

## **PROJECT INITIATION DOCUMENT**

**October 2017**

**BRICK LANE REGENERATION – PHASE 2  
PROJECT DELIVERY**

## Version Control

Version Number	Author and Job Title	Purpose/Change	Date
0.1	Alex Hatt, Infrastructure & High Streets Project Officer	Initial draft to Programme Manager	05/10/17
0.2	Andy Simpson, Business Improvement & Programme Manager	Initial comments on Version 0.1	06/10/17
0.3	Alex Hatt, Infrastructure & High Streets Project Officer	Draft for legal comments	19/10/17
0.4	Alex Hatt, Infrastructure & High Streets Project Officer	Draft for legal comments	20/10/17
0.5	Fleur Francis, Team Leader – Planning Legal	Draft with legal queries	24/10/17
0.6	Alex Hatt, Infrastructure & High Streets Project Officer	Draft following legal queries	24/10/17
0.7	Sophie Chapman, Solicitor	Draft with legal comments	26/10/17
0.8	Alex Hatt, Infrastructure & High Streets Project Officer	Amended draft following legal comments	02/11/17
0.9	Sophie Chapman, Solicitor	Draft with updated legal comments	15/11/17
0.10	Alex Hatt, Infrastructure & High Streets Project Officer	Amended draft following legal comments	16/11/17

## Project Initiation Document (PID)

<b>Project Name:</b>	<b>BRICK LANE REGENERATION – PHASE 2</b>		
<b>Project Start Date:</b>	January 2018	<b>Project End Date:</b>	April 2019
<b>Relevant Heads of Terms:</b>			
<b>Responsible Directorate:</b>	Place		
<b>Project Manager:</b>	Rachel Jenman		
<b>Tel:</b>	<b>0207 364 6854</b>	<b>Mobile:</b>	<b>07984 277626</b>
<b>Ward:</b>	Spitalfields and BanglaTown and Weavers wards		
<b>Delivery Organisation:</b>	Economic Development		
<b>Funds to be passported to an External Organisation?</b>	Yes		
<b>Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')</b>	Clarification required on Shop Front Element and Delivery Brick Lane Art Installation by THH		
<b>Supplier:</b>	London Borough of Tower Hamlets		
<b>Does this PID seek the approval for capital expenditure of up to £250,000 using a Recorded Corporate Director's Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID)</b>	No		
<b>Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No')</b>			

<b>S106</b>	
<b>Amount of S106 required for this project:</b>	£1,143,404.24
<b>S106 Planning Agreement Number(s):</b>	PA/09/00965, PA/12/00771 PA/12/01977, PA/12/00558, PA/11/02220 PA/13/00697, PA/15/01231, PA/10/01049
<b>CIL</b>	
<b>Amount of CIL required for this project:</b>	Nil
<b>Total CIL/S106 funding sought through this project</b>	£1,143,404.24
<b>Date of Approval:</b>	

**This PID will be referred to the Infrastructure Delivery Steering Group (IDSG):**

Organisation	Name	Title
LBTH – Place	Ann Sutcliffe	Acting Corporate Director, Place (Chair)
LBTH – Place	Owen Whalley	Divisional Director Planning & Building Control
LBTH – Resources	Paul Leeson	Business Manager
LBTH – Place	Andy Scott	Acting Service Head for Economic Development
LBTH – Place	Matthew Pullen	Infrastructure Planning Manager
LBTH – Governance	Fleur Francis	Team Leader, Planning Legal
LBTH – Governance	Sophie Chapman	Planning Lawyer
LBTH – Governance	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH – Governance	Vicky Allen	S106 Portfolio Coordinator
LBTH – Governance	Tope Alegbeleye	Strategy, Policy & Performance Officer

LBTH – Governance	Oscar Ford	Service Manager - Strategy, Performance & Resources
LBTH – Health, Adults and Community	Flora Ogilvie	Associate Director of Public Health
LBTH – Children’s	Janice Beck	Head of Building Development
LBTH – Place	Christopher Horton	Infrastructure Planning Team Leader
LBTH – Place	Marissa Ryan-Hernandez	Strategic Planning Manager
LBTH – Place	Paul Buckenham	Development Manager
LBTH – Place	Alison Thomas	Head of Housing Strategy, Partnerships and Affordable Housing Strategy, Sustainability and Regeneration
LBTH – Place	Richard Chilcott	Acting Divisional Director, Property & Major Programmes
LBTH – Place	Jonathan Taylor	Sustainable Development Team Leader
LBTH – Place	Abdul J Khan	Service Manager, Energy & Sustainability
LBTH - Place	Hannah R Murphy	Principal Growth & Infrastructure Planner

### Related Documents

ID	Document Name	Document Description	File Location
<b>If copies of the related documents are required, contact the Project Manager</b>			
BL1	Brick Lane Audit	Audit of Brick Lane District Centre	Economic Development
BL2	Brick Lane Area Profile	Detailed information and story map of Brick Lane	Economic Development

## **CONTENTS**

PROJECT INITIATION DOCUMENT .....	1
1.0 Purpose of the Project Initiation Document.....	7
2.0 Section 106/CIL Context .....	9
3.0 Equalities Analysis .....	16
4.0 Legal Comments .....	17
5.0 Overview of the Project.....	19
6.0 Business Case .....	31
7.0 Approach.....	33
8.0 Infrastructure Planning Evidence Base Context .....	37
9.0 Opportunity Cost of Delivering the Project.....	41
10.0 Deliverables .....	42
11.0 Local Employment and Enterprise Opportunity .....	44
12.0 Financial Programming and Timetable .....	45
13.0 Project Team.....	50
14.0 Project Reporting Arrangements.....	51
15.0 Quality Statement .....	52
16.0 Key Risks .....	53
17.0 Key Project Stakeholders.....	54
18.0 Stakeholder Communications .....	55
19.0 Project Approvals.....	56
20.0 Project Closure .....	57

## 1.0 Purpose of the Project Initiation Document

1.1 This Project Initiation Document (PID) will define the Brick Lane Regeneration – Phase 2 project and bring together the key components needed to start the project on a sound basis. It also provides the basis for building the principles of project management into the project right from the start by confirming the business case for the undertaking, ensuring that all stakeholders are clear of their role, agreeing important milestones, and ensuring that any risks involved have been assessed. The primary purposes of this PID are to:

- Justify the expenditure of S106 contributions on the named project, which will provide the IDSG with a sound basis for their decision; and
- Provide a baseline document against which the Project Team, Project Manager, and (in some cases) the Project Board, can assess progress and review changes.

1.2 The Brick Lane Regeneration project aims to deliver a holistic regeneration programme for the Brick Lane area, which is defined as from the bottom of Osborn Street (Whitechapel High Street) to the top of Brick Lane (Redchurch Street and Bethnal Green Road). The activity will include linking up Brick Lane with other major visitor attractions such as Spitalfields Market and Petticoat Lane. It will also look to develop cultural trails and activities that bring footfall into Brick Lane from cultural facilities such as Rich Mix and Whitechapel Gallery.

1.3 The key aim of the project is to improve Brick Lane – particularly the part south of the Truman Brewery – and return it to be:

- A vibrant and diverse local economic centre;
- An important focus for local communities, particularly the Bengali community;
- A major visitor and tourist destination; and
- The home of a lively night-time economy.

1.4 The Brick Lane Regeneration project has been implemented across two phases. Phase 1, which began in October 2016 and is due to be completed by October 2017, was designed to deliver feasibility work to determine which capital and

revenue improvements would deliver the most appropriate improvements for Brick Lane, as well as undertaking a number of early win projects that had previously been scoped, including the replacement of street lighting along Brick Lane, a programme of shopfront improvement works, and the delivery of a community safety pilot project. The feasibility work included studies by a range of consultants, looking at the public realm, streetscape, wayfinding, markets, community safety, shopfronts, and vacant units. Phase 1 also included a range of consultative methods to inform the feasibility work, including the formation of the Brick Lane Regeneration Partnership (BLRP), which brings together representatives from different interest groups to share knowledge, engage in consultation activities, and help develop a vision for the Brick Lane town centre. New approaches have been piloted to develop new enterprise and entrepreneurship in the area, including pop-up shops, food courts, and trail trading, including pilots to extend the current market offer through the creation of a new market on Cheshire Street. A programme of cultural events has been delivered, including a Food Festival, Christmas lighting and Christmas events in the latter half of 2016. Throughout Phase 1, performance management measures have been implemented to ensure that the improvements are having the impact required through the Association of Town and City Management (ATCM) key indicators of a successful Town Centre. The Phase 1 work has been delivered by a small team (1.5 FTEs), which will continue forward to deliver Phase 2 of the project.

