



LONDON'S NEWEST
OPPORTUNITY

Barking and Dagenham

Growth Strategy
2013-2023

- Key**
- District Line
 - C2C
 - London Overground
 - Hammersmith & City Line
 - National Express (Crossrail)
 - East London Transit route
 - East London Transit route P2
 - Parks and open spaces
 - Green Belt Land

- Barking Town Centre including Roding Riverside
- Barking Riverside
- London Sustainable Industries Park
- South Dagenham
- Businessseast

KEY DEVELOPMENT OPPORTUNITIES

- Barking Riverside**
Housing: 10,800 units
Employment: 2,496 jobs
- Fresh Wharf**
Housing: 1,186 units
Employment: 110 jobs
- Lymington Fields**
Housing: 293 units
Employment: 50 jobs
- Dagenham Dock (London Sustainable Industries Park)**
Employment: 3,000 jobs
- Businessseast**
Employment: 2,900 jobs
- Orion Park**
Employment: 500 jobs
- Beam Park**
Employment: 1500 jobs
- Creative Industries Quarter**
Housing: 200 units
Employment: 125 jobs



ESTATE RENEWAL PROJECTS

- Gascoigne Estate**
Housing: 1,200 units
- Goresbrook Village**
Housing: 149 units
- The Leys**
Housing: 175 units
- Marks Gate**
Housing: 100 units
- Thames View East**
Housing: 276 units
- William Street Quarter**
Housing: 200 units





The Strategy's objectives are:

- 1. Attracting investment**
- 2. Creating a higher skilled workforce**
- 3. Building businesses**
- 4. Widening the housing choice.**

Growth Strategy Summary

Barking and Dagenham is one of the East London Growth Boroughs - the main growth area in London over the next 20 years. The Growth Boroughs are an area of rapid and dynamic change where economic development goes hand in hand with population growth. This is an exciting, dynamic, multi-cultural community which will continue to churn, change and become more prosperous over the next two decades.

Currently the Borough's median income is the second lowest in London, partly a consequence of some of the lowest skills in the country. The Borough's traditional source of employment in manufacturing has declined over the past 30 years in line with national trends further emphasised recently by the Ford announcement of the shutting of their stamping plant.

But we also have compelling advantages and opportunities. The Borough's strategic position and accessibility make it a commercially competitive location - 15 minutes from Stratford and 10 minutes by road from the M25. We also have excellent east-west public transport with Barking Town Centre the eighth best connected transport hub outside of Central London. We have a number of strategic development sites offering

a wide range of opportunities - the London Sustainable Industries Park, Business-East, Barking Riverside, Beam Park, Roding Riverside and Barking Town centre. Our business support offer is strong reflected in our high business start up rate and our 'Can Do' Council approach helps unlocks potential. Alongside the good value housing and quality parks, open spaces and leisure facilities, all our Children's Centres are rated outstanding and schools performance is a strong success story.

Because of this Barking and Dagenham is perfectly placed in London as the destination of choice for workers and families on medium incomes to make their home. The Council, whilst focussing upon new social rented and Council homes, is also delivering homes for working households who may not be able to access home ownership and who may have changeable tenure needs over the next few years.

Widening the choice of housing is critical to retain aspiring residents as their incomes rise and to attract new residents with higher incomes which in turn will help support the widening of the offer of our town centres and growth of the local economy. Alongside this, raising skills, educational attainment and attracting and growing businesses are key factors in getting people into work or into better paid employment which also raises incomes and supports the positive spiral of growth.

This approach (covered by the Strategy's 4 key objectives) is designed to bring new life to the borough and help assist the economic and social well being of the Borough maximising the benefits of the over 17,000 new homes and 10,000 new jobs that will be created over the next two decades. The aim of this approach would be to deliver growth to improve the local economy and make the Borough a more sustainable and resilient place.



LONDON'S NEWEST OPPORTUNITY

a London Riverside employment area



Dagenham Business Centre

Introduction



Barking and Dagenham is “London’s Newest Opportunity” with significant housing and employment growth potential as part of the wider opportunities of the ‘Growth boroughs’ of East London. East London offers substantial employment potential at Stratford, Canary Wharf and Greenwich peninsula whilst Barking and Dagenham itself offers scope for over 17,000 new homes and 10,000 new jobs. Ensuring Barking and Dagenham achieves its full potential and benefits from the growth of the sub region requires the council and its partners to work together to attract investment, develop a highly skilled workforce able to access jobs in the wider sub region, regenerate places and deliver housing growth alongside a widening of the housing offer.

Significant progress has been made over the last 10 years including fundamental improvements in Barking Town Centre, first phases of development at Barking Riverside, new jobs and development at the London Sustainable Industries Park, improving education and a transformed business support environment. The council has invested heavily and wisely in social and community infrastructure which supports growth. We now need to build on that legacy and ensure that we continue and accelerate the growth. It is essential that the various barriers to achieving the full potential are addressed.

The council and partners have a clear focus on what we want to achieve and how growth will be unlocked through utilising a range of tools and methods. This strategy sets out how this will be done and how we will deliver our Community Strategy objectives.

The Strategy’s objectives are:

1. Attracting investment
2. Creating a higher skilled workforce
3. Building businesses
4. Widening the housing choice.



The vision

The council and borough's overarching vision is **encouraging growth and unlocking the potential of Barking and Dagenham and its residents**. The council is determined to continue to focus on our borough's priorities. To do this, we will:

- Ensure every child is valued so that they can succeed
- Reduce crime and the fear of crime
- Improve the health and wellbeing through all stages of life
- Create thriving communities by investing in homes
- Maximise growth opportunities and increase the household income of residents

A prosperous growing local economy requires all the above to be addressed.

