

London Borough of Barking and Dagenham

Notice of Meeting

THE EXECUTIVE

Tuesday, 18 March 2003 - Civic Centre, Dagenham, 7:00 pm

Members: Councillor C J Fairbrass (Chair); Councillor C Geddes (Deputy Chair); Councillor J L Alexander, Councillor S Kallar, Councillor M E McKenzie, Councillor B M Osborn, Councillor J W Porter and Councillor T G W Wade.

Declaration of Members Interest: In accordance with Article 1, Paragraph 12 of the Constitution, Members are asked to declare any direct/indirect financial or other interest they may have in any matter which is to be considered at this meeting

7.03.03

Graham Farrant
Chief Executive

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AGENDA

1. **Apologies for Absence**
2. **Minutes - To confirm as correct the minutes of the meeting held on 11 March 2003 (to follow)**

Business Items

Public Items 3 to 5 and Private Items 17 and 18 are business items. The Chair will move that these be agreed without discussion, unless any Member asks to raise a specific point.

Any discussion of a Private Business Item will take place after the exclusion of the public and press.

3. **Delivery of Housing Services (Pages 1 - 4)**
4. **Barking Town Centre Market (to follow)**
5. **Programme of Twinning Events for 2003/04 (Pages 5 - 12)**

Discussion Items

6. **Social Services and Education, Arts & Libraries FSS Spending Arrangements (to follow)**
 - Improving Social Services: Financial and Commissioning Framework
 - Sustaining Improvements in Educational Attainment
7. **Bed and Breakfast Costs and Financial Forecast 2003 (to follow)**
8. **Client Planning Team (Pages 13 - 19)**
9. **Review of Charges for the Collection of Trade and Other Waste, Emptying of Cesspools, Vehicle Crossings and MOT's (Pages 21 - 36)**
10. **Provision of Interim Kerbside Recycling Scheme (to follow)**
11. **Review of On/Off Street Parking Charges (to follow)**
12. **Year 3 Cross Cutting Reviews (Pages 37 - 40)**
13. **London Riverside and Barking Town Centre (to follow)**
14. **Barking Town Centre Action Plan 2003/04 (Pages 41 - 85)**
15. **Any other public items which the Chair decides are urgent**
16. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

The public and press have a legal right to attend Council meetings such as the Executive, except where business is confidential or certain other sensitive information is to be discussed. The list below shows why items are in the private part of the agenda, with reference to the relevant legislation (the relevant paragraph of Part 1 of Schedule 12A of the Local Government Act 1972).

Discussion Items

17. **Supporting People Contracts (Pages 87 - 94)**

Concerns a contractual matter (paragraphs 8 and 9)
18. **Treasury Management Annual Strategy Statement (Pages 95 - 99)**

Concerns commercially confidential information (paragraphs 1 and 7).

19. Head of Finance: Corporate Services - Additional LSMR Post (Restricted Circulation; to follow)

Concerns a staffing matter (paragraph 1)

Business Items

None.

20. Any other confidential or exempt items which the Chair decides are urgent

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THE EXECUTIVE**18 MARCH 2003****REPORT OF THE DIRECTOR OF HOUSING & HEALTH**

DELIVERY OF HOUSING SERVICES		FOR DECISION
<p><i>This report includes recommendations on issues, which are the Executive's responsibility.</i></p> <p><u>Summary</u></p> <p>This report sets in the attached appendix A the detailed results of the second round of recruitment in the community for Board members to sit on the Community Housing Partnerships.</p> <p><u>Recommendation / Reason</u></p> <p>That the Executive approve the attached list and agree to the placement of the successful residents on their appropriate local CHP Board. The CHP Boards are the Councils chosen method of empowerment of the tenant and resident movement in the Borough and agreeing the first round of appointments will be a major step in enabling the Boards to be set up and running before the end of the financial year.</p>		
<p>Contact: Roger Phillips</p>	<p>Head of Housing Customer Services</p>	<p>020 8227 2827 (Tel:) 020 8227 5705 (Fax:) 020 8227 2478 (Minicom:) E-mail: roger.phillips@lbbd.gov.uk</p>
<p>Jim Ripley</p>	<p>Head of Landlord Services</p>	<p>020 8227 3738 (Tel:) 020 8227 5705 (Fax:) 020 8227 5755 (Minicom:) E-mail: jim.ripley@lbbd.gov.uk</p>

1. Introduction

- 1.1 On the 27th of August 2002 Members agreed to the introduction of Community Housing Partnerships as its preferred method of consultation with an empowerment of the local community in matters relating to the Council's housing services. On the 18th of February 2003 the Executive agreed to recommend to the Assembly that the constitution for the CHP's be adopted.
- 1.2 This report sets out the methods of selection for Board Members from the community and the results of the second round of interviews.

2. Background

- 2.1 Following on from Executive approval of the first batch of successful candidates in December 2002 an extensive publicity drive took place to highlight the new CHP Boards which included further press advertisements and road shows which attracted a good deal of interest.

Corine Latham - Area 1

Joyce Cracknell - Area 2 (Independent subject to Board approval)

Gloria Alexanda - Area 3

Umi Mohammed - Area 4

- 2.2 Attached at Appendix A is the complete position of Board Members at February 2003. Members are asked to note that recruitment continues and as at the 25th of February 2003 there are 13 more candidates awaiting interview.

**Applicants selected for CHP
Board Membership**

CHP 1

5 x tenants	1. Ms	Serena	Brotherton	30 Bradwell Avenue	
	2. Ms	Joan	Davies	49a Halbutt Street	
	3. Mrs	Corine	Latham	27 Althorne Way	
	4. Ms	Jacqueline	Coram	52 Stanhope Road	
	5. Vacant				
1x leaseholder 3 x Independent Representatives	Vacant Mrs	Serita	Campbell	17 Bosworth Road	Owner Occupier
	Vacant Vacant				

CHP 2

5 x Tenants	1. Mr	Joseph	Abedoyin	22 Stanley Avenue	
	2. Mr	Malcolm	Brown	3 St Anns	
	3. Ms	Kathleen	Bolden	85 St Anns	
	4. Ms	Sandra	Brennan	40 Ingrave House	
	5. Vacant				
1 x Leaseholder 3 x Independent Representatives	Vacant Mr	Barry	Poulton	6 Crouch Avenue	Owner Occupier
	Mrs	Joyce	Cracknell	6 Havering Way	Owner Occupier
	Vacant				

CHP 3

3 x Tenants	1. Ms	Gloria	Alexander	61 Gregory Road	Tenant
	2. Vacant				
	3. Vacant				
1 x Leaseholder 3 x Independent Representatives	Vacant Vacant Vacant Vacant				

CHP 4

5 x Tenants	1. Ms	Heather	Roffe	124 Blake Avenue	
	2. Mr	Glen	Holmes	40 Sebastian Court	
	3. Ms	Umi	Mohamed	444a Lodge Avenue	
	4. Vacant				
1 x Leaseholder	5. Vacant Vacant				

3 x Independent Representatives	Vacant	Christophe	Yarney	104 Lambourne Road	Owner Occupier
	Vacant	r			
	Vacant				

CHP 5

5 x Tenants	1. Mr	Brian	Brown	166 Bentry Road	
	2. Mrs	Linda	Jennings	152 St Georges Road	

	3				
	4. Vacant				
	5. Vacant				

1 x Leaseholder					
3 x Independent Representatives	Mr	Dayo	Adegunmi	95 Porters Avenue	
	Vacant				
	Vacant				

CHP 6

5 x Tenants	1. Mr	David	Torr	66 Millard Terrace	
	2. Mr	Alfred	Allen	91 Millard Terrace	
	3. Mr	Alan	Kiff	83 Downing Road	
	4. Mr	Henry	Marable	61 Ibscott Close	
	5. Mrs	Rita	Giles	150 Ibscott Close	

1 x Leaseholder	Mr	Fred	Button	26 Sheldon Road	
3 x Independent Representatives	Ms	Christine	Hannon	133 Armstead Walk	Owner Occupier
	Mr	Pazu	Shamboko	99 Armstead Walk	Leaseholder

There were no background papers used in the preparation of this report.

THE EXECUTIVE

18 MARCH 2003

**REPORT OF THE BOROUGH OFFICER
FOR DEMOCRATIC SUPPORT AND LEGAL SERVICES**

PROGRAMME OF TWINNING EVENTS FOR 2003/4	FOR DECISION
<p><i>This report gives details of town twinning events proposed for the forthcoming municipal year.</i></p> <p><u>Summary</u></p> <p>This report gives details of events and activities to be organised in conjunction with the Borough's German twin town of Witten, with Tczew in Poland, (with which the Borough has a Friendship Accord), and other associated towns. The key aims of the programme are as follows:</p> <ul style="list-style-type: none"> • To foster good relations between the residents of the Borough and the people of the towns of Witten, Tczew and other towns; • To develop projects of strategic importance to the Borough and to encourage professional exchange of know-how between officers in the Borough, Witten and Tczew: • To encourage residents to share interests and hobbies with like-minded people in Witten. • To encourage interaction between young people in Witten and the Borough. <p><u>Recommendations</u></p> <p>The Executive is recommended to note the list of twinning activities and agree the specific funding for the Dagenham Town Show and Witten Onion Festival as detailed.</p> <p><u>Reasons</u></p> <ol style="list-style-type: none"> 1. The Council's international links raise the profile of the Borough on a national and international level 2. The Borough's international links help to promote good relations between nations, particularly at a time of international political instability; and 3. The Council wishes to continue to develop its long-standing town twinning relations. 	
<p>Contact: Mary Golletz</p>	<p>Town Twinning Officer</p> <p>Tel: 020 8227 2115 or Tel: 020 8335 3153 Fax: 020 8227 2162 Minicom: 020 8227 2685 E-mail: mary.golletz@lbbd.gov.uk</p>

1. Background

- 1.1 The twinning link with Witten has been in existence since 1948. The Council took over responsibility for co-ordinating the link when it signed the twinning treaty in 1979. The Borough signed a Friendship Accord with Tczew in Poland in 1999.

2. The Proposal

- 2.1 The list of activities planned for the forthcoming municipal year plus the estimated budget implications are attached, for the Executive's information.

- 2.2 The Executive's approval is requested for expenditure relating to Dagenham Town Show and Witten's Onion Festival.

- 2.2.1 Expenditure for Dagenham Town Show Show is itemised below. The expenditure is divided into two areas. Firstly, to cover the cost of promoting town twinning and international links to visitors to the Town Show on the showground. Secondly, to meet the cost of hospitality to visitors from Witten, Tczew and Lev Hasharon. The cost of promoting town twinning at the Town Show is an estimate only, as the structure of the Town Show is being reviewed and the cost of hiring marquee space is not yet available.

2.2.2 Costing for Dagenham Town Show

It is recommended to invite the Bürgermeister of Witten or his representative plus up to three other guests from Witten, the President of Tczew plus up to three other guests from Tczew and the Mayor of Lev Hasharon in Israel plus up to three other guests from Lev Hasharon. All the visitors should be accommodated in the guest suite at Butler Court.

The visit provides the opportunity to promote the Borough, including recent projects and achievements, to overseas visitors and for Members and officers to hold talks on forthcoming twinning events. It also gives town twinning and international relations a political continuity.

Marquee space	£ 250
Display material/photos	£ 100
Competition prizes	£ 95
Accommodation at Butler Court	£ 756
Meals for guests	£1,000
Transport	£ 810
Gifts	£ 90
Sightseeing/entertainment	£ 400
TOTAL	£3,501

2.2.3 Costing for Witten Onion Festival

It is recommended that the Mayor and Consort/Mayoress, plus two other Members or officers attend Witten Onion Festival. All costs in Witten (transport, meals and accommodation) are covered by the hosts. The visit provides the Mayor and Members/officers with the opportunity to visit Witten and to discuss planned events.

The Leader will decide who will attend the Onion Festival when the official invitation has been received from Witten Council.

4 flights (cheapest economy fare)	£ 630
transport to airport	£ 160
gifts	£ 90
photos	£ 20
TOTAL	£ 900

- 2.3 The twinning (hospitality) budget for the financial year is £10,060 and the estimated cost of organising the attached list of events is £9,035. This means that all events can be organised within the current budget, leaving a small contingency amount to deal with unexpected costs or events and conferences which may be planned or advertised later in the financial year.

3. Consultations and implications

- 3.1 Consultations are currently taking place with the Director of Education, Arts and Libraries as to the health and safety and other feasibility aspects of Borough youngsters participating in a youth camp at the Edersee Lake in Germany organised by Witten's twinning association.