- 1.5 Phase 2, for which this PID has been produced, is the major delivery phase of the project, delivering a range of capital and revenue improvements identified within the feasibility work undertaken during Phase 1. Key projects that will be delivered will include improvements to the public realm through surface changes and removal/replacement of street furniture; alterations to traffic management including closure of the majority of Brick Lane and part of Hanbury Street, initially on Sundays, with a potential extension to Saturdays; a series of wayfinding projects to improve visibility and connectivity to surrounding areas; open space improvements to Allen Gardens; the delivery of further shopfront improvement projects; continuing to bring vacant units back into use; and a series of activities and events delivered around the proposals to promote the project and draw in community support. Phase 2 will also see the BLRP supported in taking ownership of the Improvement Plan and taking a leadership role in its delivery, with the ultimate goal of ensuring that there is continued action in the area once the S106 funding ends.

## 2.0 Section 106/CIL Context

### Background

- 2.1 Section 106 (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations / S106 agreements are legal agreements negotiated, between an LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.2 CIL is a £ per square metre charge on most new development. In April 2015, the Council adopted its own CIL Charging Schedule. CIL must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure, where a specific project or type of project is set out in the Council's Regulation 123 List.
- 2.3 On the 5<sup>th</sup> January 2016, the Mayor in Cabinet agreed the implementation of a new Infrastructure Delivery Framework which will help ensure the process concerning the approval and funding of infrastructure using CIL/S106 will be appropriately informed and transparent.

### S106

- 2.4 The Directorate of Place in Tower Hamlets Council has put in place a corporate structure, leading to a transparent process for assessment, negotiation, agreement, and expenditure and monitoring of Section 106 resources.
- 2.5 This S106 PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Heads of Terms (HoT) for the Deed creating Planning Obligations and undertakings for the developments at:

### **Table of S106 Contributions**

- 2.6 The table overleaf outlines the full extent of the S106 contributions proposed to be used.

Planning Application	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	Amount Received	To allocate
PA/09/00965	Goodman's Fields	02/11/2021	10 years from receipt of the contribution (23/12/2011)	Public realm improvements in the vicinity of the development	£606,464.25	£599,346.40
PA/12/00771	22 – 28 Underwood Road	TBC	Expended or committed within 10 years from date of practical completion	Towards additional streetscene and built environment improvements	£26,438.05	£8,024.00
PA/12/01977	Challenger House, 42 Adler Street	TBC	10 years from practical completion	Towards public realm in the general vicinity of the development	£59,040.00	£39,040.00

PA/12/00558	Bishops Court, 27 – 33 Artillery Lane	TBC	10 years from practical completion	Towards public realm improvements in the vicinity of the development including but not limited to footway and carriageway improvements, street lighting, signage, safety and security, bins, landscape and general public realm works as well as heritage and conservation improvements	£63,912.57	£13,914
PA/11/02220	London Fruit and Wool	TBC	Expended in full or committed within 10 years from the date of practical completion of whole development	Towards heritage improvements in the vicinity of the land	£418,033.88	£418,033.88

PA/13/00697	6 – 8 Boulcott Street	TBC	Expended in full or committed within 10 years from date of practical completion	Public open space improvements in the borough	£42,077.82	£21,936.66
PA/15/01231	121 Vallance Road	TBC	Expended or committed within 10 years from the date of practical completion of the whole development	Towards the provision of new or improvements to existing employment, skills, training and enterprise facilities and/or initiatives for commercial roles in the borough	£34,317.42	£34,317.42
PA/10/01049	Central Foundation Girls School	27/05/2021	Expended in full or committed within 5 years from date of payment	Employment and enterprise initiatives and training in the Borough	£8,791.88	£8,791.88
<b>Total to allocate:</b>						<b>£1,143,404.24</b>
<b>Total required:</b>						<b>£1,300,404</b>

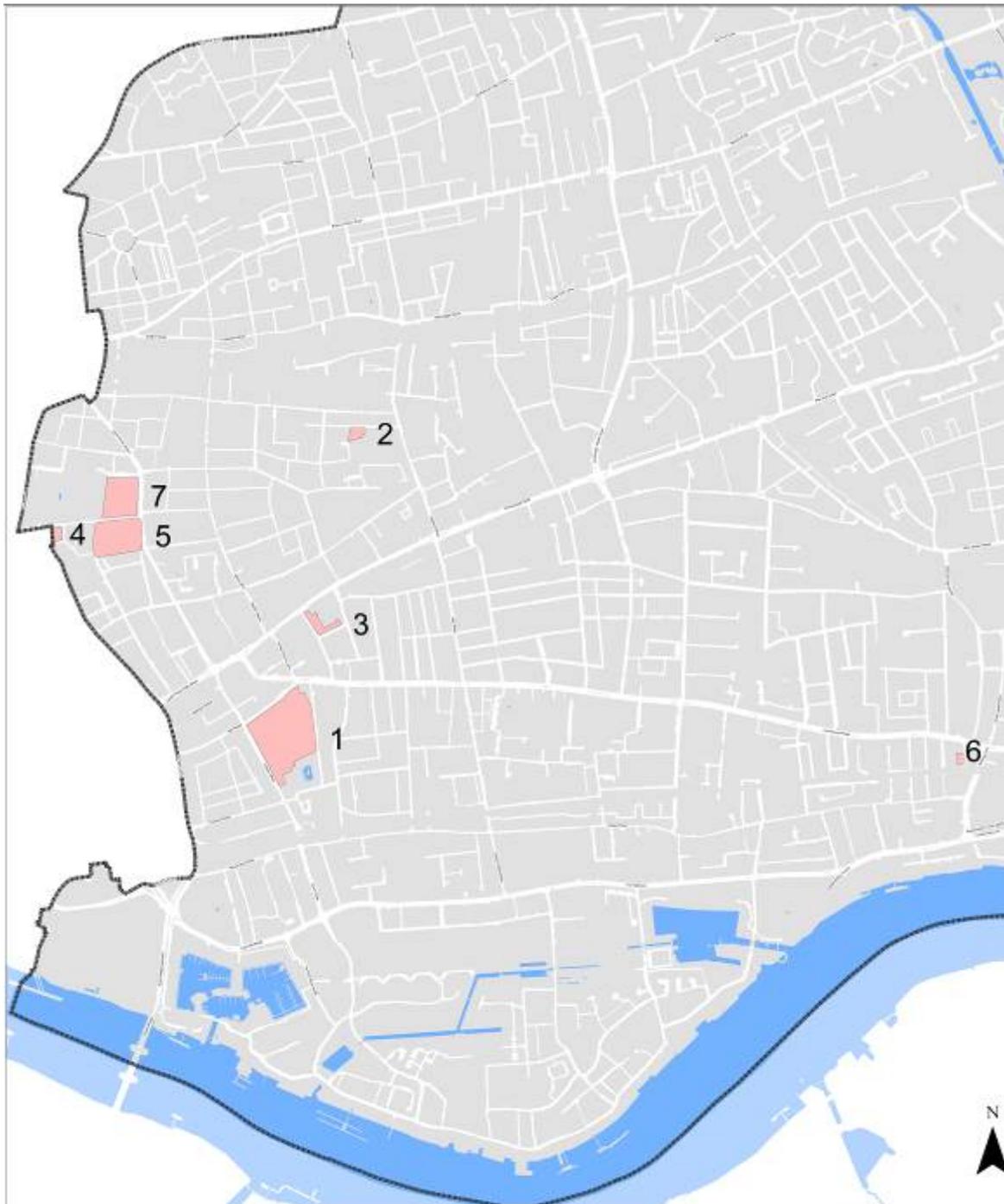


[This page is intentionally blank]

- 2.7 In addition to the S106 identified above, £122,629 of unspent S106 allocated as part of PID 1 will continue to be used to fund staff costs to allow for the continued delivery of Phase 1 and its legacy and begin to deliver Phase 2.
- 2.8 A number of the deliverables identified within the feasibility studies procured during Phase 1 will be undertaken through other PIDs currently in progress within the Council. More details of these PIDs are provided in Section 4.6

#### CIL

- 2.9 This project does not seek approval for the expenditure of CIL funding.



### Brick Lane Regeneration

#### Phase 2: Planning Application Locations & Boundaries

- 1) PA/09/00965 (Goodman's Fields)
- 2) PA/12/00771 (22 – 28 Underwood Road)
- 3) PA/12/01977 (Challenger House, 42 Adler Street)
- 4) PA/12/00558 (Bishops Court, 27 – 33 Artillery Lane)
- 5) PA/11/02220 (London Fruit and Wool)
- 6) PA/13/00697 (6 – 8 Boulcott Street)
- 7) PA/02/01212 (Homer Buildings)

 Borough Boundary  
 Planning Application Boundary

  
 GIS for  
 Place Directorate  
 Date: 10/10/2017  
 Scale @ A0: 3,296



0 0.05 0.1 0.2 0.3 0.4 Miles

© Crown copyright and database rights 2017 Ordnance Survey, London Borough of Tower Hamlets 100019298

Plan 1: PID 2 PA Locations & S106 Boundaries

### **3.0 Equalities Analysis**

3.1 When making decisions, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity, and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty.