Related to this, the private sector led Barking and Dagenham Skills, Jobs and Enterprise Board's over-arching objective is to **'Increase the wealth and household income of Barking and Dagenham residents by utilising the growth opportunities and expanding the local economy to create a sustainable future'**. It is essential we continue to work in collaboration with Greater London Authority and the other growth boroughs to realise the massive economic opportunities in this part of East London.

The Barking and Dagenham Local Economic Assessment provides an evidence based narrative of the local economy and will be updated in 2013 to reflect the emerging 2011 Census information not least the fact the borough has the highest birth rate in the country and the significant change in ethnicity both of which generate economic development opportunities.

The challenges - why growth is essential

Unlocking the borough's growth potential and delivering economic regeneration is essential for addressing many of the key challenges the borough faces. These include:

- One of the lowest average household incomes in London. Raising average household incomes requires a strong focus on maximising employment opportunities, improving skills and making Barking and Dagenham a place where people want to move to and stay.
- Above average unemployment and young people Not in Education, Employment or Training (NEETs). The Strategy both seeks to ensure new employment opportunities are generated in the borough but also critically that residents have the skills, aptitude and ability to secure employment both in the borough and outside.
- Below average adult skills contributing to higher unemployment and lower household income and reduced life chances.
- Large areas of vacant brownfield land partly reflecting the decline of manufacturing.
- Evidence suggests many investors either have limited knowledge or negative perceptions of Barking and Dagenham which needs to be addressed by raising awareness and highlighting the successful delivery over recent years and the opportunities available to investors.
- High affordable housing need alongside the challenges of 'generation rent' but with capacity, ability and political will to deliver new housing as part of the wider regeneration agenda.
- Difficulties retaining/attracting higher skilled residents – the percentage of residents in managerial categories is one of the lowest in the country.
- A number of poor health and wellbeing statistics. Raising standards of health/wellbeing is a prerequisite for a thriving economy because it can improve productivity and reduce social and financial costs.





What does growth aim to deliver?

Barking and Dagenham is predominately known for its manufacturing heritage and the Becontree estate. The image and awareness of Barking and Dagenham needs to be improved to highlight how the borough has changed, is changing and the significant opportunities available as a key part of a growing East London. Delivery of the regeneration agenda set out in this strategy will establish Barking and Dagenham as being a great place to live, work and spend time.

The scale of Barking Riverside offers the scope to be a transformational driver - opening up the borough's hidden riverside assets, considerably widening the borough's housing offer, providing a very attractive environment with a range of schools and other facilities making it a desirable place to live alongside the creation of thousands of new jobs. The housing delivery programme will ensure the borough offers a wider range of affordable and private housing addressing people's needs and supporting London's labour market as well as improving the borough's appearance.

Barking Riverside forms part of the large London Riverside area - an Opportunity Area in the London Plan with substantial Greater London Authority landownership - with strong political will at all levels of government there would be the opportunity to deliver significant employment and residential growth.

The borough's image for industrial heritage needs to be transformed to address the needs of the future economy. Ford Motor Company and manufacturing generally will continue to form an important part of the local economy but supplemented by building on our strengths and assets to diversify the economy into key growth sectors.

The borough can host key opportunities for growth in the environmental business sector, cultural and creative industries and, particularly with the business east development, science, technology and IT alongside an increasingly entrepreneurial population and growing business base.

Whilst generating new employment opportunities within the borough are critical to the vision, it is important to maximise the opportunities for residents to access employment across the region and that requires supporting residents to have the skills, aptitude and abilities that employers want. Long term prosperity also requires the continuation of improving performance in schools.

An improved physical environment with high quality public realm, good transport links, improving schools and vibrant town centres will retain more residents as their skills and incomes increase and foster a virtuous circle of growth.

Barriers to achieving growth

There are a number of factors required to unlock growth in Barking and Dagenham:

- Delivery of physical infrastructure (eg transport)
- Delivery of social infrastructure to meet the needs of new communities
- Improved image/sense of place and identity - creating attractive places
- Improving development viability
- Delivering a wider range of shops, services and leisure facilities
- Ensuring a high skilled and motivated working population
- Providing a supportive environment ('Can Do Council')

Infrastructure requirements

In developing our Community Infrastructure Levy requirements the council has established a detailed analysis of the borough's infrastructure needs. Key elements of the infrastructure required to unlock the borough's full potential include:

- A light or heavy rail public transport solution for Barking Riverside

- A full grade separated junction for the A13/Renwick Road and upgrading of the Lodge Avenue junction.
- A River Thames Crossing addressing East London's long standing north/south connectivity.
- Direct rail links between Barking and Stratford
- Better north/south bus links
- An East London transit route linking Barking to the Royal Docks
- Improvements to A12/Whalebone Lane junction
- Modernisation of Barking station to address the needs of over 6.5m users a year and growing
- Funding for schools and other social infrastructure required as a result of growth

Delivery mechanisms

The council's role varies from leading on schemes through to influencing through to lobbying. The tools we will use as a 'Can Do Council' include:

- Securing funding - Bidding from various sources for funding which supports growth.
- Council spending power - maximising spend with local firms
- Council investment - eg. in schools, leisure centres, shopping parades, public realm
- Use of LBB land and assets for growth/use of powers to unlock potential
- NNDR retention and possible incentives
- Working with private sector (SJE Board, Chamber of Commerce, Forums, Town Team)
- Working with GLA particularly on their significant land holdings in the borough
- Supportive regulatory role including planning supporting growth and being business friendly
- Estate renewal - changing perceptions and creating more mixed communities
- Lobbying national and regional Government particularly on transport
- Marketing and inward investment activity
- Assisting businesses in recruiting local people
- Working in collaboration with Barking & Dagenham College, the Adult College of Barking and Dagenham and other FE providers.