Background papers used in the preparation of this report
none

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Twinning Events 2003 / 2004

Event	Aims	Benefits for the Borough	Estimated costs
<p>April 2003 Work experience placements for two students from Witten for two weeks plus one school placement for two weeks</p>	<p>To provide pupils from Witten with the opportunity to gain an insight into employment opportunities in the single European Market and to improve their English language knowledge. To enable a pupil from Witten to experience the English school system first hand and to improve her English</p>	<p>Additional low-cost work capacity. Opportunity to build racial harmony by enabling local people to meet 'real Germans' and shed stereotype opinions</p>	<p>Total cost to Borough £460 plus officer time</p>
<p>April 2003 Work experience placement for officer from Twinning and PR Department in Tczew (Joanna Cwiklik)</p>	<p>To enable officer from Tczew Council to familiarise herself with project management, mainly in the Council's Planning Dept. (Regeneration of Barking Town Centre, new school etc.), to help prepare Tczew Council for Poland's accession to the European Union in 2004 and to improve the officer's English language knowledge.</p>	<p>To build on the relationship between the Borough and Tczew</p> <p>Opportunity for Council officers to learn about Polish working practices. Encourages racial harmony. Opportunity for reciprocal visit by officer from Barking and Dagenham.</p>	<p>Total cost to Borough £500 plus officer time</p>
<p>7th – 15th June Cycling trip to the Bavarian Forest</p>	<p>To promote good relations between sports people in Witten, Beauvais and the Borough</p>	<p>Enabling cyclists to share their interest, disband prejudices and share experiences</p>	<p>Administration costs not in access of £20 plus officer time</p>
<p>June Visit by Witten fishermen to LBBD</p>	<p>To support the good relations between the Witten Sportfischerverein and the White Hart Angling Club</p>	<p>To demonstrate that groups of like-minded people sharing common interests are able to enjoy friendship, despite often not having a common language.</p>	<p>Estimated cost to Borough £200 plus officer time, not taking into account income to Butler Court</p>

	<p>25th – 29th June Meeting in Beauvais for Representatives from Youth Parliaments, for two members of Youth Forum, probably plus one adult</p>		<p>To encourage young people to become interested in political structures and to use their vote. To exchange ideas with representatives from Beauvais (France), Witten (Germany), Tczew (Poland), Dej (Romania) and Maidstone (UK) and to discuss facilities and opportunities for young people in those towns. To give young people the opportunity to work and live with people from other cultures, to broaden their views.</p>	<p>To enable them to meet and socialise with residents of the Borough, promoting racial harmony. Income to the Borough by renting rooms in Butler Court.</p>	<p>Gives young people an incentive to be involved in the Youth Forum and the political system and enables them to exchange views with like-minded people of a similar age.</p>		<p>Estimated cost to Borough £600 plus officer time</p>
<p>Summer Work shadowing at local GPs surgeries by medical students from Witten</p>	<p>To enable four medical students from Witten the opportunity to shadow local GPs for a period of four weeks each</p>	<p>Extension of the Borough's continuing project to recruit German GPs to work in the Borough.</p>	<p>Administration costs not exceeding £25 plus officer time</p>				
<p>18th – 21st July Dagenham Town Show</p>	<p>This is the annual 'Civic' function in which the Mayor receives the Bürgermeister of Witten and the President of Tczew or their representatives plus other Members and officers to familiarise themselves with the Borough and to discuss future projects. It is recommended that as in the</p>	<p>Gives town twinning a political continuity by allowing Leaders, Mayors, Members and officers to meet and be familiarised with projects and priorities in the Borough. Frequently encourages the new Mayor to become interested and involved in town twinning, often having continued involvement in</p>	<p>Estimated cost to Borough £3,500 plus officer time See 2.2 of report for breakdown of costings</p>				

	<p>previous two years, representatives from Witten's Israeli twin town Lev Hasharon are also invited</p> <p>To promote Town Twinning to the residents of the Borough by a display in the marquee aiming to encourage Borough Pride and raise the profile of the Borough</p>	<p>twinning activities when their mayoral year ends.</p> <p>Promotes town twinning to residents of the Borough, demonstrating the wide range of activities it embraces.</p> <p>Encourages residents to become involved.</p> <p>Gives Town Show visitors the opportunity to win a hamper of German and continental food, by winning twinning quiz about twinning activities</p>	
<p>31st July – 9th August Adventure holiday in Russia</p>	<p>To participate in canoeing, camping and other outdoor activities with representatives from Witten's other twin towns.</p> <p>To further international understanding.</p>	<p>Gives residents of the Borough the opportunity to participate in an adventure holiday and to experience rural Russia</p>	<p>Administration costs not exceeding £25 plus officer time</p>
<p>2nd – 9th August Music for the Blind and Disabled Trust Band visit to Witten</p>	<p>Enables disabled and able-bodied people to provide musical entertainment together and to meet their long-standing partner band in Witten to perform at concerts together</p>	<p>Promotes Barking and Dagenham's inclusion policy in an international context</p>	<p>Administration costs not exceeding £20 plus officer time</p>
<p>4th – 18th August Youth camp at Edersee, Germany</p>	<p>To enable up to 15 Borough youngsters aged between 8 and 12 the opportunity to participate in outdoor activities together with representatives</p>	<p>To give children who might otherwise not have the opportunity to have a holiday abroad the chance to meet children of different cultures</p>	<p>Cost of residential activity programme 225 Euros per child, plus cost of travel to Witten</p>

	from Witten's other twin towns	and to participate in outdoor activities.	Estimated cost to the Borough £2,000 plus officer time
5 th – 7 th September Witten Onion Festival	To enable the Mayor and Mayoress/Consort plus up to two Members/officers to visit Witten, to get to know the town and to meet twinning representatives	Gives town twinning a political continuity by enabling Mayors, Leaders, Members and officers to meet and be familiarised with projects and priorities in Witten. Frequently encourages the Mayor to become interested and involved in town twinning, often continuing that involvement after the end of the mayoral year.	Cost to the Borough £900 plus officer time See 2.2.3 of report for breakdown of costings
October Work experience students from Holzcampesamtschule Witten	To provide pupils from Witten with the opportunity to gain an insight into employment opportunities in the Single European Market and to improve their English language knowledge	Additional low-cost work capacity. Opportunity to build racial harmony by enabling local people to meet 'real Germans' and shed stereotype opinions	Estimated cost to the Borough £760 plus officer time
Ongoing Project between Dagenham Priory School, Holzcamp School, Witten and possibly Beaumont School, Beauvais	To encourage pupils and teachers from all schools to work together on mutually beneficial projects and to further international understanding. School Council representatives will meet up and there are plans for a sports and arts forum in Trewern. Email friendships are to be encouraged.	To give pupils the opportunity to work together on projects or activities which do not require knowledge of a common language, to achieve international understanding by working together with pupils and teachers of different nationalities.	Administration costs not exceeding £25 plus officer time

THE EXECUTIVE**18 MARCH 2003****REPORT OF THE DIRECTOR OF HOUSING AND HEALTH**

CLIENT PLANNING TEAM		FOR DECISION
<p><i>This report concerns the Client Planning Team in Housing Repairs and Improvement.</i></p> <p><u>Summary</u></p> <p>This report sets out the process for engaging a consultant partner to provide advice and training within the construction planning team, and describes the proposed structure of that team.</p> <p><u>Recommendations</u></p> <ol style="list-style-type: none"> 1. The Executive is asked to endorse the proposed process for engaging a consultant partner and; 2. Agree that a Member of the Council be requested to join the tender evaluation team. <p><u>Reasons</u></p> <p>This develops upon a previous report proposing that further details on specification and tendering arrangements would be presented to the Executive.</p>		
<p>Contact: Keith Harriss</p>	<p>Head of Construction and Procurement</p>	<p>Tel: 020 8227 2401 Fax: 020 8227 5630 Minicom: 020 8227 5755 E-mail: keith.harriss@lbbd.gov.uk</p>

1. Background

- 1.1. A report describing the composition of the proposed Client Construction Planning Team was presented to the Executive on 26 November 2002. The majority of jobs within the team would be new posts recruited to the Council. However, there would also be a partnering arrangement with outside consultants who would, working as part of the new team, provide expertise in modern construction management skills. This arrangement would be for a five year period, during which time a training programme developed by the consultant would ensure that these skills were transferred to LBBD staff.
- 1.2. It was proposed that a further report would be presented to the Executive, providing more detail on the specification and tendering arrangements for the consulting staff.

2. Specification

- 2.1. Construction practice in the UK is changing rapidly and in order to ensure the best value delivery of repair and improvement, the team will need to employ modern business skills and tools. In particular, the consultant partner will be asked to bring a number of specific skills into the team. These are principally procurement expertise, risk and value management, whole life costing, data management, problem resolution, strategic and project briefing. They will also be expected to play a significant part in the development of appraisal and performance management systems.
- 2.2. Training of the Council's staff in Rethinking Construction and the transfer of modern skills to radically improve investment and construction management will be an important task for the incoming consultancy organisation. Part of the selection process will require potential consultants to submit a training plan for which objects and targets will be set and reviewed.
- 2.3. As part of the training and development of the client planning team, the consultant partner will be expected to fully participate in the implementation of the Construction Client's Charter which the Department intends to use as a management framework for carrying out changes to its client procurement activities and culture over the next five years.
- 2.4. The detailed specification is currently being developed. However, the summary attached at Appendix A describes those activities which the partnering consultant will be expected to provide.

3. Consultant Selection

- 3.1. The selection of the consultant partner is subject to EU procurement rules. As a consequence, expressions of interest were invited in December 2002 which resulted in 37 submissions. A diagram setting out the selection process is attached at Appendix B. As a first stage, these submissions have been subject to assessment for the technical ability of the applicants to supply the construction management skills necessary. Of those who expressed an interest, 10 have been selected to continue through the process.
- 3.2. A further 'Pre-selection Stage' will follow with the evaluation of a response to a detailed statement of Client Requirements to produce a tender shortlist of approximately 4 firms.
- 3.3. Those invited to tender will be evaluated both on quality and price criteria subject to interview/presentation and assessment of client satisfaction in other recent commissions.
- 3.4. The preliminary assessment of technical, financial and managerial competence has been undertaken by the officers with the relevant skills. It is proposed that the selection team is enlarged for the tendering evaluation process. This will mirror the method successfully adopted during the Repairs and Maintenance Market Testing. The Tenants Federation has been approached for tenant representatives to contribute to the process. Similarly, the process would be greatly enhanced by

Member involvement, which has been requested as a recommendation of this report.

4. Client Team Organisation

- 4.1. Appendix C sets out the client planning team structure and the consultants place within that. The roles and responsibilities of the team members are based upon those recommended by the Office of Government Commerce as a preferred organisation for public sector construction clients. The consultant's staff will work alongside Council employees to plan, procure, manage, monitor and audit investment in the Housing stock. This will include both major improvements schemes and day to day repairs to ensure that homes are brought up to a decent standard and are maintained to that standard.
- 4.2. The Project Directors will be the link between strategic planning and management of investment, and the delivery of individual projects. They will have responsibility for a portfolio of schemes, and managing a group of Project Managers who will provide detailed day to day management of individual projects. The Project Managers are currently carrying out specialist tasks within the delivery of Shape Up and the MRA Internal improvement programme. However, as other projects are developed for 2004 and beyond they will be developing their roles as the interface between the planning team, the supply chain (individual contractors etc.) and Community Housing Partnerships.
- 4.3. The strategic planning and performance management of investment will be co-ordinated by the Asset Manager, who will also be responsible for integrating and developing the activities of the consultant partner into planning and service delivery.
- 4.4. Programming staff will strengthen financial and performance management of both capital and revenue investment, whilst the Practice Manager will ensure that contractual and administrative matters are effectively dealt with. The Stock Information Manager will be responsible for developing and maintaining up to date information on the condition of the stock, which will be vital to the development of accurate business planning for stock investment.
- 4.5. Most of these positions are new posts, although there will be a development and assimilation of the current Administration Manager into the proposed Practice Manager position.
- 4.6. These proposals have been discussed with all staff currently employed within the capital works section as part of an on-going consultation and training process. Additionally, Trade Union representatives are being consulted as the process progresses.

Background Papers

Report to Executive 26.11.02 "The Client Team"

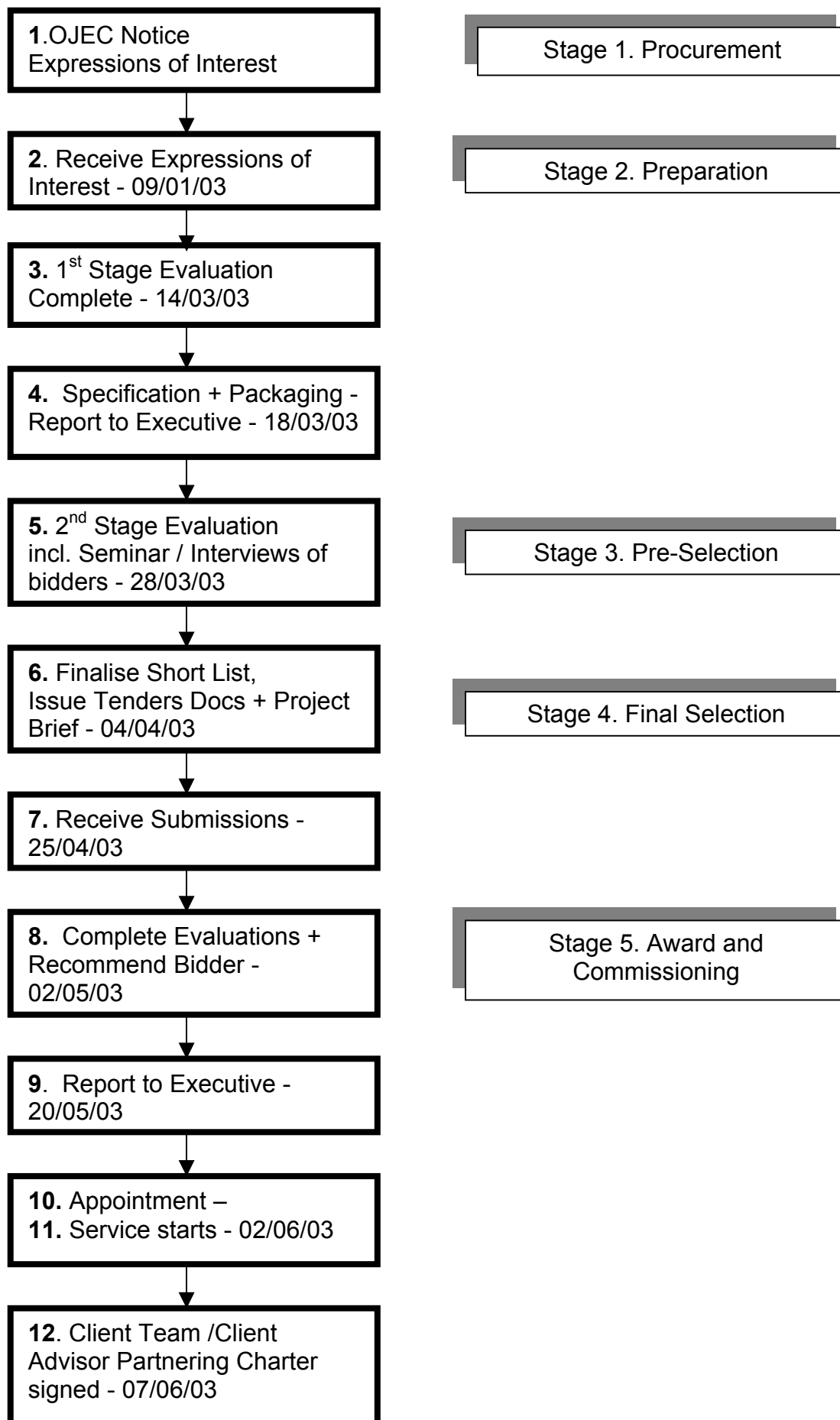
Report to Executive 26.02.02

Outline specification of services required from proposed external advisor to client planning team.