3.2 The proposed works to Brick Lane will bring a number of benefits to ensure equal opportunity. This includes:

- Streetscape improvements, including incorporation of smooth setts at crossings to assist the visually impaired, and rough setts on the highway to slow traffic and aid pedestrian movement and increase accessibility. In encouraging walking and cycling as opposed to vehicular traffic, the project aims to create more accessible conditions for pedestrian and cyclist travel along Brick Lane;
- Decluttering the street furniture will aid accessibility along the street;
- Wayfinding improvements to assist with accessibility through the area.

## 4.0 Legal Comments

- 4.1 This project seeks to use a variety of contributions from different s106 agreements and officers have been advised that as the contributions are intended for different purposes, i.e. public realm, heritage improvements, etc. these contributions will need to be ring-fenced to the sections of the project to which they relate. Alternatively, officers may need to consider alternative funding sources if it should transpire that the amount of the contribution being used is no longer proportionate to the element of the project to which it relates.
- 4.2 PA/09/00965, PA/12/01977, PA/12/00558 are contributions which require the money to be spent towards public realm improvements in the vicinity of the development. There is no legal definition of what something means to be considered within the “general locality” and so the factors to consider include: proximity, accessibility, the availability of other such facilities and the extent to which occupiers of the land can reasonably be expected to be served by the project. Brick Lane is an iconic area in East London which is situated only a short walk away from the developments to which these contributions relate. It is reasonable to assume that residents living in these developments will visit Brick Lane and will benefit from the regeneration of the area. Legal Services is satisfied that this supports the proposition the improvements are in the vicinity of the development.
- 4.3 PA/11/02220 is another contribution which is also to be spent in the vicinity of the land and is to be used towards heritage improvements. Following on from our comments above, Brick Lane is situated a short walk away from this development and is a cultural hub which will serve residents living at this site. Legal Services is also satisfied that the improvements are in the vicinity of the development.
- 4.3 It is noted that some of the contributions to be drawn from these agreements shall be used to fund 50% of the costs of improving shopfronts in the area. The terms of these agreements do not specify the individual organisations to which contributions can be paid and so such payments are considered to constitute grants. Therefore, as the Council is under no legal obligation or duty to provide this payment, it is discretionary and considered to be a grant. As such, approval must first be sought from the Grants Determination (Cabinet) Sub-Committee before any payment is made.
- 4.4 When approving this PID, the Council must have due regard to the need to

eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty. The positive equality impacts are outlined in the section above.

- 4.5 These comments are limited to addressing compliance with the terms of the S106 agreements mentioned above (as based on the information detailed in the PID) and advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

## 5.0 Overview of the Project

5.1 A Brick Lane Officer Working Group (BLOWG), chaired by Councillor Josh Peck, has been brought together to oversee the development and delivery of a multi-service response to the issues identified in Brick Lane, a key location within the Brick Lane and Fournier Street Conservation Area (BLFSCA). The Terms of Reference for the BLOWG indicate that it has been established to:

1. Carry out a review of Brick Lane which meets the Mayor's commitments for the town centre. This will:
  - Explain the Council's vision for Brick Lane town centre, reflecting its range of roles;
  - Review and address the issues, challenges and opportunities facing Brick Lane town centre;
  - Consider the role of the Council, local businesses, and other stakeholders in managing and supporting Brick Lane town centre;
  - Identify a package of measures to ensure that Brick Lane town centre can continue to fulfil its identified role in a way that supports and has the support of local businesses and communities; and
  - Make recommendations about the implementation of those measures, including identifying those that the Council is best placed to lead and those that will be more appropriately led by partners.
2. Initiate those measures identified in the review as best led by the Council; and
3. Work with partners to bring about the implementation of measures identified in the review as best led by others.

The BLOWG has made good progress in terms of identifying and progressing 'early-wins', and commissioning a range of feasibility studies to identify short- and long-term projects to address issues in Brick Lane.

5.2 A number of agreed work streams have been identified which are as follows:

- Vision and offer – led by Economic Development;
- Hygiene factors – led by Public Realm;
- Management of the area – led by Economic Development;

- Community engagement – led by Economic Development and Community Safety;
- Planning and heritage – led by Planning;
- Improvement to the public realm / environment – led by High Streets & Town Centres;
- Culture and activation of the area – led by CLC; and
- Business engagement and support – led by Economic Development.

5.3 The project is being delivered in consultation with the two local Neighbourhood Plan forums and Ward Panels. Consultation is also underway with the Brick Lane Restaurants Association (BLRA), Trumans Brewery, Spitalfields Market, SPIRE (Spitalfields Regeneration), and Spitalfields Small Business Association (SSBA). In addition, a new partnership – the Brick Lane Regeneration Partnership (BLRP) – has been formed to oversee the development and delivery of the project and to take ownership of the project after the S106 funding ends.

5.4 It was agreed that the project be delivered in two phases. Phase 1, which began in September 2016 and is due to complete in October 2017, is delivering feasibility work to determine which capital and revenue improvements would deliver the most appropriate improvements for Brick Lane, as well as undertaking a number of early win projects that had previously been scoped – further information on the progress and lesson learned can be found at 5.5. Phase 2, for which this PID has been produced, will begin in January 2018 and run to April 2019, and will deliver a range of capital and revenue improvements identified within the feasibility work undertaken during Phase 1 – further information on the proposals for Phase 2 can be found at 5.6.

### 5.5 **Phase 1 (September 2016 to October 2017): Progress & Lessons Learned**

Phase 1 represented the feasibility and ‘early wins’ phase. It sought to achieve a range of Deliverables that would allow for a series of capital works to be undertaken during Phase 2, and to lay the groundwork for ensuring a legacy for the project through the establishment of a partnership of local stakeholders. Progress achieved against the Deliverables set out in PID 1 is as follows:

- 1.5 posts created

A Brick Lane Town Centre Manager (BLTCM) (PO4) was appointed early in Phase 1, with a supporting Project Officer appointed in September 2017, to help enable the design and delivery of the early win projects and feasibility studies.

- 1 Local partnership created of local businesses, residents and stakeholders

The BLTCM worked early on in Phase 1 to establish a Brick Lane Regeneration Partnership (BLRP), which has brought together representatives from different interest groups in the area, including community organisations, business representatives, and resident groups. The BLTCM will guide the group during the development and delivery phases of the project, and ensure that it is able to continue its work once the S106 funding has been expended.

- 1 Improvement Plan developed in consultation with Neighbourhood Forums, Ward Panels and other local stakeholders

The Feasibility Studies prepared during Phase 1 form the basis of the Brick Lane Improvement Plan, as they have been developed jointly with the BLRP and involved consultation with local residents and businesses.

- 4 Feasibility Studies procured and completed

The following Feasibility Studies were procured and completed as part of Phase 1:

#### *Public Realm Improvement Feasibility Study & Streetscape Design Guide*

Produced by Landolt + Brown (L+B), the Public Realm Improvement Feasibility Study includes a detailed condition survey and review of the streetscape along Brick Lane and surrounding streets to identify priority areas for improvement. The Streetscape Design Guide outlines a series of recommendations on streetscape guidance for Brick Lane to be considered when undertaking further capital works.

#### *Traffic Flow & Pedestrianisation Study*

A review of traffic flow and pedestrianisation along Brick Lane, produced by Project Centre Ltd. Project Centre were asked to particularly focus on the possibility of pedestrianisation of Brick Lane on Sundays, and necessary traffic re-direction as a result of the closure.

#### *Wayfinding and Connectivity Study*

Produced by Steer Davies Gleave (SDG), the study sought to develop a high-level wayfinding strategy for Brick Lane, and identify a series of characterful, creative and

distinctive interventions to increase footfall and aid discovery and exploration.

### *Shopfront Improvements*

Jan Kattein Architects were appointed to lead on the design of shopfront enhancements for Phase 1. Seven properties were identified in Phase 1 to be taken forward, in a cluster between Hanbury Street and Fashion Street. Construction work on these properties will be delivered in late 2017/early 2018. A second phase of shopfront improvements has been identified for Phase 2 (see 5.6 for further information).

- Replacing 31 lamp columns, installing festive and festoon lighting procured and designed

Following an audit of existing columns by L+B as part of their feasibility study, a total of 38 new columns will now be installed to replace existing columns, including one in an identified gap on Osborn Street. The columns will be is the 'Strand A' by DW Windsor, chosen as it is already widely used within LBTH, and does not detract from the character of the BLFSCA. The columns have been ordered and will be installed in November 2017.

