HOUSING AND REGENERATION SCRUTINY SUB COMMITTEE

Regeneration Approach

26th November 2019

Lead Member: Mayor John Biggs
Presented by: Sripriya Sudhakar, Head of Regeneration
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

Conservation Areas
Open Space
Water Space
Industrial/Office
2010 Core Strategy: Spatial Vision

LOCAL PLAN CONTEXT
The borough contains 3 Opportunity Areas – over 50% land area

<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>
</tr>
<tr>
<td>2. Lower Lea Valley</td>
<td>258</td>
<td>13</td>
<td>10</td>
</tr>
<tr>
<td>3. City Fringe</td>
<td>418</td>
<td>21</td>
<td>19</td>
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<tr>
<td>4. Central Area</td>
<td>842</td>
<td>43</td>
<td>14</td>
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</tbody>
</table>
Unaffordable housing – buy/rent

Integrating new development within established 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 & Growth and Economic Development.
01st Regen Board Meeting  12th July 2018

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

14th Regen Board Meeting  21st November 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.

Managing growth and sharing the benefits
3. AREA BASED APPROACH TO REGENERATION

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

Borough wide Regeneration Board and the four Area Boards setting clear objectives and timetabled priorities for Regeneration Delivery Plan
Clear Governance and Consultation & Engagement Framework
Interim Regeneration Team to help develop the Regeneration Delivery Plan and deliver Year 1 Priorities
# 6. REGENERATION DELIVERY PLAN

## REGENERATION OUTCOMES

### 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

### Managing growth and shaping change: Growth must...
1. Contribute positively to existing identified social, economic and environmental needs. 4; 5
2. Be delivered alongside social and transport infrastructure, recognizing that without provision of adequate infrastructure growth cannot be supported. 1
3. Be balanced, containing a range of employment, retail and community facilities, alongside increasing residential development. 3; 5; 7
4. Respect, protect and enhance our environment and our health and wellbeing. 1; 4
5. Optimize the use of the best available technological innovations. 1; 7

### Spreading the benefits of growth: Growth must...
1. Deliver social, economic and environmental net gains jointly and simultaneously and reduce inequalities, benefiting the lives of existing residents. 2; 3
2. Promote community cohesion, ensuring the accessibility of spaces, places and facilities. 3
3. Enable community leadership and engagement. 2
4. Bring an improved quality of life, health benefits and reduce health inequalities. 3; 4

## LOCAL PLAN

### Strategic Plan

#### 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.

#### Reducing inequalities and enhancing wellbeing
Reducing health and other inequalities between people from different communities and different areas, and better air quality.

#### 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.

#### Public realm & environment
The local environment is improved – cleaner and more attractive streets, open and green spaces.

#### Affordable housing
More high quality, affordable housing which meets the needs of residents is provided.

#### Employment
More local people are in work and progressing to better paid employment.

#### Enterprise
Locally owned businesses and those that employ local people are starting, growing and staying in the borough.

#### 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.

## 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

### LOW INTERVENTION

<table>
<thead>
<tr>
<th>Low Intervention</th>
<th>High Intervention</th>
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<tbody>
<tr>
<td>Local Plan policies and evidence</td>
<td>Site specific or more detailed planning</td>
</tr>
<tr>
<td>Research and monitoring</td>
<td>Communication and campaigns</td>
</tr>
<tr>
<td>Representation on Partnerships</td>
<td>Events and community participation</td>
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<tr>
<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 led by Registered Providers</td>
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<tr>
<td>Targeted Council recruitment</td>
<td>Signposting</td>
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<tr>
<td>Efficient Council services</td>
<td>Place promotion / networking</td>
</tr>
<tr>
<td>Council services - street cleaning, bins</td>
<td>Targeted enforcement</td>
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### HIGH INTERVENTION

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.
6. REGENERATION DELIVERY PLAN: PLACE BASED APPROACH

1. Isle of Dogs & South Poplar
2. Lower Lea Valley
3. City Fringe
4. Central Area
6. LOWER LEA VALLEY 2031

Homes

6,148 units minimum

Employment floorspace and job numbers

Office: 8,748 m² & 775 jobs

Retail and leisure floorspace

Potential capacity in existing and newly designated town centres will provide local retail and leisure needs for the community

Industrial: 45,000 m² & 1,023 jobs

Infrastructure

1 Primary School
1 Secondary School
Open Space
6. LOWER LEA VALLEY - THE PLACE
6. LOWER LEA VALLEY – THE CONTEXT

**Outcome 1- Infrastructure & Placemaking**
Physical and psychological severance by the A12, A13, Burdett Road, River Lea & the railway line.

**Outcome 2 - Reducing inequalities and enhancing wellbeing**
LLV have some of the highest percentage of individuals with health problems or disabilities.
Poor air quality levels especially at the southern area of Lower Lea Valley and along the A12.

