

## SUPPLEMENTARY 1

### THE EXECUTIVE

Tuesday, 18 November 2008

**Agenda Item 5. Conservation Area Appraisals: Abbey and Barking Town Centre and Abbey Road Riverside Conservation Area (Pages 1 - 86)**

Attached are Appendices A - D to the above report.

**Agenda Item 12. Achieving Excellence 2008/09 (Pages 87 - 126)**

Attached is the Achieving Excellence performance information.

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**APPENDIX A**

**D R A F T**  
**Abbey and Barking Town Centre**  
**Conservation Area Appraisal**

(insert picture of the Curfew Tower and St Margaret's Church in the Abbey and Barking Town Centre Conservation Area)

Spatial Regeneration Division,  
London Borough of Barking and Dagenham  
September 2008

# 1 Introduction

## 1.1 The purpose of a Conservation Area Character Appraisal

Historic areas are now extensively recognised for the contribution they make to our cultural inheritance, economic well being and quality of life. Conservation areas are a means of preserving or enhancing such areas. The Act defines a conservation area as:<sup>1</sup>

‘an area of special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance’.

There are four conservation areas in Barking and Dagenham. This conservation area appraisal is focused on the Abbey and Barking Town Centre Conservation Area. The Abbey and Barking Town Centre Conservation Area was originally designated on the 8th October 1975, as the Barking Abbey Grounds and Town Quay Conservation Area. It was extended and renamed as the Abbey and Barking Town Centre Conservation Area on the 26th May 1992. This was designated on 12 June 1995.

The Act imposes a number of duties on local authorities with regard to conservation areas:

- To review the overall extent of designation and if appropriate designate additional areas<sup>2</sup>
- From time to time, to draw up and publish proposals for the preservation and enhancement of conservation areas and to consult the local community about these proposals<sup>3</sup>
- In exercising their planning powers to pay special attention to the desirability of preserving or enhancing the character or appearance of conservation areas<sup>4</sup>

Consequently the Council is current preparing conservation area appraisals for each of its conservation areas in line with these responsibilities.

Conservation area appraisals have a number of benefits in particular they are important in guiding the form and content of new development in partnership with the Development Plan and as educational and informative

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<sup>1</sup> Section 69 (1) of the Planning (Listed Buildings and Conservation Areas) Act 1990

<sup>2</sup> Section 69 (2) of the Planning (Listed Buildings and Conservation Areas) Act 1990

<sup>3</sup> Section 71 of the Planning (Listed Buildings and Conservation Areas) Act 1990

<sup>4</sup> Section 72 of the Planning (Listed Buildings and Conservation Areas) Act 1990

documents for the community. It is important in this respect to recognise that change is inevitable in most conservation areas, the challenge is to manage change in ways that maintain and if possible reinforce an area's special qualities, and this is the key role of the appraisal.

Therefore the aim of this conservation area appraisal is to preserve and enhance the character of the Abbey and Barking Town Centre Conservation Area and to provide a basis for making sustainable decisions about its future through the development of management proposals.

The format and content of this conservation area appraisal follows the guidance provided by English Heritage in their publication:

'Guidance on the management of conservation areas' published in February 2006.

## **1.2 Policy Context**

This Conservation Area Appraisal provides a firm basis on which applications for future development will be assessed within the Abbey and Barking Town Centre Conservation Area, and therefore must be read in conjunction with Barking and Dagenham's Local Development Framework.

Policy CP2 in the pre-submission Core Strategy identifies that although the borough has a rich history relatively few heritage assets remain, and for that reason particular care will be taken to:

- Protect and wherever possible enhance the borough's historic environment
- Promote understanding of and respect for our local context
- Reinforce local distinctiveness
- Require development proposals and regeneration initiatives to be of a high quality that respects and reflects the borough's historic context and assets.

It emphasises that the borough's heritage assets will be used as an integral part of the borough's regeneration, and because today's developments will be tomorrow's heritage to use them in the bid to secure the highest standards of new design and architecture.

More detail on the implementation of CP2 is provided in the Council's Pre-Submission Borough Wide Development Policies. Policy BP2 covers Conservation Areas and Listed Buildings, and BP3 Archaeology. BP2 emphasises that the Council will provide up to date character appraisals

and management proposals for each of the Borough's four conservation areas for the reasons already given.

The appraisal will be adopted by the Council and reviewed every five years in line with advice from English Heritage.

The Council is preparing a dedicated Action Plan for Barking Town Centre to guide the significant regeneration opportunities in this key part of the Thames Gateway over the next 10-15 years. At the same time Barking Town Centre is also home to a significant proportion of the borough's heritage, and for this reason contains two of the borough's four conservation areas. This heritage provides a rich context for these regeneration opportunities and the Conservation Area Appraisal will be very important in providing advice on how new developments can harness this potential and contribute to preserving or enhancing the character of these conservation areas. The London Thames Gateway Development Corporation (LTGDC) are responsible for determining major applications on Barking Town Centre and therefore the appraisal will be key tool for them to inform their decisions.

The Barking Town Centre Area Action Plan Preferred Options Report includes a policy (BTC18) on Conservation Areas and Listed Buildings. This stresses that the Council will review the two conservation areas within the town centre and encourage developers to use the areas heritage assets to upgrade existing buildings within the conservation areas and use them as positive regeneration elements of their schemes.

### **1.3 Definition (or Summary) of Special Interest**

The conservation area comprises three identifiable zones East Street, Station Parade, and Ripple Road (the main shopping streets in Barking), Abbey Green (a rectangular open space in the town centre) the site of what was Barking Abbey, and the Town Quay (together the most historically significant part of the town). These areas are explored in more detail in the appraisal section. Elements of the historic past remain and the layout of the existing town evidences this. However much of the historic fabric has been lost and the history is only uncovered with some research. It is important therefore to value, protect, preserve and enhance what remains. The key characteristics to be preserved and enhanced are listed below:

- Saxon origins- there is evidence of early settlement at Barking as The River Roding was one of the few navigable rivers along the Thames

- Site of Barking Abbey- the Abbey was built in 666 AD, sacked and pillaged in 870 AD by marauding Danes, and rebuilt in 970 AD by 'Edgar the Peaceful'. The Manor of Barking was the oldest estate in Essex and remained viable until the arrival of the railways<sup>5</sup>. It had extensive land and property far beyond Barking. It was dissolved and demolished by 1541. The Abbey was the Headquarters of William the Conqueror in 1066 who stayed at there whilst the Tower of London was being built. The Abbey along with the Town Quay was of significant importance to the development of the town.
- Curfew Tower or Fire Bell Gate (also known as The Abbey Gate)- the tower was built 1370 and was thought to be the principle of two gateways to the Abbey and the only part of the Abbey still standing. A third gate was created as a misinterpretation of a phrase in a 16th century document. The tower has the Chapel of the Holy Rood in the upper storey. The Rood is a stone representation of the crucifixion (usually made in wood there are only four or five stone ones in the country and as such is part of a crucifixion group<sup>6</sup> ) and was the object of pilgrimage from late Medieval times.
- Parish Church of St Margaret's- the oldest part of the church is the chancel built in the early 1200s. The tower was built over a period of time in three stages ranging from the Norman times with much it rebuilt in the 1800s in a Gothic style. The church has mainly 15th Century additions. The church evolved from the Abbey, is in a prominent location on Abbey Green, and associated with local families depicted by various monuments and gravestones for example Captain Cook married at St. Margaret's in 1762. George Jack created artwork for the church (George Jack was a leading craftsman with the Morris Company)<sup>7</sup>.
- Town Quay- a wharf of some kind existed on the River Roding near to the Abbey since its formation. It was part of the land owned by the Abbey until its dissolution. The Town Quay enabled provisions for the Abbey, corn and meal for the local mills to be distributed, and contributed to the growing trade of the town. The Town Quay or Mill Pool as it is sometimes called represented the highest navigable point of the River Roding. In the late Medieval period there were three separate wharves at the quay, one for the abbess, one for the leper hospital at Ilford and one for townspeople of Barking. The river was dredged and widened in the early 18th century and this made the whole Roding a major transport route. It was still used as late as the 1960s. It was also the site of the Manbridge, a narrow causeway across the Roding that linked Barking with East Ham. This was the only land route across to

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<sup>5</sup> LBBB Archives <http://www.lbbd.gov.uk/4-heritage/archive-photo-ga/photo-gallery-menu.cfm?id=331139E5-1422-C1AB-D39D5B065FAA7A2F>

<sup>6</sup> O. E Saunders, *A History of Art in the Middle Ages* (Oxford, 1932), page 37

<sup>7</sup> *Look at St Margarets Barking* red leaflet from the church (Doncaster 1991)

London in Barking until the early 1800s. The water mill was owned by the Abbey. The laws of the manor would have prevented people establishing their own mills in the Barking Dagenham area without special permission and would have meant that the majority of Barking residents would have been forced to visit the manor premises<sup>8</sup>.

- The Short Blue Fleet- the Short Blue of the Hewett family in Barking was the largest fishing fleet in England during the 19th Century. It was based on the River Roding. The introduction of 'fleeting' by Samuel Hewett, which enabled fishing vessels to stay at sea for longer periods, with the daily catch being transported back to shore in fast cutters, and the use of ice to preserve fish, made Barking one of the most important fishing ports in England.
- Buildings of particular architectural or historic interest- there are five Listed Buildings within the conservation area
  - One Grade I Listed Building - the Parish Church of St Margaret
  - One Grade II\* Listed Building - The Fire Bell Gate or Curfew Tower
  - Three Grade II Listed Buildings
    - The Magistrates Court
    - The remains of Barking Abbey and old churchyard walls.
    - The Old Granary built in 1870 and the last surviving building of the watermill that stood in this location<sup>9</sup> (see Appendix 3).
- Locally listed buildings- in addition there are eleven locally listed buildings within the conservation area (nine in the original area and two in the extension). These are:
  - 2a and 4a East Street (Cash Converters)
  - 2 and 4 North Street, Barking (The Bull Public House)
  - Nos. 33-35 East Street (no. 33 Sense International no. 35 vacant)
  - No. 41 East Street (McDonalds)
  - No. 6 Ripple Road (Police Station)
  - No. 2 Ripple Road (JD Sports);
  - the Baptist Tabernacle on Linton Road
  - Barking Town Hall (1 Town Square also including Broadway Theatre)
  - 1-11 East Street (HMJ Nail & Beauty to Beauty Queens Cosmetics)
  - 13-27 East Street (Barking Café to H.T Pawnbrokers)

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<sup>8</sup> T.Clifford & H.Hope Lockwood, *Frogley's Barking first selection*, (London, 2002), page 102.

<sup>9</sup> LBBD Archives <http://www.barking-dagenham.gov.uk/4-heritage/archive-photo-ga/photo-gallery-menu.cfm?id=33113A72-1422-C1AB-D38DFEFAF9556DOB>



- 54-66 East Street (Stead and Simpson to Game Station)

These do not meet the criteria for statutory listing but do have local significance due (variously) to their architectural importance and or historic association, and are considered worthy of protection (see Appendix 3).

- The site of old Barking Market and Market House- they were located in the area in front of the Curfew Tower, built 1567-8 and demolished 1923. The building was an Elizabethan wooden court house, with a jail, stocks, a school house and market.
- The former Burton's building and the Bull public house- the Burtons building is typical of the firms house style and a design for one of their better class of store, together with The Bull opposite, it forms a good corner building at the junction of East Street and the Broadway.
- No.s 33- 35 East Street (no. 33 Sense International to no. 35 vacant)- this is the oldest secular building (non-religious) remaining in Barking, formerly Fawley House owned and lived in by the Hewett family<sup>10</sup>, owners of the Short Blue (and still a local landowner). The pilasters and corbels dividing shop fronts extend either side to neighbouring properties.
- Barking Magistrates Court- originally the town hall and library, this is a landmark building on East Street of Flemish Renaissance style located opposite Fawley House and No.41 East Street (McDonalds see below). Together these buildings form a major part of East Street.
- No. 41 East Street (McDonalds)-a highly decorative Edwardian building opposite the Magistrates Court
- Barking Police Station and adjacent building (currently occupied by JD Sports)- these are two Edwardian buildings adjacent to one another with original features which together form the main frontage to the first part of Ripple Road.
- The Three Lamps- these lamps were the focus for Union Meetings and the Suffragettes. They were originally located more centrally in the Broadway but are now located next to the Curfew Tower. It is difficult to stress how important the lamps were to Barking in the 19th century and later. Almost all big events took place around them for example the foundation of unions, meetings of dissenters and the salvation army, suffragettes etc.
- London Bridge granite blocks- there are large square blocks of granite placed as features in various places on Abbey Green. They formed part of London Bridge opened by William IV in 1831 and demolished in 1968.

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<sup>10</sup> Frogley first selection, page 111

- The Barking Abbey Ancient Monument Site- parts of Abbey Green and the remains of Barking Abbey are designated a Scheduled Ancient Monument.
- Archaeology- the conservation area is within an Area of Archaeological Significance. The Museum of London are interesting in investigating sixteen archaeological sites in Barking associated with the Abbey.
- Positive features- the positive features of the conservation area including the area within the proposed boundary extension are the Town Quay area with the river aspect and historical association, Barking Town Hall as a landmark building, and potentially the area by the bandstand as a popular meeting point.

(insert picture reconstruction of Barking Abbey in 1500 by Sir Charles Nicholson in 1932 (source: T. Clifford, *Barking and Dagenham Buildings Past and Present* (London, 1992), page 2 and LBBB website)

## **2 Assessing Special Interest**

### **2.1 Location and Setting**

The London Borough of Barking and Dagenham is located on the north bank of the Thames to the east of the City of London. The borough is divided into three geographical areas, the London Clay on the higher land to the north, the River Terrace Gravels present across the middle, and the Flood Plain Alluvium covering much of the southern half of the borough between the River Roding in the west and the River Beam in the east. Barking is the main settlement located in the south west of the borough it is bounded to the west by the River Roding, two kilometres from the River Thames and the London to Southend railway which serves the town centre runs across the north of the centre. The centre of the town is predominantly retail with the surrounding areas as predominantly residential comprising of Victorian and Edwardian terraces and post war housing estates. It is the more central and historic parts of the town that are designated The Abbey and Barking Town Centre Conservation Area.

(insert map Chapman and Andre map of 1777 depicts the once rural nature of the area (source: T. Clifford, *Barking and Dagenham Buildings*, page 31)

(insert map showing the Abbey and Barking Town Centre Conservation Area in relation to Barking Town Centre)

### **2.2 Context**

Barking Town Centre has an interesting and dynamic profile. Whilst it is at the heart of East London, is a major transport centre minutes from the City and is pivotal to the wider regeneration of Thames Gateway and the policy aspirations of the London Thames Gateway Development Corporation, it and the surrounding area have high levels of urban deprivation, increasing needs from a diverse community and a lack of quality affordable housing.

The current population of the wider Barking Town Centre area is about 23,000. This is expected to increase significantly in the next few years as the area forms part of the London Riverside Opportunity Area and has therefore been identified as providing a significant opportunity for intensification, particularly in terms of housing growth.

To attract people who want to live and work here, Barking Town Centre and the wider area is undergoing managed change aimed at facilitating a high quality of economic, social and environmental regeneration. Aspirations include a renewed public realm, a quality riverside environment and improved public transport facilities, which in turn will be a

catalyst for diversifying the choice in housing type and tenure, retail facilities and employment opportunities.

In the context of the large scale development and change taking place in Barking Town Centre, the conservation area (and the historic assets within it) is as a positive asset which can inform regeneration proposals and be enhanced in the process.

### **2.3 Conservation Area Extension**

The current boundary of the conservation area was drawn tightly and has gaps in it where some buildings have been left out. It is considered that the current boundary inadequately protects the historic parts of the town centre. The boundary of the conservation area has been extended therefore to include the wider setting of the conservation area and encompass all the buildings of historic and architectural interest that also logically read as part of the commercial character and appearance of Barking Town Centre. This includes all of the frontage buildings along East Street, and Station Parade up to the junction with Cambridge Road. The conservation area extension also encompasses the Baptist Tabernacle on Linton Road and the important landmark buildings of Barking Town Hall and Broadway Theatre and part of Ripple Road. This appraisal identifies buildings that can be described as negative, neutral or positive contributors to the conservation area and where there may be opportunities to enhance the conservation area. A complete list of all the properties included in the original and extended conservation area is included in the Appendix 7.

(insert map showing extended boundary of Abbey and Barking Town Centre Conservation Area)

### **2.4 General Character and Plan Form**

Barking's physical character derives from its relationship with the River Roding a navigable tributary of the Thames which served to bring the settlement into existence and determined the pattern of development on the river bank and along routes leading from the river to neighbouring settlements. The town was once more compact and centred on the area in front of the Curfew Tower where the market place was with activity focussed on the Abbey and the Town Quay. The town is now more dispersed with the centre now considered to be centred on the area just to the south west of the railway station. The conservation area is predominantly linear as it includes East Street which is an ancient route that would have led to the Abbey from the east.

(insert map of Barking in 1653 showing the market place in front of Abbey gate or the Curfew Tower and east Street leading to it (source: R. Tames, *Barking Past*, (London 2002), page 35)

## **2.5 Landscape Setting**

Barking has a riverside setting although the main part of the town is now away from the waterfront. There are distant views from the Mill Pool to Shooters Hill to the south east, and Canary Wharf to the west. The conservation area has a flat topography however its landscape character varies from the wide open expanses of the Town Quay and Abbey Green which are punctuated by historic and more modern individual buildings to the far more dense and compact character of the commercial parts of the conservation area which begins abruptly where East Street meets the Broadway and is dominated by hard landscaping with little greenery. St Margaret's Church and the adjacent Curfew Tower are the main local landmarks and can be seen from various locations within the vicinity.

## 3 Historic Development and Archaeology

### 3.1 Origins and Historic Development

The history of the Barking area can be traced back to Prehistoric times. Evidence of settlements in the area from the Bronze Age, Iron Age and Roman Periods have been found.

Barking is one of the earliest Saxon settlements in Essex. The settlement was established on habitable ground near to the Roding, a tributary of the Thames, which was to influence the growth, prosperity and structure of the town over the centuries.

It was the presence of water and good arable land that led to the establishment of Barking Abbey in 666 A.D. adjacent to the River Roding. There is thought to have been a wharf near to the Abbey since its foundation<sup>11</sup>. The Abbey was to dominate the development of Barking for many centuries.

The new monastery dedicated to St Mary was quickly endowed by the Christian East Saxon princes with land and property, most of which was to become the Manor of Barking.

It was in Norman times that the area rose to greater prominence. In 1066, William the Conqueror moved his headquarters to Barking Abbey, while the Tower of London was built. The Manor of Barking was the largest and most valuable of the Abbey's properties.

The earliest reference to a market in Barking comes from the reign of Henry II between 1175 and 1179<sup>12</sup> probably held in lands around the Abbey. Between 1567-8 the Elizabethan Market House was built adjacent to the Curfew Tower<sup>13</sup> had a Justice Chamber on the first floor, a school room in the garret with the ground floor occupied by the corn market lower part open arcade for the weekly market. The town water pump and stocks were in the open space outside<sup>14</sup>

The demise of the Abbey came in the 16th Century with the reformation of Henry VIII. It was demolished in 1541. Much of the stone was shipped down the Thames for the building of the Kings new house at Dartford, and the roof lead shipped upstream to repair the roof of Greenwich Palace. All

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<sup>11</sup> LBBD Archives <http://www.barking-dagenham.gov.uk/4-heritage/archive-photo-ga/photo-gallery-menu.cfm?id=3311265D-1422-C1AB-D3F2EA3EAA155F7F>

<sup>12</sup> R. Tames, *Barking Past*, (London 2002), page 28

<sup>13</sup> T. Clifford, *Barking and Dagenham Buildings*, page 36

<sup>14</sup> T. Clifford and H. Hope Lockwood, *More of Mr Frogley's Barking a second selection*, (London, 2003), pages 118 and 119).

that remains of the Abbey is the Curfew Tower and some of the masonry that was reused to build the church<sup>15</sup>.

The wharf was maintained as manorial property until the dissolution. After the dissolution the Manor of Barking was sold by the Crown to Sir Thomas Fanshawe. In time the ownership descended to the Local Authority<sup>16</sup>. The market place was conveyed to the crown and in 1616 was passed in trust to the Parish of Barking. The market on Saturday's declined and lapsed in the 18th Century.

Of the remaining twelve grand manors in the area, most were demolished in the 19th and 20th centuries but remain as place names such as Westbury, Porters and Parsloes. Valence House and Eastbury Manor House however remain.

From the 14th Century until the second half of the 19th Century the major industry at Barking was fishing, supplying the London market as well as local needs. Industries and services to support the fishing fleet soon located near to the Quay and provided much of the employment for the local area in the 17th and 18th Centuries. Samuel Hewett's introduction of the commercial use of ice to preserve the fish was the first time it had been used to preserve items other than luxuries<sup>17</sup>.

(insert picture depicting the activity and buildings at the Town Quay in 1832 with St Margarets in the background (source: R. Tames, *Barking Past*, page 59)

### 3.2 Development in the 19th and 20th Centuries

By the middle of the 19th Century Barking had grown to be a considerable market town with a thriving fishing industry. The town and road layout was still very much focussed on the Abbey with the Curfew Tower on Barking Broadway as the main north south street leading via Heath Street to the Town Quay, and East Street the main east west street.

By the late 19<sup>th</sup> century the fishing industry in Barking had begun to decline as the railways provided rapid transport of fish from the east coast ports, which were nearer to the North Sea fishing grounds, to London. The Stratford to Tilbury railway line via Barking opened in 1854 and was soon followed by the development of Barking New Town to the east of the Station. The Great Eastern Railway was extended to Yarmouth in 1867

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<sup>15</sup> LBBB Archives <http://www.lbbd.gov.uk/4-heritage/archive-photo-ga/photo-gallery-menu.cfm?id=33113BAA-1422-C1AB-D3B4CE643104EED1>

<sup>16</sup> LBBB Archives <http://www.barking-dagenham.gov.uk/4-heritage/archive-photo-ga/photo-gallery-menu.cfm?id=3311265D-1422-C1AB-D3F2EA3EAA155F7F>.

<sup>17</sup> Frogley's Barking a first selection, pages 84 and 85).

and to Grimsby by the Great Northern. From the 1850s then there was a steady movement of fishermen to Grimsby and after 1865 most of the fishing fleet was transferred to Yarmouth and Gorleston<sup>18</sup>.

Access to the river was an important consideration for many of the industries that established in Barking on the back of the market and fishing industries. By the mid 19th century, the nature of industry was changing to include chemical industries and brewing. By 1906 there were at least twenty factories concentrated around the river adjacent to the Old Town of Barking, at least half of which were producing chemicals as diverse as soap making and tar distilleries to artificial fertiliser and sulphuric acid manufacturers.

The Stratford to Tilbury railway line via Barking opened in 1854 and was soon followed by the development of Barking New Town to the east of the Station, comprised mainly of terraces of two-storied, bay windowed houses, built with commuters in mind. In 1863 there were sixteen trains a day between London and Southend stopping at Barking, and there was still a choice of two daily carriers to London. Barking Station was rebuilt in 1889, enlarged in 1908 when the line was electrified, and was completely reconstructed, much as we see it today, between 1958 and 1961<sup>19</sup>.

The advent of the railway and the construction of the station, pulled the focus of the town away from Town Quay, which has steadily declined in the 20th Century as local heavy industry in the area contracted with the opening of cheaper global markets.

The market outside the Curfew Tower was briefly revived in the 19th Century before the Market House was demolished and the market finally closed in 1937. A revived Barking market opened in the 1990's for three days a week in East Street and Ripple Road. This has grown in size and popularity since the mid 1990's and has helped the economy of the town.

The basic structure of the town remained fairly intact until the 20th Century. Between 1921-1932 the London County Council constructed 25,000 homes known as the Becontree Estate as part of the national housing scheme Homes Fit for Heroes after the Great War (1914-1918). It was a low density suburban estate and is the largest council housing estate in the world<sup>20</sup>. Although the Becontree was not within the town centre area the significant and sudden increase in population had an impact on Barking Town Centre as it increased the number of shoppers as the Barking part of the Becontree Estate was built with very few shops. This was reflected in the Second World War during rationing when Barking

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<sup>18</sup> Frogley first selection page 88

<sup>19</sup> T. Clifford, *Barking and Dagenham Buildings*, (London 1992), page 32

<sup>20</sup> LBDD Archives <http://www.barking-dagenham.gov.uk/4-heritage/becontree/becontree-menu.html>



townspeople wanted estate residents banned from shopping in Central Barking shops.

However, it was during the post second war period that Barking Town Centre experienced most change, with the construction of the Town Hall and Assembly Hall (now the Broadway Theatre) the demolition of slum houses and factories on the area now known as Abbey Green, the construction of new estates in the 1970's to provide decent homes in Hart's Lane, the Linton's and the Gascoigne and the construction of new roads such as the A406, the northern relief road, St Paul's and Abbey Road to ease traffic congestion and improve traffic flow.

The retail heart of the town centre was redeveloped too with re-building of the lower part of the east side of East Street in the 1970's and the construction of Abbey Retail Park opposite the Abbey Grounds, on the east bank of the Roding in the late 1980's. The 1990's saw more changes with the development of the Vicarage Field shopping centre on the site of the old football ground, the construction of the Tesco superstore and hotels on former industrial land on the west bank of the Roding, and the pedestrianisation of East Street and Ripple Road.

(insert map of Barking circa 1880 showing the old town focussed on the river and the Abbey, and the new town that was developing around the station (source: Frogley first selection, page 160)

(insert picture East Street about 1925 showing the cohesive nature of the street at that time. The Bull is on the left and the Magistrates Court is on the right towards the centre of the picture (source: Frogley first selection, page 70)

### **3.3 Archaeology**

Parts of Abbey Green and the ruins of the Abbey is a Scheduled Ancient Monument and the conservation area lies within an Area of Archaeological Significance.

(insert map showing the location of the Scheduled Ancient Monument)

## **4 Spatial Analysis**

### **4.1 Character and Interrelationship of Spaces**

The three zones in the conservation area are quite distinct in that it is evident that East Street is the main shopping area, Abbey Green the main open space and the Town Quay the old industrial part but they are not well linked. With the decline of the fishing industry and the focus of the town then being on the station changes to the historic street layout have meant that Heath Street no longer exists and North Street which was the main route to Ilford was truncated by the railway thus altering the circulation pattern. As a result the Town Quay is divided from Abbey Green by Abbey Road, and Abbey Green from East Street by The Broadway. Also the paths across Abbey Green do not relate to desire lines to the town centre. This has been recognised in various studies though and improved links throughout the town centre are suggested in most of the regeneration proposals.

### **4.2 Key Views and Vistas**

The topography of the town centre and Abbey Green area is generally fairly flat, with a gentle gradient from the station area to the north-east of the town, down to the south-west and the Town Quay area the lowest point within the conservation area.

Views within the conservation area therefore tend to be foreshortened. This effect provides an interesting dynamic as you walk through the conservation area, with views of the three component parts of the conservation area only becoming visible as one proceeds from one area to the next. This is the case no matter which direction you approach the conservation area from. The negative impact of these foreshortened views is that there is little visual connection throughout the conservation area. For example, it is not evident that the River Roding and Town Quay is just across Abbey Green.