- 1 Traffic management scheme agreed with local residents and designed for Fournier Street

This deliverable is being delivered by the Engineering Team under Margaret Cooper, and this has been taken into account as part of the feasibility work.

- Middlesex Street Art trail and installations agreed for Brick Lane

The PID for the Middlesex Street Art trail has been novated to the Brick Lane team, and a number of items from the SDG Wayfinding strategy concerning public art in the area will be delivered using the S106 contributions.

- A Food Festival will be delivered in October 2016

Successful Food Festival delivered in October 2016, involving businesses offering food outside premises along Brick Lane. This paved the way in showing there was interest in delivering further events with businesses and residents.

- Christmas 2016 activities will be delivered

Christmas 2016 activities successfully delivered, including Christmas light switch-on. Event will be developed further in 2017.

- Festive Lighting installed

Festive lighting was installed along Brick Lane as part of the 2016 Christmas celebrations. A set of permanent festive lights, celebrating the history of people living and working in the area, is currently being designed, and will be installed in late 2017, along with a further set of temporary Christmas lights for 2017.

- A deep clean of the area will be undertaken prior to the Food Festival and Christmas events

A series of activities have been undertaken as part of Phase 1 to increase cleanliness along Brick Lane, including the purchase of a high-pressure washer for regular deep cleans, undertaken by two new apprentices funded through Veolia, walk-through refuse collection on Sundays, and targeted removal of stickers along Brick Lane.

- 34 vacant units will be identified and discussions commenced with owners/landlords

A Carter Jonas Retail Study had identified 34 vacant units in the Brick Lane area, with a particular problem of vacant first floor units. A project has been initiated with the Council's Enterprise team to explore a legacy project to help local businesses and artists to move into these spaces, which will be expanded upon in Phase 2.

- A cultural and activities programme will be developed including involvement in the Mela 2017

A range of activities have been planned/delivered as part of Phase 1, including Christmas 2016 & 2017 events, involvement in the Mela 2017 festival, and involvement with 'The Hamlets' pop-up cinema.

- Proposed improvements to Brady Street and Kobi Nasrul Centres will be identified by CLC working with Asset Management

Early feasibility work was undertaken with the Kobi Nasrul and Brady Centres to determine what refurbishments and improvements were required. Following this,

works have been undertaken, including refurbishments of the toilet facilities and the installation of theatre lighting.

- Business support activity provided to 11 restaurants & 11 businesses undertake food hygiene training

Rice Marketing have been engaged as part of Phase 1 to provide targeted business support activity to 8 restaurants, including assistance with branding, online presence, and food hygiene. A workshop was held in September 2017 to identify potential areas for improvements, with a follow-up workshop planned for later in Autumn 2017 to review progress.

- 11 businesses take part in the Best Bar None initiative

11 businesses engaged by Best Bar None team within Licensing. Up-take in 2017 has been bigger after notable awards in 2017, and programme will continue into 2018, working in partnership with the Brick Lane Business Association as part of their improvement plans.

- 3 new enterprises supported

As part of the Vacant Unit pilot launch, due to begin in November 2017, we aim to support at least 3 new commercial enterprises.

- Performance management framework established and regular reports received on improvements in footfall, cleanliness, anti-social behaviour and other key areas identified

Performance management framework established as part of wider Town Centre Strategy work, providing an Evidence Base for the Brick Lane project.

- Phase 2 programme developed and agreed

The programme for Phase 2, as outlined in this PID, has been informed by the feasibility work undertaken in Phase 1.

## 5.6 Phase 2 (October 2017 to April 2019): Project Delivery

Phase 2 will be the capital delivery phase of the project, and will deliver a range of projects identified in the feasibility studies from Phase 1.

## Works and activities to be funded by PID S106 Contributions and associated funding

The following works have been identified to take place during Phase 2, to be funded by the S106 contributions identified in Section 2.0:

### **Public Realm Improvements**

From the works identified by L+B, the following will be delivered:

- Option B identified to address the highway issues along Brick Lane, which were identified as a high level of speeding cars, and the existing condition of the roadway and the pavement being at the same level. Option B will see these levels maintained, as they are beneficial for accessibility along the street, but will see the introduction of rough setts at junctions to provide traffic calming, with smooth setts at pedestrian crossings. This solution provides the least impact on existing services and manhole covers (as compared to lowering the level of Brick Lane), and the raised junction tables give priority to pedestrians and enforce a sense of a wider footway;
- Installation of RT 114/670 HD Marshalls heavy duty rising bollards for traffic management at various points along Brick Lane, including at the end of Osborne Street;
- Detailed design work to identify redundant and/or inappropriate street furniture and removal/replacement with appropriate alternatives where required. A detailed heritage assessment of the street furniture has been undertaken by L+B as part of the feasibility study, with key historical street furniture identified, and either restoration of these pieces or replacement in a similar style will be undertaken to ensure historic fabric retained, and to highlight their presence along the street;
- Replacement of current Brick Lane arch with newly designed alternative (or alternative to arch if deemed appropriate); and
- Installation of architectural uplighting at key points (as detailed at 4.5).

An allowance has also been made for design and contractor fees for the works, and a contingency allowance.

In addition to the works identified by L+B, a number of other public realm improvements will be implemented:

- Installation anti-terror grade bollards (as installed previously by LBTH Engineering around the borough) to protect the increased activity on streets, particularly on market and pedestrianised days.
- The Shopfront Improvement programme (explored in further detail below) is seen as a key project to improve the public realm of the area. Enhancement of shopfronts along Brick Lane can have a positive effect on the enjoyment of the public realm, encouraging people to spend more time within the local public spaces and creating a more enjoyable experience of travelling along the street.

## Wayfinding

From the works identified by SDG, the following will be delivered:

- Re-naming Osborn Street as 'Lower Brick Lane' to assist with footfall from Whitechapel High Street;
- Improvements to the Whitechapel Gallery Garden, decluttering the space, maximising space for pedestrians, and creating access from the rear of the Whitechapel Gallery to Osborn Street/Lower Brick Lane;
- Commission and installation of artwork on Chicksand Street building façade;
- Use side parapet at first floor of 5 – 27 Brick Lane for art installation / feature lighting;
- Activation of Allen Gardens through public realm improvements to Pedley Street onto Brick Lane, and wayfinding to help distribute footfall and highlight presence of significant green space in area;
- Extension of the Legible London signage scheme along primary and secondary routes ensuring connectivity with existing signage locations;
- Replace and/or update the five existing cultural trail totems in place along Brick Lane to meet accessibility standards, and provide updated cultural information/content and improve awareness of the area's rich history. The current totems, which display maps of the area and provide detail on the

area's history and cultural heritage, are clad in a silver metal which can be difficult to read for some, and the information is due to be refreshed to reflect current knowledge of the area's rich heritage;

- Producing painted crossings along key routes leading to Brick Lane, building on the textile heritage tradition, delivered in partnership with Cass School of Art; and
- Update existing heritage signage (including blue plaques) and add further signs where appropriate.

### **Open Space Improvements to Allen Gardens**

A series of improvements have been identified to improve the quality of the Allen Gardens, the main piece of public open space in the vicinity of Brick Lane. At present, the space is marked by a range of former interventions undertaken at different times, giving the space an un-coordinated feel. Through discussion with LBTH's Parks and Open Spaces teams, a range of proposals have been identified to rationalise the space and make it more welcoming to residents and visitors.

These include:

- Creation of a meadow area at the north-west corner;
- Improving the pathway through the centre of the park which currently acts as a main desire line, including lighting and landscaping;
- Rationalisation of the current children's play equipment to separate it from areas for dog exercise;
- Re-invigorating the current copse area; and
- Establishing conditions so that large scale events can take place within Allen Gardens.

The High Streets team will work closely with the LBTH CLC team and Spitalfields Farm to develop these ideas further during Phase 2 of the project.

### **Heritage Improvements**

A significant element of the regeneration of Brick Lane is celebrating its tangible and intangible heritage, particularly as it forms the heart of the Brick Lane and Fournier

Street Conservation Area. As one of the most important historic areas in London, it contains some of the most architecturally and historically significant buildings in the Borough. The planned façade improvements will provide the opportunity to enhance the appearance of many of Brick Lane’s designated and non-designated heritage assets, whilst the streetscape works will improve the setting of buildings such as the Grade II\* Brick Lane Jamme-Masjid and the Truman’s Brewery Director’s House.

