

London Borough of Barking and Dagenham

Notice of Meeting

THE EXECUTIVE

Tuesday, 7 October 2003 - Town Hall, Barking, 7:00 pm

Members: Councillor C J Fairbrass (Chair); Councillor C Geddes (Deputy Chair); Councillor J L Alexander, Councillor G J Bramley, Councillor S Kallar, Councillor M E McKenzie, Councillor B M Osborn, Councillor J W Porter, Councillor L A Smith 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

26.10.03

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 23 September 2003 (circulated separately) and the special meeting held on 29 September 2003 (to follow)**

Business Items

Public Items 3 to 8 and Private Items 20 and 21 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. **Embedding Workplace Basic Skills in London Local Authorities (Pages 1 - 13)**
4. **Building Schools for the Future 2003 (Pages 15 - 17)**

5. **River Roding Quayside Development Infrastructure: Adoption of Design Guide as Supplementary Planning Guidance Note 11 (Pages 19 - 27)**
6. **Environmental Sustainability in Barking Town Centre. (Pages 29 - 41)**
7. **Second Annual Report of the Regeneration Strategy, an Urban Renaissance in East London (Pages 43 - 62)**
8. **Attendance at Annual Economic Regeneration Conference 2003 (Page 63)**

Discussion Items

9. **Future for Leisure - Needs Assessment (Pages 65 - 99)**
10. **Framework for Decisions, Monitoring and Consultation on Customer First (Pages 101 - 103)**
11. **Private Sector Housing Grants Strategy (Pages 105 - 107)**
12. **Selection of Registered Social Landlords for Barking and Dagenham's Preferred Partners for Panel and Allocation to new Housing Projects (Pages 109 - 113)**
13. **Transfer of Basic Credit Approval (Pages 115 - 116)**
14. **Any other public items which the Chair decides are urgent**
15. **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

16. **Older People's Commissioning and Financial Strategy (Pages 117 - 165)**
17. **Robert Clack Comprehensive School: Optimum Sports Hall and Floodlight Artificial Turf Pitch (Pages 167 - 170)**
18. **Site Investigation at Harts Lane and Whiting Avenue Housing Estates (Restricted Circulation; circulated separately)**
19. **Treasury Management Annual Report 2002/2003 (Pages 171 - 174)**

Business Items

- 20. Upgrade of Disc Storage System (Pages 175 - 177)**
- 21. Thames View Neighbourhood Nursery (Pages 179 - 181)**
- 22. Any other confidential or exempt items which the Chair decides are urgent**

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THE EXECUTIVE**7 OCTOBER 2003****REPORT OF THE DIRECTOR OF EDUCATION, ARTS AND LIBRARIES**

EMBEDDING WORKPLACE BASIC SKILLS IN LONDON LOCAL AUTHORITIES PROJECT	FOR INFORMATION	
<p><i>This is a report on developments designed to improve the basic literacy, numeracy and ESOL (English for speakers of other languages) skills of the Council's workforce.</i></p> <p><u>Summary</u></p> <p>This report outlines the benefits of joining a pilot project to embed workplace basic skills provision. The main features of the project are:</p> <ul style="list-style-type: none"> • to ensure policies are established which address employees' needs; • to provide training for managers, HR staff and Union Learning Representatives • to complement the existing workforce project, Growth Through Learning • to provide basic skills courses for council employees • to demonstrate the effectiveness of education in improving job skills. <p><u>Recommendations</u></p> <p>The Executive is asked to note the aims of the project and support its implementation across all Council departments. This will involve;</p> <ol style="list-style-type: none"> 1. Encouraging staff to attend contextualised basic skills courses 2. Training key personnel (HR managers, Service managers, Union Learning representatives and identified champions) and 3. Setting up a steering group <p><u>Reasons</u></p> <p>The project provides external funds and expertise, which will support the Council's stated commitments to develop the skills of the whole of its workforce. In the past the take up of training amongst manual grade staff has been very low.</p>		
Contact Officer: Mark Adams	Adult Basic Skills Coordinator	Tel: 020 8270 4882 Fax: 020 8270 6791 Email: mark.adams@lbbd.gov.uk

1. Background

- 1.1. The 'Embedding Workplace Basic Skills in London Local Authorities Project' will involve three London local authorities, start in March 2003 and be managed by the Basic Skills Agency on behalf of the London Development Agency.

- 1.2. The Adult Basic Skills Initiative, backed by TMT, has made a successful bid to join this pilot on behalf of Barking and Dagenham Council. TMT have agreed in principle to release employees to attend basic skills courses. 'Basic Skills' encompasses literacy, numeracy and ESOL (English for Speakers of Other Languages) below NVQ level 2 (GCSE level).

2. Consultations and Implications

- 2.1. TMT and representatives from HR, Trade Unions and Union Learning Representatives in all departments have been consulted; initial support has been received although some issues have already been identified.
- 2.2. To reflect this and in order to start the process of change the project will take a flexible and sensitive approach to negotiating the release of employees to attend training.
- 2.3. In the short-term the bid allows for some funded release to be negotiated for managers and learners to attend meetings and courses. This is to make involvement with the project attractive, to encourage managers and learners to overcome barriers, and allow the positive effects of training to be demonstrated.
- 2.4. In the longer term it is envisaged that employees' basic skills needs will be addressed through embedded policies and procedures. By gathering information on topics such as job skills improvement, internal job progression, staff retention and staff absenteeism the project will seek to make a business case for training. This should guarantee the future of such important work.
- 2.5. Over the 25 months for the duration of the project the benefits will be:
 - A grant of £94 000 to develop and implement a workplace basic skills strategy
 - A grant to employ an experienced workplace basic skills practitioner
 - Sustained support to embed workplace basic skills training.

With a commitment from the Council to provide:

- Release for 15 staff to attend training and develop strategies and policies (HR staff, Managers and employee representatives)
 - Release for at least 100 learners to attend 30-hour courses to develop their literacy, numeracy and language skills.
- 2.6 In order to be successful the project will need to be supported at all levels across the Council.

Background Papers

- Skills for Life, The national strategy for improving adult literacy and numeracy skills (paragraph 44 attached as Appendix A) DfEE 2001
- Project application prospectus (attached as Appendix B) Basic Skills Agency 2003

Appendix A

¹Skills for Life, The national strategy for improving adult literacy and numeracy skills Para 44

'We will also ensure that similar policies are developed locally. We are working with the Local Government Association to enable the literacy and numeracy skills needs of local government staff to be identified and supported. In addition, local authorities will support promotional activities to raise awareness of literacy and numeracy issues among their staff and will promote the take-up of pre-apprenticeship and Modern Apprenticeship programmes for all new employees aged under 25. And we will build upon existing good practice: in one example, led by the Basic Skills Agency and backed by the Local Government Association, several public sector organisations have run 60-hour intensive basic literacy and numeracy courses for their staff, with positive results. In another example Barking and Dagenham local education authority are initiating a five-year programme of training and accreditation for council staff, volunteers and others to provide the necessary capacity in teaching literacy and numeracy skills.'

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Embedding Workplace Basic Skills Training in London Local Authorities 2002 - 2005

Application Prospectus

CONTENTS

Section 1	Background to the Project
Section 2	Applying for a Grant
Section 3	The Assessment Process
Section 4	Project Contact Details
Annex 1	Application Form

SECTION 1

BACKGROUND TO THE PROJECT

The Basic Skills Agency is working on behalf of the London Development Agency on a workplace basic skills project to be based in three London Local Authorities. Local Authorities will be funded and supported over the next two and a half years to

- ❖ develop comprehensive, inclusive and sustainable workplace basic skills policies, and embed them in their HR strategies
- ❖ build capacity within their own organisation to meet employee basic skills needs
- ❖ work in partnership with local basic skills providers to deliver learning programmes
- ❖ contribute to a good practice guide.

The project aims both to draw on the full range of experience nationally and to build on existing local activity and planning. The overall aim is to develop effective workplace basic skills policies and practice in the local authority context which can provide proven models for other authorities to follow. A central strand is the strengthening of the training infrastructure for workplace basic skills work.

Key local players have been involved in developing the proposal including

- ❖ the London Learning and Skills Councils
- ❖ Local Authorities, and their representative organisations
- ❖ TUC Learning Services, UNISON and other relevant unions

Three London Local Authorities will receive:

- ❖ a grant of £94,000 over the lifetime of the project to develop and implement a workplace basic skills strategy
- ❖ a grant to employ an experienced workplace basic skills practitioner for more than 1 day per week for the duration of the project
- ❖ sustained support to embed workplace basic skills training from the Basic Skills Agency (BSA) and partner local basic skills providers.

What commitment will Local Authorities need to make?

Over the lifetime of the project, the successful Local Authorities will:

1.1	secure senior management support for the project, including the commitment of management time, staffing, administrative support and resources
1.2	select and support an internal champion to lead the development work
1.3	set up an internal steering group with representation from all key players
1.4	recruit a consultant basic skills practitioner to work with the steering group to develop a strategy and action plan to meet basic skills needs within the organisation
1.5	consult externally on the Local Authority's plan with the local Learning and Skills Council, actual and potential partner providers and other key players such as learndirect.
1.6	ensure plans take into account the need to engage staff at all levels; to enable staff release for learning activities; to address potential sensitivities about weak literacy, numeracy and ESOL skills
1.7	agree roles in setting up and delivering workplace basic skills programmes for relevant employees which could include HR staff, supervisors, learning representatives and peer support
1.8	create a team of appropriately trained workplace basic skills staff by recruiting at least 16 staff to undertake a minimum of 30 hours of logged training over the lifetime of the project. This training will be designed and delivered by external providers in response to identified needs ¹ but this might typically include <ul style="list-style-type: none"> • 1 Local Authority Champion to receive a logged package of customised development training

¹ National training for different roles in workplace basic skills has been mapped recently. For more information on needs analysis, training development and delivery contact the Basic Skills Agency Local Authorities project manager – see details at the end of this prospectus.

	<ul style="list-style-type: none"> • 5 key HR staff to be trained using Employment National Training Organisation L Units to identify and support employees with basic skills needs • 10 local authority staff including learning reps, supervisors and peer advocates to undertake Unit 1 of the new Level 2 Basic Skills Volunteer/Front Line Worker Qualification or other course as appropriate <p>NB Local Authorities are not responsible for the cost of design and delivery of the training described in section 1.8</p>
1.9	revise workforce documentation to meet the guidelines of the Plain English Campaign
1.10	<p>work with the project team to support capacity building for local providers at different levels. This will include a minimum of</p> <ul style="list-style-type: none"> • 1 Basic Skills Consultant Practitioner to undertake customised training² in Basic Skills Organisational Consultancy at Post Graduate level • 4 representatives of selected providers working with each Authority to undertake Enhanced Broker Provider training • 15 experienced practitioners from selected providers working with each Authority to undertake a customised course on contextualised curriculum development. <p>Representatives from other London providers will be invited to attend provider or practitioner training in the event that fewer suitable staff can be released from Local Authority Providers.</p>
1.11	<p>Select one or more partner provider, and work with them to develop:</p> <ul style="list-style-type: none"> • a flexible basic skills employee training programme including use of new technology where it is available • an in-house resource bank, which could include customised learning materials, schemes of work and lesson plans including use of new technology where it is available. <p>progression tracking for all basic skills learners</p>
1.12	<p>work with the partner provider to recruit</p> <ul style="list-style-type: none"> • 100 organisation employees to receive 30 hours minimum basic skills training, • 50 organisation employees gaining nationally recognised basic skills qualifications (achievement of 1 level of the National Basic Skills Standards) <p>These outcomes will generate LSC match funding claimed by the partner provider.</p>
1.13	Participate in the overall project steering group, and contribute to a good practice guide

² At the time of writing a practitioner training needs analysis is being undertaken to inform development work in all sections under 1.8

Preparing your application

Applications will be assessed on the basis of Local Authorities' demonstrated commitment and preparedness to deliver the outcomes of the project. It is important that applicants discuss their proposals with internal and external key players while preparing their application. This should include:

Internally

- the Chief Executive, or another Executive Officer
- the Head of HR
- relevant Heads of other Departments
- relevant union/s

Externally

- the Basic Skills contact at the local Learning and Skills Council
- possible and actual partner providers, including learndirect

Support with your application

Support and advice is available from the BSA in preparing your application. Please contact the project team for clarification of any of the project documentation; contacts for key organisations; information on the national strategy; and other reading and information sources. The project team can also support you in making the case internally.

Contact details for the project team are given at the end of this prospectus.

Local Authority Outcomes

Local Authorities need to plan to deliver the following specific outcomes by the end of the project:

	For each participating Local Authority
2.1	A workplace basic skills policy for the whole organisation
2.2	A sustainable* strategy for workplace basic skills delivery embedded in the organisational HR strategy
2.3	A team of appropriately trained organisation staff, of whom at least 16 have been enabled to undertake a minimum of 30 hours of logged training each in aspects of support for basic skills learning over the life-time of the project**

2.4	A flexible basic skills employee training programme, including progression tracking for all learners
2.5	An in-house basic skills resource bank, which could include customised learning material, schemes of work and lesson plans
2.6	Working with the project team, to recruit <ul style="list-style-type: none"> • 100 organisation employees to receive 30 hours minimum basic skills training** • 50 organisation employees to gain nationally recognised basic skills qualifications*** (achievement raised by one level of the National Basic Skills Standards)
2.7	An established partnership with a good quality, specialist basic skills provider or providers****
2.8	Working with the project team, to support capacity building for partner providers to include a minimum of 20 basic skills specialists receiving a minimum of 30 hours additional training**
2.9	Workforce documentation revised to meet the guidelines of the Plain English Campaign

*Taking into account funding available for basic skills delivery from Learning and Skills Councils, currently available through local providers

** Any individual training package must be completed within one year

*** Literacy, Numeracy or ESOL at Entry Level 3, Level 1 or Level 2; Key Skills Communication or Application of Number Levels 1 or 2; GCSE English or Maths.

**** Good quality is defined as full compliance with the requirements of the ALI/OFSTED Common Inspection Framework for basic skills programmes, as demonstrated by inspection grades or the holding of a current Basic Skills Quality Mark Award.

Timescales for applications

Timescales for applications are set out below:

Activity	Date
All applications to be received by the Basic Skills Agency	14 Feb 2003
Assessment of applications	20 Feb 2003
Discussions with successful applicants	27 Feb 2003
Project start dates	3 March 2003

The calendar for the Fund follows financial years and all funds allocated for 2003-05 must be spent by 31 March 2005.

Completing the application form

1. The Application Form at Annex 1 should be used.
2. Font size must not be less than point 10.
3. The total length of your answer **to each question including any sub sections** must not exceed one page of A4 text.

One hard copy of the Application Form must be received by the London Local Authorities Project Team at the Basic Skills Agency by 14 February 03. An email version must also be sent by 14 February to londonlocalauthorities@basic-skills.co.uk

Project value

Applications will only be considered for the full project value of £94,000 over 25 months. In addition to the £94,000 grant the three successful applicants will receive a further grant of £41,250 to employ a part time Basic Skills Consultant Practitioner and £9,000 to be paid to a selected basic skills provider towards project development costs. (If more than one provider is subcontracted the £9,000 can be shared between providers as appropriate).

Contracting

Basic Skills Agency contract documentation will be used for the projects. Contract annexes will include the agreed application form, a delivery/payments schedule, details of funding arrangements and contract monitoring/review arrangements. Projects will be contracted, managed and locally monitored by the Basic Skills Agency.

Funded activity cannot be started before approval. There is no retrospective funding and no expenditure prior to approval.

Sub contracting arrangements

The successful Local Authorities will be expected to select one or more basic skills provider and to work closely with the provider in planning, promoting delivering and evaluating the project. Advice is available from the Basic Skills Agency on a process for selecting providers if needed.

Basic Skills providers should be able to access LSC funding to cover direct teaching of employees on basic skills learning programmes. However providers

may wish to negotiate payment from Local Authorities towards learning needs analysis, customised development work, small group or 1:1 teaching and evaluation activities to supplement the £9,000 grant, see example of Expenditure Budget at the end of the application form.

The Local Authority will be responsible for the delivery of all LDA outcomes specified in the application and will need to account for LSC match funding of basic skills learning outcomes.

Match funding

Each Local Authority bid will need to be match-funded for a total of £46,000. Of this, an estimated £36,500 over the lifetime of the project will be generated by LSC-funded delivery of basic skills programmes by local providers. In addition Local Authorities should identify a further match of at least £10,000. This could come from staff time provided in kind or provider development time: see example of Expenditure Budget at the end of the Application Form.

These sums should be entered as match funding in Section 11.

SECTION 3	THE ASSESSMENT PROCESS
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1. An assessment panel comprised of officers of the London Development Agency, the Basic Skills Agency, the Association of Local Government and the TUC Learning Services will assess applications. Applications will also be discussed with the relevant Learning Skills Councils.
2. Discussions will be held with successful applicants to finalise details of the project and to review any points of concern raised by the assessment panel.
3. The Local Authority Project Manager and the local LSC Basic Skills contact will be informed of the outcome of the application and a contract will be prepared.

Assessment Criteria

All proposals that demonstrate:

- commitment to delivering the project's outcomes
- preparedness to start work as soon as funding is agreed
- a realistic delivery plan
- a robust and competent approach to project management

will be considered for funding.

Other factors that will be taken into account are:

- ❖ Geographical spread, with not more than one funded Local Authority for any one LSC area
- ❖ The need to have a range of approaches and levels of experience in the funded authorities.

The scoring system will be used:

- ❖ To ensure all applications considered reach a good standard
- ❖ To enable equitable choices to be made between authorities

Some questions are for the panel's information only. These are indicated clearly on the form. While these questions will not be scored competitively, it is essential that the information is provided. Please make sure you complete these sections as fully as possible.

Some questions have scores attached to them. The table below shows how the scoring system works. In this example the maximum score for the question is 10 marks:

Has not completed the section or has missed the meaning of the section	0 marks
Some attempt has been made, but is sketchy and fails to answer the questions in most respects	3 marks
Broadly meets the requirements but there are some gaps	7 marks
Fully meets the requirements with information and/or evidence where needed, etc	10 marks
Total marks available:	10 marks

Contact details for further information

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THE EXECUTIVE**7 OCTOBER 2003****REPORT OF THE DIRECTOR OF EDUCATION, ARTS AND LIBRARIES**

BUILDING SCHOOLS FOR THE FUTURE 2003		FOR INFORMATION
<p><i>This report is submitted as part of the Council's effort to consult with all its stakeholders towards building schools of the 21st Century.</i></p>		
<p><u>Summary</u></p> <p>The Department for Education and Skills (DfES) has recently announced the way that it intends to fund the re-development and re-building programme for secondary schools for the future. This will be by its new initiative - <i>Building Schools for the Future</i>. They are committing to a programme of re-building and renewal to ensure that secondary education in every part of England has facilities of 21st century standards. The programme involves Local Education Authorities (LEAs) in grouping schools in geographical areas that can be packaged into viable procurement deals of between £50m and £150m. It could involve cross boundary groups or whole LEAs. Funding for development and re-building programme will be either via the Private Finance Initiative (PFI) or Targeted Capital funding.</p>		
<p><u>Recommendation</u></p> <p>In light of the consultation exercise, the Executive is asked to note our move towards schools for the 21st century and to provide support for, and commitment to, this initiative.</p>		
<p><u>Reason</u></p> <p>To meet the Council's educational vision and achieve steady improvement in performance, it is a must that we deliver our pedagogy through building schools for the future.</p>		
<p>Contact Officer: Jenny Crossley</p>	<p>Head of Policy and Management Services Education, Arts & Libraries</p>	<p>Tel: 020 8227 3507 Fax: 020 8227 3101 Minicom: 020 8227 3180 E-mail: jenny.crossley@lbbd.gov.uk</p>

1. Background

1.1 The government's agenda for investment for the future for secondary schools will be either by:

- Targeted capital - this would require the council to borrow money and as it is debt free it is unlikely to be an option for some years to come
- The PFI route by securing credits that would enable the Council to enter into a contract with the private sector. This means that the private sector will invest in new or refurbished buildings.

Full details of the scheme can be found on www.teachernet.gov.uk/bsf

1.2 The timescales are as usual very tight and require LEAs to either:

- Make proposals by 31 October 2003 and provide details of schools that they can package together to form a contract of between £50m and £150m. The DfES are only expecting to announce between 10 and 20 geographical areas for this round, including their pathfinder bids.
- Prepare an expression of interest, along similar lines in the packaging of schools, as above, but with less detail and with the opportunity to develop the scheme over a longer timescale.

1.3 Five questions have been set by the DfES to help determine which tranche to bid for, these are:

Looking at the schools in the local authority area:

Question 1: Is now the right time to add major strategic capital investment to your drive to raise standards for some or all of your schools? Are the plans for particular geographical areas ambitious and strategic, delivering secondary education in a manner appropriate for the 21st Century, including wider community use?

Question 2: Is there a geographical area where - on average across all the schools in it - the percentage of pupils achieving 5 or more GCSEs at grades A* to C between 2000 to 2002 is particularly low, judged nationally? The table on the next page gives national figures against which you can compare your area.

Question 3: Does that area also have a high percentage of pupils eligible for free school meals (FSM) in 2002, judged nationally? This indicates that there is local deprivation, implying a particularly acute level of educational need. The table on the next page gives national figures against which you can compare your area.

Question 4: Can the work needed for the schools in this area be packaged into a viable procurement proposal of at least £50 million up to £150 million (the amount could vary depending on circumstances), over several years? Does the proposal reflect the state of the school buildings, the urgency of need for school repair, renewal or rebuilding, best value and suitability for 21st Century?

Question 5: Can the LEA invest the capital funding on time to deliver both the educational vision and economic best value? In particular, can consultation and planning processes be completed and are all schools and partners in the area fully signed up to any strategic changes

2. The Plan

2.1 Whilst we would have wished to go for the earlier date, it was felt that the deadlines were too tight to provide the full details we are required to respond to and that we were unable to answer 'yes' to all aspect of the questions, particularly question 2. This route requires more detailed and extensive information than the expression of interest as well as consultation with a range of interested parties and stakeholders. There is also the risk that with such tight timescales we would not be able to provide sufficient good quality information across all schools in order to make a successful bid.

- 2.2 We will be putting forward the Borough as a geographical area, although we are also having discussion with Havering and Bexley to look at the opportunities for jointly incorporating new schools as a result of:
- the Rainham and South Dagenham developments
 - the impact on the changes in the number of employees at Ford.

3. Way Forward

- 3.1 The proposal is to put in an Expression of Interest and to spend time during the Autumn term discussing proposals with schools on their preferred way forward. This will enable us to spend more time in getting the plans right and developing sustainable proposals rather than making a rushed bid with the possibility of it not being accepted as a result of either insufficient thought, consultation or detailed information.

4. Consultation

- 4.1 The Council will conduct extensive consultation between all stakeholders in two main phases:
- First phase - pre - Expression of Interest submission date.
 - Second phase - post - Expression of Interest submission date.

