

THE EXECUTIVE

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**Agenda Item 10. Regenerating the Local Economy - Cross Cutting
Best Value Review (Pages 1 - 154)**

Please find attached a full copy of the Regenerating the Local
Economy - Cross Cutting Best Value Review

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REGENERATING THE LOCAL ECONOMY

Cross Cutting Best Value Review



Contents

Summary

Introduction

1. Why the Review is important
2. Where Regeneration fits Strategically within the Work of the Council
3. The Breadth of the Regeneration Function

The Council's Record on delivery Regeneration in line with the Regeneration Strategy

1. Transforming educational attainment, encouraging the development of skills and lifelong learning and improving the employability of local people.
2. Widening the Employment Opportunities in the Borough and Attracting well paid jobs
3. Widening the Choice of Housing Available in the Borough.
4. Creating a High Quality Distinct Environment
5. Barking Town Centre "Contributing to all the Regeneration Objectives"
6. Contributing to sustainable communities
7. Building Closer and Focussed Partnerships both within and outside the Borough

Scoping the Review

1. Scoping Day Held
2. SWOT analysis
3. The Outcomes of the Day

The Best Value Framework

1. Challenge
2. Consultation
3. Compare
4. Compete

Conclusions

Appendices

**REGENERATING THE LOCAL ECONOMY
CROSS CUTTING BEST VALUE REVIEW
SUMMARY**

1. Introduction

- 1.1 Regenerating the Local Economy is one of the Council's seven Community Priorities. Regeneration is of major importance to the borough because of the:-
- a). the scale of regeneration opportunities – the borough is at the heart of the Thames Gateway and has some of the largest regeneration sites in London
 - b). the level of need – low incomes and low levels of adult skills
 - c). changes in the economy – including a further shift towards knowledge based industries which are poorly represented in the borough
 - d). the institutional architecture – including the proposal to establish an Urban Development Corporation (UDC)
- 1.2 The aim of the review was to test how well the Council was performing its regeneration role in the light of these issues and challenges, and identify improvements.
- 1.3 At the start of the review responsibility for regeneration was spread widely across the Council (a decision to address this and rationalise the structure was taken in the course of the review).

2. The Council's Record on Regeneration

- 2.1 Regeneration has been an important focus for the Council for a number of years. Achievements are considerable and include:-
- **Transforming educational attainment** – through an ambitious and sustained programme of improvement leading to the award of Beacon status
 - **Widening the employment opportunities in the borough** – in response to the decline in manufacturing and the under-representation of knowledge driven service jobs

- **Widening the choice of housing** – bringing in a wider range of tenures, sizes and types of properties and encouraging those on high incomes to stay in the borough
- **Creating a high quality distinct environment** – major projects include A13 Artscape – the largest lottery funded public art project in the country; a best practice parks and green spaces strategy; and the multi-award winning Eastbrookend Country Park and Millennium Centre
- **Regenerating Barking Town Centre** – through mobilising key partners to deliver a package of retail, residential, arts, transport and office developments
- **Developing sustainable commitments** – we have been determined to ensure that regeneration benefits local people and have pursued a range of initiatives to develop skills and opportunities among children and adults, build community capacity and improve a wide range of local facilities
- **Building partnerships** – successful regeneration can only be delivered in partnership. We have worked hard to develop successful partnerships including; lobbying for the creation of an Urban Development Corporation; playing a big role in the Thames Gateway London Partnership; and working closely with our neighbouring boroughs

3. **Scoping the Review**

- 3.1 Regeneration is a complex, cross-cutting area to review. We paid careful attention to the scoping of the review including the use of a scoping day with a facilitator experienced in cross-cutting reviews.
- 3.2 It was agreed to take our (then) recently produced Regeneration Strategy “An Urban Renaissance in East London” as the starting point for the review and to focus on the following chapters:
- Education and Skills
 - Transport
 - A Distinct Environment
 - Housing
 - Local Jobs and Business
- 3.3 Sub-Groups were set up to cover each of these areas and a Steering Group oversaw the review. This included the relevant portfolio Member.

Eight non-Executive Members formed a Member Challenge Panel. A Trade Union representative was a Member of the Steering Group.

3.4 The essential question to be addressed by the review was “How well are we equipped to deliver the Strategy?”

4. **The Best Value Framework**

4.1 The “4c’s” of Best Value were used as a framework for the review:

a). **Challenge**

Challenge was achieved in a variety of ways which also involved our partners, including:

- A Challenge Day
- Critical Friends
- Use of external consultants (IDEA and Urbancanda).

b). **Consultation**

A range of consultation events were held involving staff, partners and our Citizens Panel

c). **Compare**

Each working group was involved in benchmarking and visits to other authorities including Greenwich, Manchester and Newham

d). **Compete**

Regeneration comprises both:

- a strategic facilitating and influencing role
- a range of delivery elements

We considered the options for “compete” in this context and the emerging but still uncertain proposals for an Urban Development Corporation.

5. Key Issues

5.1 A number of key issues emerged from the review. These were tested at a Challenge event with our partners on 23 September and agreed as the right issues.

- **Improving Project Delivery**

Creating greater clarity around roles and responsibility, develop a comprehensive project management and performance management system of all regeneration projects.

- **Creating a “tighter” focus on Regeneration Priorities**

While there is general acceptance of the broad objectives within the regeneration strategy there needs to be a sharper focus and prioritisation to direct activity.

- **Creating a “shared story” or vision for Regeneration**

In order to get full engagement between the Council and its partners, the vision for regeneration needs to be owned and understood by all.

- **Raising Adult Skills**

Despite huge improvement in education achievement, adult skills remain among the lowest in the country. Improving the level of adult skills is fundamental to improving the performance of the local economy and raising local work incomes.

- **Improving strategic transport capacity**

This is the key to unlocking the full potential of the regeneration sites in the borough.

- **Getting closer to primary stakeholders**

The Council needs to further improve its relationship with stakeholders, particularly partners, the voluntary sector, businesses, private sector and the local community. This needs to be achieved through better consultation and engagement processes.

- **Improving information and Knowledge**

The borough lacks a co-ordinated approach to analysing and collating information on social and economic change. There also needs to be

measures put in place to exchange internal knowledge on regeneration issues, particularly during times of change.

- **Balancing Social and Physical Regeneration**

To ensure effective regeneration, social, economic and environmental issues need to be addressed within major regeneration areas, particularly through the Neighbourhood Renewal agenda.

- **Making the Most of Funding Opportunities**

The Council will need to be more ambitious in its approach to leveraging in funding to the borough.

- **Increasing External Profile and Influence**

The Council is engaged in a wide range of partnerships, yet we need to ensure that we maintain a strong and influential role. The borough has experienced various negative publicity. We must ensure we have the mechanisms in place not only to respond but also to promote our own agenda through reputation building procedures and relationships.

6. **Action to Improve**

6.1 Action has been taken in response to the issues identified by the review

a). **Action taken in the course of the review**

The process of improvement did not await completion of the review. A number of major changes have already been introduced in response to the clearly emerging themes. Principal among these are:-

- The re-organisation of the planning and regeneration strategy functions, to form two new divisions – Planning and Transport and Regeneration Implementation within the Department of Leisure and Environmental Services and the consolidation of work on the Community Strategy and Neighbourhood Renewal within the Corporate Strategy Department.
- An injection of an additional £700K p.a. to enhance planning, transport, implementation, project management and marketing capacity.

- Creation of a Regeneration Board, comprising the Council's senior management team (TMT) with the lead member of regeneration, to oversee and co-ordinate all work on regeneration.
- The designation of the Director of Leisure and Environmental Services as the regeneration champion
- Linking the Regeneration Strategy and the restructure to the Medium Term Financial Strategy (MTFS)
- Commencing work on developing a common vision of regeneration between Members, managers and staff
- Engaging Urbancanda to assist and support the Council in making organisational change and to help develop commonly shared and understood aims for regeneration
- Drafting a revised Community Strategy which provides an overarching framework that embraces regeneration and neighbourhood renewal, and consulting widely around this
- Producing an Economic Development Strategy which has been agreed by the Executive
- Producing a Workforce Development Strategy also agreed by the Executive

b). Action incorporated in the Improvement Plan

A comprehensive improvement plan has been produced which identifies actions, resources, timescales, risks, outcomes and individual responsibilities in respect of the key issues identified overall and by each of the working groups. (The headline issues and strategic objectives). These actions are not only included in the Community Strategy they will also form part of the balance scorecard implementation plans.

A percentage of any Performance Reward Grant payable (50% suggested) is earmarked to fund future regeneration priorities.

7 Staged inspection

This is the first review that has been subject to a staged inspection from the Audit Commission. To date, there have been two interim inspections, which have resulted in recommendations from the inspectors. These have been incorporated into the Review and submissions have been made to the auditors to evidence this. The staged inspection process has been extremely useful in guiding the

review and ensuring that no areas of activity are omitted from the improvement plan.

8. Conclusions

8.1 The review has confirmed the importance of regeneration to the success and prosperity of Barking and Dagenham. It has identified a wide range of achievements but also weaknesses in documenting and celebrating those achievements more widely.

8.2 The review has also provided the spur to re-shape and considerably strengthen the regeneration function. An extensive improvement plan has been developed and individual responsibilities to deliver it identified. We are confident that these changes will place our regeneration function among the very best – but more importantly – will lead to a transformation of life in the borough for the better.

REGENERATING THE LOCAL ECONOMY CROSS CUTTING BEST VALUE REVIEW

INTRODUCTION

This Review of Regeneration is the Council's first thematic Best Value Review (BVR) based on the Community Priorities. Our Community Priorities were developed through extensive consultation and discussion with the local community and our partners.

1. Why the review is important

The Council has recognised the importance of promoting the successful Regeneration of Barking and Dagenham for many years. This is because of:-

a). The Scale of Regeneration Opportunities

Barking and Dagenham is about to undergo its biggest transformation since the borough was industrialised and urbanised in the 1920s and 1930s. The Borough forms the heart of the Thames Gateway the largest regeneration opportunity in Europe. We expect to accommodate 20,000 – 25,000 new homes and enable 10,000 – 15,000 new jobs to be created in the next fifteen years. The scale of development will require new public transport and social infrastructure, (particularly school and health facilities), and will result in a far more diverse population with varied needs to be planned for and developed. We are projecting an increase in the Borough's population from 164,000 to 212,000 by 2016. The BVR and Improvement Plan will help the Council ensure that we have the right framework in place – policies, resources, processes and partnerships – to grasp this opportunity and ensure its benefits are shared by the Borough's communities.

b). The Level of Need

Barking and Dagenham is the 24th most deprived authority in the country and has the lowest incomes of any London Borough. B&D was 33rd out of 33 London Boroughs in the 2002 Wealth of the Nation Report, with an average income ranking of citizens of £24,000 (compared to Richmond upon Thames with an average of £38,400). This is exacerbated by low levels of skills amongst the adult population exemplified by the borough's nationwide position on literacy skills (2nd from bottom) and numeracy, (4th from bottom). A recent Local Futures Audit rated the Borough 406th of 408 British Local Authorities and 33rd of the 33 London Boroughs in terms of its qualifications profile. For these reasons, the Council has

focused on raising adult skills, as well as continuing to improve educational attainment in schools. As a result of the BVR, the Council has also agreed new strategies for Economic Development and Workforce Development that address these needs, so that local residents are not disadvantaged in benefiting from the opportunities set out above.

c) Changes in the Economy.

The BVR and Improvement Plan will also assist us in responding to substantial changes in the economy of East London. These include:

- the continuing decline in manufacturing employment
- the global repositioning of Fords.
- the growth of the information society and new economy.
- major shifts in people's working lives
- new skills and flexibility required for employment
- a reduction in traditional types of jobs and companies

The Economic Development and Workforce Development Strategies set out the Council's response to these changes. The BVR Improvement Plan contains further, complementary actions to help local people compete and thrive in the new economic reality.

d.) The institutional architecture

Recent years have seen a rapid growth in the institutional architecture created to push forward regeneration in the Thames Gateway. Regeneration agencies operating within the area include the Council itself, LDA, EP, London Riverside Ltd (the Local SRB Partnership primarily for the South Dagenham area), the London Riverside Action Group (an officer partnership involving LBH, LBBD, TGLP, LDA, GLA, TFL) developing a strategy for the southern parts of Barking and Dagenham and Havering). Other players include TGLP, the London Thames Gateway Board (co-chaired by Minister for Thames Gateway and Mayor for London), GLA Architecture and Urbanism Unit, the GLA planning decisions unit, the Housing Corporation, the Housing Partnership (a joint arrangement between EP and the Housing Corporation). There is also a proposal for an East London Urban Development Corporation which would cover parts of 8 boroughs and specifically in Barking and Dagenham, Barking Town Centre and the London Riverside Area. This new organisation is set to be up and running by late spring 2004. At present the boundaries, the role, and its relationships with other organisations have not been clarified.

The picture described above is very complex, changing rapidly, and needs the Council to have a structure which is flexible, able to adapt, cope with the changes, and to have a clear vision of what its role is in terms of delivering the regeneration agenda.

This Best Value Review, which commenced in April 2002, has been carried out in the light of these issues and uncertainties. The objective was to test how well the Council is performing its regeneration role and to identify areas for improvement. The prioritisation of regeneration for a Best Value review was supported by the Comprehensive Performance Assessment (CPA) in 2002. Its success is key to continuing the transformation that the Council has begun, and delivering real outcomes that matter to and will enhance the lives of all residents, businesses and their employees.

2. Where regeneration fits strategically within the work of the Council

The Council has a clear framework of strategic documents which guide its work and its relationship with partners. The Regeneration Strategy for the Borough is built into this framework, the foundation of which is the Community Priorities and the 2020 Vision.

Community Priorities

The seven Community Priorities aim to promote the social, economic and environmental well being of the Borough. They were developed following wide-ranging consultation and are:

- **Promoting Equal Opportunities and Celebrating Diversity**
- **Better Education and Learning for all**
- **Developing Rights and Responsibilities with the Local Community**
- **Improving Health, Housing and Social Care**
- **Making Barking and Dagenham Cleaner, Greener and Safer**
- **Raising General Pride in the Borough**
- **Regenerating the Local Economy.**

Barking and Dagenham 2020 Vision

The 2020 Vision sets out aspirations for the Borough's citizens under themes of Economy, Environment and Equity, showing what the Borough could be like if the Council and partners delivered against the Community Priorities.

The Regeneration Strategy

The regeneration element of the vision is to develop a Borough with prosperous residents, who choose to live, work, visit and stay here because Barking and Dagenham offers them high quality choices. In order to achieve this aspect of the vision, the Regeneration Strategy sets out a strategy to:

- Continue to improve educational attainment, encourage the development of skills and lifelong learning and improve the employability of local people.
- Widen the employment opportunities in the Borough and attract well paid jobs
- Widen the choice of housing available in the Borough
- Provide new public transport links both within the Borough and to areas of growth outside
- Create a high quality distinct environment
- Build closer and focussed partnerships both within and outside the borough.

Community Strategy

The seven Community Priorities also form the basis of a Community Strategy drawn up and agreed by the Barking and Dagenham Partnership (the Local Strategic Partnership – LSP). The Community Strategy sets out targets and actions in relation to each of the seven Community Priorities. This is currently being revised to provide a shorter document with clearer accountabilities and more focussed targets to be published in April 2004. The new Community Strategy incorporates a range of other strategies including the Regeneration Strategy and the Neighbourhood Renewal Strategy, preventing the need for stand-alone documents to be produced and integrating the key messages in the overall strategy for the partners. It will be supported by a range of performance management programmes in line with the performance management framework for LSPs issued by the Government office for London. The LSP is in the process of being restructured to provide a sharper focus on delivering the Community Strategy.

Balanced Scorecards

The Council uses the Balanced Scorecard framework to manage its priorities and performance. Each Head of Service has their own Balanced Scorecard with a maximum of 14 strategic objectives, each with performance indicators to measure progress against them for their service area. Thematic Balanced Scorecards have been developed for each of the seven Community Priorities – Regenerating the Local Economy is one of these. There is a clear line of sight from individuals contributing to delivery of the vision, using Community Priorities in this context.

Appendix A outlines how the planning cycle brings together the service planning, strategic planning and budget process across the Authority.

The vision for regeneration is shown below:

Draft Vision Statement – The Overall Aim

“Barking and Dagenham will be first choice for a diverse but unified community of both residents and businesses. People who live and work in our neighbourhoods will expect, and experience, the very best quality of life and enjoy exemplary public services.

The borough will be characterised by beautiful and inspiring architecture; a clean green and safe environment; state-of-the art transport connections; and thriving cultural and commercial centres.

Barking and Dagenham will have a national and international profile as a regeneration success story which has embraced new opportunities and overcome challenges to knit together its past, present and future for the benefit of all.”

3. The Breadth of the Regeneration Function

Regeneration is both a complex and wide-ranging function which requires the Council to work across a range of partnerships and being clear about exactly what its role is in successfully delivering regeneration. Within the Council regeneration activity is widely dispersed as illustrated by Table 1.

Prior to the review commencing, the management arrangement in place was as shown below:

Table 1 Management of Regeneration Activity	
Division / Business Unit / Team	Regeneration Responsibilities
Corporate Strategy Department	
Regeneration Division	Regeneration policy and strategy, monitoring and evaluation neighbourhood renewal, economic development, and partnership development
Leisure and Environmental Department	
Interim Development Division	Regeneration project implementation
Interim Statutory Planning Division	Development control, development planning, town centre management
Asset Management Division (not part of the strategic review)	Architecture and design, corporate property and landlord services, civil, structural, mechanical and electrical engineering. Capital Programme management
Environmental Management Division	Highways and traffic
Leisure and Community Services	Parks and Green Spaces Strategy, Leisure development

Housing and Health Department	
Housing Strategy Division	Housing regeneration
Health and Consumer Services Protection Division	Business regulation
Education, Arts and Libraries Department	
Arts & Libraries Division	Arts and Heritage regeneration activity
Lifelong Learning	Lifelong Learning
Social Services Department	
Social Care division /PCT	Social Inclusion and Health Regeneration Activity

Prior to restructuring the approximate cost of the direct regeneration activity was £1.5m.

THE COUNCIL'S RECORD ON DELIVERY REGENERATION IN LINE WITH THE REGENERATION STRATEGY

Regeneration has been an important activity in the Council for some years. The Council's achievements are considerable and include:-

1. Transforming educational attainment, encouraging the development of skills and lifelong learning and improving the employability of local people.

Educational Attainment

The ability to set and deliver an ambitious improvement agenda at a political and officer level is best exemplified by the transformation in education. Ten years ago Barking and Dagenham were in the bottom three Authorities in the country for educational achievement. Members took a clear decision to change this. A new curriculum and teaching methods were developed based on learning from the best practice in Europe and new ideas including vocational GCSEs were pioneered.

The result has been a sustained improvement in primary and secondary education, staying on post 16 and university entrance.

The Milestones of Success

- **73% of 11 year olds achieved Level 4 or above in their key stage 2 Maths Test (summer 2002). This is a 19% point improvement since 1997.**
- **70% achieved level 4 or above in English, an improvement of 18% points since 1997**
- **88% of pupils achieved 5 or more A*-G grades at GCSE exceeding the national average of 87%**
- **The fastest improving Authority for performance on 5 A-C grades at GCSE over the past decade. The results for 2003/4 (our latest) show another step change, with the second largest increase in attainment in London, and sixth in the country.**
- **Singled out by the Department for Education and Employment as the fastest improving borough in the country from 1997-2000 at key stage 2.**
- **Recognition for those achievements with the award of Beacon Status for transforming secondary education**
- **Recognised by OFSTED for improvements. "It is one of a very small number of LEAs who have shown that it is possible to counter the effects of disadvantage: that poverty does not inevitably lead, through the grinding mechanism of a grim and hopeless determinism, to failure at school". *Barking & Dagenham OFSTED inspection report.***

The Council has invested heavily in the infrastructure to ensure delivery. The Borough's estimated Capital Programme for education up to 2008/09 is £68m. For 2003/04 an education Capital Programme of £8.8m was agreed. The Borough has successfully delivered on a wide range of Capital Schemes, including:

- The temporary Jo Richardson Community Secondary School – cost: £3.7m. (The new Community School will be completed in 2005 at a total cost of £43m.)
- Robert Clack (Specialist teaching academy) £1.5m.
- Barking Abbey (music, drama classrooms and new teaching academy) £3.4m
- Marks Gate Community Centre and Library On-line Centre £0.7m

Achievement in this crucial area is widely acknowledged, including recognition by the Prime Minister following the award of the Labour Party Best Practice Award (2001) for raising education expectations and opportunities: "This is all a great transformation from the Borough's position in the 1980s. The Council has been a major contributor to this success, putting education at the top of its agenda and focusing on standards in the classroom and I would like to congratulate them on all their efforts too." *Rt Hon Tony Blair MP – letter to the Leader of the Council on Education achievement. Feb 2001*

Giving a Higher Priority to Adult Learning and Training

It was acknowledged that there were gaps in this area. This led to:

- The creation of a comprehensive adult learning network providing free ICT and basic skills training and 13 neighbourhood learning facilities
- The establishment of a Voluntary Sector training providers' network and securing funding to help providers play a bigger role in supporting local skills initiatives.
- London Borough of Barking & Dagenham being one of only 3 London Local Authorities to be part of the Government's Embedding Basic Skills in Local Authorities project.
- Significantly increasing the number of residents holding degree level qualification from a low of 3.5% in 1991 to 10% in 2001.

2. Widening the Employment Opportunities in the Borough and Attracting Well Paid Jobs

The provision of employment for the local community is the bedrock of social cohesion. The potential decline in traditional industries and the low level of jobs in the knowledge based service sector means there is a need to diversify the local employment activity and attract inward investment. A combination of partnerships and investment opportunities has been fostered by the Council which has led to the development of:

- The Centre for Engineering and Manufacturing Excellence on former Ford land – an innovative training and research facility.
- Dagenham Dock is one of the major industrial development areas for the borough. In 2001-02, the Borough developed the Dagenham Dock vision. This was to encourage the development of an Environmental Technology Resource Centre for London. This centre would form the core of a Sustainable Industrial Park concentrating on manufacturing and process industries in the emerging environmental technology centre. The site - covering a total of 133 has - is in a multiplicity of ownerships. In order to progress the vision the Council adopted interim planning guidance. This seeks to limit the amount of warehousing that can be put on this strategic site while recognising that historically there has and needs to be some continued logistic uses. The LDA, working with the borough, has acquired some strategic sites, including that for the ETRCL. Of equal importance, the LDA has also acquired many of the roads on the estate - an essential step to opening up investment in the area.
- The construction of Choats Manor Way, a major road, has opened up the Dagenham Dock area. This was led by the Council using European funding and SRB. This has attracted British Bakeries and other employers to this previously underused site and has resulted in the creation of 680 jobs.(2002). A further 230 jobs are expected to start in early 2004 with the advent of a new regional HQ for Securitas.
- Innogy site, Dagenham Dock 100,000 sq m with planning consent.(B1/B2/B8). These sites are being marketed but little real progress is expected until the roads have been improved.
- The establishment of the Dagenham Dock Occupiers' Forum: in conjunction with the East London Business Association, we have encouraged the development of an Occupiers' Forum consisting of the employers located in the Dagenham Dock area. Initially brought together to look at some of the issues surrounding a "bad neighbour", the forum has stayed together to progress some of the longer term issues.
- Ford has opened a new state of the art Diesel Engine Plant which has secured 5000 jobs as investment of £300m.(2003)

- Eastwood Joinery site(B2/B8) A13 (6500 sq m.) due for completion June 2004 This will be occupied by St Gobain Industries (building materials) and will employ at least 60 people.
- Prologis Park (B8), River Road (25,000 sq m) under construction. This site will be complete in Spring 2004 and is being actively marketed (one prospect having withdrawn in Jan 2004).
- O13 - a new development at the corner of Gascoigne Road and the A13 (in excess of 100,000 sq. ft in three buildings): this was completed in November 2003 and two of the three buildings are under offer.
- Fresh Wharf Industrial Estate: this development has turned an old and run-down industrial estate into a new mixed use development of two industrial units of 28,000 sq feet (of which one is complete) and housing. Phase one of the industrial units is complete with serious interest expressed in some 75% of the space.
- In the north of the Borough, Nichols and Clarke, a building material merchant, opened its new integrated site on Selinas Lane in January 2004. This company - which also operates a Disabled Living Centre - will employ 400 people. It is working with Job Net (the SRB-funded job brokerage service) to recruit locally.
- Establishment of the Barking and Dagenham Business Centre – a one-stop shop for businesses run by the local Chamber of Commerce which assists and signposts businesses to the most appropriate support agency; handles smaller property enquiries for shops and small offices; houses the local enterprise agency (East London Small Business Centre). This latter runs courses and provides assistance for start-up businesses. In 2002 (last year for complete figures), 50 businesses started up and 200 potential businesses received training. Around 45% of these were from black and ethnic minorities.
- A Social Enterprise Network consisting of 6 or 7 voluntary sector groups considering becoming social enterprises. £200k secured to develop network over next two years. First social enterprise (Renew Friends) established at Buzzard Creek with 22 jobs recycling white goods in conjunction with Comet Plc. In addition, Renew Friends operates an Intermediate Labour Market scheme, providing initially for 11 trainees but rising to 48 trainees over a two year period.
- An Industrial Estate SRB Programme – benefiting River Road Industrial Complex, Barking Industrial Park, Chadwell Heath Industrial Park and Sterling Industrial Estate (£250k). These two projects (Made in London, a pan-London Project operated by Business Link and the Industrial Estates

Improvement Programme, funded by London Riverside and operated out of Thurrock) have provided basic infrastructure and security works on the affected estates, thus protecting some 500 jobs. As well as protecting the existing jobs, the works have made the estates more attractive to would be inward investors. Following the example of these two projects, at least one managing agent of an industrial estate has voluntarily decided to make improvements to the properties without the assistance of the scheme. An additional feature of the programme has been the formation of Business Associations on the affected estates. Such associations will ensure the continuing maintenance of the estate. They will also form invaluable building blocks to other, more qualitative objectives such as the building of supply chains and the fulfilment of one of the BV objectives of establishing better mechanisms for consulting with and taking into account the needs of business.

- The IO Centre (B2/B8) is phase 1 of the River Road development. Currently 81% of the available units are let (7,500 sq. m.). This consists of production based activity as well as warehousing and distribution jobs. Phase 2 (7,500 sq. m.) is under construction and has a healthy level of pre-lets.
- The establishment of Job Net: this is a job-brokerage service operating across five boroughs and with a shop-front outlet in the Vicarage Field Shopping Centre, Barking. This provides employers with job-ready staff and the long-term unemployed with training in the skills that employers need.
- Gateway to Industry: this is a vocational training scheme providing bespoke training courses to manufacturing and process industries.
- The level of business support actually received in the borough remains low - a recent survey carried out by URS Corporation shows a penetration rate of some 4-6%. Partly to tackle this issue and also to ensure a coherent, non-duplicatory service the business support agencies and the local authority have formed a forum, Benefits for Business. This provides a comprehensive referral service and ensures that appropriate business support is delivered in a timely fashion

3. Widening the Choice of Housing Available in the Borough

The strategic role of the Council in developing housing choice and the investment plans in the Council's own housing stock have been recognised. The Council's Housing Strategy has been awarded "fit for purpose", one of the few Councils to receive this endorsement. The activities of the housing service are fully integrated in the effort to achieve the regeneration priorities. The significant activities include:

- The Shape Up for Homes Programme, a major refurbishment scheme to improve over 17,000 Council owned houses and low rise flats. In phase 1 (1997-9) £68 million was invested providing 7,000 properties with new roofs, windows, central heating and doors. A budget of £72 million has been identified for Phase 2 (2000-4) to provide a further 10,000 properties with the same.
- As part of the Sustainable Communities Plan one of the anchor schemes - Barking Reach - is being developed as part of a joint venture with Bellways and English Partnerships (£125m investment) to achieve a step change in the quality of development. This £1.8 billion scheme will deliver 10,700 new homes.
- There are a number of other new affordable housing schemes. The Council has innovatively used social housing grants to create the largest new build social housing programme in London - delivered on time in 2002/3 – 572 new homes (£36 million) - in 2003/4 285 starts resulting in a diversification of tenure on new schemes (50%).