Growth potential in Barking and Dagenham



The scope for growth provides Barking and Dagenham with significantly more opportunities than other London boroughs. Growth offers the chance to improve the lives of local residents and contribute to the regional and sub-regional economy. Growth potential means more job opportunities for residents, an improved environment with wider housing choices, and better of shops and services. Growth also offers financial benefits including business rate retention, new homes bonus, increased council tax and Community Infrastructure Levy (CIL). However it is also important that national government and other agencies provide the additional funding related to population growth. The following sectors have been identified as providing growth potential in the borough:

Jobs from housing growth

A lack of housing is identified as a key barrier to London's economic growth. The housing growth proposed in Barking and Dagenham as well as delivering wider economic objectives will also to be a source of additional employment in the borough. This will be through construction and supply chain jobs, but also from permanent employment. GLA research suggests for every 1,000 additional residents, 230 jobs will be created.

Green and environmental industries

Another growth sector is addressing the environmental challenges of waste, renewable energy, carbon emissions and sustainable development. With its strategic location and manufacturing heritage, the London Sustainable Industries Park (LSIP) will attract companies from across the globe such as first tenant Closed Loop London. In addition the retrofit market is estimated to be worth £3.75m a year in London and there is real scope to improve the borough's housing stock.

London Serving industries

The private sector has identified the benefits of the south of the borough for logistics – especially 'London Serving' industries. This recognises our location between the M25 and Central London with access to the largest concentration of people in the UK, as well as good links to Europe. There is a risk that if the A13 improvements are not continued the borough could lose out on inward investment opportunities. Barking and Dagenham has substantially more safeguarded river wharves than any other London Borough, as well as rail freight links. The Box Lane site is potentially suitable for an international strategic freight terminal.

Science and technology research and development

The scientific R&D sector is poorly represented locally and the current skills profile does not support its growth. However the business east Science and Technology Park (BEST Park) offers a chance to change this utilising the superb facilities. Further, complemented with the multi-million pound Science Technology English Maths (STEM) Centre development at Barking & Dagenham College, in close proximity to BEST park, will enhance the science & technologies training and skills profile of local people.

IT and digital technology

London is already one of the world's leading digital knowledge economies. The digital technology sector has been forecast to grow by 10.9% in the next few years (Boston Consulting Group). IT businesses need flexible accommodation, good accessibility and similar businesses to work with. The model for the Barking Enterprise Centre, business east and the entrepreneurial micro businesses supported by Barking & Dagenham College in the POD, can address these requirements.

Barking as the Town Centre serving new populations

Whilst Barking Town Centre has undergone significant improvements in the past 10 years, there is scope for significantly more development. Barking Town Team has a strategy to maximise the opportunities arising from the high birth rate, the changing demographic and the new housing growth. Attracting well known chains and restaurants will be important to widen the centre's offer and open up the evening economy.





More entrepreneurial population

The economy is and will increasingly be made up of small and medium sized enterprises (SMEs) rather than large companies. The cumulative impact of SMEs will be significantly more important to the local economy than individual large firms. Business support in Barking and Dagenham has been transformed over recent years particularly benefiting from the Local Enterprise Growth Initiative (LEGI) programme. This has resulted in the borough having one of the highest percentage rates of business growth in the UK. The changing demographic has also resulted in a more enterprising culture. This is supported by Barking & Dagenham College and the Technical Skills Academy as national award winners and champions of entrepreneurship as the London Gazelle College. The College's new POD facility provides targeted support for new micro businesses and budding entrepreneurs whilst the Barking Enterprise Centre provides start up support alongside accommodation and the Adult College of Barking and Dagenham provides an enterprise curriculum at their new state of the art Barking Campus.

A relatively limited number of high growth 'Gazelle' companies create most new jobs and particular additional support should be provided to them.

Creative and cultural industries

Barking and Dagenham has real opportunities for growth in this sector building on the Icehouse Quarter, the innovative arts organisations and businesses established in the borough, the superb training facilities and the successful Creative People and Places bid to the Arts Council for a three year programme of activity.

Manufacturing consolidation and advanced manufacturing

Manufacturing in the borough accounts for 16% of jobs compared to the London average of 4%. However, in 1996 the figure was 30%. The mainstream belief is that the manufacturing sector is unlikely to grow in the capital. An alternative school of thought however is that due to increasing oil prices and the cost of transportation more goods will be produced nearer to market. The high speed Sustainable Manufacturing Institute (HSSMI) can help raise the profile of manufacturing locally and nationally. Formed by a consortium including Ford, CEME, Loughborough University and Department for Communities and Local Government (DCLG), it will conduct leading industrial research on improving manufacturing efficiency and provide SMEs with access to state of the art facilities. The Centre has secured £3.5 million from DCLG and £1.4 million from Ford.





LONDON'S NEWEST OPPORTUNITY



Ford Engine Plant

Strategy Objectives



The strategy has four objectives required to deliver growth and raise household incomes. Whilst improving transport is not a specific standalone objective, it is critical to at least two of the objectives.

The objectives are:

- 1. Attracting investment
- 2. Creating a higher skilled workforce
- 3. Building businesses
- 4. Widening the housing choice.

1. Attracting investment

Over the last 10 years the council and partners have secured significant public and private sector investment resulting in new developments and facilities for residents and businesses. This includes the transformation of part of the town centre with the Barking Central development and winning Best Urban Public Square in Europe in 2008 for Town Square. Exceptional community, educational, leisure and business facilities include the Technical Skills Academy, the new Barking campus for the Adult College of Barking and Dagenham, Dagenham Library, Becontree Leisure Centre, Barking and Dagenham Foyer, SPORHOUSE, Barking Enterprise Centre, Dagenham Business Centre, Barking and Dagenham College (BDC) and the Child and Family Health centre in Barking. The transformation of Dagenham Dock into the London Sustainable Industries Park has commenced alongside securing planning approval for the businesseast masterplan.

