TOWER HAMLETS TRANSFORMATION & IMPROVEMENT BOARD

Regeneration Delivery Plan

9th September 2019

Lead Member: Mayor John Biggs
Presented by: Sripriya Sudhakar, Head of Regeneration
• 8 sq miles area
• Population – 308,000
• Rich built heritage and history
• Unique sense of place and identity
• Internationally competitive financial district
• Ethnically diverse borough
• High levels of deprivation
• Fastest growing borough
TOWER HAMLETS CONTEXT

HOUSING TARGETS

- 2004: 2070 homes/year
- 2008: 2885 homes/year
- Current London Plan: 3931 homes/year
- Draft London Plan: 3511 homes/year

CHARACTER

- Conservation Area: 31%
- Public Open Space: 12.5%
- Water space: 12.5%
- Employment Land/Industrial: 18.75%
- Railways/Highways
2010 Core Strategy : Spatial Vision
The borough contains 3 Opportunity Areas - 53%

<table>
<thead>
<tr>
<th>NAME</th>
<th>Area (Hectares)</th>
<th>% of land area</th>
<th>% of housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Isle of Dogs And South Poplar</td>
<td>461</td>
<td>23</td>
<td>57</td>
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<tr>
<td>2. Lower Lea Valley</td>
<td>258</td>
<td>13</td>
<td>10</td>
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<tr>
<td>3. City Fringe</td>
<td>418</td>
<td>21</td>
<td>19</td>
</tr>
<tr>
<td>4. Central Area</td>
<td>842</td>
<td>43</td>
<td>14</td>
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</tbody>
</table>
CHALLENGES

- Unaffordable housing – buy/rent
- Integrating new development within establishment areas
- Alienation/sense of displacement
- Community Cohesion
- Increasing disparity in income/opportunity
- Pensioner and child poverty
- Higher risk of worklessness
- Changing character of places
- Increasing demands on existing infrastructure - physical and social
A NEW VISION FOR REGENERATION

“UNRELENTING PACE OF CHANGE AND GROWTH NEEDS CAREFUL PLANNING & CO-ORDINATION”

“NEW LOCAL PLAN WILL HELP BUT IT NEEDS TO SIT ALONGSIDE OUR VISION FOR REGENERATION OPPORTUNITIES AND A PLAN TO REALISE THEM”

Diverse, vibrant and successful community despite the challenges we face

Our residents are our greatest asset

TRANSFORMATION IMPROVEMENT BOARD
JUNE 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.

‘key services across the whole organisation must be committed to joined-up, corporate planning and delivery’
Regeneration Board
An internal facing high-level Board to steer the development of a strategic approach to regeneration across the Borough. The board has two functions,

- strategic approach to regeneration across the Borough (set the vision, ambition and direction for regeneration commitment across the Council)
- oversee the development and delivery of key programmes of work for identified regeneration areas

Membership
- Mayor John Biggs (Chair)
- Cllr Rachel Blake (Deputy Mayor and Cabinet Member for Planning, Air Quality and Tackling Poverty).
- Cllr John Pierce, Strategic Development Committee Chair,
- Cllr Motin Uz Zaman, Lead Member for Growth and Economic Development
- David Courcoux (Head of the Mayors Office)
- Will Tuckley (Chief Executive)
- Ann Sutcliff (Corporate Director, PLACE)
- Divisional Directors for Planning and Building Control, Public Realm, Housing & Growth and Economic Development.
01\textsuperscript{st} Regen Board Meeting 12\textsuperscript{th} July 2018

1. Regeneration Approach
2. Regeneration Vision
3. Area Based Approach
4. Governance
5. Regeneration Team
6. Regeneration Delivery Plan
7. Engagement

11\textsuperscript{th} Regen Board Meeting 24\textsuperscript{th} July 2019

8. Endorsement
9. Prioritisation and Securing Funding
1. REGENERATION APPROACH

Urban regeneration is defined as

‘a 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’.


Borough’s approach to regeneration should

• include economic, physical, sustainability, and social / cohesion dimensions

• recognise the importance of partnership in delivering regeneration

• Re-emphasise the regeneration ambition/vision in the new Local Plan
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 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 character is 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. AREA BASED APPROACH TO REGENERATION

Place-based approach is taken to development in line with the vision in the new Local Plan.