This programme has produced the following developments delivered in partnership with Registered Social Landlords:-

- 2 extra care housing units to promote independence for 70 older people.
- Redevelopment of a further former Part 3 home to provide extra care housing for 30 older people with dementia.
- 2 hostels for homeless people on the sites of former difficult to let sheltered housing units – which will contribute to the achievement of the target to eliminate bed & breakfast placements for families.
- Concierge units will be introduced to 2 Council high rise blocks as part of a scheme to develop new homes in the vicinity of the blocks.
- Transfer of 498 void Council houses to an RSL, with an investment of over £20,000 per property by the RSL to achieve decent homes standard – with the RSL in partnership with the Council establishing a new local RSL to manage the homes. The RSL board comprises one third tenant members.
- A Home Improvement Zone has been set up in the Rylands Estate, South Dagenham. Thousands of home owners have been given the opportunity to have their homes surveyed and to receive information on how their homes could be made “decent”.
- The Three Borough Landlord Accreditation Scheme has greatly increased its membership list this year. Those landlords that have joined have benefited from premises inspections, free training on a number of subjects – including tenancy agreements, repairs and illegal evictions, and other services.

- In conjunction with “Houseproud”, the Borough has introduced an equity release scheme for its older residents. The scheme allows older residents to release money they have invested in their homes to carry out repairs to their homes, which improves their standard of living.

Within the Barking Town Centre Regeneration programme mentioned later 4,000 new homes are planned as part of an approximately £750 million regeneration scheme

4. Creating a High Quality Distinct Environment

The Borough is predominantly housing, built in large municipal estates and with large, but poorly designed and under-utilised public open spaces. The Council has recognised this and endeavoured through the following to initiate a set of changes to move towards creating a high quality distinct environment. The projects include:

- **A13 Artscape**

An investment of £4m arts lottery plus leverage of £8m makes this the largest lottery funded public art project in the country. At the time of writing the report several of these projects have been completed which include:

- Lodge Avenue Roundabout named “Holding Pattern”
- Goresbrook Interchange named “Scylla and Charybdis”
- River Road 13 Junction named “Arterial”
- Farr Avenue shopping centre
- Scrattons Farm Environmental Works

Two are under construction.

- Charlton Crescent Subway
- Gale Street Subway

The objective of Artscape is to create a distinct environment and lessen the environmental impact of the A13, a major trunk road, on local businesses and residents. This has been achieved through improved pedestrian routes, cycle paths, refurbished subways, acoustic barriers, trees and landmark artworks to demarcate the route and give a sense of place and uniformity. The project will be completed in autumn 2004 with the commissioning of a major landmark artwork for the borough.

- **Parks & Green Spaces Strategy**

The Parks and Green Spaces Strategy establishes the long-term framework for the management and development of the Borough's green spaces estate. It has been recognised as best practice by the Greater London Authority (GLA) and the Commission for Architecture and the Built Environment (CABE).

Newlands Park in Thames View has been transformed into a high quality public open space via the A13 Artscape Project catering particularly for children and young people. Substantial work has also been carried out on improving Goresbrook Park again via the A13 Artscape Project. Both schemes involved extensive consultation and community involvement.

- The Project Manager for the Parks & Green Spaces Strategy has been appointed by CABE to the Strategic Enablers Programme.

- **Eastbrookend Country Park**

- Eastbrookend Country Park is an award winning Country Park that has won five National Green Flag awards in the last six years. A £2.5million programme, funded from single Regeneration Budget, LDA, S106 and Council capital is currently being implemented to extend the Country Park, which will add a further 74 Hectares of public open space.
- The Millennium Centre (£800,000) was opened in 1997 and is a purpose built visitor centre that was part funded by the Millennium Commission. Since its opening it has won a number of awards for both its architectural design and its use of environmentally sustainable materials.

- **Local Public Service Agreement (LPSA)**

The London Borough of Barking & Dagenham was one of the first local authorities to secure a LPSA target for parks and green spaces improvements in line with the Borough delivery of its Clean Greener Safer Community Priority.

The enhancement will be an additional increase of 2.7 hectares of woodland for the Borough.

5. Barking Town Centre “Contributing to all the Regeneration Objectives”

Barking Town Centre has enormous potential and has been recognised as such in the Council's Unitary Development Plan (UDP). In order to realise this potential the Council has coordinated its effort through mobilising the key stakeholders and plans including:

- Agreeing and delivering a Town Centre Strategy. This incorporates a framework plan (agreed March 2003) and an action plan which is considered as good practice by Thames Gateway London Partnership. A partnership with the LDA, EP, the Housing Corporation, the GLA and the Council has been established to deliver the agenda.
- Investing in The Town Quay - a unique location on the Roding Valley. In 1997/98 environmental improvements were completed, and the area has attracted inward investment including 4 hotels and 5,000 square metres light industrial floorspace – 90% let. Proposals for new housing are also coming forward with 1400 new homes planned and 120 homes completed.
- Barking Station Interchange - Improvements to Barking Station - £250,000 plus £400,000 to improve public realm in the vicinity of the station, started in 2002 and to be completed in early 2004.
- Implementing the Town Square proposals as a mixed use development including 60 new homes, retail & office space as well as Barking Lifelong Learning Centre. This is a £60 million development including £4.5 million public sector investment. The Planning Application was submitted in December 2003 and the project is on-track for Phase 1 works to begin in April 2004.
- The regeneration of Bloomfields, Clevelands and Wakerings - 118 units using £3.5million Housing Corporation funding.
- Fostering the Abbey, Thames and Gascoigne Community Development Trust - an independent charitable trust formed to raise funding and deliver community projects. It has delivered a drugs awareness programme in local primary schools, funded the Neighbourhood Management Newsletter and submitted a bid to CABE to fund community and stakeholder consultation for the development of the London Road/North Street area.
- Redeveloping the Broadway Theatre – This will become a centre for arts, music, dance and drama, run by an independent trust. It will house a flexible auditorium space for flat floor events as well as stage production, a new foyer, a bar area and Barking College School of Performing Arts. The College will occupy the basement in this unique partnership initiative, which ensures young people have access to professional performing arts facilities as part of an accredited training course. The project is running to a budget of £5million - £3.2million of which has come from our partner and external agencies and is on target for opening in September 2004.

The theatre will link to the wider social and cultural regeneration initiatives such as the newly established youth dance and youth drama groups, which meet weekly in the borough. Strong links to the theatre and college will

provide progression opportunities and experience of a professional venue and access resources. These are supported and complemented by the youth dance and drama schemes run in partnership with Dagenham Priory, a secondary school with arts college status, which manages Asian and boys' dance and inclusive theatre for young people of varying abilities.

In addition we will link this performing arts industry training with two other new initiatives for young people in LBB:

1. Digitise offers training for young people in video and film production – in the last 12 months it has created two new films, several CD's and web-pages made by and for young people. Formerly based at Beacon Youth Centre, the project may be relocated within the new cultural centre hub within Barking Town Centre.
2. Sonic Spin is a music technology course accredited by the London Open College Network. The course is being launched in January and offers modules in music and video production including graphics, song-writing, and editing and performance skills such as DJ'ing and event management.

6. Contributing to Sustainable Communities

Part of the process of regenerating the Borough also entails tackling the social regeneration issues. Many of these link to the need to enable local people to improve their choices and opportunities either through raising their skills or improving their health. As stated earlier, the Borough has the lowest incomes of any London Borough and has low literacy and numeracy skills amongst its adult population

- As part of this agenda Surestart programmes have been established at Marks Gate, Thames View, Abbey and Gascoigne Estate to ensure young children get a good start in life and are able to take advantage of schooling when it comes along. It is also an opportunity for parents to learn new skills and widen their life choices
- £2 million has been invested in the Thames View Community Complex. This incorporates a new Library, Learning Centre and Sure Start scheme. The complex was built to budget and on time, opening in 2002 and a Health Centre is about to be added, making the project a comprehensive community resource.
- Neighbourhood Learning Centres have been developed at Marks Gate and Sydney Russell Schools in 2002.
- A new Library and Health Centre was opened at Marks Gate in 2002.
- Major extensions to schools, plus new arts and sports facilities and information technology space, have been created at Robert Clack, Abbey,

and Dagenham Priory as part of the commitment to investing in social capital.

- Between 2000 and 2002 the average income of residents has increased by 14%. This is a higher percentage increase than the next 5 lowest London boroughs.
- Jo Richardson - an 8 form entry Community Secondary School - will be constructed by 2005 incorporating a new library, crèche, adult education centre and community café, costing £43m in total.
- The Council is currently funding 18 Community Centres at a gross revenue cost of £768,000, whilst they move to be self-managing through community involvement.
- There are also a number of new health facilities planned as part of the LIFT programme. The Council has used some of its land resources to help enable these to happen. Such as Charlotte Road, Dagenham Village, Moreland Road, Dagenham

7. Building Closer and Focussed Partnerships both within and outside the Borough

Effective partnership is a key element of the Council's modernisation programme. It generates invaluable information, insights and learning that can be used to develop investment and master planning strategies in the borough and to support the regional agendas. Examples of current and proposed partnerships include:

- **Proposed Urban Development Corporation(UDC)**
The Council has been at the forefront in developing a delivery mechanism for regeneration in the London Riverside and Barking Town Centre areas. The proposals were originally for an Urban Regeneration Company, which the Council agreed to partly fund to set up, then, following extensive consultation which this council has led on with ODPM, the concept of a benign UDC was put forward and supported by the Council.
- **Thames Gateway London Partnership (TGLP)**
The TGLP was established to promote regeneration and common interests in the region. The concept of the sub regional partnership originated from Barking & Dagenham. The Council continues to play a key role and acts as the accountable body.
- **Transport Lobbying**
The Council has led the campaigns for East London Transit, the extension of the Docklands Light Railway (DLR) into Barking Reach and for improvements to the C2C railway service including Dagenham Dock interchange improvements and a possible new station for Renwick Road.
- **Raising the Profile of the Borough**

The Sustainable Communities Funding is putting greater focus on the regeneration of LBBD. To date £27million worth of funding has been agreed in principle for projects within the Borough. Various profile raising events have been held including the “*Building a Brighter Barking*” event for the private sector investors and the *London Riverside launch*.

Planned and actual profile raising visits to the Borough include those by Keith Hill, Minister for Thames Gateway, David Higgins, Chief Executive of English Partnerships, David Lunts from the Office of the Deputy Prime Minister (ODPM), John Prescott, Deputy Prime Minister, Sir John Egan, ODPM Thames Gateway adviser, Jeff Channing from ODPM and representatives from the Royal Institute of Chartered Surveyors.

- **Joint working with LB Havering & Newham**

Partnership working has led to significant joint investment ventures. These include securing Single Regeneration Budget (SRB) funding in rounds 1, 5 and 6 amounting to £47 million with an additional leverage of £600 million. The Centre of Engineering and Manufacturing Excellence (CEME) is predicted to be a regional and national resource and represents an inward investment of £43 million.

There have been 3 joint Council meetings involving all elected members and senior managers from B&D and Havering to address the joint agenda for regeneration across the south of the 2 boroughs. These have strengthened the partnership working and have generated effective cross-party support for the regeneration proposals.

- **Accountable body status**

The borough is the accountable body for various regeneration schemes worth approximately £60million. The London Riverside SRB initiative has been cited by LDA as best practice for project appraisal, which is supported by the Council’s officers.

- **Neighbourhood Renewal and the Local Strategic Partnership(LSP)**

The LSP has been accredited by the GOL. The Neighbourhood Renewal Fund has been allocated and spent on time. Programme Management seen by GOL as effective, and the Council has been invited to present good practice at networking sessions. In the first 3 years a total of £3.674m was secured in line with the allocation formula. An additional £1.633m per annum for the following two years has been secured.

SCOPING THE REVIEW

The starting point for the review was an initial SWOT analysis undertaken by the Review Steering Group.

It showed:-

Strengths

- Clarity of vision and priorities for the Council and the role of regeneration in delivering this and significant increase in the Council's ambition in this area – CPA judgement
- An agreed Regeneration Strategy that delivers in line with the Community Strategy and Council vision
- Re-branding of the borough
- Council scorecard indicators for measuring resident satisfaction
- Location - its proximity to the Royal Docks, Canary Wharf, Stratford and Central London, through public transport and having excellent road transport links to the M25, Stansted Airport and Europe
- A debt free authority with a good capital programme
- Utilising the outcomes from the improvement plan on community halls and Community Development
- Utilising the outcomes on the Policy Commissions for Community Engagement and Social Inclusion
- Track record of work and achievement on regeneration (see previous section)
- A capital programme of around £96.7m for 2003/04, 87.7m for 05/06, 61.8m for 06/07, 57m for 07/08

Weaknesses

- The population of the Borough has low spending power, average incomes are the lowest in the capital
- Skills base remains very low in the adult population
- The Borough has high mortality and morbidity rates compared to national average
- The local economy is still heavily dependent on manufacturing; the proportion of knowledge based local service industries is among the lowest in the country
- There have been weaknesses in project management
- Lack of a shared view of priorities within regeneration
- Linkages between key strategies – Community Strategy, Best Value Performance Plan, Regeneration Strategy – has not always been clear
- Underdeveloped view of business community needs
- Lack of co-ordinated approach to managing information and knowledge

- External reputation does not always match reality
- Perceived to be inward looking
- Lack of an agreed Medium Term Financial Strategy

Opportunities

- Area singled out as one of the key locations for development within the ODPM's Sustainable Communities Plan, and the Mayor of London's London Plan
- Large development sites – among the largest in London
- Significant job opportunities exist locally and in the sub-region; these are likely to expand in, particularly, the Royal Docks, Canary Wharf, Stratford, Ford Plant Dagenham, and the wider Central London area
- Improvements to public transport system including extension to Docklands Light Railway, East London transit, and Crossrail
- Development of Barking Town Centre, Barking Reach and Dagenham Dock
- Urban Development Corporation bringing extra investment and impetus
- Key location in the Thames Gateway
- Improving relationships with the key influencers. Examples of this include visits by Richard Rogers, London Development Agency, John Prescott M.P. (Deputy Prime minister) and the Prime Minister Tony Blair M.P.
- Improved methods of engaging the local community – Community Housing Partnerships, Community Forums, and Local Compact.
- Partnership working (Thames Gateway London Partnership and London Riverside Regeneration Partnership)

Threats

- Regeneration opportunities in East London outstrip funding, especially in respect of the Olympics
- Urban Development Corporation – may not happen, or UDC established and takes control of development from the Council to deliver agenda without reference to the Council
- Borough's external profile may hinder inward investment
- Failure to secure funding needed to deliver projects and improvements
- Conflict between the national and regional needs and requirements and the borough's local aspirations.
- The Council's community leadership and partnership working does not keep pace with needs
- Social and economic demands for additional service needs in response to future population growth
- Large scale public transport plans do not get required funding from central government
- Non delivery on projects

- Businesses not able to recruit from existing local population.
- Regeneration only seen as physical redevelopment, social conditions do not improve
- Perceived as not engaging in the national and regional agenda

As a result of this, following the Scoping Day a “Step Change” group was established to look at both the weaknesses and threats and suggest ways of overcoming them.

Scoping Day

The Regenerating the Local Economy Review is the most complex and ambitious cross-cutting review the Council has undertaken. To assist in focusing the review on crucial issues for future success A ‘Scoping Day’ was held on 28th May 2002 in order to set the parameters of the review. A wide range of officers, members and partners were involved on the day.

The session was facilitated by the author of “How to do Cross-cutting Best Value Reviews”, Jane Foot. The purpose of the session was to:

- Identify the key issues for regeneration
- Consider what needed changing
- Develop clear objectives for regeneration
- Develop a draft scope.

The outcome of the day

It was agreed that the recently produced (November 2001) Regeneration Strategy –“An Urban Renaissance in East London” should be the starting point for the review as it set a very broad context for regeneration. The essential question to be addressed was “How well equipped are we to deliver the Strategy?” As the Regeneration Strategy had, however, been produced in advance of the first Community Strategy and its range was felt to be wider than was necessary for the regeneration review, it was decided to focus on five key chapters.

- Education and Skills
- Transport
- A Distinct Environment
- Housing
- Local Jobs and Businesses

A Steering Group was set up to drive and oversee the review. This included the relevant Executive Portfolio Member, Cllr Kallar. Member involvement in the review was overseen by the Scrutiny Management Board. A Trade Union

representative was also appointed to the panel. A Member Challenge Panel was set up consisting of eight non-executive Members. This panel met monthly to challenge and input to the review. The Panel included Councillors Dale, Bramley, Mrs Blake, Mrs Bruce, Thomas, Wainwright, Jones and Miles.

The Steering Group also set up an 'Achieving Step Change Group' Some work was commissioned from Connect Public Affairs consultancy, to identify the key areas of emerging government policy with which the council should be engaging. This was then fed into the work of the Steering Group and the five sub-groups.

Working groups were set up for each of the issues tasked with reviewing the borough's capacity to deliver on these objectives and to identify improvements that could be implemented.

THE BEST VALUE FRAMEWORK

The objective of Best Value is to review a chosen service and to secure continuous improvement using the four principles

- Challenge
- Consult
- Compare
- Compete

(a) Challenge

The objective of the Challenge element of the review was to:

- Assess how we provide the function
- Assess whether we should provide the function in alternative ways
- Assess who is best placed to provide the function
- Assess how successful Barking & Dagenham is in its role (achievements and measures)

Challenge was achieved through a range of events including:

1. Critical Friends Event – May 2003 – held at the IDeA with input from IDeA and a range of external authorities, including other London Boroughs, Learning & Skills Council, ODPM, TfL, Audit Commission, LDA, Neighbourhood Renewal Unit and voluntary sector.
2. Challenge Event – September 2003 – with an extended representation as recommended by the Audit Commission.
3. Member Challenge Panel
4. External Challenge on working groups
5. Commissioning of external consultants to act as challenge, but also to offer alternative ways for delivering the service
6. Urbancanda, a firm of consultants working in regeneration, also brought another dimension of challenge, as well as supporting the implementation of the regeneration restructure
7. Critical Friends appointed on a number of the working groups
8. Internal Visioning Event – October 2003 – facilitated by Urbancanda

The issues raised and subsequent improvements identified are summarised in the table below:

Challenge Event	Issues raised:	Page Number	Improvement Plan Target Number
Critical Friends Event	The need for a clear focus/vision for regeneration	15	2
	Build on the already improving links with partners	15, 16, 21 – 24	2, 3 and 5
Challenge Event	Confirmation of the ten headline areas for improvement	9 - 14 33 - 35 52 - 71	1, 8, 12, 13 and 14
	Restructuring of the regeneration function is positive, however, need to ensure financial aspects are in place	17 - 20	4
	Regeneration Board also welcomed but terms of reference need to be explicit	9 - 14	1
	Members need to be 're-engaged' with the regeneration agenda	21 - 24 29 - 31	5 7
	Consultation with the local community and voluntary sector needs to be more inclusive	25 - 28	6

Learning from the Final Challenge Day

The final challenge day considered ten headline issues which the Steering Group had identified as being central to improvement of the regeneration function. Eight of these were cross cutting issues that underpin successful regeneration and two were specific priorities. These must be addressed in order to ensure the 5 strategic objectives are delivered. It was agreed that these constituted the main areas for improvement. However, a number of other issues received particular attention.

- Members' involvement in Regeneration needs to be strengthened although a number of existing mechanisms are in place including joint meetings of both London Boroughs of Havering and Barking & Dagenham over regeneration issues, the London Riverside Members meeting, the Barking Town Centre Partnership meeting and the establishment of monthly briefings for Members by the Lead Member for Regeneration.
- More should be done to build the profile of the authority particularly to ensure that the recent achievements were recognised.
- The establishment of the Regeneration Board and the proposed restructuring were supported although restructuring alone would not guarantee improvements on the ground.
- Clear leadership for regeneration was essential.

b) Consultation

The objective of this phase was to consult with key stakeholders about

- How well the Council was facilitating delivering regeneration in relation to the five key working group areas
- Whether the Council and its partners had the right structures and mechanisms in place to deliver the key elements in the strategy
- What needed to improve
- How improvements could be achieved

Consultation Event	Issues Raised	Page No.	Improvement Required for Action Plan - Target Number
Staff Focus group	Lack of clarity of roles and responsibilities	9 – 16	1, 2, 3 and 7
	Need better links between corporate regeneration and planning division	29 - 31	2
	Member capacity	21 - 24	5
	Funding constraints	16	3
Citizen Panel Focus group	Lack of general understanding of regeneration issues in the borough	25 - 28	6
	Better communication between council and local community	25 - 28	6
	Perception that the reputation of the borough to people outside the borough is poor	21 - 24 25 - 28	5 6

	Perception of reduction in social housing choice	74 - 77	15
	Perception of poor prospects of well paid employment in the borough	52 - 64	12
	Perception that skills base in the borough is very low	46 - 47	10
	Perception that borough not lively enough to attract inward investment and new businesses	52 - 64	12
Partners' Questionnaire	Improve links with the private sector	52 - 64	12
	Build on existing improvements in delivery	16	3
	Improve the vision of regeneration in the borough	82	17
	Forge better links with housing associations	9 - 14	1
	Provide more information on regeneration progress to partners	21 - 24	5
	Develop a more commercially aware approach	15	2
	Provide more consistent partnership working	21 - 24	5
	Ensure continual learning from best practice	29 - 32	7
		25 - 28	6
		9 - 14	1

	Become more informed about private sector working and use private sector partners more effectively	9 – 13, 21 – 24, 52 – 62 82	1, 5, 12, 17
	Develop capacity in gaining funding opportunities	65 - 77 17 - 20	13 – 15 4
Urbancanda interviews with key influencers	Greater clarity of vision	16 15	3 2
	Confusion about role of Planning and Strategic Regeneration Strategy	21 - 24 9 - 14	5 1
	Need to promote successes more	25 - 28	6
	Some concerns about delivery	9 - 14	1
	Proposed restructure and formation of Regeneration Board welcomed	9 – 14	1

Learning from the Consultation

Consultation elements of the review highlighted difficulties in understanding the terminology of regeneration and the fact that there is no one definition. This was particularly problematic when consulting with the local community and findings from this process have been limited. However, it has highlighted a need for more effective engagement. It was also agreed that priority was key to ensuring a balanced delivery and identifying what needs to be done prior to other types of regeneration.

The Partnership questionnaire gave some positive feedback on the Council's Performance in regeneration. However, it highlighted the need for more robust ways of engaging with partners particularly the private sector, in order to build on achievements to date. During the review a Private Sector Networking Event was held to create strong networks and relationships to attract inward investment.

(c) Compare

This phase compared the delivery of regeneration in Barking and Dagenham with other local authorities.

This was conducted through a benchmarking exercise by each working group and by undertaking three visits to local authorities who have demonstrated success in regeneration.

Using Regeneration Indicators

The standard procedure for the compare phase in a best value review is to compare with authorities with top quartile performance indicators. However, as there are no statutory performance indicators this proved problematic. In response to this, and to ensure improvement in performance continues after the review, the Council is currently part of an Audit Commission pilot project to establish performance indicators for economic regeneration.

The only statutory Best Value Performance Indicators for any of the "regeneration services" are

- BVPI 106 - % of new homes built on previously developed land – the actual for 2002/03 was 100%.
- BVPI 109 - % of planning applications determined in line with the Government's new development control targets to determine (these are amended definitions)

60% of major planning applications in 13 weeks, actual for 2002/03 was 42%
65% of minor applications in 8 weeks, actual for 2002/03 was 43%
80% of other applications in 8 weeks, actual for 2002/03 was 69%

The Council takes performance management very seriously and monitors performance indicators on a regular basis. This monitoring revealed a steady decline in Development Control performance. As a result, an improvement plan was produced and agreed by the Council's Executive. This has been three quarters implemented and is showing tangible results. At December 2003, the figures stood at:

Major Applications 66.7%

Minor Applications 77%

Other Applications 89.4%

To ensure continuing improvement, these figures are reported weekly to the Chief Executive and monthly to the Executive of the Council.

The Council has established, as part of its Balanced Scorecard, a number of measures to either allow comparison with others or track the effects of its actions.

There are a number of "outcome" measures in the Corporate Balanced Scorecard that broadly relate to regeneration.

- Average income ranking of B&D citizens in comparison with the rest of London (33 London Authorities). Actual performance for 2002/03 was 33rd; the target for 2004/05 is 32nd (this type of effect will take time to achieve).
- % of public sector bodies operating in the borough that a) have and b) monitor an Equalities Policy (community leadership/influencing indicator).
- % of residents with a positive perception of the overall appearance of the Borough, actual for 2002/03 is 45%.
- % of residents surveyed who said the Council was making a difference (in respect of Community Leadership Role) new indicator will be reported for 2003/04.
- % of community strategy actions implemented on time, actual for 2002/03 was 82%, target for 2003/04 is 90%.
- Building project management skills, actual for 2002/03 was 66%, target for 2003/04 is 75%.

- % of partnership strategies actions delivered on time as defined in the Regeneration Delivery Plan, actual for 2002/03 was 78.5%.

Visiting other Councils

Three other councils were visited.

In the absence of agreed indicators for regeneration the compare visits were based on a set of structured questions which were sent to each authority visited in advance.

Greenwich Council was chosen as it achieved a Two Star Service rating and “promising prospects for improvement” for its July 2002 Regeneration Review.

Manchester City Council was chosen in response to the CPA recommendations to look for best practice outside London, as not many reviews had been undertaken in the London area. Manchester has exceptional marketing skills, is successful at gaining inward investment and has raised the international profile of the city.

Knowsley was visited because of its Beacon Status for Business Support; it also achieved a two star rating for the review of its Economic Development function.

Approximately 60 inspections have been conducted on regeneration linked activities, but only a few of these focused on regeneration in the broader sense that our review was tackling. The earlier ones were service based. Since undertaking the compare visits, the Audit Commission summary on the inspection of regeneration reviews has highlighted a number of other Councils as having good practice elements within them.

Compare event	Issue raised	Page No.	Improvement required for Action Plan - Target Number
Greenwich visit	Importance of lobbying to increase central government funding for regeneration – e.g. Jubilee Line, Millennium Village Better links between training for local people in regeneration activity e.g. construction Comprehensive use of Section 106 agreements Strategic transport a main aspect of all large scale regeneration projects	74 - 77	15 4 5 13 - 14
Newham visit	Prioritisation of regeneration activity – maintaining a goal and achieving it Increased resources in the regeneration function – this allows the authority to respond to funding opportunities or potential threats to the aims of the regeneration strategy Marketing ability Good community links and annual community events to improve engagement	9 - 14 15 21 - 24 17 - 20	1 2 5 4 7 5 6

	Members and Officer Leadership. The Mayor is very prominent and leads as spokesperson for regeneration on a national scale	21 - 24	5
	Strategic transport function is well resourced in the council and has highly developed lobbying skills	65 - 73	13, 14
Manchester Visit	Need for a strategic long term vision owned by the whole of the council	16 15	3 2
	The need for a regeneration champion – CE		
	Consensus view that all council activity helps to deliver aspects of regeneration	16 21 - 24 25 - 28	3 5 6
Holland Visit (focussed on Housing)	Publicity and marketing well resourced		
	The learning points were:		
	Ensure there is high quality design and a high quality design of spaces around buildings	86 - 88	19
	Ensure there is a variety of design, either through more than one designer or through having a variety of builders	86 - 92	19,20
	Do not let the car dominate e.g. encourage basement parking, traffic calming	78 - 81	16
	Aim to develop new markets and be innovative. High density does not have to mean high buildings.	74 - 77 78 - 81	15 16

Learning from Comparison with other Local Authorities

The learning from the compare phase has reinforced messages from the challenge phase and the consultation with key partners and the local community. The visits to Manchester, Greenwich and Newham particularly showed how successful, ambitious and innovative regeneration strategies can be. These visits reinforced the need for a consistent vision/goal for regeneration. Manchester had understood the significance of 'championing' regeneration through its Chief Executive and Management Team, making full use of a designated 'Champion' who would interact and publicise the regeneration for the area, in a high profile and ambitious way. Newham has also achieved great success, for example in obtaining a Channel Tunnel Rail Link station in Stratford, through extensive lobbying and a tight focus on its priorities.

Barking & Dagenham needs to learn from these exemplars. The Council is aware of the need to tighten the focus of its regeneration vision and to be more ambitious and innovative in the methods it uses to attract and increase investment and interest in the area. The regeneration function itself should also be an area for increased investment. The visits highlighted that Barking and Dagenham's regeneration function was smaller, having fewer specialist staff, particularly around transportation issues, lobbying and marketing. The restructuring of the regeneration and planning activity deals with these points and is based on the evidence gathered during the review. However, we will regularly review to ensure that the structure meets the current priorities and needs.