Attracting new development and high growth businesses to utilise the significant amount of available affordable land is a key to this objective. Harnessing the borough's transport links into central London and the south east will be crucial. Transforming the physical environment with new housing, and mixed used schemes and upgrading the public realm will continue to change the image and perceptions of the borough and encourage further investments. The scale of Barking Riverside alone offers a transformational impact provided it happens within a reasonable timescale. With significant infrastructure investment, the London Sustainable Industries Park is delivering new jobs and businesses with scope for significantly more whilst Business-east will be a generator of significant economic potential for the borough. South Dagenham/Beam Park offers longer term potential of strategic importance. Barking Town Centre has scope for ongoing improvements to unlock its full potential and ensure it becomes the town centre focus for the new residents as well as existing residents in the borough. A revised Barking Town Centre Strategy will be produced in 2013 to be driven forward by the newly formed Barking Town Team.

Changing perceptions and raising awareness of Barking and Dagenham's potential is a key challenge and establishing the London's Newest Opportunity offer and Bold magazine has played an important role in starting this.

Key development opportunities

This section highlights the key opportunity sites. (Barking Riverside is covered in section 4)

Businesseast (Dagenham East)

Close to Dagenham East station, Businesseast was for 76 years home to pharmaceutical manufacturer Sanofi (originally May and Baker). The site is due to close at the end of 2013. Sanofi had been working closely with the council and other stakeholders on an employment-led legacy for the site. Outline planning approval for the masterplan has been achieved and progress has been positive.



The site offers a number of opportunities:

Business East Science and Technology Park (BEST Park) – reusing the science and research and development facilities through a multi-occupancy facility with associated services. For London to remain competitive in the future, affordable research and development facilities must be available. There is strong evidence of the clustering benefits of such businesses alongside universities and support services. The model of the Heath in Runcorn is applicable to the Dagenham plant and this scheme and the associated London Growth Fund bid are a major priority. A successful scheme would be a superb advert to local young people about employment prospects in science and technology.

Potential Data Centre and IT Park – in what could be one of the largest Foreign Direct Investments (FDI) into East London, a new Data Centre would unlock potential for a clustering of IT support firms. The council needs to work with the applicants.

Around 400 jobs at new Sainsbury's supermarket providing important local employment across a range of skills, particularly part-time workers. Maximising local labour will be the essential focus alongside the design of the frontage.

Other commercial development on the northern frontage site.

Health care facility and potential dental school. A facility to provide a range of jobs and a dental school linked to one of London's major teaching hospitals.

Sports and social club – Sanofi's green belt land is being transferred into a newly formed Sports and Community Trust. The timescale of this strategy will be the critical to maximise the economic regeneration benefits in an extremely challenging market.





London Sustainable Industrial Park at Dagenham Dock

In 2008, almost 60% of the 6.6 million tonnes of waste went to landfill outside of London. London Sustainable Industries Park (LSIP) in Dagenham Dock is one of the key projects in the Mayor of London's Green Enterprise District, dedicated as the UK's largest centre for clean-tech and green businesses and expected to attract around £500 million of private sector investment. The council and the then LDA established the vision of the LSIP.

The first business on the park was Closed Loop London. It is a plastic bottle recycling company and is currently proposing to double the size of its existing plant. Some 875 million bottles that would have been exported for recycling or sent to landfill, will now remain in the UK. This represents nearly 10% of the plastic bottles currently collected for recycling, saving 52,500 tonnes of carbon dioxide emissions a year. Currently under construction is London's first anaerobic digestion plant by the TEG group with a £21m investment. Expecting to be starting shortly is a major gasification plant by Chinook. There are significant opportunities for new sustainable industrial development following over £10m investment in infrastructure.

Two demonstration projects led by the Institute for Sustainability will be located on the LSIP - SusLabs demonstrating energy efficiency technologies and C2C Bizz demonstrating reusing waste with Cradle to Cradle principles.

The council will work with partners to maximise the LSIP's potential to deliver new jobs and innovative green businesses.



Box Lane Freight Terminal (Supporting London Serving Industries)

The Box Lane site near the A13 is potentially suitable for an internal strategic freight terminal. It offers an opportunity to use the Channel Tunnel Rail Link High Speed Rail Line. Much of the site was used as a logistics centre for the Olympic Village.

South Dagenham/Beam Park

The restructuring of Ford in the early 2000s resulted in a number of sites lying between the residential areas of Dagenham and the southern industrial corridor along the Thames becoming available. The sites are:

- 9 hectare South Dagenham West site – now re-branded Orion Park and owned by Axa REIM - with planning approval for 410,000 sq ft of employment development. The council will support the developers in promoting the site.
- The Chequers Corner site has recently been developed for a Premier Inn and Brewers Fayre with a high success rate for local residents employed. An adjacent site (former Dagenham Motors) is in the ownership of the GLA.
- The Beam Park site crosses into the London Borough of Havering and is one of the largest brownfield development sites in the capital (15 hectares in Barking and Dagenham). A joint planning prospectus has been produced.

The announcement of the closure by Ford of the Stamping Plant raises new questions about the future of Beam Park as the sites could work together with improved access to Dagenham Dock station. The council will pursue a strong vision for the site as a new heart for Dagenham providing significant homes and jobs as part of a well designed sustainable development.



Beam Park site



Barking Town Centre Secret Garden

Barking Town Centre

Barking Town Centre will serve the new populations of London Riverside. Raising the profile of Barking Town Centre is a key priority. In the past decade it has incorporated a new town square and civic space with the Barking Learning Centre, hotel, retail, and residential buildings. The Arboretum and 'Secret Garden' folly wall have won awards for design and public art works. Other developments have been the Barking Enterprise Centre, the first stages of the Creative Industries Quarter, the opening of the Technical Skills Academy and Barking Station forecourt improvements.

However the town centre needs to move away from fast food outlets and low value goods and encourage some chains, specialist shops, restaurants and other leisure attractions. We also recognise that the evening economy is extremely limited.