The range of skills and knowledge which the external advisor is expected to deliver as part of the commission reflect the guidance and standards set out in the HM Treasury Procurement Guidance 1-9 (for Construction) and in the Office For Government Commerce Achieving Excellence In Construction publications. These are outlined below and will be described in further detail as the procurement process develops, and incorporated into agreed Terms and Conditions of Engagement before any appointment is finalised.

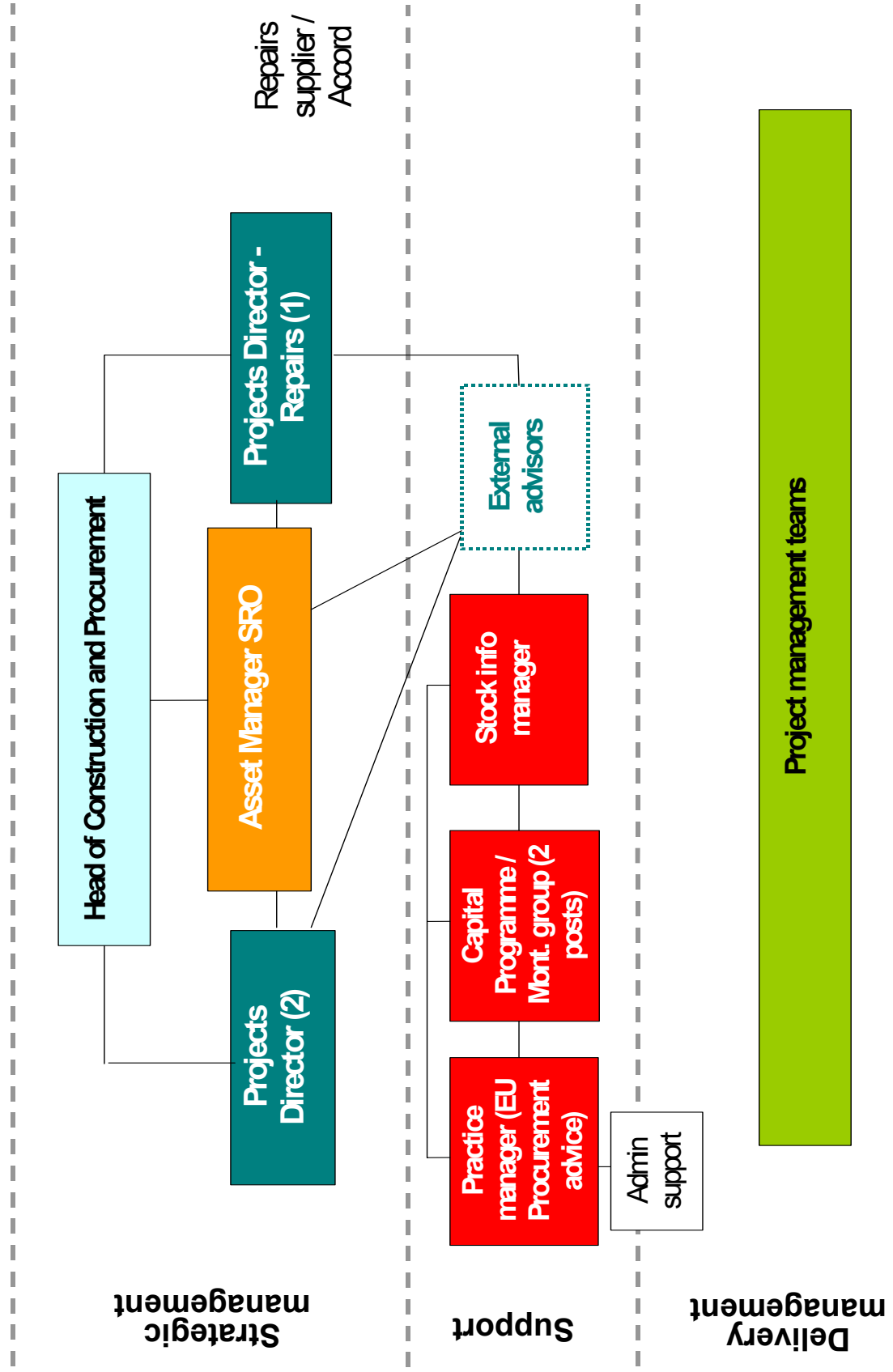
1. Value Management / Value Engineering
2. Risk Identification / Risk Management
3. Whole Life Costing (and Life Cycle Costing)
4. Best Value Procurement
5. Dispute / Problem resolution
6. Health and Safety Management
7. Asset Management / Strategic Property Management
8. Programme and Project Management
9. Cost Management
10. Performance Management and KPI systems
11. Partnering and Supply Chain management
12. Quality Management
13. The Development of Strategic and Project Briefing Documents
14. Implementing Clients Charter
15. Developing training programmes for the delivery of up to date construction procurement and management skills to Council staff
16. Delivering skills transfer and staff mentoring programmes.

Selection and recruitment – milestones



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Client Roles diagram



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THE EXECUTIVE**18 MARCH 2003****REPORT OF THE DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES**

REVIEW OF CHARGES FOR THE COLLECTION OF TRADE AND OTHER WASTE, EMPTYING OF CESSPOOLS, VEHICLE CROSSINGS AND MOT'S	FOR DECISION	
<p><i>This report is presented in accordance with the instructions of the Charging Policy Commission that the Executive review all charges for 2003/2004</i></p> <p><u>Summary</u></p> <p>This report proposes increased charges for the collection of Trade And Other Waste, Emptying Of Cesspools, The Construction of Vehicle Crossings, the Carrying Out of Ministry of Transport Vehicle Tests and other services which are in line with the charging policy for Council services</p> <p><u>Recommendation</u></p> <p>The Executive is asked to approve the increased charges as set out in this report.</p> <p><u>Reason</u></p> <p>The increases to these charges reflect the current costs of the services provided and increases in costs made to the Authority</p>		
Contact Officer: Mike Mitchell	Head of Environmental Management	Tel: 020 8227 2677 Fax: 020 8227 2221 E-mail: mike.mitchell@lbbd.gov.uk Minicom: 020 8227 3034

1. Background

It is normal practice to review all charges at this time, in order that increases can be made effective from the 1 April 2003.

2. Collection and Disposal of Trade, Clinical and Other Waste**2.1 Overall Costs**

With effect from 1st April 2003 Landfill Tax will increase by £1.00 to £14.00 per tonne. The advice from The East London Waste Authority (ELWA) is that charges for the transportation and disposal of waste will increase to £29.50, an increase in total of 24.25% and this will have the effect of increasing their charge from £35 to £43.50 per tonne.

2.2 A schedule of existing costs, charges and proposed charges for 2002/2003 is set out as **Appendix A** to this report. The increase in charges contained in this report includes departmental costs, materials, transport and the cost of disposal of the waste for which the net weighted average increase is 5.05%

3. Clinical Waste Services

A schedule of existing costs, charges and proposed charges for 2002/2003 is set out as **Appendix A** to this report. The increase in charges contained in this report includes departmental costs, materials, transport and the cost of disposal of the waste for which the net weighted average increase is 6.97%

4. Cesspool Emptying

4.1 The Authority provides a service to some 14 sites where we empty cesspools. Of these, 12 are private and two are Borough Cemetery sites. Of the private sites two are visited monthly and 10 visited once/twice a year. The two LBB&D cemeteries are visited weekly.

4.2 As part of the Cemeteries Best Value Review, this aspect of Cemeteries' costs was examined and the Review found that the cost of making these connections would be in excess of £55,000. In addition there would be annual charges for sewage disposal. The recovery period would be in excess of 6 years depending on sewage disposal costs.

4.3 The cost of disposal of waste effluent for 2002/2003 was charged at £0.155 per litre. This charge is levied by the Thames Water Authority and is expected to increase to £0.157 for 2003/2004 (Approx. 1.5%).

4.4 Disposal charges will reflect any increases during the year 2003/04.

5. Civic Amenity Site

5.1 The Council has a duty to provide a Civic Amenity facility, free of charge, for the deposit of domestic waste by residents. With effect from 24th December 2002, Shanks Waste Services Ltd, under the Private Financing Initiative (PFI) contract with East London Waste Authority, provide this service.

5.2 The Council may provide for the deposit of trade waste at the Civic Amenity Site and charge for the service. This has been written into the new PFI contract

6. Vehicle Crossings

6.1 The provision of a crossing facility for householders to park their vehicles off the highway is authorised by Section 184 of the Highways Act 1980. This Act gives the local highway authority the power to construct a properly surfaced vehicles crossing over the footway and to charge the occupier of the premises with the cost.

6.2 The proposed charges include known inflation, but may be affected by the new Highways Maintenance Contract to be awarded early in the new financial year, in which case a further report will be produced for the Executive.

- 6.3 All vehicle crossings are paid for in advance and the 2/3 week programme delay until works commence ensures that all cheques are cleared. All administrative and invoicing costs are included within the charges and the new charges from 1st April 2003 provide for full recovery of costs.
- 6.4 Enforcement of existing contraventions is carried out under the provisions of the Highways Act 1980 and we recover full costs for any works undertaken. There is an expansion of vehicle crossing enforcement being implemented in 2003/04 with the aim of increasing the number of crossings in the Borough.

7. MOT Vehicle Inspection

- 7.1 Through the Councils Transport Workshop, MOT inspections are provided in Class 4 and Class 7 categories. We are now also able to provide inspections in Class 5.
- 7.2 Class 5 and Class 7 MOT tests are charged at a rate determined by the Ministry of Transport and are in line with charges made by local garages. The suggested rate for Class 4 is £37.60, however no local competitors charge the full rate.

8. Bulky Furniture - Garden Collections

- 8.1 The collection and disposal of unwanted household waste has been collected free of charge. This includes furniture and 'white goods' i.e. refrigerators.
- 8.2 The Council has decided to introduce a charge for these collections, and it should be noted that additional costs will be incurred to administer and monitor this service, also the time taken to process the service requests will reduce the responsiveness of the service. There will also be the risk of residents 'flytipping' these items to avoid charges.
- 8.3 Having decided to charge for this service, time will be needed to put into place processes and publicity, and it will be unlikely this will be completed before the 1st October 2003. A further report will be prepared for a future meeting of the Executive to review the proposed charges for bulky waste collections
- 8.4 A charge is levied for the collection of items resulting from repair and maintenance work, and while this is challenged from time to time, it is proposed that they are maintained. If the charges were discontinued the cost of the service would escalate dramatically, as people currently transporting such material to CA sites, including private companies, or those using privately hired containers, would expect the Council to provide this collection service for them.
- The charges for collection and disposal of repair maintenance work reflects the extra work attached to loading these items.
- 8.5 The cost of collecting bulky household waste, excluding that collected on behalf of the Housing Department, is estimated at £250,000 for 2002/2003. The number of house collections is in the region of 26,500 per annum; therefore the average cost per collection is £9.00.

There were no background papers

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Environmental Management Division
Fees And Charges Estimates For 2003/04

Waste Collection Services

	Commercial Waste		9 Yard Skip Service		Clinical Waste Service	
	2002/03	2003/04	2002/03	2003/04	2002/03	2003/04
	£	£	£	£	£	£
<u>Expenditure</u>						
Vehicle Lease Costs	13,280	13,170	0	0	6,940	6,940
Contractor Charges	50,150	52,010	34,560	43,360	62,780	66,650
Waste Disposal	65,470	91,350	28,060	38,370	9,500	10,450
Recharged Costs	56,010	66,820	10,060	12,700	16,060	18,850
Capital Charges	9,500	10,470	0	0	0	0
Total Costs	194,410	233,820	72,680	94,430	95,280	102,890
% Increased Costs		20.27		29.93		7.99
<u>Income</u>						
Tonne Mileage	2,280	2,520	0	0	0	0
Recharged Income	0	0	31,930	29,660	2,000	4,000
Refuse Bags	50,160	52,670	0	0	0	0
Euros / Paladins	185,630	194,910	0	0	0	0
9 Yard Skip	0	0	60,500	65,000	0	0
Health Authority Charges	0	0	0	0	50,000	52,500
Private Businesses	0	0	0	0	44,900	47,150
Bulky Furniture	0	0	0	0	0	0
Euros / Paladins Hire	0	0	0	0	0	0
9 Yard Skip Hire	0	0	0	0	0	0
Total Income	238,070	250,100	92,430	94,660	96,900	103,650
% Increased Income		5.05		2.41		6.97
Net Service Surplus /(Cost)	43,660	16,280	19,750	230	1,620	760

Bulky Furniture Service		Refuse Container Hire		Total Service Costs	
2002/03	2003/04	2002/03	2003/04	2002/03	2003/04
£	£	£	£	£	£
0	0	0	0	20,220	20,110
1,550	35,030	29,080	29,080	178,120	226,130
670	15,860	0	0	103,700	156,030
190	4,300	5,380	7,310	87,700	109,980
0	0	0	0	9,500	10,470
2,410	55,190	34,460	36,390	399,240	522,720
	2,190.04		5.60		30.93
0	0	0	0	2,280	2,520
0	0	0	0	33,930	33,660
0	0	0	0	50,160	52,670
0	0	0	0	185,630	194,910
0	0	0	0	60,500	65,000
0	0	0	0	50,000	52,500
0	0	0	0	44,900	47,150
2,520	55,190	0	0	2,520	55,190
0	0	26,180	27,490	26,180	27,490
0	0	9,460	9,930	9,460	9,930
2,520	55,190	35,640	37,420	465,560	541,020
	2,090.08		4.99		16.21
110	0	1,180	1,030	66,320	18,300