As a result of the step change group's work, the Steering Group identified ten headline areas for further improvement which are listed below.

These issues were tested out at the Challenge Event on 23rd September 2003 and there was agreement that we had identified the right issues.

- **Improving Project Delivery**

Creating greater clarity around roles and responsibility, developing a comprehensive project management and performance management system of all regeneration projects.

- **Creating a 'tighter' focus on Regeneration Priorities**

While there is general acceptance of the broad objectives within the regeneration strategy there needs to be a sharper focus and prioritisation to direct activity.

- **Creating a “shared story” – Vision for Regeneration**

In order to get full engagement between the Council and its partners the vision for regeneration needs to be owned and understood by all.

- **Raising Adult Skills**

Despite huge improvements in education achievement, adult skills remain among the lowest in the country. Improving the level of adult skills is fundamental to improving the performance of the local economy and raising local work incomes (see working group improvement plan).

- **Improving strategic transport capacity.**

This is the key to unlocking the full potential of the regeneration sites in the borough (see working group improvement plan).

- **Getting closer to primary stakeholders**

The Council needs to further improve its relationship with stakeholders, particularly partners, the voluntary sector, businesses, private sector and the local community. This needs to be achieved through better consultation and engagement processes.

- **Improving Information and knowledge**

The Borough lacks a co-ordinated approach to analysing and collating information on social and economic change. There also needs to be measures put in place to exchange internal knowledge on regeneration issues, particularly during times of change.

- **Balancing Social and Physical Regeneration**

To ensure effective regeneration, social, economic and environmental issues need to be addressed within major regeneration areas, particularly through the Neighbourhood Renewal agenda.

- **Making the Most of Funding Opportunities**

The Council will need to be more ambitious in its approach to leveraging in funding to the borough.

- **Increasing External Profile and Influences**

The Council is engaged in a wide range of partnerships, yet we need to ensure that we maintain a strong and influential role. The borough has experienced various negative publicity. We must ensure we have the mechanisms in place not only to respond, but also promote our own agenda through reputation building procedures and relationships.

The role of elected Members is also crucial in improving the reputation of the Council. Members and Officers alike need to be more aware of best practice and look for opportunities to promote the borough on the wider regional and national stage.

(d) Compete

The objective of the compete phase of a review is to consider how and by whom a service is best delivered on the basis of seven options put forward by the Government. However, this review is different from most Best Value reviews in that it is dealing with a cross cutting strategy and a range of implementation activities rather than a discrete service.

- (a) a key element in the implementation of the regeneration strategy is the Council's facilitatory and influencing role. Because this is fundamental to the Council's community leadership role this part of the function would not be suitable for externalisation. The Improvement Plan makes recommendations to improve the Council's capacity and performance in communications and lobbying.
- (b) a range of delivery elements - some of these are already externalised, for example much of the work on adult skills, and there is a market for other areas including managing the implementation of physical regeneration or project management.

The Review helped the Council identify areas in which its internal organisation and communications could be improved. The Council has moved quickly to restructure the function both in terms of overall governance – the Regeneration Board – and in terms of staff. This restructure is aimed specifically at addressing those weaknesses identified at the outset of the review and highlighted as it progressed. A copy of the report to the Executive in September 2003 setting out the details of the restructure is available. (Background papers).

As well as addressing current weaknesses, the restructured function will be able to respond to the requirements of the UDC. This could involve either contracting to undertake work on behalf of the UDC, seconding staff to the UDC or

transferring staff under TUPE arrangements. In the current position of intensive attention on East London and competition for the resources needed to regenerate the area, it is imperative that the Council makes rapid progress and sets an agenda for an incoming UDS. It was determined that the authority could not afford to wait for the UDC proposals to be clarified.

We will also buy in consultant expert support when we need to deliver regeneration. This has already been undertaken in relation to transport advice, Urbancanda and organisational development, support in appraising the ODPM Sustainable Communities Funding and in organising lobbying events such as "Building a Brighter Barking".

Housing Futures

The future of the Council's housing stock will be appraised as part of a 30-year strategy. The Council will respond to the proposal in the Sustainable Communities Plan that the condition of the stock is improved to the Decent Homes Standard (DHS) by 2010. To achieve the level of regeneration desired by the Borough, the Council has agreed a Decent Homes Plus standard, that goes beyond the DHS. This extended standard includes, for example, improving estate management including security, hygiene and caretaking, as well as tenant empowerment. The aim is to drive up standards of liveability under the banner 'Housing Futures'.

The Housing Futures programme will be investigating housing needs and its main aims will be to inform the Council's assessment of housing, including:-

- Providing reliable and comprehensive information on the current and future housing needs, preferences and aspirations of existing and potential households.
- Determining the needs of various household groups, including BME households, young people, the homeless and those in need of supported housing
- To inform and support the Council's housing strategy and planning policies
- To further link with the sub-regional and key worker housing needs.

The stock options appraised will be undertaken as part of the Housing Futures programme. It will be based on the stock condition survey and the objective of meeting the Decent Homes Standard.

The process will be robust and meet the requirements set out by the Office of the Deputy Prime Minister. The final report detailing the findings will be completed by April 2005.

Progress made during the Review

The process of improvement did not await the completion of the review. A number of major changes have been introduced in the course of the review in response to the clearly emerging themes and this was noted as good practice during the Audit Commission staged inspection process. Principal among these are:

- the re-organisation of the planning and regeneration strategy functions, to form two new divisions – Planning and Transport and Regeneration Implementation within the Department of Leisure and Environmental Services and the consolidation of work on the Community Strategy and neighbourhood renewal within the Corporate Strategy department (see copy of report to Executive September 16th, this outlines reasons for the restructuring and options explored). The restructure has led to an increase in 18 full time equivalent posts demonstrating the Council's commitment to this important function and delivery of its Community Priority.
- an injection of an additional £700k p.a. to enhance planning, transport, implementation, project management and marketing capacity. This followed a discussion document on the regeneration function. It was recognised that compared to the ambitions of the Council the organisational arrangements did not enable staff to achieve the stated objectives in the most efficient way. In addition it was clear that there were insufficient resources applied to key areas of regeneration activity i.e. transportation, economic development (including skills development), urban design, environmental sustainability and social regeneration.
- creation of a Regeneration Board, comprising the council's senior management team (TMT) with the lead member of regeneration, to oversee and co-ordinate all work on regeneration.
- the designation of the Director of Leisure & Environmental Services as the regeneration champion.
- linked the Regeneration Strategy and the restructure to the Medium Term financial Strategy (MTFS). See Appendix A.
- commenced work on developing a common vision of regeneration between Members, managers and staff.

- engaged Urbancanda to assist and support the Council in making organisational change and to help develop commonly shared and understood aims for regeneration.
- drafted a revised Community Strategy which provides an over-arching framework that embraces regeneration and neighbourhood renewal, and consulted widely around this.
- produced an Economic Development Strategy which has been agreed by the Executive.
- produced a Workforce Development Strategy also agreed by the Executive
- achieved “Fit for Purpose” for our Housing Strategy – March 2003
- formed an officer group to evaluate the requirements (land and finance) necessary to provide successful, sustainable development over the next fifteen years. This will inform a section 106 strategy to be presented to the incoming UDC
- developed a draft publicity and marketing strategy for regeneration (to Regeneration Board February 2004)
- held a briefing session for Members on “Operating on the National Stage”. Personal development plans are also being developed for Members use where requested
- developed job descriptions for Portfolio Holders (agreed by the Executive)
- held a publicity and marketing event for the Town Centre at the Imagination Gallery in central London

The Chief Executive has also joined the Audit Commission Steering Group advising on “Sustainable Communities: People and Places” which is due to report in Spring 2004.

Improvement Plan

The Improvement Plan sets out, in detail, how we intend to tackle the ten key issues identified and the five key strategic areas which provided the structure for the review.

The Improvement Plans have been developed in a manner which ensures close linking with the implementation of the revised Community Strategy. The format for the Improvement Plans is drawn from the Neighbourhood Renewal Unit's Performance Management Framework for Community Strategies and Local Strategic Partnerships. The work undertaken through the Best Value review will form part of the implementation plans for the Community Strategy, which itself will be inspected by the Audit Commission in April 2004. This should address the previous inconsistencies found within the Borough's strategies for regeneration. These Best Value review improvement plans will be monitored and evaluated through the new governance mechanism for regeneration – The Regeneration Board – in order to ensure compliance and a unified approach to delivering the improvement from the Best Value process.

A Summary of the action in respect of the ten key issues is set out below. The detailed plans are set out in Appendix B. These include resources, risk targets and outcomes for all improvements. It is intended to establish outcome measures in addition as part of the implementation process for regeneration.

- **Improving Project Delivery**

Action - Restructure the internal regeneration function –Undertaken November 2003 Establish the Regeneration Board-Undertaken November 2003. Reorganisation to include a strengthened capacity for project management- System being developed and implemented.

- **Creating a “tighter” focus on Regeneration Priorities**

Action - Redraft the Community Strategy incorporating the Regeneration Strategy and the Neighbourhood Renewal strategy- Revised Community strategy drafted December 2003

- **Creating a “shared story” or Vision for Regeneration**

Action - Create a shared vision-Draft vision produced emanating from 3 workshops December 2003

- **Raising Adult Skills**

Action - See Sub Group Improvement Plan

- **Improving strategic transport capacity.**

Action - See Transport sub –group Improvement plan

- **Getting closer to primary stakeholders**

Action - Improve consultation and participation for local residents a Communications Strategy is being developed. Establish a biannual business forum-Business forums being developed

- **Improving Information and knowledge**

Action - Ensure effective, influence and information through an internal regeneration communications strategy and programme-Internal regeneration communication strategy being developed.

- **Balancing Social and Physical Regeneration**

To ensure effective regeneration, social, economic and environmental issues need to be addressed within major regeneration areas, particularly through the Neighbourhood Renewal agenda.

Action - Further develop the strategic partnerships in place with the Primary Care Trust and Strategic Health authority to improve local health outcomes-Post of Regeneration and Community Partnerships (Social care and health) established and filled

Ensure that social and community facilities are included in major regeneration. Mechanisms established to ensure that health, social care and education are provided at the right time and in the right place.

- **Making the Most of Funding Opportunities**

Action – The Council will to be more ambitious in its approach to leveraging in funding to the borough.- Prospectus of needs being developed will aid S106 negotiations

- **Increasing External Profile and Influences**

Action - The Council is engaged in a wide range of partnerships, yet we need to ensure that we maintain a strong and influential role. The borough has experienced various negative publicity. We must ensure we have the mechanisms in place not only to respond, but also to promote our own agenda through reputation building procedures and relationships.

The role of elected members is also crucial in improving the reputation of the Council. Members and Officers alike need to be more aware of best practice and must to also promote ourselves on the wider regional and national stage.

Working Groups Improvement Plan activity

As a result of the Working Groups' "4's" activities, 12 high level objectives have been identified and are listed below.

Better Education and Learning for all Raising Skills

- Improve the levels of qualifications of residents
- Increase the average income in B&D households
- Reduce the digital divide to ensure local people have access to ICT resources

Improving Public Transport Services

- Improve existing transport infrastructure in the borough and region
- Ensure commitment to major public transport infrastructure relating to regeneration areas

Widening the Choice of Housing

- Ensure that all housing regeneration areas and larger sites have a genuine mix of housing types and tenures
- Ensure that sustainable communities are created
- Ensure LBBDD facilitates/encourages new housing development
- All new affordable homes to accommodate space for learning and provide ICT connections

Creating a Distinct Environment

- Embed a design culture in the Borough
- Improve the quality and diversity of the Borough's Parks & Green Spaces

Increasing the range and number of jobs

- Build a long-term future in the borough for high-value manufacturing
- Diversify the borough's economy to attract jobs in environmental, cultural, retail and leisure industries.

These issues were tested out at a series of workshops held between October and November 2003 to agree the strategic objectives and ensure cross-cutting actions and targets (across the working groups) were clarified.

See appendix B for the detailed action plans (including resources, risks, outcomes)

Conclusions

Moving East – The Future of Regeneration in Barking and Dagenham

The best value review has led to a very comprehensive and broad analysis of the regeneration activity of the council and our partners. We have identified a number of issues that require addressing, but we have also shown that our journey to date has resulted in significant benefits for the communities we serve and for the London and South East economy as a whole.

Our position in the Thames Gateway, as the major focus for government policy, brings the council and our partners truly centre stage: long standing and difficult sites which the council has been working on for a number of years have the prospect of being regenerated and revitalized, contributing significantly to the London and national economy. The challenges are huge, but the review has identified the actions we need to take to ensure that these opportunities are realized, both by the council itself and in the partnerships we belong to. But we also recognize that these sites would not be in the position to be regenerated so comprehensively today unless the council had taken a long-term and steady view on their potential, often when others were not paying as much attention. This needs to be acknowledged, since London Riverside has not been an easy option to take forward. Without the determination and commitment of the council over almost 16 years, and later, our partners, the enormous potential of the south of the borough would not be recognized as it is today.

Our ambition for regeneration is enormous, but one of the findings of the review is that we have perhaps been slow to fully articulate our needs on a London-wide and national stage and to highlight our achievements. Our reputation is as a good partner, but we need to recognize our strong position in setting the agenda for regeneration and renewal as well as responding to the initiatives of others. We do not lack skills, knowledge or determination (indeed, we identified the need for investment and responded to it during the review). The key issue is our confidence to deal with others and to articulate the communities' needs more fully and succinctly. This is reflected in our action plan: we will be a good partner, but we will also state and pursue a distinct vision for the regeneration of the borough for existing and future communities in our own right.

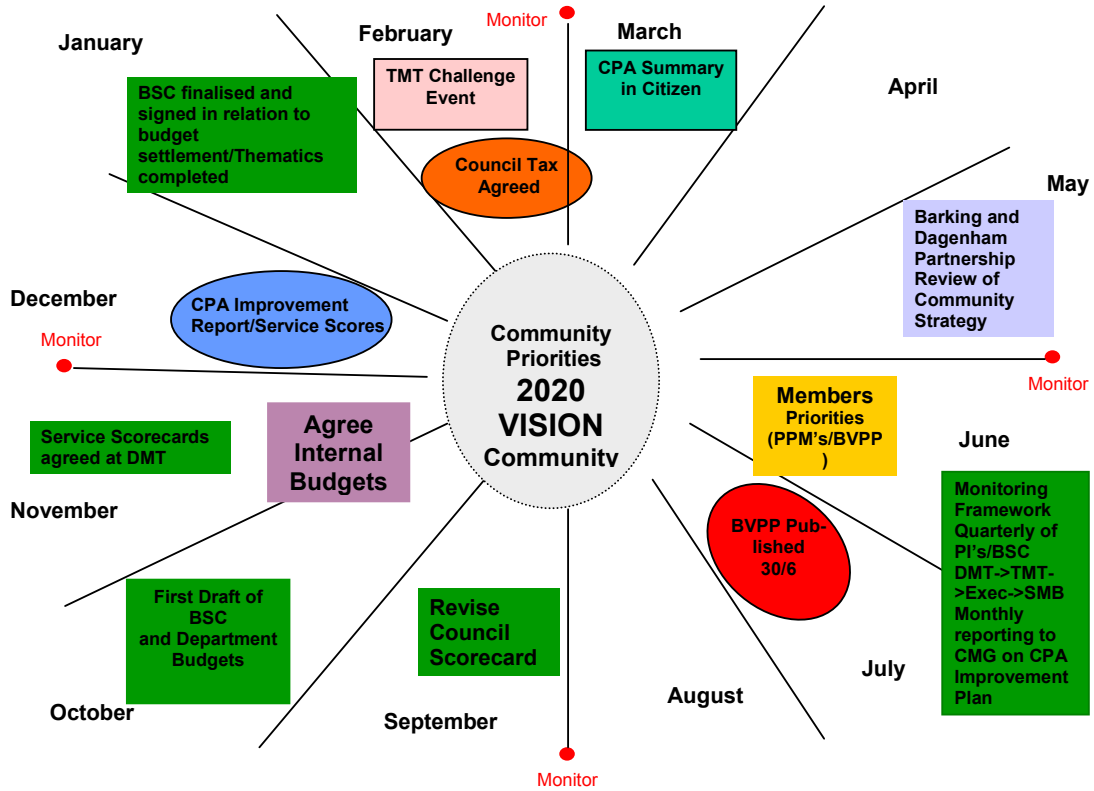
Another feature of our review has been the need to balance the major physical regeneration projects with the social and economic activities to ensure our current and future communities benefit to the maximum. While the Council's Regeneration Strategy explicitly recognised the need to tackle a wide variety of social regeneration issues including health we acknowledge that this has not been as coherently reflected in policy action stated in the past as it needs to be, in particular in relation to health, and this too is reflected in our action plan.

The review has allowed us to revisit issues of social and economic inclusion in the context of the physical regeneration agenda, and there is much to be proud of, in particular in our education performance. The lessons from our concerted and determined commitment to raising educational standards, opportunities and aspirations over a long period of time will be consistently applied to the regeneration agenda: we must sever the link between poverty, opportunity and aspiration, whether in environmental quality or economic opportunity. This is at the core of our vision for the regeneration of the borough and the actions we will take are determined by this.

A key feature of regeneration in the next few years will be one of uncertainty, across a wide range of dimensions. Organisational and institutional arrangements for the Thames Gateway (including the proposal for an Urban Development Corporation) are still under consideration by the government; there is a range of partnerships and competing demands for investment (including the proposals for the 2012 Olympics); and the scale of regeneration in the borough will be at the mercy in part of global as well as national trends. We believe that the actions included in this review will allow us to meet these challenges head on, maintaining a distinct path with flexibility, determination and appropriate leadership from both officers and Members.

Service & Financial Planning Calendar

APPENDIX A



Contents

Achieving step change in Regeneration

Education

Jobs & Economy

Transport

Housing

Distinct Environment

REGENERATION BEST VALUE IMPROVEMENT PLAN

INDEX

SECTION 1 – ACHIEVING STEP CHANGE IN REGENERATION			
Target	Page No.	Action	Page No.
1	6	1.1 Restructure the internal regeneration function to give a single division responsible for regeneration implementation 1.2 The establishment of the Regeneration Board to commission, monitor and evaluate all regeneration projects 1.3 The re-organisation to include a strengthened capacity for project management in line with the Council's improved approach to asset management, including CPMA project management standards 1.4 Ensure improved planning performance and lobby for better legislation	9 10 12 13
2	6	2.1 The community strategy will be redrafted – incorporating the Regeneration Strategy and Neighbourhood Renewal Strategy	15
3	7	3.1 To create ownership within the Council on a shared vision for Regeneration in Barking and Dagenham	16
4	7	4.1 Establish a more effective approach to funding opportunities that meet our strategic needs 4.2 Enhance capacity for funding from the private sector, in particular from S106 of the Town and Country Planning Act 1990	17 19
5	7	5.1 Enable Members to engage with external partners more frequently 5.2 Understand emerging relevant Government policy initiatives and raise issues with Local MPs 5.3 Require a broader range of senior officers to engage more pro-actively with external partners and others around the Regeneration Agenda 5.4 Create an influencing plan at the start of all major projects and monitor through the Regeneration Board	21 22 23 24

6.	Getting closer to primary stakeholders	8	6.1	Improve consultation and participation for local residents	25
			6.2	Establish a bi-annual Business Forum	26
			6.3	Develop and implement a Regeneration Communications Strategy	27
			6.4	Organise a community regeneration convention	28
7.	Improving information and knowledge	8	7.1	Ensure effective access to funding, influence and information through supporting professional development and developing a best practice programme	29
			7.2	Enhance the use of e-government capacity, with an explicit objective of creating a virtual development and investment one stop shop	31
8.	Balancing Social and Physical Regeneration	8	8.1	Further develop the strategic partnerships in place with the Primary Care Trust (PCT) and the Strategic Health Authority in relation to reducing ill health and increasing life expectancy within the borough via economic inclusion measures	33
			8.2	Ensure that social and community facilities are included in major regeneration projects as a prerequisite for them commencing	35
SECTION 2 – EDUCATION					
9.	Improve the levels of qualifications of residents	36	9.1	Analyse patterns of recruitment and consult on participation, provision, retention and achievement. Continually benchmark data against national best practice. Identify and fill gaps in existing provision.	38
			9.2	Identify opportunities with residents and employers to link employees informal/recreational learning into routes leading to accredited qualifications	39
			9.3	Increase access to and marketing of learning opportunities throughout the borough	40
			9.4	Ensure employers link employees' informal/recreational learning into routes leading to accredited qualifications and encourage advanced learning opportunities in further and higher education	41
			9.5	Ensure the barriers such as finance, childcare and access to HE are minimised	43
			9.6	To improve training and guidance services	44
			9.7	Identifying and filling gaps in learning provision for adults	45
10.	Increase the average income in B&D households	37	10.1	Widen the scope and work of the Education Business Partnership	46
			10.2	Map the key features of the local workforce and businesses, and in consultation with key business support agencies	47
11.	Reduce the digital divide to ensure local people have access to ICT resources	37	11.1	To ensure training is available when ICT access projects are provided in existing and new accommodation	48
			11.2	Implement the home and community learning strand of the TestBed programme to access 5000+ homes in the borough and link to 'Wiring up the Gascoigne' project	49

SECTION 3 – JOBS AND ECONOMY			
To implement the Economic Development Strategy	50/51		
	12.1	Develop and agree action plan with milestones and targets	52
	12.2	To improve relationships with business and investors to attract and retain businesses that offer employment opportunities	53
	12.3	Increase the amount of business floor space	55
	12.4	Open up opportunities within construction industries at all levels for local people	56
	12.5	Developing new sectors e.g. environment technology, construction, etc.	58
	12.6	Develop six social enterprises	60
	12.7	Get closer to business stakeholders	62
SECTION 4 – TRANSPORT			
	13.1	Establish a Strategic Transport Group	65
	13.2	Develop and agree a Transport Strategy	66
	14.1	Secure improvements to Barking Station by 2006	67
	14.2	Ensure that major regeneration areas have good public transport links	68
	14.3	Encourage/lobby the completion of the first phase of the East London Transit by November 2006	69
	14.4	Lobby and accelerate the decision for the DLR extension to Dagenham Dock by 2009	70
	14.5	Undertake a feasibility study and Business Plan for new station at Renwick Road to serve Barking Reach	71
SECTION 5 – HOUSING			
	15.1	Confirm with partners the tenure and type of dwellings that the Council will be seeking from Barking Reach/South Dagenham/Barking Town Centre and land disposal areas	74
	15.2	Incorporate affordable housing approach in forthcoming Local Development Framework	75
	15.3	Undertake a housing needs survey	76
	15.4	Monitor through the housing corporation PI compliance with the UDP/LDF and new developments compliance with the development briefs	77
	16.1	Define sustainable communities for LBBD in context of Egan review on the key criteria that make up sustainable communities	78
	16.2	Develop and implement programme of Home Improvement Zones targeting vulnerable home owners, offering assistance to ensure decent homes in the private sector	79
	16.3	Identify transport and social infrastructure and ensure it is linked to development phasing	80
	16.4	Undertake 'Housing Futures Appraisal' for all existing Council owned estates	81

17.	Ensure LBBD facilitates/encourages new housing development	73	17.1	Establish LBBD as key location for housebuilders in the Thames Gateway	82
18.	All new affordable homes to accommodate space for learning for provide ICT connections	73	18.1	Develop appropriate policies on space for learning in new affordable dwellings	83
			18.2	Develop appropriate policies on ICT connections for new affordable dwellings	84
SECTION 6 – DISTINCT ENVIRONMENT					
19.	Embed a design culture in the Borough	85	19.1	Appoint Design Champion through recruitment programme	86
			19.2	Develop a Design Programme that sets a framework for championing a design culture within the Borough	87
			19.3	Complete and implement Public Realm Strategy	88
20.	Improve the quality and diversity of the Borough's Parks and Green Spaces	85	20.1	Identification of a Borough-wide development framework that supports a sustainable programme of iconic developments	90
			20.2	Appointment of a Project Manager for the delivery of the Parks and Green Spaces Strategy	91
			20.3	Implement Parks and Green Spaces Strategy	92
GLOSSARY					
					93

Strategic objective:							
Achieving Step Change in Regeneration							
Target	Base-line	Target for the year	Actual	Next Milestone and date	Resources	What is the activity to meet target?	Outcomes
1. Improving Project Delivery	Confusion about roles and responsibilities Lack of a systematic and comprehensive approach to project and performance management			Implement Restructure	Additional £700k internal funding for restructure	<p>1.1 Restructure the internal regeneration function to give a single division responsible for regeneration implementation</p> <p>1.2 The establishment of the Regeneration Board to commission, monitor and evaluate all regeneration projects. Completed December 2003</p> <p>1.3 The re-organisation to include a strengthened capacity for project management in line with the Council's improved approach to asset management including CPMO project management, standards</p> <p>1.4 Ensure improved planning performance and lobby for better legislation</p>	All Projects delivered on time to budget
2. Creating a tighter focus on priorities	Separate strategic focus through: Regeneration Strategy Neighbourhood Renewal Strategy Community Strategy	Agreed and adopted Community Strategy and Implementation Plans for April 2004.		Community Strategy draft agree by LSP in January 2004.	Internal	2.1 The community strategy will be redrafted – incorporating the Regeneration Strategy and Neighbourhood Renewal Strategy	Partners committed and signed up to deliver strategy

3. Creating a Shared Story or Vision for Regeneration	Need to ensure more clarity about the aims / goals of regeneration in the borough	Vision document agreed	Officer visioning workshop – December 17 th 2003	Internal	3.1 To create ownership within the Council on a shared vision for Regeneration in Barking and Dagenham.	Officers and Members speak with same voice to partners and external stakeholders over regeneration issues
4. Make the most of Funding Opportunities	Need for a more coordinated approach for S106 funding and other funding sources	S106 protocol in place – June 2004.	Specific funding officers post in new structure for lottery and European Funding in place June 04.	Restructure resources – internal	4.1 Establish a more effective approach to funding opportunities that meet our strategic needs. 4.2 Enhance capacity for funding from the private sector, in particular from S106 of the Town and Country Planning Act 1990.	More focused approach to funding applications
5. Increasing External Profile and Influence		Member conference held – 04	Influencing event	Member event - £2k	5.1 enable Members to engage with external partners more frequently. 5.2 understand emerging relevant Government policy initiatives and raise issues with Local MPs 5.3 require a broader range of senior officers to engage more proactively with external partners and others around the Regeneration Agenda 5.4 create an influencing plan at the start of all major projects and monitor through the regeneration Board.	Increasing influence with Central and regional government All major projects to have an influencing plan

6. Getting closer to primary stakeholders	Ad hoc consultation on regeneration. Business Liaison mainly through Chamber of Commerce	Business Forum established 2004	Distribute Community Strategies to all households through the Citizen Magazine-April 2004.	Community Conference - £10k Publishing costs CS - £4k	6.1 Improve consultation and participation for local residents 6.2 Establish a bi-annual Business Forum 6.3 Develop and implement a Regeneration Communications Strategy 6.4 Organise a community regeneration convention	More effective liaison and interaction with the business sector. Local community more involved and informed regarding regeneration activity.
7. Improving information and knowledge	One dedicated demographic and analysis officer	Establish corporate information team consisting of Information / Census officer and support linked with GIS Planning land use unit June 03	Report on 'State of Borough' to TMT Dec 04 Relaunch borough website to be access compliant Jan 04	Cost of Local Futures - £7k Completed Dec 2003 Web changes	7.1 Ensure effective access to funding, influence and information through supporting professional development and developing a best practice programme. 7.2 Enhance the use of e-government capacity, with an explicit objective of creating a virtual development and investment one stop shop	Increased information and knowledge capacity
8. Balancing Social and Physical Regeneration	No formal structures to bring all strands of regeneration together	Ensure all regeneration projects are reported to and coordinated through the Regeneration Board	6 month review of relationship between social regeneration + physical regeneration		8.1 Further develop the strategic partnerships in place with the Primary Care Trust (PCT) and the Strategic Health Authority in relation to reducing ill health and increasing life expectancy within the borough via economic inclusion measures. 8.2 Ensure that social and community facilities are included in major regeneration projects as a prerequisite for them commencing	Social and Community facilities properly planned and programmed in Master Planning process for BTC and London Riverside Provision made for revenue side within MTFS. Compare Economic Development Strategy and Public Health report.

