

**REGENERATION BEST VALUE IMPROVEMENT PLAN: PROGRESS REPORT JANUARY-MARCH 2005**

<b>SECTION 1 – ACHIEVING STEP CHANGE IN REGENERATION</b>				
<b>Target</b>		<b>Action</b>		<b>Update</b>
1	Improving Project Delivery	1.1	Restructure the internal regeneration function to give a single division responsible for regeneration implementation	Achieved.
		1.2	The establishment of the Regeneration Board to commission, monitor and evaluate all regeneration projects	Achieved.
		1.3	The re-organisation to include a strengthened capacity for project management in line with the Council's improved approach to asset management, including CPMO project management standards	Underway. Regeneration Implementation Division has prepared Primavera software and projects are now being loaded on to the software. The new systems will be rolled out during June-July 2005 for BTC projects, but will apply to all regeneration projects in due course. The Divisional Training Plan makes project management training its key priority.
		1.4	Ensure improved planning performance and lobby for better legislation	Achieved. The Council was awarded the maximum planning delivery grant for 2005/06, in recognition to its excellent performance against planning performance indicators.
2	Creating a tighter focus on priorities	2.1	The community strategy will be redrafted – incorporating the Regeneration Strategy and Neighbourhood Renewal Strategy	Achieved. The new Community Strategy, "Building Communities Transforming Lives" was launched in April.
3	Creating a Shared Story or Vision for Regeneration	3.1	To create ownership within the Council on a shared vision for Regeneration in Barking and Dagenham	Achieved. A position paper on "Sense of Place" has been submitted to the Executive on 31 May and will supplement the Vision and Community Strategy.
4	Making the Most of Funding Opportunities	4.1	Establish a more effective approach to funding opportunities that meet our strategic needs	Achieved. A European Funding Officer has been appointed and a Funding Strategy and Action Plan developed.
		4.2	Enhance capacity for funding from the private sector, in particular from S106 of the Town and Country Planning Act 1990	Underway. "Prospectus mapping" of spatial and land use needs is underway and should be completed by October 2004. Officers are having separate discussions with English Partnerships regarding alternative ways of achieving "Section 106 type" requirements spread out over the lifetime of the development project. We will shortly submit a report to the Regeneration Board on priorities for use of S106 monies.
5	Increasing External Profile and Influence	5.1	Enable Members to engage with external partners more frequently	Underway. A briefing programme for Members is being developed as part of the Balanced Scorecard 2005-06. Arrangements are already in place to provide coordinated briefing for the Lead Member for Regeneration. Members are also briefed through the Corporate Monitoring Group.
		5.2	Understand emerging relevant Government policy initiatives and raise issues with Local MPs	Underway. Officers submitted to the Regeneration Board/Executive during 2004-05 on relevant Government policy initiatives including the ODPM/HMT business incentive scheme and the Government's proposals for the London Thames Gateway UDC. There has been regular liaison with MPs and the GLA

				<p>Member over transport issues in particular.</p> <p>Officers will submit shortly to the Executive on the Local Enterprise Growth Initiative.</p>
		5.3	Require a broader range of senior officers to engage more pro-actively with external partners and others around the Regeneration Agenda	Achieved. This work is coordinated through the Regeneration Board, which discusses "key messages" and shares information about contacts with key decision makers. Briefing is supplied for major meetings with key partners.
		5.4	Create an influencing plan at the start of all major projects and monitor through the Regeneration Board	<p>Underway. Major project plans contain consultation programmes and stakeholder analyses. Golley Slater has been appointed to develop a comprehensive Marketing and Communications Plan for Barking Town Centre.</p> <p>A media liaison group has been established for Barking Riverside.</p> <p>LBBB is part of ODPM's Thames Gateway Marketing Forum.</p>
6.	Getting closer to primary stakeholders	6.1	Improve consultation and participation for local residents	<p>Achieved. We are developing protocols and gathering best practice examples for regeneration project managers to use in engaging the community around project delivery.</p> <p>A Steering Group has been established as part of the LDF process, to prepare a Statement of Community Involvement that will help coordinate the Council's consultation on planning and regeneration issues.</p> <p>Community consultation and capacity building is a key issue in our discussions with the incoming UDC.</p> <p>We have agreed a restructuring of the Barking Town Centre Partnership to broaden the representation of the community and voluntary groups and make their role more effective. The work plan of the Neighbourhood Management Coordinator for Abbey Gascoigne and Thames has been restructured to put more emphasis on community consultation and engagement.</p>
		6.2	Establish a bi-annual Business Forum	We have judged it more useful in the short term to deal with businesses at an operational level where their practical concerns can be more easily addressed, then to attempt to establish a large forum of this kind. Our contacts with business on an issue and area basis are now improving. Meetings with employers in the Dagenham Dock area are now being supplemented with meetings covering Thames Road. Estate associations are gradually being established. The LBBB Business Partnership (dealing with regulation) is now an established fact. We believe it may be more useful to build credibility with local businesses by developing area forums than seek to establish a single Business Forum for the borough, at least in the short term.