- CITY FRINGE
  - 10,000 homes
  - 3,900 jobs
  - £2.6 billion private investment

- CENTRAL TOWER HAMLETS
  - 7,600 homes
  - £1.9 billion private investment

- LOWER LEA VALLEY
  - 6,100 homes
  - 1,800 jobs
  - £1.6 billion private investment

- ISLE OF DOGS AND SOUTH POPLAR
  - 31,000 homes minimum
  - 79,000 jobs
  - £9.5 billion private investment
Borough wide Regeneration Board and the four Area Boards setting clear objectives and timetabled priorities for Regeneration Delivery Plan
Clear Governance and Consultation and Engagement Framework
Interim Regeneration Team to help develop the Regeneration Delivery Plan and deliver Year 1 Priorities
### 6. REGENERATION DELIVERY PLAN

#### REGENERATION OUTCOMES

<table>
<thead>
<tr>
<th>Priority 1: People are aspirational, independent and have equal access to opportunities:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• education, training, and employment 6; 7</td>
</tr>
<tr>
<td>• children and young people are protected so they get the best start in life 2; 3</td>
</tr>
<tr>
<td>• joined-up services, feel healthier, independent 1; 2; 3</td>
</tr>
<tr>
<td>• reduced inequality 2; 6</td>
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</table>

<table>
<thead>
<tr>
<th>Priority 2: A borough that our residents are proud of and love to live in:</th>
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</thead>
<tbody>
<tr>
<td>• clean and green 1; 3; 4</td>
</tr>
<tr>
<td>• good quality affordable homes and well-designed neighbourhoods 1; 4; 5</td>
</tr>
<tr>
<td>• safety and tackled anti-social behavior 3</td>
</tr>
<tr>
<td>• being part of a cohesive and vibrant community 3; 8</td>
</tr>
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<table>
<thead>
<tr>
<th>Priority 3: A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough:</th>
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</thead>
<tbody>
<tr>
<td>• open and transparent 2; 3</td>
</tr>
<tr>
<td>• work together across boundaries in a strong and effective partnership 2; 3</td>
</tr>
<tr>
<td>• Innovation and excellence to achieve sustainable improvement 1</td>
</tr>
</tbody>
</table>

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

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 provide existing and new residents with access to a range of local shops, services, leisure, cultural and community facilities that meet their needs.

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

1. **Reduce health and other inequalities between people from different communities and different areas, and better air quality.**

2. **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.

3. **Promote community cohesion, ensuring the accessibility of spaces, places and facilities.**

4. **Optimize the use of the best available technological innovations.**

5. **Be well-designed and enhance the distinctiveness of our places, ensuring old and new are properly integrated.**

6. **Bring an improved quality of life, health benefits and reduce health inequalities.**

#### 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**
### 6. REGENERATION DELIVERY PLAN

#### INTERVENTIONS TOOLBOX

<table>
<thead>
<tr>
<th>LOW INTERVENTION</th>
<th>HIGH INTERVENTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. INFRASTRUCTURE &amp; PLACEMAKING</strong></td>
<td></td>
</tr>
<tr>
<td>Local Plan policies and evidence</td>
<td>Site specific or more detailed planning</td>
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<tr>
<td>Research and monitoring</td>
<td>Communication and campaigns</td>
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<td>Representation on Partnerships</td>
<td>Events and community participation</td>
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<td>Street cleaning, bins, highway maintenance</td>
<td>Public realm design guide / heritage advice</td>
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<tr>
<td>Section 106</td>
<td>Enabling housing developments</td>
</tr>
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<td>Targeted Council recruitment</td>
<td>Signposting</td>
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<tr>
<td>Efficient Council services</td>
<td>Place promotion / networking</td>
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<td>Council services - street cleaning, bins</td>
<td>Targeted enforcement</td>
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| **2. REDUCING INEQUALITIES AND ENHANCING WELLBEING** |
| 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. |

| **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. |
6. REGENERATION DELIVERY PLAN
EXAMPLE: LOWER LEA VALLEY – ISSUES, EXISTING ACTIVITY & PROPOSED APPROACH

1. INFRASTRUCTURE & PLACEMAKING
- Major severance - main roads, railway lines and River Lea.
- Remaining development sites harder to bring forward providing time for much needed more detailed planning.

2. REDUCING INEQUALITIES AND ENHANCING WELLBEING
- Most deprived part of the borough and worst health.
- Particularly poor air quality, especially at the southern area of Lower Lea Valley and along the A12.