<p>Project Name and description:</p> <p>Target 1.1.</p> <p>Restructure the internal regeneration function to give a single division responsible for regeneration implementation.</p>	<p>Contact Officer: Director of Leisure and Environment, N Bolger</p> <p>Project Location:</p> <p>Project Duration: Start: Sept 03 End: May 04</p>	<p>Project Funding: External :English Partnerships: £380k over three years (TBC) London Development Agency: £150k over three years (TBC) Sustainable Communities Fund: TBA Proposed Urban Development Corporation: TBC</p> <p>Council: LBBD £700k over three years</p>		
<p>Main Outcome(s): Greater capacity to plan and deliver regeneration</p> <p>Assessed Risk: Unable to appoint / doesn't lead to improvement systems are not implemented adequately Look at recruitment. Review impact and benchmark effectiveness</p>	<p>Community Forum area Borough Wide</p> <p>Community Priorities addressed: Regenerating the Economy</p> <p>Equal opportunity/diversity issues The aim of the reorganisation will be to ensure that the needs of the community for community cohesion are fully met. Issues of diversity in employment will also be addressed in the recruitment to new posts.</p>	<p>Partnerships: Barking Town Centre Partnership London Riverside Partnerships</p> <p>Outputs: Approximately 19 new posts within the Regeneration structure Greater Capacity created in:</p> <ul style="list-style-type: none"> • Economic Development and European Funding • Urban Design and Conservation (new function) • Development Control • Strategic Transportation (new function) • Partnership Development and Performance Management (new function) • Sustainable Development (enhanced function) 		
<p>Key milestone Timescale Status report Action Is there a risk that the problem or will delay project completion or affect outputs?</p>				
Scoping Day identified need for change in structure	May 02		Issues around structure of regeneration and planning explored	
Decision to restructure regeneration function agreed by TMT	June 03		Identified need for restructure and options explored with staff and TMT	
Two consultation workshops held with staff	Aug 03		Initial proposals produced, staff consultation events held	
Report to Executive	Sept 03		Draft structure finalised	
Sounding Board	Oct 03		Further consultation with staff and unions to comment on draft structure and job descriptions	
Advertise new posts and recruit	Jan/Feb03		Recruitment process for new posts	
New structure in place	June 03		New posts in place restructure complete	

<p>Project Name and description:</p> <p>Target 1.2</p> <p>The establishment of the Regeneration Board to commission, monitor and evaluate all regeneration projects</p> <p>Regeneration programme</p> <p>All Regeneration Programmes and Governance Arrangements</p>	<p>Contact Officer: Director of Leisure and Environment N Bolger</p> <p>Project Location: Borough wide</p> <p>Project Duration: November 2003 - onwards</p>	<p>Project Funding: <i>External:</i> Council: <i>Internal</i> <i>External linked to new structure</i></p> <p>Partnerships: None directly, but relevant to al partnerships in creating clarity and purpose to the direction of the regeneration function</p>
<p>Main Outcome(s):</p> <p>Better co-ordination and management of regeneration projects</p> <p>Assessed Risk:</p> <p>Time resources of TMT – contingency – employ external challenge to evaluate process after 6 months</p>	<p>Community Forum area Borough wide</p> <p>Community Priorities addressed: Regenerating the Economy</p> <p>Equal opportunity/diversity issues</p>	<p>Outputs:</p> <p>Projects delivered on time and to budget a better co-ordinated approach and overview of regeneration by TMT and senior regeneration managers – priorities established and maintained</p>
<p>Key milestone</p>		
<p>External auditors recognise project management as an issue for the borough.</p>	<p>2001/2</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p>
<p>Project Management and co-ordination raised as an issue for Borough</p>	<p>May 02</p>	<p>Audit letter highlights need for improvement in project management across the Council</p>
<p>Review findings confirm issues of project management as key underpinning issue for improvement in the review</p>	<p>June 03</p>	<p>Scoping day highlighted the need for improvement in regeneration co-ordination. Project management incorporated as a key objective in the corporate scorecard.</p> <p>External consultant appointed to improve project management. C Bennet reported to TMT</p>
<p>Executive report on regeneration board proposal</p>	<p>Sept 03</p>	<p>Discussions and findings through BV process highlight need for improved mechanisms and processes for coordinating regeneration projects.</p>
<p>First meeting held</p>	<p>Nov 03</p>	<p>Discussion through BV Steering Group, TMT and senior regeneration staff propose the establishment of a regeneration board. Terms of Reference, procedures and membership proposed.</p> <p>First meeting held to discuss process and confirm membership and roles.</p>

Output measure identified for Regeneration Board	Dec / Jan 04		Regeneration Board tasked by BV Regeneration Sounding Group to identify an output measure for the board for improvement plan	
Organisational development support for Regeneration Board Urbancanda to provide organisational development support for Regeneration Board	Jan /Mar 04			

<p>Project Name and description:</p> <p>Target 1.3</p> <p>The re-organisation to include a strengthened capacity for project management in line with the Council's improved approach to asset management including CPMO project management standards</p> <p>Regeneration programme</p> <p>All</p> <p>Main Outcome(s):</p> <p>Enhanced reputation for successful delivery</p> <p>Assessed Risk:</p> <p>System does not improve delivery – become too system focused rather than project outcome focused</p>	<p>Contact Officer:</p> <p>Partnerships Manager R Shooter, Head of Regeneration Implementation J Grint,</p> <p>Project Location:</p> <p>Borough wide</p> <p>Project Duration:</p> <p>Continual</p> <p>Community Forum area</p> <p>Borough wide</p> <p>Community Priorities addressed:</p> <p>Regenerating the local economy</p> <p>Equal opportunity/diversity issues</p> <p>Impact on equalities will be explicitly stated through the evaluation</p>	<p>Project Funding:</p> <p>External: Council: <i>mainstream budget funding</i></p> <p>Partnerships:</p> <p>All</p> <p>Outputs:</p> <p>Projects achieved and delivered in accordance with specification.</p>		
<p>Key milestone</p> <p>External auditors recognise project management as an issue for the borough.</p> <p>Project Management raised as an issue for Borough</p> <p>Review findings confirm issues of project management as key underpinning issue for improvement in the review</p> <p>Partnership Team identified in new structure to take lead role in co-ordination of regeneration projects and monitoring</p> <p>Interim Partnership Manager in place</p> <p>Pilot programme management system implemented</p>	<p>Timescale</p> <p>2001/2</p> <p>May 02</p> <p>June 03</p> <p>Aug 03</p> <p>Sept 03</p> <p>March 04</p>	<p>Status report</p> <p>Audit letter highlights need for improvement in project management across the Council</p> <p>Scoping day highlighted the need for improvement in regeneration project management</p> <p>Discussions and findings through BV process highlight need for improved mechanisms and processes for coordinating regeneration projects</p> <p>Need to increase staff skills and capacity through training and appointment of new posts.</p> <p>Interim Partnership manager in place to develop the project management framework for regeneration board</p> <p>Develop pilot programme management system test through regeneration board.</p>	<p>Action</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p>

<p>Project Name and description:</p> <p>Target 1.4 Ensure improved planning performance</p> <p>Regeneration programme All in particular area regeneration</p> <p>Main Outcome(s):</p> <ul style="list-style-type: none"> Development Control consistently performs at or above BVPI targets Local Development frameworks Implemented <p>Assessed Risk:</p> <ul style="list-style-type: none"> Risk to CPA assessment if failure to perform Legislation required to support improvement plan – This could be delayed in Parliament Inability to recruit staff Delay in establishing UDC Failure to reach agreement with UDC 	<p>Contact Officer: Head of Planning and Transportation P Wright</p> <p>Project Location: Planning and Transportation Division</p> <p>Project Duration: continual</p> <p>Community Forum area: All</p> <p>Community Priorities addressed: Regeneration the local economy, cleaner, greener, safer</p> <p>Equal opportunity/diversity issues Addressed within recruitment policies and Balanced scorecard</p>	<p>Project Funding: Planning Delivery Grant S106, Ep/LDA/UDC <i>External Council: Mainstream funding</i></p> <p>Partnerships: BTC Strategic Partnership, London Riverside but could involve new East London UDC</p> <p>Outputs:</p> <ul style="list-style-type: none"> Planning decisions issued in line with national BVPIs Public satisfaction with the quality of the service maintained or enhanced Local Development Frameworks comply with new legislation
Key milestone		
	Timescale	Status report
<p>Enactment of Planning and Compulsory Purchase Act 2004</p>	<p>2004</p> <p>Being referred to House of Lords Dec 2003</p>	<p>Outside of Local Authority Control but critical to success of plan</p>
<p>Review of staffing structures to ensure delivery of change is properly resourced</p>	<p>By Sept 2003</p> <p>completed</p>	<p>Incorporated into restructure</p>
<p>Meet with GOL to review UDP processes to reflect emerging LDF frameworks</p>	<p>By Nov 2003</p> <p>completed</p>	<p>Further meetings to be arranged</p>
<p>Amend UDP Review process to reflect emerging LDF frameworks</p>	<p>By March 2005</p> <p>In progress</p>	<p>ongoing</p>
<p>Commit to use of CPO powers in support of Regeneration activities</p>	<p>By March 2004</p> <p>To be progressed</p>	<p>Report to Executive required</p>
<p>Increase levels of survey work to support statutory plans and policies</p>	<p>By July 2004</p> <p>To be progressed</p>	<p>Recruitment required to identified posts</p>
<p>Seek increased delegation to 90% in Development Control</p>	<p>Already achieved</p> <p>completed</p>	<p>ongoing</p>
<p>Change frequency of DC Board to 2 weekly</p>	<p>Already achieved</p> <p>completed</p>	<p>ongoing</p>
<p>Review administrative processes in DC to deliver prompt delivery of decisions to meet new PIs</p>	<p>March 2004</p> <p>In progress</p>	<p>ongoing</p>
Action		
		<p>Is there a risk that the problem will delay project completion or affect outputs?</p> <p>Yes – It will fundamentally affect our ability to decide Major applications (BVPI 109a) within the statutory period</p> <p>no</p> <p>no</p> <p>Yes – Cannot be formalised until primary legislation (P&CP Act 2004) is enacted</p> <p>no</p> <p>Yes – inability to recruit suitable staff</p> <p>no</p> <p>no</p> <p>no</p>

Seek ISO 9000 accreditation in DC to support service delivery	April 2004	In progress	ongoing	Yes – failure at assessment will lead to reconsideration
Reinforce Management and monitoring systems to provide early warning of potential slippage in performance	July 2004	In progress	ongoing	Yes – relies on recruitment of suitable staff
Review PSA for planning on completion of structural changes	To be determined	To be determined	ongoing	no

<p>Project Name and description:</p> <p>Target 2.1 Redraft the community strategy</p> <p>Regeneration programme All</p>	<p>Contact Officer: Policy and Information Manager S Penessa,</p> <p>Project Location: Borough wide</p> <p>Project Duration: 2003/04</p>	<p>Project Funding: <i>External:</i> Council: £4K – Mainstream funding</p>
<p>Main Outcome(s): Set of priorities for regeneration</p> <p>Assessed Risk:</p>	<p>Community Forum area Borough Wide</p> <p>Community Priorities addressed: All</p>	<p>Partnerships: LSP and All</p>
<p>Disagreement between LSP and Council over priorities</p>	<p>Equal opportunity/diversity issues Including in Community Strategy</p>	<p>Outputs: Priorities start to be delivered</p>
<p>Key milestone</p>		
<p>The need to revise the Community Strategy identified</p>	<p>March 2003</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p>
<p>LSP Support Group / Neighbourhood Renewal Steering Group agree the merging of the Neighbourhood Renewal and Community Strategy</p>	<p>Sept 03</p>	<p>LSP Support Group identifies the need to revise the Community Strategy and Implementation Plans. The BV review addresses the need for a regeneration strategy, particularly in light of the revision of the Community Strategy and identifies methods of merging the strategies for better focus of work.</p>
<p>First draft of Strategy reported to LSP</p>	<p>Oct 04</p>	<p>First Draft Community Strategy produced</p>
<p>Meeting with all LSP subgroups organised</p>	<p>Nov –Dec 03</p>	<p>Consultation with LSP sub groups on the revised strategy for comments and information for Implementation Plans – work from BV working groups incorporated</p>
<p>Report to LSP</p>	<p>Jan 04</p>	<p>Report to Barking and Dagenham Partnership Jan 2004</p>
<p>Community Strategy distributed to all local stakeholders through Citizen Magazine</p>	<p>Apr 04</p>	<p>Final Draft of the Strategy and Implementation Plans completed for agreement with LSP Community Strategy printed and distributed to all local stakeholders</p>

<p>Project Name and description:</p> <p>Target 3.1 Create ownership within the council on a shared vision for regeneration in Barking and Dagenham</p> <p>Regeneration programme All and Community Priorities</p>	<p>Contact Officer: Director of Leisure and Environment N Bolger, Jeremy Grint; Head of Regeneration Implementation</p> <p>Project Location: Whole Council</p> <p>Project Duration: Six months</p>	<p>Project Funding: <i>External:</i> Council: Existing Resources Internal</p> <p>Partnerships:</p>
<p>Main Outcome(s): Agreed vision</p> <p>Assessed Risk: Not brought in by all relevant staff. Further discussions / monitoring through staff survey</p>	<p>Community Forum area Borough wide</p> <p>Community Priorities addressed: Regenerating the Economy</p> <p>Equal opportunity/diversity issues Included within the vision</p>	<p>Outputs: Shared vision which the Council as a corporate body works towards</p>
<p>Key milestone</p>		
<p>Vision away day</p>	<p>Oct 2003</p>	<p>Organise vision away day</p>
<p>Develop vision with all staff</p>	<p>Dec 2003</p>	<p>Organise 2nd/3rd vision away day</p>
<p>Vision reported to Regeneration Board</p>	<p>Feb 2004</p>	<p>Draft report to Regeneration Board</p>
<p>Vision reported agreed by Executive, Assembly and published</p>	<p>March 2004</p>	<p>Draft report to Executive</p>
<p>Is there a risk that the problem will delay project completion or affect outputs?</p>		

<p>Project Name and description:</p> <p>Target 4.1</p> <p>Establish an effective approach to funding opportunities that meet our strategic objectives.</p> <p>Regeneration programme</p> <p>All programmes</p>	<p>Contact Officer:</p> <p>Director of Leisure and Environment Services N Bolger Group Manager, Economic Development and Europe</p> <p>Project Location:</p> <p>ALL DEPARTMENTS</p> <p>Project Duration:</p> <p>Start: April 2004 End: Continues</p>	<p>Project Funding:</p> <p><i>External: All External Funding Agencies, Public Sector Partners, Private Sector (including Developers), Proposed Urban Development Corporation</i></p> <p><i>Council: Match Partnership Funding from revenue and capital resources.</i></p> <p>Partnerships:</p> <p>ALL</p>	
<p>Main Outcome(s):</p> <p>Greater investment in regeneration activities. More cohesive alliances, founded on shared financial risk with external partners. Compliance with statutory requirements in relation to the planning code.</p> <p>Assessed Risk:</p> <ul style="list-style-type: none"> • Lack of willingness to provide funding • Lack of resources from external funding bodies, in particular other public sector agencies • Lack of council resources for match partnership funding 	<p>Community Forum area</p> <p>All</p> <p>Community Priorities addressed:</p> <p>All</p> <p>Equal opportunity/diversity issues</p> <p>The Council will explicitly aim to ensure equality of opportunity in developing all of its regeneration and renewal programmes. The overall aim in securing funding will be to ensure access and opportunity for all parts of the community. A particular concern will be the need to secure and ensure community cohesion in the context of the regeneration programmes affecting the borough, in particular the proposals for London Riverside.</p>	<p>Outputs:</p> <ol style="list-style-type: none"> 1. More resources for regeneration and renewal activity, and as a consequence more economic and effective leverage of public sector resources. 2. Explicit statement of the need to ensure effective ownership and partnership working with other bodies and agencies in order to secure the delivery of effective regeneration programmes. 3. Within three years, to secure 50% of all investment in regeneration planning and delivery from resources other than the council's own programmes. 	
<p>Key milestone</p>			
<p>4.1.1 Appoint European funding officer</p>	<p>Jan to March 2004</p>	<p>Advertise post and interview</p>	<p>Action</p> <p>Is there a risk that the problem will delay project completion or affect outputs?</p>

4.1.2 Draft Funding Action Plan (FAP) drafted and presented to the Regeneration Board, linked to the Regeneration Vision and the Community Strategy. To incorporate the council's approach to EU and UK government funding and to link with the Council's S106 policy	April 2004			Clear statement of intent to be shared with key external partners and the Local Strategic Partnership in relation to funding and investment in regeneration and renewal.	Staffing resources Delay in announcement from ODPM on proposals for the E London UDC
4.1.3 Funding Action Plan finalised for presentation to the Regeneration Board and Informal Consultation with the LSP	June 04			Incorporation of informal views on funding action plan from key partners.	Lack of support from key partners for the actions identified
4.1.4 Final Funding Action Plan presented to Regeneration Board and the Executive for ratification	July 04			Agreement to the funding action plan and actions contained within it.	
4.1.5 Operationalise FAP	July 04			Regular performance reports to be presented to the Regeneration Board.	
4.1.6 Incorporate Programme Monitoring arrangements for FAP into Regeneration Board Performance reports and BSC for Regeneration Implementation Division	July 04			Group manager Partnership Development and Performance	

<p>Project Name and description:</p> <p>Target 4.2</p> <p>Enhance Capacity for funding from the private sector, in particular from S106 of the TCPA 90 (within statutory constraints).</p> <p>Regeneration programme All Regeneration Programmes</p> <p>Main Outcome(s):</p> <p>Clear policy on S106 to ensure investment from developers in essential community and environmental infrastructure. Better use of S106 finance</p> <p>Assessed Risk: Amount of S106 achieved may not be sufficient</p>	<p>Contact Officer: Director of Leisure and Environmental Services N Bolger Group Manager Sustainable Development G Glenday</p> <p>Project Location: Strategic Planning and Transportation Division (Sustainable Development Group)</p> <p>Project Duration: November 2003 – May 2004</p> <p>Community Forum area ALL</p> <p>Community Priorities addressed: ALL</p> <p>Equal opportunity/diversity issues Dealt with in the prospectus</p>	<p>Project Funding: <i>External: None, at present Council: Internal: £30K for development of S106 policy and analysis and Prospectus for the UDC</i></p> <p>Partnerships: All partnerships where the council can exercise its legitimate powers under TCPA</p> <p>Outputs: Clear policy and strategy on the use of S106 in preparation of emerging statutory requirements for Local Development Framework included in the Planning Green Paper and the Planning and Compulsory Purchase Bill.</p>		
<p>Key milestone</p> <p>Timescale Status report Action Is there a risk that the problem will delay project completion or affect outputs?</p>				
<p>Commence work on the development of a S106 policy and Urban Development Corporation Prospectus</p>	<p>Nov 03</p>		<p>Appointment of temporary staff to take forward research and evaluation and policy development</p>	<p>ACHIEVED</p>
<p>"Prospectus Mapping" of Key policies' spatial and land-use needs (e.g. Health, Education, Social Care, Community Protection)</p>	<p>Nov 03</p>	<p>Jan 04</p>	<p>Mapping of policy objectives of key elements of community and social infrastructure on the basis of the growth scenarios for the borough</p>	
<p>Draft Section 106 and Policy Framework in the context of the Prospectus Mapping.</p>	<p>Nov 03</p>	<p>Jan 04</p>	<p>Production of policy for S106 to secure community investment in critical community and social infrastructure</p>	
<p>Draft Initial Financial Evaluation of the Social and Community Infrastructure needs based on Prospectus Mapping and Growth Scenarios</p>	<p>Nov 03</p>	<p>Jan 04</p>	<p>High-level estimate of investment requirements for essential infrastructure based on NPV (NB Subject to final valuation)</p>	

Report to Regeneration Board on Draft Policy for S106, Prospectus Mapping and Investment Needs	Jan 04		Regeneration Board to be requested to endorse the first draft of the policy and the prospectus mapping as a basis for further discussion with external partners.	
External Verification of investment needs based on prospectus mapping and informal sounding with key partners on draft section 106 policy	Feb 04	April 04	Meetings with key external partners on policy and financial evaluation.	
Final Report on Prospectus and S106 Policy to be presented to Regeneration Board and subsequently Executive	May 04		Adoption of S106 Policy and associated documentation as council policy	
Publication of the Council's S106 Policy and Prospectus for proposed Urban Development Corporation ¹	June 04		Publication of the Prospectus and the S106 Policy to be endorsed by all public sector agencies identified in the document	

¹ The Prospectus is intended to give an estimate of the social and community infrastructure requirements to meet the government's sustainable communities plan objectives for Barking and Dagenham. It is intended to provide the proposed Urban Development Corporation with information on the current needs of the Council and other public service providers in supporting the proposed new communities in the London Riverside and other sites in the Borough. This is based on *current* statutory plans and other documentation produced by these agencies based on the growth scenarios.

<p>Project Name and description: Target 5.1 Enable Members to engage with external partners Regeneration programme</p> <p>All</p>	<p>Contact Officer: Director of Leisure & Environment Services N Bolger Head of Regeneration Implementation J Grint Head of Planning & Transportation P Wright</p> <p>Project Location: Borough wide Project Duration: Continual</p>	<p>Project Funding: Council: <i>External: Mainstream including Members training</i></p> <p>Partnerships:</p>		
<p>Main Outcome(s): Clearer understanding of Barking & Dagenham position externally</p> <p>Assessed Risk: All Members do not engage Further workshops and visits</p>	<p>Community Forum area</p> <p>Community Priorities addressed: Regenerating the Economy Raising the profile</p> <p>Equal opportunity/diversity issues</p>	<p>Outputs: Members able to engage confidently with external partners on a range of regeneration issues and making a positive outcome on Central and Regional Government in line with the shared vision</p>		
<p>Key milestone</p>				
	<p>Timescale</p>	<p>Status report</p>	<p>Action</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p>
<p>Regular briefings for Members regarding regeneration issues</p>	<p>Jan 04</p>		<ul style="list-style-type: none"> Monthly briefing on regeneration to be produced 	
<p>Regular briefings for Members regarding regeneration issues</p>	<p>Feb 04</p>		<ul style="list-style-type: none"> Monthly reporting in Members' matters on regeneration 	
<p>Quarterly workshop with Members on Barking Town Centre</p>	<p>Mar 04</p>		<ul style="list-style-type: none"> Organise workshop 	
<p>Quarterly Workshop with Members on London Riverside</p>	<p>Jun 04</p>		<ul style="list-style-type: none"> Organise workshop 	
			<p>See also action 7.1</p>	

<p>Project Name and description: Target 5 2 Understand emerging relevant government policy initiatives and raise issues with local MPs</p> <p>Regeneration programme All</p>	<p>Contact Officer: Head of Regeneration Implementation J Grint Head of Planning & Transportation Peter Wright</p> <p>Project Location: Borough wide</p> <p>Project Duration: Ongoing</p>	<p>Project Funding: <i>Council:</i> <i>External:Mainstream</i></p> <p>Partnerships: All</p>		
<p>Main Outcome(s): Responding to Government initiatives, policies and strategies</p> <p>Assessed Risk:</p>	<p>Community Forum area</p> <p>Community Priorities addressed: Raising the profile Regenerating the Economy</p> <p>Equal opportunity/diversity issues</p>	<p>Outputs: Reports to the Executive Letters to relevant government departments</p>		
Key milestone	Timescale	Status report	Action	Is there a risk that the problem will delay project completion or affect outputs?
Reports to the Regeneration Board and The Executive on new government issues	Mar 05		<ul style="list-style-type: none"> Draft reports on new government initiatives 	
Bi-monthly liaison with local MPs and 6 monthly liaison with MEPS	June 04		<ul style="list-style-type: none"> Organise meetings with MEPS 	

<p>Project Name and description: Target 5.3 Require senior officers to engage with external partners and others around the regeneration agenda Regeneration programme All</p>	<p>Contact Officer: Director of Leisure & Environment Services N Bolger</p> <p>Project Location: Boroughwide</p> <p>Project Duration: Continual</p>	<p>Project Funding: Council: External: <i>Mainstream</i></p> <p>Partnerships: All</p>	
<p>Main Outcome(s): Profile of borough raised and understanding of the Council's regeneration position much clearer</p> <p>Assessed Risk:</p>	<p>Community Forum area</p> <p>Community Priorities addressed:</p> <p>Equal opportunity/diversity issues</p>	<p>Outputs: Further resources attracted to the Borough</p>	
Key milestone			
Timescale	Status report	Action	Is there a risk that the problem will delay project completion or affect outputs?
Report back at monthly Regeneration Board on key contacts made		<ul style="list-style-type: none"> Ensure relevant officers networking with key individuals around the regeneration agenda 	
Adopt an influencing strategy to include a framework and targets for managers to raise the external profile of the Council.	March 2004	<ul style="list-style-type: none"> Produce agree and publish an influencing plan Incorporate targets in Divisional balanced scorecards 	
PPM for Chief Officers and Heads of Service to include regeneration activity	June 2004	<ul style="list-style-type: none"> Produce action and target within PPM 	

<p>Project Name and description: Target 5.4 Create an influencing plan at the start of all major projects Regeneration programme All and project specific</p>	<p>Contact Officer: Head of Regeneration Implementation J Grint Project Location: Borough Project Duration: March 04</p>	<p>Project Funding: Council: External: <i>Mainstream</i> Partnerships: All</p>	
<p>Main Outcome(s): Projects delivered more effectively Assessed Risk:</p>	<p>Community Forum area All Community Priorities addressed: Equal opportunity/diversity issues</p>	<p>Outputs: 'Influencing Plan' for each major project</p>	
Key milestone			
Timescale	Status report	Action	Is there a risk that the problem will delay project completion or affect outputs?
Assess projects which need an influencing plan	Feb 04	<ul style="list-style-type: none"> Audit project list and assess major ones. 	
Draft influencing plans and report to Regeneration Board	Mar 04	<ul style="list-style-type: none"> Draft influencing plans 	
Agreed influencing plans	Apr 04	<ul style="list-style-type: none"> Ensure all new projects build in as one of early tasks – develop influencing plan. 	

