

Title	JEP Meeting Summary – 12/2/26		
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Report to	Services Committee		
Status	Information		
Date	26/2/26		
Presented to	☐ A&R Com ☐ F&I Com ☐ Poplar Board ☐ RemCom ☒ Services Com	☐ CaN Trust Board ☐ PHDev Board ☐ PHP Board	☐ Estate Boards ☒ JEP ☐ YEB ☒ CMT ☐ H&S Com ☐ SLT
Risk Appetite			
Risk Ref			
Strategic Plan	☒ Service Satisfaction ☐ Committed Workforce	☐ Successful Places ☒ Strong Foundations	
ToR			
Value for Money			

1. Introduction

- 1.1 This report provides a summary of the JEP meeting held on 12/2/26. There were two main topics of discussion at the February 2026 JEP meeting, namely, an update in relation to the Crisp Street Market Development Scheme and proposed adoption of a Neighbourhood Model to deliver front line services to residents.

2. Recommendation

- 2.1 Members are recommended to note the contents of the report for information purposes.

3. Background and Context

3.1 Paul Dooley (Chief Development Officer) delivered a presentation to the JEP regarding the current status of the Chrisp Street Market Development Scheme, which is summarised as follows: -

3.2 History of the Chrisp Street Development

- 2006 – Lansbury South/North Estates transferred to Poplar HARCA from LBTH
- 2014 – Development Agreement decided upon with United House as the Developer
- 2016 – Telfords buy out United House
- 2018 – Resolution to grant planning agreed (after initial planning deferral in Feb 2018)
- 2019 – Planning permission granted by the Council
- 2021 – Demolition commences
- 2022 – Works stopped – due to introduction of the Building Safety Act (BSA)
- 2025 – New Planning Application commenced (previous planning permission unviable/undeliverable due to BSA requirements)

3.3 Chrisp Street Development – Current Status

- Unconditional Contract with Telford's
- Land Position – Telford's have 999-year lease (Poplar HARCA Retain freehold)
- Planning – Detailed Planning permission, implemented but now undeliverable
- Telford's pursuing new permission with application expected Late 2026
- GLA Grant – £15 M agreed
- Costs to date for PH - £17.5 Million

3.4 Project Now Financially Unviable due to:-

- 2nd building staircase requirement
- Interest rate increases
- Building Safety Legislation
- CBRE (Coldwell Banker Richard Ellis) – £80m financial lock up!

3.5 Poplar HARCA Board Position/Priorities:-

1. Protect financial position
2. Regenerate Town Centre at Chrisp Street Market
3. Deliver New Affordable Homes (124 minimum)

3.6 Poplar HARCA/Telford Homes Negotiations:-

- Ongoing discussions
- Telford's Proposal within 2 weeks
- Poplar HARCA will then review/report to Board

3.7 Revised Planning Process to include:-

- Telford's Pre-application meetings with LBTH Planners – Ongoing
- Increased massing (larger and taller buildings)
- Increased homes
- Tenure types - Social/Private/Student/Build to Rent?

3.8 Chrisp Street – Community Consultation

Since May 2025, there have been a number of community consultation events/workshops, delivered by Telfords, as follows:-

- Co-design events with almost 1000 people attending
- Spotlight Youth Workshop with over 200 comments noted
- Report Back Events with over 650 attending who made 1,200 comments
- Winter Christmas lights switch on event
- JTP Architects attendance at Poplar HARCA's Lansbury Sth/Nth Estate Board to provide scheme updates

3.9 Chrisp Street Potential Foodstore – Design

Supermarket site:-

- Former Co-op site 23,636 sq. ft.
- Proposed size: 2 x store allocations
- Circa 8,500 sq. ft. each (17,000 sq. ft.)
- Details still evolving

3.10 Chrisp Street – Indicative Programme

- 2026 – February to July – Consultation and co-design process
- 2026 – Pre-planning design
- 2026 – Planning submission proposed in Winter 2026
- 2027 – Planning permission submission
- 2028 – Works start on site Summer 2028
- 2028 – Construction period of 5-7 years
- 2035 – Scheme complete!