				We are now working on the development of Business Improvement Districts in the industrial area and the town centre. These will form useful adjuncts to business consultation.
		6.3	Develop and implement a Regeneration Communications Strategy	Achieved. The Regeneration Board agreed an Influencing Strategy for regeneration activities in April 2004. Golley Slater has been appointed to develop a Marketing and Communications Strategy for Barking Town Centre.
		6.4	Organise a community regeneration convention	Achieved. We have agreed proposals to restructure the Barking Town Centre Stakeholder Partnership to enhance community engagement in regeneration. We are organising a programme of community events as part of the BURA Conference in October.
7.	Improving information and knowledge	7.1	Ensure effective access to funding, influence and information through supporting professional development and developing a best practice programme	Achieved. Training in CPO legislation and procurement processes undertaken by project officers. Group Managers have completed the Leadership Academy. Training priorities for the next financial year agreed as part of the annual Divisional Training Plan. Officers attending external events and conferences as appropriate to their area of responsibility.
		7.2	Enhance the use of e-government capacity, with an explicit objective of creating a virtual development and investment one stop shop	Underway. Researching content and structure of developers' portal as part of regeneration website. We are discussing how best to provide business referral services with the Customer First team.
8.	Balancing Social and Physical Regeneration	8.1	Further develop the strategic partnerships in place with the Primary Care Trust (PCT) and the Strategic Health Authority in relation to reducing ill health and increasing life expectancy within the borough via economic inclusion measures	Underway. A Regeneration Manager has been recruited in Social Services and is part of the Director of Regeneration and Environment's strategic programme management meeting. This group also includes the PCT. A social regeneration programme has been drafted and submitted to the Regeneration Board. The Regeneration Manager is a member of the Health Partnership Board convened by the director of Public Health that is developing a Balanced Scorecard for Health Inequalities. This will include targets related to economic inclusion.
		8.2	Ensure that social and community facilities are included in major regeneration projects as a prerequisite for them commencing	Underway. Work under the SHA to localise the outcomes from the TGLP healthcare assessment will ensure that the need for facilities is recognised and incorporated into major projects. £5million ODPM funding secured for a health facility in BTC and Barking Riverside.
<b>SECTION 2 – EDUCATION</b>				
9.	Improve the levels of qualifications of residents	9.1	Analyse patterns of recruitment and consult on participation, provision, retention and achievement. Continually benchmark data against national best practice. Identify and fill gaps in existing provision.	Underway. Work since the last report includes:  Data from the mapping research is now being integrated into the council's GIS systems. Small delays have occurred through software purchase problems.  When completed, this will allow for detailed mapping and modelling to be undertaken, and assessments of the effectiveness of current learning provision when matched against key census and other data. These include unemployment, ethnicity and qualifications by ward and super output areas. Subsequently, any gaps in provision

				<p>will then be identified.</p> <p>Underway. This will allow for benchmarking these data against national best practices. These systems will integrate with the Borough's metadata list; the LSC's Strategic Area Review process, and the Thames Gateway survey of employers and residents.</p>
		9.2	Identify opportunities with residents and employers to link employees informal/recreational learning into routes leading to accredited qualifications	<p>Work since the last report includes:</p> <p>A working group is meeting on a regular basis to determine the range of information, advice and guidance services available at the Lifelong Learning Centre.</p> <p>A lifelong learning divisional working group is collating details of all known business contacts within the borough. This will form the basis of a targeted publicity approach to highlight local employers the range of learning and training opportunities available.</p>
		9.3	Increase access to and marketing of learning opportunities throughout the borough	<p>Underway. Work since the last report includes:</p> <p>The council maintains its strong regional and national lead in promoting learning within the workplace through its 'Growth Through Learning', and 'Get On At Work' programmes. The key outcomes from these projects have been made available to other key employers within the borough, and the local authority was invited to present the key findings of this programme to the Princess Royal in early May 05 as an example of effective practice.</p> <p>The initial curriculum framework for the Lifelong Learning Centre has been completed by the 3 key partners (LBBD; Barking College, UEL). There is comprehensive provision made for Skills for Life and ICT courses, and progressive qualification pathways are available to undergraduate level in the key public sector areas. Publicity materials are in the design stage, and will inform residents of the changes taking place at the site of the original Central Library, including outline details of the courses and qualifications available. These will be accompanied by a dedicated website with links to the key providers.</p>
		9.4	Ensure employers link employees' informal/recreational learning into routes leading to accredited qualifications and encourage advanced learning opportunities in further and higher education	<p>Underway. A recent restructuring of the lifelong learning division has created a business and workforce development task group, supported by officers from the regeneration implementation division.</p> <p>A secondment within the lifelong learning division will speed the progress of this priority – effective from April 05</p>
		9.5	Ensure the barriers such as finance, childcare and access to HE are minimised	<p>Underway. The restructuring of the lifelong learning division has created an officer post with responsibility for widening participation to higher education for young people and adults.</p> <p>A leaflet targeted at the 25 – 45 year age group has been</p>