<p>Project Name and description: Target 6.1 Improve consultation and participation for local residents</p> <p>Regeneration programme All</p>	<p>Contact Officer: Head of Regeneration Implementation J Grint Project Location: Borough wide</p> <p>Project Duration: Continual</p>	<p>Project Funding: Council: <i>External: Mainstream</i></p> <p>Partnerships: All</p>
<p>Main Outcome(s): Improved consultation and involvement of local residents in regeneration activity</p> <p>Assessed Risk:</p>	<p>Community Forum area Borough wide</p> <p>Community Priorities addressed: All</p> <p>Equal opportunity/diversity issues</p>	<p>Outputs: Residents clearer about regeneration agenda</p>
Key milestone		
Timescale	Status report	Action
Quarterly Reporting to AGT and GER Community Forums	Mar 05	<ul style="list-style-type: none"> Undertake quarterly reporting to AGT + GRV Community Forums
Half yearly reporting to other Community Forums	Mar 05	<ul style="list-style-type: none"> Undertake half yearly reporting on regeneration activity to remaining Community Forums
Quarterly / Half yearly stakeholder meetings around key regeneration areas	Mar 05	<ul style="list-style-type: none"> Organise quarterly stakeholder meetings re key regeneration areas

Project Name and description: Target 6.2 Establish a bi-annual Business Forum Regeneration programme All	Contact Officer: Group Manager Economic Development and Europe Project Location: Borough wide Project Duration: continual	Project Funding: Council: External: Mainstream Partnerships:		
Key milestone	Timescale	Status report	Action	Is there a risk that the problem will delay project completion or affect outputs?
List of suitable business established in partnership with the Chamber of Commerce	Apr 04		<ul style="list-style-type: none"> Identify list of businesses 	
Business contacted	Jun 04		<ul style="list-style-type: none"> Contact businesses and establish / develop a relationship 	
First meeting	Sep 04		<ul style="list-style-type: none"> Organise first meeting 	

Project Name and description: Target 6.3 Develop and implement a regeneration communications strategy Regeneration programme All	Contact Officer: Head of Regeneration Implementation J Grint Project Location: Borough wide Project Duration: Continual	Project Funding: Council: <i>External/Mainstream</i> Partnerships: All
Main Outcome(s):	Community Forum area Borough wide Community Priorities addressed:	Outputs: Regeneration communications strategy
Assessed Risk:	Equal opportunity/diversity issues	
Key milestone		
Timescale	Status report	Action
Appoint Marketing/Communications Officer Assessment of contents of the skeleton of a draft communications strategy Strategy drafted	Apr 04 Jun 04	<ul style="list-style-type: none"> • Undertake recruitment • Undertake audit of current / future communication needs. • Draft strategy
Strategy appraisal	Sep 04	<ul style="list-style-type: none"> • Finalise draft strategy

<p>Project Name and description: Target 6.4 Organise a Regeneration Community convention</p> <p>Regeneration programme All</p>	<p>Contact Officer: Public Affairs Officer G Smith</p> <p>Project Location: Project Duration: Annually</p>	<p>Project Funding: Council: £10,000 External:</p> <p>Partnerships: All</p>
<p>Main Outcome(s): Local residents involved and informed regarding regeneration activity</p> <p>Assessed Risk:</p>	<p>Community Forum area Borough wide</p> <p>Community Priorities addressed:</p> <p>Equal opportunity/diversity issues</p>	<p>Outputs: Community convention held</p>
Key milestone		
Timescale	Status report	Action
Agree funding with partners Report to Regeneration Board and Executive Community convention held	Sept 04 Oct/Nov 04 Mar 05	<ul style="list-style-type: none"> • Development plan • Draft Report • Identify issues to be considered at community convention with partners. <ul style="list-style-type: none"> - Report to Regeneration Board - Agree venue and project plan - Organise event Develop project plan
Convention Planning including marketing and communication Engage with partners over concept	Nov – Feb 04 June 04	Organise meeting with partners

<p>Project Name and description: Target 7.1</p> <p>Improving Information and Knowledge</p> <p>There is a need to ensure that the council is well equipped with information and knowledge in order to ensure effective access to funding, influence and information as well as to ensure staff are supported in their professional development and the profile of the council is raised.</p> <p>This will also ensure that the Strategic Planning and Transportation and Regeneration Implementation Divisions in particular retain their Investor in People accreditation.</p> <p>Develop a Best Practice Programme for Barking and Dagenham in partnership with other local authorities and agencies, including visits and exchanges.</p> <p>Regeneration programme All programmes</p>	<p>Contact Officer: Director Leisure and Environment Services N Bolger</p> <p>Project Location: Regeneration Implementation Division (Partnership Development and Performance Management)</p> <p>Project Duration: Start: June 2004 End: Continues</p>	<p>Project Funding: <i>External: Collaboration with external organisation on exchange of knowledge, information and experience. Membership of BURA and other Knowledge Networks</i></p> <p><i>Council: Investment in Training and Development and Opportunity cost of attendance at events, courses and workshops (est. at £60k pa)</i></p> <p>Partnerships: ALL</p>
<p>Main Outcome(s): Enhanced understanding of notable practice in regeneration and renewal Building of knowledge networks between the council and other agencies</p>	<p>Community Forum area All</p> <p>Community Priorities addressed: All</p>	<p>Outputs: At least 4 visits per year to other Local Authority areas to identify and learn about notable practice</p>

<p>council and other agencies. Enhancement of the council's reputation, in terms of both staff and Members</p> <p>Assessed Risk:</p> <ul style="list-style-type: none"> • Failure to build effective relationships • Lack of engagement from external and internal participants • Lack of council resources for formal training and development, in particular in management development and leadership 	<p>Equal opportunity/diversity issues</p>	<p>Commitment of at least three days formal training per year for staff involved in regeneration and renewal programmes. Host at least four visits per year to Barking and Dagenham from other agencies and organisations in relation to the council's regeneration and renewal programmes. Hold one conference a year for each of the following:</p> <ul style="list-style-type: none"> • Property and Development Industry • Community and Voluntary Sector • Members
<p>Key milestone</p>		
<p>Timescale</p>	<p>Status report</p>	<p>Action</p>
<p>7.1.1 Organise an annual programme of training and events for regeneration and renewal, including visits to organisations with notable practice and Member engagement</p>	<p>April 04 – May 04</p>	<p>Clear statement of intent to be shared with key external partners and the Local Strategic Partnership in relation to funding and investment in regeneration and renewal. Incorporation of informal views on funding action plan from key partners. Agreement to the funding action plan and actions contained within it.</p>
<p>7.1.2 Seek approval for the annual programme from the Regeneration Board and, if necessary, the Executive</p>	<p>June 04</p>	<p>Staffing resources Delay in announcement from ODPM on proposals for the E London UDC Lack of support from key partners for the actions identified</p>
<p>7.1.3 Include events programme and attendance into staff work programmes and Personal Development plans</p>	<p>July 04</p>	
<p>7.1.4 Raise knowledge by seminars and workshops on the development process, development economics and investment strategy for Members and Officers</p>	<p>July 04</p>	<p>Regular performance reports to be presented to the Regeneration Board. Group manager Partnership Development and Performance</p>
<p>7.1.5 Publish the Programme and incorporate into corporate training and development initiatives.</p>	<p>July 04</p>	

<p>Project Name and description:</p> <p>Target 7.2</p> <p>Enhance the use of e-government capacity, with an explicit objective of creating a virtual development and investment one stop shop.</p> <p>The council actively uses the national Planning Portal. The Council's website was re-launched in December 2003 with the aim of enhancing accessibility and interoperability with emerging technologies and innovations, in particular in relation to Customer Relationship Management and content management. These innovations will allow the council to further enhance its services for developers and investors.</p>	<p>Contact Officer:</p> <p>Director of Leisure and Environmental Services (sponsor) N Bolger Head of Regeneration Implementation J Grint Head of Strategic Planning and Transportation & TBA P Wright [Vacant] Head of Information Systems and Technology</p> <p>Project Location: Regeneration Implementation (Partnership Development and Performance Management as Project manager)</p> <p>Project Duration: September 2004 – January 2005</p>	<p>Project Funding:</p> <p><i>External: To be evaluated</i> <i>Council: Internal: To be incorporated into the council's IEG Statement and funding to be sourced via this route</i></p> <p>Partnerships:</p> <p>External partners will be encouraged to contribute to the development one-stop shop either by a shared presence or by linking existing e-resources to the council's website.</p>	
<p>Regeneration programme</p> <p>All Regeneration Programmes</p> <p>Main Outcome(s):</p> <p>Easier access to the council's development services via a single portal to be hosted on the council's website at www.lbbd.gov.uk</p> <p>Assessed Risk:</p> <ul style="list-style-type: none"> • Need to ensure that information is updated and maintained • Publicity and promotion of the availability of the webportal • Availability of resources 	<p>Community Forum area</p> <p>ALL</p> <p>Community Priorities addressed:</p> <p>ALL</p> <p>Equal opportunity/diversity issues</p>	<p>Outputs:</p> <ul style="list-style-type: none"> • New web presence for development services via the council's corporate website creating a single focus for e-government initiatives in relation to regeneration and renewal (including the development of interactive applications) • Implementation of the council's objectives in relation to Customer First and e-government 	
<p>Key milestone</p> <p>Establish Project team to develop the project</p> <p>Seek agreement for the project plan from the Regeneration Board and ensure that this is linked into the programme and phasing for IEG and Customer First</p>		<p>Timescale</p> <p>Sept 04</p> <p>Sept 04</p>	<p>Status report</p> <p>Appointment of temporary staff to take forward research and evaluation and policy development</p> <p>Mapping of policy objectives of key elements of community and social infrastructure on the basis of the growth scenarios for the borough</p>
		<p>Action</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p> <p>ACHIEVED</p>

Produce draft portal and management arrangements in line with the requirements of corporate IS&T management	Nov 04		Production of policy for S106 to secure community investment in critical community and social infrastructure	
"Dry run" portal arrangements and ensure information management protocols and marketing strategy are developed	Nov 04		High-level estimate of investment requirements for essential infrastructure based on NPV (NB Subject to final valuation)	
Launch Portal and ensure, accompanied by a marketing and communication strategy	Jan 05		Regeneration Board to be requested to endorse the first draft of the policy and the prospectus mapping as a basis for further discussion with external partners.	

<p>Project Name and description:</p> <p>Target 8.1</p> <p>Balancing Social and Physical Regeneration</p> <p>The council has made enormous progress in its education service with a significant and continuing improvement in attainment in schools over the last 10 years, with the aim of severing the link between poverty and expectation.</p> <p>The council and our partners recognize that this exemplary long-term action needs to be replicated in health, environmental quality and social inclusion.</p> <p>Further develop the strategic partnerships in place with the PCT and Strategic Health Authority in relation to reducing ill health and increasing life expectancy within the borough via economic inclusion measures.</p> <p>Programmes</p> <p>Social Regeneration programme Economic Development programme</p>	<p>Contact Officer: Director of Leisure and Environment Services N Bolger Director of Social Services J Ross</p> <p>Project Location: Regeneration Implementation Division (Partnership Development and Performance Management) Social Services and PCT Regeneration and Partnerships Unit</p> <p>Project Duration: Start: April 2004 End: Continues</p>	<p>Project Funding: External: All Statutory Agencies, in particular the LDA, PCT, SHA and UDC Council: Staffing resources and NRF funding in particular</p> <p>Partnerships: ALL</p>
<p>Main Outcome(s): Explicit link between Health Development and Regeneration Achieving outcomes identified in the Director of Public Health's objectives for B&D the joint</p>	<p>Community Forum area All</p> <p>Community Priorities addressed: All</p>	<p>Outputs: Joint action plan and at least 10 projects per year to be funded under an explicit commitment to Social regeneration and health</p>

Public Health's objectives for B&D, the joint Mental Health Strategy and national objectives relating to worklessness as indicated in the Council's Economic Development Strategy	Equal opportunity/diversity issues	Social regeneration and health			
Key milestone		Timescale	Status report	Action	Is there a risk that the problem will delay project completion or affect outputs?
<p>Assessed Risk:</p> <ul style="list-style-type: none"> • Failure to build effective relationships • Lack of engagement from external and internal participants • Relationships with the Strategic Authorities included • Lack of focus: potential lack of priority 					ACHIEVED
8.1.1 Recruit and Appoint PCT/Social Services Regeneration and partnership manager			Oct 03	Recruit manager	
8.1.2 Develop regeneration liaison meeting with Social Services, PCT, LES and SHA			Oct 03 and then quarterly Feb 04	Set up joint liaison meeting with key agencies	
8.1.3 Develop the Social Regeneration Programme for B&D with involvement of key agencies and to be submitted in draft form to the Regeneration Board			April 04 – continues	Social regeneration programme drafted and initial programme submitted to the regeneration board	
8.1.4 Identify 10 key social regeneration projects that specifically addresses a public health need as identified by the DPH and source funding for implementation as a part of the social regeneration programme			Sept 04- continues	Enhance specific programmes relating to inclusion and employability in relation to excluded individuals and groups via established programmes. Target groups to include those identified in the Council's adopted Economic Development Strategy.	
8.1.5 Ensure outcomes for social inclusion and health impact assessment are incorporated into the CPMO processes and guidance and training provided.			December 04	Develop CPMO procedures to take account	
8.1.6 Ensure effective communication with BME groups and individuals in the development of regeneration programmes and projects in association with the LSP based on best practice guidance (GoL – Testing the Mix)				Explicit liaison and co-ordination mechanisms with BME communities included in action plans for regeneration programmes	

<p>Project Name and description:</p> <p>Target 8.2</p> <p>Ensure that social and community facilities are included in major regeneration projects as a prerequisite for them commencing (NB Links with Prospectus Mapping and S106 policy – Objective 4)</p> <p>Regeneration programme All Regeneration Programmes</p>	<p>Contact Officer: Director of Leisure and Environmental Services (sponsor) N Bolger</p> <p>Regeneration Board Head of Regeneration Implementation J Grint Head of Strategic Planning and Transportation Peter Wright</p> <p>Project Location: Regeneration Implementation</p> <p>Project Duration: January 2004 – onwards</p> <p>Community Forum area ALL</p> <p>Community Priorities addressed: ALL</p> <p>Equal opportunity/diversity issues To be addressed in individual projects</p>	<p>Project Funding: <i>External: dependent on specific needs and requirements. However, this is envisaged to include the SHA, DoH, ODPM, DFES, DEFRA, EA, EP, LDA, PCT and LIFT, GLA and Mayor (in particular in relation to community protection – MPA/LFEPA)</i></p> <p><i>Council: Internal: To be evaluated via the council's revenue and capital programme budgets.</i></p> <p>Partnerships: ALL</p>	
<p>Main Outcome(s): Provision of social and community facilities as a part of agreed regeneration programmes with an explicit commitment to investment and long-term revenue funding.</p> <p>Assessed Risk:</p> <ul style="list-style-type: none"> • Lack of commitment and resources from central government and strategic funders • Lack of influence in exercising planning powers in the context of the proposed UDC 		<p>Outputs: See Target 4.2 the actions relating to prospectus mapping and S106 under Objective 4.</p>	
<p>Key milestone</p> <p>See Target 4.2</p> <p>Ensure LDF and any Local Development order includes social infrastructure requirements</p>		<p>Timescale</p> <p>Mar 05</p>	<p>Status report</p> <p>Assess requirements for social infrastructure within BTC and London Riverside</p>
		<p>Action</p> <p>Is there a risk that the problem will delay project completion or affect outputs?</p>	

**Strategic objective:
Better Education and Learning for All: Raising Skills**
(Cross referenced against the Jobs and the Economy strategic plan)

Target	Base-line	Target for the Year	Actual	Next Milestone and date	Resources	What are the activities to meet the target?	Outcomes
Target 9 Improve the levels of qualifications of residents	19% residents have qualifications at Level 1 or below	Increase participation rates across qualification bands (Entry to NVQ level 2)		Programme evaluated – Jan 04	NRF/ LDA/ LSC/ DFES/ Major employers	<p>9.1 Analyse patterns of recruitment and consult on participation, provision, retention and achievement. Continually benchmark data against national best practice. Identify and fill gaps in existing provision</p> <p>9.2 Identify opportunities with residents and employers to link employees' informal / recreational learning into routes leading to accredited qualifications</p> <p>9.3 Increase access to and marketing of learning opportunities throughout the borough</p> <p>9.4 Ensure employers link employees' informal / recreational learning into routes leading to accredited qualifications and encourage advanced learning opportunities in further and higher education</p> <p>9.5 Ensure the barriers such as finance, childcare & access to HE are minimised</p> <p>9.6 To improve training and guidance</p> <p>9.7 Identifying and filling gaps in learning provision for adults</p>	Skills raised in sub region and local area
Target 9a Improve the take up of adult learning opportunities and specifically skills for life (basic skills)	18% residents have qualifications at Level 2 or below	1200 people annually to Level 2					Higher levels of qualifications providing access to better jobs
Target 9b To increase the % of residents acquiring or studying for higher level qualifications	5.8% residents have qualifications at Level 3 or below	Increase by 5% per annum over 5 years					Levels of unemployment are reduced
Target 9c To improve training and guidance services	Increase by 2% per annum over 5 years						

<p>Target 10 Increase the average income in B&D households</p>	<p>CACI average household income £24,000 in 2002 (32nd out of 32 London Boroughs)</p>	<p>Decrease gap between London average and Barking and Dagenham by 50% over 5 years</p>		<p>Programme evaluated – April 04</p>	<p>NRF/LDA/ LSC/ Major employers/ Business Link for London</p>	<p>10.0 Widen the scope and work of the Education Business Partnership 10.2 Map the key features of the local workforce and businesses, and in consultation with key business support agencies</p>	<p>Better trained more effective workforce.</p>
<p>Target 11 Reduce the digital divide to ensure local people have access to ICT resources</p>	<p>X percent of the population accessing learning opportunities through the use of ICT</p>	<p>Increase in access by 2% per annum over 5 years</p>		<p>Programme evaluated – Jan 04</p>	<p>11.1 To ensure training is available when ICT access projects are provided in existing and new accommodation. 11.2 Implement the home and community learning strand of the TestBed programme to access 5000+ homes in the borough and link to 'Wiring up the Gascoigne' project</p>		
<p>Glossary DEAL – Department for Education, Arts & Libraries ABSI – Adult Basic Skills Initiative LDA – London Development Agency LSC – Learning and Skills Council NRF - Neighbourhood Renewal Fund dFES – Department for Education and Skills HOTG – Heart of Thames Gateway UEL – University of East London IAG – Integrated Adult Guidance network</p>							

<p>Project Name and description:</p> <p>Target 9.1</p> <p>Undertake an analysis of patterns of provision for education and training - mapped against access, recruitment, retention and achievement.</p> <p>Regeneration programme</p> <p>Lifelong Learning and Economic Development</p>	<p>Contact Officer: General Inspector - Post-14 A Lazell Principal Regeneration Officer T Regan</p> <p>Project Location: Borough-wide but priority to Alibon, Eastbrook, Heath, and Valence wards (where % residents with no qualifications is greatest. Census 2001)</p> <p>Project Duration: January 04 – July 04</p>	<p>Project Funding: Council: Activity supported through existing staff resources External:</p> <p>Partnerships:</p> <ul style="list-style-type: none"> • Voluntary sector providers • DEAL / ABSI • Adult College / On-Line network • Barking College / Learning Village network 	
<p>Main Outcome(s): Comprehensive information source collating key indicators of adult learning provision.</p> <p>Assessed risk: Outcomes influenced by potential conflict of priorities for officers, resulting in target timescale not met. Alternative strategy to secure external funding and consultancy.</p>	<p>Community Forum area Alibon, Eastbrook, Heath, and Valence</p> <p>Community Priorities addressed: 'Better Education & Learning for All' 'Regenerating the Local Economy</p> <p>Equal opportunity/diversity issues Focus within priority wards on economically inactive males 25 -45; single young mothers; ethnic minority groups</p>	<p>Outputs: Lifelong Learning and Inclusion: Community First – Raising aspirations and standards. Customer First – Focus on the full range of learners' needs People Matter – Effective communications; greater cross-divisional working Performance counts – lifelong learning opportunities of the highest quality; effective use of workplace learning</p>	
<p>Key milestone</p> <p>Visual representation of learning and childcare provision in the borough, correlated to employment information. Available to Regeneration Board and key partners</p> <p>Comparative document summarising key performance indicators against national best practice available to Regeneration Board</p> <p>Comparative document summarising appropriateness of current provision for education and training against needs of specific target groups</p> <p>Information kiosk established in each priority ward</p> <p>Report available to Regeneration Board of key factors affecting access to education and training for residents.</p>	<p>Timescale</p> <p>Completed February 04</p> <p>Completed March 04</p> <p>Completed May 04</p> <p>July 2004</p> <p>Completed July 04</p>	<p>Status report</p> <p>Plot on a ward basis the geographic positions of learning provision in the public and voluntary sectors, and for childcare. Correlate this information against % residents in employment by ward.</p> <p>Analyse the recruitment, retention and achievement of residents accessing borough provision as benchmarked against national best practice</p> <p>Assesses appropriateness of learning provision for particular target groups: young mothers; residents on shift working, and those dependent upon public transport</p> <p>Create training information points / kiosks linked to employment opportunities / advice and guidance</p> <p>Access the views of providers and residents to determine and understand the barriers (real and perceived) to learning</p>	<p>Action</p> <p>Is there a risk that the problem will delay project completion or affect outputs?</p>

<p>Project Name and description:</p> <p>Target 9.2 Identify opportunities with residents and employers to link employees' informal / recreational learning into routes leading to accredited qualifications</p> <p>Regeneration programme Lifelong Learning and Economic Development</p>	<p>Contact Officer: Principal Regeneration Officer, Regeneration T Regan General Inspector - Post-14 , DEAL A Lazell,</p> <p>Project Location: Cross-borough. Priority to Thames, Abbey, Gascoigne, Alibon, Heath, and Valence</p> <p>Project Duration: March 04 – March 05</p>	<p>Project Funding: Council: External: NRF, and potentially LDA. £15k funding required</p> <p>Partnerships:</p> <ul style="list-style-type: none"> • Voluntary sector providers • DEAL / ABSI • Adult College / On-Line network • Barking College / Learning Village network • UJEL • East Thames IAG. JobNet
<p>Main Outcome(s): Hard to reach groups have increased access to education and training opportunities</p> <p>Assessed risk: Publicity materials fail to inform or motivate potential adult learners. Consider redesign of materials and / or identify other organisations who have established links to priority groups.</p>	<p>Community Forum area</p> <p>Community Priorities addressed: 'Better Education & Learning for All' 'Regenerating the Local Economy'</p> <p>Equal opportunity/diversity issues Those wards displaying highest levels of long-term unemployment. Ethnic minority groups</p>	<p>Outputs: Lifelong Learning and Inclusion: Community First – Raising aspirations and standards. Customer First – Focus on the full range of learners' needs People Matter – Effective communications; greater cross-divisional working Performance counts – lifelong learning opportunities of the highest quality; effective use of workplace learning</p>
<p>Key milestone</p>		
<p>Directory available listing range of courses and qualifications in the borough and local area</p>	<p>Completed May 04</p>	<p>Collate existing information sources and publish</p>
<p>Funding for publicity materials secured</p>	<p>March 04</p>	<p>Seek funding to support the design and production of targeted publicity materials</p>
<p>Publicity materials available for local employers and key points of contact (voluntary sector training network, JobNet, Vicarage Fields information shop etc) with unemployed residents</p>	<p>Completed June 04</p>	<p>Design and produce publicity materials that exemplify the benefits of learning for employees and those seeking employment, and to local businesses.</p>
<p>Residents in areas of high levels of unemployment are targeted with information about learning opportunities</p>	<p>Starts June 04</p>	<p>Liaison with those providers in contact with hard to reach groups. Contact residents directly using door to door techniques using existing networks.</p>
<p>Interim report to Regeneration Board of impacts of strategies</p>	<p>December 04</p>	<p>Review of the increases in the take up of learning opportunities because of better access to key target groups.</p>
<p>Is there a risk that the problem will delay project completion or affect outputs?</p>		

<p>Project Name and description:</p> <p>Target 9.3 Increase the marketing of and access to learning opportunities throughout the borough</p> <p>Regeneration programme Lifelong Learning and Economic Development</p>	<p>Contact Officer: Principal Regeneration Officer, Regeneration T Regan General Inspector - Post-14 , DEAL A Lazell</p> <p>Project Location: Cross-borough</p> <p>Project Duration: January 04 – December 04</p>	<p>Project Funding: Council: External: NRF – consultancy £12k. Publicity £8k</p> <p>Partnerships:</p> <ul style="list-style-type: none"> • Voluntary sector providers • DEAL / ABSI • Adult College / On-Line network • Barking College / Learning Village network • UJEL • East Thames IAG
<p>Main Outcome(s): More adults engage in education and training Skills raised in sub region and local area.</p> <p>Assessed risk: Project dependent upon successful funding application. Alternative strategies involve using other council departments to disseminate information, but with delayed timescale for implementation.</p>	<p>Community Forum area</p> <p>Community Priorities addressed: 'Better Education & Learning for All' 'Regenerating the Local Economy'</p> <p>Equal opportunity/diversity issues Priority to wards with the highest levels of unemployment and residents with low basic skills. Ethnic minority groups</p>	<p>Outputs:</p> <p>Lifelong Learning and Inclusion: Community First – Raising aspirations and standards. Customer First – Focus on the full range of learners' needs People Matter – Effective communications; greater cross-divisional working Performance counts – Lifelong learning opportunities of the highest quality; effective use of workplace learning</p>
<p>Key milestone</p>		
<p>Funding application for external consultancy and to design and produce targeted publicity materials secured</p>	<p>March 04</p>	<p>Develop detailed project specification and submit consultancy opportunity to competitive tendering</p>
<p>Informed understanding gained of incentives to learning. Summary report available to the Regeneration Board</p>	<p>Completed Oct 04</p>	<p>Convene focus group / liaise with Connexions to identify innovative ways (incentives and venues) to engage residents in learning. Identify sources of financial support (grants and allowances) for residents to engage in education and training</p>
<p>Publicity and marketing materials available to residents and local businesses</p>	<p>Starts June 04</p>	<p>In collaboration with key partners, use outputs from consultation processes to design and disseminate marketing materials</p>
<p>Interim report to Regeneration Board outlining key impacts of revised marketing and publicity strategies</p>	<p>Dec 04</p>	<p>Review of increases in the take up of learning opportunities because of better marketing and publicity to key target groups.</p>
<p>Timescale Status report Action Is there a risk that the problem will delay project completion or affect outputs?</p>		

<p>Project Name and description:</p> <p>Target 9.4 To increase the % of residents acquiring or studying for higher level qualifications – target priority audiences to improve take up for delivery.</p> <p>Ensure up to date information is available to students of all ages to support progression to FE, HE, employment and training</p> <p>Regeneration programme</p> <p>Lifelong Learning and Economic Development</p>	<p>Contact Officer: General Inspector - Post-14 , DEAL A Lazell</p> <p>Project Location: Cross-borough but with priorities for Alibon, Parsloes, Mayesbrook and Heath wards (lowest L4/5)</p> <p>Project Duration: January 04 – January 06</p>	<p>Project Funding: Council: From existing resources (officer time), DFES funding for the Aim Higher initiative in schools and Barking College External: NRF funding to design and produce publicity materials across the scope of progression to higher education: £12k. Consult with UEL on matched-funded arrangements</p> <p>Partnerships:</p> <ul style="list-style-type: none"> • Barking College • Adult College • University of East London • IAG / IGN / JobNet 		
<p>Main Outcome(s): More residents from priority sector groups achieve L4 / 5 qualifications</p> <p>Assessed risk: Lack of external funding results in lower quality and impact of publicity materials. Poor monitoring of access to materials results in priority groups potentially not benefiting.</p>	<p>Community Forum area</p> <p>Community Priorities addressed: 'Better Education and Learning for All' 'Regenerating the Local Economy'</p> <p>Equal opportunity/diversity issues Effort targeted in direct proportion to need (Lowest % L4/5 qualifications)</p>	<p>Outputs: Balanced scorecard refs: 1. Lifelong Learning and Inclusion: Community First – Raising aspirations and standards. Customer First – Focus on the full range of learners' needs Performance counts – lifelong learning opportunities of the highest quality; effective use of workplace learning 2. Regeneration</p>		
<p>Key milestone</p>				
<p>Comprehensive information (text and CDROM formats) is available to young people about progression opportunities post-16: sixth forms, further education, and training</p> <p>Applications to higher education institutions from secondary schools and Barking College are increased by 15%</p> <p>10% increase annually of students in Y13 progress to higher education. 25% of students within the cohort progress to those universities with the most demanding entry requirements</p>	<p>Completed January 04</p> <p>January 04</p> <p>Interim review January 04</p>	<p>In collaboration with the Connexions Service produce electronic directory of post-16 courses in sub region</p> <p>Using Aim Higher officers and the DEAL Post-16 university COMPACT group identify additional strategies and resources to encourage more students to apply to university</p> <p>Implement Phase 2 (March 04 – 06) of the DFES 'AimHigher' programme in secondary schools, Barking College, and B&D Training Services</p>		
<p>Timescale</p>		<p>Status report</p>	<p>Action</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p>

Strategies for action summary paper available to Regeneration Board	February 04		With the UEL (Widening Participation unit) as the initial provider, map current access of residents by ward to university undergraduate programmes	
Publicity and marketing materials designed	March 04		Funding application for the design and production of materials to highlight opportunities in higher education	
Applications to further education institutions for Level 4 vocational courses from secondary schools are increased by 5% (from nil baseline)	May 04		DEAL officers and heads of schools' sixth form identify strategies and resources to encourage more students to apply for Level 4 qualifications in vocational areas	
Informed understanding gained of incentives to learning. Summary report available to the Regeneration Board	End May 04		Convene focus group / access Citizens' Panel, use Barking and Dagenham graduates to identify innovative ways (incentives and venues) to engage residents in learning which leads to higher level qualifications. Identify sources of financial support (grants and allowances) for residents to engage in L4 /5 education.	
Publicity and marketing materials available to residents and local businesses	Starts June 04		In collaboration with key partners, use outputs from consultation processes to design and disseminate marketing materials	
300 adults access information about higher education opportunities. 10% increase of applications from residents to local universities	December 05 December 05		Extend the range of information in the Vicarage Fields information shop about courses in local universities and sources of financial support available.	