Appendix A1.1

Comments
Total Increased Costs £123,840
Total Increased Income £75,460
Reduction in surplus £48,020

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Environmental Management Division
Fees And Charges Estimates For 2003/04

Miscellaneous Charges

	Cess Pool Emptying		Sewer Blockages		Footway Crossings	
	2002/03	2003/04	2002/03	2003/04	2002/03	2003/04
	£	£	£	£	£	£
<u>Expenditure</u>						
Employees	0	0	0	0	0	0
Premises	0	0	0	0	0	0
Transport	0	0	0	0	0	0
Supplies	0	0	0	0	0	0
Contractors	21,080	21,500	69,740	73,850	234,800	242,000
Waste Disposal	3,120	3,120	0	0	0	0
Recharged Costs	2,580	2,580	16,030	16,030	60,900	64,600
Capital Charges	0	0	0	0	0	0
Total Costs	26,780	27,200	85,770	89,880	295,700	306,600
% Increased Costs		1.57		4.79		3.69
<u>Income</u>						
Recharged Income	21,320	21,580	20,460	22,470	0	0
External Cesspool Charges	5,460	5,620	0	0	0	0
Sewer Blockage Charges	0	0	0	0	0	0
Skip Permits	0	0	0	0	0	0
Footway Crossing Income	0	0	0	0	281,030	306,600
MOT Income	0	0	0	0	0	0
Total Income	26,780	27,200	20,460	22,470	281,030	306,600
% Increased Income		1.57		9.82		9.10
Net Service Surplus /(Cost)	0	0	(65,310)	(67,410)	(14,670)	0

1587.4541

MOT Testing Service		Skip Licences/Permits	
2002/03	2003/04	2002/03	2003/04
£	£	£	£
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
21,360	22,430	0	0
0	0	0	0
0	0	0	15,000
0	0	0	0
21,360	22,430	0	15,000
	5.01		N/A
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	15,000
0	0	0	0
21,750	22,430	0	0
21,750	22,430	0	15,000
	3.13		N/A
390	0	0	0

Appendix A1.2

Comments
5% Increase
5% Increase
5% Increase
Sewer Blockages - Housing contribute 25%
5% Increase
Private House sewer blockages are cleared FOC
Introduction of new charges
Admin charge increased from 16% to 25%
5% Increase

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Existing And Proposed Charges

	Current Charge	Current VAT	Current Total	Proposed Charge
	£	£	£	£
<u>Waste Services</u>				
<u>Trade Refuse Collection</u>				
Refuse Sacks	1.20	0.21	1.40	1.28
Euro or Paladin Bin Per Collection	6.13	1.07	7.20	6.47
Euro or Paladin Bin Per Collection where there are more than six units on site	4.26	0.74	5.00	4.51
Euro or Paladin Bin Annual rental	33.02	5.78	38.80	34.72
<u>9 Cubic Yard Demountable Container</u>				
Charge per Collection	71.49	12.51	84.00	75.06
Annual Rental	274.98	48.12	323.10	288.77
<u>Bulky Furniture Collections</u>				
Quarter Load	18.13	3.17	21.30	19.06
Half Load	36.26	6.34	42.60	38.04
Full Load	72.60	12.70	85.30	76.26
<u>Clinical Waste Collections</u>				
Annual Charge For Weekly Collections	200.00	35.00	235.00	210.04
Charge Per Sack	4.00	0.70	4.70	4.17
Charge Per Box	4.00	0.70	4.70	4.17
<u>Miscellaneous Services</u>				
Cesspool Emptying	104.51	18.29	122.80	109.74
Standard Footway Crossings	343.81	-	343.81	370.50
Clear Sewer Blockage - Private House	-	-	-	-
Class IV MOT Test	27.50	-	27.50	30.00
Class V MOT Test (13 to 16 seats)	43.40	-	43.40	43.40
Class V MOT Test (Over 16 seats)	58.90	-	58.90	58.90

Class VII MOT Test	39.20	-	39.20	39.20
Skip Permit	-	-	-	10.00

Notes

Trade Refuse Collection

Where the trade premises include residential accommodation e.g. public houses, where NO SEPAF IS UNDERTAKEN, an allowance equal to the charge for 2 bins/sacks per week is deducted from the account period of residential accommodation for the account period.

Bulky Furniture Collections

In the majority of cases there is no charge for collections from domestic properties, however, this is being collected.

MOT Tests

Class V and Class VII MOT tests are charged at the rates determined by the Ministry and are in line with other garages. The suggested rate for class IV tests is £37.60, however, no local competitors charge the

Appendix A1.3

Proposed VAT £	Proposed Total £	
0.22	1.50	1.05
1.13	7.60	1.05
0.79	5.30	1.05
6.08	40.80	1.05
13.14	88.20	1.05
50.53	339.30	1.05
3.34	22.40	1.05
6.66	44.70	1.05
13.34	89.60	1.05
36.76	246.80	1.05
0.73	4.90	1.05
0.73	4.90	1.05
19.20	128.94	1.05
-	370.50	N/A
-	-	
-	30.00	1.1273
-	43.40	1
-	58.90	1

-	39.20
-	10.00

1

RATE DOMESTIC COLLECTION
ie collection charges for each unit

subject to the nature of the items

e with charges made by local
full rate.

THE EXECUTIVE**18 MARCH 2003****REPORT OF THE BOROUGH OFFICER FOR POLICY**

YEAR 3 CROSS CUTTING REVIEWS		FOR DECISION
<p><i>This report requires Executive approval, as the Best Value Review Programme is the responsibility of the Executive.</i></p> <p><u>Summary</u></p> <p>This report: -</p> <ul style="list-style-type: none"> • Provides the rationale for the recommended 2003-5 Best Value Review Programme, taking on issues raised both in our Comprehensive Performance Assessment (CPA) Self Assessment, the CPA report itself and follow up meetings with the various inspectorates on improvement planning. • Highlights that we need to develop and undertake one further cross-cutting review for 2003-05, on Procurement. This will replace the reviews based on the community priorities in the existing programme. • Details a draft outline Scope for the review in Appendix A. Further work will need to be undertaken on this. <p><u>Recommendation</u></p> <p>The Executive is asked to agree that we undertake the cross-cutting review identified and note that changes will made to the outline scope in Appendix A.</p>		
<p>Contact: Sandra Hamberger</p>	<p>Interim Improvement & Development Manager</p>	<p>020 8227 2484 (telephone) 020 8227 2806 (fax) 020 8227 2685 (minicom) e-mail: sandra.hamberger@lbbd.gov.uk</p>

1. Background

- 1.1 The Council is no longer required to review all of its functions within a 5 year period.
- 1.2 The existing Best Value Programme needs reviewing in response to specific Comprehensive Performance Assessment (CPA) comments and areas we have identified in our self assessment.
- 1.3 We are currently undertaking one cross-cutting review, Regenerating the Local Economy. The review of social care is not proceeding because of other initiatives to improve services in this area. Two areas have been identified for Best Value Reviews in the draft CPA improvement plan that has been previously tabled at the Executive - Procurement and Improving Officer Capacity. After positive discussion with the various inspectorates, it is recommended that we proceed with these two reviews, the

review of Officer Capacity in light of the re-organisation of Chief Executives department, will not be a formal Best Value Review.

- 1.4 The draft outline scope for the “Procurement” is shown in Appendix A.
- 1.5 Further work will need to be undertaken to develop the draft scope and it will need to change in response to this.
- 1.6 Members will be identified to join panels overseeing all cross-cutting reviews (Regenerating the Local Economy and Procurement) by Assembly.

Background papers used in the preparation of the report

- LBBB self assessment May 2002
- LBBB CPA report December 2002

Title: Procurement

Outline Scope

What are we trying to tackle through this review?

1. What steps we need to take to bring our procurement practice up to the level of the best.
2. Capacity issues;
 - Resources/skills/training/distribution
 - Commitment/culture
 - Process and procedures

What quality or policy issues will be looked at?

How we can embed procurement options to drive up performance
Procurement Policy and Principles

What are the issues that need to be tackled?

Are the current processes and procedures appropriate
Compliance with internal and external rules and regulations
Are our monitoring procedures appropriate
E procurement
Joint commissioning
Procurement and Best Value
Green Procurement

What outcomes do we want to achieve?

Clear view on Byatt, Egan and PWC and how we will respond
Strategy for culture change
Willingness to change procurement practice
Commitment to making the right decisions
Organisation has the appropriate skills to make the right decisions

What is in and what is out?

List all the services/activities/functions that **should** be included in the review

Central Procurement
Purchasing
Social Services Contracts
Assets/Development Support Services as a case study
Shape Up (assessment of policies and procedures)

List all the services that **could** be included but are not, and why they are not

N/A

What are the givens?*

None

*Although the principles of best value ensures that nothing is taken for granted in reality, especially with a cross-cutting review of a key area, there will be may be givens, for example a recent policy decision or strategy.

THE EXECUTIVE**18 MARCH 2003****REPORT OF THE BOROUGH POLICY OFFICER**

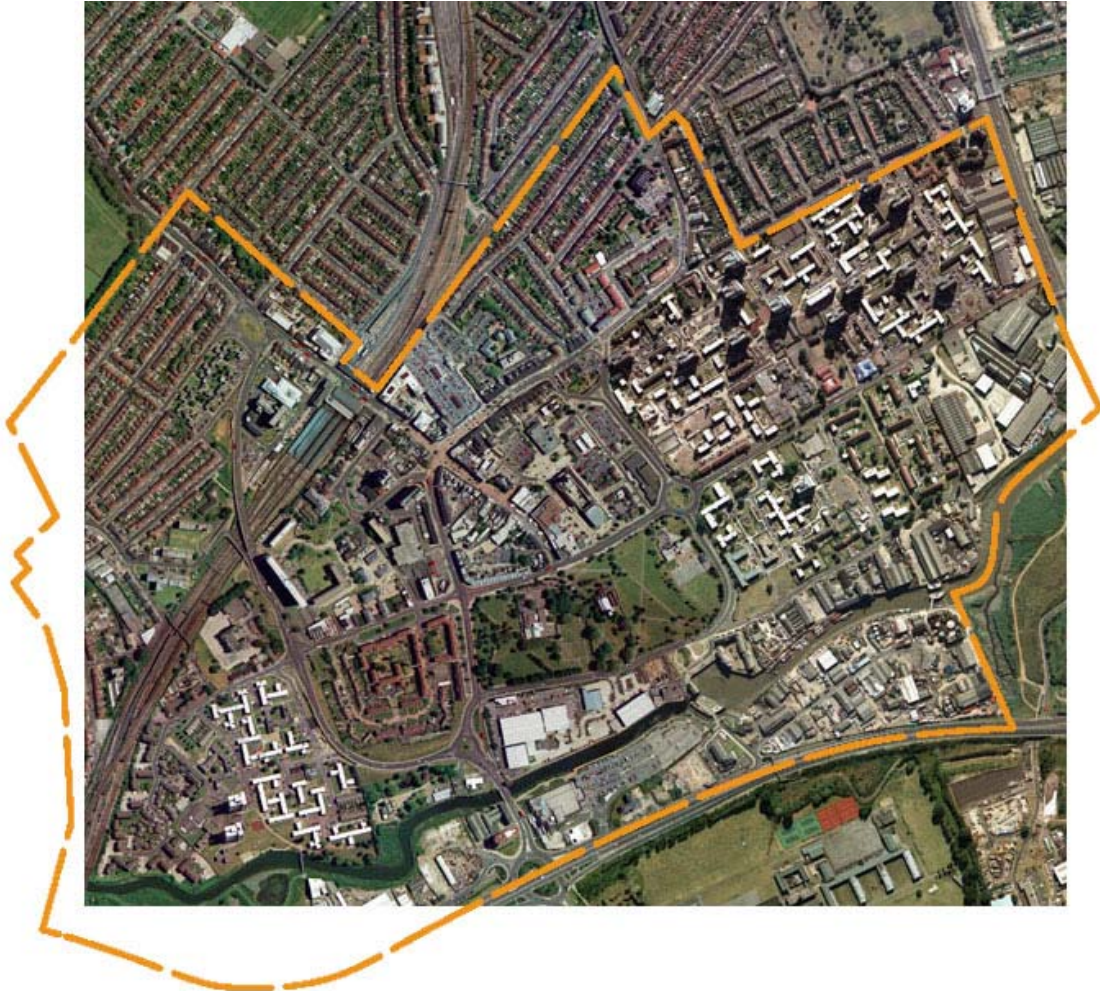
BARKING TOWN CENTRE ACTION PLAN 2003/04	FOR DECISION	
<p><u>Summary</u></p> <p>Consultants East Sergison Bates were appointed in April 2002 to develop a framework plan for Barking Town Centre. The draft plan was presented to The Executive on 27th August 2002 (Minute no. 106) to obtain initial views on the concepts and strategies. Consultation on the plan has been taking place over the past six months. A summary of the issues raised is attached as appendix 5.</p> <p>In order to ensure we get effective delivery, an action plan for 2003/04 (see attached as appendix 1) has now been developed in consultation with officers of the Barking Town Centre Strategy Group. The action plan includes objectives, outcomes, performance indicators, 5 year priorities, a key programme map based on the Barking Town Centre framework and milestones for projects in 2003/04. The Executive are asked to agree the action plan.</p> <p>A team of senior officers from Housing, Planning and Regeneration will be taking this plan forward with the London Development Agency and the Greater London Authority. The Executive will be given quarterly updates.</p> <p>As a result of this new approach it may be worthwhile reviewing the role and membership of the Barking Town Centre Partnership.</p> <p><u>Recommendation</u></p> <p>The Executive is asked to agree:</p> <ol style="list-style-type: none"> 1. The attached draft Barking Town Centre Action Plan for 2003/04, including: <ol style="list-style-type: none"> (i) the objectives on page 11 of the Action Plan; (ii) the outcomes on page 15; and (iii) the priorities on pages 18 – 27. 2. The Framework Plan as the strategic basis for Barking Town Centre subject to further development regarding testing the retail and movement strategies. <p><u>Reason</u></p> <p>The delivery of Barking Town Centre Proposals is of Strategic importance.</p>		
<p>Contact Officer: Jeremy Grint</p>	<p>Head of Regeneration,</p>	<p>Tel: 020 8227 2443 Fax: 020 8227 2035 Email: jeremy.grint@lbbd.gov.uk</p>

Background Papers

Draft Barking Town Centre Framework Plan September 2002

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**Draft Barking Town Centre
Action Plan
2003/04**



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Introduction

The Barking and Dagenham 2020 Vision sets out the aspirations for the Borough and is based around the elements of Economy, Environment and Equity. In 2020, our vision is for a well educated, highly skilled population who are able easily to access the new jobs available from the varied employment opportunities within the Borough, in Thames Gateway and the wider London region, or elsewhere. The greater wealth of our residents and workers enables a vibrant local economy with a wide variety of local retail, leisure and cultural facilities, greater choice in accessibility and affordable public transport, and a better standard of living for all our residents including people who are not economically active. People choose to live, work and stay in our Borough because Barking and Dagenham offers them quality choices in the big things in life, like work, education, health, housing and recreation for the family.

