

Comment	Action	Responsibility	Date	Resource implications
<p>Recommendation 1: Develop a vision for each town centre that identifies the unique selling point and retail offer it needs to attract its target market</p>				
<p>Each commercial district will be explored to identify key indicators and any potential USP that can inform the development of a local vision, working with resident/community groups, businesses and ward councillors.</p>	<p>Recruit staff resources to develop and deliver programme of work</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q3 15/16</p>	<p>Existing resources – Town Centres and High Streets team</p>
	<p>Overview research of local geographic town area including demographics and business make up.</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q4 15/16</p>	
	<p>Develop offer for local resident/community groups to support development of town centre visions</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q4 15/16</p>	
	<p>Initiate development of town centre visions in agreed priority locations</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>March 2016</p>	

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<p>Recommendation 2: Promote the opportunity for local town teams to be formed by residents and businesses and put in place a toolkit to support this. Encourage these town teams to be engaged in the development of the local vision</p>				
<p>Local Town Teams can be in a varying degree of size and complexity. It is essential that local businesses form a key part of the discussions and proposals going forward to ensure that any business partnership is relevant to the area it represents.</p>	<p>Develop a Toolkit package that local resident and business collectives can use to develop their business partnership.</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q4 15/16</p>	<p>Existing resources – Town Centres and High Streets team</p>
	<p>Introduce the Town Centre partnership toolkit</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q1 16/17</p>	
	<p>Work with local residents, businesses and ward councillors to develop the work of local partnerships to identify any formal arrangements which may offer ‘Town Team’ or ‘local business partnership’ formation.</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q3 16/17</p>	

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<p>Recommendation 3: If feasible, develop a range of economic, environmental and social regeneration initiatives to attract footfall and spend, encourage new businesses, and support existing businesses into town centres – examples include:</p> <ul style="list-style-type: none"> a) Support in initial establishment of websites and business associations/forums for marketing of the town centres to consumers and other enterprises; b) Continuation of the use of art, cultural activities and events to establish town centres as destinations, with a presumption on these being resident-led where possible, with support and technical assistance (ie in securing council licences and approvals) provided by the Council; c) Strategic, focussed grant programmes for shop front improvements which support the agreed vision and objectives of town centres; d) Pop up shops, stalls or kiosks which allow both the council and businesses to ‘test the water’ e) Explore the potential for ring-fencing future business rate growth from schemes like this to forward fund them 				
<p>Developing the geographies will identify specific actions for an area. The generation of unique branding and marketing and advertising strategies will help local networks and partnerships to promote their messages and events. Whilst initiatives can be developed universally, where they are actually targeting will be more specific to the locality. This will be delivered through the High Street policy work</p>	<p>As part of the Town Centre Pilot Programme, work with the local population to identify any local opportunity for art/cultural activity, events linked to local area or seasonal promotions; and support local partnerships to take ownership of the delivery with support from council officers to minimise bureaucracy.</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q1 16/17</p>	<p>Existing resources – Town Centres and High Streets team, Enterprise team, Finance & Procurement Service</p>

SCRUTINY REVIEW ACTION PLAN: Supporting the delivery of successful town centres (high streets and markets)

Appendix Two

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and rolled out where appropriate.	Implement the new entrepreneur training, start-up project and shop-front improvement scheme as part of the ongoing GLA NHB top-slice programme of town centre investment all of which will support the identification of test trade workspace.	Chris Holme, Economic Development & Resources	Q4 16/17	
	Identify forward requirement and requisite funding mechanism	Barry Scarr Finance & Procurement Service	Q4 15/16	