<p>Project Name and description:</p> <p>Target 9.5 Ensuring that barriers such as finance, childcare and access to HE are minimised.</p> <p>Regeneration programme Lifelong Learning and Economic Development</p>	<p>Contact Officer: General Inspector - Post-14 , DEAL A Lazell</p> <p>Project Location: Cross-borough but with priorities for Alibon, Parsloes, Mayesbrook and Heath wards</p> <p>Project Duration: January 04 – January 06</p>	<p>Project Funding: Council: From within existing resources (officer time) and DFES Aim/Higher budget External: Existing Sure Start (Children's Centres). NRF £8k for design and marketing publicity</p> <p>Partnerships:</p> <ul style="list-style-type: none"> • Barking College • Adult College • University of East London • IAG / IGN / JobNet 																									
<p>Main Outcome(s): More residents from priority groups achieve L4 / 5 qualifications</p> <p>Assessed risk: Council is unable to significantly remove / reduce / influence the removal of barriers in specific areas for particular learners</p>	<p>Community Forum area</p> <p>Community Priorities addressed: 'Better Education and Learning for All' 'Regenerating the Local Economy'</p> <p>Equal opportunity/diversity issues Effort targeted in direct proportion to need (Wards with lowest % L4/5 qualifications). Ethnic minority groups</p>	<p>Outputs:</p> <p>Lifelong Learning and Inclusion: Community First – Raising aspirations and standards. Customer First – Focus on the full range of learners' needs People Matter – Effective communications; greater cross-divisional working Performance counts – lifelong learning opportunities of the highest quality; effective use of workplace learning</p>																									
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Publicity and marketing materials available to residents and local businesses	Starts June 04		In collaboration with key partners, use outputs from consultation processes to design and disseminate marketing materials, including door to door contacts.																								
10 residents from ethnic minorities gain employment.	Review September 04		In collaboration with key partners, identify and address the employability needs of ESOL and other minority ethnic residents with existing degree equivalent qualifications																								

<p>Project Name and description: Target 9.6 To improve training and guidance services</p> <p>Regeneration programme Lifelong Learning and Economic Development</p>	<p>Contact Officer: General Inspector - Post-14 , DEAL A Lazell Adult Basic Skills Co-ordinator, ABSI M Adams</p> <p>Project Location: Cross-borough but with priorities for wards with highest levels of unemployed males 25-45</p> <p>Project Duration: January 04 – January 06</p> <p>Community Forum area</p>	<p>Project Funding: Council: From within existing resources (officer time) External:</p> <p>Partnerships:</p> <ul style="list-style-type: none"> • IAG / IGN / JobNet • Voluntary sector training network
<p>Main Outcome(s): More residents from priority groups gain employment or enhance their current employment</p> <p>Assessed risk:</p>	<p>Community Priorities addressed: 'Better Education and Learning for All' 'Regenerating the Local Economy'</p> <p>Equal opportunity/diversity issues Effort targeted in direct proportion to need</p>	<p>Outputs: Lifelong Learning and Inclusion: Community First – Raising aspirations and standards. Customer First – Focus on the full range of learners' needs Performance counts – lifelong learning opportunities of the highest quality; effective use of workplace learning</p>
<p>Key milestone</p>		
<p>Increase of 10% in the number of long term unemployed residents gaining employment as a result of enhanced collaboration between key providers of advice and guidance .</p> <p>Voluntary sector training network has 15% increase in learner numbers</p>	<p>Timescale</p> <p>July 04</p> <p>July 04</p>	<p>Status report</p> <p>Improve regional and local linkages between key providers such as DEAL, Integrated Adult Guidance Network (IAG), Integrated Guidance Network (IGN), the Connexions Service and HOTG Job Net +</p> <p>Seek additional funding opportunities to secure the longer term viability of the network</p>
<p>Action</p> <p>Is there a risk that the problem will delay project completion or affect outputs?</p>		

<p>Project Name and description:</p> <p>Target 9.7</p> <p>Identifying and filling the gaps in learning provision for adults</p> <p>Regeneration programme</p> <p>Lifelong Learning and Economic Development</p>	<p>Contact Officer:</p> <p>General Inspector - Post-14 A Lazell Principal Regeneration Officer, Regeneration Terry Regan</p> <p>Project Location:</p> <p>Borough-wide with priority assigned to those wards identified in mapping / analysis activity.</p> <p>Project Duration:</p> <p>Ongoing. Initial phase: January 04 – May 05</p> <p>Community Forum area</p> <p>Community Priorities addressed:</p> <p>'Better Education & Learning for All' 'Regenerating the Local Economy'</p> <p>Equal opportunity/diversity issues</p> <p>Priority groups: economically inactive males 25 -45; single young mothers, ethnic minority groups</p>	<p>Project Funding:</p> <p>Council: From within existing staffing provision - DEAL ABSI to support longer term collaboration between key providers</p> <p>External: NRF – appointment of consultant to coordinate information relating to education and training provision available locally to residents. £5k.</p> <p>Partnerships:</p> <ul style="list-style-type: none"> • Voluntary sector providers • DEAL / ABSI • Adult College / On-Line network • Barking College / Learning Village network • UJEL <p>Outputs:</p> <p>Lifelong Learning and Inclusion: Community First – Raising aspirations and standards. Customer First – Focus on the full range of learners' needs People Matter – Effective communications; greater cross-divisional working Performance counts – lifelong learning opportunities of the highest quality</p>
<p>Key milestone</p>		
<p>Funding for consultancy secured</p> <p>Appointment of consultant to collate information relating to education and training provision available locally to residents.</p> <p>Summary document available outlining learning provision in the public and voluntary sectors</p> <p>Coordinated exchange of learning provision between providers</p> <p>Collaborative bidding for funding to extend and enhance range of education and training available, and particularly for hard to reach groups</p> <p>Review effectiveness of increased collaboration on numbers of residents accessing education and training opportunities. Interim report available to Regeneration Board</p>	<p>Timescale</p> <p>January 04</p> <p>February 04</p> <p>Completed May 04</p> <p>Starts May 04</p> <p>Starts May 04</p> <p>May 05</p>	<p>Status report</p> <p>Seek funding to engage consultancy support</p> <p>Develop detailed project specification and submit to competitive tendering</p> <p>Audit of aspects of education and training provision locally. This action in parallel to mapping of location of provision.</p> <p>Through the LSP sub group and voluntary sector training providers' network disseminate information detailing provision.</p> <p>Identify and access appropriate funding sources.</p> <p>Collection and collation of outputs from providers</p>
<p>Is there a risk that the problem will delay project completion or affect outputs?</p>		

<p>Project Name and description:</p> <p>Target 10.1</p> <p>Widen the scope and work of the Education Business Partnership to support workforce development</p> <p>Regeneration programme</p> <p>Lifelong Learning and Economic Development</p>	<p>Contact Officer: General Inspector - Post-14 , DEAL A Lazell Head of Work Related Learning, DEAL M Balcombe Project Location: Cross-borough</p> <p>Project Duration: January 04 – August 06</p>	<p>Project Funding: Council: External: LSC 14-19 local pathfinder funding (secured for business placements)</p> <p>Partnerships:</p> <ul style="list-style-type: none"> • DEAL • Gateway to Industry • Gateway to Health and Social Care 		
<p>Main Outcome(s):</p> <p>Enhanced links in the area of business development between local and sub regional companies and schools. More pupils involved in placements and business-related partnership activities</p> <p>Assessed risk: Failure to secure additional funding to extend EBP staffing will greatly extend the project timescale, and will result in fragmented data regarding the identification of current and future (next 5 years) training needs of local companies in the non-manufacturing sectors</p> <p>Key milestone</p>	<p>Community Forum area</p> <p>Community Priorities addressed: 'Regenerating the Local Economy' 'Better Education and Learning for All'</p> <p>Equal opportunity/diversity issues Target group of those students at greatest risk of underachievement</p>	<p>Outputs:</p> <p>Lifelong Learning and Inclusion: Community First – Raising aspirations and standards. Customer First – Focus on the full range of learners' needs People Matter – Effective communications; greater cross-divisional working Performance counts – Lifelong learning opportunities of the highest quality; effective use of workplace learning Additional Gateway project developed</p>		
<p>Timescale Status report Action Is there a risk that the problem will delay project completion or affect outputs?</p>				
<p>Enhanced scope and work of the Education Business Partnership defined</p>	<p>March 04</p>	<p></p>	<p>Develop job description and person specification for additional EBP officer, and appoint</p>	<p></p>
<p>Funding secured for additional gateway project</p>	<p>Mid-late 2004</p>	<p></p>	<p>Bid made to LSC/LDA to establish additional Gateway project covering a key sector e.g. construction</p>	<p></p>
<p>Detailed profile of the training needs (current and future) completed</p>	<p>August 06</p>	<p></p>	<p>EBP officer works with local companies in the non-manufacturing sectors to identify current and future (next 5 years) training needs</p>	<p></p>
<p>Brokerage facility operational between identified training needs and provision. 15% of local companies annually report increased participation in training opportunities</p>	<p>Ongoing from August 04</p>	<p></p>	<p>Identify and implement matches between the identified needs of businesses with local and sub regional training provision.</p>	<p></p>
<p>20% of schools with enhanced provision for business and careers education (measured through GCSE / A level performance) 50% of schools with business mentors</p>	<p>January 05</p>	<p></p>	<p>Identify opportunities to extend existing links between local business and schools in order to raise attainment through curriculum enhancement for students</p>	<p></p>
<p>15% companies participating in mentoring programmes 5% companies represented on schools' governing bodies</p>	<p>January 05</p>	<p></p>	<p>Identify opportunities to extend the links between local business and schools to promote the development of local workforces</p>	<p></p>

<p>Project Name and description:</p> <p>Target 10.2 Map the key features of the local workforce and businesses, and in consultation with key business support agencies</p> <p>Regeneration programme Economic Development</p>	<p>Contact Officer: Business Development Manager, Regeneration J Sinclair Principal Regeneration Officer, Regeneration T Regan General Inspector - Post-14 , DEAL A Lazell</p> <p>Project Location: Cross borough</p> <p>Project Duration:</p>	<p>Project Funding: Council: External: LSC</p> <p>Partnerships:</p> <ul style="list-style-type: none"> • Regeneration • DEAL • Key business support agencies 		
<p>Main Outcome(s): Funding secured/initiatives supported to enable up-skilling of local workforce in key sectors</p> <p>Assessed risk:</p>	<p>Community Forum area</p> <p>Community Priorities addressed: 'Regenerating the Local Economy'</p> <p>Equal opportunity/diversity issues Outputs will be monitored for impact on BME communities, women and other key groups. Links will be developed with local training provision focused on the hardest to reach communities</p>	<p>Outputs:</p> <p>Lifelong Learning and Inclusion: People Matter – Effective communications; greater cross-divisional working Performance counts – lifelong learning opportunities of the highest quality; effective use of workplace learning</p>		
<p>Key milestone</p>				
	<p>Date</p>		<p>Action</p> <p>Text here</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p>
<p>Commission URS survey</p>	<p>April 2003</p>		<p>Analyse information from URS survey used to identify key projects</p>	
<p>Summary document completed containing the key features of the local workforce and businesses</p>	<p>Nov 2003</p>		<p>Local statistics collected and matched against LSC key sector priorities</p>	
<p>Work with LSC workforce development advisers to support Profit from Learning</p>			<p>Work with key business support agencies, ETLLP Workforce Development Task Group to support initiative</p>	
<p>Partnership bids submitted to LSC/LDA reflecting local needs</p>	<p>Late 2004</p>		<p>Bids worked up and submitted. Projects implemented</p>	

<p>Project Name and description:</p> <p>Target 11.1 Reducing the digital divide: training for ICT access</p> <p>Regeneration programme</p> <p>Lifelong Learning and Economic Development</p>	<p>Contact Officer: General Inspector - Post-14 , DEAL A Lazell TestBed Manager, DEAL G Underwood Partnerships Manager, Regeneration R Shooter</p> <p>Project Location: Pilot: Families of students attending Testbed schools: Warren, Barking Abbey, Eastbury (with partner infant and junior schools), Barking College</p> <p>Project Duration: September 04 – September 06</p>	<p>Project Funding: Council: TestBed (DfES funded) ; £20k Committed, £5k Surestart External: LSC (through Lifeline Community Partnerships to facilitate voluntary sector training providers' network)</p> <p>Partnerships:</p> <ul style="list-style-type: none"> • Barking College • Adult College • University of East London • IAG / IGN / JobNet • Lifeline Community Projects / voluntary sector training network
<p>Main Outcome(s): Testbed targets met: to use ICT to enable the community to benefit from learning and development opportunities</p> <p>Assessed risk:</p>	<p>Community Forum area</p> <p>Community Priorities addressed: 'Better Education & Learning for All'</p> <p>Equal opportunity/diversity issues</p>	<p>Outputs: Lifelong Learning and Inclusion: Community First – Raising aspirations and standards. Customer First – Focus on the full range of learners' needs People Matter – Effective communications; greater cross-divisional working Performance counts – Lifelong learning opportunities of the highest quality; effective use of workplace learning Reduce the digital divide</p>
<p>Key milestone</p>		
<p>Directory of current provision for ICT learning across the borough available</p> <p>10% of parents to take up training</p> <p>Special interest groups encouraged to use digital media to publish the web. 10 community pilots in operation</p> <p>Pilot project to link up community champions on the Gasgoinge estate</p> <p>Interim Evaluation</p> <p>Project feedback</p>	<p>Timescale</p> <p>January 04</p> <p>By July 04</p> <p>June 04</p> <p>March 04</p> <p>Aug 04</p> <p>Feb 05</p>	<p>Status report</p> <p>Through Testbed (led by Lifeline Community Projects) map all voluntary sector provision for community learning</p> <p>Using the resources of the Testbed project develop the range of ICT based pedagogies within adult learning.</p> <p>Using the resources of the Testbed project engage with local communities through the outreach use of digital technologies.</p> <p>Installation of the computers</p> <p>Interim evaluation reported to the LSP and Regeneration Board. Publicise the project wo key stakeholders and users to share best practice.</p> <p>Undertake user survey. Completion of the project report to Regeneration Board and identification of plan to roll out</p>
<p>Action</p> <p>Is there a risk that the problem will delay project completion or affect outputs?</p>		

<p>Project Name and description:</p> <p>Target 11.2 Reducing the digital divide: ensuring access to up to date materials with key providers</p> <p>Regeneration programme Lifelong Learning and Economic Development</p>	<p>Contact Officer: General Inspector - Post-14 , DEAL A Lazell TestBed Manager, DEAL G Underwood Partnerships Manager, Regeneration R Shooter</p> <p>Project Location: Pilot: Families of students attending Testbed schools: Warren, Barking Abbey, Eastbury (with partner infant and junior schools), Barking College</p> <p>Project Duration: September 04 – September 06</p>	<p>Project Funding: Council: TestBed (DfES funded) External: LSC (through Lifeline Community Partnerships to facilitate voluntary sector training providers' network)</p>	<p>Partnerships:</p> <ul style="list-style-type: none"> • Barking College • Adult College • Lifeline Community Projects / voluntary sector training network
<p>Main Outcome(s): Through the Testbed Programme, key providers of adult learning opportunities have access to up to date materials</p> <p>Assessed risk:</p>	<p>Community Forum area</p> <p>Community Priorities addressed: 'Better Education & Learning for All'</p> <p>Equal opportunity/diversity issues</p>	<p>Outputs: Reduce the Digital Divide</p>	
<p>Key milestone</p>			
<p>33% parents will access schools' websites</p> <p>5% of these parents will contribute to on line discussions about the schools and community activities</p> <p>10 community pilots operational</p> <p>Service stakeholder group (non school) established with agreed objectives and structured meeting schedule</p> <p>Pilot learning offer established for community stakeholders (on and off schools' premises)</p> <p>Pilot implementation plans established</p>	<p>Timescale</p> <p>September 04</p> <p>October 04</p> <p>June 04</p> <p>May 04</p> <p>July 04</p> <p>June 04</p>	<p>Status report</p> <p>Increase the number of parents and adults living in the Testbed cluster institution's catchment area where ICT is used to facilitate learning</p> <p>Develop school-based community hubs across the cluster to complement existing community based ICT provision.</p> <p>Through the Testbed project, develop community learning resources in partnership with Barking College using the content development workshop</p> <p>Through the Testbed project, provide access for community stakeholders in order that they can engage with the cluster schools management information systems (MIS)</p> <p>Within the Testbed project, consult with wider key stakeholders such as health care professionals, social services and benefits agencies to draw up collaborative implementation plans with schools</p>	<p>Action</p> <p>Is there a risk that the completion or will delay project completion or affect outputs?</p>

Strategic objective:							
Increasing the range and number of jobs							
Target	Base-line	Target for the year	Actual	Next Milestone and date	Resources	What is the activity to meet target?	Outcomes
12. To implement the Economic Development Strategy	New strategy Nov 03 2500 companies 55000 private sector jobs (approx) URS 2003 Survey	90% of milestones met		Action Planning Jan 04	RI, DC, EH RI	12.1 Develop and agree action plan with milestones and targets 12.2 To improve relationships with businesses and investors to attract and retain businesses that offer employment opportunities 12.3 Increase the amount of business floor space 12.4 Open up opportunities within construction industries at all levels for local people 12.5 Developing new sectors e.g. Environmental technology, construction etc	Increase in economic activity; increase in resources to Council Ability to locate/relocate New sector More local jobs Sustainable jobs
	Property pilot established Malt House phase 1 complete Construction and related accounts for 9.9% of businesses				RI, DC DEAL RI, Planning (S.106); LSC and LDA		

	Dagenham Dock vision			RI, GTL, LDA		Bring back into use 133 ha of land; sustainable jobs, encouragement of innovation
	1 SE's	Increase by 200% by end of 2004	Appointment of social enterprise worker Jan 04	RI	12.6 Develop six social enterprises	
	One employer's forum established; Six Business Associations established 4-6% of business receives support	Increase by one in employers' forums 8% of borough business to receive support by end of year		RI, LDA, EH, BL4L	12.7 Get closer to business stakeholders	Greater responsiveness to business; less duplication of business support; more targeted support to business

<p>Project Name and description:</p> <p>Target 12.1</p> <p>Develop and agree action plan for the implementation of the Economic Development Strategy.</p> <p>Regeneration programme</p> <p>Increasing range of jobs and wealth in borough</p>	<p>Contact Officer: Business and inward Investment Manager J Sinclair</p> <p>Project Location: Borough wide</p> <p>Project Duration: Annual; review 2006</p>	<p>Project Funding: Not known <i>Council:</i> ✓ <i>External:</i> ✓</p>
<p>Main Outcome(s):</p> <p>Implementation of strategy</p>	<p>Community Forum area All.</p> <p>Community Priorities addressed: Increase in borough prosperity.</p> <p>Equal opportunity/diversity issues Aimed at all sections of community; special steps to increase participation of women in workforce; reduction in rate of unemployment for BME groups and those with disabilities</p>	<p>Partnerships: B/L4; GTL; LDA; UDC.</p> <p>Outputs: Moving borough from 31st to 30th in London league for earnings (May 2004); moving borough from 33rd to 32nd by end of 2004/5</p>
<p>Key milestone</p>		
<p>Map existing strategy</p> <p>Agreement with partners</p> <p>Action plan</p> <p>Action plan agreed</p> <p>Review of EDS</p>	<p>Timescale</p> <p>Dec 03</p> <p>Apr 04</p> <p>Apr 04</p> <p>May 04</p> <p>May 07</p>	<p>Status report</p> <p>Complete</p> <ul style="list-style-type: none"> • Audit existing support and information • Partners to develop detailed priorities and actions • Draft action plan • Report to Regeneration Board and Executive. • EDS reviewed
<p>Action</p>		
<p>Is there a risk that the problem will delay project completion or affect outputs?</p>		

<p>Project Name and description:</p> <p>Target 12.2</p> <p>Improve relationships with businesses and investors that attract and retain businesses</p> <p>Regeneration programme</p> <p>Increasing range of jobs and wealth in borough</p>	<p>Contact Officer:</p> <p>Business and inward Investment Manager J Sinclair</p> <p>Project Location:</p> <p>Borough wide</p> <p>Project Duration:</p> <p>Annual; review after three years</p>	<p>Project Funding:</p> <p>Council: Mainsream estimated at £100,000 as part of accommodation External: Potential match funding £1000,000 BL4L, LDA, UDC</p>
<p>Main Outcome(s):</p> <p>Implementation of strategy</p>	<p>Community Forum area</p> <p>All.</p> <p>Community Priorities addressed:</p> <p>Increase in borough prosperity.</p>	<p>Partnerships:</p> <p>BL4L; GTL; LDA; UDC.</p> <p>Outputs:</p> <p>Moving borough from 31st to 30th in London league for earnings May 2004; moving borough from 33rd to 32nd by end of 2004/5</p>
	<p>Equal opportunity/diversity issues</p> <p>Particular attention to be paid to BME enterprises and to social enterprises involving women. Aimed at all sections of community; special steps to increase participation of women in workforce; reduction in rate of unemployment for BME groups and those with disabilities</p>	
<p>Key milestone</p>	<p>Timescale</p>	<p>Action</p>
<p>Audit completed</p>	<p>Apr 04</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p>
<p>Training completed</p>	<p>Dec 04</p>	<ul style="list-style-type: none"> • Audit existing dealings of council staff with businesses • Training in Customer First
<p>Action plan agreed</p>	<p>May 04</p>	<ul style="list-style-type: none"> • Report to Regeneration Board and Executive.
<p>One stop shop established</p>	<p>Dec 04</p>	<ul style="list-style-type: none"> • Create one stop shop for business contacts within the Council
<p>Protocol successfully reviewed</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Prioritise support to external partnerships, notably GTL

Service level agreement signed for 2004-5	Apr 04			<ul style="list-style-type: none"> • Increase the numbers of VAT registered and NNDR listed businesses • Review top-up support to SBS contract for business start-up • Examine value for money and call for tenders 	Delay will compromise the level of new business start up (currently 20)
Project appraisal of business support projects	Feb 04			<ul style="list-style-type: none"> • Develop project for London Riverside re. start-up grants 	
Quarterly report from GTL and link performance to grant	On-going quarterly report of inquiries received and completions	Ahead of target set out by ERDF and SRB; Next report due March Jan 2003		<ul style="list-style-type: none"> • Review targets with GTL; grant premised on target being met • Continue marketing of borough as place to do business • Review marketing material 	
Project plan on procurement achieved	BL4L meeting Feb 2004; plan by April 2004 Procurement event Feb 2004			<ul style="list-style-type: none"> • Establish local supply chain by: <ul style="list-style-type: none"> • Working with BL4L • Working with procurement (internal) 	

<p>Project Name and description:</p> <p>Target 12.3</p> <p>Increase the amount of business floor space (B&C use classes)</p> <p>Regeneration programme:</p> <p>Increasing range of jobs and wealth in borough</p>	<p>Contact Officer:</p> <p>Business and inward Investment Manager J Sinclair Principal Regeneration Officer D. Harley Strategic Planning Manager Gordon Glenday</p> <p>Project Location:</p> <p>Borough wide</p> <p>Project Duration:</p> <p>Ongoing</p>	<p>Project Funding:</p> <p>Council: Mainstream External:</p>
<p>Main Outcome(s):</p> <p>Implementation of strategy</p>	<p>Community Forum area</p> <p>All.</p> <p>Community Priorities addressed:</p> <p>Increase in borough prosperity.</p> <p>Equal opportunity/diversity issues</p>	<p>Partnerships:</p> <p>BL4L; GTL; LDA; UDC.</p>
<p>NB: This action plan is secondary to action plans being developed around Creekmouth, Dagenham Dock interchange, South Dagenham and transport movements</p>		<p>Outputs:</p> <p>Moving borough from 31st to 30th in London league for earnings 2004, moving borough from 33rd to 32nd by end of 2004/5</p>
<p>Key milestone</p>	<p>Timescale</p>	<p>Action</p>
<p>Completion of Creekmouth study</p>	<p>Apr 04</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p>
<p>Project plans completed</p>	<p>Dec 04</p>	<p>• Intensification of units around Creekmouth River Road & South Dagenham</p> <p>• Project plan results of masterplans</p>
<p>Response sent to Mayor</p>	<p>Jan 04</p>	<p>• Respond to Mayor's guidance on industrial land</p>
<p>Property Pilot established as major tracking database</p>	<p>Ongoing</p>	<p>• Increase knowledge of availability of current premises through smarter use of Property Pilot</p>

<p>Project Name and description:</p> <p>Target 12.4</p> <p>Open up opportunities within construction industries at all levels for local people.</p> <p>Regeneration programme</p> <p>Economic Development</p>	<p>Contact Officer:</p> <p>Principal Regeneration Officer T Regan</p> <p>Project Location:</p> <p>Borough wide</p> <p>Project Duration:</p> <p>Annual:</p>	<p>Project Funding:</p> <p>Council: <i>Maintsream</i></p> <p>External: <i>LSC</i></p>
<p>Main Outcome(s):</p> <p>Implementation of strategy</p>	<p>Community Forum area</p> <p>All.</p> <p>Community Priorities addressed:</p> <p>Increase in borough prosperity.</p> <p>Equal opportunity/diversity issues</p> <p>Aimed at all sections of community; special steps to increase participation of women in workforce; reduction in rate of unemployment for BME groups and those with disabilities</p>	<p>Partnerships:</p> <p>LSC; UDC; Ford; local developers.</p> <p>Outputs:</p> <p>Increased numbers of people involved in construction</p>
<p>Key milestone</p> <p>Project plan available</p> <p>LSC and LDA agree outlines of plan</p> <p>Regeneration Board accept plan</p> <p>Local labour clause ready for insertion into contracts</p>	<p>Timescale</p> <p>Apr 04</p> <p>May 04</p> <p>May 04</p> <p>May 04</p>	<p>Action</p> <ul style="list-style-type: none"> • Draw up project plan for introducing Construction Hub to borough (including • Establish capacity of training provision) • Test project plan with LSC and other players • Present project plan to Regeneration Board • Use S106 agreements to target local labour including training and skills development • Get local labour clause drawn up and agreed
		<p>Is there a risk that the problem will delay project completion or affect outputs?</p>

Visits with businesses complete	Jan 04 to Jul 04		<ul style="list-style-type: none"> Assess with local suppliers capacity to meet local labour clause provision through series of targeted visits and assessments 	
Report of findings			<ul style="list-style-type: none"> Project plan to be drawn up to implement results of capacity survey 	
Agreement with partners on steering group	Jul 04		<ul style="list-style-type: none"> Establish local steering group to monitor contract awards 	
Monitoring in progress			<ul style="list-style-type: none"> Quarterly meeting of steering group 	

<p>Project Name and description:</p> <p>Target 12.5</p> <p>Develop new sectors e.g.: environmental technology, construction, etc.</p> <p>Regeneration programme:</p> <p>Economic Development</p> <p>Risk:</p> <p>Achieving funding will look at alternative funding cocktail</p>	<p>Contact Officer:</p> <p>Business and Inward Investment Manager J Sinclair Principal Regeneration Officer D Harley</p> <p>Project Location:</p> <p>Thames Ward</p> <p>Project Duration:</p> <p>18 months</p>	<p>Project Funding:</p> <p>Council: £300k (staff time plus S106External: External: £10m</p> <p><i>(Note, this is for Dagenham Dock infrastructure and ETRCL only will seek funding from ODPM, LDA, DFRA, DTI, European Funding, Private Sector</i></p>
		<p>Partnerships:</p> <p>LDA; UDC, LSC & BL4L</p>
<p>Main Outcome(s):</p> <p>Implementation of strategy</p>	<p>Community Forum area</p> <p>Thames and rest of Borough</p> <p>Community Priorities addressed:</p> <p>Increase in borough prosperity. By improving services to one of the Borough's strategic employment locations, the local economy will be regenerated through the provision for new employment opportunities. Make the Borough greener through providing space for the environmental business sector. Raising Pride in the Borough</p> <p>Regenerating the local economy is a key element of the SIP vision. The project will make the Borough greener through providing space and support for the environmental business sector and the range of jobs it offers. As a flagship facility the project will raise pride in the Borough and showcase energy efficiency/renewable energy.</p>	<p>Outputs:</p> <p>Specified Outputs</p> <p>The key outputs would be the provision of 3.2 km of internal drainage infrastructure and highway improved, the creation of 3,889 new jobs, the safeguarding of 1000 jobs, 1,040 construction weeks, and 130,000m² of improved business/commercial floorspace</p> <p>At least 3 acres of brownfield land brought into economic use. Flagship building/facility showcasing sustainable design.</p> <p>30-50 direct jobs but also support for off site jobs. 50,000 sq ft floorspace</p> <p>Note: All outputs to be recalculated as part of business plan.</p> <p>Note: Other outputs on skills to be determined as part of project plan</p>
	<p>Equal opportunity/diversity issues</p> <p>New skills for hard to reach groups</p>	