The 2020 Vision provides a framework within which the Barking and Dagenham Partnership has developed the Community Strategy. This strategy is based on the Borough's Community Priorities, which emerged out of a wide ranging consultation programme in 2000, with local community groups, the wider community and voluntary organisations. Some persistent themes emerged which were developed into seven Community Priorities, which are as follows:

- 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

These priorities will shape and improve the future economic, social and environmental well-being of Barking and Dagenham.

In addition, the Borough's Regeneration Strategy, 'An Urban Renaissance in East London', identifies the huge opportunities for change, particularly in Barking Town Centre and the London Riverside area. Some of the key issues identified to help regenerate the borough are:

- Continuing to improve educational attainment;
- Encouraging the development of skills and lifelong learning, and improving the employability of local people;
- Widening the employment opportunities in the borough and attracting well paid jobs;
- Widening the choice of housing available within the borough;
- Providing new public transport links both within the Borough and to areas of growth outside;
- Building closer and better partnerships both within and outside the Borough.

The strategy also includes the objectives for Barking Town Centre which are outlined on page 11 of this document

The purpose of this action plan is to aid project management and project delivery in Barking Town Centre - it sets down objectives, outcomes, performance indicators, 5 year priorities, a key programme map based on the Barking Town Centre framework and project milestones. The projects and proposals within this plan aim to achieve the aspirations of the 2020 Vision, the Community Strategy and the Regeneration Strategy. The Town Centre objectives contribute to wider sub-regional (London Thames Gateway) regional (GLA group) and Central Government (Sustainable Communities Plan) aims and objectives.

The Sub-regional Context

The draft London Plan (June 2002) is the Mayor's vision for London in which he provides the economic, social and environmental framework for the Urban Renaissance of London. He sets out the need to accommodate London's projected population and economic growth without encroaching further on open space within or outside its boundaries. In order to achieve this there is a need to make better use of available land and buildings. We need to reuse brownfield sites, build at higher densities, linking more intensive development to new and improved public transport.

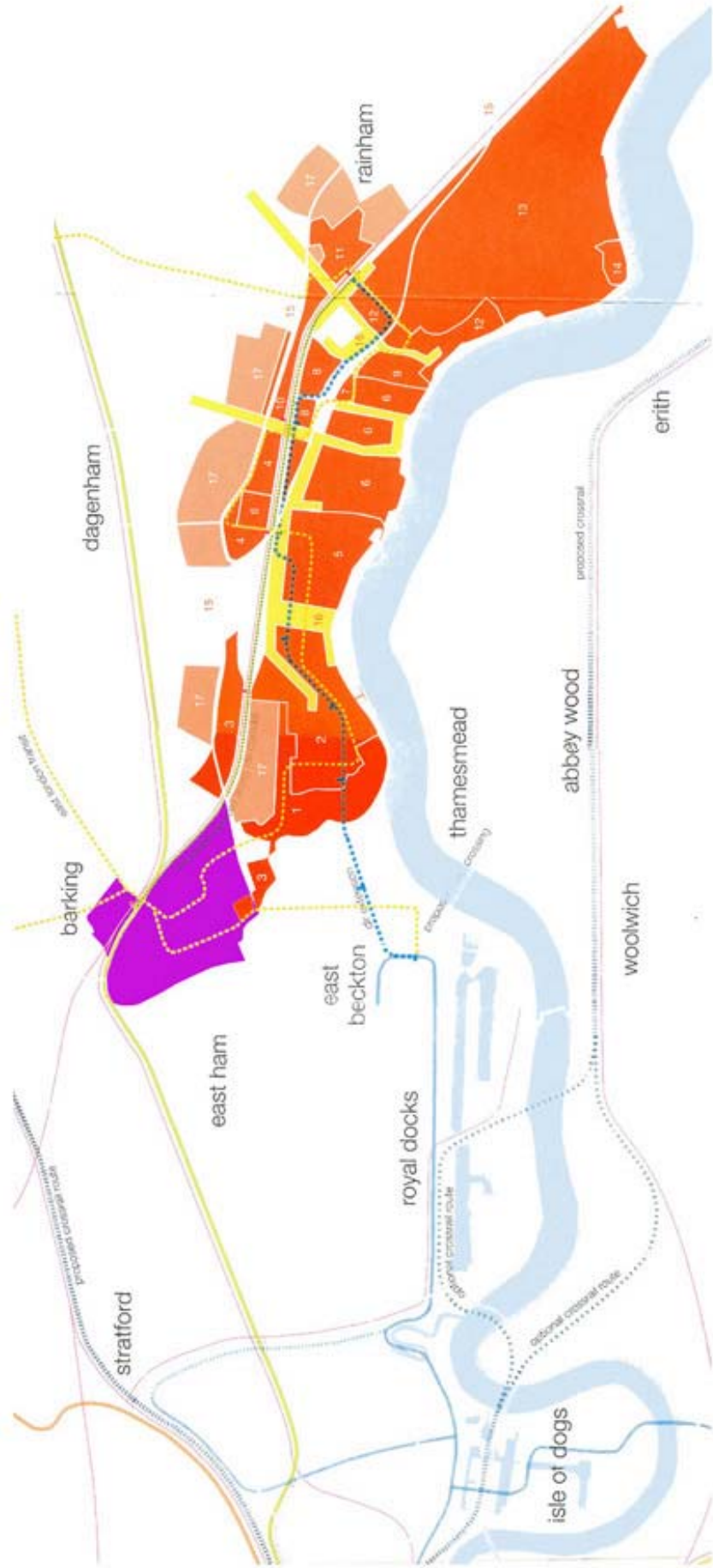
John Prescott also emphasised this point in his speech on Sustainable Communities (5th February 2003) and committed funding of £446 million to the Thames Gateway area to help attract extra private investment over the next three years.

Barking and Dagenham, including Barking Town Centre, has enormous potential for development within London and the Thames Gateway region, meeting the needs of the wider population. The challenge is to ensure that local residents benefit significantly from these opportunities and to take advantage of the opportunity now when it is seen as a high priority both within the Borough and within London.

One of the Borough's main advantages is its prime location – Barking and Dagenham is in close proximity to the Royal Docks, Canary Wharf, Stratford and Central London, as well as having excellent transport links to the M25, Stansted Airport and Europe. Barking Town Centre has excellent public transport links to Central London via the C2C train service, the District Line and the Hammersmith and City Line. This provides a major opportunity for the Borough to rebuild itself into a prosperous, multi-cultural, vibrant retail, commercial and residential location in east London.

Significant job opportunities will and do exist within the Royal Docks, Canary Wharf, around the Ford Plant in Dagenham, Stratford and the wider Central London area. There are some gaps in the public transport system, which can be filled by initiatives such as extensions to Docklands Light Railway, the Jubilee Line, the East London Transit, an upgraded c2c service and Crossrail, together with improvements in local bus services and the provision of the Thames Gateway Bridge. There are also massive development opportunities in the south of the borough including Barking Reach, Dagenham Dock and South Dagenham (London Riverside) which could result in a new population of 30,000 people over the next 20 years. For many of these people, Barking Town Centre will be their nearest Town Centre.

Barking Town Centre in the Context of London Riverside



The Local Context

What is Barking Town Centre like at the moment and why do we need to change it?

Barking Town Centre's role has diminished over the past 50 years. Historically, Barking was the home of the largest fishing fleet in England until 1854 when new railway lines started the decline of the industry because fish could be transported by rail directly from the coast. In addition, Barking Abbey was one of the earliest abbeys in the country, dating back to 666AD. The Abbey used to dominate the whole centre and the pattern of the town as we know it was built up around it. The Abbey remains are an important feature of the town centre today.

Barking Town Centre has undergone some change over the past decade although new development has been limited, with an increase in fast food outlets, bars and lower quality shops. The town centre is surrounded by flatted accommodation pre-dominantly owned by the Council. For example, the Gascoigne Estate includes about 2,500 properties, over 90% of which are flatted accommodation owned by the Council. Other similar areas to the north of the town centre include the Lintons and the Harts Lane Estate in which the majority of properties are flats owned by the Council. Many of the occupants are on housing benefit and local spending power is limited.

Since Vicarage Field was constructed in the very early 1990's the only new commercial investment in Barking Town Centre itself has been two new offices, and the Lidl supermarket. A new street market was introduced in June 2000 which has dramatically increased footfall within the town centre.

However, development has taken place in the wider area, helped to some extent by the Single Regeneration Budget. This includes:-

1. Tesco superstore occupying previously vacant and rundown industrial premises on the West Bank;
2. Four Hotels - Formula 1, Etap, Premier, Ibis occupying previously vacant and rundown industrial premises on the West Bank;
3. The Metropolitan Police now occupy the former British Gas Depot on Hertford Road;
4. Harvey's Retail Warehouse occupying a previously vacant part of the Abbey Road Retail Park;
5. SBG-Scaffolding Contractors, Hertford Road occupying a former vacant British Gas site.

6. Wickes Retail Warehouse occupying several previously vacant and rundown industrial premises on Hertford Road;
7. Morline Offices, London Road, developed on a previously vacant site adjacent to the A406/ London Road roundabout;
8. 42 flats on the previously vacant St.Pauls Road /Abbey Road site;
9. 90 new flats and ground floor retail in the mixed-use Odeon development;
10. Conversion of Kitson House, London Road, to a mixed use development;
11. Conversion of Central house, Cambridge Road, to flats.
12. Completion of the first phase of the Malthouse arts workshop space in Abbey Road.
13. Implementation of 'The Catch' public art on the Fanshawe Avenue roundabout.

Social Inclusion

Socially, the people living in the Barking Town Centre area experience high levels of deprivation. Abbey and Gascoigne wards are within the top 10% most deprived in the country (Indices of Deprivation 2000) and the latter is the most deprived ward in the borough, ranked 554 out of 8414. The area also exhibits:

- ★ **A disproportionate share of the Borough's crime total**, a large proportion of which falls within the 'major crime' category and there are a large number of racial incidents. For all classifications of crime, a significantly higher number of crimes occur per 1000 population than for Barking and Dagenham as a whole. In addition there is a high fear of crime.
- ★ **Severe health problems**: high levels of lung cancer deaths, coronary heart disease (particularly among minority ethnic groups) and stroke deaths. The prevalence of severe mental illness and schizophrenia is also high. Maternal and infant health is poor – the percentage of births to teenage women and below weight births are particularly high.
- ★ **Family stress**: contributory factors include a high proportion of children, lone parents and children in non-earning households combined with relatively high unemployment and social isolation. Family stress can be attributed to mental health problems and mental health problems can arise from family stress. Gascoigne ward has the lowest life expectancy in the Borough for women while Gascoigne has the lowest for men.

★ **Low skills levels and high levels of unemployment.** The unemployment rate for the target area is 8.5% (GLA ONS Dec 2002) and has persisted significantly above that for the Borough and Greater London average over the last 10 years. The Basic Skills Agency has identified that in this area, residents have 'low literacy levels' and 'very low numeracy' skills compared to the UK average. Educational achievement is significantly below the national average - two of the four primary schools in the area have low levels of pupils achieving level 4 or above at Key Stage 2 and achievement in respect of GCSEs and A-Levels is also below the national average. Households have low direct access to a computer or the internet.

★ **Housing accommodation which is unsuitable for their needs** – there is a high ratio of flats to houses (63:37), on some flatted estates there are structural, environmental and social problems which blight the lives of the residents living there and conditions in the private/owner-occupied sector are also poor.

The level of deprivation is also a contributory factor to the low level of economic competitiveness within Barking Town Centre. The commercial viability of businesses is severely limited. The neighbouring centres of Ilford and Romford have a considerably greater number and diversity of businesses than Barking. Reducing deprivation in the surrounding area will improve the Town Centre's competitiveness and will bring more job opportunities to the local area.

However, Barking Town Centre has enormous potential both as a local and strategic centre. Despite its diminishing retail role and the competition from larger retail centres, it has several significant advantages:

- **An extremely high level of accessibility afforded by existing and proposed transport links, both public transport and its proximity to the strategic road network.**
- **Assets such as a river frontage, accessibility and visibility from the A13 and A406, and historical connections.**
- **The potential to use underdeveloped land to provide new housing and other development contributing to accommodating London's growing population.**
- **The potential to reconfigure some of the Council housing estates to provide more balanced communities and housing more appropriate to local people's needs.**

In addition, in order to diversify the role of the Town Centre, cultural activities are being strengthened. Currently, the Malthouse (a Victorian Warehouse next to the River Roding) is being developed as arts workshop space, and a proposal is being taken forward to regenerate the Broadway Theatre to create a new learning and performance space. While this development activity is a start, there is a need for step change to take advantage of Barking's massive potential to provide new high quality homes and commercial, leisure and retail activity within the area. It is also to take advantage of Neighbourhood Renewal and other activities which will help support local people to access new opportunities. Through undertaking this work there is the potential to provide development of a much higher quality and achieve a genuine Urban Renaissance.