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<p>Recommendation 4: Develop a high streets and town centres policy which establishes a local vision, strategy and plan for town centres in the borough, focussed on economic regeneration as the central objective. Ensure that any update of the Town Centre Spatial Strategy, as part of the Local Plan refresh, takes the above into account</p>				
<p>The council is keen to identify and drive the economic growth in local commercial districts as well as the larger more corporate areas. A key part of this work is a defined high street and Town Centre policy which identifies the priorities for such areas and outlines the key actions being taken to promote increased performance.</p>	<p>High Street policy developed with consultation across the council and with local businesses and residents.</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q1 16/17</p>	<p>Existing resources – Town Centres and High Streets team, funding allocation from GLA New Homes Bonus-funded High Streets Policy Pilot Programme</p>
	<p>Ensure the input of research and information on town centres and high streets into the data collection and analysis for the revised Local Plan refresh</p>	<p>Chris Holme, Economic Development & Resources/ Planning</p>	<p>Q2 16/17</p>	
	<p>Launch High Street /Town Centre Policy highlighting local good news stories and promoting the business partnerships involved and the latest events being planned.</p>	<p>Chris Holme, Economic Development & Resources / Town Centre Coordination steering group</p>	<p>Q2 16/17</p>	

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<p>Recommendation 5: Adopt suitable town centre KPIs, starting with the ATCM model which measure the economic and wider health of our town centres</p>				
<p>As identified in discussion on local commercial areas, a baseline is required to identify where investment can most impact on the economic, social and environmental elements of an area. The Council would look to introduce indicators that can followed over time.</p>	<p>Work with ATCM to adapt the indicator model if necessary for use in LBTH high streets and town centres</p>	<p>Chris Holme, Economic Development & Resources / Association of Town Centre Managers</p>	<p>Q1 16/17</p>	<p>Existing resources – Town Centres and High Streets team</p>
	<p>Create baseline scorecard/dashboard arrangement for key areas.</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q2 16/17</p>	

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<p>Recommendation 6: Review role and responsibilities of the Roman Road Town Centre Manager post to ensure it is focussed on delivering the targeted interventions identified in the Roman Road Vision, and subject to funding, roll out for other town centres across the borough</p>				
<p>The Roman Road Town Centre manager role was introduced for a small focused project and to facilitate specific events. Town centre management functions will be reviewed following the adoption of the high streets and town centres policy to ensure they ongoing delivery requirements.</p>	<p>Develop and recruit to any Town Centre roles within Economic Development as part of the wider delivery of the GLA NHB Town Centres and High Streets programme.</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q1 16/17</p>	<p>Existing resources – Town Centres and High Streets team. Roman Road town centre manager funded through S106 to March 2017.</p>
	<p>Review the Job Description and Person Spec of a Town Centre Manager to ensure it meets the delivery requirements of the programme going forward.</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q4 15/16</p>	

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Recommendation 7: Review the support available to local businesses in the borough and proactively promote it				
The council will identify and publicise the current support available, including GLA/NHB-funded provision, and promote any new programmes emerging through its work on Town Centres	Review the programme of business support both internally available and the wider services available externally and increase promotion of the Council's business enquiries desk.	Chris Holme, Economic Development & Resources	Q4 15/16	Existing resources – Enterprise team
	Link marketing and promotion of new programmes to the workspace and town centre delivery and make available to tenants in Council-owned commercial properties to ensure widest coverage possible.	Chris Holme, Economic Development & Resources	Q2 16/17	
	Introduce the LBTH entrepreneurship training and the business start-up support programme.	Chris Holme, Economic Development & Resources	Q4 16/17	

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<p>Recommendation 8: Provide data analysis that will stimulate potential opportunities in the borough's town centres, including qualitative and quantitative data, demographic analysis of the resident and working populations, outline existing market analysis, and external drivers for change</p>				
<p>Each town centre area will have a basic baseline set of data and indicators that can inform possible idea development and investment. With limited funding there needs to be a comparator to decide where to best invest council resources.</p>	<p>Develop basic individual area baselines and research sets.</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q4 15/16</p>	<p>Existing resources – Town Centres and High Streets team, Enterprise team</p>
	<p>Research best practice and external examples of town centre development and change.</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q1 16/17</p>	
	<p>Develop underserved market ideas, possibilities for full occupancy through test trading, street market expansion and increased footfall</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q4 16/17</p>	