The situation differs slightly depending on whether you are travelling by car, bus, bicycle or on foot. East Street is pedestrianised and parts of roads within the conservation area are one way. This impacts upon the movement across and through the area, and the views of the conservation area afforded to the traveller. The general lack of visual connections however is evident irrespective of the mode of travel.

The main views exist within the conservation area are:

- 360 degree from the bandstand west along East Street (from junction of Station Parade, London Road and Ripple Road), north along Station Parade, east along Ripple Road, and west along Linton Road
- From Town Quay across Abbey Green towards St Margaret's Church and Barking Town Hall
- From the front of the Curfew Tower along East Street
- From the Ripple Road entrance of Vicarage Fields shopping centre to the Police Station and JD Sports
- The view from the National Westminster Bank (East Street) towards the Curfew Tower is a significant view, giving a glimpse of the Abbey Green area and a hint of the Abbey beyond but partially obscured by the trees in front of the Curfew Tower

(insert picture view along East Street towards the Curfew Tower)

Longer views into the conservation area from elsewhere provide clues as to the locational context of Barking Town Centre and certain elements within it. This is particularly important from the west and south-west where the tower of St Margaret's Church and the clock tower of the Town Hall, are visible from the A406 (North Circular) and the A13, and this gives a hint that there may be something special there. The most significant long views are:-

- From the A406 across Town Quay towards St Margaret's Church and the Town Hall
- From the Mill Pool west towards Canary Wharf and south east towards Shooters Hill
- From the bridge on the A13 which crosses the River Roding towards the town centre and clock tower

(insert picture view from the A13 towards Barking Town Centre showing the clock tower and new developments underway)

## **5 Character Analysis**

### **5.1 Definition of Character Areas or Zones**

The three character areas or zones are described in more detail below:

#### **Abbey Green**

There is a sense of open space on Abbey Green with more open views across the grass towards the Town Quay and the town centre. The area comprises of mostly mown grass and standard trees lining the pathways. The main features are St Margaret's Church, the Curfew Tower and the backdrop of mature trees in the churchyard and the grounds of the former Abbey.

#### **Town Quay**

The Town Quay on the river comprises of a circular body of water known as The Mill Pool and the Old Granary as the main features. The area feels separate from the other two character areas but it is only a short distance away from the town centre.

#### **East Street, Station Parade, Linton Road and Ripple Road**

East Street, Station Parade and Ripple Road is mostly defined by the shops which tend to be two or three storeys high either side of the street. The area can be described as a more enclosed space. Station Parade leading to and East Street is the main thoroughfare through the town centre. There is a mixture of different architectural styles and there has been an uncoordinated approach to development with historic buildings and infill development all side by side.

### **5.2 Activity and Prevailing or Former Uses and Their Influence on the Plan Form and Buildings**

#### **Abbey Green**

This area has changed significantly over time in that the buildings associated with its former town centre use have been cleared away leaving the open space area. There is an island nature to the area created by the roads surrounding it although improvements have been made to improve access across these roads. Abbey Green is popular lunchtime venue in summer but there is no where to go or sit as such other than in the churchyard so it is not used very much. The main destination in that area is the café in the church extension. Abbey Green includes two primary schools and is busy at peak times during school hours.

(insert picture looking across Abbey Green towards St Margaret's Church and the Curfew Tower)

### **Town Quay**

Historically the quay was the main point of trade for the Abbey and developed into an important port being where the fishing industry was based. This area has changed significantly over time in that there were buildings all along the quayside and there were a number of large industrial buildings but these have mostly all been cleared away. It is one of the few places where there is public access to the river. The Town Quay is probably the least used part of the conservation area.

(insert picture view of the Town Quay with the Mill Pool and the Old Granary)

### **East Street, Station Parade, Linton Road and Ripple Road**

East Street was the main route to Barking from the east and is shown on the 1777 Andre map. It is directly in line with the Curfew Tower which was the main gate to the Abbey. This area has changed significantly over time. The origins of the Bull pub date back to Medieval times but much of the historic fabric in this area does not survive. The shopping area is the busiest part of the conservation area particularly on market days.

(insert picture view along East Street from the bandstand on market day)

## **5.3 Qualities of Key Buildings and their Contribution to the Conservation Area**

The following provides a detailed description of the main features of the conservation area and the contribution that those features make to its overall character and appearance. The more detailed description of the buildings focuses mostly on the buildings not previously included in the conservation area.

### **Abbey Green**

St Margaret's Church together with the Curfew Tower and the Abbey Ruins are associated with each other historically in that the church evolved out the formation of the Abbey and the Curfew Tower is the one remaining access gate to the Abbey. The buildings are all in close proximity to one another and built of the same materials Kentish Ragstone. St Margaret's is a Grade I listed building, and has many

artefacts and monuments associated with the families of the local area. It is in use as the local parish church and also provides a range of community facilities. The Curfew Tower is Grade II\*listed and was the site of pilgrimage in Medieval times because of the Holy Rood located in the chapel above the archway. The Abbey was established in 666AD and was the greatest Benedictine nunnery in the country and the only early Saxon monastic foundation in Essex to survive until the Dissolution<sup>21</sup>. The remains of Barking Abbey and the old churchyard walls are Grade II listed. The Abbey was excavated in 1911 and stone walls depicting its layout set out. The ruins have the potential to be enhanced as an important local feature and are the focus of an environmental improvement plan for the green.

### **Town Quay**

The Old Granary was Grade II listed in 1968. It was built in a distinctive Italianate style in yellow brick with a pyramidal slate roof. It is five storeys high and a prominent feature on the edge of the Mill Pool. The building symbolises Barking's Victorian industrial past and is currently in use as a warehouse.

### **East Street, Station Parade, and Ripple Road**

#### North Street

**Nos 6-12 North Street** (6 S.A.M Car Service to 12 Browns hairdressers)  
The two storey red brick early 20 century shop premises adjacent to the Bull Pub include the former co-operative store (No. 8-10 North Street) which have an historic first floor shop display window below a richly decorated cornice and a central arched pediment featuring the beehive crest. They are the only historic buildings to have survived the mass clearance of this area in the 1920s. The Bull (No. 2-4) and Numbers 8-10 are locally listed buildings. These buildings have been included in the conservation area as, together with the Bull Public House, they form a distinctive gateway into the town centre from Abbey Green / London Road area, are in keeping in terms of scale and height with the Bull Public House, and help to define the area in front of the Curfew Tower.

(insert picture nos. 6-12 North Street and the Bull pub showing the few remaining historic buildings in this area)

#### **Stables to rear of Bull Pub in pub car park**

These two groupings of brick Victorian buildings, one located in the Bull pub car park and the other to the rear of no.s 1-27 East Street, were

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<sup>21</sup> LBBD Archives <http://www.lbbd.gov.uk/4-heritage/archive-photo-ga/photo-gallery-menu.cfm?id=331139E5-1422-C1AB-D39D5B065FAA7A2F>

probably used as stables by the pub due the presence of the hayloft. These buildings are included in the conservation area because of their historic association with the pub.

(insert picture former stables complete with hayloft to rear of the Bull pub)

### East Street (South Side)

#### **No. 34 East Street (Iceland)**

No. 34 East Street (Iceland, formerly Marks and Spencer) is typical of the M&S in-house style and likely to have been designed by Robert Lutyens who was the son of the 20th century classical architect Sir Edwin Lutyens. The three storey property is a good corner building and frames the view to the clock tower between the shop and the bank and has been included in the conservation area for these reasons.

#### **No. 36-42 East Street (99p Stores)**

No 36-42 East Street (99p Stores) is a plain red brick building which replaced The Capitol Theatre that was adjacent to the former Marks and Spencer. It is considered a neutral contributor to the conservation area. Regeneration and development proposals could provide opportunities for sympathetic redevelopment that relates better to nearby No. 34.

(insert picture no.34 East Street circa 1935 when occupied by Marks and Spencers)

(insert picture no. 34 today (Iceland) showing the building is still a good corner building, but that the Capitol Theatre has been replaced by a plain red brick building (no. 36-42 99p Stores))

(insert picture view of Barking Town Hall along Grove Place from East Street between Iceland and no. 32 the (NatWest))

#### **The Clockhouse**

The Clockhouse building is a 1970s building comprising of a number of shops with offices above (includes no. 52 East Street Bon Marche, Liberty Flowers, Health Information Centre, Brothers Finest Food Store and PCT offices) and is included in the conservation area because it impacts on the setting of the Magistrates Court a Grade II Listed Building and landmark building on East Street being one of most ornate buildings in the town centre (see Appendix 3) and can be identified as a neutral contributor as does 36-42 (99p Stores). Regeneration and development proposals could provide opportunities for more sympathetic redevelopment.

#### **No. 68 East Street (Boots)**

The area around Boots (no. 68 East Street) 50s building reflects the other pre-war prow buildings on this corner and should be included. The current building replaced the baroque Edwardian Blake's ironmonger's store. The bandstand is located at the junction of Ripple Road and East Street and is part of the historic street pattern shown on the 1653 map with Ripple Road leading towards Dagenham Village (London Road was added later).

(insert picture no. 68 East Street (Boots) together with no. 67 (Domestic Appliances) as corner buildings defining the area around the bandstand. The style of no. 67 mirrors 68)

### Linton Road

#### **Baptist Tabernacle**

This landmark building is a good example of late Victorian architecture that contributes positively to the character of Barking Town Centre. It was designed by Holliday and Greenwood and built in the Renaissance style in 1893. Crown House rather dominates the streetscene in this location and can be described as a negative contributor. It is an important gateway to the town centre from the 60's Lintons Estate now being redeveloped.

(insert picture Renaissance style Baptist Tabernacle with its original features is a distinctive building on Linton Road)

#### **No. 2 Linton Road (Barking Tap Public House and Buzz Wine Bar)**

This building is an attractive Victorian Pub with some original features, and is a prominent feature on this part of Linton Road. This is all that remains of the Barking Brewery which was one of the traditional industries in the town, and is locally listed.

(insert picture Barking Tap Public House is a prominent building on the bend of Linton Road)

### East Street (North Side)

#### **Nos. 1-11 and 13-27 East Street**

Two attractive Victorian/Edwardian parades already included in the conservation area and locally listed.

#### **No. 29-31 East Street (29 Specstore - 31 Shoe Zone)**

These buildings are an attractive short parade of art-nouveau style early 20th century shops. They are part of the predominant character of the properties on East Street.

#### **No.39 East Street (Salvation Army and Superdrug now closed)**



This is a flat roofed 1960s retail premises which is being demolished as part of the London Road regeneration scheme to create a new town square behind it to house the street market stalls. Although in overall design terms this building can be considered a neutral or negative contributor to the overall character of the area, any redevelopment should ideally retain the continuity of street frontage that the existing buildings provide, or should otherwise improve the overall character and appearance of this part of the conservation area. As a neutral or negative contributor its demolition would not have to meet the demolition tests of PPG15. There is a small shop no. 37 Wonder Phones and Textiles now vacant infilling the gap between Fawley House and no. 39. It is attached to both premises and will be demolished also.

**No. 43-53 East Street (43 Prime Linens- 53 Caesars World)**

Nos. 43-53 East Street (1935) form an interwar Tudorbethan style 3 storey terrace with gables at each end with applied timber decoration. The distinctive façade and symmetry of the parade contribute to the streetscape and the buildings have been included in the conservation area for this reason. The ideas for London Road are to demolish one end of the terrace to create a new access either side of McDonalds (another feature building on East Street late Victorian/Edwardian with a distinctive gable added to the local list see Appendix 3) to the square, however this would disrupt the terrace as an entity. Opportunities to create a pedestrian link beneath the building through Prime Linens to the proposed square behind would retain the parade intact and should be explored.

(insert picture aerial view of East Street showing how including all the shops fronts on East Street would avoid the odd gaps that currently exist in the designation)

(insert picture East Street circa 1955 looking towards the Magistrates Court)

(insert picture view of East Street on market day from the bandstand with the same shopfronts evident showing that the street is an entity)

(insert picture Nos. 43-53 East Street (43 Prime Linens to 53 Caesars World)

**No. 63-67 East Street (63 East Street Dental Practice to 67 Domestic Appliances follows on round into London Road (No. 1 Torquoise Jewellery to No.9 Likkie Cee's)**

63 to 67 is one of the four curving corner buildings that together form an enclosed circus defining this part of the street and as such should be included in the conservation area.

### Station Parade and the area around the bandstand

It is important to include all the eastern quadrants which form an enclosed circus at the road junction of London Road and Ripple Road in the conservation area as it is a distinctive part of the street and should be retained and enhanced. No. 2 Station Parade (Barclays Bank) is one of the four corner buildings and is a good example of this style of bank building popular in the 20s. It is typical of its period and a prominent building on the corner by the bandstand. As such it makes a positive contribution to the conservation area and should be retained.

Station Parade is an important part of the town centre with some surviving buildings that depict the scale of the town at the turn of the century.

(insert picture an enclosed circus where East Street, Ripple Road and London Road meet is a distinctive feature in the town)

(insert picture view of Station Parade from the bandstand looking towards Barking Station)

(insert picture no. 2 Station Parade (Barclays Bank) is typical of the period and a prominent building on this corner)

### **1-9 Station Parade (no. 1 Blockbusters (closed) to no. 9 Grove Leisure Amusement Caterers)**

These are one of the last remaining historic buildings in the town centre predating World War I and although much altered there are sufficient historic features that remain to retain and enhance them. The buildings should be included in the conservation area. The adjacent properties which include a characterful Victorian terrace no. 15-19 (no. 15 Island News and Wines to no. 19 Discount Jewellers) that could be restored and should also be included.

(insert picture 1-9 Station Parade and the adjacent Victorian terrace as it was looking towards the station circa 1910)

(insert picture 1-9 Station Parade now the same view, showing that properties have been altered but the original details are evident)

### **No.s 21-27 and Station Parade (no. 21 Herbs and Acupuncture to no.s 25 and 27 Barking Arms)**

The Barking Arms Public House (corner property was formerly Lloyds bank) is a 1930s Georgian style building which was fashionable in the interwar period and is of similar character to other buildings in the town centre. The pub together with the parade opposite terrace no. s 24-34

survived the post war development in the town. Together they indicate the start of the main shopping area on East Street.

(insert picture aerial view of the junction of East Street and Cambridge Road with the Barking Arms in the centre of the photo)

(insert photo the Barking Arms is in a prominent location on the corner of East (source: GLA study))

**Nos. 12-18 Station Parade (no. 12 Car Phone Warehouse to 14-18 Savers Health and Beauty (closed to be Superdrug))**

These are an undistinguished post-war infill (called Focal House) included to ensure and should be included to create a rational designation of this principle thoroughfare but which should be identified as a neutral contributor with redevelopment potential for redevelopment to achieve a higher quality building. No. 14-18 has recently been vacated soon to be Superdrug relocated from no. 39. A Sternberg Reed Solicitors occupies the first floor.

**No. 10 Station Parade (Photo Express) and 10a Wide Way Care Ltd**

This is a late Victorian or Edwardian property with gable end and an oriel window again should be included as part of the thoroughfare.

**Nos. 4, 6 & 8 Station Parade (no. 4 Nationwide to no. 8 Valet Dry Cleaning Specialists)**

This is a three storey Victorian terrace built in 1902 in an eclectic style and as such they contribute to the streetscape should be included. These buildings are included on the local list.

(insert picture No. 4-10 Station Parade (no. 4 Nationwide no. 10 Photo Express and 10a Wide Way Care Ltd) are characterful properties and contribute the streetscape)

Ripple Road

Ripple Road comprises of predominantly inter-war terraces of shops with flats above built part of the overall character and domestic scale of the pre-war town centre. The extent of the boundary is from Vicarage Drive to no 47 East Street/Sunningdale Avenue taking the shops on both the east and western sides of Ripple Road, and the Elim Christian Centre and adjacent hall on Axe Street. The proposed extension to the conservation area doesn't include the Vicarage fields shopping centre but does includes Glebe House a 1970s building which can be described as neutral or negative contributor, the Central Clinic a good example of a 30s health centre, and Cosco House both on Vicarage Drive which is the former

vicarage of St Margaret's built in 1794, a listed building and therefore a positive contributor. The conservation area boundary excludes the parade of shops which were adjacent to the Police Station on Ripple Road as these been demolished as part of the proposals for the redevelopment of the town centre.

(insert picture view of Ripple Road looking towards the town centre (no.s 13 Poundsave Superstore to 23 HSBC and no.s 25 & 27 Sleepwell to no. 55 Barking Citizen Advice Bureau)

### Civic Quarter Barking Town Hall and the Broadway Theatre

Barking Town Hall and the immediate surrounds should be included as an imposing 1950's municipal landmark and as a new civic quarter of the conservation area. The town hall is a good example of a building of its period being designed pre-war with work starting in 1936, construction postponed during the war years and completed post war in 1958 mostly to the original designs. Most of the original architectural features survive. Most other pre-1960 town halls in London are nationally listed. The town hall is on the local list. The tower is distinct to Barking and can be seen from various locations. The adjoining assembly hall was built in the 1950s and opened in 1961. It was remodelled in 2006 as the main in the town theatre. Together they are local landmarks and should be included as positive contributors.

(insert picture Barking Town Hall under construction winter 1957/58)

### **Nos. 10 – 32 East Street (no.s 10-12 Peacocks to no. 32 Nat West Bank)**

This 1960s retail development has no historic or architectural merit but given its frontage on East Street its inclusion is recommended otherwise the proposed extension to include the town hall and Broadway Theatre will leave an odd island of non-designated land surrounded by conservation area status. This development makes a negative contribution to the character of the conservation area and a high quality redevelopment of the site that respects its historic context should be considered. This block also includes 5 Broadway (also occupied by Cash Converters), No. 11-13 Medite House (offices above Peacocks shop front on Broadway), and 15 Broadway the Barge Aground Public House a neutral contributor.

(insert picture aerial photo of the civic quarter comprising of the Town Hall and Broadway Theatre and shows that including no.s 10-32 East Street in the centre of the photo as a negative contributor is important otherwise they will be an island isolated in the middle of the conservation area)

(insert picture Barking Town Hall tower is the main landmark in Barking  
(source: GLA scoping study)

#### **5.4 Summary of Positive, Neutral and Negative Contributors**

The table below summarises the quality of all the buildings included in the conservation area in terms of their contribution to the conservation area and streetscape in general and identifies where there is potential to enhance the conservation area. The categories are based on the GLA heritage study (described in more detail in the summary at the end of this section).

A negative contributor can be described as a building or feature that detracts from the conservation area and if opportunities come up could be considered to be replaced with a more appropriate building that contributes to the conservation area in a positive way.

A positive contributor is a building or feature of historical or architectural interest that contributes in a positive way to the setting of the conservation area and should be retained and enhanced.

A neutral contributor is a building or feature which is neither negative or positive in the way it contributes to the setting of the conservation area but should be retained and if possible enhanced also.

<b>Negative</b>	<b>Negative or Neutral</b>	<b>Neutral</b>	<b>Neutral or Positive</b>	<b>Positive</b>
<b>Abbey Green</b>				
		The schools on Abbey Green		St Margaret's Church (Grade I) and Curfew Tower (Grade II*) together with open space of Abbey Green (a Scheduled Ancient Monument) the historic centre of Barking
<b>Town Quay</b>				
				The Granary (Grade II) together with Town Quay /Mill Pool for its riverside aspect & historical association
<b>East Street, Station Parade and East Street</b>				
<b>North Street</b>				
			Victorian stables associated with the Bull pub	6-12 North Street (No. 6 S.A.M Car Service to No.12 Browns hairdressers) only historic properties to survive mass clearance of North Street; important

				gateway and compliment Bull; No 10 locally listed
<u>East Street (south side)</u>				
No. 10-32 East Street (Peacocks to Nat West) see Civic Quarter below		No. 36-42 East Street (99p Stores) plain red brick building; included to complete city block	No. 34 East Street (Iceland former Marks and Spencer)-typical M & S inhouse style; frames view to clock tower	2a-4a East Street (former Burtons Building) good corner building; locally listed
		The Clockhouse including no 52 East Street (Bon March) included as forms part of setting of listed Magistrates Court and as a neutral contributor as 70s building	No. 68 (Boots) together with 63-67 East Street (East Street Dental Practice to Domestic Appliances) strong corner to public space	Magistrates Court landmark building and main feature on East Street; Grade II listed
				Nos. 54 – 66 (no. 54 Stead and Simpson to no. 66 Game Station) East Street-built in the early 1900's attractive terrace; locally listed
<u>Linton Road</u>				
<b>Crown House</b>			Barking Tap Public House-	Baptist Tabernacle

typical 60s/70s unattractive looking tower block			attractive late Victorian pub in prominent location on Linton Road historical association; locally listed	Linton Road landmark building on Linton Road; locally listed
<u>East Street (north side)</u>				
	No. 39 East Street (Salvation Army and Superdrug)-undistinguished flat roof premises; closed as being demolished		No. 1-27 East Street (No. 1 HMJ Nail and Beauty Bar No. 27 H.T Pawnbrokers)-attractive Victorian /Edwardian terraces, already included in CA; locally listed	2-4 North Street Bull Public House(oldest pub site in the borough) good corner building together with Burtons define start of East Street; locally listed
			29-31 East Street 29 Specstore to 31 Shoe Zone attractive art-nouveau style terrace typical of East Street	no. 33-35 East Street Fawley House oldest secular building in Barking and home of Hewetts; locally listed
				No. 41 East Street (McDonalds) fine late Victorian building in prominent position on East Street; juxtaposition of Magistrates Court, Fawley House and



				no. 41 form node; locally listed
			43 to 51 East Street (43 Prime Linens to 51 Caesars World) typical 20s style Tudorbethan parade	
			53-61 East Street (O2 to A.J Harveys) 1920s red brick terrace in Jacobean style; part of character of area	
			63-67 East Street (East Street Dental Practice to Domestic Appliances) corner building	
<u>Station Parade and the area around the bandstand</u>				
		12-18 East Street (No. 12 Carphone Warehouse to No. 14-18 Savers Health and Beauty vacant, to be Superdrug) post war infill included in CA as on	No. 1-9 Station Parade (No. 1 Blockbusters (closed) to No. 9 Grove Leisure Amusement Caterers) along with 11-23-depicts scale and character of	No 2 Station parade Barclays Bank together with the other corner buildings 67 & 68 East Street & 1 Station Parade form enclosed circus representing

		main thoroughfare	Barking at turn of century	the town centre & main meeting point; Barclays locally listed
			No. 25-27 Station Parade (The Barking Arms)-good corner building; denotes beginning of East Street and main shopping area	No. 4-8 Station Parade (No. 4 Nationwide to No. 8 Valet Dry Cleaning Specialists attractive late Victorian red brick terrace together with No. 10 Photo Express art-nouveau style; 4-8 locally listed
<u>Ripple Road</u>				
	Glebe House Vicarage Drive 70s office block several storeys high		Central Clinic Vicarage Drive good example of 30s health centre	Cosco House Vicarage Drive mid-Georgian property Grade II listed building
			13-23 Ripple Road (Poundsave to HSBC) 1920s parade red-brick mansard roof	No. 2 JD Sports together with No. 6 Ripple Road Police Station-attractive Edwardian buildings indicates start of Ripple Road, locally listed & already included in CA
			25-43 Ripple Road (Sleep	

			well Bedrooms to Coral) 30s style parade continues across Vicarage Drive	
			32-52 Ripple Road (Chicken Express to Wallis and Son) another good example of 30s shopping parade	
			54-58 Ripple Road (Barnados to Inspiration)	
			47-55 Ripple Road (Variety Meat and Fish to Barking Citizen Advice Bureau)	
			New Park Hall Evangelical Church built <b>1929</b> <b>Designed by</b> <b>C.J. Dawson</b>	Elim Christian Centre typical 30s church building on Axe Street; provides contrast with new buildings behind locally listed
<u>Civic Quarter</u>				
No. 10-32 East Street (Peacocks to Nat West)- flat roofed development with car		No. 11-15 Broadway (Medite House to Barge Aground)		Town Hall together with Broadway Theatre- landmark building with clock tower

parking; included in CA otherwise would be an odd island				refurbishment of theatre a feature in itself; locally listed
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## 5.5 Unlisted Buildings

Where buildings are listed or locally listed this has been indicated in the text above. The few buildings that are not listed such as 29-31 East Street (29 Specstore to 31 Shoe Zone) are considered to read as part of the character of town centre and so included in the conservation area.

## 5.6 Local Details

There are a few historic details remaining that are worth noting and contribute to the interest of the conservation area. The beehive crest pediment at no. 10 North Street formerly the Cooperative Society which is the symbol for diligence; The art-nouveau railings outside the Baptist Tabernacle in Linton Road; the original pilasters with winged cherubs outside no. 2 Ripple Road (JD Sports); the original lamp and railings outside no. 6 the police station on Ripple Road and the Magistrates Court. At the Town Quay the original construction of the quayside is evident with timber fenders where the barges would have unloaded and a winch where the sluice gates would have been under Highbridge Road.

(insert photo the Beehive crest at No 10 North Street)

## 5.7 Prevalent and Traditional Building Materials and the Public Realm

These included:-

- Timber from Epping and Hainault Forest for timber frame work and weatherboarding.
- Lathe and plaster as infill of a timber-framed building.
- London Clay from the river valleys for constructing walls.
- Reeds were grown for thatch roofing.

Kentish Ragstone for constructing walls. Kentish Ragstone is a type of limestone that is hard and resistant and was widely used for building in Kent and neighbouring counties. Its general character is rough, brittle and difficult to work. Squared blocks can only be obtained with difficulty so is sometimes used only for infilling of a wall but was used due to the scarcity

of good stone in the south-east. The principle quarries were at Maidstone in Kent. It was shipped on barges on the River Medway, Thames and River Roding to Barking<sup>22</sup>.

The construction of some of the buildings on East Street and Ripple Road in brick, slate and stone reflected the coming of the railway as this would have provided an opportunity to transport a wider variety of materials than were available locally.

The main public realm is the Abbey Green area, the pedestrianised area in the shopping area and the public space at the Town Quay. Long term regeneration proposals are to improve the link from Barking Park on Longbridge Road along the main thoroughfare of East Street right through the town centre and conservation area to the Mill Pool.

## **5.8 Contribution Made to Green Spaces and Biodiversity**

Abbey Green is the nearest open space in the town centre but can be described as poor quality open space as there is little of interest or variety in terms of planting or landscape features. Within this area though Barking Abbey ruins and St Margaret's Churchyard together are identified as a Site of Importance Nature Conservation in the Local Biodiversity Action Plan<sup>23</sup>.

## **5.9 Extent of Any Intrusion or Damage (negative factors) and the Existence of any Neutral Areas**

Neutral and negative buildings have been identified in the table above to encourage more sensitive development. Generally the adhoc nature of the development in the town centre means that the historic pattern of development is difficult to trace. The traffic is quite intrusive in some locations namely at the junction of East Street and the Broadway and at the Lidl roundabout end of Ripple Road and the one way system tends to isolate the green. New developments present an opportunity to maintain and enhance the heritage of the town.