Background Papers

- Building Schools for the Future - consultation on a new approach to capital investment
- Building Schools for the Future - Guidance 17 July 03

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THE EXECUTIVE

7 OCTOBER 2003

REPORT FROM THE DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES

<p>RIVER RODING QUAYSIDE DEVELOPMENT INFRASTRUCTURE: ADOPTION OF DESIGN GUIDE AS SUPPLEMENTARY PLANNING GUIDANCE NOTE 11</p>	<p>FOR DECISION</p>	
<p><i>This report includes recommendations on issues, which are of a strategic policy nature and are the Executive's responsibility</i></p> <p><u>Summary</u></p> <p>The construction of a continuous riverside walk along the River Roding is supported by Policies E11 and E12 of the Unitary Development Plan (UDP).</p> <p>The report provides information on the draft River Roding Quayside Development Infrastructure Design Guide on which public consultation now needs to start. Attached as Appendix A is a summary derived from the draft guide.</p> <p>When finalised, the Guide will give prospective developers locating by the river parameters to 'rules' to work to when designing a riverside walk as part of their scheme. It is intended the Guide will become Supplementary Planning Guidance (SPG).</p> <p>The report also describes how the riverside walk could be part of a wider area of enhancement works recently proposed by the Environment Agency. The report then summarises the actions that need to be taken by Officers to enable the document to become SPG. A map showing the area and potential Roding Riverside Walk is attached as Appendix B</p> <p><u>Recommendation</u></p> <p>The Executive is asked to agree that public consultation on the Draft River Roding Quayside Development Infrastructure Design Guide should now start.</p> <p><u>Reason</u></p> <p>To ensure continuity of design regarding the Riverside Walk and therefore assist in achieving the Community Priorities of <i>"Making Barking and Dagenham Cleaner, Greener and Safer"</i>, <i>"Raising General Pride in the Borough"</i> and <i>"Regenerating the Local Economy"</i>.</p>		
<p>Contact Officer Francesca Cliff</p>	<p>Landscape Architect Strategic Planning</p>	<p>Telephone: 020 8227 3910 Fax: 020 8227 3896 Minicom: 020 8227 3034 E-mail: francesca.cliff@lbbd.gov.uk</p>

1. Background

- 1.1 Fishing and agriculture were the main industries in Barking at the turn of the century. However, recent changes in the economy have led to the departure of much of the old riverside industry, creating an opportunity for the opening up of the riverside for new uses and new amenities. The riverside areas are potentially one of the Borough's greatest assets. Following several years of regeneration initiatives, projects are now coming to fruition.
- 1.2 These projects are now at different stages of development with sections of the riverside walk being built at different times in line with UDP policy below. Therefore, it was considered necessary to have a document which would ensure the walk was viewed as a whole and that there was continuity of design. Ferguson McIlveen civil engineering, landscape and environmental consultants were appointed to prepare a guide for developers to implement the walk.

2. Associated Project

- 2.1 The riverside walk will tie-in well with a new project being initiated by the Environment Agency (EA) and The Thames Gateway Partnership (TGLP) for enhancement of the Lower Roding. It will form part of the implementation of the Green Grid which is the development of network of open space in the Thames Gateway. The area has been defined as running from River Thames to A118 Romford Road. This involves Redbridge, Newham, and LBBB. The EA funding for this project will be available to bid for, to a maximum of £1m across all three boroughs, and if successful the funding would be available for use between 2004/07.
- 2.2 The EA and TGLP project will be the 'glue' to try and stick the riverside walk and associated enhancement projects that are taking place in all three boroughs together and will focus on environmental improvements, habitat creation and flood alleviation works. It could also fund bank improvements and naturalisation. The EA also want to focus on the transport and links between communities in the two areas of intensification of Ilford and Barking, and Barking to Barking Reach.

3. UDP Policy

- 3.1 The mid to upper reaches of the Roding Valley are identified in the adopted UDP (1995) as presenting opportunities for increased public access associated with development. Policy E11 states that *'Within the Abbey Road area of the Roding Valley the priority will be to create mixed use development incorporating residential and/or B1 uses..., a high standard of design and a landscape setting will be required..., proposals will be expected to contribute towards environmental improvements and linkages between the Abbey Road Area of the Roding Valley and the surrounding town centre areas.'*

- 3.2 Policy E12 for the Upper Roding Valley Area states *‘a riverside walk on both sides of the River Roding is to be provided as opportunities arise. The form of this provision may vary according to site characteristics and the range of opportunities available from the development and should incorporate provision for cycle routes where necessary’.*
- 3.3 Currently the UDP is under review and it is anticipated the Guide will replace the current SPG 11 which provides riverside design guidelines. This states *‘...the guidelines cover the form layout and detailed design of buildings and show how the uses beside a riverside walk can complement and support public activity and interest, and provide opportunities for both informal and formal recreation...’.*
- 3.4 The Barking Town Centre Framework Plan was agreed by the Executive in March 2003 as a guide for future development of Barking Town Centre. It is an ambitious vision for Barking Town Centre. It was produced by East Sergison Bates; consultants who were appointed to develop the vision for Barking Town Centre and the Roding Valley. The framework defines needs and opportunities and then identifies twelve strategies about different issues and twenty projects to achieve the objectives of the Masterplan. Included is the riverside walk with various ways to increase the relationship between the River and the town making it more visible and directly accessible for example by signing and lighting the river. The guidelines are in line with this vision.

4. Consultation on the Draft Guide

- 4.1 Consultation will be carried out and will include:

residents,
 community groups,
 land owners,
 Greater London Authority
 Thames Gateway Partnership
 London Ecology Unit
 Sustrans
 London Cycling Campaign
 Cyclist Touring Club
 The Ramblers Association
 The Access Group
 Countryside Commission
 Port of London Authority
 Fire and Ambulance-Emergency Services
 The Police
 Transport for London Environment Agency
 Museum of London
 Statutory Authorities.

Each consultee will either have a copy of the Guide sent to them with a covering letter and or be invited along to meetings. They will have six weeks to respond.

5. Implementation

- 5.1 Developers locating on the riverside will be required to construct sections of the walk. There may be sections of walk that will be built that will not be associated with a development but will be necessary to provide links. Funding for this will be sought from either external agencies as appropriate or may be secured through Section 106 Agreements. Where this does not prove successful some costs will need to be met by LBBD.

6. The Draft Guide

- 6.1 Attached is a summary derived from the draft guide (Appendix A). This will form the basis of a leaflet for the consultation exercise. A full hard copy of the guide is available in the Members' Rooms at the Civic Centre and the Town Hall, and will also be available at Barking Central Library on the website.

7. Financial Implications

- 7.1 There are a variety of future management and maintenance issues that need to be addressed in order to secure successful implementation of the walk. Legal opinion has been obtained that if LBBD adopted the riverside walk as public highway it may become liable for the repair of the riverside wall; this would be because the wall would be considered a supporting structure to a highway. In view of this officers would strongly recommend against the adoption of the majority of the walk as public highway. However, there still remains a small section at the Hewett's Quay development (about 100 metres) which the Council has already agreed, through a Section 106 Agreement, will be adopted as public highway, this small section is the only part for which the Council will be liable to maintain. This is because the Section 106 Agreement negotiated in 2000 requires the Council to adopt that section (*"subject to the walk being constructed to adoptable standards and if a continuous path can be delivered along the eastern bank of the river of which the Hewett's Quay riverside walk could form a part"*). If and when this section is eventually adopted, the estimated annual maintenance would cost in the region of £12,500 per annum (at current prices). Whilst this cost would include cleansing, lighting, drainage, and soft landscaping maintenance, it is higher than normal due to the need to maintain safety equipment and replace life saving equipment.
- 7.2 Therefore, in any future developments it is recommended that any Section 106 Agreements establish the riverside walk as a private highway with public rights of access. This has the additional benefit of ensuring that the developers are responsible for the future maintenance of the riverside walk at no cost to the Council.
- 7.3 To deal with the potential health and safety issues arising from people having access to the River a safety plan has been prepared that includes the provision and maintenance of equipment. These will also be paid for by the developer where possible.

7.4 Therefore, the costs of maintaining the walk and the provision and maintenance of safety equipment will be paid for by the developers except for Hewett's Quay and some sections not associated with a development; which will need to be paid for from revenue budgets. Before any changes in the strategy and agreement for the walk are made a further report will be presented to the Executive detailing these additional costs and to deal with any outstanding financial issues.

8. Project Programme

8.1 Subject to the Executives approval of the guide Officers propose to undertake the following programme:

Issue	Action required	Required outcome
Undertake consultation on the design guide.	Drafting letter, copying document, arranging meetings.	Public consultation completed document amended according to response. Oct/Nov 2003.
Formalise guide as SPG in line with UDP review.	Continue to work with colleagues in Strategic Planning re review process and publication.	Report to Executive for approval. Guide becomes SPG. December 2003.

9. Consultation

The following people were consulted during the production of this report and are content with its contents:

Laura Williams, Acting Head of Finance LED,
Gordon Glenday, Interim Head of Statutory Planning
Jeremy Grint, Head of Regeneration, Corporate Strategy
Russell Sawers, Project Engineer, Civil Engineering
Julie Davis, Project Manager, Planning

Background Papers

- Executive Minute 363, 18 March 2003 re: Barking Town Centre Action Plan
- Barking Town Centre Framework Plan 2002 by East Sergison Bates consultants
- Unitary Development Plan 1995
- A full hard copy of the draft guide is available in the Members' Rooms at the Civic Centre and the Town Hall, and will also be available at Barking Central Library and on the Council's website.

Summary of Draft River Roding Quayside Infrastructure Design Guidelines

Background

The guide focuses on creating opportunities for public access to the River Roding. It aims to ensure the landscape treatment of the external spaces linked to the developments taking place along the river frontages of the River Roding and the Barking Quayside are of a consistent style and quality throughout its length. It sets the context describing the history, linkages and takes account of current initiatives including the framework document for Barking Town Centre. It is aimed at developers and provides options for layout and materials. The ideas presented are not prescriptive and are meant to be a starting point for negotiations regarding Section 106 Agreements.

Scope of the Work

The initial brief was extended to run further north to examine linkages that could be achieved to the north of the Six Gates Bridge and connections to the south to the A13. The brief called for an examination of walkway and cycle routes. These were considered in the overall context of public access.

The Brief

This included:

- Consideration of the existing Section 106 Agreements and the cost implications of any deviation from what has been shown.
- The width of walkways in terms of use both by cyclists and pedestrians, and access for maintenance vehicles and machinery.
- The treatment of the quay walls, the coping and railing, and levels relationship with the walkway.
- The type of lighting and future maintenance considerations.
- The interface between the walkways and adjacent developments security and quality/type of boundary treatment.
- The choice of materials for surfacing/lighting/tree planting/furniture/walls, coping etc and maintenance implications/whole life cost.
- The engineering design of the pavement for anticipated vehicle loading.
- Services.

Visual Analysis

The new design illustrated in the guide is based on a visual analysis to identify the existing visual character. The area has a readily identifiable character, elements of which can be carried forward into new proposals. The salient visual characteristics are:

- **Tall buildings close to the waterfront** - the Ice House and Granary show this characteristic and form distinct landmarks. The urban character would be retained if new buildings or at least a few landmark buildings reflected this characteristic.
- **Glimpsed views** - the traditional dockside has narrow glimpsed views as does the river Roding.
- **Large and robust fittings** - traditionally quaysides have received heavy wear and tear. All materials and fittings need to be robust and solid.

Design Guidelines

Major Focal Point

It is felt that rather than seeking to treat the whole walkway equally in style and materials, better quality and more intense treatment be reserved for particular and more important locations. Major focal points have been identified for particular treatment. These include:

- Nodes where walkways intersect or start.
- Locations where there are good views up and down the river.
- Connection points into the hinterland.

Minor focal points

These are similar to major points, but of a lower key.

Blockages: the plans identify points that currently stop or inhibit movement along the walkways or cycle routes. The problems of these blockages need to be addressed. Notes are also added to the guidelines offering alternative solutions.

Linking spaces: these spaces are those that lie adjacent to the walkways/cycle routes next to either new or old buildings. Along Freshwharf, for example, it would be impossible to design a treatment for these sections of the walkway without considering the spaces as a whole.

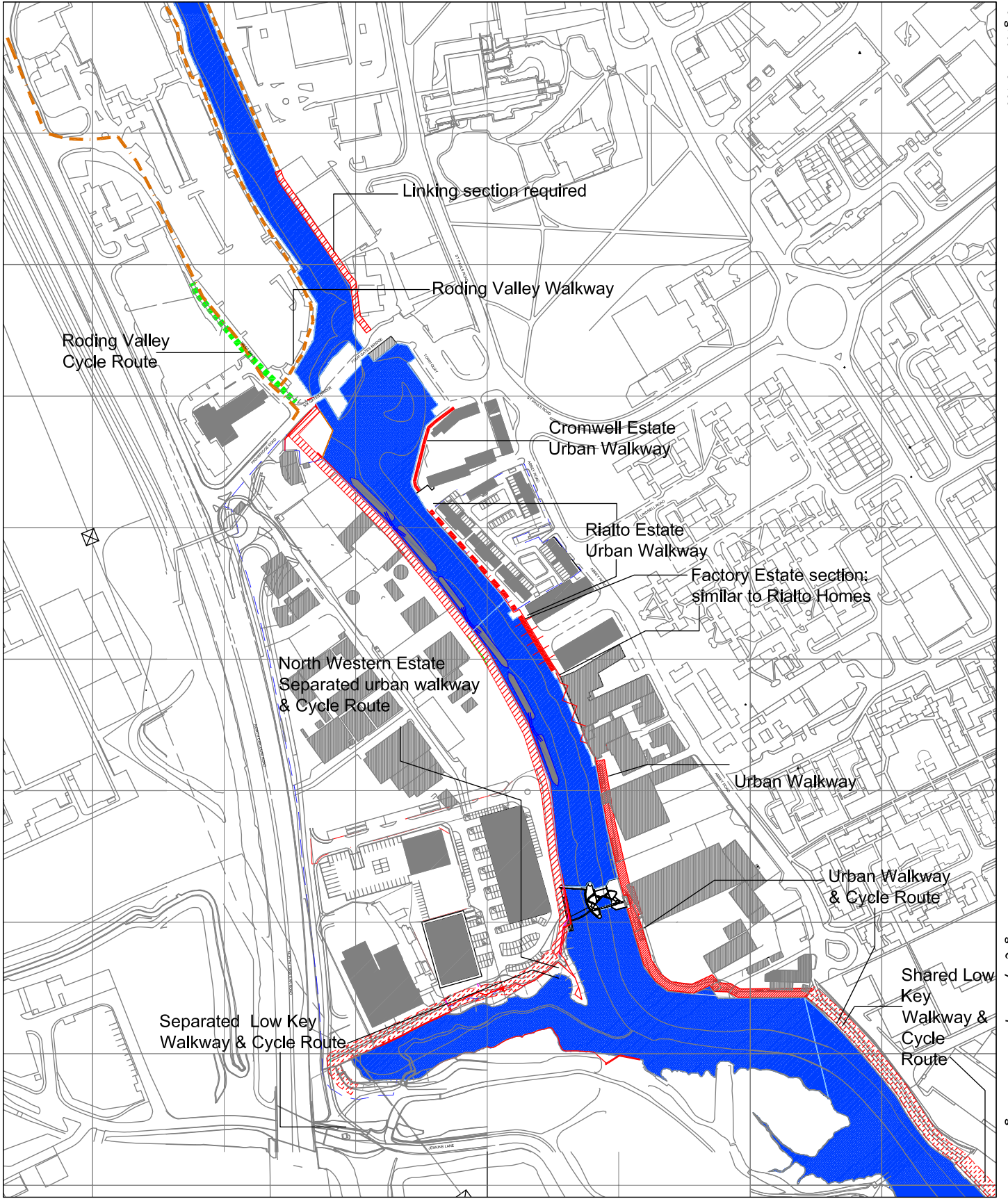
Access points and connections: the walkway and cycle path connections through to the surrounding area.

Materials

The guide suggests details for types of signs, fencing, litter bins lighting etc and a planting palette to enhance the areas individual character.

AUGUST 2003

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- Length of Walkway already constructed
- Length of cycleway already constructed
- Walkway routed outside of floodwall
- Walkway already defined along the Rialto estate
- Cantilever pontoon running above creek

Figure 6

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THE EXECUTIVE**7 OCTOBER 2003****DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES**

ENVIRONMENTAL SUSTAINABILITY OF BARKING TOWN CENTRE	FOR DECISION	
<p><i>This report is presented to the Executive for consideration as it calls for the Executive's strategic guidance in areas where the Council does not have comprehensive existing policy.</i></p> <p><u>Summary</u></p> <p>This report sets out the need for a policy framework to ensure that the Council's plans to redevelop Barking Town Centre meet high standards of environmental sustainability. The draft framework attached to the report proposes action in the areas of energy efficiency and renewable energy, waste and recycling, alternatives to car use, bio-diversity, the use of the town centre's green spaces and public realm, and mobilising the community. It identifies capacity building measures to support the implementation of the strategy and considers how the strategy might be funded.</p> <p><u>Recommendations</u></p> <p>The Executive is asked to:</p> <ol style="list-style-type: none"> 1. Adopt the framework attached to this report as the basis of further work to develop a fully costed action plan for an environmentally sustainable development of Barking Town Centre; 2. Welcome the environmental targets set out in the London Mayor's Spatial Development Strategy and associated strategies for energy, waste, air quality, noise and biodiversity and commit itself to embedding these, or more challenging targets appropriate to the borough's circumstances, in policy relating to the town centre. <p><u>Reasons</u></p> <p>Policies for environmental sustainability in Barking Town Centre are required to help meet national, regional and borough policy objectives and to enhance the appeal of the town centre as a place to live, work and visit.</p>		
Contact: Jeremy Grint	Head of Regeneration	Tel: 0208 227 2443 Fax: 0208 227 2035 E-mail: Jeremy.grint@lbbd.gov.uk

1. Background

- 1.1 The Council's vision for the renewal of Barking Town Centre is for high-quality design in construction, a public realm that enhances the quality of life for residents and a vibrant, more diverse local economy. Measures to promote environmental sustainability are an integral part of achieving these objectives. They will help improve the quality of life in the town centre for existing and new residents and create an environment that can attract businesses and consumers. Although much of the framework addresses the opportunity to "design out" damaging environmental impacts at the construction stage of new developments, the principles it contains are intended to apply equally to improvements to existing housing stock.
- 1.2 Development that incorporates high environmental standards will help promote the borough as a forward-looking destination of choice in Thames Gateway, with an urban environment that is considered one of the best in London. A strategy for the town centre can help pilot policies and approaches that can be developed into a borough environmental strategy to achieve the Council's vision of a cleaner, greener and safer borough for all residents. Success in the town centre will demonstrate the borough's commitment to achieving the aims of the government's Sustainable Communities Plan.
- 1.3 The strategy is intended to provide the basis for coordinated activity, greater innovation and more consistent use of best practice within the Council in taking forward Town Centre projects. It will strengthen the hand of officers in discussions with developers, enable the formation of stronger external partnerships and assist advocacy with the voluntary sector and local communities to achieve environmental improvements.
- 1.4 The strategy will also help the Council address the growing body of European and national legislation and policy guidance concerning environmental sustainability. Taking measures now to meet higher environmental standards in the redevelopment of the town centre will help the Council meet national, London and borough policy objectives to minimise greenhouse gas emissions, encourage alternatives to car travel and recycle more waste.

2. The Policy Context

- 2.1 The overwhelming consensus among scientists is that climate change caused by man-made carbon emissions has already begun and will continue into the future. Under the Kyoto Protocol, the government has committed itself to a 20% reduction in CO₂ emissions¹ by 2010, with an aspirational target of a 60% reduction by 2050. This must be achieved mainly through reducing consumption and increasing the use of renewable energy sources. The Government's White Paper, *Our Energy Future - Creating a Low Carbon Economy* outlines changes in energy policy in response.
- 2.2 Barking and Dagenham Council is already a signatory to the Nottingham Declaration, which recognises that climate change is likely to be one of the most important drivers of change for local communities in the 21st Century. The Declaration commits the Council to work with central government to tackle the problems of climate change, including by developing a borough plan. Officers are

¹ From a baseline of 1990 emissions

currently costing proposals for mapping current CO2 levels in the borough, as part of a borough Climate Change Strategy for consideration by the Executive.

- 2.3 The London Sustainable Development Commission (LSDC) has recommended a 20% reduction in London's CO2 by 2010, as a step towards meeting a 60% reduction by 2050. As the capital's housing stock is renewed only slowly and homes built now will still be occupied in 50 years time, the LSDC has pointed out that meeting the 2050 reduction means that challenging targets must be achieved for buildings being constructed now. This means that the Council must ensure that the redevelopment of Barking Town Centre is carried out to high standards of energy efficiency if it is to contribute to achieving targets for CO2 reduction.
- 2.4 Better care of the urban environment is central to the London Mayor's vision of London as "an exemplary sustainable world city". Measures to enable more efficient use and increased re-use of natural resources, greater use of renewable energy, and reductions in waste and environmental degradation are set out in the Draft London Plan (Spatial Development Strategy) and associated strategies for energy, waste, air quality, noise and biodiversity. More intensive development in Barking will make the application of these principles even more critical and require action to minimise noise and air pollution and to protect and enhance open spaces and biodiversity.
- 2.5 The Mayor's Spatial Development Strategy (SDS) will have development plan status once the Planning and Compulsory Purchase Bill (currently timetabled for Spring 2004) is adopted and the standards it contains will apply to all developments, unless exceptional considerations apply. The radiating strategies for energy, waste, air quality, noise and biodiversity will be regarded as a "material consideration" when assessing applications. Although it will not have the same statutory weight of planning policy as is contained in an Urban Development Plan (UDP), Executive approval of an environmental strategy will provide policy guidance in the period before the Planning Bill is enacted, help the Council to prepare for the new policy regime and provide a starting point for the development of Interim Planning Guidance for Barking Town Centre and the review of the UDP.
- 2.6 Finally, there is a large and growing body of environmental legislation and guidance, much of it driven through the European Union, which is relevant to the objectives of this strategy. This is a rapidly changing area and we will need to do further work to map it and to keep our knowledge up to date, as we develop and implement our strategy for the town centre.

Draft Framework

- 3.1 The attached paper sets out a draft framework for action to achieve a more environmentally sustainable town centre. It considers issues of energy efficiency, the use of renewable energy sources, waste and recycling, alternatives to car use, the town centre's biodiversity and the best use of its public realm and green spaces. It also looks at how the strategy might be funded, measures to build the Council's capacity to implement this agenda and how to enlist the active support of the community.