Aims and Objectives

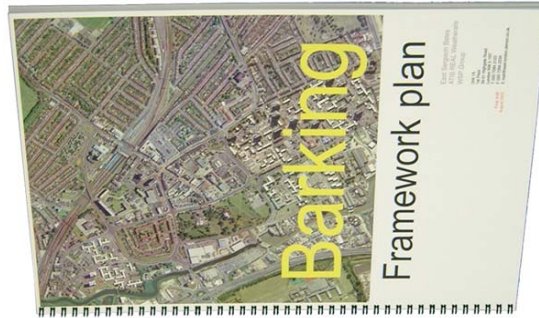
The Barking Town Centre Strategy, which forms part of the Regeneration Strategy, 'An Urban Renaissance in East London', aims to tackle the issues described previously and to build on the potential that exists in and around Barking Town Centre. This will be achieved by diversifying its role and function, encouraging new quality housing development, and supporting local people to find new jobs and access life enhancing opportunities.

The objectives of the Town Centre Strategy are:-

- 1. to achieve a more sustainable economy for Barking Town Centre and its hinterland;**
- 2. to improve local people's skills to enable them to widen their employment opportunities and improve their incomes;**
- 3. to improve the image and raise the profile of Barking Town Centre;**
- 4. to encourage cultural development;**
- 5. to maximise the potential of Barking Town Centre provided by its very good transport links, particularly Barking Station;**
- 6. to improve the quality of the environment and the linkages between key destinations;**
- 7. to improve the quality and range of housing within Barking Town Centre and its hinterland.**
- 8. to ensure that suitable and good quality public service infrastructure is provided.**

The vision is to create a vibrant town centre with more people living within the centre, much more night activity with bars, cafes and restaurants, music, dance and drama. A more thriving daytime centre with new shops, offices, library, learning centre and one-stop shop, all served by the second most important transport interchange in East London. Residents on the surrounding estates would live in genuine mixed communities and local services would be closely attuned to their needs with Neighbourhood Management being prominent. With high quality public spaces and well designed new buildings which local people identify with and are proud of. This is an opportunity to create real sustainable living where local people can access good facilities and good jobs without having to drive and can easily get to other destinations via good transport links.

The Council have worked with East Sergison Bates and the Greater London Authority group, particularly the London Development Agency and the GLA Architecture and Urbanism Unit, to produce a draft framework plan for Barking covering the wards of Abbey and Gascoigne including the town centre. The plan and key on the next page summarise the 11 strategies that form the basis of the plan.



Barking Town Centre Framework Plan – Key Programmes



Key to Barking Town Centre Framework Plan Map

1 High Street Network

About widening, extending and upgrading key town centre routes. This involves bringing together around the high street network an expanded market, an adjusted Vicarage Fields shopping centre, new retail development, and existing street shops in a mutually compatible way.

2 River Edge Strip

Making a consistent relationship to the river from the Town Centre, making it more visible, and directly accessible. About adding an increased mixture of community and public uses, overlooking Abbey Green.

3 A406 Strip

About making more of the space between the A406 and the new river in terms of higher levels of visibility, increased mix of use and public activity.

4 Railway Space

About building a range of housing types next to the railway, taking advantage of the special spatial conditions and proximity to the station offered by their location.

5 Parks

About expanding the public usability, visibility and accessibility of Abbey Green, Barking Park and Greatfields Park.

6 Tall buildings

Siting of high quality tall buildings along the high street network to give legibility, visibility, and density where locations are prominent and close to the station.

7 Housing

Make high impact improvement across the whole of Barking accommodating growing diversity in housing need with provision of greater variety of housing types and tenures. Increasing densities and quality of new housing.

8 Community uses

Integrating location and timing of provision for new schools, libraries, play facilities, health centres etc. Mesh provision with proposals for new housing.

9 Retail

Bring in large retail uses to reinforce the retail offer in Barking and improve integration between existing and proposed retail.

10 Environmental improvements

Establishing a range of environmental improvements which relate to a strategic handling and adjustment of public space, including upgrading and widening of footways, clearer directional signage, high quality lighting, consistent provision of street furniture, and planting.

11 Movement

Adjusting route networks in which public and private vehicles can give excellent access into and through the town centre, whilst retaining the sense of pedestrian priority. Using well-organised non-ground level systems of car parking to maximise public space.

What do we want to achieve?

Through the proposed changes outlined in this plan, it is envisaged that the following outcomes will be achieved:

- **A more balanced community living close to the Town Centre.**
 - 4,000 new homes.
 - 4,000 socially rented homes.
 - All social housing having access to the internet.
 - All private sector homes to meet the Government's decency standards by 2010.
 - Good quality public service facilities.
- **A high quality example of Urban Renaissance in practice.**
 - An improved and renewed public realm.
 - A quality riverside environment.
 - Higher quality walking and pedestrian routes.
 - A step change in development investment.
 - Improved public transport facilities and services.
- **Improvement of Economic & Employment Opportunities**
 - Substantial commercial/retail investment opportunities.
 - An area noted for its cultural activities.
 - New jobs .
 - Deprivation levels in Abbey and Gascoigne ward reduced (Index of Multiple deprivation 2000 scores reduced from 44.91 and 50.29 respectively to 34 or less).

How will we achieve these Outcomes?

These outcomes will be achieved through undertaking the following activity:

OBJECTIVES	PROJECTS	OUTCOMES
<p>1. To achieve a more sustainable economy for Barking Town Centre and its hinterland</p>	<ul style="list-style-type: none"> • Gascoigne Estate • Town Square Redevelopment • Tanner Street/Bloomfields etc • London Road/North Street • Freshwharf Estate • Axe Street Car Park Redevelopment • Leisure Fields, (Abbey Road) 	<ul style="list-style-type: none"> • A more balanced community • New homes • New commercial and retail floorspace • An improved public realm
<p>2. To improve local people's skills to enable them to widen their employment opportunities and improve their incomes</p>	<ul style="list-style-type: none"> • Broadway Theatre • Barking Lifelong Learning Centre • Skills Projects • Neighbourhood Renewal 	<ul style="list-style-type: none"> • Deprivation in Abbey and Gascoigne reduced
<p>3. To improve the image and raise the profile of Barking Town Centre</p>	<ul style="list-style-type: none"> • Marketing Strategy/Profile Raising • Community Strategy • Public Art Projects • Design Competitions • Design awards 	<ul style="list-style-type: none"> • Quality development achieved • Change in development investment
<p>4. To encourage cultural development</p>	<ul style="list-style-type: none"> • Malthouse • Broadway Theatre • Barking Festival 	<ul style="list-style-type: none"> • Increase in quality cultural facilities
<p>5. To maximise the potential of Barking Town Centre provided by its very good transport links, particularly Barking Station</p>	<ul style="list-style-type: none"> • Movement Strategy • East London Transit • Barking Station 	<ul style="list-style-type: none"> ▪ New and improved public transport • High quality walking and cycle routes • An improved and more accessible station

<p>6. To improve the quality of the environment and the linkages between key destinations</p>	<ul style="list-style-type: none"> • Public Realm Study • Environmental Improvements • Riverside Walk • London Road Partial Pedestrianisation/ Market Expansion 	<ul style="list-style-type: none"> • An improved public realm • A quality riverside environment • Improved legibility • High quality walking and cycle routes
<p>7. To improve the quality and range of housing within Barking Town Centre and its hinterland</p>	<ul style="list-style-type: none"> • Town Square Redevelopment • Tanner Street/Bloomfields etc. • London Road/North Street • Freshwharf Estate • Abbey Road, Furlong Homes development • Gascoigne Estate Regeneration • Cambridge Road • The Lintons • Harts Lane • Rolling programme of Home Improvement Zones for private sector housing 	<ul style="list-style-type: none"> • A greater choice of housing types • More social housing • Quality housing • Improved residential environment
<p>8. To ensure that suitable and good quality public service infrastructure is provided.</p>	<ul style="list-style-type: none"> • Potential PFI proposals for redeveloping Gascoigne Primary and Northbury Infants and Junior School. • New health facilities • Surestart facilities • New day nursery places 	<ul style="list-style-type: none"> • Additional services provided. • Good quality public service facilities provided.

Priority projects over the next 5 years (2003 – 2008)

Over the next 5 years the priorities are:

TOWN SQUARE REDEVELOPMENT (2003 -2006)

Key objectives for Proposal: Mixed use, providing housing (25% intermediate housing), shopping and commercial floor space, car parking, Barking Library and the Lifelong Learning Centre and public squares. Could be a flagship project with the potential the kick start the regeneration of the town centre.

No. of residential units: 166 **No of affordable homes:** c50 **New Commercial Floorspace:**

Linked Considerations: Connections to other parts of the town. Impact on shopping in East Street.

Risks: A downturn in the economy could affect the start date. CPO decision.

Key Targets:

2003/04 Outline planning consent granted (April 2003). Detailed planning consent (Sept 2003). CPO instigated (Nov 2003). Commence construction (Dec 2003).

2004/05 Construction work ongoing.

2005/06 Construction complete (summer 2005 – subject to CPO).



BARKING LIFELONG LEARNING CENTRE (2003 - 2005)

Key objectives for Proposal: A borough based facility for the provision of learning, from basic skills through further education, pre-higher education conversion and into higher education, focussed on public services: health, social care, education and public sector administration. Involving the University of East London, Barking College and the Council.
New learning space:

Linked Considerations: Town Square redevelopment and sale of existing UEL site in Longbridge Road. Neighbourhood Renewal activity around skills

Key Targets:

Risks: Time-scale dependant on Town Square redevelopment. Extra funding required.

2003/04 Agree terms and specification of internal layout (April 2003). Agree internal design (Sept 2003). Commence construction (Jan 2004).

2004/05 Completion Spring 2005.

BLOOMFIELDS, CLEVELANDS & WAKERINGS/ TANNER STREET (Years 2003 - 2006)

Key objectives for Proposal: This site provides a high profile gateway location and an opportunity for achieving a high-density, high-quality, mixed use sustainable development. This site has also been selected as a suitable location to house a 120 bed Foyer, providing short/medium term housing and various facilities for young homeless people.

No of Residential Units: c420 **No of Affordable homes:** c150

Linked Considerations: This development needs to be linked with the rest of the town centre and, in particular, the Barking Station Interchange. Connexions and Abbey Sure Start will have strong links to the foyer scheme. Contributions to affordable housing. Discussions with LDA regarding time-scale of the Tanner Street element.

Risks: Funding availability for capital and revenue.

Key Targets:

2003/04 Planning brief agreed (April 2003). Funding approved (October 2004). Planning consent (Spring 2004).

2004/05 Commence construction (Summer 2004).

2005/06 Construction ongoing.

2006/07 Completion of whole scheme (Summer 2006).

GASCOIGNE ESTATE REGENERATION (Years 2003– 2010)

Key objectives for Proposal: To change Gascoigne into a genuine mixed tenure community, provide opportunities for mixed use development, provide a range of house types, ensure quality of new housing and encourage a range of tenures. To improve quality of life for tenants residents remaining on the estate.

No of Units: 500 to 1000 **No of Affordable homes** **New Commercial Floorspace:** **Other:**

(To be completed following development of Phasing/Investment Plan)

Linked Considerations: Developments elsewhere will be crucial for decanting. Land acquisition and phasing of development will also be important issues.

Risks: Some tower blocks structurally in need of attention – may not meet demands of local residents. Funding for affordable housing and building confidence. Lack of support from estate residents. Lack of opportunities for decanting slows programme down.

Key Targets:

2003/04 Consultation with residents and stakeholders (April/May). Commence St Ann's construction (Summer). Agree estate masterplan (Sept). Start decanting (Jan). Planning consent for phase 2 (March)

2004/05 Commence construction of phase 2 (Autumn).

2005/06 St Ann's complete (Summer).

2006/07 (to be completed following development of Phasing and Investment Plan)

2007/08 (as above)

MALTHOUSE (Years 1 – 3)

Key objectives for Proposal: To create arts workshop and complimentary space. New commercial Floorspace:

Linked Considerations: Abbey Road (Furlongs) site; riverside walk; links with Broadway Theatre.

Risks: Shortfall of funding and the threat of private sector housing development competing for land.

Key Targets:

2003/04 Planning consent for phase 2 works (Autumn 2003 - Subject to acquisition of land).

2004/05 Commence phase 2 works (April 04).

2005/06 Complete phase 2 works (Summer 2005).

NB. The above is dependent on acquisition of land by the LDA.

BROADWAY THEATRE (Years 1 – 2)

Key objectives for Proposal: To create an education training facility and a new performance space. Other:

Linked Considerations: The Malthouse, Neighbourhood Renewal

Risks: Shortfall of funding.

Key Targets:

2003/04 Agree tender (May 2003). Commence construction (July 2003).

2004/05 Works complete (August 2004). Opening (Sept 2004).

LONDON ROAD/NORTH STREET (Years 2003 -2006)

Key objectives for Proposal: A gateway site with opportunities to provide better accommodation (including social housing), an improved environment and a better mix of residential and commercial development.

No of Units: c200

No of Affordable homes: c100

New Commercial Floorspace:

Other:

Linked Considerations: Market expansion, London Road pedestrianisation, linkages through to East Street, Town Square.

Risks: Requires acquisition of land and potential CPO. CPO inquiry may not be successful. Residents may not support the proposal. Decanting/demolition problems may impact on the programme.

