinet in January 2018 and reflecting the inclusive and co-ordinating approach to regeneration, the Regeneration Team will incorporate residents' views expressed in existing and ongoing consultation exercises, as well as undertaking engagement on individual programmes and projects as they are developed.
- 3.31 The emerging area regeneration delivery plans have been informed by the engagement undertaken on the Local Plan, the Local Infrastructure Fund and Liveable Streets programme. Area based workshops with ward members were planned in November but due to elections they will now take place in Jan

2020. The workshops will provide opportunity to discuss the proposed regeneration approach and receive feedback.

- 3.32 In order to raise awareness of the regeneration approach, the Regeneration Team have developed the 'Approach to Regeneration in Tower Hamlets' document (Appendix 2) which provides an introduction to the new approach to regeneration for residents and stakeholders. This will follow the adoption of the new local plan and inform how we deliver the vision in the new local plan- *managing growth and sharing benefits*.

Monitoring

- 3.33 Progress against the Area Delivery Plans will be monitored by the Area Boards and Regeneration Board. In addition to these boards, the Mayor's Transformation Improvement Board will monitor progress against any agreed milestones. Furthermore, strategic projects/actions in the regeneration delivery plan will be monitored as part of Strategic Plan monitoring process.
- 3.34 In addition to monitoring the delivery of regeneration activity, the Regeneration Team will work with the Council's Strategy, Policy and Performance directorate to monitor whether the delivery of the regeneration programme is achieving an improvement against the 8 Regeneration Outcomes. A range of existing and, where required, new indices will be brought together to measure the cumulative impact of additional regeneration activity.

4. EQUALITIES IMPLICATIONS

- 4.1 Assessment of equalities impacts for these areas of work are being included into the approach and regeneration delivery plans as they develop. The Regeneration Delivery Plan and subsequent area plans also include themes focussed on how inequalities can be reduced, and cohesion promoted through regeneration being delivered in each of the regeneration areas.

5. OTHER STATUTORY IMPLICATIONS

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:
- Best Value Implications,
 - Consultations,
 - Environmental (including air quality),
 - Risk Management,
 - Crime Reduction,
 - Safeguarding.
- 5.2 Best Value Implications: Under section 3 of the Local Government Act 1999 the Council must 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. Through establishing a new

regeneration function and approach the Council will improve the efficiency and co-ordination of how it achieves effective regeneration outcomes for residents.

- 5.3 Environmental (including air quality) and Crime Reduction: Three of the regeneration objectives (reducing inequalities and enhancing wellbeing, public realm & environment and making communities safer and more cohesive) will deliver projects which focus on improving the local environment and air quality and helping to reduce crime and increase community safety

6. COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 There are no direct financial implications emanating from this report which provides an overview of the strategic approach being taken to coordinate and deliver regeneration across the borough.
- 6.2 There are financial costs and funding decisions associated with specific regeneration schemes that form the regeneration programme but these are the subject of separate reports and approval processes.

7. COMMENTS OF LEGAL SERVICES

There are no specific legal issues arising at this stage.

Linked Reports, Appendices and Background Documents

Linked Report

- *Transformation and Improvement Board Work Programme, Terms of Reference & LGA Action Plan Tower Hamlets.*
Transformation and Improvement Board, 18th December 2018
- *Adoption of the Tower Hamlets Local Plan 2031: Managing Growth and Sharing the Benefits.*
Cabinet, 27th November 2019

Appendices

- Appendix 1: Presentation Slides: Regeneration Outcomes (to follow)

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




- NONE

Officer contact details for documents:

N/A

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