## **5.10 General Condition**

The condition of the conservation area varies, the Town Quay area, and the Broadway has benefited from recent sympathetic environmental improvements however other parts particularly East Street and North Street are in a poorer condition. Some issues can be addressed with improved management.

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<sup>22</sup> A. Clifton-Taylor *The Pattern of English Building*, (London, 1972), page 65-66)

<sup>23</sup> LBBD Local Biodiversity Action Plan (LBAP), 2005, page 13

## **5.11 Problems Pressures and Capacity for Change**

The regeneration plans include the comprehensive redevelopment of the Linton's Estate (underway with the completed demolition of the tower block) and London Road/North Street, the development of Freshwharf and the lower Roding Valley, the intensification of the Gascoigne Estate, environmental improvements to Abbey Green, the redevelopments to the east of the Town Hall, and the Town Centre redevelopment (underway with phase 1 nearly complete and phase 2 mostly complete). Barking will serve as the main centre for the Barking Riverside development. The plans together with the redevelopment of Barking Station as a transport interchange and the East London Transit (ELT) aim to improve connectivity to the town centre and revitalise it.

The main proposals that impact on the conservation area are London Road/North Street and the proposals to move the market to accommodate ELT. If the boundary is extended then the proposals for Barking Interchange have an impact in that the development site will overlap into the conservation area. It is important that these proposals enhance and add to the character of the area and help to preserve the overall integrity of the conservation area through careful design and implementation (see Appendix 5).

(insert picture Barking Town Centre redevelopment showing the Barking Learning Centre next to the town hall and subsequent phases of construction underway)

## **5.12 Community Involvement**

Public consultation will be carried out after the Executive to involve people in the conservation area appraisal process and to develop the management proposals. Meetings will be held with stakeholders and expert groups from the LDF consultation data base such as the Creekmouth Preservation Society, and the Disability Equality Forum. Groups will be consulted on the draft appraisals, the proposed extension and the proposed management actions. Workshops with interested parties will be held to discuss and review the issues. In addition those properties affected by the proposed extension will be leafleted. Some informal consultation has already been undertaken on an earlier draft that went to the Executive in March 2007. There is ongoing liaison with English Heritage to progress the work. LBB Heritage Services will be involved in the process.

## **5.13 Summary of Issues**

### **Boundary Changes**

As part of the appraisal process the existing conservation area boundary was inspected and whilst it includes the key historic elements, it follows buildings lines very closely and so does not always include the setting or context of the buildings or spaces around them. An alteration to the boundary is recommended to show the town centre in its wider context and include whole streetscapes as they are an integral part of the layout of the town centre.

The main positive features of the conservation area, including the proposed extension, are the Town Quay area with the river aspect and historical association, Barking Town Hall as a landmark building and new civic quarter, and potentially the area by the bandstand as a popular meeting point.

The boundary change is based on a Heritage Scoping Study on Barking Town Centre undertaken by Design for London based upon the recent national policy guidance produced by English Heritage in 2006 on conservation areas to assess whether it is adequately protected by the current boundaries of the Abbey and Barking Town Centre Conservation Area. The study describes the current boundaries around Abbey Green as rational, but that in the commercial area it has been drawn irrationally and there is an opportunity to extend it to include other buildings of good townscape merit that make a positive contribution to the character and appearance of the conservation area. A site visit was undertaken with Design for London and English Heritage on 6 November 2007 to look at the existing boundary in the commercial area and consider how it could be extended and has informed the writing of this appraisal.

The extension will provide a more cohesive and rational designation that far more adequately protects the special historic and architectural interest and character of the town centre.

## **Issues**

In summary Barking Town Centre and the associated conservation area lies within an area of great change. This appraisal sets out what is important historically about Barking and how the heritage should be considered in this context. Developments should enhance the conservation area wherever possible. They should be sympathetic to the conservation area and strive for a high level of design. The main issues are summarised below:

- Protecting and enhancing the historic environment where the pace of change is so fast and the development pressure high

- Raising awareness of the heritage of Barking Town Centre and promoting understanding and respect
- Ensuring new development enhances the setting of the conservation area and where negatives contributors are identified that there is quality control of new developments that may replace them
- Implementing policies and the AAP to ensure the heritage is regarded an asset and a focus for regeneration



## **6 Management Proposals**

### 1 changes to conservation area boundary

An alteration to the boundary is recommended in line with the area outlined in the appraisal above.

Action: the Council will seek to implement the extension of the designated area as recommended above and thereafter continue to review the boundary of the conservation area in accordance with Best Practice and guidance on the management of the historic environment (in place by November 2008).

### 2 loss of original architectural details

Many of the buildings in the conservation area have been affected by the use of inappropriate modern materials or details such as the replacement of original windows and doors with aluminium and uPVC, alterations to the historic glazing pattern, painting of historic brickwork, alterations to the gable ends and dormers, loss of pilasters and corbels, removal or damage to architectural features, and the replacement of slate tiles with concrete ones.

The appraisal identified that the following alterations pose a threat to the special a character of the area:

- Loss of original timber windows and doors
- Alteration to window/door openings
- Painting of brickwork or application of render

Action: the Council will seek to consider the need for Article 4 directions to ensure that the special qualities of all locally listed are protected (in place by March 2009).

### 3 setting, views and gateways

The setting of the conservation area is very important and development which impacts in a detrimental way upon the immediate setting and longer views into and from the conservation area will detract from its special character. The important views have been identified in each of the three zones in the appraisal and are described above.

There are four identifiable arrival points or gateways to the north, south, east and west of the conservation area. The northern point is the Longbridge Road/Fanshawe Avenue roundabout with The Catch sculpture on it, the western one is from the A406 crossing the bridge on London Road (bridge is Grade II listed) and arriving at the roundabout with the Lighted Lady sculpture on it, the eastern one is from the A13 and the St Paul's/Ripple Road roundabout (with the Lidl supermarket on it), and the southern one is crossing Highbridge Road at the Town Quay.

Action: the Council will seek to ensure that all development respects the setting of the conservation area and important views within, into and from the conservation area, as identified in the appraisal. The Council will seek to ensure that these remain protected from inappropriate forms of development and that due regard is paid to these views in the formulation of public realm works or enhancement schemes. The Barking Town Centre Action Plan will address these issues.

#### 4 shopfront design

The Barking Abbey and Town Centre Conservation Area contains a large number of shops. In some cases the shopfronts have been poorly designed with little regard for the host building or the streetscene and spoil the historic character and appearance of the building and street.

Action: when considering the replacement of a shopfront, the following guidelines should normally be followed:

- New shopfronts should follow the traditional relationship of pilaster, fascia, moulded cornice above a stallriser, and glass window
- Shop signs should be located where the fascia is, not on other parts of the building, and retain the traditional size of the fascia
- Shutters should, where they are considered necessary, be incorporated into the design of the shopfront and be a grill rather than solid construction to allow light from the shop to help illuminate the street after hours
- The use of uPVC or other modern materials should be avoided

With regard to proposals for living over the shop where a shared access exists, its removal will be resisted. If required, a new or additional access will be sought by negotiation.

Occasionally, a simple modern shopfront may be more appropriate than a reproduction 19th century design. However, these should still follow the basic principles governing the historic relationship between the fascia, glazing, pilasters and stallriser, as well as the use of colour, materials, and signage (will be formally incorporated in the AAP).

#### 5 advertisement control

PPG15 recognises that all outdoor advertisements affect the appearance of the building or neighbourhood where they are displayed. The visual appearance of East Street is affected by some bright advertisements. Extending the boundary of the conservation area may help this to be better controlled through the Development Control process.

Action: the Council will ensure that all proposed advertisements accord with Local Development Framework policy.

#### 6 building maintenance and repair

There is evidence of some neglect of routine maintenance and repair of some buildings especially above ground floor in the town centre generally and within the conservation area.

Action: the Council will seek to monitor the condition of all historic buildings and, through the Buildings at Risk Register, will report findings and advise action as necessary. Where the condition of a building gives cause for concern, appropriate steps will be sought to secure the future of the buildings, including the use of statutory powers. A Historic Building Repair Grant is available to assist owners of historic buildings with part of the cost of eligible repair work. The Council will encourage owners and occupiers of buildings on the local list to repair and maintain their buildings (March 2009).

#### 7 design of new development

Proposed development that impacts on the conservation area should be sensitive to the character of the conservation area and retain historic buildings, views and layout where possible and incorporate them into the design.

Action: the Council will use available policies to improve the quality of the built environment of the conservation area by ensuring that new development is responsive to its neighbourhood and site context.

Where a building or site has been identified as having a negative effect on the conservation area, the Council will seek to enhance that building or site by encouraging the owners or developer to enhance it (November 2008).

#### 8 linkages and the public realm

The design of the public realm should enhance and re-enforce the historic identity of the conservation area. The treatment of the public realm should aim to create better cohesiveness enhancing links between the character areas or zones, and reduce clutter in the town centre generally. The treatment should enhance the setting of the historic buildings and special features particularly the Scheduled Ancient Monument extending to the Town Quay area, the ruins of the Abbey, St Margaret's Church, and the Curfew Tower. Any works should be in liaison with the Local Authority, English Heritage, and the Diocese of Chelmsford.

Action: the Council will take a coordinated approach to implementing proposals to ensure elements such as surfacing, street lighting, furniture

and highways are considered as part of the whole. The Council will continue to implement the Barking and Dagenham Code.

#### 9 monitoring and review

Action: the Council will seek to review this document every five years taking into account Government policy. It is intended the review will include the following:

- A survey of the conservation area and boundaries
- An updated heritage count comprising a comprehensive photographic building record including locally listed buildings
- An assessment of whether the management proposals detailed in this document have been acted upon, including proposed enhancements
- A Buildings at Risk survey to identify any building whose condition poses a threat to their integrity (and linked to the regular Quinquennial Inspection carried out on the church and the tower)
- The production of a short report detailing the findings of the survey and proposed actions and amendments
- Public consultation on the review findings, any proposed changes and input into the final review
- Publication of an updated edition of management proposals (April 2014).

## Appendices

### 1 Bibliography

T. Clifford and Herbert Hope Lockwood, *Mr Frogley's Barking a first selection*, (London, 2002)

T. Clifford and Herbert Hope Lockwood, *More of Mr Frogley's Barking a second selection*, (London, 2003)

T. Clifford and Herbert Hope Lockwood, *Still more of Mr Frogley's Barking a third selection*, (London, 2004)

T. Clifford, *Barking and Dagenham Buildings Past and Present*, (London, 1992)

R. Tames, *Barking Past*, (London 2002)

### 2 Sources of Further Information

Planning (Listed Buildings and Conservation Areas) Act 1990

Planning Policy Guidance 15: Planning and the historic environment (PPG15)

Government Circular 01/01 arrangements for handling heritage applications Department for Communities and Local Government (DCMS) [www.communities.gov.uk](http://www.communities.gov.uk)

Government Circular 09/05

E. Bird, Design for London, Heritage Scoping study on Abbey and Barking Town Centre Conservation Area draft (November, 2007)

Local Studies Library and Archives, Valence House Museum, Becontree Avenue, Dagenham, Essex RM8 3HT tel. 0208 227 6896.

Archive Photo Gallery [www.barking-dagenham.gov.uk](http://www.barking-dagenham.gov.uk)

English Heritage, Guidance on Conservation Area appraisals, (London, 2006)

English Heritage, Guidance on management of conservation Areas, (London, 2006).

[www.english-heritage.org.uk](http://www.english-heritage.org.uk)

### **3 Listed Buildings, Locally Listed Buildings, and Scheduled Ancient Monuments**

(NB the descriptions for the local list and buildings are not definitive and do not describe every feature as they are only meant to be brief. The townscape merit buildings have now been incorporated into the local list)

#### **Listed Buildings**

##### *Grade I*

##### *Parish Church of St Margaret, Broadway, Barking*

Listed on 28 May 1954.

##### Group Value

Thirteenth Century and later, mainly 15th Century. Complex history. Flint and ragstone rubble walls. Reigate stone ashlar tower. Crenellated 3 stage western tower with taller stair turret dating from mid C15. Chancel C13 with later nave and north aisle. Plaster ceiling of 1772 to chancel (NB plaster since removed to reveal older timber roof). Outer north aisle and chapel added in stages in C16 using debris from destroyed Abbey. Outstanding series of monuments and fittings including early C17 octagonal moulded font, good brasses, late C16 funeral helm and early C19 seating incorporating C18 woodwork.

##### *Grade II\**

##### *Fire Bell Gate, Barking Abbey, Broadway, Barking*

Listed on the 28 May 1954.

##### Group Value.

Late C15 – early C16. Two storey gateway. Coursed rubble and stone dressings. Crenellated parapet with embattled octagonal stair turret to north-west corner. Inner and outer archways with moulded jambs, 4-centred arches and labels. Angle buttresses to gateway. Ogee shaped niche above each archway. Early C19 iron gates. Upper floor formed Chapel of the Holy Rood with cinquefoiled lights in a 4 centred head to east and west walls. Fine early medieval stone roof. Below and to the north of the east window is the late C12 Rood in stone with figures of

Virgin and St John. The upper storey has been largely rebuilt in the late c19.

*Grade II*

*Barking Magistrates Court and railings, lamp-holders and lamps, East Street, Barking*

Listed on the 24 August 1981.

Built in 1893 in the manner of the Flemish Renaissance. Red brick and stone dressings. Three storeys. Centre range with large central enriched stone portico flanked by gabled wings set slightly forward. Mullioned and transomed windows. Stone bandcourse to first floor level with egg and dart ovolo cornice. Oriol windows to first floor of gables with enriched apron corbels and ogee shaped heads. Stone bandcourse and cornice to second floor level. Red brick parapet with stone coping.

*Grade II*

*The Old Granary. Town Quay, Barking*

Listed on the 17 December 1968.

Mid C19. Yellow brick. Slate roof. Casement windows. Four storeys. Seven windows. Tower of one extra storey and 3 windows to the return front of Italianate character with wide projecting eaves and pyramidal roof, at the right hand end. Gable end to the left hand return front of three windows. Small gable in the centre which originally had a projecting hoist beyond it.

There are three other Grade II listed buildings within the town centre area and within the vicinity of the conservation area:

- Barking Station, Station Parade, Barking
- St Margaret's Vicarage, Vicarage Drive, Barking
- London Road Bridge, London Road, Barking

*Grade II and Scheduled Ancient Monument*

*Remains of Barking Abbey and old Churchyard walls, Broadway, Barking.*

Listed on the 28 May 1954.

Group Value

C12 and later. Remains of general layout of main building. Outer walls of Abbey Church survive in places to a height of several feet. Remains of other parts of the Abbey including the cloisters are in parts indicated by restored footings. Churchyard walls are medieval stone or C16 brick with later repairs. Ruins are those of one of the most important nunneries in the country. Founded in 666 AD by St Erkenwald, dissolved in 1539 and destroyed in 1541. The Abbey was excavated in 1910.

### **Locally Listed Buildings**

There are 109 locally listed buildings in total in LBB. The list is being updated so the number may change as each building is assessed to consider its continued inclusion on the list and of any more that should be added. There are nine in the existing conservation area with two more within the proposed extension:

- 2a and 4a East Street, Barking (Cash Converters) - former Burton's building, good corner building, built 1931, Art Deco style, intricate stone detailing to floors, includes elephant head capitals
- 2 and 4 North Street, Barking (The Bull Public House), title deeds to early 15th century, oldest pub site in borough, current building rebuilt with subsequent alterations, attractive exterior including distinctive bull sculpture, good corner building
- No.s 1-11, East Street (no.1 HMJ Nail and Beauty Bar to no.11 Beauty Queens Cosmetics) -late Victorian/Edwardian, may have been rebuilt 1928/9, redbrick with rich stone dressings, shaped gables, curved alternating with triangular, three storey terrace, good scale
- No.s 13- 27 East Street, may have been rebuilt 1928/9, (no. 13 Barking Café to no.27 H.T Pawnbrokers, includes Woolworths) - early 20th century, 2 storey pilasters with a classical theme)
- No. 33-35 East Street, Barking (no. 33 Sense international no. 35 vacant)– 3 storey house built 1822, formerly Fawley House, oldest secular building in town centre, ground floor converted into shops in late 19th early 20th century, good pilasters and corbels, owned by Hewett family.
- No. 41 East Street (McDonalds) - Late Victorian/Edwardian commercial building with distinctive gable and window details
- Nos. 54 – 66 (no. 54 Sted and Simpson to no. 66 Game Station) East Street-built in the early 1900's
- No. 6 Ripple Road, Barking (Police Station) – fine Edwardian building, built in 1910 (date on rain hoppers), Mansard roof, original window frames and dormers, good brick and stone detailing, prominent entrance with original lamp and railings
- No. 2 Ripple Road, Barking (JD Sports) – former British Gas building, Edwardian three storey red brick building with original box sash



windows, original pilasters with winged cherubs, good chimneys, elaborate cornice

- Baptist Tabernacle, Linton Road- within the proposed extension, is built in 1893 in Grecian renaissance style. Brick with Bath stone dressing. Original doors and lights. Art Nouveau railings.
- 1 Town Square Barking Town Hall and Broadway Theatre-within the proposed extension; design selected in 1936 via competition. Foundations laid 1939, but work delayed due to outbreak of Second World War; officially opened 1958; the Broadway Theatre is a former assembly hall recently modernised and an extension to the town hall

#### **4 Relevant Policies**

The Unitary Development Plan (UDP) 1995 is under review and being replaced by the Local Development Framework (LDF) in 2008. Those UDP policies which have been saved are current until replaced by the LDF. Emerging Policy BP2 Conservation Areas Listed Buildings retains the principle of conserving or enhancing the character of these areas and protecting listed buildings in line with current guidance. The LDF makes reference to the LBBB Heritage Strategy and list of Listed Buildings in terms of respecting the heritage when determining planning applications.

#### **5 Initiatives/strategies/masterplans/studies**

Barking Town Centre Area Action Plan DPD Preferred Options Report-  
LTGDC

Abbey Green Landscape Vision - Groundwork East London - June 2005  
(associated work being prepared including a masterplan; Audience  
Development Plan; International Design Competition; desk top study an  
Archaeological Digest by Museum of London; topographical survey; and  
management plan)

Framework Plan for the River Roding - LTGDC (ongoing)

Freshwharf Estate Regeneration Framework - Stock Wolstencroft  
(ongoing)

Draft Framework Plan for London Road/North Street - Rick Mather  
Associates – (ongoing)

Draft Framework Plan for the Station Quarter- EDAW (ongoing)

Axe Street Masterplan - Allies and Morrison (ongoing)

Interim Planning Guidance for Barking Town Centre - LBBB 2004

Streetscape Guidance - Transport for London 2004

Barking and Dagenham Code- Burns and Nice July 2004

Barking Framework Plan by East Sergison Bates, ATIS REAL Wetheralls,  
and WSP Group, 2003

Barking Abbey Conservation Management Plan - Environmental Design  
Associates, December 2002

The Heritage Strategy

Public Art Strategy

A13 Artscape Project DEAL (nearly complete)

## **6 Useful Addresses**

London Borough of Barking and Dagenham  
Spatial Regeneration Division  
3rd Floor Crown House,  
6 Linton Road,  
Barking,  
IG11 3HG

English Heritage  
East & South East London  
1 Waterhouse Square  
138-142 Holborn  
London EC1N 2ST

The London Thames Gateway Development Corporation  
9th Floor  
South Quay Plaza III  
189 Marsh Wall Road  
South Quay  
London

Essex Records Office  
Wharf Road,  
Chelmsford,  
Essex.

## **7 Schedule of Properties to Include in Conservation Area Including Proposed Extension**

(list correct as updated on 15 September 2008) \*newly added as included in to extension to conservation area:

Clockhouse Avenue

\*1 Town Square Town Hall

\*Broadway Theatre

East Street (south side)

\*No. 10- 42 East Street (Peacocks to 99p Stores) includes:

\*No. 10 to 12 Peacocks

\*No. 14 and 16 East Street Supermarket

\*No. 18 Abbey Café Restaurant

\*No. 20 East Street Information Shop for Young People

\*No. 22-30 Wilkinsons

\*No. 32 Nat West

\*No. 34 Iceland

\*No. 36 to 42 99p Stores

\*The Clockhouse to and 52 East Street (\*Liberty Flowers to \*Bon Marche) includes:

\*Health Information Centre,

\*Brothers Finest Food Store

No. 54 Stead and Simpson

No. 56-58 Ethel Austin

No. 60 Oakham Money Store

No. 64 Sun World Amusements

No. 62 Percy Ingle bakers and confectioners

No. 66 Game Station

\*No. 68 East Street (Boots)

East Street (north side)

No 1-27 East Street (already in CA) includes:

No. 1a HMJ Nail and Beauty Bar

No. 3 Bright Fashion Curtains (to let)

No. 5 Baltic Stores food and drink store

No. 7 -9 Daisy's Den

No. 11 Beauty Queens Cosmetics

No. 13 Barking Café

No. 15 Discount Designer Furniture

No. 17 Top Kids

No. 19 First Choice Travel Shop

No.21 Supergrows Cosmetics vacant

No.23-25 Woolworths

No. 27 H & T Pawnbrokers

\*No. 29- 31 includes:

\*29 Specstore

\*No. 29a Ladbrokes

\*No. 31 Shoe Zone

No. 33 to 35 East Street (already included in conservation area) includes:

No. 33 Sense International

No. 35 (vacant)

\*No. 37 Wonder Phones and Textiles (closed)

\*No. 39 Salvation Army and Superdrug (closed)

\*No. 43 to 67 East Street (Prime Linens to Domestic Appliances) includes:

\*No. 43 Prime Linens

\*No. 45 Eyeland Vision Care Opticians

\*No. 47 Le Boulanger D'Or

\*No. 49 Holland and Barrett

\*No. 51 Caesars World

\*No. 53 O2

\*No. 55 Marie Curie Cancer Care

\*No. 57 Poppins Restaurant

\*No. 59 Greggs the bakers

\*No. 61 A.J Harveys

\*No. 63 East Street Dental Practice

\*No. 65 Optical Revolution

\*No. 67 Domestic Appliances

Station Parade (north side)

\*No 1-27 Station Parade (Blockbusters to Barking Arms) includes:

\*No. 1 Blockbusters (closed)

\*No. 3 J. Coopers and Son Funeral Directors

\*No. 5 Top Deck Fish and Chips

\*No. 7 Shoeworld

\*No. 9 Grove Leisure Amusement Caterers

\*No. 11 to 13 Lloyds TSB

\*No. 15 Island News and Wine

\*No. 17 British Heart Foundation

\*No. 19 Discount Jewellers

\*No. 21 Herbs and Acupuncture

\*No. 23 Sandwich and Pasta Bar

\*No. 25 and 27 The Barking Arms

East Street (south side)

\*No. 2- 36 Station Parade includes:

\*No. 2 Barclays

\*No. 4 Nationwide

\*No. 6 Barking Halal Meat and Poultry

\*No. 8 Valet Dry Cleaning Specialists

\*No. 10 Photo Express

\*No. 10a Wide Way Care Ltd

\*No.12 Car Phone Warehouse

\*No. 14 to 18 Savers Health and Beauty (vacant at present, to be Superdrug shortly 12-14 is Focal House with Sternberg Reed Solicitors upstairs)

(there is no 22 this is the access road into the loading area to rear of shops)

\*No. 24 Coral

\*No. 26 Hollywood Nails

\*No. 28 Shoes by Bagel

\*No. 30 Money Shop

\*No. 32 Horizon UK

\*No. 34 Dowlins Curtains and Linens

London Road

\*No. 1-7 London Road includes:

\*No. 1 Turquoise Jewellery

\*No. 3 sandwiches breakfast (no name)

\*No. 5 Cake Express

\*No. 7 Likkle Cee's

North Street

\*No. 6-12 North Street includes:

\*No. 6 S.A.M Car Service

\*No. 8 Jazzie Jakes

\*No. 12 Browns Hairdressers

To include the \*hayloft in the Bull pub car park

Broadway

\*No. 5-15 Broadway includes:

\*No. 5 Cash Converters

\*No. 7 and 9 Peacocks

\*No. 11-13 Medite House

\*No. 15 Barge Aground Public House

Linton Road

\*No. 2 Solution

\*Baptist Tabernacle (Barking Baptist Church no number)

Ripple Road (west side)

No. 2-6 (already included in conservation area) includes:

No. 2-4 JD Sports

No. 6 Police Station

\*No. 32 to 56 as part of new extension to Conservation Area includes:

\*No. 32 Chicken Xpress

\*No. 34 British Red Cross

\*No. 34 Ripple Road News

\*No. 38 Islam Mehdi Halal Meat and Poultry

\*No. 40 Feedwell Food Stores Afro Caribbean and Continental

\*No. 42 Mobileinn

\*No. 44 Top Class unisex beauty salon

\*No. 46 Al's Diner

\*No. 48 Barking Supermarket Turkish, English and Mediterranean food store

\*No. 50 Aves Opticians

\*No. 52 B. Wallis and Son funeral directors and memorial consultants

\*No. 54 Barnado's Shop

\*No. 56 Worldwide Gospel Outreach Ministries Kingdom Life Bookshop

\*No. 58 Inspiration (hairstylists)

Ripple Road (east side)

\*No. 13 to 21 East Street (Vicarage shopping centre to Vicarage Drive) as part of new extension to Conservation Area includes:

\*No. 13 to 15 Poundsave Superstore

\*No. 17 Plummers News

\*No. 19 Thomas Pharmacy

\*No. 21 to 23 HSBC bank

\*Glebe House Vicarage Drive

\*Cosco House Vicarage Drive

\*Health Centre Vicarage Drive

\*No. 27 to 55 (Vicarage Drive to Sunningdale Avenue) as part of new extension to Conservation Area includes:

\*No. 25 to 27 Sleepwell Bedrooms

\*No. 29 Computer Resale

\*No. 31 Mobile City

\*No. 33 to 35 Pizza Express (closed)

\*No. 37 Alicias unisex beauty salon

- \*No. 39 Natural Remedies Centre
- \*No. 41 Barking Dry Cleaning Centre
- \*No. 43-45 Coral
- \*No. 47 Variety Meat and Fish
- \*No. 49 Trendz (hairdressers)
- \*No. 51 DABD (UK) mobility solutions
- \*No. 53 Variety Food and Wine
- \*No. 55 Barking Citizen Advice Bureau

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**D R A F T**  
**Abbey Road Riverside**  
**Conservation Area Appraisal**

(insert picture photograph of the conservation area circa 1900/1910 (source: LBBB archives)

Spatial Regeneration Division,  
London Borough of Barking and Dagenham  
September 2008

# 1 Introduction

## 1.1 The purpose of a Conservation Area Character Appraisal

Historic areas are now extensively recognised for the contribution they make to our cultural inheritance, economic well being and quality of life. Conservation areas are a means of preserving or enhancing such areas. The Act defines a conservation area as:<sup>1</sup>

‘an area of special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance’.

There are four conservation areas in Barking and Dagenham. This conservation area appraisal is focused on the Abbey Road Riverside Conservation Area. This was designated on 12 June 1995.

The Act imposes a number of duties on local authorities with regard to conservation areas:

- To review the overall extent of designation and if appropriate designate additional areas<sup>2</sup>
- From time to time, to draw up and publish proposals for the preservation and enhancement of conservation areas and to consult the local community about these proposals<sup>3</sup>
- In exercising their planning powers to pay special attention to the desirability of preserving or enhancing the character or appearance of conservation areas<sup>4</sup>

Consequently the Council is current preparing conservation area appraisals for each of its conservation areas in line with these responsibilities.