Key milestone	Timescale	Status report	Action	Is there a risk that the problem will delay project completion or affect outputs?
Project manager in place	Oct 03		<ul style="list-style-type: none"> Appointment of Project Manager ETRCL 	
Project plan in existence	Dec 03		<ul style="list-style-type: none"> Prepare indicative improvement programme with costs and specification Publish OJEC notice for expression of interest in a design and build contract Submit Planning Application for new road layout Prepare Objective 2 bid Prepare EIA 	Risk: high if not ready to make ERDF bid
Partnership created	Dec 03		<ul style="list-style-type: none"> Expressions of interest sought (advert already placed) 	
OPDM money confirmed	Jan 04		<ul style="list-style-type: none"> Submit ODPM confirmation bid for Sustainable Community Funding 	
Material in place for bid	Feb 04		<ul style="list-style-type: none"> Return of tenders Approval of Planning Permission) 	
Contractor appointed	Feb 04		<ul style="list-style-type: none"> Interviews and confirmation of preferred status for contractor 	
Partnerships established	Mar 04		<ul style="list-style-type: none"> Issue expression of interest for potential partners; select potential partners ETRCL 	
Site in LDA ownership	Mar 04		<ul style="list-style-type: none"> Implement s. 106 for purchase of site ETRCL 	
Working arrangements in place	Apr 04		<ul style="list-style-type: none"> Establish partnership working arrangements ETRCL 	
Work in progress	Jul 04		<ul style="list-style-type: none"> On site 	
Completion	Jul 05		<ul style="list-style-type: none"> End of physical works 	
Companies set up on Dagenham Dock SIP	Ongoing		<ul style="list-style-type: none"> Work with GTL and other partners in establishing green industries Work with London First regarding inward investment on recycling companies 	

Project Name and description:	Contact Officer: Business and Inward Investment Manager J Sinclair	Project Funding:		
Target 12.6 Develop six social enterprises Regeneration programme Increasing range of jobs and wealth in borough	Project Location: Borough wide Project Duration: Annual;	Council: staff time External £201,000 (LDA funding achieved)		
Main Outcome(s): Implementation of strategy	Community Forum area All. Community Priorities addressed: Increase in borough prosperity.	Partnerships: East London Small Business Centre (current); LDA; BL4L; CVS; Chamber of Commerce Outputs: Six social enterprises by end of 2005		
	Equal opportunity/diversity issues Aimed at all sections of community; special steps to increase participation of women in workforce; reduction in rate of unemployment for BME groups and those with disabilities			
Key milestone	Timescale	Status report	Action	Is there a risk that the problem will delay project completion or affect outputs?
Expansion of Renew Friends			<ul style="list-style-type: none"> • Business case for loan signed off by borough • Assistance with monitoring 	
Social enterprise champion in post	Apr 04		<ul style="list-style-type: none"> • JD drawn up • Advert placed • interviews • Work with Business Link and SEL, including CVS and Chamber 	
Agreed plan	May 04		<ul style="list-style-type: none"> • Capacity building project plan devised and agreed by Network • First training audits 	
Network activity confirmed	Quarterly meetings of network		<ul style="list-style-type: none"> • Training begins • Web page launched 	

Target met	Dec 04		<ul style="list-style-type: none"> • Social enterprises x 4 established 	
Target met	Jun 05		<ul style="list-style-type: none"> • Social enterprises x 2 established 	

<p>Project Name and description:</p> <p>Target 12.7</p> <p>Get closer to business stakeholders</p> <p>Regeneration programme</p> <p>Increasing range of jobs and wealth in borough.</p>	<p>Contact Officer: Business and inward Investment Manager J Sinclair</p> <p>Project Location: Borough wide</p> <p>Project Duration: Annual</p>	<p>Project Funding: Council ✓ External:</p>
<p>Main Outcome(s):</p> <p>Implementation of strategy</p>	<p>Community Forum area</p> <p>All.</p> <p>Community Priorities addressed:</p> <p>Greater responsiveness to business needs</p>	<p>Partnerships:</p> <p>B4B, BL4L, ELBA, LDA, EH</p> <p>Outputs:</p> <p>Increase by one in employer's forums 8% of business to receive support by year end.</p>
	<p>Equal opportunity/diversity issues</p>	
<p>Key milestone</p>	<p>Timescale</p>	<p>Action</p>
<p>Manufacturers action day</p>	<p>Jan 04</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p>
<p>Breakfast and potential associations formed</p>	<p>Feb 04</p>	<ul style="list-style-type: none"> Establish contribution of RI to manufacturers action day Launch of regulatory business partnership (EH) Business breakfast in Abbey, Gascoigne and Thames Wards Three more business associations to be established in River Road complex
<p>Occupiers forum elected independent chair</p>	<p>Jan 04</p>	<ul style="list-style-type: none"> Year timetable and agenda for Dagenham Dock occupiers forum established
<p>Visiting programme commenced</p>	<p>May 04</p>	<ul style="list-style-type: none"> Establish programme of ward councillors visiting estate associations

Improvement in take-up of business support	By May 04		<ul style="list-style-type: none"> • Use URS Survey with partners to make business support more accessible to business 	
Chamber of Commerce equipped with Dunn & Bradstreet and broadband to enable businesses to carry out own research.	Feb 04		<ul style="list-style-type: none"> • Capacity built Chamber of Commerce through provision of passive business support facilities 	
Chamber training commenced	Feb 04		<ul style="list-style-type: none"> • Locate training in business support for Chamber staff 	
Meetings take place	Ongoing		<ul style="list-style-type: none"> • Quarterly meetings of Chamber with Council Chief Exec. 	
Five associations established by end 2004	Ongoing		<ul style="list-style-type: none"> • Continue working with IERP and MIL to enhance business association development 	

Strategic objective:							
Improving Public Transport Services							
Targets	Base-line	Target for the year	Actual	Next Milestone and date	Resources	What is the activity to meet target?	Outcomes
13. Improve existing transport infrastructure in the borough and region	Borough Spending Plan Transport and Regeneration Strategy	Agreed Transport Strategy by November 2004			DLES, TfL, LDA ODPM DFT	13.1 Establish a Strategic Transport Group 13.2 Develop and agree a Transport Strategy	Reduce the reliance on cars by increasing the methods of transport in the borough
14. Ensure commitment to Major Public Transport Infrastructure relating to regeneration areas	Existing Bus and Rail Network Routes			Monitor in light of new development proposals	TfL/ SRA Funding DFT ODPM	14.1 Secure improvements to Barking Station by January 2006 14.2 Ensure that major regeneration areas have good public transport links 14.3 Encourage / lobby / the completion of the first phase of the East London Transit by November 2006 14.4 Lobby and accelerate the decision for the DLR extension to Dagenham Dock by 2009. 14.5 Undertake a feasibility study and Business Plan for new station at Renwick Road to serve Barking Reach	Improved frequency, accessibility and reliability New through routes to serve north south links and regeneration areas

Project Name and description:	Contact Officer:	Project Funding:	
<p>Target 13.1</p> <p>Establish a Strategic Transport Group – Target 1</p> <p>Regeneration programme Strategic Transport.</p> <p>Main Outcome(s):</p> <p>To create a strategic focus and team for transportation in the borough, currently there is a lack of resources and coordinated approach.</p> <p>Risk:</p> <p>Ability to recruit on time / get the best qualified staff that will stay to develop the team. Contingency will include the use of consultants and/or the review of remuneration</p> <p>Key milestone</p>	<p>Head of Planning and Transportation P Wright</p> <p>Project Location: P & T</p> <p>Project Duration: June 2004</p> <p>Community Forum area</p> <p>All</p> <p>Community Priorities addressed: Regenerating the Local Economy</p> <p>Equal opportunity/diversity issues Appoint staff and establish strategic transport group</p>	<p>Specify amount, of which <i>Council:</i> <i>External: Maintstream and TfI</i></p> <p>Partnerships: All</p> <p>Outputs: Head of Strategic Transport and 4 officers appointed</p>	
Timescale		Status report	Action
Structure and job descriptions agreed	January 04		Define structure of the group and complete job descriptions
Job Adverts	February 04		Recruit staff Place adverts for jobs in all appropriate newspapers journals,
Interview applicants	March 04		Selection and interview process
Core Staff for transport team appointed	July 04		
Key milestone		Is there a risk that the problem will delay project completion or affect outputs?	

<p>Project Name and description:</p> <p>Target 13.2</p> <p>Develop and agree a Transport Strategy</p> <p>Regeneration programme</p> <p>Ensure transport proposals are integrated with land use / regeneration proposals.</p> <p>Main Outcome(s):</p> <p>Transport strategy agreed by the Council and partners leading to a more focused view of transport objectives.</p> <p>Risk</p> <p>Delays in recruitment could delay production of strategy</p>	<p>Contact Officer:</p> <p>Head of Planning and Transportation P Wright</p> <p>Project Location: LBBD</p> <p>Project Duration:</p> <p>Nov 2004</p> <p>Community Forum area All</p> <p>Community Priorities addressed:</p> <p>Regenerating the local Economy</p> <p>Equal opportunity/diversity issues</p> <p>To be addressed through an impact assessment in the strategy</p>	<p>Project Funding:</p> <p>Specify amount, of which <i>Council:</i> All <i>External:</i></p>	<p>Partnerships:</p> <p>All</p> <p>Outputs:</p> <p>Strategy Documents agreed</p>
<p>Key milestone</p>		<p>Is there a risk that the problem will delay project completion or affect outputs?</p>	
<p>Agreed Champion for Transport</p>	<p>Timescale</p> <p>June 04</p>	<p>Status report</p>	<p>Action</p> <p>To work with the Executive and elected member for nominations and clarification of role of Transport Champion.</p>
<p>Draft Transport Plan agreed by Executive</p>	<p>November 04</p>	<p>Undertake research and identify main issues to be contained in the transport strategy, work with partners to gain consensus of the strategy. Ensure that the bus strategy work is linked with the new strategy and work closely with TfL, complete and gain agreement from Executive and partners.</p>	

<p>Project Name and description: Target 14..1 Secure improvements to Barking Station by January 2006</p> <p>Regeneration programme Ensure transport proposals are integrated with land use / regeneration proposals.</p> <p>Main Outcome(s): Better public transport</p> <p>Risk Lack of support from external partners</p>	<p>Contact Officer: Head of Planning and Transportation P Wright</p> <p>Project Location: Project Duration: to 2006</p> <p>Community Forum area Abbey, Gasgoigne & Thames Community Priorities addressed: Regenerating the local economy</p> <p>Equal opportunity/diversity issues</p>	<p>Project Funding: Specify amount, of which <i>Council:</i> <i>External:</i></p>	<p>Partnerships: Network rail, TfL, C2C, London Underground</p> <p>Outputs: New and improved station facilities</p>	
<p>Key milestone</p>				
<p>Areas for improvements to Barking Station identified and available</p>	<p>July 2004</p>	<p>Status report</p>	<p>Action</p> <p>Work with partners to identify improvements on safety, accessibility and convenience</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p>
<p>Targeted lobbying programme developed and available</p>	<p>August 2004</p>		<p>Devise a lobbying programme, highlighting the key players to influence and work with to secure additional funding</p>	
<p>Complete bids for additional funding</p>	<p>Jan 2005</p>		<p>Identify cost of improvements and identify sources for additional funding, complete bids</p>	
<p>Total funding for Barking Station redevelopment secured</p>	<p>April 2005</p>		<p>Project plan agreed</p>	
<p>Barking Station redevelopment started</p>	<p>Aug 2005</p>			
<p>Works completed</p>	<p>Jan 2006</p>			

<p>Project Name and description: Target 14.2 Ensure that major regeneration areas have good public transport links</p> <p>Regeneration programme Ensure transport proposals are integrated with land use / regeneration proposals.</p> <p>Main Outcome(s): Sustainable developments well linked to integrated transport networks.</p> <p>Risk Lack of funding or commitment to infrastructure projects</p>	<p>Contact Officer: Head of Planning and Transportation P Wright</p> <p>Project Location: borough wide</p> <p>Project Duration: ongoing</p>	<p>Project Funding: Specify amount, of which <i>Council:</i> <i>External:</i></p> <p>Partnerships: TfL, English Partnerships, UDC, ODPM, LSP</p>	
<p>Community Forum area All</p> <p>Community Priorities addressed: Regenerating the local economy</p> <p>Equal opportunity/diversity issues Identified in transport strategy</p>		<p>Outputs: East London Transit DLR Improvements to C2C Improvements in local north south bus services</p>	
<p>Key milestone</p>			
<p>Interim report on gaps in existing network and improvements needed for future</p>	<p>Dec 2004</p>	<p>Work with partners to identify gaps in existing network and lobby for additional services – information to inform transport strategy</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p>
<p>Develop a priority list and set milestones for delivery</p>	<p>Ongoing</p>	<p>Lobby and work with key actors in transport to ensure knowledge of B&D needs</p>	
<p>Regular review of performance against stated targets</p>	<p>Ongoing</p>	<p>work with partners to identify actions to improve the accessibility, information and safety at all transport interchanges</p>	

<p>Project Name and description: Target 14.3 Encourage / lobby the completion of the first phase of the East London Transit by November 2006</p> <p>Regeneration programme Ensure transport proposals are integrated with land use / regeneration proposals.</p> <p>Main Outcome(s): First phase of route implemented</p> <p>Risk Lack of funding from TfL causes delay. Possible assistance from the UDC</p>	<p>Contact Officer: Head of Planning & Transportation P Wright</p> <p>Project Location: Route identified</p> <p>Project Duration: To 2006</p> <p>Community Forum area Abbey, Gasgoigne & Thames Community Priorities addressed: Regeneration</p> <p>Equal opportunity/diversity issues Addressed through detailed design phase</p>	<p>Project Funding: Specify amount, of which <i>Council</i>: Staff <i>External</i>: TfL</p> <p>Partnerships: TfL</p> <p>Outputs: East London Transit delivered by Nov 2006</p>	
<p>Key milestone</p>			
<p>Working group with Redbridge established</p>	<p>March 2004</p>	<p>Establish a dialogue / working group with Redbridge to identify common aims and increase lobbying pressure</p>	<p>Is there a risk that the completion or will delay project completion or affect outputs?</p>
<p>Regular scheduled meetings with TfL established — updates reported to Regeneration Board Quarterly</p>	<p>ongoing</p>	<p>Maintain regular liaison with TfL over implementation to gain more informed position</p>	
<p>Regular scheduled meetings with Local MPs and key politicians established - dates of meetings available – report updates to Regeneration Board quarterly</p>	<p>ongoing</p>	<p>Transport Champion and Head of Transport to develop a working relationship with local MPs and identify key politicians over transport issues for the borough to meet on a regular basis</p>	
<p>Meeting with key GLA assembly members arranged – report back to Regeneration Board available</p>	<p>ongoing</p>	<p>Raise profile of borough's transport needs through organising meeting with key GLA assembly members</p>	

<p>Project Name and description: Target 14.4 Lobby and accelerate the decision for the DLR extension to Dagenham Dock by 2009.</p> <p>Regeneration programme Ensure transport proposals are integrated with land use / regeneration proposals.</p> <p>Main Outcome(s): Improved public transport</p> <p>Risk Lack of funding</p>	<p>Contact Officer: Head of Planning and Transportation P Wright</p> <p>Project Location: Barking Reach South Dagenham</p> <p>Project Duration: To 2009</p> <p>Community Forum area Abbey Gascoigne and Thames / River Village Goresbrook Community Priorities addressed: Regenerating local economy</p> <p>Equal opportunity/diversity issues Through detailed design</p> <p>March 2004</p>	<p>Project Funding: Specify amount, of which <i>Council: Staff</i> <i>External: DLR/UDC?</i></p> <p>Partnerships: DLR TFL UDC</p> <p>Outputs: DLR extended to Barking Reach and Dagenham</p> <p>Identify critical role of DLR in delivery of Housing at Barking Reach.</p>
<p>Key milestone</p>		
<p>Report on importance of transport development on Dagenham Dock available – information to link to Transport Strategy</p>	<p>November 2004</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p>
<p>Report on options benefits appraisal available</p>		
<p>Programme of lobbying work developed</p>	<p>November 2004</p>	
<p>Draft implementation plan of Dagenham Dock developments developed including estimate of costs and timescale</p>		

<p>Project Name and description: Target 14.5</p> <p>Undertake a feasibility study and Business Plan for Renwick Road</p> <p>Regeneration programme Ensure transport proposals are integrated with land use / regeneration proposals.</p> <p>Main Outcome(s):</p> <p>Feasibility study completed</p> <p>Risk Lack of co-ordination with other transport proposals leads to partner resistance.</p>	<p>Contact Officer: Head of Planning and Transportation P Wright</p> <p>Project Location: Renwick Road</p> <p>Project Duration: 1 Year</p>	<p>Project Funding: Specify amount, of which <i>Council: Staff</i> <i>External: from SC Fund</i></p> <p>Partnerships: ODPM / UDC</p>	
<p>Community Forum area A.G.T.</p> <p>Community Priorities addressed: Regeneration</p> <p>Equal opportunity/diversity issues To be addressed in study</p>		<p>Outputs:</p> <ol style="list-style-type: none"> Brief Feasibility Study Business Plan 	
<p>Key milestone</p>			
<p>Project appraisal for Sustainable Communities funding</p>	<p>Jan 2004</p>	<p>Undertake project appraisal</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p>
<p>Brief for consultants completed</p>	<p>March 2004</p>	<p>Create a brief for consultants to undertake a feasibility study and business plan for a new station at Renwick Road to serve Barking Reach and South Dagenham</p>	
<p>Tender process for consultants completed</p>	<p>April 2004</p>	<p>Undertake tendering process for consultants</p>	
<p>Consultants appointed</p>	<p>May 2004</p>	<p>Appoint consultants</p>	
<p>Feasibility Study and Business Plan completed and agreed</p>	<p>December 2004</p>	<p>Circulate feasibility study to key partners and report to Executive and Regeneration Board</p>	

Strategic objective:							
Widening the Choice of Housing							
Target	Base-line	Target for the year	Actual	Next Milestone and date	Resources	What is the activity to meet target?	Outcomes
Target 15 Ensure that all housing regeneration areas and larger sites have a genuine mix of housing types & tenures.	390 affordable homes to be provided by 04/2005	Increase the supply of intermediate and key worker housing Increase the amount of 1&4 bed affordable homes			GLA/HC/Developers/LBBD	15.1 Confirm with partners the tenure and type of dwellings that the Council will be seeking from Barking Reach/Sth Dagenham/Barking Town Centre and land disposal sites. 15.2 Incorporate affordable housing approach in forthcoming Local Development Framework 15.3 Undertake a housing needs survey 15.4 Monitor through the housing corporation PI compliance with the UDP/LDF and new developments compliance with the development briefs	All options to widen housing choice explored Identified housing needs addressed Clear policies in place to influence change
Target 16 Ensure that sustainable communities are created		Report to Regan Board 100% written advice to HIZ residents/100 properties surveyed Need identified " " Commission stock condition survey/Recruit ITA			PCT/SHA/TfL/ODPM	16.1 Define sustainable communities for LBBD in context of Egan review on the key criteria that make-up sustainable communities 16.2 Develop and implement a programme of Home Improvement Zones targeting vulnerable home owners, offering assistance to ensure decent homes in the private sector 16.3 Identify transport & social infrastructure and ensure it is linked to development phasing 16.4 Undertake 'Housing Futures Appraisal' for all existing Council owned estates.	Criteria for sustainable communities Decent homes in the owner occupied sector Transport & Social infrastructure is planned & phased. HFA complete by Jul 2005

<p>Target 17 Ensure LBBB facilitates/encourages new housing development</p>	<p>Current completions</p>	<p>Local/sub-regional housebuilders forum established. Six housing dev/pmt submitted for award by 2006 Housing completions doubles by 2006.</p>			<p>Developers/ LBBB</p>	<p>17.1 Establish LBBB as key location for housebuilders in the Thames Gateway</p>	<p>Standard and quality of housing development raised within LBBB as well as numbers</p>
<p>Target 18 All new affordable homes to accommodate Space for Learning and provide ICT connections.</p>		<p>390 affordable homes to have ICT connections /space for learning per year.</p>			<p>RSLs/HC/L BBD/Devel opers</p>	<p>18.1 Develop appropriate policies on Space for Learning in new affordable dwellings 18.2 Develop appropriate policies on ICT connections for new affordable dwellings</p>	<p>Opportunities for learning at home for all groups irrespective of tenure.</p>

<p>Project Name and description:</p> <p>Target 15.1</p> <p>Confirm with partners the tenure and type of dwellings that the Council will be seeking from Barking Reach/Sth Dagenham/Barking Town Centre and land disposal sites.</p> <p>Regeneration programme London Riverside and Barking Town Centre</p> <p>Main Outcome(s): Improved choice of housing type and tenure</p> <p>Assessed Risk: The influence of the GLA on the levels of affordable housing may impact on the precise mix. Developers may not wish to provide proposed housing mix.</p>	<p>Contact Officer: Head of Housing Strategy K Jones Project Manager, HH Ken Baikie</p> <p>Project Location: All</p> <p>Project Duration: On-going</p> <p>Community Forum area All wards</p> <p>Community Priorities addressed: Improving Health, Housing & Social Care</p> <p>Equal opportunity/diversity issues Does the project target particular hard-to-reach groups for example? Tenure type and dwelling type pick up BME needs. Vulnerable owner occupied groups targeted through HIZs</p>	<p>Project Funding: Specify amount, of which Council: Activity supported through existing resources External:</p> <p>Partnerships: RSLs Borough Partnership/GLA/EP/LDA/ODPM/Developers</p> <p>Outputs: Confirm Council policy on tenure and mix with key partners and site developers and ensure they are reflected in Housing Strategy & Regeneration Balanced Scorecards to:</p> <ul style="list-style-type: none"> achieve a 75/25 split between private and key worker/intermediate dwellings and social rented on Barking Reach, BTC, Sth Dagenham, & land disposal sites Achieve a 55/45 split between private and key worker/intermediate dwellings and social rented in Barking Town Centre 				
<p>Key milestone</p>		<p>Timescale</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p>	<p>Map existing ward tenure from 2001 Census for Regeneration Managers involved in major schemes and consider impact from proposed developments</p>	<p>Status report</p>	<p>Action</p>
<p>Agree with landowners/site developers and GLA the overall provision and types of affordable housing.</p>	<p>12/04</p> <p>02/04</p>	<p>Research tenure statistics and provide data. Incorporate assumptions about major development sites into figures to inform future policy. Meet GLA to agree position for the amount and type of affordable housing on Barking Reach/South Dagenham/BTC and Land Disposal sites where appropriate Prepare statement on GLA requirements, our Housing Strategy, and impact on major sites/wards. Communicate affordable housing position to inform masterplans</p>				

<p>Project Name and description: Target 15.2 Incorporate affordable housing approach in forthcoming Local Development Framework</p> <p>Regeneration programme Local Development Framework</p> <p>Main Outcome(s): Provides planning policy backing for Council's position on tenure and size of dwellings.</p> <p>Assessed Risk: The legislation for the LDF is delayed and there is no policy framework. Consider issuing development briefs for key sites which incorporate policy.</p>	<p>Contact Officer: Planning Manager G Glenday Project Location: All</p> <p>Project Duration: Jan 04-Jun 05</p> <p>Community Forum area All wards</p> <p>Community Priorities addressed: Improving Health, Housing & Social Care</p> <p>Equal opportunity/diversity issues Does the project target particular hard-to-reach groups for example? Tenure type and dwelling type pick up BME needs.</p>	<p>Project Funding: Specify amount, of which Council: Activity supported through existing resources External:</p> <p>Partnerships: GLA-needs to be consistent with London Plan</p> <p>Outputs: Enshrine Council policy on housing tenure and mix within statutory planning framework to:</p> <ul style="list-style-type: none"> • Achieve a 75/25 split between private and key worker/intermediate dwellings and social rented on Barking Reach, BTC, Sth Dagenham, & land disposal sites • Achieve a 55/45 split between private and key worker/intermediate dwellings and social rented in Barking Town Centre
<p>Key milestone</p>		
<p>Agree with landowners/site developers and GLA the overall provision and types of affordable housing.</p> <p>Draft LDF published</p>	<p>Timescale</p> <p>03/04</p> <p>12/04</p>	<p>Status report</p> <p>Ensure planning input to discussions on tenure mix and size of dwelling. Ensure approach is consistent with national planning policy</p> <p>Prepare draft LDF. Report to Regeneration Board and Executive</p>
<p>Action</p> <p>Is there a risk that the problem will delay project completion or affect outputs?</p>		

<p>Project Name and description:</p> <p>Target 15.3</p> <p>Undertake a housing needs survey</p> <p>Regeneration programme</p> <p>Area Regeneration</p>	<p>Contact Officer:</p> <p>Head of Housing Strategy K Jones Strategy Officer M Jones</p> <p>Project Location:</p> <p>Borough-wide and Sub-regional</p> <p>Project Duration:</p> <p>12/03-10/04</p>	<p>Project Funding:</p> <p>Specify amount, of which Council: Activity supported through existing resources (£60k) External:</p> <p>Partnerships:</p> <p>Internal Depts/Sub-regional groups-TGLP/HC</p>
<p>Main Outcome(s):</p> <p>Improved choice of housing type and tenure</p> <p>Assessed Risk:</p> <p>Selected consultant does not perform according to timescales in tender. Monitoring of project by dedicated resource will ensure any timing issues are quickly addressed.</p>	<p>Community Forum area</p> <p>All wards</p> <p>Community Priorities addressed:</p> <p>Improving Health, Housing & Social Care</p> <p>Equal opportunity/diversity issues</p> <p>Does the project target particular hard-to-reach groups for example?</p> <p>Will address vulnerable and BME groups housing needs, including supported housing.</p>	<p>Outputs:</p> <p>New Housing Needs Study (2004) identifying total housing need. Will address affordability, tenure, type of dwellings, aspirations and vulnerable groups</p>
<p>Key milestone</p>		
<p>Appointment of consultant</p>	<p>02/04</p>	<p>Timescale</p> <p>Tender advertised Evaluation and short listing of responses to tender Evaluate detailed tenders and appoint.</p>
<p>Field and survey work completed</p>	<p>07/04</p>	<p>Status report</p> <p>Initial briefing with consultants Establish focus groups with internal/external partners Survey work on-going</p>
<p>Report to Executive on Housing Needs Study 2004</p>	<p>10/04</p>	<p>Action</p> <p>Test initial conclusions with focus groups Agree final report with consultants Write report to Executive</p>
<p>Is there a risk that the problem will delay project completion or affect outputs?</p>		

<p>Project Name and description:</p> <p>Target 15.4</p> <p>Establish monitoring system that identifies development pipeline for housing and completions covering specific targets highlighted.</p> <p>Regeneration programme</p> <p>Choose one from menu (as identified by Regeneration Board)</p> <p>Main Outcome(s):</p> <p>Monitoring of performance against targets of housing mix by tenure and type.</p> <p>Assessed Risk:</p> <p>Internal resources not identified. Corporate need will dictate any resource issues.</p>	<p>Contact Officer:</p> <p>Ken Jones/Ken Baikie/Gordon Glenday</p> <p>Project Location:</p> <p>All</p> <p>Project Duration:</p> <p>By 03/04 and quarterly thereafter</p>	<p>Project Funding:</p> <p>Specify amount, of which Council: Activity supported through existing resources External:</p> <p>Partnerships:</p> <p>RSLs/HC and internal depts.</p>
	<p>Community Forum area</p> <p>All wards</p> <p>Community Priorities addressed:</p> <p>Improving Health, Housing & Social Care</p> <p>Equal opportunity/diversity issues</p> <p>Does the project target particular hard-to-reach groups for example?</p> <p>Tenure type and dwelling type pick up BME needs. Vulnerable owner occupied groups targeted through HIZs</p>	<p>Outputs:</p> <p>Accurate information on housing completions and development pipeline to enable monitoring of Council policy of tenure and size.</p> <p>Provides raw data for other departments/external agencies to allow them to undertake planning for social infrastructure. (See also Target 2)</p>
<p>Key milestone</p>		
<p>These boxes should list key milestones in chronological order. The milestones should be decided by the project officer in consultation with the Team Leader and reviewed for consistency by the Head of Regeneration Implementation.</p>	<p>Timescale</p> <p>Month/year</p>	<p>Action</p> <p>Is there a risk that the problem will delay project completion or affect outputs?</p> <p>Yes/no box. If yes, the project officer should discuss with the Head of Regeneration.</p>
<p>Agree monitoring system to enable performance to be measured</p>	<p>Yes/no box to show milestone met-</p>	<p>This should show action taken in response to any problem notified under the status report. The status report and action boxes will be reviewed at the managers' meetings.</p>
<p>Quarterly reports to Regen Board</p>	<p>03/04</p> <p>04/04 and quarterly thereafter.</p>	<p> <ul style="list-style-type: none"> ➤ Establish data/monitoring needs ➤ Establish sources of information on housing development pipeline and completions ➤ Agree monitoring system ➤ Agree responsibility for continual monitoring and reporting. </p>