**Outcome 3 – Making communities safer and more cohesive**
Reducing existing spatial inequalities and barriers and preventing the future polarisation of areas or communities is a priority for the area.

**Outcome 4- Public Realm**
Projected open space deficiencies in the Lower Lea Valley.

**Outcome 5- Affordable Housing**
LLV contains wards which have some of the
• highest % of households classed as overcrowded.
• highest % of households socially renting in the borough.

**Outcome 6- Employment**
Some wards in LLV have the highest rates of
• employment deprivation in the Borough
• working age residents with no qualifications in the Borough

**Outcome 7- Enterprise**
Promote, provide, manage and maintain flexible affordable workspace which responds to local economic needs of micro and small businesses, including supporting facilities (e.g. childcare).

**Outcome 8- Town Centres and Markets**
Encourage activity with a range of retail units and employment business spaces, including small shops and flexible workspaces for small businesses.
A Place where opportunities for growth and creativity for individuals, families, industries and nature are embedded within a well-connected network of varied and inclusive neighbourhoods across the Lea River Park.
6. LOWER LEA VALLEY – ISSUES, EXISTING ACTIVITY & PROPOSED APPROACH (DRAFT)

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 needs to adapt to survive due to local developments.

**PROPOSED INTERVENTIONS**

1. East of the Borough AAP
2. East of the Borough Land Audit
3. Lower Lea Valley connections
4. LLV Movement Strategy
5. LLV Intensification of Industrial Uses
6. A12/A13 air quality mitigation - implementation projects
7. Lower Lea Valley meanwhile uses for all
8. LLV Environmental improvements
9. River Lea Green spaces / Delivery of the River Lea Regional Park
10. LLV affordable housing sites coordination
11. Support for Estate Regeneration
12. Targeting employment deprivation in the Lower Lea Valley
13. Appropriate workspace programme (Lower Lea Valley and Central Tower Hamlets)
14. LLV Employment Cluster
15. Strengthening Aberfeldy Neighbourhood Centre

**KEY**

- **BUSINESS AS USUAL**
- **EXISTING REGENERATION ACTIVITY**
- **ADDITIONAL REGENERATION ACTIVITY**
6. LOWER LEA VALLEY – DRAFT REGENERATION DELIVERY PLAN
1. INFRASTRUCTURE & PLACEMAKING
- Improvements to local connections and public realm required.
- Significant development in the pipeline including new Town Hall, QMUL campus, RLH, Life-Science campus

2. REDUCING INEQUALITIES AND ENHANCING WELLBEING
- City Fringe wards score mid-range on deprivation indices, though with inequalities between communities
- Poor air quality, though within Congestion Charge and Low Emissions Zone

3. MAKING COMMUNITIES SAFER AND MORE COHESIVE
- Support for community groups and premises are required.
- Issues with community cohesiveness as the communities and places are experiencing significant socio-economic transformation.
- Spatial severance between communities

4. PUBLIC REALM & ENVIRONMENT
- Connectivity needs to be improved, complicated street network with poorly legible local connections
- Public realm is poor in many locations between key gateways and important destinations.

5. AFFORDABLE HOUSING
- Affordable housing is a priority and sites within City Fringe should be providing a sizeable number of affordable housing units
- % of households in social housing is less than the borough average

6. EMPLOYMENT
- City Fringe has expanding ‘tech-city’ business growth
- Opportunity to tailor life-science opportunities to benefit existing communities
- City Fringe similar to the borough average in working age population with no qualifications, but higher than average population in professional and managerial roles

7. ENTERPRISE
- Affordable office space at risk from rising rents and firms relocating from the City.
- Opportunity to provide employment space to contribute towards Tech-City & Med-City
- Existing stock of employment space should be protected

8. TOWN CENTRES & MARKETS
- Area contains strong & resilient town centres & markets
- Their distinctiveness and mix of uses should be reinforced
- Improvements to town centre environments and buildings are recommended

PROPOSED INTERVENTIONS
1. Whitechapel / Aldgate / other Partnership engagement
2. Revitalisation of Whitechapel Road
3. Air Quality Mitigation - Implementation projects
4. New Community Hub: Bishopsgate Goodsyard
5. New Community Hub: Marian Place
6. City Fringe Connections
7. Wentworth Street Heritage Action Zone
8. Whitechapel Tapestry of Timelines (GGF3 bid)
9. Whitechapel-focused job brokerage scheme
10. City Fringe Workspace Study
11. Supporting Creative Industries in the CF area
12. Supporting Independent Businesses in CF town centres
13. Whitechapel District Centre

KEY
- BUSINESS AS USUAL
- EXISTING REGENERATION ACTIVITY
- ADDITIONAL REGENERATION ACTIVITY
1. INFRASTRUCTURE & PLACEMAKING
- Significant amounts of infrastructure required to support growth, including connections and connectivity enhancements to address severance
- Improvements to transport required