Conservation area appraisals have a number of benefits in particular they are important in guiding the form and content of new development in partnership with the Development Plan and as educational and informative documents for the community. It is important in this respect to recognise that change is inevitable in most conservation areas, the challenge is to manage change in ways that maintain and if possible reinforce an area's special qualities, and this is the key role of the appraisal.

Therefore the aim of this conservation area appraisal is to preserve and enhance the character of the Abbey Road Riverside Conservation Area

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<sup>1</sup> Section 69 (1) of the Planning (Listed Buildings and Conservation Areas) Act 1990

<sup>2</sup> Section 69 (2) of the Planning (Listed Buildings and Conservation Areas) Act 1990

<sup>3</sup> Section 71 of the Planning (Listed Buildings and Conservation Areas) Act 1990

<sup>4</sup> Section 72 of the Planning (Listed Buildings and Conservation Areas) Act 1990

and to provide a basis for making sustainable decisions about its future through the development of management proposals.

The format and content of this conservation area appraisal follows the guidance provided by English Heritage in their publication:

‘Guidance on the management of conservation areas’ published in February 2006.

## **1.2 Policy Context**

This Conservation Area Appraisal provides a firm basis on which applications for future development will be assessed within the Abbey Road Riverside Conservation Area, and therefore must be read in conjunction with Barking and Dagenham’s Local Development Framework.

Policy CP2 in the pre-submission Core Strategy identifies that although the borough has a rich history relatively few heritage assets remain, and for that reason particular care will be taken to:

- Protect and wherever possible enhance the borough’s historic environment
- Promote understanding of and respect for our local context
- Reinforce local distinctiveness
- Require development proposals and regeneration initiatives to be of a high quality that respects and reflects the borough’s historic context and assets.

It emphasises that the borough’s heritage assets will be used as an integral part of the borough’s regeneration, and because today’s developments will be tomorrow’s heritage to use them in the bid to secure the highest standards of new design and architecture.

More detail on the implementation of CP2 is provided in the Council’s Pre-Submission Borough Wide Development Policies. Policy BP2 covers Conservation Areas and Listed Buildings, and BP3 Archaeology. BP2 emphasises that the Council will provide up to date character appraisals and management proposals for each of the Borough’s four conservation areas for the reasons already given.

The appraisal will be adopted by the Council and reviewed every five years in line with advice from English Heritage.

The Council is preparing a dedicated Action Plan for Barking Town Centre to guide the significant regeneration opportunities in this key part of the Thames Gateway over the next 10-15 years. At the same time Barking

Town Centre is also home to a significant proportion of the borough's heritage, and for this reason contains two of the borough's four conservation areas. This heritage provides a rich context for these regeneration opportunities and the Conservation Area Appraisal will be very important in providing advice on how new developments can harness this potential and contribute to preserving or enhancing the character of these conservation areas. The London Thames Gateway Development Corporation (LTGDC) are responsible for determining major applications on Barking Town Centre and therefore the appraisal will be key tool for them to inform their decisions.

The Barking Town Centre Area Action Plan Preferred Options Report includes a policy (BTC18) on Conservation Areas and Listed Buildings. This stresses that the Council will review the two conservation areas within the Town Centre and encourage developers to use the areas heritage assets to upgrade existing buildings within the conservation areas and use them as positive regeneration elements of their schemes.

Also relevant is the East London Green Grid which has been adopted as Supplementary Planning Guidance by the Mayor of London. This includes proposals for the creation of green spaces along river valleys, and therefore is relevant to the Roding Valley and the Abbey Riverside Conservation Area.

### **1.3 Definition (or Summary) of Special Interest**

The Abbey Road Riverside Conservation Area was designated on 12 June 1995. The Executive report regarding the designation states that English Heritage considered the area to contain buildings of great historical importance to the former role of Barking as a leading fishing port in the 19<sup>th</sup> century and then as a centre for brewing. Whilst it did not consider that individually the buildings deserved listed building status it considered that collectively they warranted conservation area status. The key characteristics to be preserved and enhanced are listed below:

- Locally listed buildings-the conservation area contains two locally listed buildings:
  - The Granary
  - The Malthouse

The Fishing Smack Public House and the Malthouse Extension were also identified as being of townscape interest and locally listed. The Fishing Smack was demolished in 2006 and the Malthouse Extension has recently been partially demolished in June 2008 (only the façade remains at present). The Granary and Malthouse are local landmarks (see Appendix 3).

- Associations with fishing industry- the Short Blue Fishing Fleet the largest fishing fleet in England in the 1850s was centred on Town Quay which was the main location for loading and unloading fish. This is within the Abbey and Barking Town Centre Conservation Area and identified in the Abbey and Town Centre Appraisal as one of the most historic parts of the town as a wharf of some kind existed on the River Roding near to Barking Abbey since its formation 666AD. The Abbey along with the Town Quay was of significant importance to the development of the town<sup>5</sup>. Abbey Road was a short walk to the Town Quay indeed Abbey Road was formerly called Fisher Street and most of the buildings along it were connected to the fishing trade<sup>6</sup>.
- Icehouses- the first large commercial icehouses in the country were built in Barking on Fisher Street and were part of the development of new fishing methods that extended the preservation of the catch. These were associated with the development of The Short Blue.
- Associations with brewery industry- the coming of the railway was the primary reason for the decline of the Barking fishing fleet and by the end of the 1860s it was known the fishing industry would leave the town for good<sup>7</sup>. At about the same time The Barking Brewery was started in 1864<sup>8</sup> although brewing must have started much earlier as there is reference to a tavern being located outside the Abbey gate in 1456 and a patch of land called Brewers Croft in 1626 and a tenement called Old Brewhouse in 1641<sup>9</sup>. The Malthouse as the name implies received and stored for barley malt to supply the brewery which in turned supplied Barking's fifteen public houses. The pubs were an integral part of the town being a part of the streetscape, local economy and people's lives. The names of the public houses reflected the town as a fishing port such as the Fishing Smack, and the Jolly Fisherman<sup>10</sup>.
- Archaeology- the conservation area is within an Area of Archaeological Significance.
- Positive features- the positive features of the conservation area are the Malthouse and Granary buildings as part of the town industrial

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<sup>5</sup> T.Clifford & H.Hope Lockwood, *Frogley's Barking first selection*, (London, 2002), page 102

<sup>6</sup> Frogley first selection, page 52

<sup>7</sup> Frogley first selection, page 88

<sup>8</sup> T.Clifford & H.Hope Lockwood, *Mr Frogley's Barking a second selection*, (London 2003), page 38

<sup>9</sup> R. Tames, *Barking Past*, (London 2002), page 31

<sup>10</sup> Frogley first selection, page 88

legacy their riverside setting and their potential as a destination in the context of the future regeneration of the town. Also the proximity of the conservation area to the Abbey and Barking Town Centre Conservation Area and the Town Quay within it.

- The Short Blue Fleet- the Short Blue of the Hewett family in Barking was the largest fishing fleet in England during the 19th Century. The introduction of 'fleeting' by Samuel Hewett, which enabled fishing vessels to stay at sea for longer periods, with the daily catch being transported back to shore in fast cutters, and the use of ice to preserve fish, made Barking one of the most important fishing ports in England.
- No.s 33- 35 East Street (no. 33 Sense International to no. 35 vacant)- this is the oldest secular building (non-religious) remaining in Barking, formerly Fawley House owned and lived in by the Hewett family<sup>11</sup>, owners of the Short Blue (and still a local landowner). The pilasters and corbels dividing shop fronts of 33 to 35 extend either side to neighbouring properties.

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<sup>11</sup> Frogley first selection, page 111

## **2 Assessing Special Interest**

### **2.1 Location and Setting**

The London Borough of Barking and Dagenham is located on the north bank of the Thames to the east of the City of London. The borough is divided into three geographical areas, the London Clay on the higher land to the north, the River Terrace Gravels present across the middle, and the Flood Plain Alluvium covering much of the southern half of the borough between the River Roding in the west and the River Beam in the east. Barking is the main settlement located in the south west of the borough approximately two kilometres from the River Thames on the River Roding. The centre of the town is predominantly retail with the surrounding areas as predominantly residential comprising of Victorian and Edwardian terraces and post war housing estates and some industrial on the periphery.

The Abbey Riverside Conservation Area is within the Roding Valley area of Barking Town Centre on Abbey Road. It is one of the smaller conservation areas comprising the Malthouse and associated Victorian buildings. It is located between the River Roding and Abbey Road on the opposite bank to Freshwarf. The boundary still includes the site of the former Fishing Smack Public House. The more central and historic parts of Barking Town Centre are designated The Abbey and Barking Town Centre Conservation Area.

(insert map Chapman and Andre map of 1777 depicts the once rural nature of the area and shows the location of Barking on the River Roding (source: T. Clifford, *Barking and Dagenham Buildings Past and Present* (London, 1992), page 31)

(insert map showing the location of Abbey Road Riverside Conservation Area in relation to Barking Town Centre)

### **2.2 Context**

The Malthouse has been developed as a Creative Industries Quarter by the London Thames Gateway Development Corporation. They acquired The Malthouse Extension and adjoining Granary and are in the process of acquiring further property to the north and south of the Malthouse.

A planning application for redevelopment of the Fishing Smack site was approved to provide flats, an art gallery, bar and restaurant facilities but has yet to commence on site. The LTGDC are now intending to submit a comprehensive application for the redevelopment of much of the east bank as the Cultural Industries Quarter (CIQ) including this site and all of

the conservation area. The Malthouse Extension was given conservation area consent to be demolished in June 2008 as part of this redevelopment on condition that the gables ends, the most interesting part of the building were to be rebuilt. The London Thames Gateway Development Corporation's proposals respond to the area's heritage features, bringing the Granary back into use and providing access to the river at this point although care will need to be taken to ensure the residential blocks are not overbearing and that the public square provides a suitable setting for the Malthouse. The construction of a bridge for the East London Transit (ELT a new public transport link between Barking Riverside and Barking Town Centre crossing the Roding at this point) will impact on the conservation area as it just lands within the boundary of the conservation area on the east bank within the footprint of Barford Chemicals thought to be the location of the Icehouse. Further investigation about this is underway. There is further discussion required to ensure the development fully enhances the conservation area and that the Malthouse and Granary are enhanced as the main features on the site.

The whole of Abbey Road will be improved with the implementation of the Barking and Dagenham Code which the Council hope to adopt as a Supplementary Planning Document. The aim is to upgrade the area, accommodate the proposed ELT and provide a better link between the new developments on the river and the town centre. Also a masterplan to enhance the Gascoigne estate is proposed and these improvements should help to reconnect this area with the riverside.

(insert picture of Malthouse refurbished as the Cultural Industries Quarter (source: LTGDC))

### **2.3 General Character and Plan Form**

This part of Barking derives its character from its relationship with the River Roding a navigable tributary of the Thames which served to bring the settlement into existence and determined the pattern of development on the river bank and along routes leading from the river to neighbouring settlements. The Abbey Road Riverside Conservation Area is predominantly rectangular as it includes the Malthouse and Granary which are rectangular shaped buildings.

(insert map of Abbey Road Riverside Conservation Area showing layout)

### **2.4 Landscape Setting**

There are distant views from the area of the Mill Pool to Shooters Hill to the south east, and Canary Wharf to the west. The conservation area has



a flat topography its landscape character is Victorian industrial with the Malthouse and Granary the surviving main features. The recent demolitions dominate the scene. The riverside location is not apparent from Abbey Road as the river is only visible from the barrage on the river itself or the west bank. The former yard area has been surfaced with a temporary gravel surface. There is no greenery on the site. The Malthouse and Granary are local landmarks and can be seen from various locations within the vicinity.

(insert picture view of the Abbey Road Riverside Conservation Area from the Mill Pool showing its setting on the River Roding)

### **3 Historic Development and Archaeology**

#### **3.1 Origins and Historic Development**

The conservation area is intrinsically linked to the development of the Town Quay and the fishing and brewing industries. Scrymgeour Hewett, a Scotsman, born in 1769 was the founder of the Short Blue fishing fleet. His son, Samuel Hewett was born in Barking in 1797. He revolutionised the Barking fishing industry by pioneering the fleeting system and preservation of fish by ice in 1821<sup>12</sup>.

This saw fish being stored in ice houses. The first icehouses were built in Fisher Street (now Abbey Road). The ice was collected from nearby fields in East Ham that were flooded by opening sluice gates along the Roding and Back River which once flowed parallel to the Roding to the east<sup>13</sup>.

People came from miles around to collect the ice as they were paid for the amount they had collected and could earn quite well. The main profit though was from the marsh owners, tradesmen and others who sold the ice to the Hewett company<sup>14</sup>.

It is claimed that the bell on the Curfew Tower on Abbey Green was rung to summon people to church before the Church Bell Tower was built or to warn of the "Curfew" but another suggestion is that it was to signal warning of high tide or bad weather as well to let people know working on the marsh that the working day was ending<sup>15</sup>.

The fishing industry was a major local employer and by 1850 the number of fishermen equalled a quarter of the total population of the parish (Barking and Ripple). Samuel Hewett turned the fishing concern into a company and retired to Yarmouth where he died in 1871. Samuel Hewett is buried with his wife at St Margaret's in Barking just north of the conservation area.

(insert picture of fishing fleet)

#### **3.2 Development in the 19th and 20th Centuries**

By the late 19<sup>th</sup> century the fishing industry in Barking had begun to decline as the railways provided rapid transport of fish from the east coast ports, which were nearer to the North Sea fishing grounds, to London. The Stratford to Tilbury railway line via Barking opened in 1854 and was soon

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<sup>12</sup> LBBD Heritage Strategy 2003.

<sup>13</sup> Back River is shown on the map dated about 1880 below

<sup>14</sup> Frogley first selection, page 84.

<sup>15</sup> meeting with Peter Midlane church warden at St Margaret's parish church 5.10.07

followed by the development of Barking New Town to the east of the Station. The Great Eastern Railway was extended to Yarmouth in 1867 and to Grimsby by the Great Northern. From the 1850s then there was a steady movement of fishermen to Grimsby and after 1865 most of the fishing fleet was transferred to Yarmouth and Gorleston<sup>16</sup>.

Access to the river was an important consideration for many of the industries that established in Barking on the back of the market and fishing industries. By the mid 19th century, the nature of industry was changing to include chemical industries and brewing. By 1906 there were at least twenty factories concentrated around the river adjacent to the Old Town of Barking, at least half of which were producing chemicals as diverse as soap making and tar distilleries to artificial fertiliser and sulphuric acid manufacturers. This extract from Mr. Frogley's Barking describes the brewery industries importance as local business in Barking:

*It was customary for farmers to brew their own beer to supply the workers in the fields with refreshment at harvesting time and on other special occasions. Barking Brewery was started by Dr George Glenny in 1864 to meet the demands of a few local farmers who had neither the plant nor the necessary skill to produce satisfactory beer themselves. The first brew was made in the potato shed of William Wallis Glenny and, apart from farm consumption, the first cask of beer was purchased by Dr Galloway of Cambridge Road, Barking. George Glenny sold the business to his brother, Thomas W. Glenny (d. 1914), who acquired a site on the east side of Linton Road and built the Brewery. Trade increased from month to month, licenced houses were acquired, and the business grew to one of considerable importance. Until its purchase by Taylor Walker & Co. at the end of 1929, the Brewery employed about 30 hands, possessed 15 licensed houses, and sold 16,000 barrels a year<sup>17</sup>.*

(insert picture Staff at Glenny's brewery (source: Frogleys second selection page 41)

A brick malthouse next to a windmill behind the Fishing Smack was bought in 1738 by Jeremiah Bentham (father of Jeremy Bentham). A later malthouse was built in 1866 for Randells & Co (Randells, Howell & Co were malt roasters located on Fisher Street). It was subsequently enlarged over a portion of waste ground called Donkey Park (a field adjoining the malthouse)<sup>18</sup>. The function of the Malthouse was to receive and store barley malt brought by barge on the River Roding. The malt then went to the brewery on Linton Road.

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<sup>16</sup> Frogley first selection, page 88

<sup>17</sup> Frogley second selection, page 38

<sup>18</sup> Frogley first selection, page 55

The original Fishing Smack public house 92 Abbey Road was at the entrance to Hewetts Wharf in Fisher Street and was pulled down having been damaged by a boiler explosion at the Hewett's works in 1899. A pot and bottle store was added in 1924. It was rebuilt in 1901, enlarged in 1980s and demolished in 2006. R. Bauckham was the publican in 1855. The Seabrooks were licensees from 1863 to 1906. Henry Seabrook had a blacksmiths shop at the rear of the premises during the time of the fishing trade<sup>19</sup>.

(insert picture the Fishing Smack about 1898 (source: Frogley first selection page 43)

The advent of the railway and the construction of the station rebuilt in 1899 and rebuilt again 1958 pulled the focus of the town away from the river which has steadily declined in the 20th Century as local heavy industry in the area contracted with the opening of cheaper global markets.

(insert map of Barking about 1880 showing the old and new town and Back River (source: Frogley first selection, page 160)

(insert map 1860 OS map showing the icehouses at the bottom end of Abbey Road and the Fishing Smack public house which dates from at least 1855 (source: T. Clifford, *Barking and Dagenham Past and Present*, (London 1992), page 8)

(insert map 1890 OS map showing the Malthouse built in 1866, the Malt Kiln and Store dated 1891, and the Granary (source: LBBB archives)

(insert map 1939 OS map showing The Malthouse Extension then built in 1896 (source: LBBB archives)

### 3.3 Archaeology

The conservation area lies within an Area of Archaeological Significance.

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<sup>19</sup> T. Clifford *Barking Pubs Past and Present*, (London 1995), page 8

## **4 Spatial Analysis**

### **4.1 Character and Interrelationship of Spaces**

The conservation area is relatively small spanning an area between Abbey Road on the east and the River Roding on the west. Its waterside location and its access to the river has been pivotal to the towns development as an important centre of trade.

### **4.2 Key Views and Vistas**

The main view of The Malthouse is looking south from the Mill Pool although a new view has opened up now that there is access to the barrage. The Malthouse is the main feature with the main façade of the building directly on the waterfront and the tall Granary building with the chimney alongside. This view depicts the industrial heritage of Barking and provides an insight as to how the area might have looked in the 19<sup>th</sup> century.

(insert picture access to the barrage has recently been made available which provides a good view of the Malthouse and Granary)

Views within the conservation area are restricted due to the close proximity of the structures and buildings within the site. The sequence of buildings that comes into view when walking south down Abbey Road is The remaining façade of the Malthouse Extension, The Malthouse, The Granary, and then Barford Chemicals. This is the core of the conservation area and is one of the few views available which evoke the areas rich commercial history. The small brick building, possibly an electricity sub-station towards the front of the site is not really noticeable behind the hoardings.

(insert picture this view of the Malthouse (centre) , Malthouse Extension (to the left) and Granary (centre left) circa 1900/1910 (source: LBBDD archives)

(insert picture view of the conservation area today from Abbey Road showing the Malthouse and Granary building as the main remaining features)

Once the Freshwharf site has been re-developed and the riverside walk implemented the buildings of the conservation area will be more visible. In addition, the implementation of the ELT will allow additional views of the river frontage.

(insert picture of view of Malthouse from Freshwarf depicting the aspect that will be available to view from the proposed ELT bridge)

## **5 Character Analysis**

### **5.1 Definition of Character Areas or Zones**

The conservation area is just one character area or zone. The Granary and Malthouse are local landmarks. The roofline of the Granary adjoining chimney and the Malthouse stands out as a feature from various locations around the town centre. The buildings shown in the photograph circa 1900 compliment each other as they are all an industrial Victorian style of architecture and similar building materials have been used. The buildings within the conservation area all make a positive contribution to the character and appearance of the area and are worthy of protection. The remaining core buildings in the conservation area are The Malthouse and the Granary. Core buildings that have been lost are the Malthouse Extension (now partially demolished), and most of the above ground parts of the Icehouse. Other buildings in the conservation area including what was the Malt Kiln and Store are described below.

### **5.2 Activity and Prevailing or Former Uses and Their Influence on the Plan Form and Buildings**

The buildings were mostly accessed from the river and as such the main frontages are on the riverside. Goods stored inside would then have been taken out for redistribution into the yard and then by horse and cart into the town via Abbey Road. The Granary is vacant and has not been used for a number of years. The Malthouse has been refurbished and is in use as studio space and offices. The façade of the Malthouse Extension fronting Abbey Road remains at present but would be demolished if the current proposals to build along the road frontage go ahead.

(insert picture this newly opened up area at the front of the Granary is the suggested location for a café facility where the public could view the river and has not been accessible before)

### **5.3 Qualities of Key Buildings and their Contribution to the Conservation Area**

The following provides a detailed description of the main features of the conservation area and the contribution that those features make to its overall character and appearance.

The remaining core buildings in the conservation area are:

- The Malthouse

Built in 1866, the Malthouse is a long rectangular red brick building of industrial character fronting the River Roding with two storeys and a basement that lies below the water level. Opening on to the river allowed the transference of barley malt from barges through the windows into the building. This building is shown on the 1890 OS map. Walking round the interior of the Malthouse its previous use becomes apparent with its large floorspace for storage and the windows overlooking the river. Its refurbishment has made the most of the natural light and original features. The Malthouse contributes in a positive way to the conservation area defining the waterfront to the south and the yard area within the conservation area.

(insert picture the Malthouse from above the houseboats on the River Roding)

(insert picture the interior of the refurbished Malthouse (source: LGTDC))

- The Granary

This building is five storeys high with large central windows where goods would have been hoisted up and into the building for storage. There were two chimneys at one time but none remain. This building is shown on the 1890 OS map. There is no date for its construction but the style of the architecture suggests it was built around the same time as The Malthouse. The interior of the Granary is of interest with the extent of the floorspace apparent, the original cast iron columns supporting the upper storeys the stone flags on the floor, and the space opening out onto the riverfront exposed by demolition of a smaller building. The Granary contributes in a positive way to the conservation area being the tallest building in the conservation area and a prominent feature on Abbey Road.

(insert picture the Granary is five storeys high and quite dominant on Abbey Road. The architecture is similar to that of the Malthouse)

(insert picture the interior of the Granary remains intact as a typical example of a Victorian warehouse)

Core buildings that have been lost:

- Fishing Smack

The rebuilt version of the Fishing Smack was a typical late Victorian pub two storeys high with a half timbered effect gable end and green tiles around the exterior of the ground floor, not dissimilar in style to the Barking Tap on Linton Road. It was a distinctive feature on Abbey Road and a positive contributor to the conservation area.



(insert picture the rebuilt version of the Fishing Smack before it was demolished in 2006)

- Malthouse Extension

An extension to the Malthouse was built in 1896 at right angles to The Malthouse towards Abbey Road. Wooden passages above ground level connected The Malthouse Extension to The Granary. There are drawings of the Malthouse and proposed extension dated 1896. The drawing labels the Malthouse as Current Maltings and the Extension as New Maltings with the first floor of the part of the building fronting Abbey Road as the Barley Loft. The Extension is shown in the photograph circa 1900/1910 and on the 1939 OS map. The wooden passages between the buildings no longer exist. The Malthouse Extension did contribute in a neutral to positive way to the conservation area defining the yard area and fronting onto Abbey Road. English Heritage at the time of designation considered the building was sound and reusable. However it had been allowed to decay since then and was considered uneconomical by the LTGDC to retain it with efforts to refurbish buildings being focussed on the Granary instead.

(insert picture the Malthouse Extension before it was demolished)

(insert plan of Malthouse showing section through the part of the building on Abbey Road and labelled the barley loft)

(insert picture showing the remains of building today)

- Icehouse

The information about the icehouses is limited and differing. There is a reference to icehouses (plural) on Fisher Street and also to Samuel Hewett manufacturing ice and building an Ice House in 1840, the first in the country and that it was burnt down in 1850 but was soon rebuilt<sup>20</sup>. It is thought that the large Icehouse was constructed just to the south of the conservation area and whilst the large Icehouse is no longer present it is thought the basement is still there<sup>21</sup>. Icehouses are shown further to the south of the conservation area on the 1860 OS plan, two of which look to be of considerable size. The Executive report<sup>22</sup> describes the Granary, and then goes on to describe the icehouse as adjoining the Granary as being constructed on the early 1840s and as an important foundry in the late 18<sup>th</sup> century. Another thought was that the icehouse was the ground

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<sup>20</sup> Frogley first edition, page 88

<sup>21</sup> Mark Watson Heritage Officer LBBB Heritage Services

<sup>22</sup> Executive report dated 12.6.95 regarding the designation

floor of the brick three storey building with the chimney on the riverside<sup>23</sup> but LTGDC is looking at the idea that it is in Barford Chemicals which is within the conservation area and that two walls and a basement remain. If the Icehouse is within Barford Chemicals Ltd this is inline with proposed ELT bridge. English Heritage suggest that the main functioning part of an icehouse would be mostly underground and the fire would have caused little damage so whilst there may be little to show above ground the working part of the building is likely to survive and that an assessment of the area should be carried out of the area to be affected to make an informed decision<sup>24</sup>. There appears to be evidence of an icehouse at Wigzels the scrap metal merchants towards the bottom end of Abbey Road also where the remains of thick brick walls have been used as the foundations for another building and corresponds with the icehouses shown on the 1860 map. The Icehouse contributes in what can be described as a neutral or positive way more in terms of its historical association than architectural merit although as described above the actual location has yet to be finally determined.

(insert picture Barford chemicals from inside the Malthouse is thought to have the remains of an icehouse in the basement)

(insert map 1860s overlay the long rectangular shapes outlined in black to the left are the icehouses and correspond with the layout of current buildings (Wigzels) shown in orange (source: English Heritage)

(insert picture view of Wigzels from the river (old warehouse building to the left of new flats) has been built on the lower courses of an earlier building which could be the remains of an icehouse)

Other buildings in the conservation area:

- Malt Kiln and Store

In 1891 a Malt Kiln and two storey high Store were built on to the eastern end of The Malthouse. The Malt Kiln is shown in the centre of the photograph located between the Malthouse and the Extension with conical roof and cowl. The Malt Kiln and Store have been demolished. The image in the photograph suggests it was a positive contributor with its conical roof. The design of the store is unknown but was probably similar to the neighboring buildings and part of the function of the area and so may have been a neutral contributor.

(insert plan of the Malt Kiln showing the conical roof)

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<sup>23</sup> Dave Mansfield LBBB Development Control

<sup>24</sup> David Divers Archaeological Advisor English Heritage

- Sub-Station

The sub-station the other remaining building in the conservation area is evidently a more recent construction and as such could be described as a neutral to negative contributor to the conservation area. Any new proposals to build along the Abbey Road frontage would mean this building would be demolished also but it would not be a loss to the area. Infact a better building in this location would be an improvement.

(insert picture of substation near the Abbey Road frontage)

#### **5.4 Unlisted Buildings**

The Granary and Malthouse are locally listed. The sub-station is not locally listed.