<p>Project Name and description:</p> <p>Target 16.1</p> <p>Define sustainable communities for LBBB in context of Egan review on the key criteria that make-up sustainable communities</p> <p>Regeneration programme</p> <p>Area Regeneration</p>	<p>Contact Officer:</p> <p>Head of Housing Strategy K Jones Head of Regeneration Implementation J Grint,</p> <p>Project Location:</p> <p>All borough with specific initiatives covering Barking Reach/Sith Dagenham/BTC/land disposal sites/Rylands Estate</p> <p>Project Duration:</p> <p>On-going</p> <p>Community Forum area</p> <p>All</p> <p>Community Priorities addressed:</p> <p>Improving Health, Housing & Social Care</p> <p>Equal opportunity/diversity issues</p> <p>Does the project target particular hard-to-reach groups for example? Sustainable communities needs to address vulnerable groups and BME community.</p>	<p>Project Funding:</p> <p>Specify amount, of which Council: Activity supported through existing resources External:</p> <p>Partnerships:</p> <p>GLA/ODPM/TfL/SHA/PCT/Proposed UDC</p>
<p>Main Outcome(s):</p> <p>Ensures the Borough as a whole becomes a sustainable community, which provides choice in housing size and tenure.</p> <p>Assessed Risk:</p> <p>Relies on publication of Egan report but could develop own criteria. Borough approach on sustainable communities may not be accepted by external agencies and developers.</p>		<p>Outputs:</p> <p>Agreed definition of what sustainable communities means for all of LBBB.</p> <p>Agreed set of criteria that are used to define how new housing developments address sustainable communities agenda.</p> <p>Agreed set of actions to ensure existing communities meet criteria and benefit from Sustainable Communities Plan</p>
<p>Key milestone</p>		
<p>Report to Regeneration Board</p>	<p>Timescale</p> <p>03/04</p>	<p>Status report</p> <p>Review Egan report when published in December and evaluate for all LBBB. Define the key criteria for LBBB circumstances Prepare report to Regeneration Board.</p>
<p>Identify Corporate implications for LBBB departments</p>	<p>05/04</p>	<p>Action</p> <p>Arrange Corporate briefing for all LBBB Departments Identify lead within each Dept. to progress Sustainable Communities agenda. Review existing programmes to ensure fit with criteria (eg. Home Improvement Zones)</p>
<p>Report to Executive</p>	<p>08/04</p>	<p>Use Corporate leads on Sustainable Communities to identify contributions to achieving the agenda Prepare report to Executive</p>

<p>Project Name and description:</p> <p>Target 16.2</p> <p>Develop and implement a programme of Home Improvement Zones targeting (HIZ) vulnerable home owners, offering assistance to ensure decent homes in the owner occupied sector.</p> <p>Regeneration programme Area Regeneration</p> <p>Main Outcome(s): Ensures that vulnerable home owners have access to advice and assistance to ensure homes are maintained to Decent Homes standard.</p> <p>Assessed Risk: That home owners do not take up offer of assistance. Review project to make more attractive to home owners.</p>	<p>Contact Officer: Project Manager, Housing Strategy M Davies Team Leader (HIZ) D Read</p> <p>Project Location: Rylands Estate/Fanshawe Avenue</p> <p>Project Duration: 09/03-09/05</p> <p>Community Forum area River and Abbey wards</p> <p>Community Priorities addressed: Improving Health, Housing & Social Care</p> <p>Equal opportunity/diversity issues Does the project target particular hard-to-reach groups for example? It targets vulnerable groups in the owner-occupied sector. (BME, elderly)</p>	<p>Project Funding: Specify amount, of which Council: Activity supported through existing resources (£600k grant agreed for all private sector tm) External:.</p> <p>Partnerships: Internal inc. Youth Offending Team/Street Wardens</p> <p>Outputs: 100 % of Homes in HIZ given written advice 150 dwellings accessed, surveyed and detailed advice offered.</p>
<p>Key milestone</p>		
<p>Review and evaluate effectiveness of first HIZ in Rylands</p>	<p>08/04</p>	<p>Provide leaflet outlining service to all homes in HIZ Undertake 100 detailed surveys of dwellings in HIZ Collate data and undertake evaluation before implementing next HIZ.</p>
<p>Implement the second HIZ – Fanshawe Avenue</p>	<p>09/04-09/05</p>	<p>Provide leaflet outlining service to all homes in HIZ Undertake 50 detailed surveys of dwellings in HIZ Collate data and undertake evaluation.</p>
<p>Timescale Status report Action</p> <p>Is there a risk that the problem will delay project completion or affect outputs?</p>		

<p>Project Name and description:</p> <p>Target 16.3</p> <p>Identify transport and social infrastructure and ensure that it is linked to development phasing. (see also Transport Improvement Plan and achieving Step Change in Regeneration Improvement Plan)</p> <p>Regeneration programme Area Regeneration</p> <p>Main Outcome(s): The transport and social infrastructure is identified and programmed in to meet needs of the growth in population</p> <p>Assessed Risk: Needs not identified by external agencies. Lrag sub-group already engaged and addresses issues but needs to include BTC, which is now underway. Main risk is that infrastructure is not funded and implemented.</p>	<p>Contact Officer: Head of Housing Strategy K Jones Project Manager, Housing Strategy Wendy Ahmun HFA Steering Group</p> <p>Project Location: All wards with Council housing stock</p> <p>Project Duration: 11/03-07/05</p> <p>Community Forum area All</p> <p>Community Priorities addressed: Improving Health, Housing & Social Care</p> <p>Equal opportunity/diversity issues Does the project target particular hard-to-reach groups for example? The transport and social infrastructure needs of particular groups will be addressed during this work.</p>	<p>Project Funding: Specify amount, of which Council: Activity supported through existing resources External: Activity supported through existing external partners resources.</p> <p>Partnerships: ODPM/GLA/TfL/LDA/Proposed UDC/Developers SHA/PCT</p> <p>Outputs: Key transport infrastructure identified and programmed to ensure sustainable communities. Key social infrastructure identified and programmed to ensure sustainable communities.</p>	
<p>Key milestone</p> <p>Regeneration prospectus adopted by Executive</p> <p>02/04</p> <p>04/04</p>			
<p>Identify lobbying required to ensure infrastructure programmed when needed</p>		<p>Map with external agencies proposed transport and social infrastructure necessary to achieve sustainable communities. Widen scope of London Riverside Housing & Social Infrastructure Group to cover whole Borough Agree with external agencies phasing of facilities and infrastructure Agree with external agencies funding options Publish "regeneration prospectus" and ensure needs are adopted in planning guidance & masterplans where possible. Link infrastructure needs to proposed developments and likely levels of S106 contributions. Identify infrastructure outside scope of S106 agreements Develop lobbying strategy to ensure external agencies programme and fund infrastructure</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p>

<p>Project Name and description:</p> <p>Target 16.4</p> <p>Undertake "Housing Futures Appraisal" (HFA) for Council housing stock.</p> <p>Regeneration programme Area Regeneration</p> <p>Main Outcome(s): Ensures decisions are taken in respect of how the Council housing stock meets Decent Homes standards by 2010.</p> <p>Assessed Risk: Timescales but Steering Group already established and project plan and project team already recruited.</p>	<p>Contact Officer: Head of Housing Strategy K Jones Project Manager, Housing Strategy W Ahmun HFA Steering Group</p> <p>Project Location: All wards with Council housing stock</p> <p>Project Duration: 11/03-07/05</p> <p>Community Forum area All</p> <p>Community Priorities addressed: Improving Health, Housing & Social Care</p> <p>Equal opportunity/diversity issues Does the project target particular hard-to-reach groups for example? Decent homes addresses all housing types for all groups.</p>	<p>Project Funding: Specify amount, of which <i>Council: Activity supported through existing resources</i> <i>External:</i></p> <p>Partnerships: ODPM/Community Housing Partnerships (CHPs)</p> <p>Outputs: Decisions on how to meet Decent Homes by 2010 taking into account links with regeneration opportunity. Decisions agreed with ODPM.</p>																				
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<p>Project Name and description:</p> <p>Target 17.1</p> <p>Establish LBBD as a key location for house builders in the Thames Gateway.</p> <p>Regeneration programme</p> <p>London Riverside and Barking Town Centre</p> <p>Main Outcome(s):</p> <p>House building increases substantially to meet challenge of Sustainable Communities Plan for Thames Gateway. Housing completions, quality and aspirations raised.</p> <p>Assessed Risk:</p> <p>Housing market does not deliver what LBBD seeks. Programme of education and profile raising of key opportunity sites with relevant external agencies-Eng. Parts./LDA</p>	<p>Contact Officer:</p> <p>Head of Housing Strategy K Jones Head of Regeneration Implementation J Grint Head of Planning and Transportation P Wright</p> <p>Project Location:</p> <p>All wards</p> <p>Project Duration:</p> <p>01/04-03/06</p> <p>Community Forum area</p> <p>All</p> <p>Community Priorities addressed:</p> <p>Improving Health, Housing & Social Care & Reputation</p> <p>Equal opportunity/diversity issues</p> <p>Does the project target particular hard-to-reach groups for example?</p>	<p>Project Funding:</p> <p>Specify amount, of which Council: <i>Some activity supported through existing resources but will need £70k pa to host event targeted at housebuilders and to submit schemes for awards.</i></p> <p><i>External: Activity supported through existing external partners resources.</i></p>	<p>Partnerships:</p> <p>EP/LDA</p> <p>Outputs:</p> <p>Housing completions doubles by 2006.</p> <p>Six housing schemes submitted for awards by 2006</p> <p>Local/Sub-regional house builders forum established</p>
<p>Key milestone</p>			
<p>Host event for house builders promoting LBBD as a key location within Govt's Sustainable Communities Plan for Thames Gateway</p>	<p>11/04</p>	<p>Seek to establish either a Borough or sub-regional housebuilders forum. Create local housing design awards(see links to design champion-Distinctive Environment) Submit housing schemes for national design awards Promote opportunities to at least six housebuilders by Jun 04. Develop promotional strategy with key landowners/external partners</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p>
<p>Ensure LBBD retains power to process planning applications for areas within UDC.</p>	<p>04/04</p>	<p>Response to UDC consultation emphasises LBBD capable of handling planning policy/development control for UDC. Develop proposal for Planning function within UDC boundary with neighbouring Boroughs based on capability and reputation.</p>	

<p>Project Name and description:</p> <p>Target 18.1</p> <p>Develop appropriate policies on Space for Learning in all affordable housing</p> <p>Regeneration programme</p> <p>Area Regeneration</p>	<p>Contact Officer:</p> <p>Head of Housing Strategy K Jones Project Manager, Housing Strategy I Rossi</p> <p>Project Location:</p> <p>All</p> <p>Project Duration:</p> <p>On-going</p> <p>Community Forum area</p> <p>All wards</p> <p>Community Priorities addressed:</p> <p>Improving Health, Housing & Social Care</p> <p>Equal opportunity/diversity issues</p> <p>Does the project target particular hard-to-reach groups for example?</p> <p>It ensures that groups within the affordable sector are not disadvantaged by a higher dwelling occupancy than the owner –occupied sector.</p>	<p>Project Funding:</p> <p>Specify amount, of which Council: Activity supported through existing resources External: Any additional costs addressed at planning stages of individual developments.</p> <p>Partnerships:</p> <p>All</p> <p>Outputs:</p> <p>All affordable housing to have a space for learning-390 per year</p>
<p>Main Outcome(s):</p> <p>Ensures that all affordable dwellings have a space for learning and supports educational attainment outcomes.</p> <p>Assessed Risk:</p> <p>That RSLs do not adhere to requirement due to cost constraints. Low risk because many of them are already providing similar spaces elsewhere</p>		
<p>Key milestone</p>		
<p>Agree with RSL partners that all future affordable housing incorporates Space for Learning.</p>	<p>Timescale</p> <p>02/04</p>	<p>Status report</p> <p>Meet all RSLs once preferred partners confirmed to explain policy. Ensure policy is reflected in LDF affordable housing policy Work with RSLs to implement on schemes as they come forward.</p>
		<p>Action</p>
<p>Is there a risk that the problem will delay project completion or affect outputs?</p>		

<p>Project Name and description:</p> <p>Target 18.2 Ensure that all new affordable homes have suitable ICT connections. (see raising skills section)</p> <p>Regeneration programme Area Regeneration</p>	<p>Contact Officer: Head of Housing Strategy K Jones Project Manager, Housing Strategy I Rossi</p> <p>Project Location: All</p> <p>Project Duration: On-going</p>	<p>Project Funding: Specify amount, of which <i>Council: Activity supported through existing resources</i> <i>External: Any additional costs addressed at planning stages of individual developments.</i></p> <p>Partnerships: RSLs/HC</p>
<p>Main Outcome(s): Ensures that all affordable dwellings have suitable ICT connections to allow participation in learning opportunities from the home.</p> <p>Assessed Risk: That RSLs do not adhere to requirement due to cost constraints. Low risk because many of them are already providing similar spaces elsewhere.</p> <p>Key milestone</p>	<p>Community Forum area All wards</p> <p>Community Priorities addressed: Improving Health, Housing & Social Care</p> <p>Equal opportunity/diversity issues Does the project target particular hard-to-reach groups for example? It ensures that groups within the affordable sector are not disadvantaged by high set up costs.</p>	<p>Outputs: All affordable housing to have suitable ICT connections- 390 per year</p>
<p>Timescale</p> <p>02/04</p> <p>Agree with RSL partners that all future affordable housing builds in ICT connections at construction stage.</p>		<p>Status report</p> <p>Meet all RSLs once preferred partners confirmed to explain policy. Ensure policy is reflected in LDF affordable housing policy Review success of "Test-bed" project and lessons from wiring up Gascoigne Work with RSLs to implement on schemes as they come forward.</p>
<p>Action</p> <p>Is there a risk that the problem will delay project completion or affect outputs?</p>		

Strategic objective:									
Creating a Distinct Environment									
In Balanced Scorecard as Creating a Distinct and Quality Environment									
Target	Base-line 2003/04	Target 2004/05	Actual 2004/05	Next Milestone and date	Lead	What is the activity to meet target?			Outcomes
19. Embed a design culture in the Borough.	None	Design Champion Appointed. Design Programme established.			Peter Wright HP&T	19.1 Appoint Design Champion through recruitment programme. 19.2 Develop a Design Programme that sets a framework for championing a design culture within the Borough. 19.3 Complete and implement Public Realm Strategy			Improved design quality of the Borough's environment.
20. Improve the quality and diversity of the Borough's Parks & Green Spaces.	60% Targets achieved at year- end	65% Targets achieved at year-end.			Simon Swift GMP&LD	20.1 Identification of a Borough-wide development framework that supports a sustainable programme of iconic developments 20.2 Appointment of a Project Manager for the delivery of the Parks & Green Spaces Strategy. 20.3 Implement Parks & Green Spaces Strategy.			High quality parks and green spaces through improved planning and additional investment

<p>Project Name and description: Design Programme</p> <p>Target 19.1 Appointment of a Design Champion to raise the profile and quality of design.</p> <p>Regeneration programme Area Regeneration</p>	<p>Contact Officer: Head of Planning & Transportation. P Wright</p> <p>Project Location: All Borough Wards</p> <p>Project Duration: Permanent</p>	<p>Project Funding: Specify amount, of which Council: Mainstream External: Funding for the Design Champion post has already been secured.</p>	<p>Partnerships: ALL</p>
<p>Main Outcome(s): Improved quality of design development.</p> <p>Risk Internal Low – grade of the post needs to reflect employment market to ensure recruitment.</p> <p>External None.</p>	<p>Community Forum area All</p> <p>Community Priorities addressed: Raising General Pride in the Borough Regenerating the local Economy</p> <p>Equal opportunity/diversity issues Addressed through recruitment process.</p>	<p>Outputs: Design Champion in post.</p>	
<p>Key milestone</p>			
<p>Prepare recruitment pack for the Design Champion Post.</p>	<p>November – December 2003</p>	<p>Status report</p>	<p>Action</p> <ul style="list-style-type: none"> • Produce job description, competency profile and person specification. • Complete job evaluation exercise for the post and ensure grading reflects job market for equivalent posts.
<p>Advertise the post.</p>	<p>January – February 2004</p>		<ul style="list-style-type: none"> • Seek approval from the Director of DLES to appoint to the post. • Prepare job advert and assessment framework for the post.
<p>Recruitment</p>	<p>February – March 2004</p>		<ul style="list-style-type: none"> • Shortlist for the post and appoint in accordance with Council HR procedure.
<p>Design Champion in post.</p>	<p>May – June 2004</p>		<ul style="list-style-type: none"> • Complete Council HR procedure for new employee's to the Council.

<p>Project Name and description: Design Programme</p> <p>Target 19.2</p> <p>Development of a Design Programme to raise the profile and quality of design.</p> <p>Regeneration programme Area Regeneration</p>	<p>Contact Officer: Head of Planning & Transportation. P Wright</p> <p>Project Location: All Borough Wards</p> <p>Project Duration: Permanent</p>	<p>Project Funding: Specify amount, of which Council: £10,000 (E) External:</p> <p>This funding is specifically for the running of design workshops and annual design awards programme. As the programme becomes established external funding in the form of sponsorship from key developers would be targeted.</p>	<p>Partnerships: LSP, UDC, CABE, LDA, and GLA.</p>		
<p>Main Outcome(s): Improved quality of design development.</p> <p>Risk Internal Medium – funding for programme will need to be identified from existing budgets into external funding (sponsorship) can be secured.</p> <p>External</p>	<p>Community Forum area All</p> <p>Community Priorities addressed: Raising General Pride in the Borough Regenerating the local Economy</p> <p>Equal opportunity/diversity issues</p>	<p>Outputs: Number of design events held per annum. Number of design awards issued per annum.</p> <p>Outputs to be set as local performance indicator in Planning & Transportation Balanced Scorecard for financial year 2005/06. Baseline for outputs to be set in financial year 2004/05.</p>			
<p>Key milestone</p>		<p>Timescale</p>	<p>Status report</p>	<p>Action</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p>
<p>Draft Design Programme</p>	<p>July – October 2004</p>	<ul style="list-style-type: none"> Identify best practise. Consultation with key partners on programme structure. Produce terms of reference for programme. Establish design quality framework into corporate project assessment programme. 	<p>November 2004</p>	<ul style="list-style-type: none"> Draft report-seeking approval for Design Programme. 	
<p>Report to Regeneration Board</p>	<p>January – April 2005</p>	<ul style="list-style-type: none"> Produce programme for financial year 2005/06. Set baseline for key project outputs. 	<p>April 2005 – April 2006</p>	<ul style="list-style-type: none"> Establish Steering Group. Produce best practise guidance. Run design workshops/events in conjunction with key partners. Launch design awards programme. Facilitate the Design Awards programme. 	
<p>Implement Design Programme</p>	<p>May 2006</p>	<ul style="list-style-type: none"> Annual report on progress of Design programme. 			
<p>Report to Regeneration Board & Executive.</p>					

<p>Project Name and description: Complete and implement a Public Realm Strategy</p> <p>Target 19.3 Adoption of a Public Realm Strategy that sets out a long-term development framework.</p> <p>Regeneration programme Area Regeneration</p>	<p>Contact Officer: Head of Planning & Transport P Wright</p> <p>Project Location: All Borough Wards</p> <p>Project Duration: 2020</p>	<p>Project Funding: Specify amount, of which Council: £25,000(Estimated) External:</p> <p>This funding relates to the production of the Public Realm Strategy only.</p> <p>Partnerships: Main partnerships are LSP, UDC, CABE, LDA, GLA and GEL.</p>
<p>Main Outcome(s): High quality public realm through improved planning and additional investment</p> <p>Risk Internal Medium/High – significant capital investment would need to be secured to deliver Strategy targets. Funding for the adoption of the Public Realm Strategy is unsecured and will need to be identified as would increased revenue to maintain new improvements.</p> <p>External Medium/High – external funding may not be secured to deliver all of the planned improvements.</p>	<p>Community Forum area All</p> <p>Community Priorities addressed: Cleaner, Greener, Safer Regenerating the local Economy Equal opportunity/diversity issues</p> <p>Consultation programme will target non-users/low participation groups to increase diversity of use of public realm.</p>	<p>Outputs: Public Realm Strategy adopted</p> <p>This would be a new strategic objective in the Balanced Scorecard for the Regeneration Division</p>
<p>Key milestone</p>		
<p>Framework Report</p>	<p>January – June 2004</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p> <ul style="list-style-type: none"> Establish project-working group. Terms of reference. Identify best practise. Review BTC project. Identify preferred option for Public Realm Strategy. Realign definition of “Distinct Environment”.
<p>Report to Regeneration Board</p>	<p>July 2004</p>	<ul style="list-style-type: none"> Prepare report for Regeneration. Board.
<p>Secure Funding.</p>	<p>September 2004</p>	<ul style="list-style-type: none"> Prepare and submit project. Appraisals to CMPO for Strategy funding for 2005/06. Progress external funding bids for Strategy production (if appropriate).

Strategy brief & consultant appointment	October 2004 – February 2005		<ul style="list-style-type: none"> • Prepare brief and tender programme. • Establish appointment panel and selection criteria for consultant engagement. <p>(Suggested timetable is based on a preferred consultant programme)</p>	
Executive Approval	March 2005		<ul style="list-style-type: none"> • Draft report-seeking approval to appoint consultants. 	

<p>Project Name and description: Iconic Developments</p> <p>Target 20.1 Identification of a Borough-wide development framework that supports a sustainable programme of iconic developments.</p> <p>Regeneration programme Area Regeneration</p>	<p>Contact Officer: Head of Planning & Transportation P Wright</p> <p>Project Location: All Borough Wards</p> <p>Project Duration: Ongoing</p>	<p>Project Funding: Specify amount, of which Council: £10,000 - £20,000 (E) External: Arts Lottery</p> <p>This funding relates to the production of a framework plan and supporting marketing documentation. Iconic development programme will be external funded.</p> <p>Partnerships: Main partnerships are LSP, UDC, CABE Space, LDA, GLA and GEL.</p>
<p>Main Outcome(s): Distinct and high quality spaces and buildings. Through landmark developments.</p> <p>Risk Internal Low- funding for framework plan needs to be secured from existing budget provision.</p> <p>External</p>	<p>Community Forum area All</p> <p>Community Priorities addressed: Raising General Pride in the Borough Regenerating the local Economy Equal opportunity/diversity issues</p>	<p>Outputs: Framework Plan adopted.</p> <p>This would be a new strategic objective in the Balanced Scorecard for the Regeneration Division for 2004/05.</p>
<p>Key milestone</p>		
<p>Framework Report</p>	<p>January – June 2004</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p> <ul style="list-style-type: none"> • Establish project-working group. • Terms of reference. • Identify best practise. • Identify preferred options for Iconic Development Framework. • Review SPG requirements for framework adoption
<p>Report to Regeneration Board</p>	<p>July 2004</p>	<ul style="list-style-type: none"> • Prepare report for Regeneration.
<p>Produce Framework Report</p>	<p>October 2004 – February 2005</p>	<ul style="list-style-type: none"> • Audit capacity and types of iconic development potential. • Prepare marketing briefs. • Adopt SPG (if required) to permit developments. • Produce assessment of market potential for development.
<p>Executive Approval</p>	<p>March 2005</p>	<ul style="list-style-type: none"> • Draft report-seeking approval to promote iconic developments.

<p>Project Name and description: Project Manager</p> <p>Target 20.2 Appointment of a Project Manager for the delivery of the Parks & Green Spaces Strategy.</p> <p>Regeneration programme Parks and Green Spaces Strategy</p>	<p>Contact Officer: Group Manager Parks & Leisure Development S Swift</p> <p>Project Location: All Borough Wards</p> <p>Project Duration: Four – year fixed term contract.</p>	<p>Project Funding: Specify amount, of which Council: Mainsream External: ODPM/Cabe Space/Private Sector/Lottery</p> <p>Funding for the project manager post has already been secured for a four year contract (2004 – 2008)</p>
<p>Main Outcome(s): High quality parks & green Spaces through improved planning and additional investment.</p> <p>Risk Internal Low – funding for the post has been secured.</p> <p>Risk External Medium – specialist nature of the post may affect recruitment timetable.</p>	<p>Community Forum area All</p> <p>Community Priorities addressed: Cleaner, Greener, Safer. Raising General Pride in the Borough. Equal opportunity/diversity issues</p>	<p>Partnerships: Main partnerships are LSP, UDC, CABE Space, LDA, GLA and GEL.</p> <p>Outputs: Project Manager in post.</p>
<p>Key milestone</p>		
<p>Prepare recruitment pack for the Project Manager Post.</p>	<p>November – December 2003</p>	<p>Is there a risk that the problem will delay project completion or affect outputs?</p>
<p>Advertise the post.</p>	<p>January – February 2004</p>	<ul style="list-style-type: none"> • Produce job description, competency profile and person specification. • Complete job evaluation exercise for the post and ensure grading reflects job market for equivalent posts. • Seek approval from the Director of DLES to appoint to the post. • Prepare job advert and assessment framework for the post.
<p>Recruitment</p>	<p>February – March 2004</p>	<ul style="list-style-type: none"> • Shortlist for the post and appoint in accordance with Council HR procedure.
<p>Project Manager in post.</p>	<p>May – June 2004</p>	<ul style="list-style-type: none"> • Complete Council HR procedure for new employee's to the Council.

Glossary

GIS	-	Geographic Information Systems
BV	-	Best Value
TMT	-	The Management Team
LSP	-	Local Strategic Partnership
NRF	-	Neighbourhood Renewal Fund
LSC	-	Learning and Skills Council
LDA	-	London Development Agency
DfES	-	Department for Education and Skills
HE	-	Higher Education
FE	-	Further Education
IGN	-	Integrated Guidance Network
IAG	-	Integrated Adult Guidance Network
HoTG	-	Heart of Thames Gateway
ICT	-	Information Communication Technology
UEL	-	University of East London
BL4L	-	Business link for London
GFL	-	Gateway for London
DEAL	-	Department of Education, Arts and Libraries
ABSI	-	Adult Basic Skills Initiative
FAP	-	Funding Action Plan
DC	-	Development Control

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REGENERATION REVIEW FUNDING STREAMS

APPENDIX C

Strategic Objective	Improvement Plan Page No	Project	Source				Other (detail)
			Committed £	Council Additional £	Dept £	NRF £	
Achieving Step Change		Structural Development	700,000				
		Member Conference		2,000	Corporate		
		Community Conference		10,000*	DLES		
		Publishing Community Strategy		4,000*	Corporate		
		Cost of Local Futures	7,000		DLES		
		Identifying gaps in adult education				5,000 (NRF)	
		Identify opportunities with residents and employers to link employees' informal/recreational learning into routes leading to accredited qualifications				15,000 (NRF)	
		Increase the marketing of and access to learning opportunities throughout the Borough				12,000 (NRF) 8,000 (NRF)	

Strategic Objective	Improvement Plan Page No	Project	Source					
			Committed £	Council Additional £	Dept £	NRF £	Other (detail)	
		To increase the % of residents acquiring or studying for higher level qualifications – target priority audiences to improve take up for delivery				12,000 (NRF)		
		To increase the % of residents acquiring or studying for higher-level qualifications ensuring that barriers such as finance, childcare and access to HE are minimized				8,000 (NRF)		
		Widen the scope and work of the Education Business Partnership to support workforce development				40,000 (NRF) LDA		
		Establish LBB as a key location for house builders in the Thames Gateway		10,000	Housing and Health			

Strategic Objective	Improvement Plan Page No	Project	Source					
			Committed £	Council Additional £	Dept £	NRF £	Other (detail)	
Creating a distinct environment		Development of a Design Programme to raise the profile and quality of design including a programme of iconic development		10,000	DLES			
		Adoption of a Public Realm Strategy that sets out a long-term development framework		25,000	DLES			
		Implementation of Parks & Green Spaces Strategy				5,000,000 (Secured)	8,000,000 (secured)	

Summary

	Extra Funding £	Committed £
DLES	45,000	707,000
Housing and Health Education	10,000	
Corporate	6000	
NRF	30000	70,000

* Possibility for alternative funding from sponsorship and partners.