Works to be undertaken in Phase 2 will seek to enhance the distinguishing character and better reveal the significance of the Conservation Area by removing modern additions, replacing elements of the public realm and improving shopfronts with interventions that are more sympathetic to the building’s age and character, and using wayfinding to highlight Brick Lane’s history. Specifically, the project will:

Undertake a second series of shopfront improvements that include the restoration and/or replacement of historic architectural detailing, such as: decorative moulding and console brackets; replacing unsympathetically designed shopfronts and signage with traditional style timber frame shopfronts and timber fascia; removal of excessive signage including signs above first floor level; and carrying out general façade decluttering in order to better reveal the architectural significance of the building.

- Update existing heritage signage (including blue plaques), and adding further signs where appropriate;
- Replace and/or update the five existing cultural trail totems in place along Brick Lane to meet accessibility standards, and provide updated cultural information/content and improve awareness of the area’s rich history. The current totems, which display maps of the area and provide detail on the area’s history and cultural heritage, are clad in a silver metal which can be difficult to read for some, and the information is due to be refreshed to reflect current knowledge of the area’s rich heritage;
- Replacement of the Brick Lane arch with a new structure to celebrate the social and cultural diversity and the intangible heritage of the area;
- Embark on a programme of decluttering existing modern street furniture along Brick Lane, restore and re-use heritage bollards unique to the area and, where required, install new street furniture in keeping with the character of the Conservation Area.

## **Shopfront Improvements**

A further series of premises will be identified to deliver up to 10 additional shopfront improvements in the area. The improvements will be made to the historic façade, to ensure that items such as corbels or windows are replaced with suitable items that reflect the age of the building. As with Phase 1, 50% of the costs of the improvement works will be provided by businesses, and delivered by the Council on behalf of retailers.

## **Vacant Units**

The project team will continue to work with the Enterprise team to bring back a minimum of one commercial and another first or second floor vacant unit into re-use, working with service providers to link local business and artists to vacant spaces, particularly on the first floor of premises on Brick Lane. This will aim to create a long-term legacy to promote Brick Lane as a historic area for business start-ups and the evolution of creative industries in the East End of London, including textiles and perfumery.

## **Consultation**

As part of the detailed design stage, the project team will work with the appointed design team to undertake consultation on the final proposals with the local community to ensure there is local buy-in of the proposals, and that the works delivered are fit-for-purpose for local residents and businesses.

## Complementary works funded outside of this PID

Alongside the work being undertaken through this PID, a complementary programme of works will be delivered through funding in other PIDs currently held by the Council. This work includes:

- Public realm improvements to Petticoat Lane market and associated promotional activities (delivered by the High Streets team in collaboration with the Markets Team and the City of London). These improvements will be funded through S106 contributions outlined in a separate PID – S106 Improvements to Petticoat Lane Market
- A number of additional items from the SDG Wayfinding strategy concerning public art in the area will be delivered through the Middlesex Street Public Art

Project PID, which allows for *'the provision of public art/cultural facilities in the vicinity of the [planning application] site...'*.

- The extension of Brick Lane Market to the south end of the street (delivered by the Markets Team with support from the High Streets Team); and
- Continuing community safety activities to reduce ASB and improve health and hygiene (delivered by a partnership involving High Streets, Public Realm and Enforcement).

## 6.0 Business Case

- 6.1 The regeneration of Brick Lane is a manifesto commitment of the Mayor. The Mayor has made a commitment to develop visions for town centres and high streets in the borough, including Brick Lane, and to carry out a dedicated review of Brick Lane.
- 6.2 While Brick Lane is successful in terms of footfall, offer and activity north of Truman's Brewery, the area to the south is struggling, with curry restaurants closing and the 'curry offer' deteriorating. Brick Lane is situated near to a number of major tourist attractions, including the Tower of London, Tower Bridge, the Whitechapel Gallery, Petticoat Lane, Columbia Road, and Spitalfields; however, visitors are not made aware of the potential cultural trails, with the March 2017 Town Centre Strategy highlighting the poor signage to Brick Lane. The Council therefore wants to highlight these links and help to support businesses in the area and to maintain the 'curry sector' in some form in Brick Lane.
- 6.3 This project therefore aims to meet the Mayor's manifesto commitment and increase the success of Brick Lane, particularly the southern half. Funding committed at Phase 1 was designed to provide sound feasibility work upon which to base a programme of delivery activity for Phase 2, which will secure further funding to deliver a vision for the regeneration of Brick Lane as a town centre.
- 6.4 The project will also support the Mayor's priority focus on Town Centres throughout the Borough. An area profile for Brick Lane has been produced as part of the Strategic Plan, and a ranking profile has been prepared as part of a Council-wide review of town centres, which will be incorporated into a performance management framework to measure improvements against a range of ATCM indicators for a successful Town Centre, and will be used in the on-going evaluation of the project.
- 6.5 The project will also seek to ensure that the area's status as one of the most important Conservation Areas in London is respected, and the public realm, wayfinding, shopfront improvement and vacant units programmes are all designed to add to the heritage value of the area through appropriate interventions, and protect the character and management guidelines of the area as outlined in the Brick Lane and Fournier Street Conservation Area appraisal.
- 6.6 Ultimately, the vision is that the project will upgrade Brick Lane to regain its status as an international visitor destination, to increase footfall in the area, and improve economic activity. It is envisaged that the delivery of projects during Phase 2 based

on the feasibility work undertaken in Phase 1 will act as a catalyst for positive change in the Brick Lane Town Centre.

## 7.0 Approach

- 7.1 The project brings together key Directorates within the Council with a responsibility for a range of areas, including Public Realm, Transport, Environmental Health, Market Services, Planning, Waste Management, Housing Services, Economic Development, Community Safety, and Building Control, to agree a range of interventions that will holistically regenerate Brick Lane. It is hoped that these interventions will act as a pilot approach to identify and develop good practice to be shared within the borough and beyond.
- 7.2 The development of the Area Profile for Brick Lane, and the preparatory work for the development of the Town Centre Strategy (TCS), required a review of the existing evidence base, including strategies, audits and evaluation, to identify what is currently working within Town Centres and where additional support is required. By bringing officers together from a range of areas, it has been possible to develop a more comprehensive approach to identifying what Brick Lane looks like at the current time, and how it can be improved in the future. This approach has been carried forward through Phase 1 of the project through the formation of the BLOWG, which has brought together Officers from relevant Directorates to track progress and deliver the project in a holistic manner. This joint working will continue into Phase 2, and will continue to be informed by relevant Strategy. This will include the final draft of the TCS, which is currently out for consultation.
- 7.3 Phase 1 of the project was used to identify new ways of working in areas throughout the Council, and has been used to feed into a number of Strategies under review, including the Local Plan, Veolia's contract for waste management with the Council, and the Community Safety Strategy. Work undertaken in Phase 2 will continue to test these Strategies and help to pilot and identify good practice to underpin the strategic direction proposed.
- 7.4 The project will be delivered by the Brick Lane Town Centre Manager (BLTCM), supported by a Project Officer (PO), the latter of whom will focus on capital and related delivery. Part funding for the BLTCM and full funding for the PO will be drawn from underspend from PID 1, and these costs have therefore been left separate from this PID; remaining funding required for the BLTCM has been included. These posts will continue to the end of Phase 2 of the project.
- 7.5 Works and Services as identified within the feasibility studies will be procured using the usual Council procurement route.

- 7.6 Continued progress against the Improvement Plan will be measured quarterly and reported to the BLOWG and the BLRP. This will highlight by exception any under-performing areas and will identify solutions to improve performance.

## **Delivering the Capital Items**

### *Public Realm Improvements*

- 7.7 Consultants will be required to prepare detailed design for the street furniture removal / replacement, and the Brick Lane Arch. This will be procured using a Request For Quotation (RFQ) via LBTH's Proactis procurement portal. The consultants will be managed by the BLTCM.
- 7.8 The capital items will be delivered through Margaret Cooper, Head of Engineering at LBTH, using appropriate Frameworks, with the exception of the architectural uplighting, which will be procured using an RFQ.
- 7.9 Appropriate LBTH officers in Parks, Engineering and Highways are regularly consulted on the progress of the project, and will be made aware of any effect on the management and maintenance of spaces and infrastructure resulting from the delivery of the capital works.

### *Wayfinding Projects*

- 7.10 Consultants will be required to prepare detailed design for a number of the Wayfinding items, including the improvements to the Whitechapel Gallery Garden and works to Pedley Street. This will be procured using an RFQ via LBTH's Proactis procurement portal. The consultants will be managed by the BLTCM.
- 7.11 Delivery of the projects will vary depending on the nature and scope of the works being delivered. Currently, it is assumed that the projects will be delivered as follows:
- Re-naming of Osborn Street: To be delivered internally by appropriate LBTH teams;
  - Improvements to Whitechapel Gallery Garden: Design and delivery to be delivered by external consultants, engaged through RFQ process.