#### **5.5 Local Details**

There are a few historic details remaining that are worth noting and contribute to the interest of the conservation area. The remaining chimney; the detail of the brickwork on the gable ends; remains of a hoist on the north facing façade of the Granary that would have been used to lift items in and out of the building; large timber fenders along the front of the Malthouse where barges would have unloaded; and the wreck of boat that remains in the water just in front of the Malthouse evokes the rivers commercial past.

(insert picture of the gable ends which were on the Malthouse Extension)

#### **5.6 Prevalent and Traditional Building Materials and the Public Realm**

The Malthouse and Granary are built of London Stock brick with slate roofs. The brick colour is quite dark due to pollution. The bricks that have been salvaged from the demolition of the Malthouse Extension are stacked up ready for reuse. The detailing is typical of industrial structures. The barrage next to Hand Trough Creek, a modern structure, was built to retain water levels at a constant level occasionally though when the barrage is opened and the tide is low the mud is visible.

There is no public realm area at present but when the CIQ is complete the central area will be more accessible and designed as an open space associated with the activities in the buildings. Currently the yard area is used for car parking for staff working at The Malthouse.

The nearest public realm area is the Abbey Green area and the public space at the Town Quay. Long term regeneration proposals are to

improve the link from Barking Park on Longbridge Road along the main thoroughfare of East Street right through the town centre and conservation area to the Mill Pool. This will link with the riverside walk.

### **5.7 Contribution Made to Green Spaces and Biodiversity**

Some sections of the riverside walk are complete at the adjacent Furlongs development site and on Freshwarf opposite. It is intended the walk will eventually link south to the proposed Thames Path Extension and north into Redbridge as and when opportunities to build extensions arise as developments come forward. The path will have open spaces associated with it and the new developments along the route where there are opportunities to view the river, and features such as Cuckholds Haven Nature Reserve in Newham on the opposite bank. The Roding itself as a Wildlife Corridor has some important habitats identified in the Mayors Biodiversity Strategy associated with it such as the reed beds which line the riverbanks to the south of the barrage. The Environment Agency have identified Hand Trough Creek just to the south of the barrage as important for wildlife and made comments on a previous planning application for Freshwarf saying that the development was to minimise disturbance to the wildlife. There are no trees in the conservation area.

(insert picture of Handtrough Creek just to the south of the conservation area)

### **5.8 Extent of Any Intrusion or Damage (negative factors) and the Existence of any Neutral Areas**

Neutral and negative buildings and have been identified above where there are opportunities for more sensitive development. The derelict nature of the buildings were a negative factor but were evidence of the previous use of the area. The large trucks that frequent the industrial areas on Abbey Road tend to dominate the street but on the other hand demonstrate there is economic activity there reminiscent of the areas industrial past. The river on the other hand is generally a peaceful scene and together with the houseboats the best attribute. The LTGDC development should be encouraged to highlight the waterside aspect and views to and from the area. The existing yard area could be described as neutral contributor at present but the design of the open space which includes the yard has the potential to enhance the setting of the remaining historic buildings and create an interesting and exiting place to visit. New developments present an opportunity to maintain and enhance the heritage of the town.

### **5.9 General Condition**

The general condition of the conservation area can be described as poor and has been in the same deteriorating state for many years. The refurbishment of the Malthouse and the ideas to reuse the Granary will improve the situation. Sympathetic design of the CIQ is probably the single most important aspect to consider at this stage to enhance the conservation area.

### **5.10 Problems Pressures and Capacity for Change**

There is pressure to develop along the river and some development is already complete such as Rialto at the junction of Abbey Rd and St Pauls Road built in a Victorian warehouse style, Benedicts Wharf a contemporary development with solar voltaics at the Mill Pool, and Furlongs again a more colourful contemporary design at the end of Abbey Road.

The main issue is ensuring the new development is sympathetic to the conservation area. The emerging Local Development Framework and this conservation appraisal should ensure that new development responds positively to its rich historical context. Some modifications have not been in keeping with the character of appearance of the buildings within the conservation area for example UPVC windows fitted to Malthouse not in keeping with historic building.

(insert picture view towards the Mill Pool showing the proximity of the Malthouse to the new developments with Railto on the right hand side)

### **5.11 Community Involvement**

Public consultation will be carried out after the Executive to involve people in the conservation area appraisal process and to develop the management proposals. Meetings will be held with stakeholders and expert groups from the LDF consultation data base such as the Barking Historical Society, and the Disability Equality Forum. Groups will be consulted on the draft appraisals, and the proposed management actions. Workshops with interested parties will be held to discuss and review the issues. Some informal consultation has already been undertaken on an early draft of the local list that included the Malthouse and Granary. There is ongoing liaison with English Heritage to progress the work. LBBD Heritage Services are involved in the process.

### **5.12 Summary of Issues**

#### **Boundary Changes**

As part of the appraisal process the existing conservation area boundary was inspected and continues to include the key historic elements therefore the boundary will be retained as it is.

The main positive features of the conservation area are the Malthouse and Granary as landmark buildings, their riverside setting, their historical association with Barking's industrial past and the areas potential as a popular meeting point.

### **Issues**

In summary Barking Town Centre and the Abbey Road Riverside Conservation Area lies within an area of great change. This appraisal sets out what is important historically about Barking and how the heritage should be considered in this context. Developments enhance the conservation area wherever possible. They should be sympathetic to the conservation area and strive for a high level of design. The main issues are summarised below:

- Protecting and enhancing the historic environment where the pace of change is so fast and the development pressure high
- Raising awareness of the heritage of Abbey Road and the River Roding and promoting understanding and respect
- Ensuring new development enhances the setting of the conservation area there is quality control of new developments that may replace them
- Implementing emerging Local Development Framework policies to ensure the heritage is regarded an asset and a focus for regeneration

## 6 Management Proposals

### 1. changes to conservation area boundary

As part of the appraisal process the existing conservation area boundary was inspected and thought to adequately cover the area of historic interest therefore an alteration to the boundary is not recommend.

Action: the Council will review the boundary of the conservation area every five years through the review of this Conservation Area Appraisal in accordance with guidance from English Heritage<sup>25</sup> (November 2008).

### 2. loss of original architectural details

One of the buildings in the conservation area has been affected by the use of inappropriate modern materials or details such as the replacement of original windows with uPVC. Alterations to the historic glazing pattern, painting of historic brickwork, alterations to the gable ends and dormers, loss of pilasters and corbels, and the replacement of slate tiles with concrete ones would be discouraged.

The appraisal identified that the following alterations pose a threat to the special a character of the area:

- Loss of original timber windows and doors

Action: the Council will consider the need for Article 4 directions to ensure that the special qualities of the locally listed buildings are protected

### 3. setting, views and gateways

The setting of the conservation area is very important and development which impacts in a detrimental way upon the immediate setting and longer views into and from the conservation area will detract from its special character. The important views have been identified in the appraisal and are described in 4.2 above.

There is one identifiable arrival point or gateway to the west of the conservation area. This is the Abbey Road/St Pauls Road junction.

Action: the Council will seek to ensure that all development respects the setting of the conservation area and important views within, into and from the conservation area, as identified in the appraisal. The Council will seek to ensure that these remain protected from inappropriate forms of development and that due regard is paid to these views in the formulation of public realm works or enhancement schemes. The Barking Town Centre Action Plan will address these issues

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<sup>25</sup> Guidance on Conservation Area Appraisals English Heritage 2006

#### 4. advertisement control

PPG15 recognises that all outdoor advertisements affect the appearance of the building or neighbourhood where they are displayed. There may be a desire to advertise the businesses that occupy the live work units. The visual appearance of Abbey Road may be affected by some bright advertisements. Encouraging appropriate signage from the outset may help this to be better controlled through the Development Control process.

Action: the Council will ensure that all proposed advertisements accord with Local Development Framework policy.

#### 5. building maintenance and repair

There is long term neglect of routine maintenance and repair of the Granary building within the conservation area. The Malthouse Extension had fallen into a state of disrepair.

Action: The condition of historic buildings within the conservation area will be monitored. Where the condition of a building gives cause for concern, appropriate steps will be sought to secure the future of the buildings, including the use of statutory powers. A Historic Building Repair Grant is available to assist owners of historic buildings with part of the cost of eligible repair work. The Council will encourage owners and occupiers of buildings on the local list to repair and maintain their buildings (March 2009).

#### 6. design of new development

Proposed development that impacts on the conservation area should be sensitive to the character of the conservation area and retain historic buildings, views and layout where possible and incorporate them into the design.

Action: the Council will use emerging Local Development Framework policies to improve the quality of the built environment of the conservation area by ensuring that new development preserves or enhances the character and appearance of the conservation area and maximises opportunities to re-use existing buildings which are locally listed.

Where a building or site has been identified as having a negative effect on the conservation area, the Council will seek encourage owners or a developer to enhance it (November 2008).

#### 7. public realm

The design of the public realm should enhance and re-enforce the historic identity of the conservation area. The treatment of the public realm should



aim to create better cohesiveness in the conservation area and enhance the setting of the historic buildings and special features.

Action: through the Barking Code the Council will take a coordinated approach to implementing proposals to ensure hard and soft landscaping treatments preserve or enhance the character and appearance of the conservation area.

#### 8. monitoring and review

Action: the Council will seek to review this document every five years taking into account Government policy. It is intended the review will include the following:

- A survey of the conservation area and boundaries
- An updated heritage count comprising a comprehensive photographic building record including locally listed buildings and Buildings
- An assessment of whether the management proposals detailed in this document have been acted upon, including proposed enhancements
- A Buildings at Risk survey to identify any building whose condition poses a threat to their integrity
- The production of a short report detailing the findings of the survey and proposed actions and amendments
- Public consultation on the review findings, any proposed changes and input into the final review
- Publication of an updated edition of management proposals (April 2014)

## **Appendices**

### **1 Bibliography**

T. Clifford and Herbert Hope Lockwood, *Mr Frogley's Barking a first selection*, (London, 2002)

T. Clifford and Herbert Hope Lockwood, *More of Mr Frogley's Barking a second selection*, (London, 2003)

T. Clifford and Herbert Hope Lockwood, *Still more of Mr Frogley's Barking a third selection*, (London, 2004)

T. Clifford, *Barking and Dagenham Buildings Past and Present*, (London, 1992)

R. Tames, *Barking Past*, (London 2002)

### **2 Sources of Further Information**

Planning (Listed Buildings and Conservation Areas) Act 1990

Planning Policy Guidance 15: Planning and the historic environment (PPG15)

Government Circular 01/01 arrangements for handling heritage applications Department for Communities and Local Government (DCMS) [www.communities.gov.uk](http://www.communities.gov.uk)

Government Circular 09/05

E. Bird, Design for London, Heritage Scoping study on Abbey and Barking Town Centre Conservation Area draft (November, 2007)

Local Studies Library and Archives, Valence House Museum, Becontree Avenue, Dagenham, Essex RM8 3HT tel. 0208 227 6896.

Archive Photo Gallery [www.barking-dagenham.gov.uk](http://www.barking-dagenham.gov.uk)

English Heritage, Guidance on Conservation Area appraisals, (London, 2006)

English Heritage, Guidance on management of conservation Areas, (London, 2006). [www.english-heritage.org.uk](http://www.english-heritage.org.uk)

### **3 Locally Listed Buildings**

(NB the descriptions for the local list are not definitive and do not describe every feature as they are only meant to be brief)

- The Granary built around the same time as The Malthouse in similar style of industrial architecture. Five storeys.
- The Malthouse built 1866. Historic association with Barking's former brewery industry. Long rectangular red brick building fronting the Roding with two storeys and a basement that lies below the high water tide level. Opening on to the river allowed the transference of malt from boats to and from the building. In 1891, a Malt Kiln and two storey high Store were built on to the eastern end of The Malthouse (kiln and store demolished).
- Malthouse Extension an extension of the Malthouse built in 1886 at right angles to former Malt Kiln and Store towards Abbey Road. The Malthouse Extension (partially demolished in June 2008). Front elevation onto Abbey Road remains.
- Icehouse thought to be on ground floor of Barfoot Chemicals. Walls and basement remaining (to be confirmed). Remains of walls at Wigzel LH Ltd also. Historic association with Barking's former fishing industry.
- The Fishing Smack Public House was I designated a Building of Townscape interest in 1995 and locally listed It was re-built 1901 following the boiler explosion in Abbey Road on the site of the original pub in Mock Tudor style with green glazed tiling to ground floor exterior. Enlarged in the 1980's. It was demolished 2006.

There are some listed buildings within close proximity to the Abbey Road Riverside Conservation Area: 1 is Grade I, 1 Grade II\*, and 1 Grade II:

- Parish Church of St Margaret's (Grade I)
- Fire Bell Gate or Curfew Tower (Grade II\*)
- Old Granary remaining building of the water mill which was located at the Mill Pool (Grade II located at the Mill Pool and not to be confused with the Granary described above)

#### **4 Initiatives/strategies/masterplans/studies**

Barking Town Centre Area action Plan DPD Preferred Options Report-LBBD (being prepared)

Abbey Green Landscape Vision - Groundwork East London - June 2005 (associated work being prepared including a masterplan; Audience Development Plan; International Design Competition; desk top study an

Archaeological Digest by Museum of London; topographical survey; and management plan)

Framework Plan for the River Roding - LTGDC (ongoing)

Freshwharf Estate Regeneration Framework - Stock Wolstencroft (ongoing)

Barking and Dagenham Code- Burns and Nice July 2004

Barking Framework Plan by East Sergison Bates, ATIS REAL Wetheralls, and WSP Group, 2003

The Heritage Strategy

Public Art Strategy

A13 Artscape Project DEAL (nearly complete)

## **5 Useful Addresses**

London Borough of Barking and Dagenham  
Spatial Regeneration Division  
3rd Floor Crown House,  
6 Linton Road,  
Barking,  
IG11 3HG

English Heritage  
East & South East London  
1 Waterhouse Square  
138-142 Holborn  
London EC1N 2ST

The London Thames Gateway Development Corporation  
9th Floor  
South Quay Plaza III  
189 Marsh Wall Road  
South Quay  
London

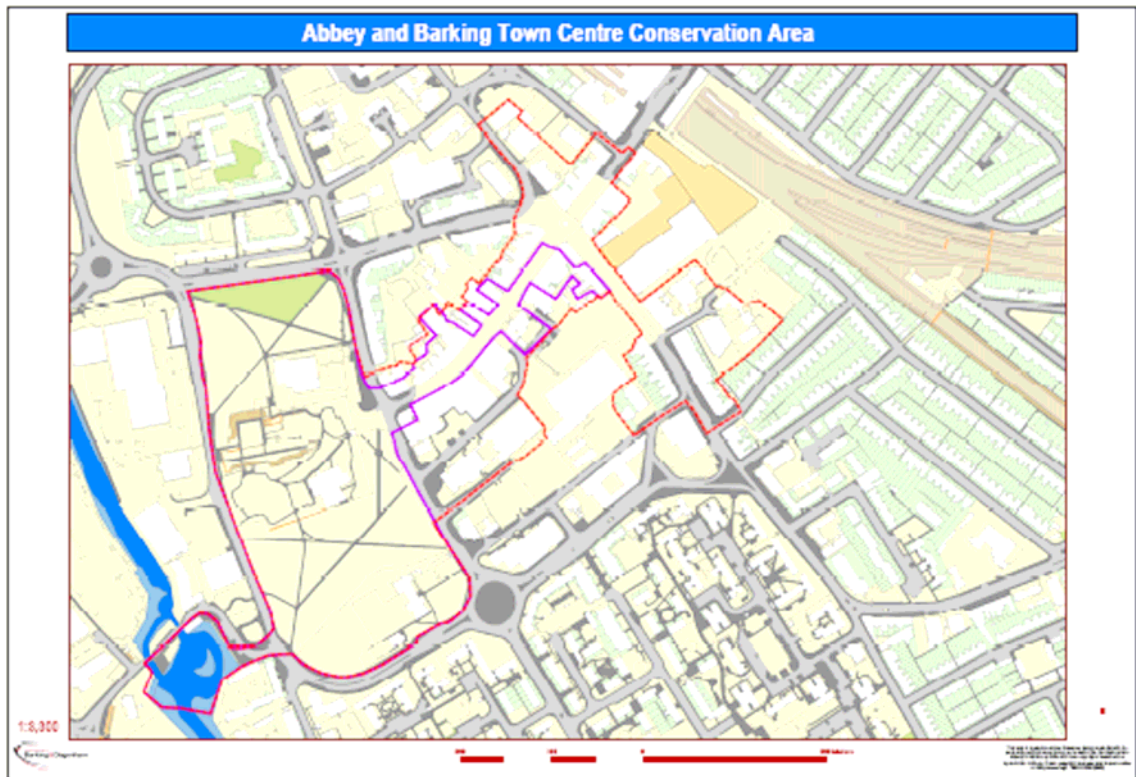
Essex Records Office  
Wharf Road,  
Chelmsford,  
Essex.



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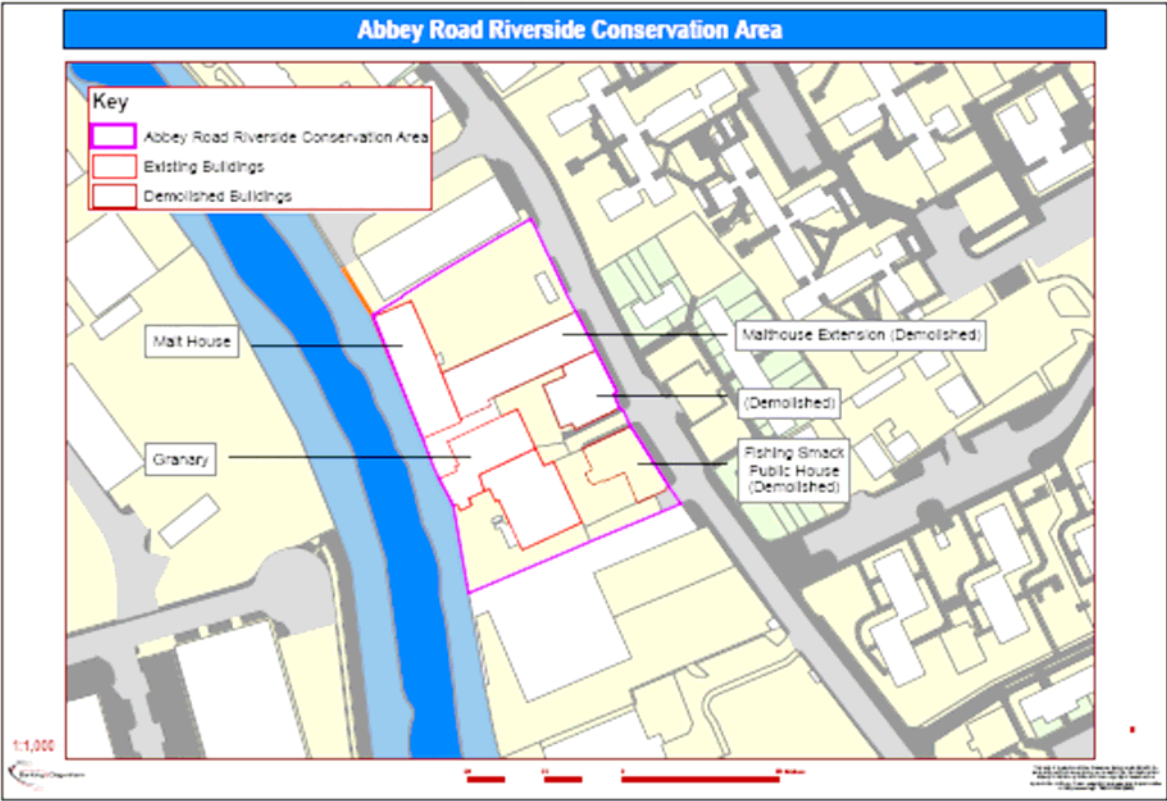
## Appendix C

Abbey and Barking Town Centre Conservation area showing the proposed extension to the boundary (existing boundary in purple and the extension in red)



**Appendix D**

Abbey Road Riverside Conservation Area showing the boundary is unchanged and some of the key buildings







## Achieving Excellence – Performance Report

**October 2008**

**Director of Resources (Performance & Innovation Team)**

### C O N T E N T S

Introduction	Purpose, Changes to Performance Framework Performance Challenge Process Chart	2 3
Pounds	Revenue, Capital, Savings, Linkages	4
Performance	CPA/CAA, Inspections, Reviews, Digest, Equalities CPA block scores Customer feedback, corporate complaints, indicators Performance Indicator Performance (0607 v 0708)	6 7 8 9
People	Commentary and key statistics	10
Plans	Corporate & Community Plans, Service Planning, Key dates, Boards Forward Plan – External Inspections and Assessments Departmental Action Plans	11 12 13
Appendix A	Progress against Council Plan (0809) Actions	19
Appendix B	Direction of Travel Statement (October 08)	31

## Introduction

### Report coverage and purpose

The purpose of this report is to summarise the performance of the Council to date for the year 2008-9. This enables us to assess how well we are delivering our services (either ourselves or through our partners), whether we are meeting the plans that we have set and what we need to change or adjust in order to improve these services.

Our performance management process captures information that enables us to account for what we are doing and to make an assessment about its effectiveness. This report focuses on a Council-wide perspective and is additional to the detailed performance reporting and management that is undertaken at a Departmental level.

This report is split into four sections:

1. **A position overview** - a 4Ps format (Pounds, Performance, People, Plans)
2. **An Improvement Action Plan** – arising from a series of Performance Challenge sessions, one per Department, held in October
3. **Progress against the LBBD Council Plan 0809** – the Council has identified 28 actions, grouped under its six community priorities and corporate management.
4. **The Council's Direction of Travel Statement** compiled for the CPA process – this provides evidence of the Council's improving outcomes and how progress will be sustained

### Changes to the Performance Framework

This year has seen significant changes to the Council's Performance Framework:

#### **Reporting and challenge process**

A new streamlined 3/Year process was introduced for October that links three previously separate systems – Performance Boards, BSC Challenge and Achieving Excellence Reporting -The process is shown on page 3. The emphasis is now more on analysis from a range of sources. One of the key to the process is that improvement actions should result from the challenge and discussion process rather than be an input to it. *Further work is planned on: how the disparate range of customer data can be linked into performance reporting*

#### **Centre-Departmental Liaison**

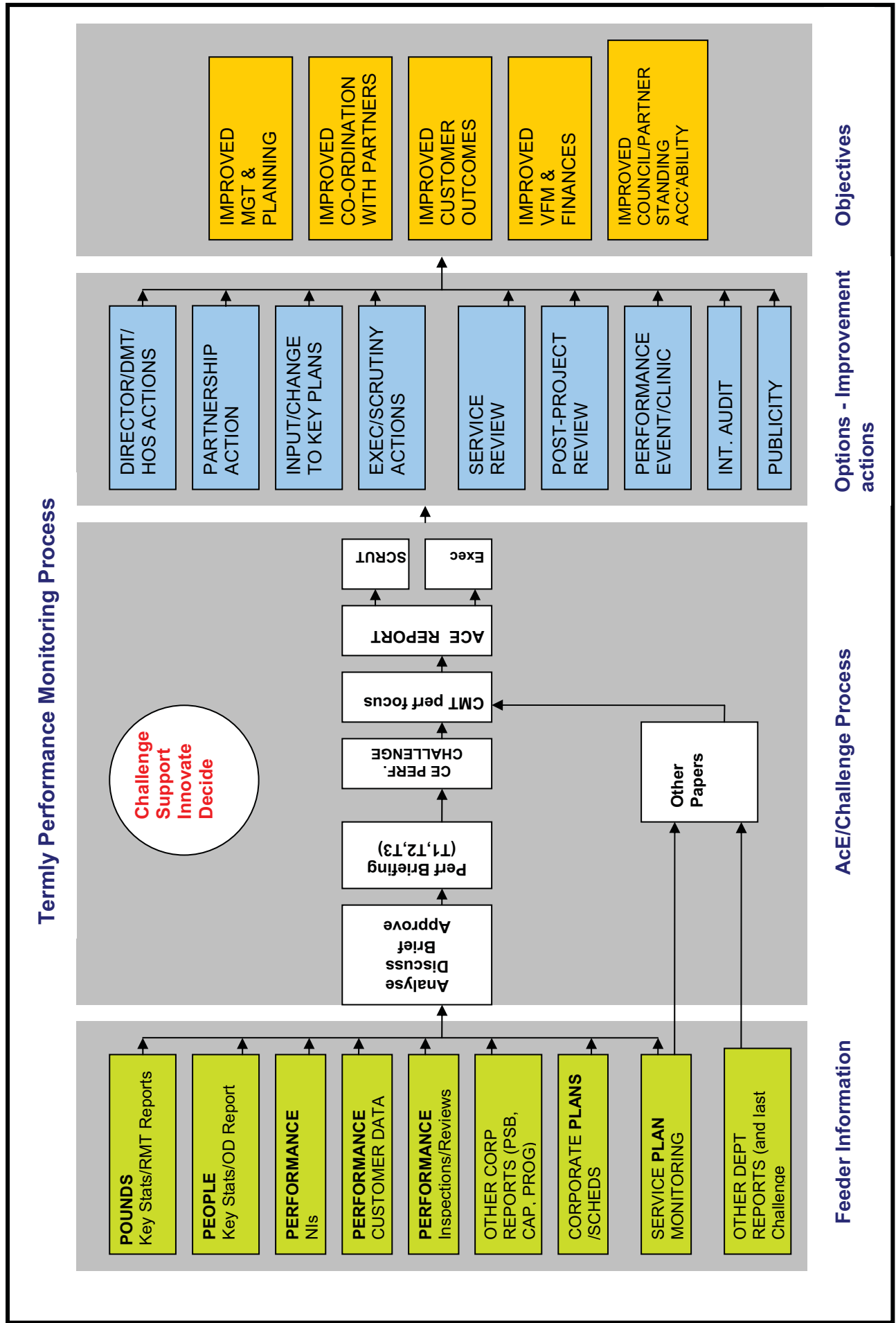
There is greater co-operation and joint working between the centre and department performance teams, although there is more to do to build on the start that has been made, *both in terms of efficiency and effectiveness.*

#### **Indicators and systems**

The BVPI indicators set has been replaced with a new set of National Indicators (198), of which 55 are LAA indicators with targets. The 55 will replace the existing, 17 LAA Stretch targets for which Reward Grants are payable for each one (operational in current year). The Council has also changed to a new IT system (Covalent) which will report on progress against the indicators. *Further work is planned on: implementing the new indicator processes including strengthening partnership performance reporting*

#### **Integrated and streamlined planning**

For 0910 there will be a clearer link between budget, council and service plans and these plans will be concluded by March 2009. *Service Planning is being streamlined with more flexibility to account for departmental and divisional differences.*



## Pounds

**Current Revenue Budget:** The current forecast across the Council in respect of its revenue budget has identified that three departments are projecting in-year pressures amounting to £5.1 million (Adult & Community Services £440k, Children's Services £3.93m, Customer Services £754k). The largest pressure continues to remain within the Children's Services department, where significant budget issues continue to arise from Looked after Children Placements and in meeting the Councils' Leaving Care responsibilities.