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Draft framework for environmental sustainability in Barking Town Centre

1. This paper sets out a policy framework for an environmentally sustainable redevelopment of Barking Town Centre and identifies issues to consider in implementing the framework. If approved by the Executive it will form the basis for co-ordination of activity within the Council, advocacy with external partners, agreement of a fully costed strategy and action plan, and the formulation of individual policies and projects to achieve the objectives of the strategy.

2. The main recommendations are that the Council:

- adopts the framework attached to this report as the basis of further work to develop a strategy and fully costed action plan for an environmentally sustainable development of Barking Town Centre;
- welcomes the environmental targets set out in the London Mayor's Spatial Development Strategy and associated strategies for energy, waste, air quality, noise and biodiversity and commit itself to embedding these, or more challenging targets appropriate to the borough's circumstances, in policy relating to the town centre.
- reflects the strategy's objectives in the Interim Planning Guidance for the town centre, the new Local Development Framework and in planning briefs for town centre projects;
- uses its planning powers pro-actively to encourage developers to meet environmental targets and makes their implementation a priority for funding through Section 106 agreements with developers;
- develops a funding strategy to identify relevant grant and other funding streams and with our partners secure the resources needed to implement the actions set out in this report;
- contracts consultancy help where necessary to develop the actions needed to implement this strategy;
- takes action through the Council's network of partnerships and forums to enlist the support of the community for this strategy and to change environmentally unsustainable behaviours.

The redevelopment of Barking Town Centre

3. Barking and Dagenham will undergo huge changes in the next ten to fifteen years, as the tide of London's regeneration moves east through the Thames Gateway. These changes are likely to be seen first in Barking Town Centre. The Town Centre Framework Plan envisages a net gain of 4,000 new homes and a greater area and intensity of use than the current town centre.
4. The Council's vision for Barking Town Centre is for a vibrant, environmentally sustainable and well designed mixed-use centre, which will serve as the primary shopping and leisure activity centre for the residents of the borough and become a destination for visitors from other parts of East London. The new town centre will provide improved shopping, entertainment, cultural and learning facilities and play an important part in helping diversify the borough economy.

5. However, a busier and more crowded town centre will create the potential for greater stresses on the environment – more waste, more traffic and more noise and air pollution. An increase in housing will add to the borough’s impact on the environment, since more than a quarter of all CO2 emissions in the UK originate from the construction and occupation of homes. An environmental strategy for the town centre is needed to address these potential stresses and to achieve the Council’s ambitions for a development that is both a flagship programme and a shop window for the whole of the borough. It would enable us to:
- “design out” some of the additional environmental burden by making provision within new developments for cycling, waste recycling and use of renewable energy;
 - manage the environmental stresses created by a busier town centre;
 - help create a better quality of urban living for existing and new residents, visitors and businesses;
 - contribute to the economic regeneration of the town centre by creating an environment that can attract businesses and consumers;
 - and support better health for town centre residents by cutting down on pollution and promoting healthier lifestyles.

Statement of principles

6. To achieve high environmental standards in the town centre, the Council will use its powers as a planning authority, its ability to leverage government resources, its partnerships and consultative links with the local community and its role as a landowner and landlord. It will develop policies and projects to ensure that:
- resources such as energy and water are used more efficiently by town centre households and businesses;
 - a high proportion of energy needs in the town centre is met from renewable sources;
 - a greater proportion of household and business waste is recycled;
 - people are able to choose to walk, cycle, or use public transport to access facilities, in preference to travel by car;
 - air, noise and light pollution is minimised through high quality design standards and building techniques;
 - bio-diversity is maintained and where possible enhanced;
 - high quality public and green spaces will provide opportunities for meeting, entertainment and relaxation and act as a connecting grid for the town centre, linked in turn to other areas
7. We will develop policies and targets to achieve these aspirations from the proposals made by the London Mayor in his Spatial Development Strategy and associated strategies for energy, waste, air, noise, transport and biodiversity. These policies and targets should then be applied to new developments in the town centre as they come forward and to the renovation of existing council-owned properties.
8. In addition, as a practical and visible statement of intent and in line with the Mayor’s London Plan we will seek to develop an innovative, flagship example of sustainable living, on the lines of the Beddington Zero Energy Development, or the Millennium Village in Greenwich.

Energy efficiency and renewable energy

9. The “energy hierarchy” set out in the Mayor’s Energy Strategy states that essential energy needs should be met by applying energy efficiently; applying renewable energy; and optimising the efficiency of energy supply. We should seek to apply this test to new developments and to the ongoing refurbishment of Council stock in the Town Centre.
10. In order to improve energy efficiency we will need to set high standards for insulation and the use of good quality building materials to high standards of design and construction. This will also help minimise noise pollution, particularly important given the planned higher density of housing in the town centre and its promotion as a centre for leisure pursuits, such as bars and clubs. We should also consider whether to set a design energy consumption figure lower than the minimum standards set by the Building Regulations and appropriate SAP ratings for different kinds of homes in the town centre.
11. In line with the Mayor’s Energy Strategy, we should encourage and prioritise proposals to incorporate renewable energy sources, such as photo-voltaic or solar heating, in developments. To do this we will need to provide information and support to developers to encourage the use of embedded photo-voltaic generation (including on how to draw down the 50% subsidy available from Government) and on how to build solar water heating into developments at the construction stage. The Mayor’s Energy Strategy recommends that all new residential developments should make provision for 10% of the site’s energy needs to come from renewable energy sources: we should consider whether this or a higher target would be appropriate for the town centre.
12. Combined Heat and Power (CHP) schemes have had mixed success in the past, including in Barking and Dagenham, due to problems of cost and controllability. However, the technology has moved on and CHP schemes are now one of the most cost-effective ways to reduce energy waste. Major regeneration projects, such as the Elephant and Castle, have made provision for CHP and secured European funding to pay for it. The London Mayor has called for a doubling of CHP schemes in the capital. We should assess the feasibility of siting a CHP scheme in the town centre.
13. The Mayor has proposed that all street appliances should run off renewable energy sources, most probably solar power or photo-voltaic cells. The possibility of applying this policy in Barking Town centre is being investigated as part of a Public Realm and Movement Strategy.

Waste management and recycling

14. Households in Barking and Dagenham produce about 1.7 tonnes of waste per year. This is the highest figure in London, but historically the borough has had one of the lowest recycling rates in the capital – 2.5% in 2000-01, compared to the London average of 7.7% (and rates as high as 22% in Sutton). This is now changing, with a new contract signed with Shanks that will enable the borough to meet the London Plan’s targets of recycling at least 25% of household waste by 2005, 30% by 2010 and 33% by 2015. This will be achieved primarily by a bag collection scheme, rolling out to all the borough’s houses, including the town centre, by 2005/6.

15. Achieving high levels of recycling in the town centre will impose more difficult challenges. More households and busier retailers are likely to produce greater quantities of waste that will need to be collected and recycled or otherwise disposed of, in accordance with the borough's waste management and recycling strategy. The town centre also has a street market, which produces significant quantities of rubbish. A busier and more built-up town centre may need more regular collection of rubbish if it is to be kept clean and tidy. We should also look at the techniques currently being applied in Woolwich Town Centre to "design out" litter and seek to apply them to the redevelopment of the public realm in Barking.
16. The nature of the town centre development - predominantly high rise and flatted accommodation – may make a bag collection service impractical. To ensure that the town centre achieves recycling levels in line with the Mayor's targets, we should investigate the feasibility of policies to provide space within new and refurbished dwellings for recycling facilities, for example by providing different chutes or bins for different kinds of rubbish. A less desirable alternative would be to provide "bring" recycling facilities in safe, accessible, communal areas on-site.
17. Where it is not possible to include recycling facilities within developments, we should establish a network of recycling banks at frequently visited places, such as supermarkets, shops, schools and sites near main roads. We will aim to provide at least one site per 500 households, collecting at least mixed paper, metal cans, plastic bottles and catalogues and directories. The design of these facilities should be as unobtrusive as possible. We are investigating the feasibility of siting underground recycling facilities in the borough and will look at possible sites in the town centre. We should also seek to establish a composting scheme for the organic waste produced by the street market. This could in time be extended to cover domestic households.

Movement and transport

18. The quality of life and control of air and noise pollution in a busier, more built up town centre will depend to a significant extent on the success of measures to reduce car use within its boundaries. Barking is already well served by public transport and proposed improvements, such as the East London Transit scheme, should help limit the growth of car use in the town centre.
19. The Framework Plan for the town centre sets out measures to create a well-connected, safe, convenient and attractive environment in the town centre that encourages people to walk or cycle, and enriches their experience of doing so. It proposes to:
 - Establish Home Zones in the residential areas to the south of the town centre, with low speed limits and use pedestrianised areas and traffic management measures to give priority to pedestrians in the town centre wherever practical.
 - Open up the River Roding frontage and Abbey Green, with a greater range of leisure activities accessible from the town centre. Green corridors will encourage movement from the town centre to the river, Abbey Green and Barking Park.

20. We could complement the measures set out in the Public Realm and Movement Strategy by the provision of the necessary infrastructure to discourage unnecessary car use and to support pedestrian movement and cycling. Possible measures could include:
- Improvements to the street environment, removing barriers and obstructions that make it difficult or unsafe for pedestrians to use the street
 - Maintaining and managing footpaths in the town centre to ensure that they are kept in good repair, that signing is clear and informative, that graffiti, rubbish and clutter are removed, that they are adequately illuminated and, where necessary, CCTV installed for safety reasons
 - Planning policies to make provision in all new developments for good cycle access to the development and to install secure cycle parking facilities, whether private or communal.
 - Establishing a network of cycle paths throughout the town centre, with secure cycle parking facilities at strategic locations, including Barking Station. The cycle path network will be linked with initiatives such as the Green Grid Network being prepared for the Thames Gateway area.
 - The Council could also investigate the use of car sharing and car clubs, with a view to discussing with developers incorporating such arrangements into new developments.
21. These and additional elements could be brought together in a travel plan for the town centre, which would enable residents to make best use of Barking's existing and planned public transport links and help develop a sustainable transport ethos in the area. The Council could:
- explore ways to supply information on local public transport to local residents through a variety of methods and central sites, including the Library, Town Hall and Barking Station.
 - investigate with public transport operators the possibility of offering specific promotions and discounts.
 - encourage larger businesses in the town centre to draw up travel plans for their staff and encourage new business developments to adopt travel plans through planning conditions.
 - explore ways to integrate the town centre plan with the travel plans of local schools and businesses.

Bio-diversity and green space

22. In Abbey Green, Barking Park, Greatfields Park and the Town Quay, the town centre has important adjacent areas of green space. We want to increase use and enjoyment of these community resources, by:
- increasing the bio-diversity of the sites by “habitat enhancements” - creating wildflower meadows and planting native trees and shrubs;
 - Improving access and encouraging movement to and between them by making key routes into “green walkways” for pedestrians, especially between the Abbey Gardens and Town Quay;
 - Securing lottery funding through the Public Parks Initiative Programme for improvements to Barking Park
 - Opening up the Roding riverside area to pedestrians and leisure activities. We will seek to apply the Mayor’s “Blue Ribbon” principles to the use of the river and to preserve or enhance its existing bio-diversity in any riverside development.
 - Making Abbey Green an integral part of a cultural quarter in Barking that will also include the Broadway Theatre and other developments.
23. Abbey Green, Barking Park, Town Quay and a new green route along the River Roding will act as the “lungs” of a more densely populated and intensively used town centre. In line with the Mayor’s Biodiversity Strategy we will look for opportunities to use planning obligations and agreements to “green” the built environment in the town centre and increase its stock of bio-diversity. We will encourage the incorporation of new or enhanced habitat or design, such as “green roofs”, in significant new developments and the inclusion of features such as plants in courtyards, climbers on walls and window boxes. We should also seek to ensure that all new developments provide an adequate level of private and public open space for each dwelling.

Working with the community

24. Implementing our vision will also need the understanding and active involvement of the different communities in the town centre. We should:
- highlight environmental issues in any consultations relevant to the Town Centre;
 - highlight distinctive environmental features of the regenerated town centre in our promotion and marketing – this will help attract and retain the new residents we hope to attract into the town centre;
 - explore ways to enlist the support of businesses in Barking Town Centre (including the market traders), to minimise waste and to improve rubbish collection, recycling and composting, including by sponsorship schemes;
 - work with the town centre communities, through community based organisations and partnerships to ensure the town centre remains clean and green, for example by “adopt a recycling bank” schemes;

- run awareness courses and initiatives, including through local schools, and pilot incentive funding schemes, to minimise waste and ensure that recycling schemes are properly implemented;
- highlight the town centre’s distinctive environmental features in displays in public buildings, such as the Library and Barking Station;
- work with businesses to reduce their energy requirements, especially where a building is being refurbished.

Implementation of the strategy

25. Implementation will demand co-ordinated action from a range of Council departments, other public sector bodies, the private sector, voluntary and community groups, over a period of many years. To be successful we will need to:
- develop a clear vision for the environmentally sustainable development of Barking Town Centre, fully owned within the Council and communicated to partners;
 - build strong linkages and partnerships with key external players, steering activity in line with the aims of the strategy;
 - set high standards for energy efficiency, renewable energy, recycling and the provision of transport infrastructure in the town centre. Once adopted in legislation, the Mayor’s Spatial Development Strategy will form the baseline for this work, but we should also investigate the possibility of developing higher, borough-specific targets from the Mayor’s specific strategies, taking into account other environmental legislation and guidance that may be relevant.
 - embed standards and targets in planning policy, undertaking further policy work and consultation around the Interim Planning Guidance for the Town Centre, the new Local Development Framework and planning briefs for individual projects. These will apply to all projects, public, private, or partnership.
 - map the availability of government grants, EU funding and other sources of finance to help implement the strategy. We will need to work pro-actively both in bidding for EU funding and in assisting developers to make use of grants available to them;
 - develop clear and understood lines of accountability and decision making to ensure that action is properly co-ordinated across the range of Council departments and services involved in town centre regeneration. The Director Leisure and Environmental Services should act as an environmental “champion” in the Top Management Team to push this work forward.

Capacity building within the Council

26. The restructuring of the Council's regeneration activities, which is due to go to the Executive on 9 September, will create a new sustainable development team, with four new and additional posts. This will vastly increase the capacity of the Council to manage the environmental agenda. Capacity could be further reinforced by the development of practical tools to enable Council officers to steer individual projects in line with the strategy, the use of consultancies to bring in expertise where necessary, professional training for key officers and continuing contact with other boroughs that have experience or good practice to offer.
27. Work is already underway in the Housing and Planning departments to develop tools for the implementation of environmentally sustainable policies. A Pan-London Construction Guide will highlight best practice in sustainable construction from across London, set out regional, national and EU policy guidelines and explain how environmental sustainability can be integrated into new developments. A Sustainability Checklist will provide methods to assess the sustainability of development proposals and could be used to monitor the implementation of policy and strategy. An Information Matrix will set out for each policy relevant sources of information, examples of best practice in other London boroughs and set out available sources of grant funding.
28. These documents are intended for use by any Council officer undertaking town centre works. They will provide useful guidance but there may also be need to support them by appropriate professional training for key project officers, of the kind provided by many University faculties, as well as specialist environmental agencies. We should also continue to encourage contacts with other local authorities with relevant experience in this area.
29. As the Council has now strengthened its own capacity in this area, there should be no need for extensive involvement by consultants, particularly as consultancies do not necessarily strengthen a client's ownership of an agenda or ability to implement it. However, a limited and narrowly defined consultancy in the early stages of this work, could assist us in identifying technologies, actions or projects that can help achieve the objectives of the strategy. Preliminary discussions have already been held with two not-for-profit organisations, Bio-regional (the originators of the Beddington Zero-Energy Development and co-authors of *One Planet Living in the Thames Gateway*) and Sustainable Energy Action, who provide consultancy and installation services in renewable energy technologies. Both have a proven track record of working with local authorities.

Funding and financial resources

30. There are a wide range of schemes offering information, advice, or grant funding to support the uptake of renewable energy or energy efficiency technologies. Examples include the Energy Efficiency Best Practice Scheme, the enhanced Capital Allowances scheme (which encourages take-up of energy efficient technologies) and the Energy Saving Trust. The DTI "Clear Skies" scheme provides grants for photo-voltaic, wind and geothermal energy generation. We will need to map available provision, keep up to speed with schemes as they open or are closed down and ensure that this information is provided to developers working on Town Centre projects.
31. An expression of interest has been submitted to the Liveability Fund for resources to help improve the public realm in the town centre, by connecting up and enhancing the use of the area's existing green spaces. Very significant amounts of EU funding are also available for environmental improvements. Again, we will need to map what is available and be ready to make bids when opportunity presents itself.
32. *One Planet Living in the Thames Gateway* has calculated that building homes to the Eco-Homes "Very Good" standard would add about 2% to build costs. The Eco-Homes scheme does not cover as wide a range of measures as envisaged in this strategy and can only be used as a rough guide to possible costs. But the report did show that about half of the additional costs imposed by higher environmental standards could be offset by planning gain - allowing developers to increase development in exchange for meeting environmental targets. The rest of the extra cost would be passed on in higher prices for homes, but the report demonstrated that increased mortgage repayments could be more than compensated for by lower household expenditure on energy and water bills, transport and waste.
33. Higher environmental standards can be paid for by a combination of grant financing, developers' benefits and passing on costs to purchasers that will be offset by savings in other household expenditures. However, we will need to do further work to model the likely impact on land valuations of requiring developers to meet higher environmental standards. The Council may need to consider whether it is willing to accept lower land receipts in order to fund environmental enhancements and to make their provision a priority for Section 106 funding.

Monitoring and evaluation

34. Implementation of the strategy and action plan for environmental sustainability should be monitored by the Town Centre Strategy Group, as for other town centre projects. Appropriate indicators of achievement will be incorporated into the Balanced Scorecard for regeneration.

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THE EXECUTIVE

7th OCTOBER 2003

**REPORT OF THE DIRECTOR OF CORPORATE STRATEGY AND
THE DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES**

<p>SECOND ANNUAL REPORT OF THE REGENERATION STRATEGY, AN URBAN RENAISSANCE IN EAST LONDON</p>	<p>FOR DECISION</p>	
<p><i>This report seeks approval of the Annual Report of the Regeneration Strategy, which is submitted at the request of the Executive.</i></p> <p><u>Summary</u></p> <p>In November 2001 the Council's regeneration strategy, An Urban Renaissance in East London was published. The strategy set out a number of key actions, based on the Community Priorities, to regenerate the borough. Attached is the second Annual Report of the strategy. It sets out what steps have been taken to achieve the targets set out in the regeneration strategy, during the year from 1 April 2002 to 31 March 2003.</p> <p>Key achievements include:</p> <ul style="list-style-type: none"> • Dagenham Dock roads acquired by the London Development Agency • DLR extension to Dagenham agreed • Barking Town Centre recognised as important by external factors • Beacon Status for Transforming Secondary Education • Two parks gained awards - a Green Spaces award and an Open Spaces award • A new SureStart programme is running on Gascoigne estate. <p><u>Recommendation</u></p> <p>The Executive is recommended to agree the Annual Report.</p> <p><u>Reason</u></p> <p>The Annual Report of the Regeneration Strategy, an Urban Renaissance in East London will then be published and circulated to various partners Executive requested an annual reports on progress.</p>		
<p>Contact Officer: Jeremy Grint</p>	<p>Head of Regeneration</p>	<p>Tel: 020 8227 2443 Fax: 020 8227 2035 Minicom: 020 8227 2685 E-mail: jeremy.grint@lbbd.gov.uk</p>

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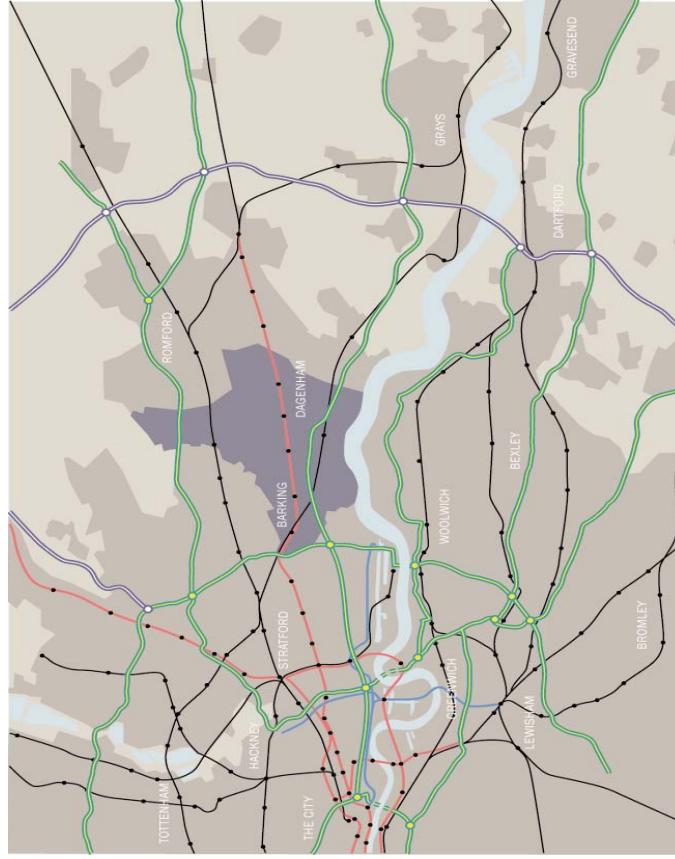


Annual Report of An Urban Renaissance in East London 2002 - 2003



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- 8 The Annual Report



Please note that text in blue boxes represents achievements.

Introduction by Councillor Kallar

I have pleasure in presenting this, the second Annual Report of the Regeneration Strategy, An Urban Renaissance in East London. It sets out all the activity undertaken to deliver the strategy from background planning to delivery within the financial year 2002/03.

Much work has been done to progress the actions set out in the regeneration strategy and various awards have been gained, including Beacon Status for Transforming Education.

I hope that you find this document useful.

Councillor Sid Kallar
Lead Member for Regeneration
October 2003



Introduction

Welcome to this, the second edition of the Annual Report of the Council's regeneration strategy, An Urban Renaissance in East London. In the strategy the Council made a commitment to report annually on progress towards the targets and objectives set out in the strategy.

This report sets out the progress made in 2002/2003 towards achieving the targets and objectives set out in the strategy. These key issues 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 transport links both within the borough and to areas of growth outside
- Building closer and better partnerships to deliver regeneration both within and outside the borough.

These themes were developed from the Council's Community Priorities and have helped set the agenda for regeneration.

This document features the steps the Council has taken and the developments it has made in the last year. These include:

- The completion of the Barking Town Centre Framework Plan
- Beacon Status for Transforming Secondary Education
- A new SureStart programme has started in Gascoigne ward
- Pathfinder Status for the teaching of modern foreign languages in primary schools
- The Mayor of London, Ken Livingston, announced his commitment to the development of the East London Transit
- Two awards were secured for parks in the borough – a Green Flag award and an Open Spaces award

Major Successes in the Areas of Opportunity

London Riverside

London Riverside extends across six square kilometres along the Thames from Barking Creek to the edge of Greater London. It contains some of London's most important development sites including, Dagenham Dock, South Dagenham and Barking Reach.