- Artwork to Chicksand Street façade: Internal process to be undertaken with planning to obtain consent; work to be delivered by Global Street Art.
- 5 – 27 Brick Lane Art Installation: Artist to be commissioned for design; to be delivered by Tower Hamlets Homes (THH);
- Activation of Allen Gardens through work to Pedley Street: Work to be designed by external consultant through LBTH Parks team.
- Legible London Signage: To be delivered internally by appropriate LBTH teams;
- Cultural Trail Items: Consultant to be engaged through RFQ process;
- Painted Crossings: Design to be undertaken by Cass School of Art; delivered through Margaret Cooper; and
- Heritage signage, including Blue Plaques: To be delivered in partnership with Historic England.

7.12 As with the Public Realm works, relevant LBTH officers will be made aware of any effect on the management and maintenance of spaces and infrastructure resulting from the delivery of the capital works.

#### *Open Space Improvements*

7.13 Consultants will be required to prepare detailed design for open space improvement works within Allen Gardens. This will be procured using a Request For Quotation (RFQ) via LBTH's Proactis procurement portal. The consultants will be managed by the BLTCM.

7.14 The capital items will be delivered through Judith St John, Divisional Director of CLC and Parks, and Stephen Murray, Head of CLC and Parks, at LBTH, using appropriate Frameworks, where possible; where this is not possible, works will be delivered using an RFQ.

7.15 Appropriate LBTH officers in CLC and Parks are regularly consulted on the progress of the project, and will be made aware of any effect on the management and maintenance of spaces and infrastructure resulting from the delivery of the capital works.

### *Shopfront Improvement Programme*

- 7.16 Consultants will be required to prepare detailed design for a second phase of shopfront improvements, similar to the work undertaken as part of PID 1. The consultant will be procured using an RFQ via LBTH's Proactis procurement portal. The consultants will be managed by the BLTCM.
- 7.17 As part of the programme, businesses are required to contribute 50% in match funding towards the improvements. As part of Phase 1, a legal agreement has been drawn up by the LBTH legal team to ensure that an agreement of funding from businesses is required prior the commencement of works (with the agreement placed upon both leaseholder and freeholder). This agreement will continue to be used during Phase 2.
- 7.18 A number of the freeholds of the units proposed to be included within the programme are owned by LBTH. In instances where LBTH owns the freehold to a unit and it is subject to a short term lease, i.e. five years or so, it has been agreed with the LBTH Contracts Team that S106 contributions used on these properties would not constitute a grant payment. In all other instances, however, it has been agreed that the payments would constitute a grant, and would therefore need to be agreed by the GDSC prior to approval.

## 8.0 Infrastructure Planning Evidence Base Context

8.1 Given the wide-scope of the Brick Lane programme, and its encompassing of a wide range of disciplines within the Council, this PID links in with the Evidence Base across a number of areas: Transportation and Connectivity Infrastructure; Publically Accessible Open Space; Employment and Enterprise Infrastructure;, and Public Realm Infrastructure.

## 8.2 Transportation and Connectivity Infrastructure

8.3 The works identified within this PID are part of a number of projects in the Evidence Base, or are complementary to those projects, that cover the Borough as a whole:

Project Reference	Ward	Description	Estimated Cost	Eligible for CIL/S106	Planned Year of Delivery
Public Realm Gateway / Streetscene Enhancement Programme	Borough-wide	Provision of Public Realm Gateway, 13 yr programme / Upgrading street scene (transforming major street scene)	£15m	Yes	2030
Street Lighting Replacement Programme	Borough-wide	Borough-wide replacement of Street Lighting, 15 year programme	£9.6m	Yes	2030
Wayfinding Improvements	Borough-wide	Improvement of wayfinding features	On-going	Yes	On-going
Planned Highway Maintenance	Borough-wide	Carriageway maintenance to Borough's roads. 2.5m per year, 13	£2.5m pa	Yes	On-going

		year programme.			
Road safety improvements	Borough-wide	Accident remedial schemes at hotspots	£10m	Yes	On-going

8.4 The delivery of this infrastructure is outlined in a number of plans and policies, including the Council’s Core Strategy (CS) and Managing Development Document (MDD), the London Plan (LP), and the National Planning Policy Framework (NPPF).

8.5 National planning policy promotes that local authorities should work with transport providers to ensure that transportation and connectivity infrastructure is sufficiently provided to support sustainable development, and that a hierarchy of streets is provided to ensure a well-connected, joined-up street network, incorporating high-quality public realm, and a range of sizes of public spaces that can function as places for social gathering.

8.6 The Brick Lane project will address these requirements through:

- Introduction of traffic calming measures along Brick Lane to improve safety;
- Removal and/or replacement of cluttered street signage / bollards to improve the streetscape;
- A range of wayfinding improvements throughout the area; and
- Pedestrianisation of Brick Lane and Hanbury Street on Sundays to create better public space to support the significant market and commercial activity that takes place (led by Engineering).

8.7 It is anticipated that these changes will address the Council’s need in encouraging a modal shift in transport user terms, such as an increase in journeys by foot in the area (especially on Sundays), and allow the infrastructure to better serve the needs of the local population and visitors to the area.

**8.8 Publicly Accessible Open Space**

8.9 There are a number of individual projects within the wider Brick Lane programme that fit directly within the enhancement of existing open space in the Borough, which is referenced directly within the Evidence Base:

Project Reference	Ward	Description	Estimated Cost	Eligible for CIL/S106	Planned Year of Delivery
Green Projects – Borough Wide	Grid – Borough-wide	Various projects including: Greening the Street Tree Planting Provision of Community Gardens Enhancing Existing Open Space Provision of New Open Space	TBC	Yes	TBC

8.10 These projects include the activation of Allen Gardens as part of the wayfinding strategy, and the introduction of green elements to Brick Lane and the surrounding streets (e.g. planters) through individual projects identified within the wayfinding feasibility study, such as the Whitechapel Gallery pocket space, and the Thrawl Street Linear Park/Pocket Space.

**8.11 Employment and Enterprise Infrastructure**

8.12 The Evidence Base outlines a number of plans and policies directly relevant to Employment and Enterprise Infrastructure, including the Council’s Core Strategy (CS) and Managing Development Document (MDD), the London Plan (LP), and the National Planning Policy Framework (NPPF). At a local level, there is also the Tower Hamlets Employment Strategy (2011), the Enterprise Strategy (2012) and the 2015 Community Plan.

8.13 The Local Plan seeks to support development that promotes local enterprise and the employment and skills training of local residents.

8.14 The Council’s adopted Employment Strategy aims to:

*“...outline how best to help Tower Hamlets residents’ capitalise on the dynamic employment growth occurring around them.”*

8.15 The Council has identified three main objectives to help deliver the vision of the Enterprise Strategy:

1. To support the establishment, growth and development of Small and Medium Enterprises;
2. To provide an environment that supports a thriving and diverse economic base; and
3. To support the Borough’s enterprise economy by communicating local needs and wishes to influence a variety of audiences.

8.16 The Brick Lane project will seek to meet these objectives by supporting a variety of businesses currently established within Brick Lane, and is currently providing targeted support to a number of the curry houses in the southern half of the street. In addition, the second phase of the project will seek to address the high number of vacant units on the street, working with an external provider to link landlords and potential tenants and activate the spaces to support artists, sole traders and SMEs.

#### 8.17 **Public Realm Infrastructure**

8.18 The Evidence Base outlines a number of plans and policies directly relevant to Public Realm Infrastructure, including the Council’s Core Strategy (CS) and Managing Development Document (MDD), the London Plan (LP), and the National Planning Policy Framework (NPPF).

8.19 Policy SP09 of the CS protects, promotes and ensures a well-connected, joined-up street network that integrates street types and users, and there is a support for a high-quality public realm network, providing a range of sizes of public spaces that can function as places for social gathering.

8.20 The Brick Lane area currently provides a range of public spaces, including Allen Gardens, Truman Brewery and market spaces on select days of the week. The current project will seek to improve the quality and visibility of these spaces through public realm improvements and wayfinding, and better delineate a hierarchy of streets through streetscape improvement works and road closures at certain times of the week.