4. Neighbourhood Model & Estate Walkabout Updates

- 4.1 Elizabeth Williams (Chief Operating Officer) delivered a presentation to the group regarding the proposed 'One Team Neighbourhoods Model', which is summarised as follows: -
- 4.2 Through various forms of resident engagement, including door knocking, and the findings of the Tenant Satisfaction Measures (TSMs) survey, this has helped shape the One Team Neighbourhood Model, which means one joined-up team across services for your local area, so things get sorted more quickly by people who know the neighbourhood.

4.3 Residents have told us they want:-

- A named person to talk to
- More face-to-face contact with staff
- More improvements based on feedback
- More accountability and ownership
- More visibility of staff on estates
- Faster decision making
- More proactive services
- More follow up on issues
- More opportunities to shape services

4.4

Our Current Service Delivery Approach	• Three different patch systems and sizes with limited overlaps • Focussed on input over output • Work within team boundaries
Challenges	• Keeping track of who is doing what and when • Surfacing issues, resolving them and knowing when to escalate • Duplication and travel time
Opportunities that the Neighbourhood Model Brings	• One patch system, clearer ownership and better monitoring • Processes that improve transparency • More time to build relationships

4.5 Project Timeline – An opportunity to align and refresh front line teams:-

- November 2025 – **Discovery** (status quo, data analysis, resident voice)
- January 2026 – **Planning** (options, alignment, resourcing)
- March 2026 – **Sense check & consultation** (involving the JEP, Services Committee and Main Board)
- April 2026 – **Implementation** (resident communication, staff training, technology)
- July 2026 – **Results** (Six month review, Phase 2 Teams, resident feedback)

4.6 A Phased Plan with Check Points:-

- Phase 1 – Housing Officers, Repair Surveyors & Property Inspectors together with Estate Services will form a Neighbourhood Team.
- Phase 2+ - Where patch working isn't practical, in relation to the Repairs, ASB, Safeguarding, Rents, Leasehold and Compliance Teams, a designated officer will represent neighbourhoods and contribute to local plans and performance monitoring.

4.7 **The proposed Neighbourhoods are:-**

- **Bow Common** – comprising the Burdett, Leopold & Lincoln Estates
- **Bromley** – comprising the Bow Bridge, Coventry Cross, Devons & Island Point Estates
- **Lansbury** – comprising the Lansbury North, South & West Estates
- **Riverside** – comprising the Aberfeldy, Brownfield & Teviot Estates

4.8 **Named staff with clear ownership**

Each neighbourhood will have:-

- Two Housing Officers
- A Property Inspector
- An Estate Services Manager
- A general build contractor
- A senior surveyor per two neighbourhoods

Each officer has a clear role with clear expectations.

4.9 **Staff visibility & quality checks**

- Quicker and easier point of contact
- Focus on relationship building & face to face contact
- Tenancy & Property MOTs
- Monthly walkabouts by the Neighbourhood Team
- Leadership door knocks on every estate, every year

4.10 **Influence, transparency & improvement**

- Speedier resolution & communication
- Feedback at every stage
- Neighbourhood action plans
- Neighbourhood pages
- Clear performance reporting
- Benchmarking & learning between neighbourhoods

4.11 **The Neighbourhood Model will be better for staff too, leading to**

- Ownership & accountability
- Empowered to resolve, escalate & make decisions
- Clear expectations
- Clear escalation routes
- Improved collaboration
- Training and development
- Career opportunities

4.12 Measuring impact of the new Neighbourhood Model

- Clear performance indicators
- Enhanced reporting
- Baseline set - operational performance measures plus TSMs
- Quarterly performance reviews
- Six monthly review of the model

4.13 The JEP were extremely positive about what the proposed Neighbourhood Model could bring in terms of building better relationships with our residents and improving service delivery.