Key Targets:

2003/04 Agree a draft scheme for consultation on the way forward (June 2003). Ballot tenants (Sept 2003). Executive agree to decant and site disposal (Spring 2003). Land assembly (Spring 2003). Executive agree draft planning framework (June 2003). Serve CPO (July). Select developer/RSL (Sept). Work up ADP bid (Oct). Decant (Oct). CPO Inquiry (Oct). Planning application (Dec). ADP bid approved (Dec). Inspectors report to DPM (Jan 2004).

2004/05 Planning consent granted (March 2004). Inspectors decision (July 04). Site Acquired (Oct 04). Demolition/ commence construction (Spring 05).

2005/06 Work ongoing

2006/07 Construction complete (June 06)

LONDON ROAD PEDESTRIANISATION/ MARKET (Years 2003 - 2006)

Key objectives for Proposal: To make better use of the road space in London Road and provide space for an expanded market.
Linked Considerations: Must take place before East London Transit is implemented. Also linked to London Road/North Street proposal.

Risks: Objections to proposals and potential that public inquiry is not successful.

Key Targets:

2003/04 Design scheme (May 03). Executive agree scheme (June 03). Publish draft traffic orders (Aug 03). Public inquiry (Nov 03). Inspectors report (Feb 04).

2004/05 Commence works (March 05).

2005/06 Complete works (Oct 05).

BARKING STATION (Years 2003 – 2006)

Key objectives for Proposal: To improve accessibility and usability both inside and outside the station.

Linked Considerations: East London Transit.

Risks: Shortfall of funding.

Key Targets:

2003/04 Complete bus priority work (April).

2004/05 Further works to be determined.

2005/06

EAST LONDON TRANSIT (Years 2003 -2006)

Key objectives for Proposal: To implement a new modern public transport system linking Barking Town Centre with Ilford and the London Riverside area.

Linked Considerations: The market and London Road partial pedestrianisation. Movement strategy and parking issues.

Risks: Possible objections to traffic orders. Change in priority to proposal from the Mayor's office.

Key Targets:

2003/04 Implementation Steering Group established (April 2003). Consultation complete (May 2003). Appoint design consultants (July 2003). Initial design (July 2003 to Jan 2004). Make CPO (July 2003). Submit Planning application (Oct 2003). Planning consent (March 2004).

2004/05 Detailed design (Nov 2004). Tender process (Oct 2004 to Feb 2005). Public inquiry (Jan 2005).

2005/06 Orders confirmed (July 2005). Commence works (Oct 2005).

2006/07 Completion (Oct 2006). Service opens (Nov 2006).

BARKING PARK HERITAGE LOTTERY BID (Years 2003 - 2006)

Key objectives for Proposal: To restore Barking Park and increase its usability, providing an important open area for local residents.

Linked Considerations: Links with other green spaces.

Risks: Lottery bid unsuccessful.

Key Targets:

2003/04 Decision on stage 1 Heritage lottery application received (June). If successful, stage 2 application submitted (Oct).

2004/05 Implementation of restoration plan (if application successful).

2005/06 Completion of works (March).

AXE STREET CAR PARK REDEVELOPMENT (Years 2 004 - 2007)

Key objectives for Proposal: A gateway site with opportunities to provide high quality residential accommodation (including 50% affordable housing), connecting Gascoigne Estate to the Town Centre.

Linked Considerations: Town Square Redevelopment, Movement Strategy, Gascoigne Estate proposals.

Risks: A down turn in the market.

LEISURE FIELDS (Years 2004 - 2008)

Key objectives for Proposal: To link the river edge area with the rest of the town centre and provide additional leisure and community facilities.

Linked Considerations: Riverside walk.

Risks: A down turn in the market could result in limited development activity.

ROLLING PROGRAMME OF HOME IMPROVEMENT ZONE DECLARATION (Until 2010)

Key objectives for Proposal: The promotion of improvement activity aimed at making all private sector homes 'decent'.

Linked Considerations: Requirements for additional staff and funding.

Risks: Decent homes standards are not mandatory.

'WIRING UP' OF ALL NEW AFFORDABLE/SOCIAL HOUSING (until 2010)

Key objectives for Proposal: To ensure that all new affordable and social housing has access to the internet. Incorporate requirement into all housing development briefs.

Linked Considerations: All new housing development.

Risks: Developers do not implement required works.

MAJOR PLANNING APPLICATIONS

ABBAY ROAD (FURLONG HOMES) DEVELOPMENT (Years 2003 –2004)

Key objectives for Proposal: To create a high quality new development and be a flagship site.

No of Residential Units: c100 **No of Affordable homes:**

Linked Considerations: Redevelopment of Freshwharf Estate, redevelopment of land adjoining including the Malthouse; riverside walk.

Risks: A lack of confidence in the market may lead to lower quality development.

Key Targets:

2003/04: Planning consent (May 2003). Commence construction (Oct 2003).



FRESHWHARF ESTATE (Years 2003 – 2006)

Key objectives for Proposal: To create a high quality mixed use scheme

New Commercial Floorspace: **No. of Residential Units:** c1000 **No of Affordable Homes:**

Linked Considerations: Abbey Road development; riverside walk; gateway site.

Risks: Owners do not proceed quickly; state of the market.

Key Targets:

2003/04: Revised planning application (April 2003).

CAMBRIDGE ROAD (Years 2003 - 2006)

Key objectives for Proposal: New private sector housing development and conversion of office blocks.

No of Residential Units: **No of Affordable Homes:**

Linked Considerations: Other housing developments. Possible retail development. A detailed framework needs to be produced.

Risks: Piecemeal approach to development of this area of the town centre. A downturn in the market.

STRATEGIES

MOVEMENT STRATEGY (Years 2003 - 2004)

Key objectives for Proposal: This will set out the changes necessary in the road network and cycling and walking routes, and an action plan will be formulated.

Linked Considerations: All projects, Public Realm Study, East London Transit.

Risks: Shortfall of funding. May not be able to obtain approval for changes.

Key Targets:

2003/04 Clarify actions and improvements. Seek funding.

2004/05 onwards Continue to seek funding. Programme actions.

PUBLIC REALM STUDY (Years 2003 –2004)

Key objectives for Proposal: To establish a plan for environmental improvements, including an action plan and a funding plan.

Linked Considerations: Movement Strategy. All new major developments.

Risks: Shortfall of funding. A downturn in the market.

Key Targets:

2003/04 Public Realm Study undertaken and agreed.

2004/05 Seek funding. Programme actions

INVESTMENT PLAN (Year 2003)

Key objectives for Proposal: To develop an investment plan in order to identify and obtain funding for town centre proposals.

Linked Considerations: All projects, marketing and profile raising, and consultation and communication.

Risks: Insufficient funding identified and obtained for proposals.

Key Targets:

2003/04 Devise investment plan and implement actions.

MARKETING AND PROFILE RAISING (Years 2003 - 2004)

Key objectives for Proposal: To raise the profile of the area and encourage high quality development.

Linked Considerations: All projects.

Risks: Profile raising and market making takes longer than much of the development so high quality may not be achieved.

Key Targets:

2003/04 Agree strategy. Start to undertake actions.

2004/05 Undertake actions.

CONSULTATION AND COMMUNICATIONS STRATEGY (Years 2003 - 2004)

Key objectives for Proposal: To ensure that all stakeholders are kept informed and involved in the development of the town centre.

Linked Considerations: All projects.

Risks: Failing to keep people properly informed. Breakdown in confidence and concerted effort of stakeholders to ensure that Strategy is followed through.

Key Targets:

2003/04 Agree strategy programme. Start to undertake actions.

2004/05 Continue consultation actions.

NEIGHBOURHOOD RENEWAL_ (Years 2003 - 2008)

The Neighbourhood Renewal Strategy aims to alleviate deprivation and ensure that local people receive the level of public services appropriate to their needs. There are a number of initiatives under this activity which will specifically benefit Abbey and Gascoigne wards by:

- Raising local people's skills
- To reduce crime and fear of crime
- Getting people back into work
- Improving people's health.

See appendix 2 for detail.

POLICY

SUPPLEMENTARY GUIDANCE TO UNITARY DEVELOPMENT PLAN (Year 2003)

Key objectives for Proposal: To form Supplementary Planning Guidance to the Unitary Development Plan from the approved Barking Town Centre Framework Plan.

Linked Considerations: All projects.

Risks: Framework Plan not approved.

Key Targets:

2003/04 Approve supplementary guidance.

Performance Indicators

The indicators below will be used to measure how far the Barking Town Centre objectives have been met.

Objective 1: To achieve a more sustainable economy for Barking Town Centre and its hinterland

- Decrease in number of void retail units
- Increase in the number of businesses registered for VAT
- Increase in the number of businesses in the creative industries

Objective 2: To improve local people's skills to enable them to widen their employment opportunities and improve their incomes

- Increase in the numbers of post –16 adults in full time education
- Decrease in long term unemployment
- % of social housing 'wired up' and with access to a PC

Objective 3: To improve the image and raise the profile of Barking Town Centre

- Number of design awards achieved by Barking (in the Barking Town Marketing Plan achieved by 2005)
- Number of events and articles published (in the Barking Town Marketing Plan achieved by 2005)
- Increase in public satisfaction with the Town Centre.

Objective 4: To encourage cultural development

- Number of new cultural facilities
- Evidence of private sector investment in new ventures in the cultural industries
- Evidence of use of cultural activities by the local community

Objective 5: To maximise the potential of Barking town centre provided by its very good transport links, particularly Barking Station

- Number of new public transport services
- Measures undertaken to improve the appearance and accessibility of the railway station

Objective 6: To improve the quality of the environment and the linkages between key destinations

- An increase in the scale of investment in projects to link all parts of the Town Centre and its environment for cyclists and pedestrians
- Length of riverside walk

Objective 7: To improve the quality and range of housing within Barking Town Centre and its hinterland

- Increase in the numbers of private sector dwellings
- Increase in the ratio of private to public sector dwellings
- Increase in the number of affordable housing units
- Increase in the number of dwellings meeting the decency standard

Objective 8: To ensure that suitable and good quality public service infrastructure is provided

- Adequate provision of primary health care facilities for each residential neighbourhood, measured by GP list size compared to the national average.
- Local schools reaching key stage 2
- Number of new full time nursery places
- Number of new community facilities
- A reduction in incidence of crime, e.g. street crime, burglary

Indicators to measure general change in the area are:

- Change in population (breakdown by age and ethnicity)
- Change in property values
- Position of Abbey and Gascoigne wards in terms of deprivation within the borough and the country.

Developing an Investment Plan

The proposals within the 5 year priority will involve hundreds of millions of pounds of investment, most of which will be expected to come from the private sector. The key public sector contributions will be from the Housing Corporation, English Partnerships, London Development Agency, Transport for London, London Borough of Barking and Dagenham, and the Learning and Skills Council. It will also be possible to achieve some funding from Section 106 agreements. Further work is needed on development of an investment plan. This should be one of early important tasks.

S106 Arrangements

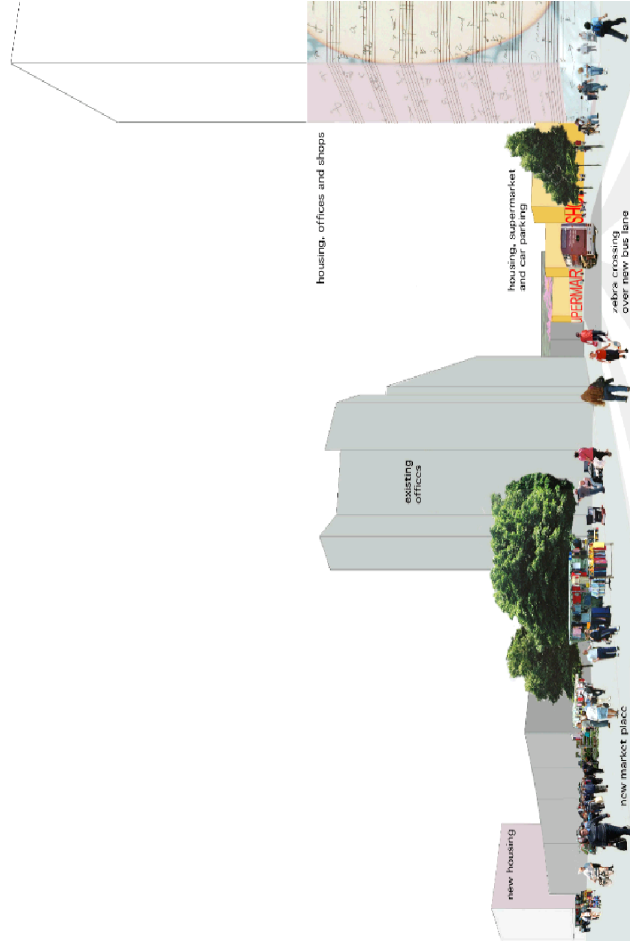
With regard to Section 106 agreements developers will be asked to contribute towards some or all of the following priorities:

- Provision of affordable housing (at least 35%, although there will be exceptions)(of which at least 50% for rent, and 50% shared ownership/intermediate/covenanted resale)
- Provision of modern communications technology enabling (e.g. broadband) to all new affordable homes
- Provision of easily convertible loft space for learning or work space in all new affordable housing
- Provision of high standards of energy efficiency in all new homes
- Contribution towards community facilities (10%)
- Contribution towards improving and maintaining the public realm (20%)
- Contribution towards improvements to local social infrastructure (20%)
- Contribution towards training (20%)
- Contribution towards public transport and traffic management (20%)
- Contribution towards crime prevention measures (10%)

Risks

The above mentioned outcomes will be subject to the following risks:

- Higher density housing levels may not be accepted by all stakeholders.
- Funding may not be available, particularly for affordable housing.
- The condition of the market may reduce development activity.
- Planning applications received prior to adoption of framework plan, and consents granted, could result in a piecemeal approach.
- Discussions about delivery arrangements in Thames Gateway as a whole may deflect from delivery in Barking Town Centre.
- Staffing levels may not be sufficient to achieve delivery to timescales.