2. REDUCING INEQUALITIES AND ENHANCING WELLBEING
- Though this is the least deprived out of the 4 sub-areas, there are issues if stark inequalities between communities within the area
- The northern section of the area has poor air quality

3. MAKING COMMUNITIES SAFER AND MORE COHESIVE
- Barriers to movement such as roads, rail / DLR lines need to be overcome to promote cohesion between communities
- Assets such as Mudchute Farm, Docklands Sailing and Watersports Centre should be protected
- Meanwhile uses for community needs should be encouraged

4. PUBLIC REALM & ENVIRONMENT
- Public realm improvements are required to integrate high-density development
- By 2031 there will be high deficiencies of open space in the area
- Housing developments will not deliver a large open space

5. AFFORDABLE HOUSING
- House prices in the area are high resulting in strong viability which in turn allows high levels of affordable housing
- 51% of households in Poplar live in social housing, and also has the highest levels of overcrowding

6. EMPLOYMENT
- Residents of Poplar are employment deprived, but the rest of the area is not
- There are a large number of jobs in the area, including many highly skilled jobs but also in lower skill levels such as retail, leisure, food & drink
- There is massive forecast construction activity

7. ENTERPRISE
- Between now and 2041 the area has a target of an increase of 110,000 jobs
- The area is dominated by larger businesses, with little flexible workspace

8. TOWN CENTRES & MARKETS
- Town centres in the area are of a high standard, though investments in specific uses should take place
- Canary Wharf can be supported in becoming a Metropolitan Centre by expanding the range of services
- Crossharbour could be supported through improving shopfronts, and more social and leisure amenities

PROPOSED INTERVENTIONS
1. IoD&SP Infrastructure Coordination and Implementation
2. IoD&SP Infrastructure Delivery Mechanism
3. South Poplar Masterplan
4. DLR station improvements
5. A12/A13 air quality mitigation (Lower Lea Valley and Isle of Dogs & South Poplar)
6. Isle of Dogs and South Poplar Community Facilities Accessibility Programme
7. Isle of Dogs and South Poplar Meanwhile Uses for All
8. Isle of Dogs Open Space Programme (Projects Public realm underneath the DLR, Thames Path, East India Dock Basin, Isle of Dogs Large Open Space, Blackwall Way open space)
9. Support for Estate Regeneration
10. Construction industry local employment initiative
11. South Poplar Creative Enterprise Cluster
12. Crossharbour town centre management

KEY
- Business as usual
- Existing regeneration activity
- Additional regeneration activity
1. INFRASTRUCTURE & PLACEMAKING
- Improve walking and cycling routes, especially to overcome severance caused by major roads
- There is significant redevelopment ongoing at the QMUL campus.

2. REDUCING INEQUALITIES AND ENHANCING WELLBEING
- The Central area is extremely unequal and contains wards with a very high range of Deprivation scores
- There are locations with terrible air quality along main roads such as the A1203, A14, A13.

3. MAKING COMMUNITIES SAFER AND MORE COHESIVE
- Improve community cohesion through improving accessibility to green spaces, Town Centres and transport interchanges
- Community cohesion should be improved through an analytical mix of uses in town centres.

4. PUBLIC REALM & ENVIRONMENT
- New development should complement the well-established streetscape and character and the area’s heritage assets
- The Central area has more than half (30) of the Borough’s Conservation areas
- Pocket parks and new open spaces should be provided

5. AFFORDABLE HOUSING
- Apart from the wards of Limehouse and St Katherine’s & Wapping, Central Area has wards which have amongst the highest proportion of households in social housing
- There are numerous estates in the area which could provide additional affordable housing through infill and intensification.

6. EMPLOYMENT
- The Central area has several wards with amongst the highest rates of Employment Deprivation and highest proportion of working age residents with no qualifications
- The benefits of Queen Mary University’s role as a knowledge hub should also be strengthened to local communities.

7. ENTERPRISE
- The area has a high proportion of businesses employing fewer than 5 employees, with jobs being largely spread out across the area, away from town centres
- Support local and small-scale employment

8. TOWN CENTRES & MARKETS
- Improve the environments of the town centres and improve the uses on offer
- All the centres in the Central area suffer from poor standards of shop frontages, a lack of variety, litter management issues, poor standards of cleanliness and anti-social behaviour
7. ENGAGEMENT

- Internal Engagement with services
- External Engagement with key stakeholders (GLA/TfL/neighbouring boroughs)
- Member Engagement (scheduled in Nov now moved to Jan 2020)
- Endorsement and Adoption with the new Local Plan (Cabinet Jan 2020)
8. ENDORSEMENT

- Local Plan Adoption
  Jan 2019

- External Facing Document
  ‘Regeneration Approach’
  Cabinet – Jan 2020
9. DELIVERY

- Live Area Delivery Plans (1 to 5yrs)
- Prioritisation and Securing Funding
- Securing Resources
- Delivery
- Monitoring and evaluation