Dagenham Dock

Progress on the development of Dagenham Dock as a 'Sustainable Industrial Park' (SIP) continued throughout 2002/03. The Park aims to be an innovative cluster of environmental businesses and a show case for how tackling London's

environmental challenges can deliver a good range of jobs and physical regeneration.

New Planning Guidance was consulted on and formally adopted by the Council.

Dagenham Dock's privately owned and poorly maintained roads have long been a barrier to investment. A major leap forward in the regeneration of Dagenham Dock has been the purchase by the London Development Agency of a number of these roads. The Agency will work with the Council on getting funding to carry out a full upgrade of Dagenham Dock's infrastructure.

The Centrepiece of the SIP is the Environmental Technology Resource Centre for London. The Centre will showcase environmental technologies and offer demonstration and research and development opportunities. A Business Case and Development proposal has been produced for moving forward the project.

South Dagenham

Last year saw a major public consultation exercise on four different proposals for the former Ford land between the old and new A13 which is now owned by the London Development Agency (LDA). The 'Ambition for South Dagenham' project is continuing with the best elements from the proposals being developed further with the backing of new transport and finance studies.

The LDA continued to purchase properties at Chequers Corner in advance of a Compulsory Purchase of the site.

Demolition of the Paint Trim and Assembly Plant commenced starting the transformation of the area.



Barking Reach

This year saw further important preparatory work on Barking Reach, clarifying the overall vision for the project, advancing the planning process and continuing work to remediate the site.

The Mayor's Draft London Plan set out a vision for a more sustainable city, in which developments would seek the highest possible intensity of use in order to meet London's chronic housing shortage and protect the capital's green spaces. Work by the Council and English Partnerships to clarify the implications of the Mayor's vision for Barking Reach, led to a decision to increase the eventual housing density on the site and aim for a new target of 10,700 homes.

Over 100 new homes were completed, of which 56 were social housing. By the end of next year almost 900 homes will have been completed on Barking Reach since work commenced.

Planning consent was agreed for zones 6, 7 and 8 in the area south of Thames Road. This will see a further 88 units built over the coming year.

The Council agreed to seek the transfer of land to provide a new Primary School and community facilities serving the newly completed housing on the second phase of development.

The year also saw continuing remediation to prepare the site for future development, using the spoil from construction of the Channel Tunnel Rail Link.



Barking Town Centre and the River Roding Area

Various consultation events have been held including:

- two stakeholder workshops (June and October '02)
- a Focus Group (February '03), and
- a consultation Newspaper (January '03)

The Framework Plan for the development of the Town Centre was agreed by the Executive in March '03.

Planning Guidance based on the Framework Plan is being developed and will be ready in Autumn '03.

An Action plan has been produced for 2003/04 and was agreed by the Executive in March '03.

Planning consent was obtained for the St Ann's housing development on Gascoigne estate in March '03.

A Development Brief for the Bloomfields, Cleveland's, Wakerings/Tanner Street/Foyer site was written in Spring '03.

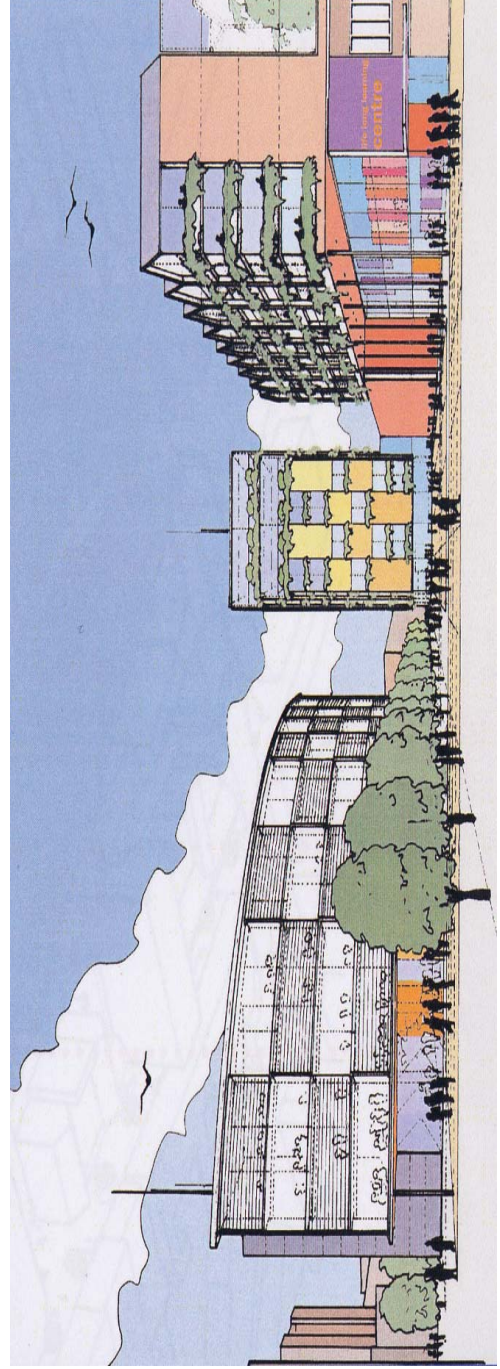
Bus priority measures have been implemented in the station forecourt area.

A planning application has been submitted for a Furlong Homes development on Abbey Road.

A Station area strategy is being developed.

A Public Realm strategy is being developed.

The Realto Homes Hewitt's Quay development is nearing completion. The first phase of completed properties are now being sold.



Key Education and Skills Successes

“We believe that education is the key to our future.

High levels of achievement at all stages of education are the norm supporting the higher aspirations of residents, particularly in terms of their employability and earning power.”

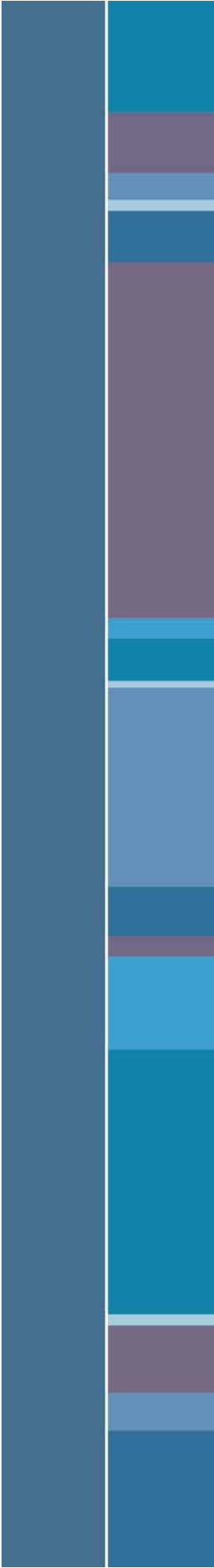
This was our mission statement for education and skills. In the last year we have achieved:

Raising standards in schools

The Council continued to participate in all national initiatives to raise standards in schools and has received Beacon Status for transforming secondary education, and Pathfinder Status for the teaching of modern foreign languages in primary schools.

The Council has become one of only three local authorities in the UK to be chosen to participate in the Test Bed project funded by the Department for Education and Skills. Test Bed will seek to raise standards in schools by providing an unprecedented level of IT provision and infrastructure in schools and to pupils. Barking Abbey, Eastbury and Warren secondary schools have been chosen to take part in the Test Bed pilot.





Improvements in Basic Skills

The Council has started courses to improve Basic Skills as one of only three London local authorities to be part of the Government's 'Embedding Basic Skills in Local Authorities' project.

The Council successfully bid for funding from the Learning and Skills Council to enable 85 tutors to be upskilled in teaching Basic Skills.

Providers of Basic Skills in the borough have been united through the provision of co-ordinated training opportunities. The Council received national acclaim for this development.

Lifelong Learning

£3m funding was secured from the Sustainable Communities Fund to build the Barking Lifelong Learning Centre. The centre is a key element in transforming the Town Centre and will provide a state-of-the-art, centrally located facility for all aspects of lifelong learning.

Further Learning Opportunities

Neighbourhood Learning Centres are now up and running in Marks Gate and Parsloes areas.

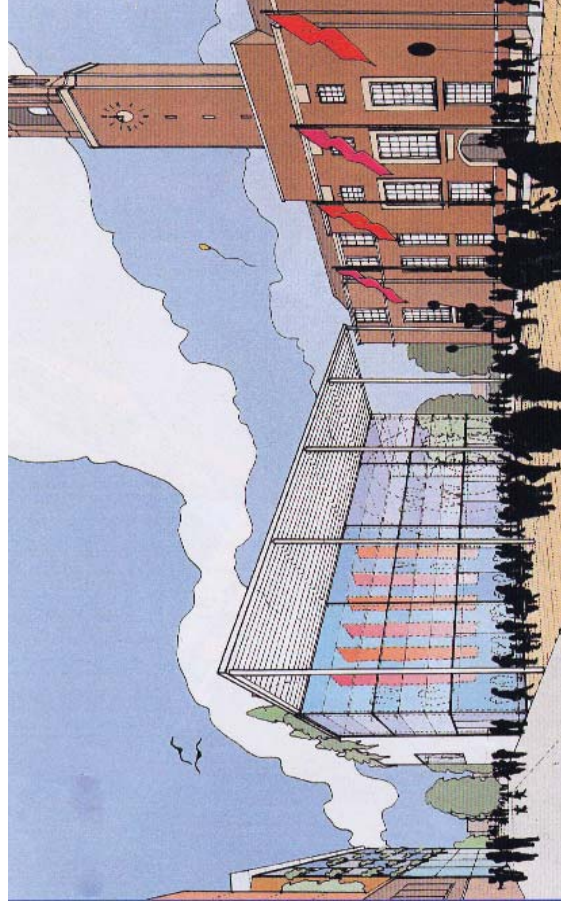
The Council continued to promote access to the labour market by residents who are currently excluded from it. Funding was secured from the London Development Agency to improve the employment prospects for 35 ESOL (English for Speakers of Other Languages) learners and to improve the quality of ESOL training in the borough.

The Council continued to support the University of East London (UEL) to widen access to higher education for young people and adults, establish mentoring programmes for undergraduates and to support sixth form students in their studies.

Indicators

The 2001 Census shows that 10% of residents now hold degree level qualifications – up from 3.5% in 1991.

There has been a 28% increase in the number of 18–21 year olds gaining a place at University.



Key Local Jobs and Business Successes

“The borough is striving to create a 21st century economy providing the appropriate space and environment for new and existing business to flourish.”

This was our mission statement for local jobs and business. In the last year we have achieved:



Social Enterprise

The social enterprise, Renew Friends, is now established in Barking and Dagenham. It is a training resource and intermediate labour market enterprise that is funded through the European Regional Development Fund and the London Development Agency.

A local social enterprise network is being established with four meetings having been held to date.

The council is seeking the establishment of at least one social enterprise champion post.

Green Business

The first business case for the development of a Green Business Park at Dagenham Dock has now been developed. As a result of the work being done in the Dock area a number of recycling and associated “green” companies are expressing an interest in locating there.

An Environment Business Action project is now established to encourage businesses to become more environmentally friendly.

Business Development

The “Lean Manufacturing” programme which is an integral part of the Centre for Engineering and Manufacturing Excellence work is now running.

The 1–2–3 project whose remit is to support local business, is now well established with a significant representation from LBBD companies.

The London Development Agency has funded a pilot programme in the Riverside area to encourage innovation.

Work on the roads in Dagenham Dock is now being commissioned by the London Development Agency

The council is seeking to use planning–gain law to kick–start the development of new business starter units.

Key Housing Successes

“The borough intends to improve the quality and availability of housing opportunities which are available to all sections of the community. This will ensure that all residents have a decent home and living environment which will support Barking and Dagenham’s social and economic regeneration.”

This was our mission statement for housing. In the last year we have achieved:

Strategic Plans

The Framework plan for Barking Town Centre, which has ambitious targets and design criteria for new homes, has been agreed.

A preferred Registered Social Landlord Panel (RSL) has been established.

A Local Housing Company, the Barking and Dagenham Housing Association, has been established with four Councillors and four tenants on its board.

The best elements of the four proposals for the ‘Ambition for South Dagenham’ project are being further developed with the backing of new transport and economics studies.

Consideration has been given to setting up a Housing Regeneration Company for delivery of affordable homes and social regeneration throughout Barking Town Centre.



New and Aspirational Homes

In line with the Barking Town Centre Framework Plan the redevelopment of the Clevelands, Bloomfields and Wakerings has introduced a new innovative scheme that reproduces street pattern, and takes maximum advantage of its location close to the Town Centre transport hub.

Land disposal sites in Dagenham are being developed for both affordable and market price homes.

Further work is being developed for the renewal of London Road/North Street.

A flexible tenure scheme is being pursued for the Linsdell Road site.

Improving Existing Stock

The Barking Town Centre Framework Plan and Delivery Plan have been produced and they identify all key housing development and Estate regeneration areas.

The Council is continuing to research options for the major regeneration of Gascoigne Estate.



Key Transport Successes

“A variety of good efficient clean transport is a key driver in regeneration and economic success as well as improving the local environment.”

This was our mission statement for transport. In the last year we have achieved:

Improved Public Transport

The London Mayor, Ken Livingston, announced commitment to Phase 1 of the East London Transit in May '02. The route is set to be operational by 2006.

Docklands Light Rail have identified their preferred eastward extension from Gallions Reach and are continuing with feasibility work.

Bus priority measures have been implemented in the station forecourt area.

Links to Wider Networks

Lobbying work is continuing on securing new public transport links.

Improved Access for Business

Work on the roads in Dagenham Dock is now being commissioned by the London Development Agency following their acquisition of them.

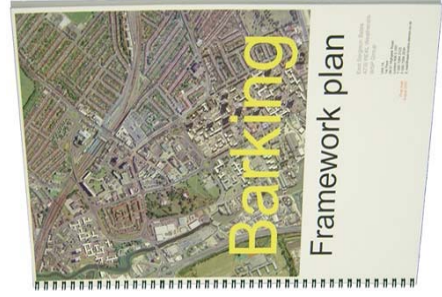


Annual Report of An Urban Renaissance in East London

Key Distinct Environment Successes

“One of the key ingredients of this strategy is to create an environmentally distinct area where accessibility is seen as a high priority and Barking and Dagenham is recognised as an area with high standards of design and architecture.”

This was our mission statement for a distinct environment. In the last year we have achieved:



Strategic Planning

Phases 1 – 6 of the Council's Parks and Green Spaces strategy has been completed.

Funding

Council Capital Funding of £5 million has been secured (2005 – 2008) to match fund the projects set out in the Parks and Green Spaces strategy. The strategy has been recognised as best practice by the Greater London Assembly and the Urban Parks Forum.

Capital funding has been secured (£687k for financial year 2003/04) for Phase 3 & 4 of the Beam Valley Country Park. The secured funding is a mix of Council Capital and S106 funding. External funding is still being sought.

Council Capital funding has been secured (£300k) for the Park Playgrounds Programme (King George V, Castle Green & Central Park).

New Proposals

Stage 1 application submitted for Barking Park and Stage 1 application currently being prepared for Barking Abbey.

Awards

A Green Flag award has been secured for Eastbrookend Country Park and an Open Spaces Management award (ILAM (Institute for Leisure and Amenity Management)) for Newlands Park.

Innovative Designs

Urban Design Consultants have produced a Framework Plan for Barking Town Centre, which was agreed by the Executive in March 03.

A13 Artscape

The Two Cones and Hedgefields at Goresbrook Junction were completed in August 2002.

Work on Goresbrook Park is ongoing and is to be completed in May 2003.

The refurbishment of Gale Street Subway and Charlton Crescent subway has commenced and will be completed in winter 2003.

Neighbourhood Renewal

“Our citizens have the right to expect high quality health and social care when they need them. Our vision is for people to live as long and healthy lives as possible.”

This was our mission statement for health and social care. In the last year we achieved:

Healthy Living

A food and nutrition co-ordinator has been appointed to work with the SureStart schemes to offer advice, information and cooking classes to improve awareness of adult and children's dietary needs. In addition, there are two pilot primary school breakfast clubs operating in the borough, which offer healthy breakfasts and the opportunity for pupils to learn more about health issues affecting them. It is anticipated that this scheme will be run out to more schools on a borough-wide basis. The Smoking Cessation Unit have joined up with Leisure's Fit For Life – Exercise on Prescription initiative to increase their outreach work in the borough. The programme will offer advice and assistance for people who wish to give up smoking, while improving their general health and fitness with the aim of reducing their risk of heart disease and other smoking related illnesses.

The Healthy Help project around improving primary care services is still developing in the borough and aims to work with all GP surgeries. The Interim Care Facility mentioned previously also aims to work with the elderly minority ethnic population, particularly in Abbey ward to enable

the service to be more informed of their specific needs.

Improving Services

An interim care facility is being built on the former Grays Court site in Dagenham. The facility will provide care for older people and help to reduce hospital readmissions and emergencies and also aims to improve the numbers of older people able to remain in their own homes for longer.

Reducing Teenage Pregnancy

The teenage pregnancy group has undertaken various activities to help improve sexual health and teenage pregnancy services in the borough. These include skills development for young mothers and peer education training. A study on contraceptive advice and access will take place in 2003. The development of a logo and guidance for young people friendly services, developed in conjunction with local young people, will be finalised and launched in September 2003.



Neighbourhood Renewal

“In order for regeneration to be a success and for residents to optimise the benefits that may occur, we need a flourishing community where many people are supported to be active.”

This was our mission statement for community initiative. In the last year we have achieved:

Strategic Planning

The Neighbourhood Renewal Strategy was published in August

Under 5's

A new SureStart programme is up and running in Gascoigne ward.

Young People

Young People are designing a web site on Gascoigne Estate to present to the local Community Forum.

Neighbourhood Initiatives

A Neighbourhood Warden Service is up and running in the Goresbrook, Village and River Community Forum area.

A Groundwork Trust has been established in the Borough.

Hard to Reach Communities

A Community Development Officer for Hard to Reach Groups is being recruited.

Extra efforts are ongoing to encourage under represented groups

to attend the Community Forums.

Community Involvement

The council worked in partnership with the Volunteer Bureau on Volunteer Week (summer 02).

A Community Development Trust has been set up in the Abbey, Gascoigne and Thames Community Forum area.

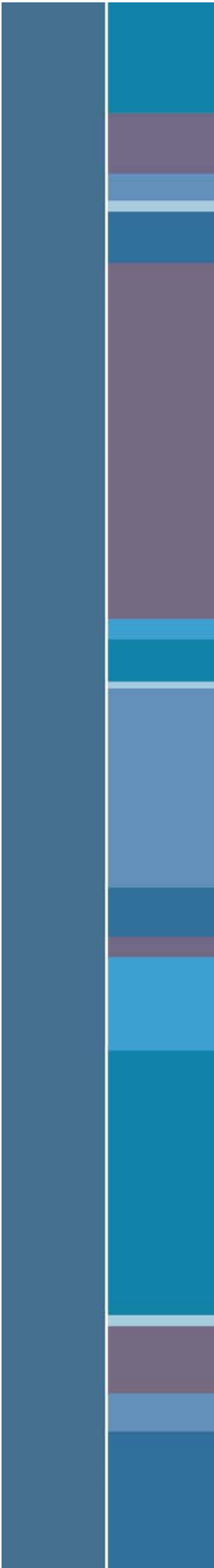
A Voluntary Sector funding event was held that featured presentations from organisations involved in funding the voluntary sector.

A consultation event, with a range of stakeholders, was held to discuss the Framework Plan for Barking Town Centre before it was put before the Executive.

Community Initiative

Two new community magazines, which are published quarterly, have been produced by local residents in the Parsloes, Becontree, Valence, and Abbey, Thames and Gascoigne Community Forum areas.





Related documents available on-line:

An Urban Renaissance in East London
Annual Report of An Urban Renaissance in East London 2001-2002
Annual Report of An Urban Renaissance in East London 2002-2003

www.barking-dagenham.gov.uk

This report was compiled by the Regeneration Team.

For further information please contact:

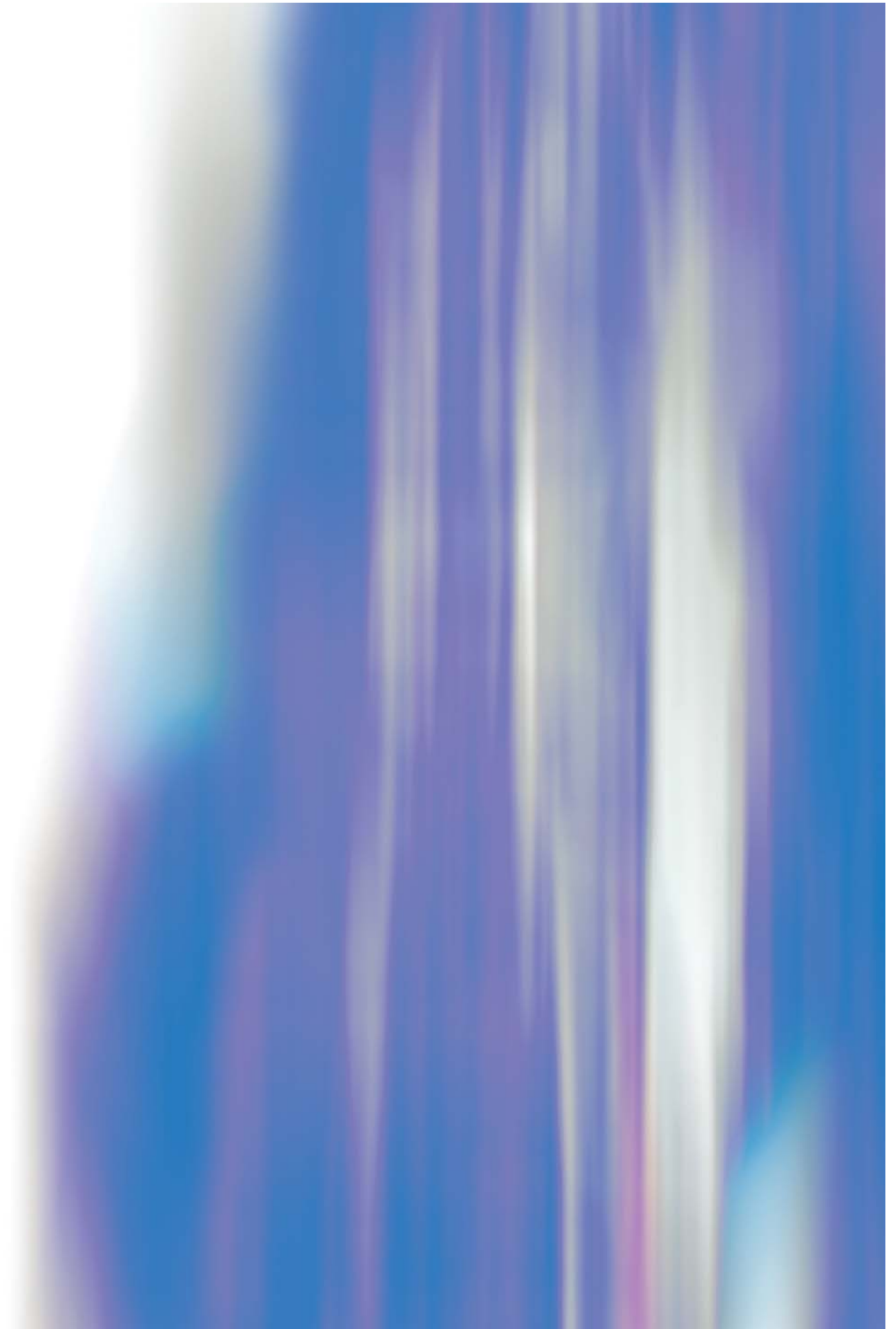
The Regeneration Team
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THE EXECUTIVE**7 OCTOBER 2003****REPORT OF THE DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES**

ATTENDANCE AT ANNUAL ECONOMIC REGENERATION CONFERENCE 2003		FOR DECISION
<p><i>This report seeks approval for attendance at conferences in accordance with the Council's Conference, Visits and Hospitality Rules, which states that the Executive must approve attendance.</i></p> <p><u>Summary</u></p> <p>The Executive is asked to agree representation at the Local Government Association's Annual Economic Regeneration Conference 2003.</p> <p><u>Recommendation / Reason</u></p> <p>The Executive is asked to agree representation by the Lead Member for Regeneration, Councillor Kallar and the Head of Regeneration, Jeremy Grint, at the Local Government Association's Annual Economic Regeneration Conference in Manchester, 17 - 19 November 2003 in order to promote the Borough's achievements and bring back examples of best practice.</p>		
Contact Officer: Jeremy Grint	Head of Regeneration	Tel: 0208 227 2443 Fax: 0208 227 2035 E-mail: Jeremy.grint@lbbd.gov.uk

1. Background

- 1.1 The Local Government Association's Annual Economic Regeneration Conference will be held in Manchester from 17 - 19 November 2003. The Conference is the most significant economic development event of the year and an excellent opportunity to network, promote the Borough's achievements and bring back examples of best practice to improve the Council's activities in the area of economic regeneration. Relevant sessions this year include the leadership role of councillors, supporting local business, tackling barriers to work, community regeneration and tackling the low skills, low wage economy.
- 1.2 The total cost to the authority is £1,318 and covers accommodation and travel for the two representatives, as well as registration at the event.