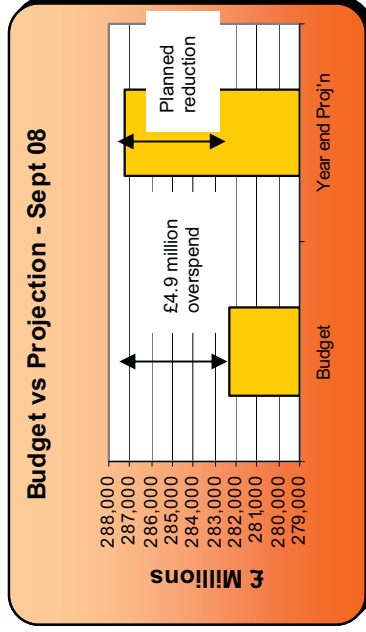
All departments are addressing these pressures as part of their own, and the Council's, ongoing budget monitoring process so that they produce the necessary balanced budget by the year end. The outcomes and progress of any action plans will be monitored and reported to both the Resource Monitoring Panels and the Executive through the regular budget monitoring meetings and reports.

In terms of the forecasted overspend for Looked after Children Placements and in meeting the Councils' Leaving Care responsibilities, an action plan has now been put together which requires in-year savings to be achieved across all service departments and a provision for a contribution from Corporate contingencies and balances.

**Housing Revenue Account:** the forecast is that the year end working balance will be £2.4million compared with the budget projection of £3.1 million.

Source for Revenue Budget and HRA: Revenue Budget Monitoring Reports to RMPs for October 2008

Departments all have plans to bring the deficits shown in the table below back to a break-even position.



### Pounds Information - Council - September '08

Description	Revised Budget	End of Year projection	End of Year Difference	Projected Variance
	£'000	£'000	£'000	%
Employee Expenses	137,696	138,378	682	0
P, T, S&S	257,382	264,101	6,719	3
Agency & Contract	73,955	81,389	7,434	10
TP, SS, CC	149,970	163,693	13,723	9
<b>Total Gross Exp</b>	<b>619,003</b>	<b>647,561</b>	<b>28,558</b>	<b>5</b>
External Recharges	-90,370	-92,218	1,848	2
<b>Expend. Less ER</b>	<b>528,633</b>	<b>555,343</b>	<b>26,710</b>	<b>5</b>
Income	-246,304	-268,139	21,835	9
<b>Net Expenditure</b>	<b>282,329</b>	<b>287,204</b>	<b>4,875</b>	<b>2</b>

P, T, SS – Premises, Transport, Supplies & Services  
 TP, SS, CC – Transfer Payments, Support Services, Capital Charges

**Capital programme:** the current working budget is £106.4million, although current projections indicate that we may not deliver all of this (spend at end of August was £22m). Directors have been and are continuing to review the delivery of individual capital schemes to ensure maximum spend is achieved by the year end. This may require some re-profiling of the predicted spend.

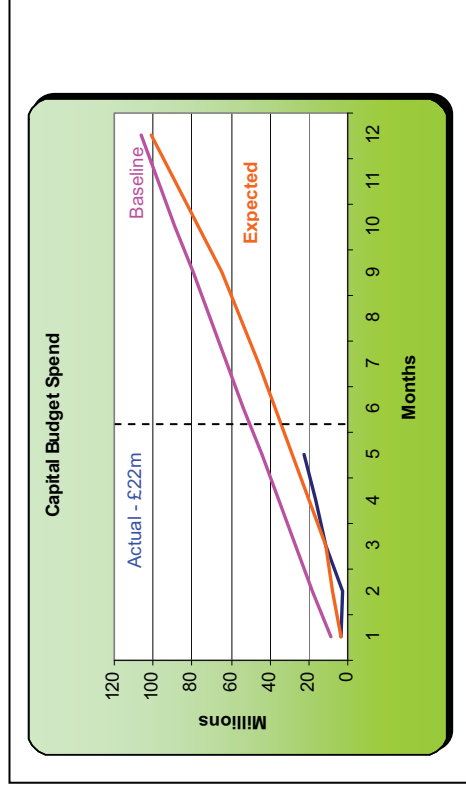
**Finance-Performance Links:** Next years planning cycle has started with high-level budget setting for Departments taking into account agreed saving targets and invest-to-save bids.

*Executive, CMT, DMT and Partnership meetings in October and November will need to set the strategic direction for 0910 and adjust the priority actions in the 0809 Council Plan.*

The defining of the budget, strategic priorities and major projects for 0910 will enable Heads of Service to progress service planning.

**Finance and Performance** will be agreeing actions to work more closely together on:

- How budgets and savings targets mould service plans and influence performance monitoring
- The ZBB reviews of Finance, HR and Regeneration
- Feeding audit findings into performance reporting and how performance data can influence the audit programme
- Using termly RMPs to review performance and exchanging information



**Savings targets;** targets have been agreed with each Department for 2009/10 and the 0910 planning cycle is considering the impact of these savings on Council priorities for next year.

*A key question is how to direct savings at lower policy priorities and evidenced inefficiencies rather than cutting back on the capacity to deliver the higher priorities and services for citizens*

**Efficiency:** the Council have submitted our efficiency gains for 0809 to the Government (source: corporate finance)

Resources	£ 990,000
Adult & Community	£ 2,100,000
Children's	£ 790,000
Regeneration	£ 260,000
Customer Services	£ 955,000
<b>Total</b>	<b>£5,095,000</b>

## Performance

### CPA and CAA reporting

This year's CPA statements (Use of Resources, VFM and Direction of Travel) have been submitted. This evidence is submitted to the Audit Commission, who assess the 0708 Council performance.

The Direction of Travel document provides evidence for the year up to September 2008 and is a self-assessment of the Council's improving outcomes and how progress will be sustained – please see Appendix B for the full version. The Audit Commission will give their assessment later in the year.

The service block scores, primarily based on indicator and/or inspection performance (BVPIs for 0708) show an anticipated improving performance (more details are shown on the next page for the Culture, Housing and Environment Blocks).

- **Culture:** 2 to 3 [awaiting Sport England survey results]
- **Environment:** 3 [see calculation on next page]
- **Housing:** 2 to 4 [see calculation on next page]
- **Benefits:** 3 to 4 [Note this is derived from a basket of PIs whose weighted score is 3.5 – this produces a 4 score]
- **Children's:** 2 to 3 [expected score from APA process – result pending]
- **Adults:** 3 [CPA score out of 4 as part of JAR process] from the Audit Commission, plus an Excellent Rating [3 star – maximum rating] from CSCI
- **Use of Resources:** 3 [result pending]

The Council is currently rated as Good [3 out of 4]. To achieve Excellent all the scores will need to be at least 3. Currently Children's and Culture score 2, and we anticipate these scores rising to 3.

The CAA process will assess both partnership and council performance for the year 0809. *A CAA planner is being developed to plan our work on this over the next year*

### External Inspections

Council departments have varying degrees and types of external inspection. Children's Services and Adults & Community Services have rigorous annual inspection regimes through the APA and ARM processes. Other Council areas such as Housing, Finance and Benefits are also subject to external inspection.

Key inspections this year have been Children's APA (expecting a rise to 3 from 2), Fostering (In-house service rated as excellent and private fostering as satisfactory), IIP (passed), and Use of Resources (predict to remain at level 3). *Forthcoming inspections and reviews include Adoption, Member Dev Charter and Equality Level 5.*

Inspection planner is shown at page 12

### Internal Service Reviews

The Council have started major reviews of: Streetscene, Members Casework, Housing rent & advise, Finance, HR and Spatial Regeneration. In addition we carry out more focused reviews examining performance issues, such as Council Tax and specific capital projects. *Further work on planning, resourcing and governance and benchmarking is required*

### Performance Digest

The Council are developing an internal digest of key statistics around Pounds, People, Performance and Plans. A pilot version was issued in October and the next monthly version will be on the intranet. *Data quality and presentation improvements are currently being addressed*

### Equalities and diversity

The council are progressing with Equality Impact Assessments and working to achieve Level 5 of the Equality Standard. *The outcomes of this work will need to be integrated into Service Plans and Council change work (for example – One Barking & Dagenham)*

**CPA block score calculations – Environment, Housing, Culture**

Projected Environment Service Block 2008			
	Score	Weight	Adjusted Score
Waste	Inspection 2	18.00%	0.36
Environment	PIs 3	82.00%	2.46
<b>Total</b>		<b>100%</b>	<b>Weighted Score: 2.82</b>
Projected Housing Service Block 2008			
	Score	Weight	Adjusted Score
Managing Council Homes	Inspection 0	0%	0.00
Managing Council Homes	PIs 3	50%	1.50
Housing the Community	Inspection 2	15%	0.30
Housing the Community	PIs 4	35%	1.40
<b>Total</b>		<b>100%</b>	<b>Weighted Score: 3.20</b>
Projected Culture Service Block 2007			
	Score	Weight	Adjusted Score
Culture	Inspection 2	37.5%	0.75
Culture	PIs 3	62.5%	1.88
<b>Total</b>		<b>100%</b>	<b>Weighted Score: 2.63</b>
General approach to scoring performance indicator data			
Score	Proportion of data items		
4	No PIs at or below the lower thresholds, and 35% or more at or above the upper thresholds		
3	No more than 15% of PIs (or 1 PI if 15% equates to less than 1) at or below the lower thresholds, and 25% or more at or above the upper thresholds		
2	Any other combination		
1	35% or more of PIs at or below the lower threshold		

**ENVIRONMENT SCORE**

**3**

Upper	In between	Lower
51.85%	44.44%	3.70%

**HOUSING SCORE**

**4**

Upper	In between	Lower
30.00%	60.00%	10.00%
Upper	In between	Lower
85.71%	14.29%	0.00%

**CULTURE SCORE**

**3**

Upper	In between	Lower
35.29%	52.94%	11.76%

Note: other service scores are calculated differently

Service Block Score Rules	
Weighted Score	Score
Below 1.85	1
1.85 to less than 2.5	2
2.5 - 3.15	3
Above 3.15	4

### Customer and citizen feedback

The council has various processes for collecting feedback from its citizens – complaints and Ombudsman data, Tell-us comments, Members work, Neighbourhood management feedback, Social care complaints, website comments, etc. *This is not yet co-ordinated in a way that can feed into the performance process with clear consistent messages.*

#### Corporate Complaints Data

An increase in LGO complaints was not entirely unexpected due the opening of the LGO Telephone Advice Line. General increase across services, most significant was regarding School Appeals. This can be contributed to a higher demand for school places leading to an increase in School Appeal Panel hearings. Parents are advised in the DCSF Admissions & Appeals booklet to make their complaint about an appeal to the LGO.

Data Type	Date 1 (31.8.07)	Date 2 (31.8.08)	Definitions Comments
No. of Complaints received	696	758	Stage 1
No. of Complaints received	352	256	Stage 2
No. of Complaints received	34	38	Stage 3
No. of Complaints received	11	45	LG Ombudsman

### Indicators and data quality

The Council again achieved the top score of 4 for the quality of its performance data after an external audit of the 0708 BVPIs.

The chart on the next page shows the change in indicator performance (mainly BVPIs) between 0607 and 0708 – both in terms of actual and relative performance. Actual performance shows that 57 out of 99 indicators improved, 14 were static and 29 declined. . This reflects that the Council has been concentrating its resources on improving priority areas. Relatively speaking the performance of other London councils improved slightly more than we did.

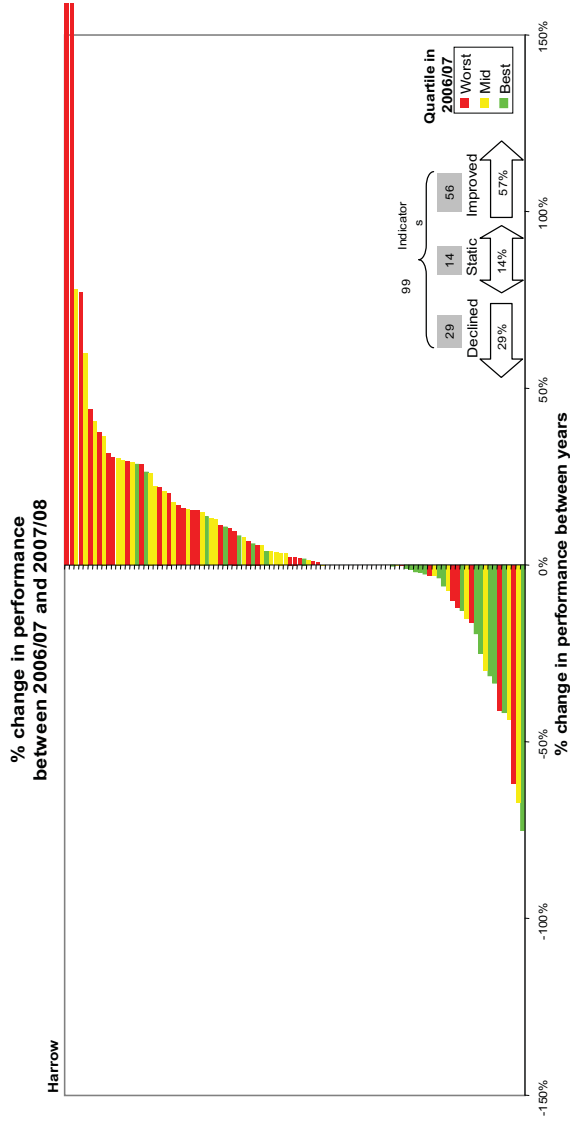
The Council has existing Reward Grant targets linked to 17 selected BVPIs. The 17 targets are worth c.£5.8m in total – the Council is currently assessing this calculation.

A major task for 0809 is the change to a new set of National Indicators (198 NIs). These are more directed at partnership outcomes and are more challenging to collect. Out of the 198 - 55 new LAA targets have been set, and many of these indicators are collected annually making interim progress assessments more difficult. *The council is currently engaged in setting up the appropriate monitoring systems to address this working with departments and partners.*

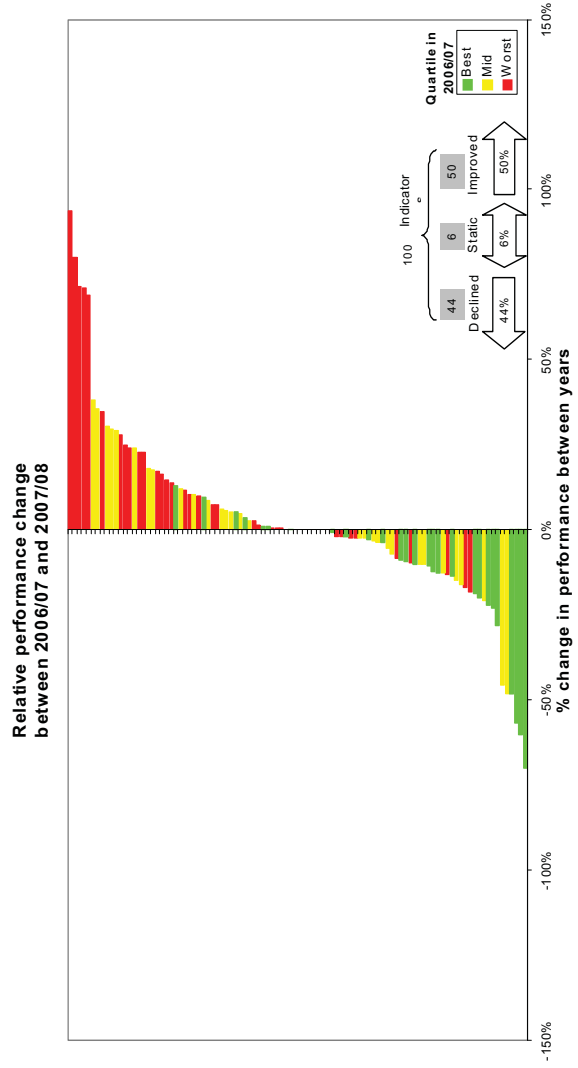


## Improvement

Actual improvement – ie what change in performance on each indicator was there from 06/07 to 07/08



Relative improvement – ie did your performance improve faster than others (you moved up the ranking) or slower (you moved down)



## People

The Council has just passed its re-accreditation for the Investors in People (IIP) standard, which is excellent news as it is a tougher standard. The assessor noted numerous improvements and strengths in how the Council manages and develops itself, such as the consistency of appraisals, team meetings and 1:1s. *There will be an action plan to identify the development actions identified, such as improving the link between performance and training, seeing through initiatives and better communications for offsite workers.*

The Council have brought together many of their People initiatives in one Organisational Development (OD) Strategy. A report on the OD strategy is provided every quarter. Good progress has been made on Member Development work, the Leadership Development Programme, on-the-job training opportunities and the Skills Pledge.

Reducing sickness continues to be a key focus for Council managers and the overall trend is downwards (10.5 days versus 12.2 last year), although not all areas of the Council have improved and this is being addressed. The Council will continue to focus on improving other organisational health indicators such as the number of grievances and attendance on training courses.

In terms of staff morale, the Council last conducted a full staff survey in November 2006, which showed some various across Departments in the staff satisfaction rate (63%). Action has been taken to improve this rate such as significant initiatives in the Regeneration and ACS Departments. Regeneration will be measuring progress against selected indicators in the new year.

*From November to March there will be a review of the HR service, this will focus on developing a service that has:*

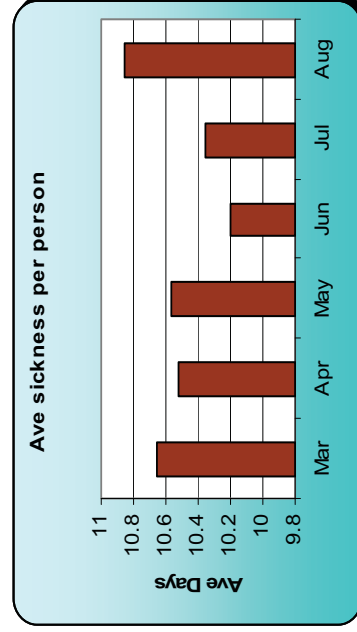
- a stronger customer focus with clearer departmental liaison, standards and service level agreements
- further streamlining of processes, such as recruitment
- more efficient staffing levels

The Council has achieved a number of awards in recognition of its people practice, notably the 'Two-tick' disability award and the Get-on award (Skills for Life).

## Key People Statistics

PEOPLE - Council - August 08 <small>(Source Oracle)</small>					
Data Type	At Aug 07	At Mar 08	At Aug 08	Variance against '07	Against Near N'hours
<b>Headline Information</b>					
Total No. of Staff (fte in post)	3550	3566	3462	-2.5%	--
BME % of Total Staff	20.5	23.9	22.4	+9%	24.7%
Disability % of Total Staff	3.9	3.9	3.4	-13%	3.0%
Agency (Consultants & Temps)	£5.8m* (AM/JJA)	£14.1m (full year)	£5.2m (AM/JJA)	-10%	--
<b>Organisational Health</b>					
Sickness (ave days/person)	12.2	11.2	10.5	-16%	9.6
Appraisals Completed %	76	38	86	+13%	--
Staff Satisfaction (2006) %	63	63	63	--	--
Staff Dissatisfaction (2006) %	20	20	20	--	--
G, B, H & D (Cases)	No Data	49	68	--	--
Training Places 'no shows' %	No Data	13.3	13.7	--	--

Nearest Neighbours are Redbridge, Newham and Havering



## Plans

**Community and Corporate Plan:** The Council has produced its Community Plan and Council Plan which are rolling 3 year plans, operational from April 2008. These will be reviewed in the next few months and any adjustments to these plans will be concluded and disseminated by the end of March 2009.

The Council Plan has a set of project actions (28) shown against the five Community Priorities or corporate work. Progress on these projects is shown at Appendix A.

**Service Planning:** The current Balanced Scorecard process is being streamlined to a revised Service Planning process. The key difference is that each Head of Service Plan will be divided into two parts:

- **Corporate (Part 1)** – a section on financial and strategic/policy headlines, customer and performance data, and a small number of major projects or defined outcome areas (c.3 per Service Area agreed between Departments and the centre). These projects/outcomes will be corporately monitored.
- **Departmental (Part 2)** – this will not be to a mandatory format but will be designed by Departments to fit the different needs of Departments and Service Areas. The corporate centre will only monitor this by exception.

In order to progress service planning, it will be necessary for the Council to establish, during October and November this year, the budget envelopes for each Department/Service Area and also the outcome and project priorities for 0910. The latter will be a revision of the priority action plan shown in the Council Plan.

*The 0910 Council Plan and Service Plans will need to be finalised in March 09 with a clear golden thread between them.*

Strategic Planning Programme – Key dates	July Aug Sept	Oct Nov Dec	Jan Feb Mar	Apr May Jun
Community Plan Revision	SEPT			
Finalise Budget Envelope per Dept and per Division		NOV		
Detailed budget plans			MAR	
Council Plan 0910 (Revise Strategy, Projects, Budget)		DEC		
Council Plan 0910 (Achievements, Final adjustments)			MAR	
Service Plan – Part 1 (Strategy, key projects, budget)		DEC		
Service Plan – Part 2 (Departmental Action Plans)			MAR	
Performance Challenge Sessions		OCT	FEB	JUNE
OD Reports	JULY	OCT	JAN	APR

### Programme Boards

The Councils major improvement process is the One Barking & Dagenham Programme, which is focusing on 4 themes: customer needs, using our assets, focus on staff, working with partners. *Detailed projects are being established and these will need to work closely with other change work such as Service Reviews and Business Efficiency initiatives*

The other 3 Programme Boards, linked to LAA priorities are:

**Living and Working, Enjoy & Achieve, and Safer, Stronger, Healthier.**

Their remit is to provide Council forums for joint strategic planning, innovation and managing specific cross-cutting projects.

**Forward plan – Key External Inspections and Assessments (Updated September 2008)**

Department	Inspection/ Assessment	Jun 08	Jul 08	Aug 08	Sep 08	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Apr 09
<b>Resources</b>	Direction of Travel											
	Use of Resources											
	Use of Resources – Value for Money											
	Member Development Charter											
	Investors In People											
	Committed to Equalities											
	Two Tick – Disability Award											
<b>Adult &amp; Com</b>	Stonewall – Equality Index											
	IOCCO (Interception and Comms) Inspection											
	Annual Review Meeting (ARM)											
	Adult Placement Inspection											
	Lake Rise (Kallar Lodge) -Residential home											
<b>Children's</b>	Equality Standard Level 5 (Peer review first)											
	Adoption Inspection											
	Review of Children and Young People Plan											
	Annual Performance Assessment (APA)											
	Council Tax Peer Review											
<b>Customer Regen.</b>	Go Award (awarded)											

**Key**

	Submission of self assessment /evidence
	Inspection/Assessment/Peer Review
	Expected submission of self assessment/evidence and/or assessment period – Awaiting confirmation of key dates

Performance Challenge – Actions Arising – Resources (13 October 2008)

Ref	Performance Challenge Actions	Date	Who
R1 Oct 08	<b>De-regulation:</b> Develop actions on reducing the burden of council procedures. Testing out forms and processes (HR, IT, Performance, Finance, FM) with 5 managers (below HoS) - how easy is it and much time do they spend? Complete by end of January, so that it can inform final versions of service plans.	End of Jan	BM
R2 Oct 08	<b>Energy reduction:</b> identify one lead in Council, set reduction targets and develop a plan to achieve this. Paper to CMT by xmas.	Mid-Dec	BM
R3 Oct 08	<b>Finance Review:</b> As part of the ZBB review of Finance, produce recommendations by xmas on how finance will: <ul style="list-style-type: none"> <li>strengthen its links and communications with other teams in Resources, in order to develop joint approaches and integrate planning</li> <li>pro-actively challenge strategic financial management practice across the departments</li> </ul>	Mid-Dec	JC
R4 Oct 08	<b>Procurement:</b> The Review of Procurement will by the end of March develop proposals that: <ul style="list-style-type: none"> <li>establish a cross-council strategic commissioning function with clear clarification of central and departmental roles</li> <li>identify areas for further savings in contract specification, management and delivery options</li> </ul>	End of March	JC
R5 Oct 08	<b>Complaints</b> – Progress required in integrating complaints practice/systems with customer strategy practice/systems. Report to next Challenge in February.	Mid-Jan	NC
R6 Oct 08	<b>New Legal Structure</b> - embed the new approach through (progress report to CMT): <ul style="list-style-type: none"> <li>identifying cost savings targets and a means of assessment</li> <li>bringing work in-house and ensuring that all council managers go through the in-house team for legal advice</li> <li>encouraging managers to consult the legal team</li> <li>develop a more corporate profile/role for partners</li> </ul>	Mid-Jan	NC
R7 Oct 08	<b>Facilities Management:</b> complete the centralisation of FM, identify cost efficiencies in the specification and delivery, and consider how this can be better co-ordinated with asset/property responsibilities across the Council (liaison with Regeneration on Asset Plan). Report for next Performance Session.	Mid-Jan	NC

<b>R8 Oct 08</b>	<p><b>Service Reviews</b> - address how to increase the pace and profile of reviews taking into account (report to CMT by xmas):</p> <ul style="list-style-type: none"> <li>• how are they resourced and governed</li> <li>• reporting to Executive and Scrutiny</li> </ul>	<b>Mid-Dec</b>	<b>GS</b>
<b>R9 Oct 08</b>	<p><b>Performance</b> - widen the remit of current central GMPPP-Centre relationship to include partnerships/policy, examine further opportunities for joint working and clarify roles. Progress action note to next Performance Challenge.</p>	<b>Mid-Jan</b>	<b>GS</b>
<b>R10 Oct 08</b>	<p><b>Communications</b> - improve the service in conjunction with departments to:</p> <ul style="list-style-type: none"> <li>• have more 'you said – we did' actions in the public arena</li> <li>• produce a more corporate approach to campaigns with greater member involvement</li> <li>• raise the Council's profile in the press</li> </ul> <p>Progress action note to next Performance Challenge</p>	<b>Mid-Jan</b>	<b>GS</b>
<b>R11 Oct 08</b>	<p><b>Engagement</b> – sharpen our corporate focus on engagement through the new Communications and Engagement Board. Progress note to next Performance Challenge.</p>	<b>Mid-Jan</b>	<b>GS</b>
<b>R12 Oct 08</b>	<p><b>HR Review</b> – deliver an improved customer service and staff efficiencies by the end of March. Areas of concern noted were – process problems, staffing levels, grade drift, induction practice, consistency of advice.</p>	<b>End March</b>	<b>JS</b>
<b>R13 Oct 08</b>	<p><b>IT information</b> – a short note to the Chief Executive (by end of November) required on mobile phone numbers/disconnections, savings on energy from servers</p>	<b>End Nov</b>	<b>KML</b>
<b>R14 Oct 08</b>	<p><b>IT strategy</b> – formulate a revised IT strategy, with prioritised projects, delivery options and a risk assessment. Paper to CMT.</p>	<b>Mid-Jan</b>	<b>KML</b>
<b>R15 Oct 08</b>	<p><b>Digital inclusion</b> – report on progress to CMT by xmas.</p>	<b>Mid-Dec</b>	<b>KML</b>
<b>R16 Oct 08</b>	<p><b>IT and Members</b> – resolve issues around members casework and hotline. Update briefing note to Rob by end of November</p>	<b>End Nov</b>	<b>KML/N C</b>

Performance Challenge – Actions Arising – Regeneration (16 October 2008)