The Barking Town Team has developed a strategy to address the strengths and weaknesses of the local economy. Its objectives are:

- **Retail and prosperity:** Develop a strong and resilient retail core to help revitalise the town centre.
- **Accommodation and the evening economy:** Increase overnight stay, catering and the leisure offer.
- **Housing and place making:** Promote residential living and attract inward investment through creating high quality spaces.
- **Office space:** Upgrade existing and provide new office stock to support the local economy.
- **Transport and accessibility:** Continuously enhance and improve accessibility in and around the town centre.
- **Attractiveness and safety of the environment:** To enhance the appearance and character of the town centre and create a safer environment.
- **Marketing and promotion:** To effectively establish a clear strong message of the town centre's offer and utilise various media to promote it.



Key initiatives to boost town centre prosperity to 2016

The Town Team is taking forward the following as part of the Town Centre Strategy:

- London Road/North Street development (Short Blue Place): A two phase development - the first phase consists of a £14 million Technical Skills Academy (TSA) run by Barking and Dagenham College and providing a real-work environments, offering services to the public in a café, a restaurant and hairdressing and beauty salons. The TSA offers technical and vocational training in a range of fields including catering and hospitality, hairdressing and beauty, IT and multi media, entrepreneurship and construction and engineering. At full capacity over 650 students and 120 staff will help boost town centre. Alongside the TSA is the first part of Short Blue Place – named after Barking’s historic fishing fleet. The second phase of development has commenced and consists of the remaining part of Short Blue Place and a new supermarket with 350 parking spaces, 100 residential flats and a number of smaller retail units.

- Investment in new leisure centre. After Dagenham’s new leisure centre exceeded expectations a new leisure centre in Barking has just started construction and will help boost footfall and encourage the growth of an evening economy.

- Harnessing the qualities and strengths of Barking Street market. Barking market attracts significant footfall and surveys suggest it is supported by retailers. However there are also concerns that its appearance detracts from the town centre. A new market layout and public realm scheme will ensure the market helps support the town centre’s growth.

- A key problem raised by visitors to Barking and station users is the poor internal layout of Barking station. We are seeking to address this with the bidding

franchisees for the East Thameside rail franchise which offers the scope to see improvement works implemented.

- New housing. Helping to increase local footfall and raise average local incomes through new private housing and in particular affordable rents for people in work.

- Exploring opportunities for major redevelopment of the Cambridge Road area maximising its proximity to the station and the ‘Can Do Council’ approach.

- Support the private sector reuse and redevelopment of the former Magistrates Court for upper floor residential and ground floor commercial. This can form the key focus of supporting a restaurant cluster.

- The Barking Bathhouse was a pop up spa, bar and cultural facility located on a town centre development site during summer and autumn 2012 as part of the CREATE festival. It proved very successful in changing perceptions of Barking and drawing in new visitors to the town centre. We are keen to work with the designers Something & Son (and the on-site therapists) to create a new, permanent facility.

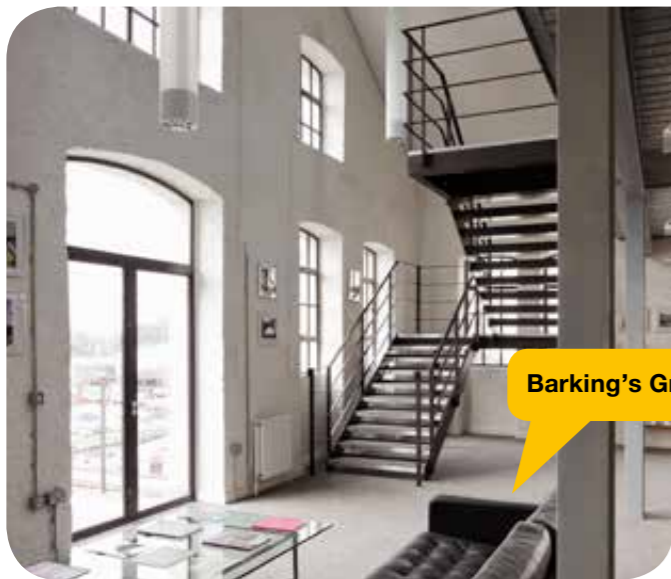
- Use Abbey Green open space and the River Roding. Within minutes of the core retail area lies a very attractive green space, including ruins of Barking Abbey and the church where Captain Cook married, as well as the Town Quay and the River Roding. These are assets many competing centres cannot offer. The development of the Creative Industries Quarter and Abbey Retail park and Fresh Wharf to provide housing, business and commercial space will help draw people to the west of the town centre.

- Bring vibrancy and design to Barking through the Up! Barking and Paint the Town projects.





Barking's Icehouse Quarter



Barking's Granary



Icehouse Quarter

At the edge of Barking Town Centre alongside the attractive River Roding is the growing Icehouse Quarter which provides high quality riverside accommodation for a cluster of creative and cultural industries in award winning buildings. A Working Group with key stakeholders has been established to support the area's growth and help market what the quarter offers to creative businesses.