## 9.0 Opportunity Cost of Delivering the Project

- 9.1 Phase 2 of the Brick Lane Regeneration Programme is directly responding to the findings of the Feasibility Studies commissioned during Phase 1, which recommended a range of measures that will boost economic and social conditions within the Brick Lane Town Centre.
- 9.2 The regeneration of Town Centres and High Streets within the borough is a direct manifesto commitment of the Mayor, and Brick Lane has been highlighted as a particular commitment.
- 9.3 A significant amount of the S106 obligations state that the funds must be expended in the area of the developments, which largely fall within the Spitalfields and Banglatown Ward within which Brick Lane falls. Whilst it would be possible for this funding to be spent on other areas within the Ward, further feasibility work would be required to be paid for through the contributions, thereby reducing the allocation for delivery of projects and lessening impact. In turn, the problems that currently exist in Brick Lane that have been highlighted by the Phase 1 Feasibility Studies would persist without investment.
- 9.4 Where S106 monies are not restricted to the Spitalfields and Banglatown Ward, funds are being sought to allow for the works to act as a pilot for future works to take place throughout the Borough, and ensure that the capital delivery budget is sufficient enough to drive enough change to allow Brick Lane to continue to act as a key driver for growth within the Borough, and maintain its status as an international tourist destination.

## 10.0 Deliverables

10.1 The following deliverables will be created by this Phase 2 project:

- 1.5 posts secured;
- Continuing existence of 1 local partnership (BLRP) past project completion;
- 6 Public realm projects delivered:
  - Surface works to junctions along Brick Lane;
  - Installation of RT 114/670 HD Marshalls heavy duty rising bollards for traffic management at various points along Brick Lane, including at the end of Osborne Street;
  - Installation anti-terror grade bollards to protect the increased activity on streets, particularly on market and pedestrianised days;
  - Detailed design work to identify redundant and/or inappropriate street furniture and removal/replacement with appropriate alternatives where required, with deference to the Conservation Area appraisal;
  - Replacement of current Brick Lane arch with newly designed alternative (or alternative to arch if deemed appropriate); and
  - Installation of architectural uplighting at key points.
- 9 Wayfinding projects delivered:
  - Re-naming Osborn Street as 'Lower Brick Lane' to assist with footfall from Whitechapel High Street;
  - Improvements to the Whitechapel Gallery Garden;
  - Commission and installation of artwork on Chicksand Street building façade;
  - Use side parapet at first floor of 5 – 27 Brick Lane for art installation / feature lighting;

- Activation of Allen Gardens through work to Pedley Street;
- Extension of the Legible London signage scheme;
- Replace and/or updating of the five existing cultural trail items;
- Producing painted crossings along key routes leading to Brick Lane; and
- Update existing heritage signage (including blue plaques) and adding further signs where appropriate.
- 5 Open Space projects delivered in Allen Gardens:
  - Creation of a meadow area at the north-west corner;
  - Improving the pathway through the centre of the park which currently acts as a main desire line, including lighting and landscaping;
  - Rationalisation of the current children's play equipment to separate it from areas for dog exercise
  - Re- invigorating the current copse area; and
  - Establishing conditions so that large scale events can take place within Allen Gardens.
- 10 shopfront and façade improvement schemes to improve the built fabric in line with the Conservation Area appraisal delivered;
- At least 3 new enterprises supported through vacant units; and
- Project evaluation developed, agreed and completed by Project Closure.

## **11.0 Local Employment and Enterprise Opportunity**

- 11.1 The project will deliver works and activities which will tackle the problems identified in Phase 1, and contribute to the regeneration of Brick Lane, which will in turn improve the offer of businesses and bring vacant units back into use. Business support will be offered to businesses and artists as part of the vacant unit scheme, with the aim of increasing employment within the Town Centre and drawing footfall to the area, improving profit margins for all businesses.
- 11.2 Opportunities will be sought to involve local businesses, residents and schoolchildren in the curation of art and design projects as part of the delivery of the public realm and wayfinding delivery, which will provide valuable skills and experience.
- 11.3 Procurement opportunities will be procured using the Council's usual procedures, which will prioritise local suppliers.

## 12.0 Financial Programming and Timetable

### 12.1 Project Budget

<b>Table 1</b>			
<b>Financial Resources</b>			
<b>Description</b>	<b>Amount</b>	<b>Funding Source</b>	<b>Funding (Capital / Revenue)</b>
Town Centre Manager (PO4)	11,689	S106	Revenue
Public Realm Improvements to Brick Lane	678,090	S106	Capital
Open Space Improvements to Allen Gardens	74,962	S106	Capital
Wayfinding Delivery including improvements to Pedley Street	78,554	S106	Capital
Legible London Signage	89,000	S106  Part funding from City of London	Capital
Shopfront Improvements (Design)	50,000	S106	Capital
Shopfront Improvements (Delivery)	270,000	S106  Contributions from Businesses	Capital
Bringing vacant units back into new initiatives	43,109	S106	Capital
Consultation and Partnership Development	5,000	S106	Revenue
<b>Total excluding VAT</b>	<b>1,300,403 (Total)</b>  <b>1,143,404 (S106 PID 2)</b> <b>135,000 (Contributions from Businesses)</b> <b>22,000 (Contributions from City of London)</b>		

## 12.2 Project Management

The project will be managed internally by Council staff, with the Council retaining project management fees. The project will be led by a full-time PO4 post, and will be supported by a PO2 post. The PO2 post was originally intended to be part-time; however, due to the amount of projects to be delivered in Phase 2, along with extra projects being undertaken by the team including Petticoat Lane and Middlesex Street (as referenced at Paragraph 2.29), this role has been changed to a full-time post.

## 12.3 Financial Profiling

<b>Financial Profiling</b>							
<b>Descriptions</b>	<b>Year 1</b>		<b>Year 2</b>				<b>Total</b>
		<b>Q4</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
Town Centre Manager (PO4)						11,689	11,689
Public Realm Improvements to Brick Lane		12,879	38,308	227,270	371,910	27,723	678,090
Open Space Improvements to Allen Gardens					74,962		74,962
Wayfinding Delivery including improvements to Pedley Street			23,566	23,556	23,556	7,855	78,554
Legible London Signage			66,750	22,250			89,000
Shopfront Improvements (Design)		16,667	33,333				50,000
Shopfront Improvements (Delivery)			108,000	162,000			270,000
Bringing vacant		6,632	9,948	9,948	9,948	6,632	43,109

units back into new initiatives							
Consultation and Partnership Development		769	1,154	1,154	1,154	769	5,000
<b>Total</b>		<b>36,947</b>	<b>281,060</b>	<b>446,188</b>	<b>481,540</b>	<b>54,668</b>	<b>1,300,403</b>

## 12.4 Outputs / Milestones and Spend Profile

<b>Table 3</b>			
<b>Project Outputs / Milestones and Spend Profile</b>			
<b>ID</b>	<b>Milestone Title</b>	<b>Baseline Spend</b>	<b>Baseline Delivery Date</b>
1	<b>Staffing</b>		
	Staff (PO4 & PO2) Delivering Project	£11,689	To 30 <sup>th</sup> April 2018
2	<b>Public Realm &amp; Wayfinding Delivery (including improvements to Pedley Street)</b>		
	Preparation of Brief	£756,644	End December 2017
	RFQ Period		Mid-January 2018
	Appointment of Consultants		End January 2018
	Detailed Design to Completion (RIBA 4 – 7)		January 2019
	RFQ for Contractors		End May 2018
	Works		End December 2018
Practical Completion	January 2019		
3	<b>Open Space Improvements to Allen Gardens</b>		
	Discussion with Internal Representatives	£74,962	January 2018
	Preparation of Brief		March 2018
	RFQ Period		April 2018
	Appointment of Consultants		May 2018
	Preparation of design, including consultation		June 2018
	Installation / landscaping works		October 2018
Practical Completion	January 2019		
4	<b>Legible London</b>		
	Discussion with Internal Representatives	£89,000	End February 2018
	Design		End March 2018
Installation	End July 2018		
5	<b>Shopfront Improvements</b>		

	Preparation of Briefs	£320,000	Mid-January 2018
	RFQ Period		Mid-February 2018
	Appointment of Consultants		End February 2018
	Outline Design (RIBA 1 – 3)		End May 2018
	Detailed Design to Completion (RIBA 4 – 7)		End September 2018
	RFQ for Contractors		Mid-May 2018
	Works		End September 2018
	Practical Completion		October 2018
	<b>Vacant Unit Programme</b>		
6	On-going Engagement with Landlords & Tenants	£43,109	End-February 2019
	<b>Consultation and Partnership Development</b>		
7	Consultation	£5,000	End-February 2019
<b>Total</b>		<b>£1,300,404</b>	

## 13.0 Project Team

13.1 Information regarding the project team is set out below:

- Project Sponsor: Andy Scott
- Project Manager: Rachel Jenman
- Project Team Members: Rachel Jenman, Alex Hatt, Fiona Crehan, Andy Scott, Roy Wayre. David Tolley, Margaret Cooper, Ann Corbett, Roy Ormsby, Chris Golds

## 14.0 Project Reporting Arrangements

<b>Group</b>	<b>Attendees</b>	<b>Reports / Logs</b>	<b>Frequency</b>
BLOWG	Cllr Joshua Peck, Fiona Crehan, Rachel Jenman, Alex Hatt, Roy Wayre, Margaret Cooper, Roy Ormsby, David Tolley, Ann Corbitt, Andy Scott, Chris Golds	Reports	Monthly
BLRP	LBTH, BRLA, Truman Brewery, Spitalfields Forum, Aldgate Forum, Community Groups, Market Reps	Reports	As required

## **15.0 Quality Statement**

- 15.1 Quality standards will be defined in accordance with London Borough of Tower Hamlets standards. All delivery will be procured and managed to the quality standards of the Council.