Delivery Arrangements

A team of senior officers from Housing, Planning and Regeneration, including transportation expertise, will be taking the Action Plan forward with the London Development Agency and the Greater London Authority.

The existing Barking Town Centre Partnership will be regularly updated on progress and views sought on new projects and proposals. In light of those organisations who will be involved in delivery, it may be appropriate to revise the role of the Partnership and its membership

An advisory group of architects and development professionals will be set up to give support and advice to the local team and provide links with national and international networks and contacts as part of raising the profile of the area and developing the market.

In terms of policy, The Barking Town Centre Framework Plan, when agreed, will form Supplementary Planning Guidance to the Unitary Development Plan.

Appendix 1 – Neighbourhood Renewal and other Social Projects

Below is a description of all Neighbourhood Renewal Projects which will make a contribution to improving people lives in Abbey and Gascoigne Wards:

Neighbourhood Co-ordination

Pilot a Neighbourhood Co-ordination scheme based on the work undertaken by Renaisi for the Abbey, Gascoigne and Thames Community Forum area.

Community Worker (hard-to-reach)

Community development worker for hard to reach groups to target 50% of work in the priority wards.

Youth Inclusion Programme

Working with the 50 most at risk young people on Gascoigne Estate and others.

Reading Partners

Aimed at providing additional reading support for targeted children who are below average for their age and who may lack support for reading at home.

Learning Mentors

Aimed at raising educational attainment within schools.

Basic Skills

Acquisition of basic skills software to support, enhance and track adult learning, and to be rolled out across voluntary and community sector groups.

ESOL (English as a Second or Other Language) Software

ESOL support aimed not only at language support but also at high quality training and helping to access employment.

Alternative Learning Programmes

Develop and implement initiatives to support disaffected children and young adults who are not engaging in formal education, to increase skills and educational attainment.

Welfare to Work

Enabling the voluntary sector to implement the joint investment plan for welfare to work with disabled people.

A range of initiatives to prevent teenage pregnancy and support young parents:

- **Feasibility Study – Contraceptive Services**
- **Skills Development - Young Mothers**
- **Peer Education**
- **Young People Friendly Service Project**
- **Publicity Material for young people**

Young men relationship/responsibility

Working with young men to improve their relationships and responsibilities.

Health Help Pilot Project

Provision of welfare advice in GP surgeries.

Healthy Eating –Sure Start

Dietician advice for young parents through Sure Start.

Gateway to Health and Social Care

Employment initiative targeted at schools to encourage people into the care industries.

Walking Buses

Encouraging parent and carers to walk children to school in a safe and organised way.

Good Food Award

Promoting of healthy eating.

Improving Health of People with Severe Mental Illness

Supporting people with severe mental illness to improve their health.

Improving Primary Care for Learning Difficulties

Training and good practice to ensure support for people with learning difficulties in a primary care setting e.g. GP surgeries.

Breakfast Club

Providing an early meal for children before school.

Smoking Cessation

A programme to help people give up smoking.

A range of activities to prevent youth crime by providing alternative activities:

- **Youth Inclusion**
- **Engaging Youth – Motor Vehicle Activity**
- **Engaging Youth – Arts Schemes**
- **Engaging Youth – Community Reparation**
- **Support for Parents of Young People at Risk**

Work with Young Victims of Crime

Commission work with young victims of crime.

Reduction in Crime – Alcohol/Drug Initiative

Undertaking of work with young people on drug and alcohol crime related activity.

Reduction in Crime – Street Robber Initiative

A street crime reduction initiative to increase young people's understanding of the seriousness of street crime and protect potential victims.

Anti-Social Behaviour Patrols

Supporting the Police in working with young people at potential crime hotspots to reduce anti-social behaviour and fear of crime.

Other Projects

Abbey Sure Start

The Sure Start vision is to design and develop a comprehensive and flexible range of services and amenities which are responsive to the needs and aspirations of local parents, which support their own and their children's learning and development and ensure they achieve optimum health.

Work will be commencing on constructing a family and neighbourhood nursery centre this summer to be complete by spring 2004.

Gascoigne Sure Start

As above.

Extensive consultation is taking place and an interim development manager is currently working with the steering group to develop the project plan.

Connexions

Connexions gives advice to 13-19 year olds on getting to where they want to be in life. Connexions personal advisers can give information, advice and practical help with, for example, choosing subjects at school or mapping out future career options. They can help with anything which might be affecting teenagers at school, college, work or in their personal or family life.

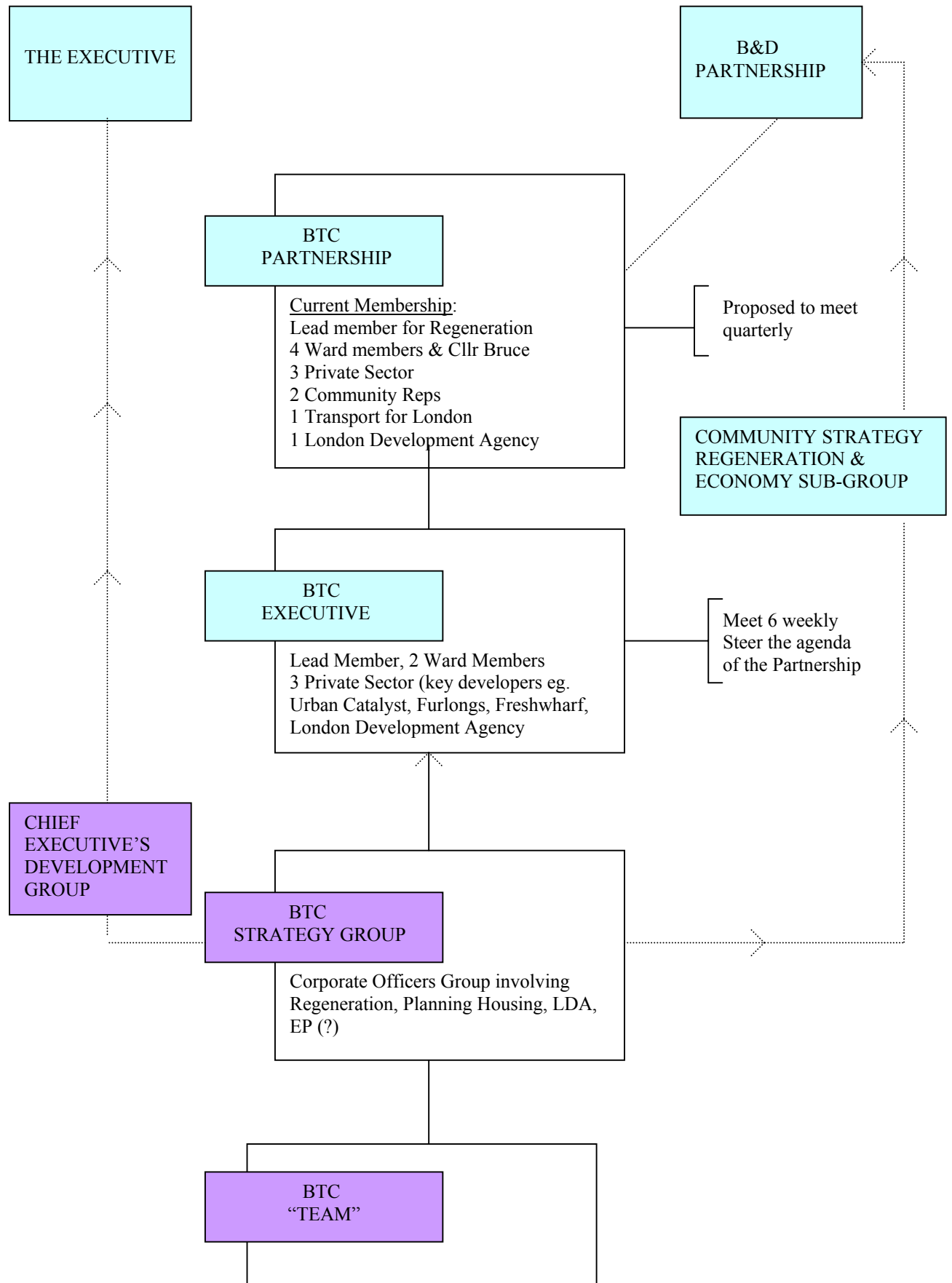
Connexions operates in Barking and Dagenham via Connexions London East.

Abbey, Gascoigne and Thames Community Development Trust

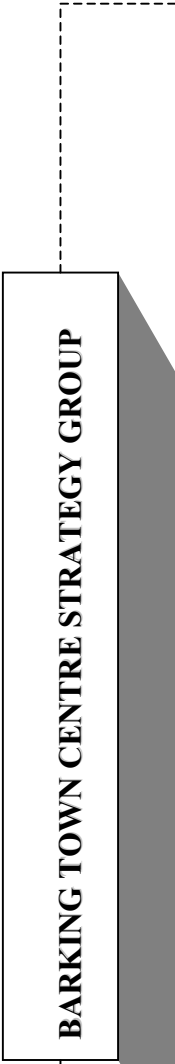
A business plan is being developed for the Trust and charitable status is being sought. Implementation of the actions within the plan will begin in the summer.

BARKING TOWN CENTRE DELIVERY PLAN - DRAFT PROJECT MANAGEMENT PLAN (FEB 2003)													
PROJECTS	2002/03		2003/04		2004/05		2005/06		2006/07		2007/08		
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Jan to Mar	Apr to Jun	Jul to Sep	Oct to Dec	Jan to Mar	Apr to Jun	Jul to Sep	Oct to Dec	Jan to Mar	Apr to Jun	Jul to Sep	Oct to Dec	Jan to Mar
HOUSING PROJECTS (AND MIXED USE DEVELOPMENT)													
Town Square Redevelopment Lead: Bernadette McGuigan/Julie Davis													
No. of new dwellings: 166													
Design development													
Planning consent													
GPO													
Tender work													
Construction													
Publicity													
BCW/Tanner Street Lead: Julie Davis/Jennie Coombes													
No. of new dwellings: c3-H4800 units													
Development brief													
Design development													
Planning consent													
Funding obtained													
Decant													
Tender period													
Construction													
Publicity													
Foyer Lead: Julie Davis/Jennie Coombes													
No. of new dwellings: c120 units													
Development brief													
Design development													
Planning consent													
Funding obtained													
Tender period													
Construction													
Publicity													
Gascoigne Estate Renewal Lead: Ken Jones													
No. of new dwellings: 500 to 1000 units													
Phasing plan													
Planning consent (phase 2)													
Funding obtained (phase 2)													
Decant (phase 2)													
Tender work (phase 2)													
Construction phases 1 and 2)													
Publicity													
London Road/North Street Lead: Ken Jones/Julie Davis													
No. of new dwellings: c200 units													
Consultation													
Development brief													
Design development													
Planning consent													
Land Assembly/CPO													
Funding obtained													
Decant													
Tender work													
Construction													
Publicity													
Abbey Road (Furlong Homes) Development Lead: Julie Davis													
No. of new dwellings: c180 units													
Planning consent													
Land Sale (Council)													
Construction													
Publicity													
Freshwater Estate Lead: Julie Davis													
No. of new dwellings: c1000 units													
Planning consent													
Construction													
Publicity													
CULTURAL PROJECTS													
East London Transit Lead: Doug Hann													
Consultation													
Design													
Planning consent													
Tender work													
Construction													
Publicity													
Barking Station Lead: Doug Hann													
Consultation													
Design													
Funding obtained													
Tender work													
Construction													
Publicity													
London Road Pedestrianisation Lead: Mike Livesey													
Design													
Public Inquiry													
Tender work													
Construction													
Publicity													
CULTURAL PROJECTS Malthouse Lead: Tracey McNulty													

PROPOSED BARKING TOWN CENTRE STRATEGY – STRUCTURE



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**Regeneration Officer
(Special Projects Co-ordination)**

LDA

Physical Projects	New Initiatives	Social Regeneration Activity	Housing	Community Engagement
Head of Planning	Regeneration Officer (New Initiatives)	Regeneration Manager (Neighbourhood Renewal)	Head of Housing Strategy	Neighbourhood Management Co-ordinator - Abbey, Gascoigne & Thames
<ul style="list-style-type: none"> - Bloomfields/C/W - Town Square - London Road/ North Street - Major Planning Applications - Partial pedestrianisation of London Road - Malthouse - Making the market 	<ul style="list-style-type: none"> - Maintaining quality - Dealing with Environmental Issues eg. energy wastes, cars - Wiring up communities - Employment initiatives (Malthouse) 	<ul style="list-style-type: none"> - Coordination - Employment initiatives - Skills initiatives- - Childcare initiatives - Crime initiatives - Health initiatives 	<ul style="list-style-type: none"> - whose occupying the new housing - Decanting - Gascoigne Masterplan process - Funding 	<ul style="list-style-type: none"> - Focus Groups - Regular Stakeholder Conferences

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**Barking Town Centre Framework Plan
Summary of Public Consultation**

- ✓ There is a need to clean up the streets, particularly after dark
- ✓ There is a fear of crime which needs to be addressed
- ✓ There is a desire for a greater choice of retail, especially a large department store
- ✓ The market needs to be tidied up and its image improved
- ✓ Both vehicle and pedestrian movements need to be addressed and improved
- ✓ Public transport services need to be improved and the station upgraded
- ✓ A greater choice of housing is required, especially social/affordable/key worker housing
- ✓ There is concern about the 'buy-to-let' market and property prices being pushed up
- ✓ The idea of using the riverside area for leisure use is very popular
- ✓ Many people would like to see more leisure uses within the centre such as restaurants
- ✓ There is concern about loss of industry and jobs along the river
- ✓ Many people would like to see a lido brought back into use in Barking Park
- ✓ Barking Town Centre needs to have something unique – one suggestion was an Eastern European Cultural Centre
- ✓ There is a need for 'quick wins' so that local people gain trust in the Council
- ✓ There is a need for continued consultation

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