Background paperswww.lga.gov.uk

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THE EXECUTIVE**7 OCTOBER 2003****REPORT FROM THE DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES**

FUTURE OF LEISURE CENTRES: LEISURE FACILITIES NEEDS ASSESSMENT		FOR DECISION
<i>This report covers the setting of policy which is reserved to the Executive</i>		
<u>Summary</u>		
<p>Following the undertaking of a number of consultancy studies into the provision of Leisure Centre Services in Borough, which includes the demands and needs analysis of the Boroughs population based upon demographic information, a long-term plan has now been compiled.</p> <p>This report provides information with regard to provision of the leisure centres now and into the future and also outlines aims and policies for officers to work with to achieve this.</p>		
<u>Recommendation</u>		
<p>The Executive is recommended to agree that the objective is to provide good quality, efficiently run Leisure Services which meet the needs of local residents and visitors to the Borough and accordingly agree the aims and policies as set out in Appendix A and to set the levels of provision recommended in section 7 as the basis for service planning.</p>		
<u>Reason</u>		
<p>To assist the Council in achieving the Community Priorities of <i>“Promoting Equal Opportunities and Celebrating Diversity”</i>, <i>“Better Education and Learning for All”</i>, <i>Improving Health, Housing and Social Care”</i>, <i>Raising General Pride in the Borough”</i> and <i>“Regenerating the Local Economy”</i>.</p>		
<u>Wards Affected</u> - The entire Borough.		
Contact: Allan Aubrey	Head of Leisure & Community Services	Tel: 020 8227 3576 Fax: 020 8227 3129 Minicom: 020 8227 3034 E-mail: allan.aubrey@lbbd.gov.uk

1. Introduction

- 1.1 Since the original Needs Assessments of Leisure Facilities (McAlpine, Thorpe and Warrior) was conducted in 1999, a number of factors have to be taken into consideration. The Leisure & Community Services Division, working alongside Consultants (PMP), have updated the Borough's needs for leisure provision.

1.2 This Needs Assessment covers the following Sports and Leisure Facilities:

- Swimming Pools
- Health and Fitness Gyms
- Sports Halls
- Squash Courts
- Synthetic Turf Pitches

1.3 Within the Needs Assessment exercise, a full audit of all facilities within the Borough, and those in neighbouring authorities that impact on the Borough has been conducted. This includes Abbey Sports Centre, Dagenham Swimming Pool, and Wood Lane Sports Centre. Also in the Borough there are three dual use centres, Barking Abbey School Leisure Centre, Sydney Russell Leisure Centre, Warren Sports Centre and Robert Clack Sports Centre (anticipated opening in Jan 2004).

1.4 The outcome of the Needs Assessment study provides details of the leisure/recreational needs for the Borough for the next decade.

2. Strategic Context

2.1 In order to assess future requirements and to plan for the future research has been undertaken on a number of factors that potentially impact on service provision. These areas include:

- Local Demographic profiles
- Government Initiatives / Agendas
- National Sporting Bodies Plans
- Potential of London hosting the 2012 Olympics.

2.2 The findings of the feasibility study conducted by McAlpine Thorpe and Warrior in 1999 related to the development options for Dagenham Swimming Pool were also taken into consideration.

2.3 The complete report with details of all the Strategies relevant to this study by PMP is attached to this report (Appendix B).

2.4 Set out below are the major issues that impact on Barking and Dagenham.

2.5 The Government has laid down a number of crosscutting agendas which stress the importance of the provision of good quality and accessible facilities that will greatly assist in addressing.

- Young People
By providing services designed to appeal particularly to the 16 – 24 age group who are at particularly at risk of exclusion.
- Social Inclusion
By providing activities for people on low income, unwaged, members of ethnic minorities and others at risk of exclusion

- **Community Safety**
By providing diversionary activities for those at risk of becoming involved in criminal or anti-social behaviour and providing welcoming community space for members of the community to meet in safety
- **Lifelong Learning**
With the provision of informal learning spaces as well as a formal programme of life-long learning opportunities
- **Growth**
Finally, although not specifically a Government Agenda, the Borough is and will continue to be subject to regeneration, which includes increasing the population not only within the Borough but close to its boundaries. With an increase in the population, there will be an increase in demand for use of existing facilities and it highly likely that more facilities will be required to accommodate the needs of the community. Any additional facilities as a result of growth will be considered as part of the overall regeneration package and could not necessarily be funded by the Council.

2.6 Game Plan: A Strategy for Delivering Government's Sport and Physical Activity Objectives (2003)

This strategy was commissioned by the Government to assess how it could play a part in increasing participation and performance in sport. One of the recommendations, which is particularly relevant to Barking and Dagenham, is:

- **Grassroots Participation**
A wide range of initiatives are needed to encourage participation, particularly for the disadvantaged groups i.e. young people, low wage earners, woman and older people

Other recommendations from this report are:

- **High Performance Sport**
Improved development of talented sportsmen and women to allow them to reach the highest levels
- **Mega Sporting Events**
A Clear assessment of the benefits is needed
- **Delivery**
Re-evaluation of Government Finances is required. Less money should go to the bureaucrats and more to the end user.

The Governments main agenda is to increase participation levels of all people, with a particular focus on developing participation amongst the most economically disadvantaged groups in society.

2.7 The Amateur Swimming Association (ASA) National Facilities Plan (2002).

Within this plan, the ASA has set out a strategic network of facilities to help guide local authorities to make decisions when looking to locate new facilities and/or invest into new and existing facilities.

Barking and Dagenham is currently not listed within this plan, as the Borough does not have a swimming facility that meets the desired criteria, which is a 25 metre, 6 Lane pool, but a 25-metre 8-lane pool is preferable. The nearest 8 lane pools are at Edmonton and Barnet.

The ASA has set out a strong recommendation for every local authority to have at least, a 25-metre 6-lane competition pool.

2.8 Testing the Waters: The Sport of Swimming.

This report was conducted by the House of Commons Select Committee (January 2002) and was based on the existing provisions of swimming facilities within the Country at that time.

In brief the outcome of this report concluded that: -

- there is sufficient evidence to suggest that in England, the existing pools are struggling to meet the needs of the wide variety of users.
- there is severe shortage of 50 metre competition class pools.
- an objective should be set to have at least one 25 metre 8 lane competition pool in each county.
- there should be an increase in the number of 50 metre pools in line with the provision of other comparable countries.

Both the ASA and the Institute of Sport and Recreation Managers (ISRM) recommend that flexibility should be built into the design of all pools to allow maximum use by the whole community, i.e. moveable floors, bulkheads, booms etc.

2.9 Summer Olympics 2012.

Although as yet it would be fair to say that the sites for the main facilities will not be within the Borough, the proximity of Barking and Dagenham to the Lower Lea Valley will mean that the Borough could have a potential role to play in numerous support facilities.

Key criteria of all facilities developed will include ensuring that they provide a lasting and sustainable legacy for London and that they provide a catalyst for regeneration.

3. Current Sporting Trends

3.1 As well as the Government's and the National Sporting Bodies Agendas and Plan's further analysis has been conducted to assess the current trends. This provides a basis for determining the future demands for leisure facilities.

3.2 Full details of this study can be read in PMP Report (Appendix B). However, the salient points have been highlighted below.

3.3 Health and Fitness continues to be an expanding market and saturation within the next 4 years is unlikely. In fact in the future there will be a need to target the growing market of the over 55's which will represent a new market and potential further growth.

- Game Plan (Department of Culture, Media and Sport, 2003)
- Mintel (1999) Health and Fitness Report
- Leisure Database Company State of the Industry Report 2003 (from Leisure Report, January 2003)

3.4 Within Public Leisure facilities, the following findings have been made:

- Admissions have increased by an average of 3%.
- Approximately one in five consumers or their families visit a leisure centre once a week or more.
- In the past five years the cost has increased much faster than the retail price index, meaning that relative to other goods and services it has become much more expensive.
- Leisure facilities built within the 1960's and 70's have suffered from a chronic lack of investment.
- Refurbishment or redevelopment of these facilities should be a priority.
- The switching of DSO Operations into Not for Profit Trust and Companies limited by guarantee has the potential to offer local authorities cost reduction benefits.

4. Demographic Analysis

4.1 The following table presents an analysis of the demographics of Barking and Dagenham according to the 2001 Census. This provides a summary of the local market, which is an important consideration in the future of leisure provision within the Borough.

	Borough	Significance
Population	<ul style="list-style-type: none"> • total population of 163,944. 48% of the population is male and 52% female • there is a higher than average proportion of people aged under 16, 16 to 19 and 20 to 29 and, thus, a lower than average proportion over 30 	<ul style="list-style-type: none"> • Barking and Dagenham, although lower in population compared to other outer London boroughs, has a high population density and a large potential market • there is a young population and this section of the population tends to have higher levels of participation in sport

Ethnic Origin	<ul style="list-style-type: none"> 85.2% of the population is white compared to a national average of 90.9 % there is an above average proportion of ethnic minorities, especially Pakistani, Caribbean and African 	<ul style="list-style-type: none"> the specific needs of the ethnic minorities must be taken into account in the provision of leisure facilities to facilitate participation from these groups
Economic Activity	<ul style="list-style-type: none"> the percentage of unemployed people is higher than average at 4.5% compared to the national figure of 3.4% 	<ul style="list-style-type: none"> there is a higher level of unemployment, indicating the need for affordable sports and leisure facilities
Mobility	<ul style="list-style-type: none"> the population's mobility levels are lower than average with 37.9% of the population (compared to 26.8% nationally) not having a car and 17.1% (compared to 29.4% nationally) having two or more cars. 	<ul style="list-style-type: none"> mobility is below average, which emphasises the need to ensure that the facilities are well served by local public transport.

4.2 Further work has been conducted to assess the potential profile of Sport and Leisure for Barking and Dagenham analysing the tendencies of residents to take part in some of the main sports and leisure facilities. The following findings were made:

- In terms of the sports cover, only in football did the Borough's residents demonstrate a higher than average desire to take part.
- The residents have a lower than average desire to take part in swimming, squash and health and fitness.
- The percentage of the population that does not take part in any sport is above average. 38.7% for the Borough compared with 35.4% nationally.
- One of the reasons why residents are less inclined to take part could be reflective of the condition of some of the facilities in the Borough.

4.3 In addition to the above, there is also growth projected in the population as a result of the forthcoming developments in the Borough, including at Barking Reach and South Dagenham. It is anticipated that to cater for this growth the Council needs to adopt a strategy through the Town and Regeneration Planning process to ensure the provision of suitable and additional leisure facilities. One of the ways that this can be achieved is by the prudent use of Section 106 Agreement to secure funding to provide such facilities.

5. **Demand Modelling**

5.1 As the final part of this study, a full facility audit has been conducted. The audit covers the facilities listed below within the Borough and all other facilities within a three-mile radius. The full results can be read in the full PMP Report (Appendix B).

- Swimming Pools
- Sports Halls
- Health & Fitness Gyms
- Squash Courts
- Synthetic Turf Pitches

5.2 Of all the facilities listed, the demand for facilities is detailed below.

Swimming Pools

The demand assessment for the Borough and surrounding areas shows an oversupply of swimming pools of 1,280m² now and 1,232m² in 2005

Sports Halls

The demand assessment for the Borough and surrounding areas shows an unmet demand now (114 courts) and in the future (between 88 and 100 courts)

Health & Fitness Facilities

The demand assessment for the Borough and surrounding areas shows a large undersupply of health and fitness facilities. (At present 69 stations and in the future 65 stations)

Squash Courts

The demand assessment for the Borough and surrounding areas shows an unmet demand now (61 courts) and in the future (61 courts)

- 5.3 Although the facilities audit has been made on the current population, the regeneration within the Borough and the neighbouring Thames Gateway area will increase demand. The regeneration polices will therefore need to take into account the need to build and provide further sport and leisure facilities, both formal and informal.
- 5.4 Coupled with the above policy on regeneration the Council should adopt a policy ensuring greater community use of school facilities. This is strongly recommended and endorsed by Sport England and is one of the criteria of Lottery funding.

6. Financial Implications

- 6.1 There will be Capital and Revenue Implication of delivering the aims and policies set out in this report. These will need to be considered in the context of the Councils overall planning process and assessed against the overall demands for the available resources.

7. Conclusion

- 7.1 Having drawn together information from a variety of sources it is quite clear to see that if the Borough wishes to continue to develop and support the Community the following sporting facilities will be required to meet the future needs:

- As has already been identified in previous studies Dagenham Swimming Pool should be replaced. Even though currently there seems to be an over supply, with the demise of the UEL site and the possible impact of the Olympic bid a new facility in line with the ASA recommendations is advised.
- Along with Swimming Pools, Sports Halls are the most popular facility within Local Authority Centres. There is also an unmet demand within the Borough, therefore the borough should look to provide further facilities
- There is currently an unmet demand for Health & Fitness Facilities within the borough. To meet demand, the borough should look to increase and improve the number of existing facilities.
- There is an unmet demand for Squash Courts therefore the Borough should aim to at least maintain the quality and standard of the current provision
- As football demand within the Borough is higher than the national average the Council should look to increase the Service provision of quality synthetic turf pitches.

7.2 Finally, it should also be noted that as the Borough has a higher than average level of deprivation at present many of the facilities, particularly those operated by the private sector remain inaccessible to a large sections of the community. Therefore careful consideration should be made when pricing the costs of activities/facilities. In addition, there needs to be a greater encouragement of the private sector to provide discounted rates for facilities.

8. Consultation

The following people have seen this report and are happy with it as it stands.

Education Arts and Libraries
 Roger Luxton, Director
 Fiona Bevan, General Inspector-Physical Education

Corporate Strategy:
 Jeremy Grint, Head of Regeneration,
 Bill Coomber, Corporate Equalities and Diversities Advisor

Finance
 Julie Parker, Director of Finance
 Laura Williams, Acting Head of Finance LESD

Leisure and Environmental Services
 Gordon Glenday, Head of Interim Statutory Planning Division.

Background Papers

- Testing the Waters
www.parliament.uk/about/select/committee

- Reports by McAlpine, Thorpe and Warriar (consultants employed by the Council to investigate the options) entitled - Future Funding of Barking and Dagenham Leisure Services and Comparison of Long Term Costs of Renovating and Maintaining the Council's Indoor Leisure Centres Under Different Management and Funding Scenarios (1999)

Note: Some of the details in the above report are commercially sensitive, therefore publication is restricted. However, for Councillors reference copies have been provided in the Members' Rooms at the Town Hall and Civic Centre and individual copies can also be obtained from the Allan Aubrey.)

Aims and Policies for Sport and Leisure Facilities

1. Aims

- 1.1 Council will encourage the inclusion of Sport and Leisure facilities in all new regeneration projects, particularly where a large residential area is planned within the development.
- 1.2 The Council will encourage and assist local leisure and sport providers to increase the level of community participation at their facilities and particularly to assist in targeting under-represented groups with the aim of positive 'inclusion'. This could include providing information to the private operators' i.e. population statistics, providing activity sessions within the Centres via our Sports Development Unit, or perhaps entering into a 'partnership' with local leisure and sport providers to overcome some of the costs to assist in targeting under-represented groups.
- 1.3 Council will act as the facilitator of Public Leisure Facilities, which will include the provision of a new Centre to replace the ageing Leisure stock in Borough, i.e. Dagenham Swimming Pool and Wood Lane Sports Centre. Such a Centre should include facilities that both replace and assist in meeting the Borough's demand as laid out in the Needs Assessment Report (Appendix B). A new Centre should include the following facilities. However, it should be stressed that this is neither a definitive or exhaustive list.

Swimming Pool (25m x 6 or 8 Lane) with Teaching Pool
Sports Hall (4 Courts)
Fitness Suite
Dance Studio
Squash Courts
Floodlight Synthetic 5-a-Side Football Pitches
Children's Adventure Play Area
Licensed Bar and Cafeteria

2 Policy

- 2.1 All Council operated Education Dual Use Leisure Facilities must actively promote and positively encourage Community Use of their facilities. This should be reflected and clearly demonstrated within:-

- Relevant Business Plans for the facility and its operations
- Pricing Structures
- Programmes of Use
- Grant Applications

LEISURE NEEDS ASSESSMENT

**A
REPORT
BY
PMP**

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Appendices

(Note: Copies of the appendices mentioned in this report are available from Elaine Bevis if they are required)

Appendix A	Sport and Leisure Potential Profile
Appendix B	Facility Audit
Appendix C	Demand Models

5 AUGUST 2003

Introduction

- 1.1 In July 2003, PMP was commissioned by the London Borough of Barking and Dagenham (the Council) to produce a leisure needs assessment for the borough as the first stage of an analysis of the future of its leisure services.
- 1.2 This leisure needs assessment covers the following sports facilities:
- swimming pools
 - health and fitness gyms
 - sports halls
 - squash courts
 - synthetic turf pitches.
- 1.3 The purpose of this report is to:
- review the local and national strategic context
 - analyse current trends in the key sports
 - analyse the demographics of the borough
 - undertake an audit of all facilities outlined in 1.2 above. This audit covers both those facilities in the borough and those in neighbouring authorities that impact on the borough
 - map out and assess the demand for the sports facilities in the borough using PMP's in house *Mapping the Future*TM software
 - bring together all of this information and set out the leisure needs of the borough.

Strategic context

Introduction

- 2.1 This section reviews both the local and national strategic context for the sports facilities outlined above. This is an important exercise because it outlines the current aims and objectives relevant to these sport facilities at both a local and governing body and governmental level.

The Barking and Dagenham context

- 2.2 The London Borough of Barking and Dagenham is an outer London borough, bordered by the boroughs of Newham to the west, Havering to the east and Redbridge to the North West and the River Thames to the south. The resident population in 2001 was 163,944. This represents the second smallest population of all the outer London Boroughs. Only Kingston-upon-Thames (147,273) has a smaller population.

A Feasibility Study on Development Options for Dagenham Pool (McAlpine, Thorpe and Warrier Limited, November 1999)

- 2.3 In 1999, Barking and Dagenham Council commissioned a feasibility study to assess the options for the upgrading or redevelopment of Dagenham Pool and the rationalisation of Dagenham's public indoor wet and dry sports facilities.
- 2.4 The possible sites for development were:
- Dagenham Pool
 - Wood Lane Sports Centre
 - Robert Clack School.
- 2.5 Both Dagenham Pool and Wood Lane Sports Centre were considered to be ageing facilities that would require significant investment in the following two or three years to prevent their closure. Robert Clack School was the only secondary school in the borough without a sports hall, and urgently needed one to serve its large and expanding pupil roll, so was seen as another potential site.
- 2.6 Barking and Dagenham was ranked as the fifteenth most deprived local authority area out of 354 in England and Wales, and the worst of the outer London Boroughs. Net cost per swim or leisure visit, however, was one of the lowest in London and the Borough had a younger age profile than that of the UK as a whole.
- 2.7 A number of development options were proposed, including:
- a "do nothing" option
 - the refurbishment of the both facilities
 - the construction of a new wet and dry facility at either the Dagenham Pool or the Wood Lane Sports Centre site, with the other site being sold.
- 2.8 All of the proposed options also included the construction of a sports hall at the Robert Clack School site.

SECTION 2 – STRATEGIC CONTEXT

- 2.9 The “do nothing” option was not cost free as the Council faced remedial expense at both sites. Additionally, this would have had no appreciable impact on the level of either customer demand or satisfaction and was therefore not considered the best option.
- 2.10 A survey of 300 Dagenham residents demonstrated that:
- 43% of all residents, and 70% of 16 to 19 year olds, used leisure centres
 - the average frequency of use was 0.9 visits per week
 - 61% of residents felt it was necessary to upgrade Dagenham Pool, with 16 to 19 year olds the keenest to see improvements.
 - the new facilities most desired by residents included indoor children’s play (44%), a leisure pool (42%) and an improved health suite and gym.
- 2.11 The two most popular development options among residents were the upgrade of the existing Dagenham Pool or the development of a new wet and dry facility at the Dagenham Pool site, with the Wood Lane site being sold. The development of a new wet and dry facility at the Dagenham Pool site was also the most popular option among schools. Combining the wet and dry facilities on one site, either at Dagenham Pool or at Wood Lane, would also reduce the duplication of management costs, have the lowest on-going revenue subsidy and be more attractive to a PFI bidder than the other options.
- 2.12 The Amateur Swimming Association (ASA) has supported the plan to upgrade facilities at Dagenham Pool. The British Mountaineering Council felt there was a strong case for an indoor climbing wall, as there is no provision in the area and this is a fast growing and financially viable sport.
- 2.13 The catchment population within a 15 minute drive time of this part of Dagenham was 435,800. The Sportplan Facilities Planning Model based on Sport England’s demand and supply parameters suggested that current swimming usage of the Dagenham Pool was well below the predicted demand level. Wood Lane Sports Hall also attracted significantly below the predicted number of visitors.