3. MAKING COMMUNITIES SAFER AND MORE COHESIVE
- Polarisation of communities due to spatial barriers and social exclusion.
- Challenge to integrate new and old residents due to lack of town centres and lower levels of affordable housing in new developments

4. PUBLIC REALM & ENVIRONMENT
- A number of new green spaces proposed along the River Lea but need to ensure coordinated delivery of complementary spaces that meet local needs.
- Variety of public realm improvements planned. Need to ensure they fit together to create a better place.

5. AFFORDABLE HOUSING
- Significant need – borough’s highest rates of overcrowding
- Viability challenges (due to low property values and high infrastructure costs) mean high levels of affordable housing will be hard to achieve through S106.

6. EMPLOYMENT
- Highest levels of worklessness and lowest skills/qualifications in Tower Hamlets suggesting need to better target employment programmes on this area
- Despite employment growth, still far fewer job opportunities than Isle of Dogs or City Fringe.

7. ENTERPRISE
- High rates of business growth.
- Developing cluster of flexible and creative workspaces.
- Premises for mid-sized businesses and grow-on space for small businesses are under threat from residential-led development.

8. TOWN CENTRES & MARKETS
- The area lacks a proper town centre.
- Bromley-by-Bow is subject to major change and could provide this function.
- Aberfeldy Neighbourhood Centre – the retail offer needs to change in order to meet the changing demand from new developments.

### PROPOSED INTERVENTIONS

<table>
<thead>
<tr>
<th>Local Plan policies and evidence</th>
<th>Site specific or more detailed planning</th>
<th>Enabling through partnerships</th>
<th>Development partnerships</th>
<th>Direct Delivery</th>
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<tbody>
<tr>
<td>Lower Lea Valley AAP</td>
<td>Lower Lea Valley connections</td>
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<tr>
<th>Research and monitoring</th>
<th>Communication and campaigns</th>
<th>Healthy environments &amp; air quality</th>
<th>Anti-poverty projects</th>
<th>Enhanced health services</th>
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<tbody>
<tr>
<td>A12/A13 air quality mitigation (Lower Lea Valley and Isle of Dogs &amp; South Poplar)</td>
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<tr>
<th>Representation on Partnerships</th>
<th>Events and community participation</th>
<th>Directly delivering projects with partners</th>
<th>Neighbourhood Management</th>
<th>Investing in community facilities</th>
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<tbody>
<tr>
<td>Lower Lea Valley meanwhile uses for all</td>
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<tr>
<th>Street cleaning, bins, highway maintenance</th>
<th>Public realm design guide / heritage advice</th>
<th>Streetscape / park improvements</th>
<th>Grants for conservation / historic buildings</th>
<th>New parks / open spaces</th>
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<tbody>
<tr>
<td>Environmental improvements area Framework – LLV</td>
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<tr>
<th>Section 106 &amp; Monitoring</th>
<th>Enabling housing developments</th>
<th>Direct delivery on Council sites / purchasing homes</th>
<th>Estate regeneration</th>
<th>Major Developments with Council land interest</th>
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<tbody>
<tr>
<td>Lower Lea Valley affordable housing sites coordination</td>
<td>Lower Lea Valley affordable new homes acquisitions</td>
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<tr>
<th>Targeted Council recruitment</th>
<th>Signposting</th>
<th>Job brokerage</th>
<th>Education / Training / Apprenticeships</th>
<th>Intermediate Labour Market schemes</th>
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<tr>
<td>Targeting employment deprivation in the Lower Lea Valley</td>
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<thead>
<tr>
<th>Efficient Council services</th>
<th>Place promotion / networking</th>
<th>Active inward investment / business support</th>
<th>Providing appropriate workspace</th>
<th>Investing in businesses (grants/loans)</th>
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<tr>
<td>Appropriate workspace programme (Lower Lea Valley and Central Tower Hamlets)</td>
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<th>Improvements to town centre environments and buildings</th>
<th>Investment in specific uses to improve offer</th>
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<tr>
<td>Strengthening Bromley-by-Bow Town Centre</td>
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### KEY

- **BUSINESS AS Usual**
- **EXISTING ACTIVITY**
- **ADDITIONAL ACTIVITY**
7. ENGAGEMENT

- Internal Engagement with services
- External Engagement with key stakeholders (GLA/TfL/neighbouring boroughs)
- Member Engagement (including MAB)
- Endorsement and Adoption with the new Local Plan

Regeneration Board
Local Plan Adoption
Autumn 2019
9. DELIVERY

• Live Delivery Plan (1 to 5yrs)

• Prioritisation and Securing Funding

• Securing Resources

• Delivery

• Monitoring and evaluation

• Quarterly and Yearly Review of Delivery Plan Priorities