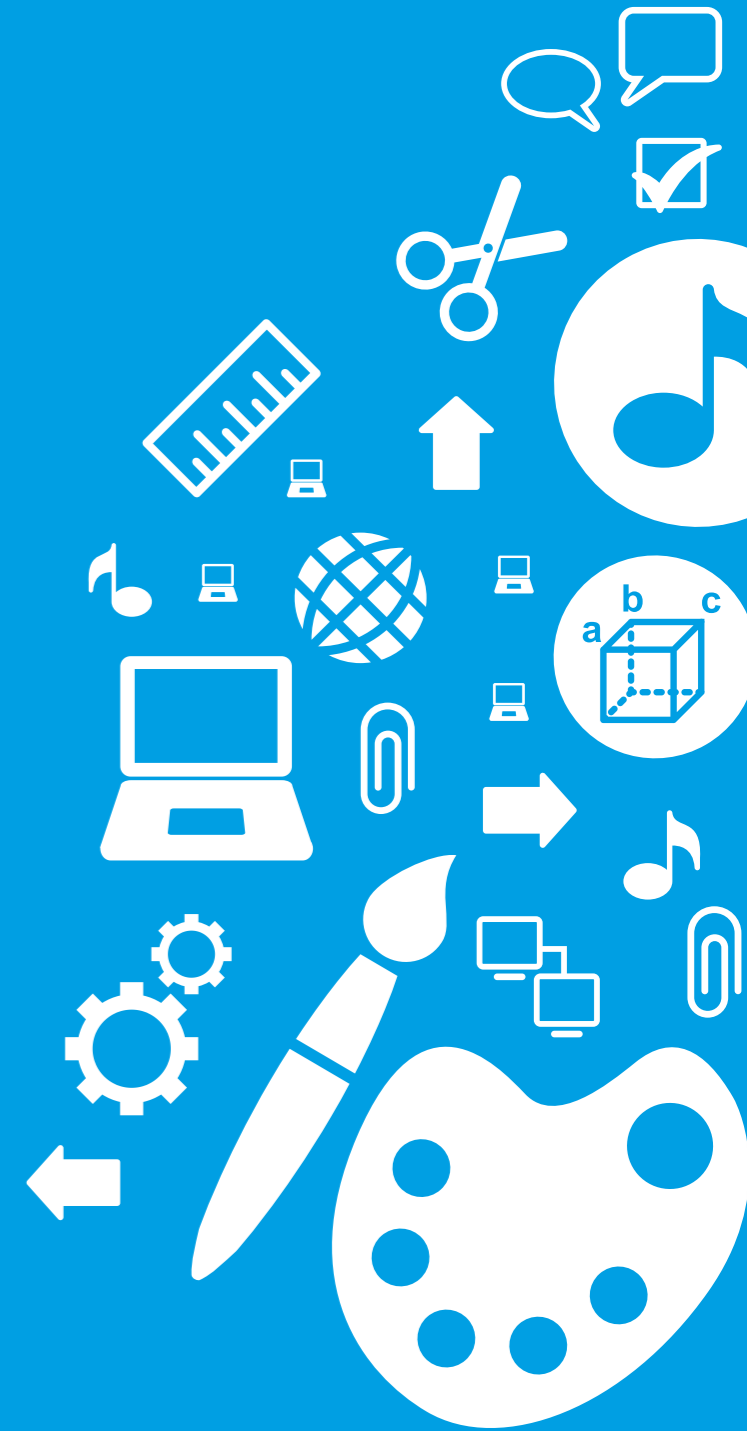
The heritage of the area and the combination of attractive restored historical buildings and modern extensions offering a range of accommodation sizes will help draw in creative businesses, arts organisations and individual artists.

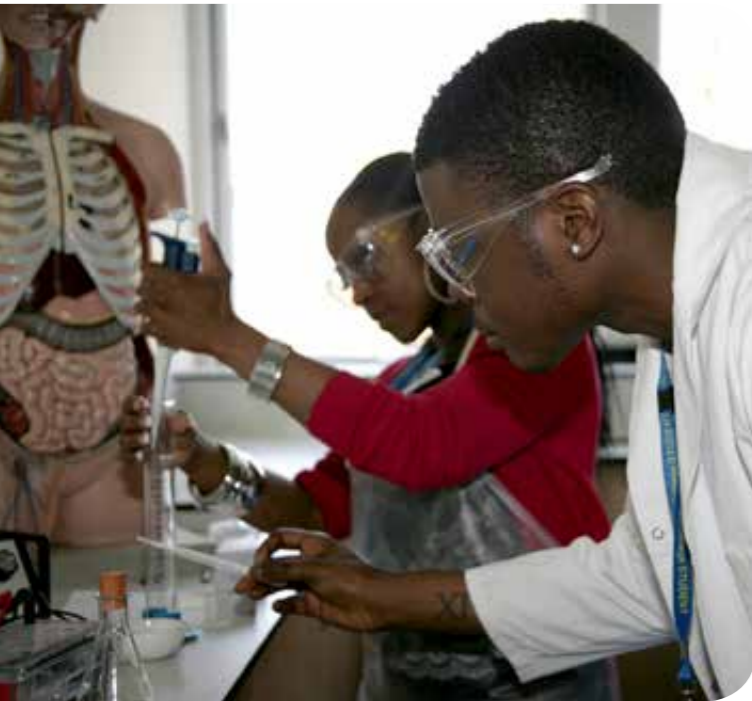
A successful Creative People and Places Bid by a consortium led by Studio 3 Arts offers scope to support the growth of the borough's creative industries as part of the wider Barking and Dagenham Arts Strategy.

The area also includes the Broadway Theatre, which provides a modern performing arts venue also housing Barking and Dagenham College's School of Performing Arts. Developing Abbey Retail Park also offers scope to revitalise the area around the Roding with the area branded Roding Riverside.

Dagenham Heathway

Work to build on the significant developments already in place in Dagenham will continue in the next three years. Opportunities are limited so we will need to consolidate and enhance what is already there, particularly through the Heathway Business Partnership.





2. Creating a higher skilled workforce

For the economy's long term prosperity it is critical Barking and Dagenham's good record of improving educational attainment at primary and secondary school is continued. In a period of low economic growth and restricted public sector funding, effective partnerships between employment and skills providers are also critical to our ambitions. The Council, Jobcentre Plus, Work Programme providers and our local Colleges will be working to establish deeper and more effective partnerships to meet the needs of both residents and local and sub-regional employers.