Ref	Performance Challenge Actions	Date	Who
<p><b>RG1</b> Oct 08</p>	<p><b>Regeneration Department</b> Regeneration to provide a briefing to the CE on areas of improvement needed in order to raise staff morale within the Department. The briefing should include details of:</p> <ul style="list-style-type: none"> <li>• The planned internal satisfaction survey (in new year)</li> <li>• What help is needed to improve the capacity to coach staff through times of change ?</li> </ul>	<p>Update on plan – Nov Report - March</p>	<p>JD</p>
<p><b>RG2</b> Oct 08</p>	<p><b>Capital Delivery</b> Corporate Asset Management Plan to be developed and agreed with Members by 31<sup>st</sup> March 2009. The Plan must identify service and partner needs, as well as providing a clear outline as to what we expect will happen over the next 10 years. A paper to be presented to the CE by the end of November, outlining clear action plan.</p>	<p>Paper – End Nov Plan – End Mar</p>	<p>JD/SI</p>
<p><b>RG3</b> Oct 08</p>	<p><b>Leisure and Arts</b> Provide CE with briefing, outlining actions to reduce sickness levels within the division. Need to include numbers of staff that are on long-term sick and how many have been through the formal sickness process. Regeneration to liaise with Bill Murphy regarding HR support available.</p>	<p>End Nov</p>	<p>RH</p>
<p><b>RG4</b> Oct 08</p>	<p><b>Leisure and Arts</b> Target for Leisure Review savings agreed at £650k. This is to inform Member decisions on options. Options decision to be made by xmas.</p>	<p>Mid-Dec</p>	<p>RH</p>
<p><b>RG5</b> Oct 08</p>	<p><b>Skills, Learning and Enterprise</b> Hold summit on NEETs with other departments (Childrens and ACS) and relevant partners [Mark Tyson (MT), GM – Partnerships will arrange Summit] Produce a one-page summary outlining key issues with improving NEET figures. Summary to include:</p> <ul style="list-style-type: none"> <li>• The proportion of vulnerable groups that are included in the percentage of NEETs.</li> </ul>	<p>Dec</p>	<p>AL/MT</p>

	<ul style="list-style-type: none"> <li>• What work will be carried out in the top 6 schools where the highest number of NEETs are 'produced'</li> <li>• A clear action plan on how Children's Services (schools), ACS and Skills, Learning and Enterprise will be working together to tackle key issues.</li> <li>• The larger scales actions that need to be implemented with our partners</li> </ul>		
<b>RG6 Oct 08</b>	<p><b>Spatial Regeneration</b> More work needs to be carried out to consult stakeholders and manage expectations regarding Barking Town Centre developments. BTC stakeholder group to be re-established and meet by December 2008.</p>	<b>Mid-Dec</b>	<b>JG</b>
<b>RG7 Oct 08</b>	<p><b>Spatial Regeneration</b> What further work needs to be done on improving customer experiences and access ? Provide briefing at the next Challenge, outlining position and actions required. What should we do differently ?</p>	<b>Mid-Jan</b>	<b>JG</b>
<b>RG8 Oct 08</b>	<p><b>General</b> There is a current lack of corporate intelligence surrounding the number of funding bids that take place throughout the year, across the Council. CE to raise issue with Resources. Note required on how to co-ordinate.</p>	<b>Mid-Dec</b>	<b>JD and Resources</b>



Performance Challenge – Actions Arising – Adult & Community Services (15 October 2008)

Ref	Performance Challenge Actions	Date	Who
<b>A1 Oct 08</b>	<b>Adult Commissioning - Safeguarding:</b> Paper to CMT on how LBBD ensures (not just ACS) that it meets its statutory needs in terms of adult safeguarding, specifically the process and QA around care purchase	<b>Mid-Jan</b>	<b>GR</b>
<b>A2 Oct 08</b>	<b>Transitions</b> In order to build on the co-operation between ACS and Children’s around joint planning on transition cases, provide further information (a CMT report) on how many cases there are, money spent and the level of support provided. Paper also to present policy options (with legal input) around the level and type of support provided (eg university funding).	<b>Mid-Dec</b>	<b>BM TV</b>
<b>A3 Oct 08</b>	<b>Personalisation – Putting People First</b> A briefing note on progress with case numbers by service area by budget with forward predictions	<b>End Nov</b>	<b>JC</b>
<b>A4 Oct 08</b>	<b>Homecare - Apprenticeships</b> BM to Consult with HR/Unions over finalising salary and management arrangements. Briefing note to next Challenge	<b>Mid-Jan</b>	<b>BM</b>
<b>A5 Oct 08</b>	<b>Mental Health – Accommodation</b> Briefing note PARC to Chief Executive on accommodation issues and options.	<b>End Nov</b>	<b>JM</b>
<b>A6 Oct 08</b>	<b>Mental Health – Commissioning and linking services</b> Report to CMT on progress towards a commissioning model taking a whole systems approach to Service Users that provides integrated services, including breakdown by Services User Groups. Report to cover how PSA 16 targets will be addressed, and also how this will be considered by the relevant partnership body (consult – Guy Swindle)	<b>Mid-Dec</b>	<b>JM</b>
<b>A7 Oct 08</b>	<b>Mental Health – Coming out of offender institutions</b> Action note to Chief Executive on how we are dealing with people coming out of offender institutions, covering issues such as how front-line staff are trained to address their needs.	<b>Mid-Jan</b>	<b>JM</b>
<b>A8 Oct 08</b>	<b>Partnership Board (Health) Membership</b> Guy Swindle asked to review the membership of the Healthier Borough Board and report back. ACS to advise on the appropriate representation from ACS	<b>End Nov</b>	<b>GS</b>
<b>A9 Oct 08</b>	<b>Public Health – Improvements to Teenage Pregnancy Programme</b> Briefing Note to Chief Executive to identify quick wins and potential longer-term improvements, including walk-in and GP Services. Note to also include plans to arrange a summit (with partners and all relevant Council teams) on the actions required to improve the service.	<b>End Nov</b>	<b>MC</b>

		End Nov	GR
<b>A10 Oct 08</b>	<b>Community Safety – Crime</b> Briefing note to Chief Executive to identify the 3-4 actions that can be taken quickly to reduce the risk of crime and where we should target resources		
<b>A11 Oct 08</b>	<b>Community Safety – Budget</b> Conduct a risk assessment of the CS budget to identify main risk areas with regard to sustainability of grant funds and the potential impact of the loss of grant	End Nov	GR
<b>A12 Oct 08</b>	<b>Community Safety – Offender Support</b> It was agreed to double the numbers of the priority offender programme (cost.c£40k) – ACS to fund from their budget. Note required on how the spending would be used and the impact.	Mid-Dec	GR
<b>A13 Oct 08</b>	<b>Barking Learning Centre</b> Briefing Paper to Chief Executive on detailing the Customer base for BLC – library, educational and one-stop-shop; what is our engagement strategy, how successful have we been to date and what improvements may be required to meet future needs.	Mid-Jan	HW
<b>A14 Oct 08</b>	<b>Voluntary Sector</b> Examine further options for overcoming the current blockages around the BME voluntary sector programme including seeking legal advice	End Nov	HW
<b>A15 Oct 08</b>	<b>Equalities work</b> Changes required to the approach of the ED team – by reducing focus on process and increasing both the accessibility and practical advice to managers	Mid-Jan	HW

**APPENDIX A - Progress against priority actions listed in Council Plan (0809)**

**1. Community Priority: A Healthy Borough**

Actions	Measure Of Success	LAA, Non-LAA,	Budget	Spent To Date	Key Dates	Progress Comment
<p><b>1.1</b> Commence building works to develop the new Becontree Heath Leisure Centre, to replace existing facilities at Wood Lane and Dagenham Swimming pool. The Centre will provide an extensive range of facilities including a 10-lane 25m swimming pool.</p>	<ul style="list-style-type: none"> <li>▪ Facility will be built and operating by 2011</li> </ul>	<p>LAA Indicator s: NI 5 NI 54 NI 56 NI 57 NI 110 NI 121</p>	<p>£23,100,000</p>	<p><b>2007/08:</b> £120,000</p>	<p>The Planning Application is currently programmed for Oct '09.  Demolition of existing Seabrook Centre and associated enabling works are programmed to commence in Apr '09. Main contract works are programmed to commence in Oct '09 and completion in Jun '11</p>	<p><b>June '08:</b> Design Team appointed <b>August '08:</b> OJEU Notice has been issued and PQQ returns are awaited from interested contractors The Project Management Appointment is currently being appointed by STACE, this will cover the project up to GMP. New development promoted at Dagenham Town Show</p>
<p><b>1.2</b> Continue the transformation of Adult Social Care by extending our successful Individual Budget project which will give local people more choice and control about how they get care.</p>	<ul style="list-style-type: none"> <li>▪ 250 people can access social care via an IB by April 2009</li> <li>▪ By April 2011 all social care is delivered in a personal way</li> <li>▪ Increasing rating by service users of how independent they feel</li> </ul>	<p>LAA Indicator s: NI 121 NI 4</p>	<p>Social Care Reform Grant (Personalisation) = £327k</p>	<p>Circa £100k</p>	<p><b>Start:</b> Apr '06 <b>End Date:</b> Mar '09 Ongoing</p>	<p>The Personalisation Programme is underway, the 8 work streams have been decided and the detailed project plan is being drawn up to be presented to the personalisation steering group in November 2008.  The Programme Director is in place and project managers are being recruited.  A report on Putting People First will be presented to CMT in September and the SSAH board will oversee the programme (both actions completed)  A provider forum is in place for the 24<sup>th</sup> of October and an inclusive forum (carers, customers, stakeholders, professionals</p>

							etc) for the 26 <sup>th</sup> of November. Over 150 people in LBBD now have IBs, this will be 250 by April 2009, 1250 by April 2010 and 4000 by April 2011.
<b>1.3</b> Continue work with the PCT to reduce teenage pregnancy numbers	<ul style="list-style-type: none"> <li>One health advisor based in every secondary school for drop-in advice on sexual and reproductive health by the end of the financial year</li> </ul>	LAA Indicator s: NI 112	<ul style="list-style-type: none"> <li>PCT Funding TP grant part of ABG</li> </ul>	<p><b>Start:</b> Ongoing</p> <p><b>End Date:</b> No end date to this priority area</p>			Every secondary school will have a health advisor by Jan '09. All schools have been requested to review their SDRE policies to include sexual health advice and services.
<b>1.4</b> Roll out-of-localities programme to prevent children needing to access complex needs	<ul style="list-style-type: none"> <li>Continue to reduce the number of looked after children (target 71.2 children per 10,000 for 08/009). Six localities will be established and fully operational by the end of the financial year</li> </ul>	LAA Indicator s: NI 99 NI 100 NI 101 NI 111 NI 51	<p>3 ABG Childrens Fund</p> <p>4 Childrens Centre revenue grant</p>	<p><b>Start:</b> Sep '08</p> <p><b>End Date:</b> Mar '09</p>			Locality worked endorsed by CT. First three teams will go live in Sep '08.

**2. Community Priority: An Ambitious And Prosperous Borough That Supports Business, Jobs and Skills**

Actions	Measure Of Success	LAA, Non-LAA, Indicators	Budget	Spent To Date	Key Dates	Progress Comment
<p><b>2.1</b> Shift at least £2m of resources to support Council priorities of skills, worklessness and things for young people to do</p>		<p>LAA Indicators :                      NI 117                      NI 151                      NI 152                      NI 153                      NI 110                      NI 111</p>			<p>Completed</p>	<p>As part of the budget process 2008/09 there were savings of £7.2m in departmental budgets and increased spend in these budgets of £19.9m, overall a redirection of some £27.1m of the councils budget. In addition, there was a full allocation of the Council's area based grant of £14.8m. As part of the shift in these resources more than £2m has been redirected to support skills, worklessness and things for young people to do</p>
<p><b>2.2</b> Open three Job Shops across the borough, and attract record numbers of residents into training and employment</p>	<p>The shops will contribute to the existing LAA target of helping 675 residents into sustainable employment by March 2009. Thereafter, they will provide a contribution to the LAA target for reducing the number of residents on working age benefits</p>	<p>LAA Indicators :                      NI 151                      NI 152                      NI 153                      NI 117</p>			<p><b>End:</b>                      Jan/Feb '09</p>	<p>Two job shops are currently open. The final shop that is planned for the Heathway, Dagenham, is scheduled for opening in Jan/Feb '09. The service is still awaiting the cost for the shop 'fit out'.                      Annual revenue cost (for operating the service) approx. £250k</p>
<p><b>2.3</b> Creation of two LEGI business space and enterprise centres, providing short leased serviced accommodation designed to support business start ups</p>	<p>Two facilities built: one in Barking and one in Dagenham. Delivery of 60,000 square feet of managed work space</p>	<p>LAA Indicators :                      NI 151                      NI 171                      NI 172</p>	<p><u>£7,600,000</u></p>	<p><b>2007/08</b>                      :  <u>£3,742,324</u></p>	<p>Mar '09: Possible start date on site Barking.</p>	<p>LEGI funding deadline is March '09. However, deadline for occupation is March 2010.  <b>Barking</b>                      Tender Process: Negotiation of development agreement/leases has been delayed due to changes in design plans, meaning agreements can't be finalised.                      Design: Work on value engineering to reduce costs underway.                      Started lease negotiations with GLE.                      August start on site is no longer possible.  <b>Dagenham</b></p>

						<p>Central Park Depot resurfacing has commenced Demolition of Central Stores has been completed apart from cocooned meter room. Lease variation in progress re: ELWA/Shanks site clearance issues. Redesign of scheme to add flexibility to ensure occupancy is not delayed by Credit Crunch.</p>
<p><b>2.4</b> Tender for new Connexions service that will focus on reduction of NEEETs</p>	<p>Reduce the number of NEEETS. From baseline figure 07/08 = 9.70%, to 9.0% in 08/09, and 8.50% in 10/11</p>	<p>LAA Indicator: NI 117</p>	<p>Connexions ABG</p>		<p><b>Start</b> Sep '08 <b>End Date:</b> Mar '09</p>	<p>Report agreed by Exec Sep '08 Tender process to start Oct '08 New service Mar '09 – On Target</p>
<p><b>2.5</b> Continue the development of an employment service for people with learning disabilities and develop greater independence for those capable of entering the world of work</p>		<p>LAA Indicators: NI 151 NI 152 NI 153 NI 173</p>	<p>Appropriate LD Budgets – (Osborne Partnerships, Pure Innovations) = <u>£446k</u></p>	<p><u>£203k</u></p>	<p><b>Start</b> Apr '08 <b>End:</b> Ongoing</p>	<p>Since 1<sup>st</sup> April we have placed / supported 4 people in Employment (3 hours, 6 hours, 20 hours and 24 hours). We have actively been working with approximately 24 people at any one time. Each client placed into employment has their own Risk Assessment signed by all relevant parties. All referrals have been from The Community Learning Disability Team (St George's) with 1 referral from the Transitions Team As of 31/08/08 we have 10 people on the Waiting List (referrals met and waiting for service)  We have provided approximately:-  310 hours of Job Training (including Working Interviews and continued support) – the support at work has been between the hours of 7am – 5pm 75 hours of Travel Training – the support has been between the hours of 6am – 5pm 45 hours support for Benefits Advice For 3 of the 4 people placed in employment this has been their first experience of paid employment There have been 58 Referrals and 8 of these have left / been declined service</p>

**3. Community Priority: A Stronger And More Cohesive Borough**

Actions	Measure Of Success	LAA, Non-LAA,	Budget	Spent To Date	Key Dates	Progress Comment
<p><b>3.1</b> Put Neighbourhood Management at the heart of how the Council delivers One Barking and Dagenham to ensure that the issues that matter to local people are addressed through service delivery</p>		<p>LAA Indicators: NI 1 NI 4 NI 5</p>	<p>N'bourhood Mgt. Budget £1,285,584</p>	<p><u>£587,000</u></p>	<p><b>Start:</b> Apr '08 <b>End:</b> Ongoing</p>	<p>A proposals paper to re-organise resources within the neighbourhood management service has been developed, as has a mentoring programme to help managers and coordinators in their preparation and delivery of public meetings. The proposals for the service will provide greater focus on business planning and performance at ward level driven by 'you said, we did' accountability and local engagement. The proposals to re-organise will better join up delivery between coordinators and managers, while increasing the focus on a 'One Barking and Dagenham approach with less focus on NM as a service</p>
<p><b>3.2</b> Start construction of Dagenham Library and One Stop Shop. Development will also consist of a large retail unit and 81 flats (29 affordable)</p>	<ul style="list-style-type: none"> <li>To provide a new library and One Stop Shop in Dagenham</li> </ul>	<p>LAA Indicator: NI 5</p>	<p>£7,838,000</p>	<p><b>2007/08:</b> <u>£1,659,000</u></p>	<p><b>End:</b> Completi on By 2010</p>	<p><b>July '08:</b></p> <ul style="list-style-type: none"> <li>Planning Application conditions have been addressed.</li> <li>Land tribunal valuation of unknown land has been completed and transferred to Bouygues (Developer)</li> <li>Development Agreement and leases have been signed and executed.</li> <li>Land Purchases have been completed and transferred to Bouygues.</li> </ul> <p><b>August '08:</b></p> <ul style="list-style-type: none"> <li>Project Manager started work.</li> </ul>
<p><b>3.3</b> Work with partners and the community to develop a range of activities and events to bring people from different backgrounds together</p>	<ul style="list-style-type: none"> <li>Increase the percentage of people who believe that people from different backgrounds get on well together in their local area</li> </ul>	<p>LAA Indicator: NI 1</p>	<p>Community Cohesion Special Budget £50k</p>	<p><u>£11k</u></p>	<p><b>Start:</b> Apr '08 <b>End:</b> Ongoing</p>	<p>All of our community halls are settings where activities and events take place that do bring people and communities together. Though we do not necessarily control or run these we do promote and enable them in the Halls and many of the users recognise the value of these activities to bring communities together. This year we also have initiated a small budget to allow us to give grants of up to £500 for events that will promote community cohesion All the voluntary groups that we fund from the Corporate</p>

<p><b>3.4</b> Increase the number of people who participate in local decision-making and in making the community a better place</p>	<ul style="list-style-type: none"> <li>▪ Increase the percentage of people who feel they can influence decisions in their local area</li> </ul>	<p>LAA Indicators: NI 4 NI 5</p>	<p>N'bourhood Mgt. Budget £1,285,584</p>	<p><u>£587,000</u></p>	<p><b>Start:</b> Apr '08  <b>End:</b> Ongoing</p>	<p>Grants budget are expected to contribute to community cohesion. Though some groups are already doing this and can demonstrate it we recognise that some are confusing cohesion with E &amp; D initiatives and so we are planning to undertake some direct promotion work 1 to 1 with funded groups to enhance how they are tackling this. In addition to these we are undertaking a pilot with a voluntary group and Shared Services in Children's Services to try some cross-generational work that will bring together older and younger people across communities.</p> <p>The Neighbourhood Management Service has had some notable successes in this area:</p> <p>Publication of 12 approved neighbourhood action plans detailing local priorities as developed by local people and the agreed actions to be taken in 2008/09.</p> <p>The Neighbourhood Management Service has organized and commissioned a range of activities for young people during holiday periods and key times across the borough. During July and August 2008 over 500 young people attended the additional activities organized by NM over the summer holiday period. There have been numerous examples of positive partnership working across Council services and with our partners including clean ups around the borough. One example of this is 'The Big Tidy Up' at Mayesbrook Park on 1<sup>st</sup> September, where Council Services and volunteers from the local area joined together to pick up litter in the park.</p> <p>New proposals for the operation of the NM service have been developed, focused on building greater capacity for greater community engagement.</p>
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**4. Community Priority: A Safer Borough**

Actions	Measure Of Success	LAA, Non-LAA, Service Improvement	Budget	Spent To Date	Key Dates	Progress Comment
<p><b>4.1</b> Major improvements to roads and footways: first year of a £20m investment plan</p>	<ul style="list-style-type: none"> <li>▪ Listed under the Environment and Enforcement BSC objective 4</li> <li>▪ "Transform the Street Scene".</li> <li>▪ Increase resident satisfaction with the roads and pavement conditions. Target of a 10% increase in resident satisfaction in the areas affected</li> </ul>	<p>LAA Indicator: NI 5</p>	<p><u>£6.5m</u> in 08/09 Capital Funding</p>	<p><u>£1m</u> For work done</p>	<p><b>Start:</b> Mid Jul '08 <b>End:</b> For the complete programme 2010/11</p>	<p><b>Area 1:</b> Nearing Completion <b>Area 2:</b> Underway <b>Area 3:</b> Substantially Complete <b>Area 4:</b> Started 23<sup>rd</sup> September <b>Area 5:</b> Held Pending East London Transit <b>Area 6:</b> Held For School Holidays <b>Area 7 &amp; 8:</b> Under Consultation</p>
<p><b>4.2</b> Reduce anti-social behaviour further, and ensure that local people are aware of what is achieved.</p>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<p>LAA Indicators: NI 5 NI 21 NI 24</p>	<p>Anti-Social Behaviour Cost Centre <u>£142k</u></p>	<p><u>£79,500</u></p>	<p><b>Start:</b> Apr '08 <b>End:</b> Ongoing</p>	<p>The partnership is working on a set of key messages that will be communicated to the local community over the next few months to coincide with the place survey. These will focus on positive outcomes based on you said ... we did... This will form part of a wider media and communications campaign around ASB to inform the public of what action is being undertaken to address their concerns and to increase confidence in local agencies. The partnership has targeted Anti-Social Behaviour in Barking Town Centre as a particular priority between July and December 2008 following the development of the Strategic Assessment. In 2007/08, the partnership dealt with over 11,000 reports of Anti-Social Behaviour making 676 arrests for public disorder. We also</p>

<p><b>4.3</b> Start further improvements to Barking Town Centre with the construction of the East London Transit route. The creation of a new market square at London Road is vital to the implementation of East London Transit, which is a key Strategic Transport Project for Transport for London</p>	<ul style="list-style-type: none"> <li>▪ Delivery of the temporary Market Square layout for January 2009</li> </ul>	<p>Non-LAA Partnership - Action</p>	<p><u>£4,200,000</u></p>	<p><b>2007/08:</b> <u>£2,650,000</u></p>	<p>issued 59 Acceptable Behaviour Contracts and 9 Anti-Social Behaviour Orders to reduce ASB in the borough.</p> <p><b>May '08:</b></p> <ul style="list-style-type: none"> <li>▪ Funding package totalling £4.2m to implement the square has been agreed between English Partnerships, Thames Gateway Development Corp., Transport For London and the Council.</li> </ul> <p><b>Summer '08:</b></p> <ul style="list-style-type: none"> <li>▪ Completed the acquisition of the freehold of 39 East Street and Superdrug.</li> <li>▪ Agreement reached with Methodist Church</li> <li>▪ Tenders for demolition works have been returned and demolition of Alice Martin Centre and Garages completed.</li> <li>▪ Demolition of Superdrug and Salvation Army building started. Some delay because EDF haven't turned off power supplies.</li> </ul>
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**5. Community Priority: A Borough Of Opportunity For All Young People**

Actions	Measure Of Success	LAA, Non-LAA, Service Improvement	Budget	Spent To Date	Key Dates	Progress Comment
<p><b>5.1</b> Open the Barking Foyer Enterprise Centre to provide integrated advice and health services for young people. The Foyer will provide accommodation and support in training and employment for disadvantaged young people in the borough</p>	<ul style="list-style-type: none"> <li>The space will offer sufficient capacity to run two concurrent 14 unit training schemes, requiring industry standard computers, multimedia software and recording equipment. This project will support the LAA target of 9.8% NEET in November 2010</li> </ul>	<p>LAA Indicators: NI 117 NI 163 NI 151 NI 152 NI153</p>	<p>Supporting People Allocation £720k p.a.  Total Cost: £14m  Mixed Funding (£2.4m land receipt LBBD, remaining from Housing Corp).</p> <ul style="list-style-type: none"> <li>ABG</li> <li>PAYP</li> <li>Mayor's Fund</li> </ul>	<p><u>Nil</u> (Not Started)</p>	<p><b>Start:</b> Apr '08  <b>End:</b> Dec 26/09/08</p>	<ul style="list-style-type: none"> <li>Youth Capital Strategy is in place and ongoing.</li> </ul>
<p><b>5.2</b> Extensive programme of Youth provision across the borough</p>	<ul style="list-style-type: none"> <li>Open an additional five youth clubs on school sites by the end of the financial year</li> </ul>	<p>LAA Indicators: NI 19 NI 57 NI 110 NI 111</p>	<ul style="list-style-type: none"> <li>ABG</li> <li>PAYP</li> <li>Mayor's Fund</li> </ul>		<p><b>Start:</b> Ongoing  <b>End Date:</b> Mar '09</p>	<ul style="list-style-type: none"> <li>Youth Capital Strategy is in place and ongoing.</li> </ul>
<p><b>5.3</b> Reduce childhood obesity</p>	<ul style="list-style-type: none"> <li>To exceed the National Healthy Schools status of 55% by 08/09. To increase the proportion of pupils participating in at least two hours of physical education and out of hours school sport in a typical week to 85% by 08/09.</li> </ul>	<p>LAA Indicators: NI 56 NI 57</p>	<ul style="list-style-type: none"> <li>ABG</li> <li>Healthy Schools grant</li> <li>Schools bUDGET</li> </ul>		<p><b>Start:</b> Ongoing  <b>End Date:</b> No end date to this priority area</p>	<ul style="list-style-type: none"> <li>Targets (Measure Of Success Column) have been exceeded.</li> <li>Obesity is a key priority across the borough.</li> <li>Numerous interventions are taking place i.e. Industrial Scale Swimming – Progress will be reported in CYPP reviews</li> </ul>

**6. Community Priority: A Clean, Green And Sustainable Borough**

Actions	Measure Of Success	LAA, Non-Service Improvement	Budget	Spent To Date	Key Dates	Progress Comment
<p><b>6.1</b> Establish the first Local Housing Company in the U.K. to deliver quality affordable housing for local people at a faster pace than can be achieved in the regular market place. 24,000 new homes will be built over the next 18 years</p>	<ul style="list-style-type: none"> <li>There are currently 2,253 social rented homes within the LHC area. The planned LHC redevelopment model will increase this number to 2,299 in addition to 1,290 shared ownership homes and 366 intermediate homes</li> </ul>	<p>LAA Indicators: NI 154 NI 155</p>				<p><b>July '08:</b> Overall the project is on target. This is a complex pilot project involving the creation of a new property company of which the council will own up to 50%.  The Council is of considerable local and national importance and the Council is being supported by English Partnerships in the due diligence phase and establishment of the company.  On the back of this project the council submitted a Beacon Bid in July 2008.</p>
<p><b>6.2</b> Higher recycling rates and less rubbish on our streets: wheellie bin pilot, green waste, and glass collections</p>	<ul style="list-style-type: none"> <li>Listed under the Environment &amp; Enforcement BSC Objective 2 "Greatest waste reduction and highest recycling and composting rate in London". The target (NI 192) of 23.5% has been agreed and is included in the LAA</li> </ul>	<p>LAA Indicator: NI 192</p>	<p>£650k in total split between: Invest To Save £108k, Capital £320k and Revenue Budget Existing Resources</p>	<p><u>£620k</u></p>	<p><b>Start:</b> Glass 16<sup>th</sup> June Wheellie Bin 1<sup>st</sup> Pilot: 28<sup>th</sup> June 2<sup>nd</sup> Pilot: 28<sup>th</sup> July <b>End:</b> Ongoing 6 Month Pilots</p>	<p>Recycling rates have increased to 24.01% in June, of which 1% is due to glass recycling.  Significant improvements in BV195 (Street Cleansing)</p>