National context

Introduction

2.14 The government has outlined a number of cross-cutting themes and agendas that the development of improved leisure facilities in Barking and Dagenham could help to address. These include:

- **young people** – by providing services and activities designed to appeal particularly to the 16 to 24 age group who are particularly at risk of exclusion
- **social inclusion** – by providing activities for people on low income, members of ethnic minorities and others at risk of exclusion
- **community safety** – by providing diversionary activities for those at risk of becoming involved in criminal or anti-social behaviour and providing a welcoming community space for members of the community to meet in safety
- **lifelong learning** – with the provision of informal learning spaces as well as a formal programme of lifelong learning opportunities.

Game Plan: A Strategy for delivering Government's sport and physical activity objectives (2003)

2.15 This strategy was commissioned by the Government to look in detail at how it could play its part more effectively in increasing participation and high performance in sport.

2.16 Recommendations are made in the following four areas:

- **grassroots participation:** a wide range of initiatives are needed, with a focus on economically disadvantaged groups, in particular young people, women and older people. These need to tackle all the barriers to participation (such as lack of time, cost, information or motivation) as well as failures in provision (poor coaches or facilities)
- **high performance sport:** there needs to be a better prioritisation of which sports are funded at the highest level; better development of talented sportsmen and women to help them reach that level; with funding streams and service delivery more focused on customer needs
- **mega sporting events:** there should be a more cautious approach to hosting these events. A set process for government involvement, including a clear assessment of the benefits is needed
- **delivery:** organisational reform and determining exactly what works are needed before the Government considers further increases to its investment in sport. Less money should go to bureaucrats and more to the end user. Public, private and voluntary sectors need to work together better towards a common goal.

2.17 The Government's overall objective is to increase the participation levels of all people and particularly focuses on developing participation amongst the most economically disadvantaged groups in society (ie, lower socio-economic groups, young people, women, older people).

National Strategic Swimming Documents

- 2.18 **Amateur Swimming Association's (ASA) National Facilities Plan (2002)** encourages sensible investment in the development of a strategic network of accessible, cost efficient, well designed and managed pools to cater for demand across swimming's various disciplines.
- 2.19 Within the facility plan, the ASA has set out a strategic network of facilities to help guide local authorities' decisions over investment into existing and new facilities. However, there are no existing pools in the borough that are listed in the plan as strategically significant along these criteria. The nearest 25 metre, 8 lane pools are at Barnet and Edmonton. However, the ASA has also outlined its desire for a 25 metre, 6 lane competition pool in every local authority and was supportive of the proposed redevelopment of Dagenham Pool.
- 2.20 The ASA recognises that the high costs of building, operating and maintaining pools, together with the major ongoing investment needs of existing facilities, means difficult decisions need to be taken as to where resources should be invested.
- 2.21 In November 2001, an evidence session, followed by a report from the House of Commons Select Committee **Testing the Waters; The Sport of Swimming** (January 2002), announced the following issues for consideration:
- historic swimming pools
 - the availability of swimming facilities in communities
 - the availability of facilities and training support for competitive swimmers.
- 2.22 The Select Committee received evidence allowing them to conclude that in England, 'pools are struggling to meet the needs of their wide variety of users and in particular there is a manifest paucity of 50 metre competition class pools'. An objective is to have at least one eight lane, 25 metre pool with adequate spectator support in each county, and to increase the number of 50 metre pools in line with provision in other comparable countries.
- 2.23 The Institute of Sport and Recreation Management (ISRM) and the ASA agree that any new pools that are built, including 50 metre competition pools, must have flexible designs to enable maximum use by the whole community. They advocate the use of moveable floors, booms and bulkheads to enable pools to be altered in size and shape as different users swim throughout the day. The Committee endorsed this view and see a case for investing in 50 metre pools, which will have these characteristics.
- 2.24 Both the ASA's strategy and the House of Commons Select Committee paper demonstrate the governing body and national government support for improving England's existing stock of swimming pools.

2012 Summer Olympics

- 2.25 In spring 2003, it was confirmed by Government that London would be bidding to host the Summer Olympics in 2012. The initial feasibility study carried out by Arup focused on the main competition venues for the Games being built in the Lower Lea Valley in East London, which is close to, although not in, the borough.

- 2.26 Although none of the sites for the main facilities (eg the stadium, 50 metre pool) identified at this stage is in the borough, the proximity of the borough to the Lower Lea Valley means that it has a potential role to play in terms of the numerous support facilities that will be needed for athlete training and preparation prior to the Games.
- 2.27 Key criteria for all facilities developed include ensuring that they provide a lasting and sustainable legacy for London and that they provide a catalyst for regeneration. The Government wants to ensure that there would be no 'white elephants' after the Games.
- 2.28 Thus, there is the potential for ensuring that any facilities developed in the borough in the future could play a role as a support facility for the 2012 Olympics.

Conclusion

- 2.29 The need for the refurbishment or redevelopment of the Council's key leisure facilities has already been identified in previous work.
- 2.30 The current strategic climate requires facilities that encourage participation from grassroots level up to elite performance level and that will encourage participation by all ages and sections of society. Furthermore, there are a number of opportunities, such as the 2012 Olympics and the ASA's National Facilities Strategy, which provide opportunities and a context for the future of leisure services in the borough.

Current trends in the main sports

Introduction

- 3.1 In this section, the current trends in health and fitness activities and in public sector leisure centre activities are analysed. This will allow some interpretation of future demand for these activities.

Current trends in health and fitness activities

- 3.2 Health and fitness continues to be an expanding market. We have drawn upon a number of surveys and reports in order to assess future market trends. The key findings are set out below.

Game Plan (Department of Culture, Media and Sport, 2002)

- 3.3 *Game Plan* is the national strategy for delivering the Government's sports and physical activity objectives. It recognises the growth in private health and fitness clubs over recent years: in 2001, there were 1792 private health clubs in the UK with 720 more in the planning stages, compared with a minimal number in 1980. Membership of private clubs has increased by 21% between 2000 and 2001.

Mintel (1999) Health and fitness Report

- 3.4 Mintel's 1999 report on health and fitness clubs states that the percentage of the population who are members of clubs has been increasing since 1994, and is likely to continue to rise. Attrition rates are also falling. In 1999, 14% of adults claimed to use some kind of health and fitness facility, with a further 21% suggesting that they want to in the future.
- 3.5 In 1999, 21% of British women and 17% of British men were classified as obese and these levels have risen over recent years. With around one in six adults thinking they should do a lot more about their health, and one third saying they should exercise more than they do, the predicted increase in obesity is likely to stimulate the health and fitness industry further.
- 3.6 The majority of health and fitness users come from the AB social group, and are between the ages of 20 and 44. 75% of users visit fitness facilities at least once per week, with over 65% of users visit three times per week.

Leisure Database Company *State of the Industry Report 2003* (from Leisure Report, January 2003)

- 3.7 The Leisure Database Company's fourth annual audit, *State of the Industry Report 2003*, sets out some of the latest research and thinking about the health and fitness sector. The report states that the industry has seen steady growth in 2002. The total membership of public and private health clubs has grown to 5.84 million, an increase of 9.5% on last year's figure of 5.33 million. Penetration rates in the UK, ie the percentage of people who use clubs, have also increased from 8.9% in 2001 to 9.9% in 2002. However, the UK still trails behind the 13.5% penetration rate in the United States as quoted by the International Health and Racquet & Sports Club Association in its *Profiles of Success* report.
- 3.8 Overall, the industry remains confident, with planning applications increasing by 60% between 2001 and 2002.

- 3.9 It has been predicted that the UK fitness club market is on the verge of saturation. However, many operators dispute this. Indeed, the Leisure Database Company's forecasts indicate at least four more years of continued growth.

Conclusion

- 3.10 PMP's view is that the health and fitness market is still growing. Saturation within the next three to four years is unlikely. Furthermore, as the proportion of traditional 25 to 44 year old gym users declines in line with UK demographic changes, there will be an increasing need to target the growth market of the over 55s. This represents a new market and potential for further growth.

Public sector leisure centre activities

Admissions

- 3.11 During the period 1997 to 2001, there was an 11.5% increase in the number of leisure centres and swimming pools across the UK. Admissions have also increased by 3%. This growth has been achieved in the context of a marketplace that has become more complex due to increased competition from the private health and fitness market.

Popular facilities

- 3.12 Swimming pools and sports halls continue to be the most popular facilities used by consumers visiting leisure centres, although there is evidence that their popularity is waning. The other most popular facility used in leisure centres is the fitness room, reflecting the fact that they have benefited from the fitness boom of the past decade, as well as the fact that leisure centres offer a pay and play option that the membership-based private clubs do not.

Visits

- 3.13 Approximately one in five consumers or their families visit a leisure centre once a week or more, with just over one in ten visiting fortnightly or monthly and nearly a quarter visiting less often than this. The remaining two fifths never visit a leisure centre. This is particularly the case amongst older people, who are markedly less likely than average to visit leisure centres.

Admissions costs

- 3.14 Aside from the provision/availability of facilities, probably the next biggest influence on the likelihood of consumers to visit a leisure centre or swimming pool is the cost. In the past five years the cost has increased much faster than the retail price index, meaning that relative to other goods and services it has become much more expensive. This has contributed, as well as increased spending on ancillary items, to an increase in overall consumer expenditure on leisure centres and swimming pools of 24% between 1997 and 2001.

Level of provision

- 3.15 Increase in the provision of leisure centres and swimming pools has reduced the average population in the leisure centres' catchment areas, thus helping to reduce overcrowding. However, traditionally leisure provision has been fairly low down the list of many local authorities' priorities. The results being that leisure centres built in the 1960s and 70s have suffered from a chronic lack of investment.

Private sector involvement

- 3.16 Although the number of private sector management contractors running public leisure centres and swimming pools has increased in the last five years, as a proportion of total sites, their involvement is still quite small, with most of the centres and pools being run by the in-house DSO. The switching of DSO operations into not-for-profit trusts and companies limited by guarantee has the potential to offer local authorities cost-reduction benefits.
- 3.17 This switch to not-for-profit trusts and companies limited by guarantee also has some disadvantages:
- it can result in a loss of control for local authorities
 - the lack of track record of any newly formed trust can make it difficult to secure financial support
 - the financial benefits depends on various issues such as property ownership and programming and as a result the savings for the council can occasionally be marginal.

Conclusion

- 3.18 The health and fitness industry has still not reached saturation and growth is predicted for the foreseeable future. This is important because health and fitness facilities form a key component of many leisure facility developments. There are also age groups, such as the over 55s, which have lower participation rates and present further opportunities for growth.
- 3.19 Public sector leisure facilities, such as sports halls and swimming pools, continue to be popular, although there are signs that this popularity is waning. However, the older age groups again have lower participation rates and so there is potential growth there. Many public sector facilities, which were built in the 1970s, are currently ageing, such as Dagenham Pool and Wood Lane Sports Centre, and the refurbishment or redevelopment of these facilities should be a priority.

Demographic analysis

4.1 The following section presents an analysis of the demographics of the local authority area according to the 2001 Census. This provides a summary of the local market, which is an important consideration in the future of leisure provision in the borough.

Population characteristics

Table 4.1 Population characteristics of Barking and Dagenham

	Borough	Significance
Population	<ul style="list-style-type: none"> total population of 163,944. 48% of the population is male and 52% female there is a higher than average proportion of people aged under 16, 16 to 19 and 20 to 29 and, thus, a lower than average proportion over 30 	<ul style="list-style-type: none"> Barking and Dagenham, although lower in population compared to other outer London boroughs, has a high population density and a large potential market there is a young population and this section of the population tends to have higher levels of participation in sport
Ethnic origin	<ul style="list-style-type: none"> 85.2% of the population is white compared to a national average of 90.9 % there is an above average proportion of ethnic minorities, especially Pakistani, Caribbean and African 	<ul style="list-style-type: none"> the specific needs of the ethnic minorities must be taken into account in the provision of leisure facilities to facilitate participation from these groups
Economic activity	<ul style="list-style-type: none"> the percentage of unemployed people is higher than average at 4.5% compared to the national figure of 3.4% 	<ul style="list-style-type: none"> there is a higher level of unemployment, indicating the need for affordable sports and leisure facilities
Mobility	<ul style="list-style-type: none"> the population's mobility levels are lower than average with 37.9% of the population (compared to 26.8% nationally) not having a car and 17.1% (compared to 29.4% nationally) having two or more cars 	<ul style="list-style-type: none"> mobility is below average, which emphasises the need to ensure that the facilities are well served by local public transport.

Sport and leisure potential profile for Barking and Dagenham

- 4.2 A sport and leisure potential profile for an area is calculated using data from Continental Research's Million Plus Panel. The profile is calculated using the entire Barking and Dagenham borough area and analysing the propensity of residents to take part in some of the main sports and leisure activities. A full breakdown can be found in Appendix A.
- 4.3 In terms of sports covered in this report, only in football did the borough's residents demonstrate a higher than average propensity to take part. Other sports in the area that had a higher than average propensity were motorcycling and angling.
- 4.4 The residents had a lower than average propensity to take part in swimming, squash and health and fitness.
- 4.5 It is also important to note that the percentage of the population that did not take part in any sport was above average (38.7% for the borough compared to 35.4% nationally).
- 4.6 These are, again, important considerations for leisure services because it shows the sports in which the residents are less inclined to take part. However, the reasons for this may be the condition or provision of facilities in the borough and so it could indicate that there may be additional demand if better facilities were available.

Facility audit and demand modelling

Facility audit for Barking and Dagenham

- 5.1 A facility audit has been completed as the first stage in the demand modelling for the following facilities in the borough:
- swimming pools
 - sports halls
 - health and fitness gyms
 - squash courts
 - synthetic turf pitches.
- 5.2 This audit not only covers the entire borough, but also all facilities within a 3 mile (5 kilometre) radius (called the *Buffer Zone*). It is important to include these facilities as they will impact upon the population in the borough (ie some of the residents in the borough will live within their catchment areas).
- 5.3 The full results of the facility audit can be found in Appendix B.

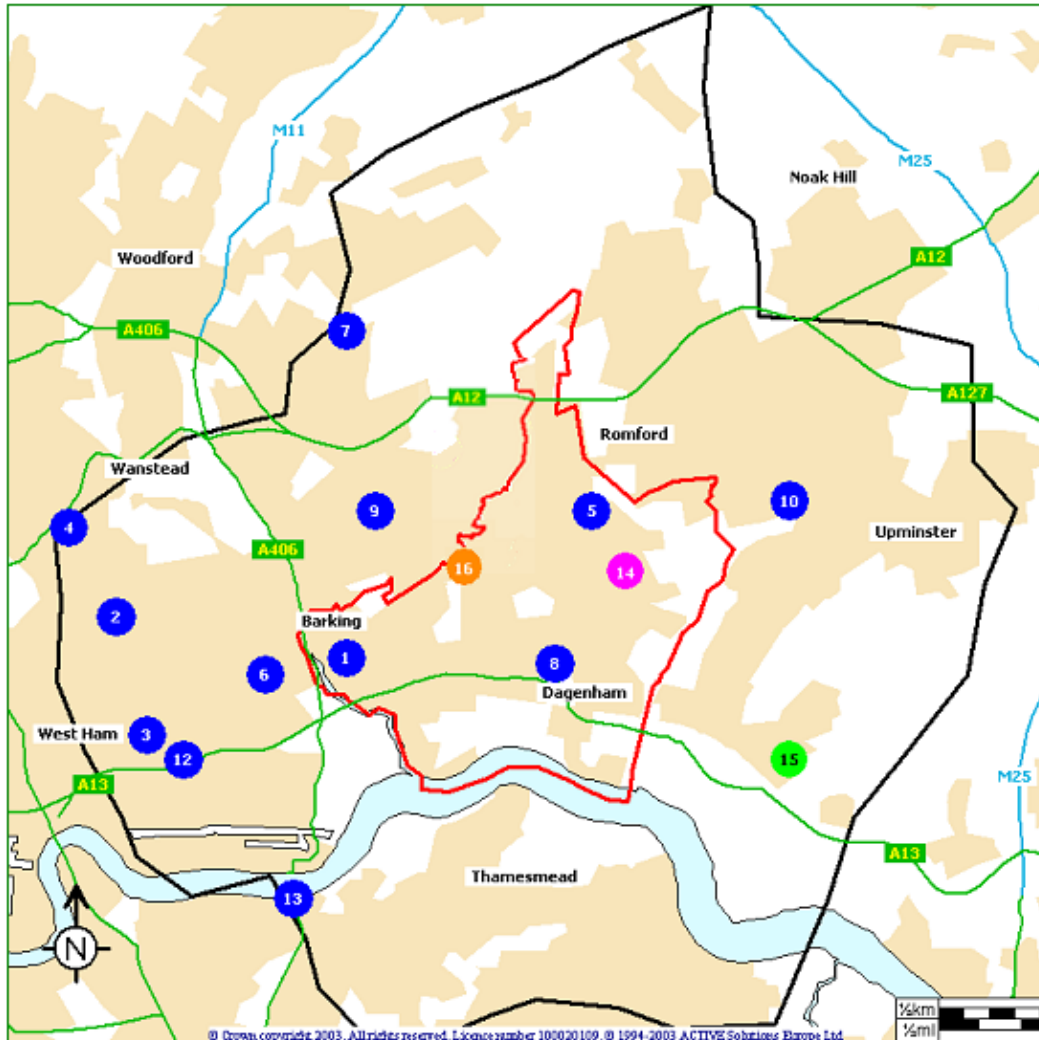
Demand Modelling

- 5.4 *Mapping the Future*[™] (*MtF*) modelling techniques and demand parameters have been applied to the findings of the facility audit in order to gain an indication of the level of any current surplus or undersupply of facilities and the need for, or impact of, any new facility developments. The full set of parameters and assumptions relating to the models are set out in detail in Appendix C.
- 5.5 For each of the facilities, two different scenarios were modelled.
- the first was for the borough alone, excluding any facilities in the buffer zone.
 - the second included the facilities in the buffer zone because the population does not stay exclusively in its own borough when taking part in leisure activities.







Facility audit and demand modelling results

Swimming pools

Figure 5.1 Map showing swimming pools in and around Barking and Dagenham



Key:

-  5km Buffer
-  Barking & Dagenham Borough Boundary
-  Public Facilities
-  Private Facilities
-  Dual-use Facilities
-  University Facilities

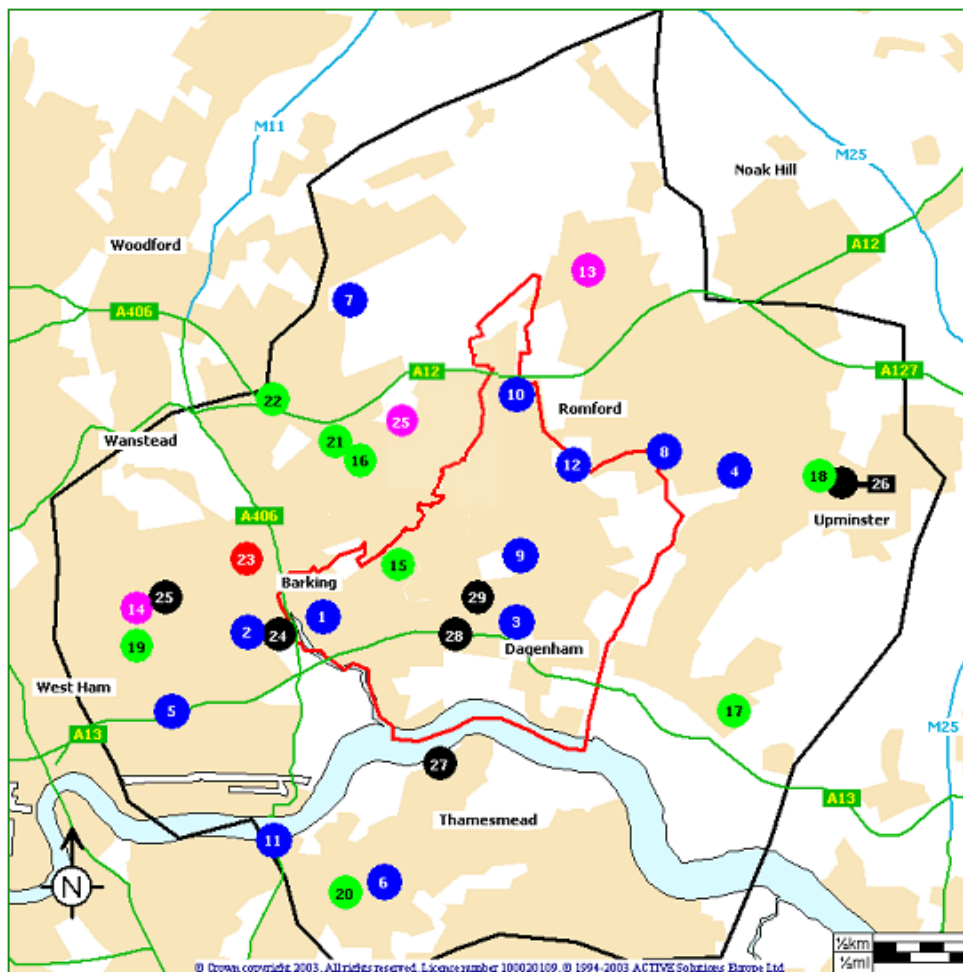
ID	Name
1	Abbey Sports Centre
2	Atherton Leisure Centre
3	Balaam Leisure Centre
4	Cathall Leisure Centre
5	Dagenham Swimming Pool
6	East Ham Leisure Centre
7	Fulwell Cross Swimming Pool & Rec Centre
8	Goresbrook Leisure Centre
9	High Road Swimming Baths
10	Hornchurch Sports Centre
11	Hornchurch Sports Centre
12	Newham Leisure Centre
13	Waterfront Leisure Centre
14	Golds Gym
15	Chafford School
16	University East London

SECTION 5 – FACILITY AUDIT AND DEMAND MODELLING

- 5.6 Five swimming pools were identified in the borough and a further 12 in the buffer zone. Of the five pools in the borough:
- three were public facilities
 - one was a university facility
 - one was private.
- 5.7 Of the 12 in the buffer zone, ten were public facilities.
- 5.8 The demand assessment shows a current oversupply of swimming pools within the borough of 558 m². It is predicted that this will rise to 589 m² in 2005.
- 5.9 The demand assessment for the borough and the buffer zone also shows an oversupply of swimming pools of 1,280 m² now and 1,232 m² in 2005.