The recent improvements in skills need to continue and accelerate if our ambitions to raise household incomes in the borough are to be achieved. We will be working

to help residents into sustainable, well-paid employment. Careers advice and guidance will be an important factor in ensuring young people and adults can make informed choices on the employment and skills opportunities available to them. A key objective will be to ensure that appropriate advice and guidance services are available. In particular, preparing young people with the right skills, qualifications and attitudes that enable them to thrive in working life, backed by high quality and impartial careers advice and guidance, will be a priority.

The Strategy sets out the likely growth sectors within the borough but recognises it is important people have the skills required for job opportunities outside the borough. Barking & Dagenham's proximity to key growth areas including Stratford, West End, City of London, Greenwich Peninsula, Canary Wharf and London Gateway places borough residents in a strong position to compete for these opportunities if they have the required skills and aptitudes and other barriers to work are addressed.

The borough is fortunate in having two local colleges - the Adult College of Barking & Dagenham and Barking and Dagenham College - recently rated 'good' by Ofsted. Both offer high quality provision from Barking Town Centre and Dagenham sites and are supporting entrepreneurship as well as more traditional skills development. The Adult College has recently moved into a new campus in Barking Town Centre while Barking & Dagenham College is continuing to develop its STEM (Science, Technology, Engineering and Mathematics) provision and forms part of a 'Gazelle' grouping of enterprising colleges. The opening of the Technical Skills Academy in September 2012 was a major milestone ensuring young people are equipped with the vocational skills needed to meet employers' requirements. There is broad-based offer for residents and the Colleges are central to our regeneration efforts.



Building businesses
- Networking events



Barking Enterprise Centre

3. Building businesses

Barking and Dagenham is a great place to do business with the council and its partners' "can do" attitude. Through the extensive business support programme and the commitment amongst partners and the council to create enterprising conditions where businesses can survive, expand and prosper, we will build a thriving business community.

Growing the business base requires a three pronged approach:-

- Supporting new start ups
- Supporting existing businesses
- Attracting new businesses

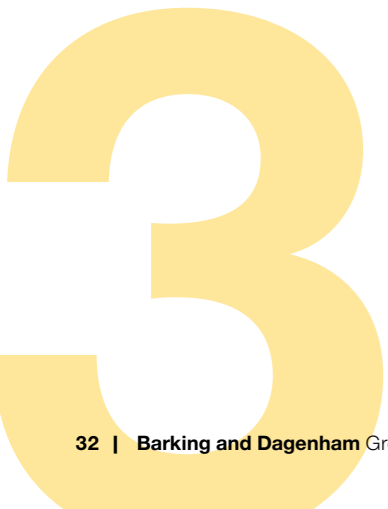
The recently opened Barking Enterprise Centre and Dagenham Business Centre, the opportunities created for local businesses through the various supply chain initiatives, networking events, Business Relationship Managers and business start up support have all contributed to business growth in the borough. We will continue to work in collaboration with business support providers such as BEC, the Chamber, local colleges and others to provide a better and co-ordinated offer to businesses.



Dagenham Business Centre



Housing - Barking Riverside





4. Widening the housing choice

The aim is to provide housing opportunities for the growing number of households that are in employment but because of the dysfunctional housing market, cannot access home ownership. This “constituency” of predominantly younger people are finding their housing options restricted to the London wide expanding private rented sector, where housing conditions can be poor and tenancy security is limited. Because of the capacity for new house building in Barking & Dagenham together with the Council prioritising housing supply and our acknowledged track record for successful innovation in new homes delivery, the Council has the potential to facilitate the range and quality of homes for this economically active population alongside meeting other pressing housing needs.

Delivering new housing can help retain residents looking for more aspirational housing as their incomes rise as well as attracting new residents to the borough to support a widening of the range of shops and services. Estate renewal can remove mono-tenure estates with worklessness issues and provide places which improve health, well being and support employment. It is also a means to help working households struggling to find suitable accommodation in a convenient location. New housing development creates jobs both during construction and in servicing new residents and ultimately helps bring the borough in line with the convergence measures.

Barking Riverside, one of the UK’s largest housing developments has planning approval for 10,800 homes and has seen the delivery of a very high quality first phase alongside the Rivergate Centre community hub including primary school. The council has developed models for new affordable homes at William Street Quarter and the Eastern End of Thames View, Estate



renewal Programme that will see the Gascoigne, Goresbrook Village and Leys estates completely redeveloped with 600 new homes at first. A further 1,100 homes are planned at Fresh Wharf, 600 at Lymington Fields, 950 at Abbey Retail Park, 1000 at Academy Central and 250 as part of the Creative Industries Quarter. Pages 2 and 3 show the key development and estate renewal projects for 2013-16. We can also address fuel poverty through retrofit work to the existing housing stock.

Widening the housing choice supports:

- Retaining and attracting higher income residents
- Boosting local demand for shops and services (and supporting widening of the range)
- Improving place competitiveness (making B&D a better investment proposition)
- Supporting the labour market (including the local economy)
- Tackling poverty and barriers to employment/ addressing mono tenure estates
- Generating construction employment and permanent jobs serving new population
- Delivery of supply chain opportunities for local businesses



Deliverables 2013-2016 and beyond

Each year the Skills, Jobs and Enterprise Board produces an annual delivery plan for the year ahead setting out key deliverables. This section highlights what the council and partners will work to achieve for each theme in the strategy period of 2013-2016 as well as highlighting some of the deliverables beyond 2016.