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<p>Recommendation 9: Explore the potential for Business Improvement Districts (BIDs) within the borough and, where potential BID areas are identified, work in partnership with the business network to promote the business benefits to local enterprises, including the GLA's programme of support for future BIDs</p>				
<p>The Council is keen to support the development of Business Improvement Districts. There is very limited scope for wholly owned BID areas but early ideas are emerging around Aldgate and Shoreditch.</p>	<p>Promote the appetite for Business Improvement Districts in the borough by immediately responding to 100% of all enquiries about potential BID's.</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q4 15/16</p>	<p>Existing resources – Town Centres and High Streets team, Enterprise team</p>
	<p>Discuss with agents and business networks an accurate geography for such districts and work within the legislation to ensure the council supports vote requests.</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q4 15/16</p>	
	<p>Keep under review the latest support available for local businesses to develop BIDS.</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Ongoing</p>	

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<p>Recommendation 10: Explore developing a package of inducements that could be offered to targeted businesses identified as essential in town centre visions</p>				
<p>A range of opportunities could be developed and would be determined by a number of factors including geography, outcome, market place, finance, risk.</p>	<p>Develop list of potential proposals</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q4 15/16</p>	<p>Existing resources – Town Centres and High Streets team, Enterprise team</p>
	<p>Discuss opportunities at the strategic level.</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q4 15/16</p>	

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<p>Recommendation 11: Explore the viability of an approach whereby the Council will consider, in a small number of cases, taking on a short-term lease and grant-funding the fit-out to create a unit to market to specific retail uses identified as essential to the development of a local town centre vision</p>				
	Develop a model for a short term lease and processes to identify and fill the property.	Chris Holme, Economic Development & Resources	Q4 15/16	Existing resources – Town Centres and High Streets team, Enterprise team
	Identify any qualifying property	Chris Holme, Economic Development & Resources	Q4 16/17	

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<p>Recommendation 12: Roll out the policy for accepting new traders into our markets to ensure that the retail offer within markets can be more actively curated</p>				
<p>There is already a policy for accepting new traders into the markets. Vendors are tested on their product knowledge, quality of goods, display technique, business plan etc. If successful a pre-allocated temporary license is issued.</p> <p>At present this policy relates only to fruit and vegetable traders and hot food; these vendors have been prioritised due the nature of the product.</p>	<p>Develop and publish a document which:</p> <ul style="list-style-type: none"> • outlines the procedure for accepting new traders into markets; and • communicates the rationale for developing the offer within individual markets to ensure they meet shopping habits and demographics. 	<p>Trevor Kennett, Head of Markets Service</p>	<p>Q3 15/16</p>	<p>Existing resources – Market Development Team</p> <p>Existing resources – Market Development Team</p> <p>Existing resources – Market Development Team</p>
	<p>Extend interview selection process to all potential market traders (prioritising those vendors selling food).</p>	<p>Trevor Kennett, Head of Markets Service</p>	<p>Q4 15/16</p>	

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<p>There is a risk that a lack of resources in the service will impact the roll out of this policy out to all traders.</p> <p>In addition, it should be noted there are currently negotiations with the Government to establish whether Markets are covered by the European Directive which removes the ability to refuse a trader because the intended goods are already represented.</p> <p>The actions to support this recommendation will be undertaken in line with the high streets and town centres policy and in keeping with local town centre visions.</p>	<p>With support from the Economic Development Service, develop a mandatory training programme for successful applicants: which includes marketing, display, social media, and business skills, as a condition of being accepted for a temporary licence.</p>	<p>Trevor Kennett, Head of Markets Service</p> <p>Chris Holme, Economic Development & Resources</p>	<p>Q4 15/16</p>	<p>Existing resources – Market Development Team</p>
	<p>Develop mechanisms for monitoring probation periods including provision to withdraw temporary licenses if set criteria are not delivered.</p>	<p>Trevor Kennett, Head of Markets Service</p>	<p>Q3 15/16</p>	