## 16.0 Key Risks

16.1 The key risks to this project are provided in Table 6 below:

<b>Risk No.</b>	<b>Risk</b>	<b>Triggers</b>	<b>Consequences</b>	<b>Controls</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Total</b>
1	Lack of engagement from local residents and businesses	Number of businesses willing to match funding	Insufficient funding to support the programme		2	3	6
2	Staff changes	Staff leave	Requirement to re-recruit. Loss of project knowledge		1	3	3
3	Capital cost exceeds project budget	Suppliers unable to quote based on RFQ	Further funding required	Contingency factored into budget	2	2	4
4	Existing services under street cause issues with resurfacing	Surveys prior to work reveal services close to surface	Delay in delivery of works, leading to increased cost	Contingency factored into budget	2	2	4
5	Negative public reaction to interventions	Negative press / social media	Questions as to use of public funding	Early engagement with residents.	1	1	1

## 17.0 Key Project Stakeholders

17.1 The principal stakeholders are shown in Table 5 below and will be engaged from the earliest stages of the project and through to project closure. They key stakeholders will be engaged as required, after delivery is completed.

<b>Table 5</b>			
<b>Key Stakeholder</b>	<b>Role</b>	<b>Communication Method</b>	<b>Frequency</b>
Mayor and Lead Member for Economic Development	Strategic Direction	Update Reports  Attendance at Officer Working Group	As required.  Monthly
Local Ward Councillors	Local strategic direction	Update reports  Attendance at consultation meetings	As required  Quarterly
Local businesses / Business forums	Consultation and local perceptions	Attendance at consultation meetings  Digital updates	Quarterly  As required
Local residents / Resident Groups	Consultation and local perceptions	Attendance at consultation meetings  Digital updates	Quarterly  As required

## **18.0 Stakeholder Communications**

18.1 Key stakeholders will be communicated with via email, promotional material, in person, and at meetings. A communication strategy for the delivery stage will be developed working with the Communications team at the Council. All promotional material will reference the support of S106 funding for the project.

## 19.0 Project Approvals

The PID has been reviewed and approved by the Chair of the IDSG and the Divisional Director for the Directorate leading the project.			
Role	Name	Signature	Date
IDSG Chair	Ann Sutcliffe		
Divisional Director for Economic Development, Place Directorate	Andy Scott		

## 20.0 Project Closure

### Project Closure Document

Project Closure Document				
1.	<b>Project Name:</b>			
2a.	<b>Outcomes/Outputs/Deliverables</b> I confirm that the outcomes and outputs have been delivered in line with the conditions set out in the any Funding Agreement/PID including any subsequently agreed variations.			<b>Please Tick ✓</b>
	<b>Yes</b>			<b>No</b>
2b.	<ul style="list-style-type: none"> <li>• Key Outputs <i>[as specified in the PID]</i></li> <li>• Outputs Achieved <i>[Please provide evidence of project completion/delivery e.g. photos, monitoring returns / evaluation]</i></li> <li>• Employment &amp; Enterprise Outputs Achieved <i>[Please specify the employment/enterprise benefits delivered by the project]</i></li> </ul>			
3a.	<b>Timescales</b> I confirm that the project has been delivered within agreed time constraints.			<b>Please Tick ✓</b>
	<b>Yes</b>			<b>No</b>
3b.	<ul style="list-style-type: none"> <li>• Milestones in PID <i>[as specified in the PID]</i></li> <li>• Were all milestones in the PID delivered to time <i>[Please outline reasons for any slippage encountered throughout the project]</i></li> <li>• Please state if the slippage on project milestone has any impacts on the projects spend (i.e. overspend) or funding (e.g. clawback)</li> </ul>			
4a.	<b>Cost</b> I confirm that the expenditure incurred in delivering the project was within the agreed budget and spent in accordance with PID			<b>Please Tick ✓</b>
	<b>Yes</b>			<b>No</b>
4b.	<ul style="list-style-type: none"> <li>• Project Code</li> <li>• Project Budget <i>[as specified in the PID]</i></li> <li>• Total Project Expenditure <i>[Please outline reasons for any over/underspend]</i></li> <li>• Was project expenditure in line with PID spend profile <i>[Please outline reasons for any slippage in spend encountered throughout the project]</i></li> </ul>			
5.	<b>Closure of Cost Centre</b> I confirm that there is no further spend and that the projects cost centre has been closed.			<b>Please Tick ✓</b>
	<ul style="list-style-type: none"> <li>• Staff employment terminated</li> </ul>			
	<b>Yes</b>			<b>No</b>

	<ul style="list-style-type: none"> <li>Contracts /invoices have been terminated/processed</li> </ul>	Yes		No	
6.	<b>Risks &amp; Issues</b> I confirm that there are no unresolved/outstanding Risks and Issues	Please Tick ✓			
		Yes		No	
7.	<b>Project Documentation</b> I confirm that the project records have been securely and orderly archived such that any audit or retrieval can be undertaken.	Please Tick ✓			
		Yes		No	
	These records can also be accessed within the client directorate using the following filepath: <i>[Please include file-path of project documentation]</i>				
8.	Lessons learnt				
	<ul style="list-style-type: none"> <li>Project set up <i>[Please include brief narrative on any issues faced/lessons learned project set up]</i></li> </ul>				
	<ul style="list-style-type: none"> <li>Outputs <i>[Please include brief narrative on any issues faced/lessons learned in delivering outputs as specified in the PID, including the management of any risks]</i></li> </ul>				
	<ul style="list-style-type: none"> <li>Timescales <i>[Please include brief narrative on any issues faced/lessons learned in delivering project to timescales specified in PID]</i></li> </ul>				
	<ul style="list-style-type: none"> <li>Spend <i>[Please include brief narrative on any issues faced/lessons learned regarding project spend i.e. sticking to financial profiles specified in the PID, under or overspend]</i></li> </ul>				
	<ul style="list-style-type: none"> <li>Partnership Working <i>[Please include brief narrative on any issues faced/lessons learned re: internal / external partnership working when delivering the project]</i></li> </ul>				
9.	<ul style="list-style-type: none"> <li>Project Closure <i>Please include brief narrative on any issues faced/lessons learned project closure]</i></li> </ul>				
	<b>Comments by the Project Sponsor including any further action required</b> <i>[Use to summarise project delivery and any outstanding actions etc]</i>				
10.	The Project Sponsor and Project Manager are satisfied that the project has met its objectives and that it can be formally closed.				
	Sponsor (Name)		Date		
	Project Manager (Name)		Date		





### EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

<p><b>Name of 'proposal' and how has it been implemented</b>          (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)</p>	<p><b>Brick Lane Regeneration – Phase 2</b></p>
<p><b>Directorate / Service</b></p>	<p><b>Place</b></p>
<p><b>Lead Officer</b></p>	<p><b>Rachel Jenman</b></p>
<p><b>Signed Off By (inc date)</b></p>	
<p><b>Summary – to be completed at the end of completing the QA (using Appendix A)</b>          (Please provide a summary of the findings of the Quality Assurance checklist. What has happened as a result of the QA? For example, based on the QA a Full EA will be undertaken or, based on the QA a Full EA will not be undertaken as due regard to the nine protected groups is embedded in the proposal and the proposal has low relevance to equalities)</p>	<p> <b>Proceed with implementation</b></p> <p>As a result of performing the QA checklist, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>

Stage	Checklist Area / Question	Yes / No / Unsure	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)
<b>1</b>	<b>Overview of Proposal</b>		
a	Are the outcomes of the proposals clear?	Yes	
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	Yes	
<b>2</b>	<b>Monitoring / Collecting Evidence / Data and Consultation</b>		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	
	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	
<b>3</b>	<b>Assessing Impact and Analysis</b>		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	Yes	
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	Yes	
<b>4</b>	<b>Mitigation and Improvement Action Plan</b>		
a	Is there an agreed action plan?	Yes	
b	Have alternative options been explored	Yes	



<b>5</b>	<b>Quality Assurance and Monitoring</b>		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Yes	
<b>6</b>	<b>Reporting Outcomes and Action Plan</b>		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	