**7. Corporate Specific Priorities**

Actions	Measure Of Success	LAA, Non-LAA,	Budget	Spent To Date	Key Dates	Progress Comment
<p><b>7.1</b> Create new Legal Service that reduces spend on external legal advice</p>		<p>Service Improvement</p>	<p>The cost of the Legal Practice is £2.3m. In previous years the overall cost of providing an internal legal service and employing external solicitors has been in the region of £3m but these figures are not solid and there may well have been other hidden spend that could not readily be accounted for at the time of the review</p>		<p><b>Start:</b> Sep '07 <b>End:</b> Dec '08</p>	<p>The independent review of Legal Services was started in Sept and completed by Dec 07. A restructure then commenced and the creation of a new Legal Practice should be completed/staffed by December 08. Work will begin in this latter part of 08/09 to rein in external work where feasible to do so thereby reducing spend but it will not be until the end of 09/10 that we will really see any meaningful, evidenced outcome in terms of savings .</p> <p>As a result of the legal review the current budget reflects a combination of in-house costs and a provision for the use of external legal providers where relevant. The current projection is for the overall legal budget in 2008/09 to be fully committed which is based upon the successful recruitment to a number of in-house posts. However, if the recruitment of these posts is not successful the service will need to use locum solicitors/temporary staff and external legal providers in the interim to continue to delivery the appropriate level of service. Once the new structure is fully embedded, i.e. from 2009/10, it is estimated that the service will achieve savings compared to the previous operation which relied upon the significant use of external legal providers.</p>
<p><b>7.2</b> Launch the One Barking &amp; Dagenham Strategy to improve community engagement, customer care and ability to deliver major change projects</p>	<p>This is a new priority, and targets are in the process of being agreed</p>	<p>LAA Indicator: NI 4</p>				<p>The new One B&amp;D programme was launched in early Sept via an email from the Chief Exec., with a new set of values that under went extensive staff consultation. A new leadership programme for top managers is underway as well as a range of other initiatives linked to the programme (e.g. Joining Institute of Customer Services). A programme office has been resourced and is currently collating the detailed programme plan.</p>
<p><b>7.3</b> Deliver an improved HR and OD service</p>	<ul style="list-style-type: none"> <li>Acknowledged improvements in performance by 31/03/09, or</li> </ul>	<p>Service Improvement</p>	<p>No budget allocated as yet</p>	<p>No budget allocated as</p>	<p><b>Start:</b> 01/10/08</p>	<p>This action is being taken forward in the context of two Heads of HR &amp; OD leaving the Council in</p>

	<p>progress in the development of improved HR &amp; OD services has reached an acceptable state for hand over to the new Head of HR, if they take up the post before that date.</p> <ul style="list-style-type: none"> <li>▪ Service departments acknowledge improved performance.</li> <li>▪ The service makes a fair contribution to Resources budget targets.</li> <li>▪ This is a new priority, and targets are in the process of being agreed</li> </ul>			yet	<p><b>End:</b> 31/03/09</p>	<p>fairly rapid succession; the service will be managed by an interim Head of HR from 01/10/08 until a permanent replacement starts work, which could be as late as 31/03/09 but might be sooner. Also relevant is the PA Consulting Group report and the ZBB review of HR. We've got a sound analysis of the issues and a report outlining a proposed restructuring and change programme is being considered by senior management.</p>
<p><b>7.4</b> Benefits on demand: Housing and Council Tax benefits processed while you wait</p>		<p>Non-LAA Partnership Action</p>	<p>Financed from efficiency savings made regarding the way various claims are handled in the back office (within existing resources)</p>	<p>The efficiency savings used to do this were reflected as 5x SC6/SO1</p>	<p><b>Start:</b> Mar/Apr <b>End:</b> Ongoing</p>	<p>Launched as a pilot in March '08 at Stour Road, rolled out to BLC in April '08. Also now being used at John Smith House for PSL's and for Rent Deposit Scheme. Lots of very positive compliments, all of which have been logged with 'Tell Us'. NI's have reduced on average as when the customer brings in all the necessary information, cases and Change In Circumstances are completed in 1 day. This should have a positive effect on the Customer Contact indicator.</p>
<p><b>7.5</b> Housing Applications on demand: housing applications processed while you wait</p>	<ul style="list-style-type: none"> <li>▪ This is a new priority, and targets are in the process of being agreed</li> </ul>	<p>Service Improvement</p>			<p><b>Completion Date:</b> Autumn '09</p>	<p>Meeting with Capita held re: specification for online application (instant assessments online). 12,000 people currently on the waiting list, of which 7000 have no priority. From 1<sup>st</sup> September '08, no priority cases are allowed to bid. If their bid is in the top 50 bids, a detailed assessment takes place, which has reduced assessment times from 28 days to one week.</p>
<p><b>7.6</b> Embed best practice in equalities and diversity across the Council.</p>	<ul style="list-style-type: none"> <li>▪ Accreditation at level 5 of the Equality Standard of Local Government</li> </ul>	<p>Service Improvement</p>	<p>E &amp; D Service Budget <u>£357,140</u></p>	<p><u>£118k</u></p>	<p><b>Start:</b> Apr '08 <b>End:</b> Mar '09</p>	<p>Progress against the Equality Standard for Local Government (aiming to achieve Level 5 by March 2009, self-assessment will be complete by early November) as evidence of our progress against good practice in equality and diversity.</p>
<p><b>7.7</b> Embed best practice in action planning for race equality</p>	<ul style="list-style-type: none"> <li>▪ Adoption of a new Race Equality Scheme for the Council</li> </ul>	<p>Service Improvement</p>	<p>E &amp; D Budget <u>£357,140</u></p>	<p><u>£118k</u></p>	<p>Sep '08 to Mar '09</p>	<p>The Race Equality Scheme is currently being rewritten and is likely to be available in draft form in November 2008.</p>

## Appendix B – DRAFT DIRECTION OF TRAVEL STATEMENT 2008

### Context

The challenges Barking and Dagenham face in a rapidly changing borough define our tasks for improvement, not limit our expectations.

Our population is expected to increase by 37,762 by 2020 (GLA 2007 projected) from the 2007 population of 166 938 (ONS mid-year estimate). Births have increased 40% since 2001, the highest in London. The general fertility rate is the second to Newham in England and Wales (National Statistics).

#### 1. What evidence is there of the council improving outcomes?

1.1 Are services improving in areas the council has identified as priorities and areas the public say are important to their communities?

We won the 'Most Improved Council of the Year' LGC award in 2008. Judges noted that 'openness, improved inspection scores and a focus on outcomes is having a substantial effect'.

We continue to make good progress in our priorities:

#### **Delivering outstanding customer services**

Our Chief Executive launched the '[One Barking and Dagenham](#)' programme supporting the council to work together as one team, delivering excellent services to our customers. Key improvement projects make up the programme, underpinned by five values which were collectively determined at an all staff briefing in May.

The Local Government Ombudsman (LGO) has praised the Council on how we deal with complaints from local people. The [Ombudsman letter](#) notes that our level of complaints remains low compared to similar London Boroughs and response time is well within target (24.3days, target 28). We were also praised for the helpfulness of staff and our proactive approach to dealing with the public. The Corporate Complaints Management system has BSI accreditation compliance with ISO 10002:2004. In July and August we have been contacted and/or visited by three London Boroughs regarding our good practice in reporting Corporate Complaints. As longstanding members of the [Public Sector Complaints Network](#) we continue to share best practice and benchmarking widely.

The Barking Learning Centre (BLC) developed in partnership with University College London and Barking College to provide a One Stop Shop, library and educational resource has won the London Education Partnership Award (2008) for 'Cross-Organisational Partnership and Impact'.

We extended access by increasing opening hours by an extra 18 hours per week and included Sunday opening. Customer satisfaction with query handling is high at 91% with 77% very satisfied (August 2008). A second One Stop Shop and Library developing partnership will be built in Dagenham by 2010. This will include a large retail unit and 82 flats of which at least 35% to be affordable. Demolition of the building began in August 2008 after a compulsory purchase order was granted in December 2007.

Improved customer service and value for money have been achieved through the '[benefits while you wait](#)' scheme delivered through Barking and Dagenham Direct, BLC and Civic offices. A soft pilot of the scheme enabling tenancy and benefits assessments to be coincided started in March 2008. This successfully pilot has now been rolled out to other offices. Benefit turn around times are now the lowest ever. The speed and accuracy of processing HB and CTB claims continued to improve in 2007/08. The time taken to process new claims took on average 23.27 days in 2007/08, an improvement from 29.7 days in 2006/07.

Customer suggestions are driving improvement planning, shown through our '[Tell-us](#)' customer suggestion scheme. We received and responded to almost 4000 suggestions from August 07 to July 08.

Effective partnership with the Local Pension Service has led to over £2m of [additional benefit](#) brought into the borough in its first year. This includes Pension Credit, DLA and AA claims. We have taken the service further out to the community by introducing [welfare surgeries](#) (all residents live within 2 miles) from May 2008 and are working closely with numerous agencies to target 'hard to reach' residents or groups.

### ***Regenerating the Borough***

We were awarded Beacon Status for 'Tackling Climate Change' in 2008 and are currently in our 'Beacon year' sharing best practice. Our borough's focus on sustainable regeneration is focused and sustained resulting in a wide [range of projects](#) currently being implemented.

We have quickly acted to calls for innovation in the Housing Green Paper (July 2007) by establishing a Local Housing company, the first nationally to emerge. This will drive physical regeneration of estates and town centres, linking to programmes to tackle low skills and joblessness. We are currently predicting to greatly exceed our London Plan targets by 2012/13, to achieve 9787 completions against the target of 5950, in the provision of mixed and sustainable housing.

Barking Town Centre's re-development is making good progress. The Linton's estate prominent high-rise block has been demolished and the new development will include 530 new homes and a 4000m<sup>2</sup> enterprise centre. An operator has been selected and the redevelopment is due for completion by 2010/11. We have also begun redevelopment of the Eastern End of Thames View in Barking. Demolition of existing blocks has taken place and the scheme is due to be completed by March 2009. A consultant Master-planner has been appointed to provide a housing tenure mix which will target general and supported Housing groups.



Public realm improvements in Dagenham Heathway won top prize in the 'Best walking initiative' category in TfL Smarter Travel Award. The scheme started in 2007 and is close to completion. Across the borough an investment of £20m for [Highway improvements](#) 2008-2009 has been agreed and schemes are currently being implemented.

### ***Improving performance across the board***

In 2007/08, performance of 67% of Barking and Dagenham's BVPs improved or were maintained. 100% of the children's social care Best Value Indicators improved in the past year.

The safest homes in London are in our borough, according to the latest Metropolitan Police Figures. Eastbrook ward has the [lowest burglary rate](#) in the capital. Working in partnership with the police we have increased high visibility patrols and local neighbourhood management teams provide crime prevention workshops. The number of violent crimes and robberies per 1000 population, reduced in 2007/08. We won the Safer London Foundation (2008) 'problem solving award' for our work on the Gascoigne estate. This scheme has now been extended to the Mark's Gate Estate. Through our safer homes scheme we have helped vulnerable people by fitting new locks to their homes, improved community engagement, local enforcement and environment and prevention initiatives.

Our DAAT Drug Intervention Project was recognised nationally as good practice and we now have our highest ever retention rate for drug users at 86%, far exceeding NTA targets. We are increasingly succeeding in improving outcomes for young offenders with an above average number of offenders engaged in education, training or employment. The YOS has received positive feedback from the YJB on its recent annual performance assessment.

We have been implementing a wide range of initiatives to reduce the fear of crime in the borough. We held our first public Safer Borough Board meeting in September enabling residents to question and challenge the council and police's plans and actions. At a local level, neighbourhood management teams' panels are held regularly with local residents to discuss concerns and set local priorities for areas. We introduced London's first talking CCTV cameras in Barking Town Centre in February 2008. Recently we set up the Domestic violence project 'DVERT' enabling a range of agencies to collectively attend and respond to a report. Many resident [Tell us](#) suggestions have been implemented which will influence fear of crime. Recent results show that 85% of people feel safe alone during the day and 34% at night (neighbourhood management survey), an increase of 10% in the day and 11% at night from 2004/05 (Citizen Panel survey).

The cleanliness of Barking and Dagenham's streets is a key priority for our residents. In 2007/08, performance improved significantly particularly in the levels of litter and detritus. In June 2008 we introduced a glass recycling collection. Collection rates have been improving and are now averaging around 30 tonnes each week (1.03% of NI192). We are running a six month pilot containerisation wheelie project. Bins fitted with an electronic code (to reduce missed refuse collection, measure participation rates and show ownership) have been introduced in five areas across the borough. Early results show that the average waste reduction is 15.7% and the recycling rate has roughly doubled in the pilot areas.

Our schools have seen year-on-year improvements in the overall A-C pass rate for GCE/VCE from 2004-2007. Our rate of improvement in five A\*-Cs including English and Mathematics is more than double the national measurement over the last four years. Provisional 2008 GCSE performance remained largely the same as the previous year and five out of nine schools showed improvement in pupils gaining 5 A\*-C grades (inc English and Maths) and eight of the nine are now above the national floor target of 30% 5A\*-C including English and Mathematics. (58.7%). Most significantly, the percentage of looked after children achieving at least one GCSE or equivalent improving from 44.44% in 2006/07 to 60.42% in 2007/08.

At Post 16, the level 3 results (A level and equivalent) provisional results show an increase in both the average points (APS) per pupil and per entry between 2007 and 2008. This shows that young people are improving the grades they get and hence improving their chances of getting into higher education.

We have strengthened school improvement, resulting in no schools on special measures or any other Ofsted category and three of our secondary schools are rated as 'outstanding'. We are in top quartile in 27 of the 37 improvement ranks, and bottom quartile in just two. Attendance within our schools showed strong improvements in both primary and secondary schools in 2007/08. 55% of schools have been graded as good or outstanding for extended services compared to only 44% in 2006/07. Increasing numbers of care leavers are progressing to University with 22 completing their first or second year at the end of July 2008, a performance well on track to achieve our LA stretch target.

#### 1.2. What contribution is the council making towards wider community outcomes?

We achieved level 3 of the Equalities Standard in 2007 and are now working hard to achieve level 5 in 2009. Our work to build community cohesion has continued to focus on developing innovative and effective channels for engagement, listening and responding to consultation on our Community Plan, and the identification of local priorities through Neighbourhood Management. Neighbourhood Management is also working with community organisations and other partners to create opportunities to bring people from different backgrounds together, through Neighbourhood Partnerships, Community Clear Up Days, Fun Days and summer activities for children and young people.

The importance of tackling health inequalities in the borough together with our wish to ensure that as a gateway Olympic Borough we leave a legacy of the games is influencing delivery of services. The development of a new flagship high quality urban design leisure centre will replace Dagenham swimming pool has been agreed. The planning application is due to be submitted by November 2008. Our four leisure centres recently received national recognition as they all met approved standards set by Quest. A review of Leisure services has provided external verification of our high quality of leisure provision. Improved VFM deliver options have been identified, the expected savings target is £650 000. (CE Perf Challenge – Regen)

This year we introduced free access to swimming all year round for under-18 year olds. There will also be an increase in school swimming places and free adult and toddler swimming lessons available. The total number of swimmers from 2007 to 2008 has increased by 145%. This project was announced in public and initiated before the Government's recent commitment to this agenda.

Our work in the pan London Programme Capital Volunteering continues to benefit mental health service users, raising confidence and skills. Projects have reached and exceeded the overall LAA target of 360 (October 2007 to March 2008), engaging a high percentage (45%) of people from BME communities.

We have focused on providing personalised services. Individual budgets are enabling residents to tailor their support to suit their lifestyle. With over 140 people already in receipt of individual budgets and a CSIP award for excellence in this field, we are now national leads on personalisation and committed to provision for all by 2011. In 2007/08, we exceeded the target of 85% set for acceptable waiting times for care packages (86.81%). The percentage of items of equipment delivered and adaptations made within 7 working days improved to 99.9%, well above the national top 25%. We have recently been short listed for a Beacon award based on this work.

We are committed to developing skills in the community and our workforce, retaining our GO(Get On) Local Government Award (first awarded in 2005) for recognition of our work developing skills for life of our employees. We will be featured in a good practice case study. Our headline targets are 100 apprenticeships to be created within the Council's workforce and 750 apprenticeships (total) across the borough including the private sector. An Apprenticeship Development Manager has been appointed to work with the Corporate Skills Pledge Champion to identify and progress apprenticeships and Skills for Life opportunities within services.

We are also one of only 16 Councils to sign the Skills Pledge, a promise to support staff (40% overall of whom are residents) with literacy and numeric skills and to work towards relevant qualifications to at least Level 2.

We are mid-way through our LEGI (Local Enterprise Growth Initiative) programme which encourages enterprise within hard to reach parts of our community. Twenty five enterprise related projects are being delivered. From Jan 07 to September 08 there have been 239 businesses started, 454 people have entered training, a job or started a business and 84 people previously unemployed have gained a job.

The numbers of young people aged 16-18 NEETS continues to reduce in line with performance achieved by comparable east London Boroughs. The Quarter 1 result for 2008 shows an improvement 12.10% (06/07) to 11.50% (07/08). We began a detailed audit of current provision in March. This tool has been adopted by the local LSC as good practice. We are working in partnership with the LSC to facilitate regional planning and developing a commissioning plan to ensure each young person has an NEET plan to match aspirations and attainment. Overall, success and progression rates on alternative programmes for 14-16 are very good (85%). GoL praised our '14-19 strategic management' group. Job Brokerage services are provided in Children's centre, through our neighbourhood management structures and job

shops including a unit in a shopping centre in Barking. Five additional job brokers were employed in August 2008 and a third job shop is opening late autumn.

1.3. To what degree is the council improving both access and the quality of service for all its citizens, is it focusing on those who are made vulnerable by their circumstances?

We have [consulted and engaged](#) over 3000 residents in the development of our Community Plan (Sustainable Community Strategy). The consultation process included defining and engaging with our 'hard to reach' groups, such as the 'disaffected white working classes'.

The introduction of Limehouse consultation software has enabled wider use of on-line consultation; currently being used for the Local Development Framework (LDF). Merging existing boards to create the 'Engagement and communications board' enables greater co-ordination of major engagement activity within the council.

We recently retained through re-accredited our 'two tick' and 'Investors in People' (IIP) status. In 2008 our website received the Good Communication Award for accessibility which has also been commended by the Royal National Institute of Blind People, one of five local authority sites in the country. The Housing Inspection noted our [Housing Advice websites](#) good range of accessibility options.

We have reached our target and completed the build of 14 easily accessible children's centres. Responding to consultation, we are also building a Children's Health Centre in Barking with co-located services to improve ease of access which will be fully operational by summer 2009. We are one of 10 local authorities to pilot the development of accessible childcare provision for families with disabled children and young people. The numbers of children identified with LDD attending early years and childcare settings has increased by over 300% since 2006. Enhanced consultation for children and young people, particularly those with LDD was set out in our [APA](#).

Improving ease of access to information for our residents over the last year has included: Newsletters across 17 wards in our neighbourhood management areas setting out improvements made in response to suggestions and issues raised by residents; Introducing a 'latest news' and 'You're telling' us new sections on the home page of our [website](#); and a complete review of all our publicity material, redesigning our [Citizen](#) monthly magazine.

1.4. Is value for money improving as well as quality of services?

We received an overall score of 3 in the Use of Resources Assessment in 2007 including 3 for Value for Money. The Use of Resources 2008 results for 2008 pending, we expect to retain the score of 3. Good financial management and targeted decisions around re-direction of resources to priority areas and reduction in spend has enabled us to make [total efficiency gains](#) over three years of £19.8m. Our target for

2007-2008 was £13.4m therefore an over-achievement of £6.4m. Further efficiency savings of £13m, £12m and £12m will be achieved over the next three years.

A number of council services and structure re-allocations have brought about increased value for money. This includes the [Modern Capital Programme Unit](#) and the [Legal Practice](#).

Our tenancy fraud team has been strengthened. Since March 2008 [tenancy audit](#) have recovered £66,344 of Former Tenant Arrears and council tax. 327 various investigations have taken place and to date 39 Council properties have been recovered.

We have pursued and introduced an e-market place and [e purchase cards](#)

We were shortlisted in the Government Computing Awards (2008) for the best shared services for cross-authority working across London Boroughs in the North East London Solutions'. We have a shared NNDR with the London Borough of Havering.

Our Green Champions Scheme in 2007 reduced our total waste by 40%, total purchase of paper dropped by 33 per cent and non recycled paper usage reduced by almost 50 per cent.

## **2. How much progress is being made to implement improvement plans to sustain improvement?**

2.1 Does the council have robust plans for improving (aligned with other plans, SMART, detailed, resources, agreed and widely communicated)?

Our [Corporate plan 2007/08](#) sets the strategic direction for our council. The [balanced scorecard approach](#) confirms each departments work priorities and programmes for the year. Scorecards links programmes with risks to delivery, financial implications, sustainability, corporate action and support. The links between our community priorities and the existing budget are demonstrated in our [Medium Term Financial Strategy](#).

We were a national pilot for the [new LAA](#), successfully negotiating and signing off our LAA. The priorities, together with our [emerging community plan](#), will set our areas strategic direction for the next 10 years. We were chosen as a CAA national action-learning area (one of four and the only in London) and subsequently as a trial authority (one of 10) for the second consultation. We were the first authority to pilot the IDEa and Audit Commission Self Assessment, working closely we have tested ideas and contribute to national discussions.

Members agreed a £11m Capital Budget for implementation in ICT in the delivery of transformational projects and improving the overall infrastructure. ICT is recognised as a clear enabler of our programmes.

Monthly [Policy Officer network](#) meetings and weekly policy email alerts, and the development of a Policy and Strategy Toolkit promote key policy issues and cross-departmental working.

A review of the [Children's and Young people's plan](#) was published in October 2007. This identified our progress and achievements in 2006/07, setting out key priorities and planned improvements for 2007/08 across the five Every Child Matters outcomes.

### 2.2. How well is the improvement planning being implemented: are key objectives and milestones being achieved?

Services are performing well. Our Adult Social Care Services received a rating of 3 stars by CSCI in the Annual Performance Assessment (2007), the highest possible. Following an inspection by the Commission for Social Care Inspectorate the Adult Placement Scheme was awarded a 3 star excellent rating (2008), the highest rating by CSCI. We have worked hard since the Children's JAR, taking on board our inspector's comments. Improvements from this were set out in our [APA](#). The council's [fostering service](#) was rated as 'outstanding' by an inspection in March 08.

Our [review programme](#) clearly sets out the type and service or area for review. We are pursuing a Zero Based Budgeting review approach. Recent service reviews including Leisure Centres and the [Youth offending](#) service.

To effect and drive change to ensure we achieve excellence, we have established 4 programme boards within the borough. These are 'Living and Working', 'Strong, Safe, Active and Healthy Communities'; 'Enjoy and Achieve' and the main transformation programme '[One Barking and Dagenham](#)'. We have held a number of internal Gateway reviews to maintain our forward impetus and promote programme and project transparency and visibility at all levels. The recent One B&D week was a good example of a successful programme communication.

We are open to challenge and have completed a Planning Peer Review, Ethical Governance Peer Review and Equalities Standard assessment this year.

### 2.3. Does the council have the capacity to deliver its plans?

Increased resources are allocated to priority areas. £5 million pounds was assigned from the 2008/09 capital programme to support children and young people priority areas such as youth provision and obesity. We expect this approach will accelerate the pace of change and have a radical long-term impact.

We are developing the profiles of our non-exec members' through partnerships, introducing forums such as the Futures forum to increase engagement for front-line councillors. Governance in respect of scrutiny has been strengthened corporately and we continue to work with four

local London boroughs in the local Joint Health Overview and Scrutiny committee which completed a report on the North East London Mental Health Trust Foundation Trust Application and Service Re-provision in November 2007. In response to the JAR we established three scrutiny panels to examine the roles and functions of the Children's Trust.

We have provided additional resources for member development and over the last year, workshops have been delivered on subjects from public speaking, personnel and chairing. In addition the new Member Development programme launched in September has expanded the use of Personal Development Plans for Members and introduced Role Profiles for the various Councillor positions. There are a variety of ways for Members to participate including workshops, e-learning and individual programmes such as the IDeA Leadership Academy.

To support the new LAA and community plan and develop closer links with key priority areas, the [Barking and Dagenham partnership \(LSP\)](#) has re-structured. Our partnerships joint piloting of our strategic assessment was held up as good practice by GOL and used nationally as a model for delivery. In response to the new LAA, LSP structure and development of the emerging community plan we have taken the opportunity to refresh aspects of our [Performance Management](#) approach. Reporting to the [Public service board](#) and sub-groups of the LSP has also significantly strengthened.

Information Technology systems are being used to enhance practices across the council. The web-based performance management system Covalent has been introduced and is enabling improved statistical trend analysis and benchmarking for the new National Indicator Set, CYPP and LAA improvement targets. We have introduced 'Anite' the electronic document management system in Housing and Revenues. We received recognition of excellence from CSIP for our RAS (Random Audio Sequencer) tool, developed in our Individual Budgets pilot. RAS is fully electronic and accessible through care managers' tablet PCs, allowed further expansion of mobile working.

A corporate Knowledge Management function is being established to facilitate learning processes from raw business intelligence and to ensure compliance with national legislation. Development of KM principles will be key elements of the One B&D programme and included in BPR processes to support improved business decision making.

To focus on our continuous drive for improvements across the whole council we have appointed three new managers in the Resources department for Policy and Partnerships, Performance and Innovation, and Marketing and Communications.

A review of the Legal Service function led to the development of a [Legal Practice](#). This unique model is aligned to a private sector practice as opposed to a traditional structure with a more typical hierarchy of posts. Three legal partners and deputy heads of law have been appointed. The practice commissions the legal service, is a key interface with members and provides support to the monitoring officer. The aim is to project the service to external legal markets, providing services to other Local Authorities and generating income for the Council.

Access to relevant training in Revenues and Benefits has resulted in staff taking NVQs, IRRV qualifications and undertaking shadowing.

We promote good practice through sharing expertise in areas such as Tackling Climate Change which was awarded Beacon Status, and through articles from our Chief Executive in the LGC publication around ‘Apprenticeships’ and the MJ ‘Directing the Future of Care’ (09/08/07) promoting our national profile as a leader in Self Directed Care.

2.4. Are there any significant weaknesses in arrangements for securing continuous improvement, or failures in corporate governance, that would prevent the improvement levels being sustained?

We understand the short, medium and our long term challenges for the area. In partnership we will continue to raising aspirations, improving skills levels, tackle health inequalities and address community cohesion issues. As a rapidly improving council we ensure robust plans are in place to deliver transformational change and we continually assess our performance to achieving our goals. We do not hesitate in our active perusal of a continued improvement in quality of life for our community.