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<p>Recommendation 13: Finalise and formalise the Council's approach to proactively establishing and using tools to encourage owners of vacant high street retail premises to bring them back into use</p>				
<p>There are already development management policies (DM1 and 2), which provide further guidance to assist with managing the provision of retail premises and seeking to prevent development resulting in the loss of such units.</p> <p>As part of the Local Plan preparation, officers will review the existing policies based on the most up-to-date evidence. Nevertheless, it is worth noting that the ownership of vacant premises is not within the planning remit. The planning system cannot force owners to open units they own. Any grants/incentives would need to come from elsewhere.</p>	<p>Review the existing development management policies based on new evidence base, including assessing town centre retail capacity</p>	<p>Adele Maher Strategic Planning Manager</p>	<p>Q4 15/16</p>	<p>The cost of implementing the Actions is covered within the existing Strategic Planning budget, as part of the Local Plan's production.</p>
	<p>Consult on the revised development management policies (above) during the public consultation on the draft Local Plan in autumn 2016</p>	<p>Adele Maher Strategic Planning Manager</p>	<p>Q3 16/17</p>	
	<p>Explore wider options for bringing vacant buildings back into suitable town centre use</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q3 16/17</p>	<p>Existing resources – Economic Development</p>

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<p>Recommendation 14: Identify and engage with absentee landlords to identify current premises use and explore options for alternative uses</p>				
<p>Empty properties are key to the look and feel of a local high street but often this is impacted by properties in use. The council will explore uses and vacancies as part of its wider town centre development work.</p>	<p>Identify, generate and verify a list of properties that are apparently vacant or underused which could be explored and/or utilised.</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q4 15/16</p>	<p>Existing resources – Town Centres and High Streets team, Enterprise team</p>
	<p>Identify freeholders and landlords associated with properties of interest to identify opportunities.</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q1 16/17</p>	
	<p>Agree shortlist of vacant properties and action plan for bringing back into use.</p>	<p>Chris Holme, Economic Development & Resources</p>	<p>Q2 16/17</p>	

<p>Recommendation 15: Convene a working group to identify how retail units may be protected through planning measures from unsuitable conversion as part of the Local Plan review</p>				
<p>For the Local Plan, an internal stakeholder group at both officer level and service heads level has been established since June 2015. This arrangement has enabled planning policy officers to work collaboratively with the relevant teams on improving Town Centres related policies and understanding how amendments to the General Permitted Development Order (GPDO) have undermined existing policies and impacted town centre uses. There will continue to be engagement internally and with external stakeholders through the Local Plan consultation process.</p> <p>A more formal ‘working group’ could be considered, but there is a risk that a lack of resources in the service would have impact on the proposed arrangement.</p>	<p>Identify planning mechanisms and measures to protect retail units through internal and external Local Plan stakeholder groups.</p> <p>The groups will be supported by local evidence on the impact of change of use and permitted development rights on our town centres.</p> <p>Officers will also consider the case for Article 4 Directions to be issued to restrict application of permitted development rights.</p> <p>Officers to consider how loss of units can be better monitored in the future e.g. through regular town centre use surveys.</p>	<p>Adele Maher Strategic Planning Manager</p> <p>Chris Holme, Economic Development & Resources</p>	<p>Q4 15/16</p>	<p>The production of the Local Plan, its policies and the evidence base is supported by the input of an Internal Stakeholder Group of Senior Officers and an External Stakeholder group of key Stakeholders. This matter will be tabled for the groups’ input to help ensure that the new Local Plan policies effectively address this issue. The work of these groups is supported by e existing Strategic Planning budget.</p>

Recommendation 16: Develop a retail unit viability study				
<p>The key to the value of a retail property is usually the location. The Plan Making team is not aware of any guidance on what renders a retail unit as viable.</p> <p>The existing policy DM1.7 requires adequate width and depth of floorspace for retail use, though this is not specifically defined in the policy.</p> <p>Further discussion can be held to discuss the scope of a retail unit viability study. This is to help plan making officers to understand the purpose and objectives of this study before any undertaking any actions.</p>	<p>Develop evidence base to establish suitable size, layout and servicing arrangements for different types of retail unit. Planning and Economic Development to draw together local evidence on suitable unit size, layout and viability to recommend best practice advice to support the development of the new Local Plan.</p>	<p>Adele Maher Strategic Planning Manager</p> <p>Chris Holme, Economic Development & Resources</p>	<p>Q3 16/17</p>	<p>This will be delivered through existing budgets.</p>
	<p>Consult on revised planning policies as outlined in the response to recommendation 13 above.</p>	<p>Adele Maher Strategic Planning Manager</p>	<p>Q3 16/17</p>	