Sports halls

Figure 5.2 Map showing sports halls in and around Barking and Dagenham



Key:

- 5km Buffer
- Barking & Dagenham Borough Boundary
- Public Facilities
- Private Facilities
- Dual-use Facilities
- Club-use Facilities
- Planned Facilities

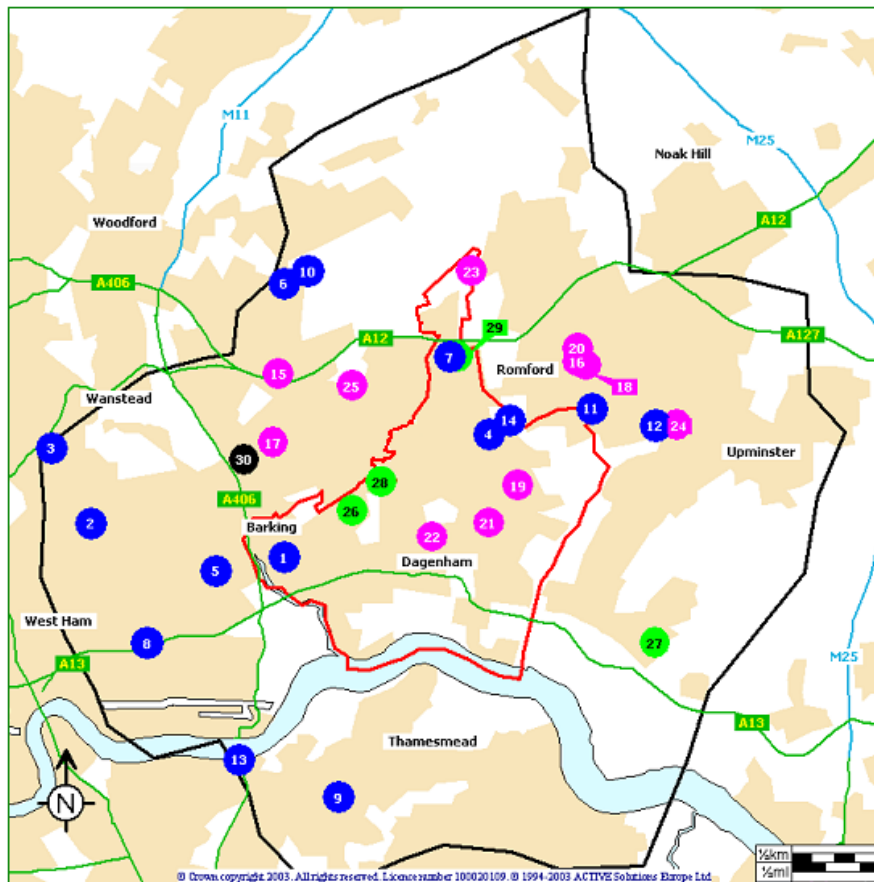
ID	Name
1	Abbey Sports Centre
2	East Ham Leisure Centre
3	Goresbrook Leisure Centre
4	Hornchurch Sports Centre
5	Newham Leisure Centre
6	Plumstead Sports Centre
7	Redbridge Sport and Leisure
8	Romford YMCA
9	Sydney Russell Leisure Centre
10	Warren Sports centre
11	Waterfront Leisure Centre
12	Wood Lane Sports centre
13	North Romford Community Association
14	St Bonaventures School
15	Barking Abbey School Leisure Centre
16	Canon Palmer Catholic School
17	Chafford School
18	Havering Sixth Form College
19	Lister Community School
20	Plumstead Manor School
21	Seven Kings High School
22	Valentines High School
23	Little Ilford Youth Centre
24	School Sports Centre
25	Sports Hall
26	Sports Hall
27	School Sports/Arts Building
28	School/Community Leisure Building
29	School/Leisure/Community Development

SECTION 5 – FACILITY AUDIT AND DEMAND MODELLING





- 5.10 Seven sports halls were identified in the borough. A further 16 were identified in the buffer zone. Of the borough's sports halls:
- six are public
 - one is dual use.
- 5.11 Six of the 16 in the buffer zone were public.
- 5.12 The demand assessment shows an adequate supply of sports halls in the borough at present, although taking into account the planned facilities, there could be an oversupply of eight courts in 2005. However, the model predicts that the most likely scenario is an adequate supply of sport halls in 2005 as well.
- 5.13 In the buffer zone, the model predicts an unmet demand now (114 courts) and an unmet demand in the future (between 88 and 100 courts).

Health and fitness facilities

Figure 5.3 Map showing health and fitness facilities in and around Barking and Dagenham



Key:

-  5km Buffer
-  Barking & Dagenham Borough Boundary
-  Public Facilities
-  Private Facilities
-  Dual-use Facilities

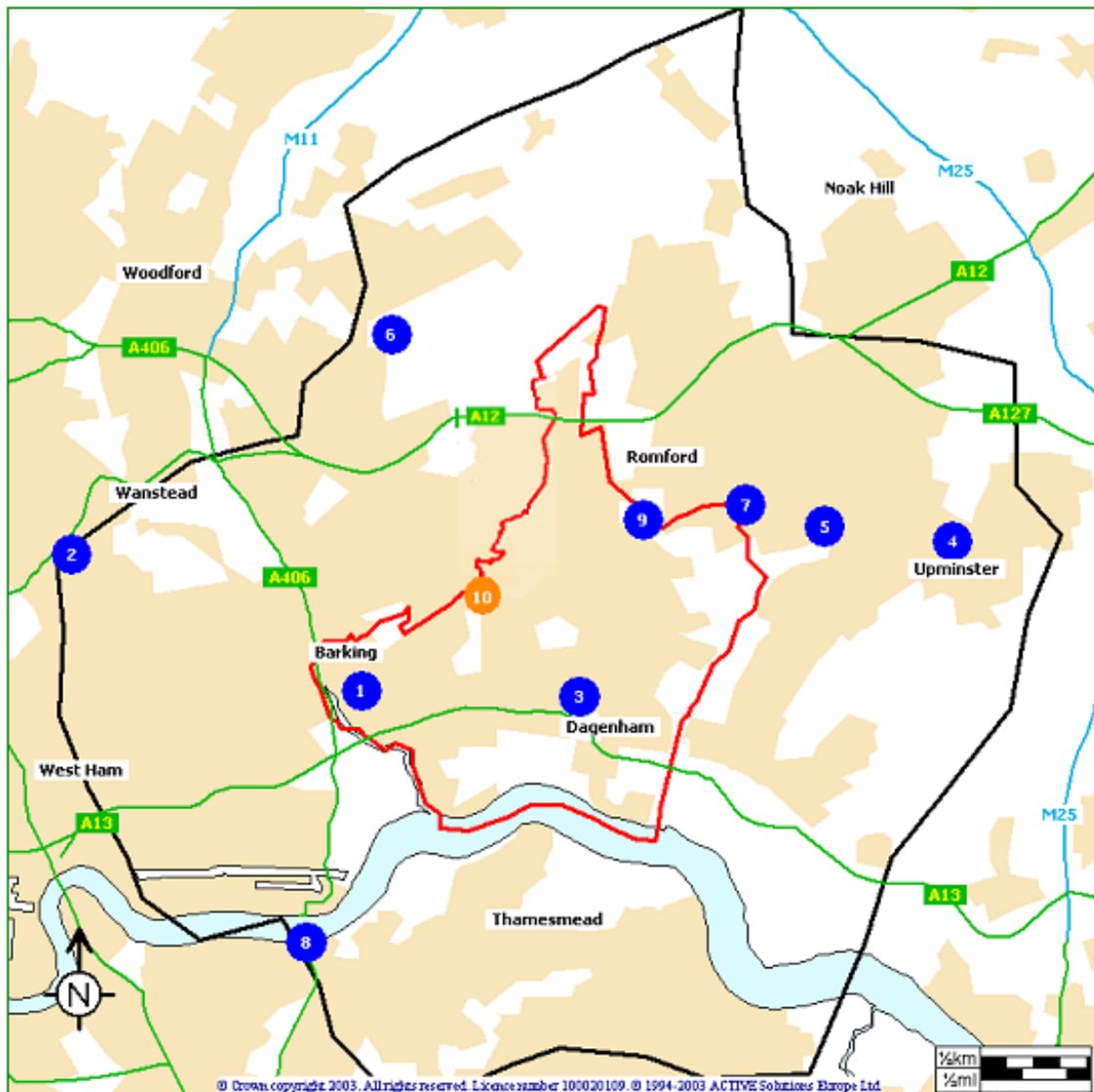
ID	Name
1	Abbey Sports Centre
2	Atherton Leisure Centre
3	Cathall Leisure Centre
4	Dagenham Swimming Pool
5	East Ham Leisure Centre
6	Fulwell Cross Swimming Pool and Recreation Centre
7	Goresbrook Leisure Centre
8	Newham Leisure Centre
9	Plumstead Sports Centre
10	Redbridge Sport and Leisure
11	Romford YMCA
12	Quantum (in Hornchurch Sports Centre)
13	Waterfront Leisure Centre
14	Wood Lane Sports centre
15	Apples Health and Fitness Centre
16	Esporta Health Club
17	Fitness First Ilford
18	Fitness First Romford
19	Golds Gym
20	Lady of America Fitness and Weight Loss Centre / KAV03
21	Peak Fitness Studio
22	The Body Factory (TBF)
23	The Gym / City Limits
24	The Origin
25	Warren's Gym
26	Barking Abbey School Leisure Centre
27	Chafford School
28	University East London
29	Warren Sports Centre
30	183 Flats/Supermarket

SECTION 5 – FACILITY AUDIT AND DEMAND MODELLING

- 5.14 Twelve health and fitness facilities were identified in the borough and a further 17 in the buffer zone. Of those in the borough:
- five are public
 - three are dual-use
 - four are private.
- 5.15 Of the 17 in the buffer zone, eight are public.
- 5.16 The demand assessment shows an unmet demand of health and fitness facilities in the borough of 69 stations (ie pieces of equipment). Taking into account population projections and planned facilities, it is predicted that this will fall to an unmet demand of 65 stations in 2005.
- 5.17 The demand assessment also shows a large undersupply of health and fitness facilities in the area including the buffer zone.

Squash courts

Map showing squash courts in and around Barking and Dagenham



Key:

- 5km Buffer
- Barking & Dagenham Borough Boundary
- Public Facilities
- University Facilities

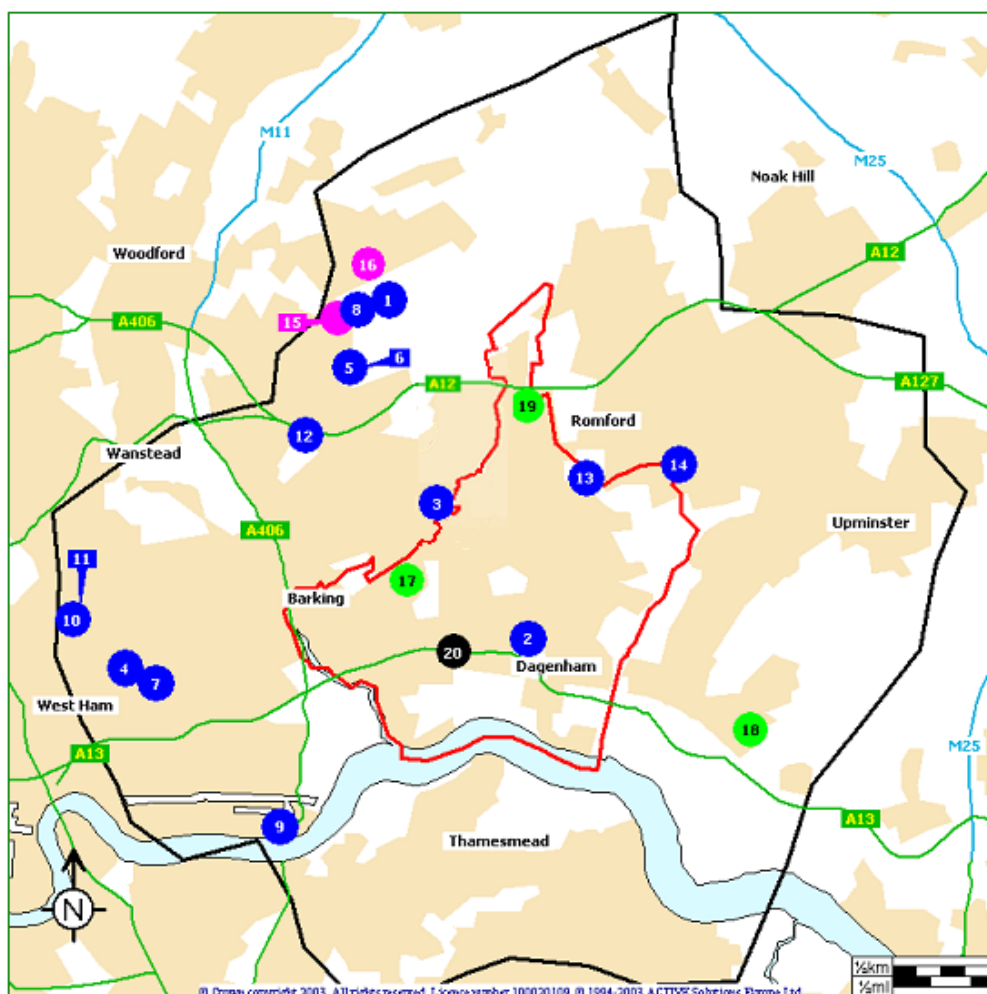
ID	Name
1	Abbey Sports Centre
2	Cathall Leisure Centre
3	Goresbrook Leisure Centre
4	Havering Sports Centre
5	Hornchurch Sports Centre
6	Redbridge Sport and Leisure
7	Romford YMCA
8	Waterfront Leisure Centre
9	Wood Lane Sports Centre
10	University - East London

SECTION 5 – FACILITY AUDIT AND DEMAND MODELLING

- 5.18 Five squash court facilities were identified in the borough and a further five were identified in the buffer zone. Of the facilities in the borough:
- four are public
 - one is a university facility.
- 5.19 All of the five in the buffer zone are public facilities.
- 5.20 The demand assessment shows an unmet demand for squash facilities in the borough of three courts. This unmet demand is predicted to be at the same level in 2005.
- 5.21 The demand assessment for the borough and the buffer zone shows a bigger unmet demand of courts of 61.

Synthetic turf pitches

Figure 5.4 Map showing STPs in and around Barking and Dagenham



Key:

- 5km Buffer
- Barking & Dagenham Borough Boundary
- Public Facilities
- Private Facilities
- Dual-use Facilities
-

ID	Name
1	Fairlop Oak Playing Field
2	Goals Dagenham
3	Goodmayes Park
4	Lister Gardens
5	Oakside Stadium
6	Oakside Stadium
7	Plaistow Park
8	Redbridge Sports Centre
9	Royal Victoria Gardens
10	Stratford Park
11	Stratford Park
12	Valentine Park
13	Wood Lane Sports Centre
14	YMCA Romford
15	Elmbridge Sports & Social Club
16	Lloyds Sports Ground
17	Barking Abbey School
18	The Chafford School and Sports Centre
19	Warren Comprehensive School
20	School/Community Leisure Building

- 5.22 Five STP facilities were identified in the borough and a further 14 in the buffer zone. Of those in the borough:
- three are public
 - two are dual-use
 - one is full-size, the rest being five-a-side pitches.
- 5.23 Of the 14 in the buffer zone, 11 are public and 10 are full-size.
- 5.24 The demand assessment for the borough shows a current unmet demand of full-size STPs of 1.5 pitches. This unmet demand is predicted to remain at the same level in 2005.
- 5.25 For the borough and the buffer zone, there is a current unmet demand of 2.7 pitches and, again, the demand is predicted to remain at this level in 2005.

Conclusion

- 5.26 It is important to stress at this point that the demand modelling exercise is one of the sources of evidence for assessing the leisure needs of any area. For example, it does not assess the quality of the facilities on offer, nor the views of local sports clubs and governing bodies.
- 5.27 Therefore, its results must be considered in relation to the strategic context and current trends in the relevant sports.
- 5.28 Having said this, this exercise has demonstrated the following:
- the supply of swimming pools in the borough is more than satisfactory
 - the supply of sports halls in the borough is adequate
 - there is an undersupply of health and fitness facilities, squash courts and full-size STPs in the borough.
- 5.29 Both health and fitness facilities and STPs provide significant income streams in new leisure developments.

Conclusion

6.1 This report has drawn together information from a variety of sources (strategic documents, demographic analysis, demand modelling, etc) in order to assess the leisure needs of the London Borough of Barking and Dagenham. As stressed in the last section, it is important not to consider any one piece of evidence in isolation, but to bring all relevant pieces together in making the final assessment. Thus, the needs for each sports facility covered are outlined below.

Swimming pools

6.2 The need to replace the borough's existing pools has been identified in previous work. It is acknowledged that Dagenham Pool is in a poor state of repair and 61% of residents felt it was necessary to upgrade it.

6.3 The Council is looking to improve the quality of its indoor wet facilities and the two most popular options amongst residents were the upgrading of Dagenham Pool or the redevelopment of the Dagenham Pool into a dual wet and dry facility.

6.4 In addition to this, swimming pools are still one of the most popular facilities at leisure centres. The ASA has also indicated that it would like to see at least one competition pool (25 metre) in each local authority and there is the potential for the borough to provide support facilities for the Olympics.

6.5 Although the demand modelling indicates that there is a more than satisfactory level of swimming pool provision in the borough, it does not take into account the quality of the facilities.

6.6 Therefore, the priority for the borough should be the improving of the quality of existing facilities through refurbishment or rebuilding, rather than the provision of additional pools.

Sports halls

6.7 Along with swimming pools, sports halls are the most popular facility in local authority leisure centres. The demand modelling for sports halls shows that the current supply is adequate (although only just so).

6.8 However, quality has, once again, been identified as an issue and the Council is already looking to rationalise and improve the quality of its public dry indoor facilities.

6.9 Therefore, the priority for sports halls in the borough, as with swimming pools, should be on improving the quality of the existing provision. However, as the supply was only just adequate and there was an unmet demand in the buffer zone, there is limited potential for providing additional facilities.

Health and fitness facilities

- 6.10 From the assessment, it would appear that there is an unmet demand for health and fitness facilities in the borough. The demand modelling indicates that there is an undersupply at present and predicts that this will remain in the future.
- 6.11 The Council is also looking to improve the quality of its indoor dry facilities and health and fitness facilities form and important part of them. Unsurprisingly, many of the health and fitness facilities in the borough are private. As the borough has a higher than average level of deprivation, many of these facilities may remain inaccessible to a large proportion of the population, although this is dependent on pricing.
- 6.12 Finally, it is predicted that the health and fitness market has not yet reached saturation and will continue to grow. There are also sectors of the population, eg the over 55s, whose participation levels are still low and so it would appear that there is still unmet demand.

Squash courts

- 6.13 The demand modelling indicates that there is a small undersupply of squash courts in the borough and a large unmet demand in the wider area. However, this must be considered alongside the fact that squash is a sport that has been declining in popularity in recent years and the sport and leisure potential profile for the area showed a below average propensity of the borough's population to play squash.
- 6.14 Although ultimately dependent on the views of the users, it appears that the provision of additional new courts in the borough is not a priority. However, it is important that the quality of existing provision is maintained.

Synthetic turf pitches

- 6.15 The demand modelling indicated that there is a small undersupply of full-size STPs in the borough. However, the supply of five-a-side areas is better (four sites in total). Football is one of the sports for which the borough has a higher than average propensity to take part (22.2% compared to 19.7% nationally). As football is one of the main users of STPs, it would appear that there is a need for additional pitches bearing in mind the standard set down by Sports England is one STP for every 60,000 within a 20-minute off-peak drivetime.
- 6.16 The preceding summary outlines the leisure needs for the London Borough of Barking and Dagenham. One final point that is worth highlighting is that the borough currently has a lower than average propensity to take part in a large range of sports (see Appendix A). Increasing the quality of existing provision may therefore stimulate some of this latent demand and increase participation levels in the borough.

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EXECUTIVE**7 OCTOBER 2003****REPORT OF THE DIRECTOR OF HOUSING AND HEALTH**

FRAMEWORK FOR DECISIONS, MONITORING AND CONSULTATION ON CUSTOMER FIRST	FOR DECISION	
<i>This report concerns amendments to reporting and decision making processes for the Customer First programme that involve the Executive</i>		
<u>Summary</u>		
This report sets out the proposed changes to the framework by which Customer First is implemented in the long term in addition to proposals to improve communication to all Members.		
<u>Recommendations</u>		
The Executive is asked to agree that:		
<ol style="list-style-type: none"> 1. The Programme Management of the Customer First business case, when in place, be carried out by TMT in consultation with the Lead Member for Customer First and supported by the Head of Customer First. 2. Key decisions on Customer First continue to be made by Executive. 3. Regular briefings be made to all Members through focus groups events, newsletters, briefing notes and seminars. 		
<u>Reasons</u>		
There is a need to review current practices due to the impending conclusion of the Customer First Business Case to incorporate senior officer programme management, improved Member consultation and strategic development with the Executive and TMT together.		
Contact: Jennie Duffy	Head of Customer First	Tel: 020 8227 5730 Fax: 020 8227 5705 Minicom: 020 8227 5755 E-mail: jennie.duffy@lbbd.gov.uk

1. Background

- 1.1 The Programme Management Board (PMB) was set up in its current format by the Executive on 28 January 2003, as part of the final report on the Customer First review. Some amendments to participants have been made throughout the year, and a list of the current board is attached as appendix A.

- 1.2 The Best Value Review completed in January 2003 and the next phase of work, the commissioning and completion of a business case, will conclude in November 2003.
- 1.3 The PMB has been useful in reaching this stage but the next, more operational, phase of work will require significantly more high-level Officer commitment, awareness and management.
- 1.4 Due to the cross cutting nature and potential impact of Customer First, Member consultation and involvement needs to be extensive and could be improved.

2. Proposals

- 2.1 The PMB has now completed the initial major piece of work to develop the concepts behind Customer First and so a review of the existing Board should now be considered
- 2.2 There are models for Boards that can be built upon including that for Regeneration and it is suggested that the Customer First Programme Board be based upon this. This would involve utilising The Management Team meetings at six weekly intervals, working in consultation with the Lead Member and the Head of Customer First to manage the Customer First programme, monitor progress and address issues arising.
- 2.3 The Business Plan is due for completion in November 2003, and implementation of the plan will need to begin immediately if the improvements required are to be realised.
- 2.4 The trade unions are currently invited to the PMB but they also have monthly meetings with the Head of Customer First which would continue. Their views have been sought and the recommendations reflect their views that trade union consultation would be through quarterly reports to the Employment Joint Consultative Committee and monthly meetings between representatives of each Trade Union and the Head of Customer First
- 2.5 A questionnaire has been sent to all Members seeking their views on the Customer First project, and the wider Member involvement will continue through focus groups and seminars. A survey will be undertaken to identify the most effective means to consult with and inform Members on Customer First development and implementation.