Attracting inward investment 2013-2016

Promotion

Continued promotion of London's Newest Opportunity as part of a co-ordinated inward investment strategy

Annual BOLD magazine (and associated events)

Sense of Place marketing (associated with Barking Riverside)

Marketing and promotion of Barking Town Centre App and exploration of further social media opportunities

New London Architecture activities

London & Partners engaged and promoting Barking and Dagenham opportunities

Handholding service for inward investors

Lobbying

Establish strong linkages with the London Enterprise Panel (building on Business-east London Growth Fund)

Working with the GLA to ensure opportunities from their landholdings are maximised

Lobbying for key transport infrastructure

Agreement to deliver rail transport solution for Barking Riverside

Maximising external funding applicable to SJE objectives

Barking Town Centre (excluding housing)

Raising the profile/changing the image of Barking Town Centre

Maximise effectiveness of Barking Town Team

Short Blue Place/London Road/ North Street development complete

East Street/Barking Market improvements delivered

Barking Bathhouse established at Cambridge Road

Barking Station improvements commenced

Former Barking Magistrates Court development complete

Planning approval for Abbey Retail Park

Barking Sports Centre and associated public realm completed

Former Leisure Centre site planning approval

Complete delivery of OLF Round two projects including Shutter Art project, signage and Lets all Go Cycling Community Project

Start on site at Cambridge Road

New hotel on Wakering Road

Implementation of Arts Strategy for creative industries growth and improved profile

Employment developments

Work with Sanofi on implementing the approved masterplan for the site maximising opportunities including provision of supermarket and Data Centre and establishment of BEST Park

Completion of Dagenham Dock infrastructure works and development and occupation of three major occupiers at the London Sustainable Industries Park plus expansion of Closed Loop London

New employment development at Orion Park, Thames Gateway Park or Box Lane

Submission of planning application for Beam Park

Funding

London Growth Fund bid for business east agreed

Further funding secured for Barking Town Centre

Local Implementation Plan (LIP) funding maximising economic development opportunities

2016-2023

Establishment of restaurant cluster and evening economy at Barking Town Centre

Next phases of LSIP development

Further phases of business east Data Centre and IT park

Further develop BEST Park

Delivery of Beam Park

Barking Town Centre and industrial area BIDs

Completion of approved Abbey Retail Park redevelopment

Barking Enterprise Centre expansion

Implementation of rail transport solution for Barking Riverside

Orion Park/Thames Gateway Park and Box Lane fully developed

Amended Vicarage Field development commenced

Scheme developed for area around Barking Multi storey car park in BTC

Redevelopment of Abbey Sports Centre

Creating a higher skilled workforce 2013-2016

Build effective local partnerships between the council, JCP, Work Programme and Further Education Providers

Maximise local residents leaving Technical Skills Academy with vocational skills

Provide continued support for apprenticeships, including through major capital projects

In partnership with BDC and local schools, promote and deliver Science Technology Engineering and Manufacturing (STEM) to young people

Secure funding to deliver added value job brokerage services through Job Shops and other programmes

Improve employer engagement in relation to skills and recruitment needs

Make progress on borough level Convergence targets through work with other Growth Boroughs, Growth Boroughs Unit and local employment and skills providers

Successful implementation of Raising of the Participation Age

Seek to increase skills funding to widen participation at the new Barking campus of the Adult College of Barking and Dagenham

2016-2023

Deliver Growth Borough Convergence targets

Increase in % of residents with NVQ Level 2

Building businesses 2013-2016

Delivery of annual Enterprise and Business Support programme

Fully establish Barking Enterprise Centre as a unique hub for business support in the borough and the POD in Dagenham at BDC for entrepreneur micro businesses.

Procurement Pledge and maximising local supply opportunities (including through new developments)

Trade Local fully established and growing

% of council procurement local increased

Utilising the Business Support Network as the means of co-ordinating all business support

Maximising LBBD outputs from Fit for Legacy programme

Support businesses onto Growth Accelerator programme

Dagenham Business Centre fully occupied

Explore options for NNDR incentives

Leading Business Forums self established

Year on year increase in number of businesses

Recognised as Business Friendly Council

Determining 100% of major planning applications within 13 weeks or to a timetable agreed with the applicant

Introducing a Local Development Order to remove the need for planning permission for certain changes of uses within employment areas

Completing a Study to gain a better understanding of business needs, employment land requirements, and future of the borough's town centres

Support Entrepreneurs and investment in the growth of new micro businesses in partnership with Barking & Dagenham College

2016-2023

BEST Park fully established

Business base increased and total employee jobs within the borough increasing

Widening the housing choice 2013-2016

Barking Riverside

1500 homes completed

Secondary school complete

Second Primary school operational

Riverside access achieved

Agreement and funding in place for transport option for Barking Riverside

Estate renewal

Goresbrook Village demolished and completion of 149 new homes

Phases 1 and 2 of The Leys Completed – 150 new homes

Gascoigne – Partner appointed and Phase 1 complete – 400 new homes

Demolish and redevelop Althorne Way

Establish Post 2016 Estate Renewal programme

Greater linkages between estate renewal activity and employment and skills activity

Retro-fit projects to address fuel poverty

Council owned new builds

William Street Quarter and East End of Thamesview completed – 477 new homes

'Bungalows' developments completed – 38 new homes

'Infill' and 'eyesore' sites completed – approximately 50 new homes

Delivery of first phase of CIQ and commencement of next phase – 134 homes completed

Marks Gate scheme completed including community facilities – 97 new homes

Private led schemes

Academy Central complete

Start on site of Freshwharf development

Lymington Fields substantially complete

2016-2023

Implementation of post 2016 Estate Renewal Programme

Completion of Freshwharf development

Completion of Creative Industries Quarter

Completion of Gascoigne Estate Renewal

Barking Riverside 4000 homes by 2020

Completion of Cambridge Road redevelopment

Regeneration and Economic Development
Town Hall
1 Town Square
Barking IG11 7LU
Phone: 020 8227 3319
Email: regeneration@lbbd.gov.uk

You must not copy this document without our permission.
© 2013 London Borough of Barking and Dagenham.

Published by London Borough of Barking and Dagenham,
September 2013



**INVESTORS
IN PEOPLE**

**BOLD &
DYNAMIC**
BARKING &
DAGENHAM
ENTERPRISE