3. Conclusions

- 3.1 The Business Plan is due for completion in November, and in order to move forward on this work it is recommended that the framework for discussion, consultation and decisions be revised to ensure ownership and consultation at the most senior levels.

Programme Management Board Members

Lead Member for Customer First - Councillor L. Smith
Councillor J. Cooper
Councillor D. Hunt
Councillor V. Rush
Councillor P. Twomey
Chief Executive
Director of Housing & Health
Head of Customer First
Director of Corporate Strategy
Head of Corporate Communications
Head of Leisure Services
Head of IS&T
General Inspector IT (EAL)
PCT representative
Apex representative
GMB representative
Unison representative

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THE EXECUTIVE

7 OCTOBER 2003

REPORT OF THE DIRECTOR OF HOUSING & HEALTH

PRIVATE SECTOR HOUSING GRANTS STRATEGY	FOR DECISION
<p><i>This report concerns the difficulties in implementing the current Private Sector Housing Strategy with regards to assisting vulnerable owner occupiers to repair their homes and in bringing empty properties back into use</i></p> <p><u>Summary</u></p> <p>The Executive approved the Private Sector Housing Strategy in April 2003 with a proviso for review in 6 months. The Council has allocated £600,000 for financial support to improve housing or to bring empty properties back into use. However, the take up of grants under the new system is nil. This means that the Council is facing a substantial underspend in its Capital Programme. This report seeks to reduce the underspend by making changes to the Private Sector Housing Strategy in advance of a bigger review.</p> <p><u>Recommendations</u></p> <p>The Private Sector Housing Strategy be amended by replacing the existing policy for financial assistance with the following:</p> <ol style="list-style-type: none"> 1. Repair Grants and Safety Net Grants - increase maximum amount and alter payback requirements as described in paragraph 3.1 2. Empty Property Grants - amend as described in paragraph 3.2 3. Grants for Home Improvement Zones - as described in paragraph 3.3. This is a new form of financial assistance. 4. Financial assistance to always be based on owners' responsibility for their own homes. <p><u>Reasons</u></p> <p>To reduce the risk of seriously under spending the housing capital programme. To increase the amount of private sector housing which meets the decent homes standard. To bring empty properties back into use. To encourage owners to make the best use of their own resources.</p>	
<p>Contact: Martin Davies</p>	<p>Housing Strategy</p> <p>Tel: 020 8227 5079 Fax: 020 8227 5799 Minicom: 020 8227 5755 E-mail: martin.davies@lbbd.gov.uk</p>

1. Background

- 1.1 The Council has a duty to ensure that the private sector housing stock is maintained in a decent condition. The Government has stated that local authorities should make special efforts to reduce the number of vulnerable people who live in private sector housing which does not meet the decent homes standard. This requirement applies to both owners and tenants. Vulnerability in this case is defined according to people in receipt of a range of benefits.
- 1.2 A new grants regime was introduced this year in accordance with the Private Sector Housing Strategy which was written in the context of the Regulatory Reform Order (RRO). The basis of the Council's policy is that owners are responsible for their own properties and should make use of the equity in their homes.
- 1.3 The Council has allocated £600,000 from the housing capital programme to provide financial assistance to owners to bring their homes up to the decent standard and to bring empty properties into use.
- 1.4 So far the take-up of grants under the new system this financial year is nil with no likelihood of take-up without substantial changes.

2. Current Spending

- 2.1 The projected spend this financial year is £188,000 and relates entirely to the previous regime. There is no evidence that this will increase without a change in policy.

3. Proposal

- 3.1 The current policy is contained in the Private Sector Housing Strategy. The relevant part is appended to this report. It is proposed that the following amendments be made.
- 3.2 Repair Grants and Safety Net Grants
 - 3.2.1 Maximum sum increased to £10,000 with a two tier payback requirement.
 - 3.2.2 First £5,000 Payback with interest if ownership changes in the five years following final payment of grant. Usual exemptions to apply. After five years none of this amount is repayable.
 - 3.2.3 £5,001 - £10,000 Payback with interest when the house changes ownership, whenever that may be.
- 3.3. Empty Property Grants
 - 3.3.1 Minimum grant £1,000. No maximum for the remainder of this financial year. Amount payable to be based on a combination of gap funding and quantity of social or affordable housing provided, whether permanent or temporary. Payback with interest if grant conditions breached.

3.4 Grants for Home Improvement Zones

For vulnerable and non-vulnerable owners where there is a benefit to wider community especially by improvements to appearance of front elevation, garden, or boundary fence. Maximum amount payable is 75% of £10,000. Payback on a sliding scale with interest if ownership changes in the five years following final payment of grant. Usual exemptions to apply. After five years none of this amount is repayable.

3.5 Financial assistance to always be based on owners' responsibility for their own homes so that they make use of the equity in their homes. Efforts will continue to enable interest payments to be able to be "rolled up" rather than paid monthly.

4. Justification

4.1 There is a serious risk of underspending this element of the Council's capital programme.

4.2 A grants programme is a very effective means of engaging homeowners and raising the profile of the decent homes policy.

4.3 The first Home Improvement Zone will be launched in September and an attractive grants package will help engage residents, especially those who are vulnerable.

4.4 The Home Improvement Zone will include a lot of publicity and advisory material as well as one-to-one contact between Council Officers and residents. This means that the message about the responsibilities of owners and the validity of equity release can be reinforced.

4.5 More than 100 private sector properties have been identified as having been empty for more than one year. Partnership arrangements with RSLs are currently being explored with a view to bringing them back into use for temporary accommodation and/or affordable housing. The use of capital finance will be a good incentive as well as enabling lower rents.

5. Consultations and Implications

5.1 The following officers have been consulted on this report:-

Ken Jones - Head of Housing Strategy
Colin Rigby - Head of Finance, Health & Housing

5.2 These revised proposals are unlikely to take effect until the latter part of the financial year, therefore an underspend in the region of £250,000 is still anticipated in 2003/04. However, these changes combined with those to be contained in a much wider review to be presented later this year will mean the full allocation being committed from 2004/05 onwards.

Background papers used in the preparation of this report:

Private Sector Housing Strategy

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THE EXECUTIVE**7 OCTOBER 2003****REPORT OF THE DIRECTOR OF HOUSING & HEALTH**

SELECTION OF REGISTERED SOCIAL LANDLORDS FOR BARKING & DAGENHAM'S PREFERRED PARTNERS PANEL AND ALLOCATION TO NEW HOUSING PROJECTS	FOR DECISION
<i>This report deals with forming partnerships for the delivery of affordable homes and regeneration initiatives.</i>	
<u>Summary</u>	
<p>This report follows the decision of the Executive to select a number of Registered Social Landlords (RSLs) to be the preferred partners of the Council in developing and managing new affordable homes.</p>	
<p>The report confirms that following further investigations, London & Quadrant Housing Trust and Presentation Housing Association have demonstrated that they meet the criteria for inclusion in the partnering panel.</p>	
<p>The report also refers to a submission received from Southern Housing Group requesting that the decision to exclude them be reviewed. As it was agreed by the Executive that any future RSL submissions to be preferred partners of the Council will be evaluated on the basis of the contribution that the organisation can make towards the achievement of the community priorities, the approach from Southern has been assessed in that context and presented to the Executive for consideration. This is a departure from the original recommendation of the ad hoc Member panel, which considered the applications.</p>	
<p>This report goes on to set the allocation of RSL partners to realise the potential of the land disposal sites as well as other new housing projects and estate regeneration programmes.</p>	
<u>Recommendations</u>	
<p>That the Executive is asked to:</p>	
<ol style="list-style-type: none"> 1. Agree to admit London & Quadrant Housing Trust and Presentation Housing Association to the preferred RSL partners' panel (subject to the condition in paragraph 2.1 in relation to L&Q). 2. Include Southern Housing Group in the RSL panel, subject to good progress over the next 6 months with the new housing development at St. Ann's. 3. Confirm the allocation of RSLs to new housing projects as indicated in Appendix A. 	
<u>Reasons</u>	
<p>The extension of the panel of preferred partner RSLs will strengthen the Council's ability to deliver high quality new affordable homes and to bring about successful regeneration programmes for the community.</p>	

Contact: Ken Jones	Interim Head of Housing Strategy	Tel: 020 8227 5703 Fax: 020 8227 5799 Minicom: 020 8227 5755 E-mail ken.jones@lbbd.gov.uk
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1. **Background**

1.1 The Executive agreed on 20th May 2003 to select the following RSLs to the Council's panel of preferred partners:

- Anglia Housing Group (Stort Valley Housing Association)
- East Thames Housing Group
- Metropolitan Housing Trust
- Ujima Housing Association

This followed recommendations from an ad hoc panel of Members.

1.2 Further to this, it was agreed that enquires were to be made of London & Quadrant Housing Trust and Presentation Housing Association with a view to adding these to the panel.

1.3 In the course of the selection process, Southern Housing Group's application for inclusion had been unsuccessful. This decision centred upon concerns with this RSL's performance in progressing the housing development at St Anns and in bringing forward regeneration plans for Gascoigne Estate.

1.4 The Executive also agreed that any future appointments to the RSL partner panel will be measured on how they contribute to achieving the community priorities.

2. **Present Position**

2.1 Following correspondence and interviews with both London & Quadrant and Presentation it is confirmed that the reservations previously indicated have been addressed and, therefore, both RSLs can be admitted to the panel.

However, in the case of London & Quadrant this is qualified in that they will not be commissioned to develop any sheltered housing/ extra care housing scheme.

Both RSLs demonstrated the capacity, responsiveness and drive to work in partnership with the Council to help realise the community priorities.

2.2 Southern Housing Group have made written representations asking for the decision to exclude them from the panel to be reviewed and have submitted further evidence. The issues raised have been assessed in the context of the contributions made towards the community priorities and in this light it is considered that these are worthy of consideration by the Executive.

2.3 The original ad hoc Member panel, which met on 21st February, agreed to the inclusion of Anglia, East Thames, Metropolitan and Ujima and that any further submissions could be considered at an annual review of the RSL panel. The

Member panel's view was taken into account by the Executive when reaching its decision on 20th May. Contrary to the view of the Member panel this report seeks to extend the RSL panel in order to maximise delivery of projects as in the view of both the Executive lead Member for Housing, Health and Social Care and officers there is an urgent need to act now. This is because these 3 additional RSLs will aid delivery of future affordable housing projects (specifically the land disposal sites and Barking Reach) as each of these has been particularly successful in attracting investment from Government funding agencies in this and recent years. Indeed, all 3 are in the top 10 nationally.

3. Southern Housing Group (SHG)

3.1 The following summarises the additional information supplied by SHG. There are a number of initiatives taken by SHG or are planned which will have a positive impact on the borough. The specific concern mentioned in 1.3 is addressed in the final bullet point below:

- SHG regularly attend meetings of the Barking & Dagenham Partnership as observers (they have requested to become full members)
- They have employed a Social Investment Officer dedicated to working in the borough. His work programme covers a number of projects across estates.
- The Youth Development Officer employed by SHG works with young people on their estates in Barking & Dagenham – developing activities.
- Members of their staff are involved in the Crime & Disorder Working Group as well as the Borough Housing Association Group.
- SHG are in the process of setting up a Thames Gateway Regional operation for their management, maintenance and regeneration teams. Their intention had been to establish this in Barking Town Centre, initially with 25 staff. This would give a local contact and service access point their tenants in Barking & Dagenham (and neighbouring boroughs). This commitment would be dependent upon inclusion as a preferred partner.
- They are to commit £30,000 towards Active Citizenship pilots after having received support from the Housing Corporation to run 2 pilots in London. SHG had identified Barking & Dagenham for one of these and begun discussions with the Council.
- Currently SHG are developing 173 new affordable homes in the borough (social rent, shared ownership and the innovative community bonus low cost home ownership at St Anns) across 6 areas. In the last 5 years they have built 176 new affordable homes here. The new schemes are now progressing in development with evidence of involvement of local communities.

3.2 The initiatives in 3.1 demonstrate a commitment to contributing to all of the community priorities. In view of this it is suggested that SHG should be added to the Council's panel of preferred partners subject to a review in 6 months of the progress of the new development on St Anns. This will include an assessment of the engagement with the local community.

4. Allocation of RSL partners to housing and regeneration developments

4.1 Appendix A sets out the proposed deployment. This has been done on the basis of the relative strengths, expertise and capacity of the organisations. A major advantage of making earlier decisions on which RSLs will be the Council's partners

for schemes is that there can be better engagement with all stakeholders. This can be seen with the land disposal sites, where RSLs are involved in the focus groups comprising local residents and Ward Members.

4.2 Given the complexity of demands and also the scale of developments in relation to Barking Town Centre and Barking Reach / Creekmouth and the eastern end of Thames View Estate the following approach is suggested:

- Undertake selection processes from the RSL panel for these two areas. This is likely to incorporate working in a partnership with the Council and community within delivery vehicles (possibly Housing Regeneration Companies) for the development of new affordable homes and estate and social regeneration initiatives.

5. Future Arrangements

5.1 A forum for RSLs with Member involvement is to be set up. This will report to the Housing Group of the Barking & Dagenham Partnership and its remit will include new development, community development and safety and management issues.

5.2 Housing Strategy are in the process of appointing to a new post whose specific remit is to monitor the performance of RSLs to ensure compliance with agreements.

5.3 All future reviews of the suitability of RSLs for the partner panel will be carried out in the context of the contribution towards the community priorities.

Appendix A

Site	RSL(s)	Affordable homes (approx. no.)	Dwelling size mix
Blackborne Rd	Stort Valley	44	50% - 1/2 bed flats 40% - 2/3 bed houses 10% - 4/5 bed houses
Digby Gardens	Stort Valley	35	Bungalows 2 x 3 remainder 1 bed.
Gale Street	Metropolitan	89	70% - 1/2 bed flats 15% - 2/3 bed houses 15% - 4/5 bed houses
Reede Road	Metropolitan	166	70% - 1/2 bed flats 15% - 2/3 bed houses 15% - 4/5 bed houses
Lymington Fields	London & Quadrant Stort Valley Presentation	205	70% - 1/2 bed flats 15% - 2/3 bed houses 15% - 4/5 bed houses
Ibscott Close	Stort Valley	10	6 – 2 bed flats 4 – 3 bed houses
Highview House	Stort Valley	24	
Thaxted House	Stort Valley	12	12 flats
Rugby Road	Stort Valley	17	5 – 4 bed houses 3 - 3 bed houses 6 – flats – move on accommodation.
Bromhall Road	London & Quadrant	30	

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THE EXECUTIVE**7 OCTOBER 2003****REPORT OF THE DIRECTOR OF FINANCE**

TRANSFER OF BASIC CREDIT APPROVAL 2003/2004	FOR DECISION	
<p><i>This report is being presented to seek approval to a financial arrangement with another council.</i></p> <p><u>Summary</u></p> <p>This report advises Members of a recent request from the City of Westminster asking if this authority would consider transferring its Basic Credit Approval (BCA) for 2003/2004 to the City of Westminster and to seek approval to that request.</p> <p><u>Recommendation</u></p> <p>The Executive is asked to agree to the request to transfer the authority's Basic Credit approval of £5.1m for 2003/04 to the City of Westminster in exchange for providing specific technical support subject to detailed terms being agreed by the Director of Finance.</p> <p><u>Reason</u></p> <p>The transfer of the BCA to the City of Westminster would provide them with the necessary borrowing approval to continue to finance their capital programme. In return this Council would receive technical financial support around the analysis of this authority's 2004/2005 grant settlement and other associated work.</p>		
<p>Contact Officer Lee Russell</p>	<p>Head of Finance</p>	<p>Tel: 020 8227 2252 Minicom: 020 8227 2413 E-mail: lee.russell@lbbd.gov.uk</p>

1. Background

- 1.1 Prior to the start of each financial year the Government issues each local authority with a Basic Credit Approval (BCA). The BCA is simply the amount of money which each local authority is permitted to borrow to finance its capital expenditure.
- 1.2 The rules which support the use of Basic Credit approvals require them to be used in the year they are issued. They cannot therefore be transferred to a future financial year.
- 1.3 In order for this authority to maintain its debt-free status it cannot borrow to fund its capital expenditure. Therefore under the current financial regulations the BCA is of no use to the Council.

- 1.4 Basic Credit Approvals can however be transferred between local authorities under Section 56 (2) of the Local Government and Housing Act 1989, albeit an authority who receives a transferred BCA would need to fund any ongoing revenue costs directly itself i.e. borrowing would not be supported by increased revenue grant. The authority (Barking and Dagenham) transferring its BCA continues to receive revenue grant in the future as if it had spent its BCA

2. City of Westminster

- 2.1 Owing to this authority's debt-free status and non-use of its BCA allocations, Westminster has formally approached this authority asking if we would consider transferring our 2003/04 BCA to them.
- 2.2 For Members information the City of Westminster's current capital programme is dependant upon the sale of some major sites. A number of uncertainties about the timing of the sale of these sites has arisen and hence the generation of the necessary capital receipts is now in question. The transfer of a BCA to the City of Westminster would allow them to use the necessary borrowing approval to continue to meet their capital priorities.
- 2.3 In return for the transfer of the BCA, the City of Westminster have agreed to a payment in kind by providing some technical support around the analysis of this authority's 2004/2005 grant settlement and other associated work. This is currently an area in which this authority lacks dedicated resources and skills and any such support would be extremely valuable. It is recommended that the details of this support be delegated to the Director of Finance to agree.

3. Financial Implications

- 3.1 There are no financial implications to this authority in transferring its BCA to the City of Westminster.

4. Other Issues

- 4.1 Both the London Borough's of Havering and Redbridge have been contacted to see if they would be interested in this authority's BCA being transferred to them, both have declined.

Background Papers

Letter of 16th September 2003 from City of Westminster.

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THE EXECUTIVE

29 SEPTEMBER 2003

REPORT OF THE DIRECTOR OF FINANCE

This report contains information of a commercially confidential nature and is exempt from publication by virtue of paragraphs 1 and 7 of Part 1 of Schedule 12A of the Local Government Act 1972.

TREASURY MANAGEMENT ANNUAL REPORT 2002/2003		FOR INFORMATION
<p><u>Summary</u></p> <p>To present the annual Treasury Management Report.</p> <p><u>Recommendation</u></p> <p>That the report be noted.</p>		
<p>Contact Officer Lee Russell</p>	<p>Head of Finance</p>	<p>Tel: 020 8227 2966 Minicom: 020 8227 2413 E-mail: lee.russell@lbbd.gov.uk</p>

1. Purpose of Report

- 1.1. To report on the Treasury Management activities of the Council and their external cash portfolio managers for the financial year 2002/2003 in accordance with the Treasury Policy Statement adopted by the Finance Committee on 28th October 1992.

2. Annual Strategy Statement 2002/2003 approved prior to start of year

- 2.1 The Executive approved an annual strategy for 2002/2003 on the 26 March 2002.
- 2.2 The salient points from that strategy were:
- (a) It was assumed that interest rates would rise to 4.5% during the first half of the financial year and continue to move upwards to 5% by the end of the year.
 - (b) Funds available for investments would fall during the year due to the Capital programme spend projections.
 - (c) External managers to secure the highest rate of return commensurate with maintenance of the capital value of the investments.

- (d) Internal Investments should be concentrated on 'Cashflow' management with limited investment activity.
- (e) The performance of the external managers to be kept under review.

3. **Economic "Factors" 2002/2003**

3.1 The main diary of economic events during 2002/2003 was as follows:

June 2002 to November 2002	- Consumer spending and mortgage lending remained buoyant which continued to cause economic instability in the markets
20th September 2002	- Industrial production/confidence falling
February 2003	- Equity markets on both the UK and US fall
March 2003	FTSE falls below 4000 Base Rate reduced by ¼% to 3.75% Markets nervous regarding the outcome of Iraq conflict

4. **Statistical Information**

4.1 In House Activity

Borrowing - There was no borrowing during the year.

Lending	Number	Value
		£
Loans b/fwd 1.4.2002	27	68,775,000
Loans made	344	910,315,000
Loans repaid	348	923,840,000
Loans Outstanding as at 31.3.2003	23	55,250,000

4.2 External Outstanding Debt

The Council has no external outstanding debt.

4.3 Total Value of External Investments

Fund Manager:	1.4.2002	31.3.2003
	£	£
Council In House Team	68,775,000	55,250,000
Scottish Widows	25,192,119	26,052,651
Investec Guinness Flight	71,833,671	73,979,225
TOTAL	165,800,790	155,281,876

4.4 Total Interest Earnings

	£	Rate of Return
		%
Investec Guinness Flight	3,235,239	5.40
Scottish Widows	1,069,103	4.09
In-house team	2,559,176	4.20
	6,863,518	
Composite Rate of Return		4.75
Average 7 Day Rate 2002/2003 (Benchmark)		3.86

5. Commentary

5.1 It was assumed that interest rates would rise to 5% when in fact they stayed at 4% for the majority of the year. In February 2003 interest rates were cut to 3.75%.

5.2 It was assumed that the value of funds available for investment would reduce during the year due to the estimated large capital programme. Whilst there was only a small underspend on the Capital Programme during 2002/03, the Council however did receive higher than expected right to buy sales. This resulted in only a relatively small decrease in funds available for investment (£10m) during the year.

5.3 The in-house team have two objectives:

- (i) an overriding commitment to ensure that sufficient funds are available on a daily basis to meet the Council's liabilities, which mean on occasions the best investment opportunities have to be forgone and
- (ii) to achieve the best rate of return on uncommitted funds.

In 2002/2003 the In-house investments returns were higher than the benchmark by 0.34%

5.4 In regard to the annual performance of the two external managers, Investec outperformed the benchmark by 1.54% while Scottish Widows outperformed by 0.23%.

6. Treasury Management Costs

6.1 The costs associated with the internal Treasury Management function (including an element for monitoring of the external managers) were as follows:

Salaries	£46,000
Sector Consultancy Costs	£14,000
	£60,000

Fees paid to the external managers during 2002/2003 were as follows:

Investec Guinness Flight.	£93,542
Scottish Widows	£32,096
	£125,638

7. Conclusions

- 7.1 The in-house team, dealing in fixed sterling deposits only, has performed much as anticipated but has still managed to beat the average 7 day rate for the year by 0.34%.
- 7.2 Scottish Widows outperformed the benchmark 7 Day rate by 0.23% whilst Investec outperformed by 1.54%. This was mainly as a result of bond/gilt holdings.
- 7.3 Whilst interest rates stayed at 4% rather than increasing to 5% as was expected, the amount available for investment did not decline as much as expected due to the higher RTB sales. As a result interest earnings during the year were £2.51million above the original budgeted figure for all of the Council's services.

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