				<p>completed and distributed. This highlights key sources of information – including access and finance issues.</p> <p>A careers fair focusing upon the career opportunities in the health and social care sectors was held in March at the Broadway Theatre. This was a highly successful event despite unwelcoming weather on the day. A further similar event is planned for the cultural and creative industries sector in early autumn.</p>
		9.6	To improve training and guidance services	<p>Underway. The lifelong learning division's business and workforce development group is developing a range of strategies to facilitate local businesses to understand what their training needs are, and in brokering support to achieve these.</p> <p>All secondary schools, Barking College and BD Training Services are participating. The resource (a program known as 'Fast Tomato') now contains details of all courses offered at GCSE and post-16 and web links to all FE and HE providers (locally and nationally). The resource will allow young people to access this information from home as well as at school.</p>
		9.7	Identifying and filling gaps in learning provision for adults	<p>Underway – Since the last report:</p> <p>Discussions are underway with key local employers to develop curriculum at the Barking Lifelong Learning Centre, due to open in January 2006. Marketing of the learning offers from end of March 05</p>
10.	Increase the average income in B&D households	10.1	Widen the scope and work of the Education Business Partnership	<p>Staffing re-structuring within lifelong learning division underway. This will allow the EBP to encompass a wider remit associated with workforce development priorities of SMEs. This will be supported by a secondment from the division from May 05. This post focuses upon improving education-business links initially with the cultural and creative industries. This is to align with the regeneration priority to develop Barking as a hub for these industries.</p>
		10.2	Map the key features of the local workforce and businesses, and in consultation with key business support agencies	<p>Underway. The URS survey of employment land use in Barking and Dagenham has been produced and shared with partners. We are discussing with partners how this relates to workforce development needs. The work on businesses has been used to inform land use and employer needs.</p>
11.	Reduce the digital divide to ensure local people have access to ICT resources	11.1	To ensure training is available when ICT access projects are provided in existing and new accommodation	<p>Underway. The Gascoigne project for community champions has been completed.</p> <p>The Testbed project in 3 secondary schools and their partner primaries is producing significant additional opportunities to contribute to provision for family learning within the borough.</p>
		11.2	Implement the home and community learning strand of the TestBed programme to access 5000+ homes in the borough and link to 'Wiring up the Gascoigne' project	<p>Underway. The Adult Basic Skills Initiative is acting as an independent broker to liaise between Test Bed schools and providers. Borough software has been installed at Ripple Junior.</p>

				<p>At Manor Infants - ESOL and literacy developments.</p> <p>Underway. Working with Barking College content workshop to make ABSI literacy and numeracy materials interactive and available to all Test Bed schools.</p> <p>The initial phase of the 'Wiring up the Gascoigne' has been completed. The successes of residents participating in this programme were acknowledged in a celebration event held in April.</p>
<b>SECTION 3 – JOBS AND ECONOMY</b>				
12.	To implement the Economic Development Strategy	12.1	Develop and agree action plan with milestones and targets	Underway. The introduction of the Local Economic Growth Scheme in the 2005 Budget will give refinement to the action plan prior to applying for monies to enhance the implementation.
		12.2	To improve relationships with business and investors to attract and retain businesses that offer employment opportunities	<p>Underway. Since the last report:</p> <ul style="list-style-type: none"> <li>- The East London Small Business Centre has retained the SBS contract for start-up business and the Outer Borough project has accordingly retained its top-up contract with them</li> <li>- Under the auspices of "Building East" (two European funded programmes) a further procurement event with associated workshops was held in Feb 2005.</li> <li>- Business directory will be completed and will be circulated in June.</li> </ul>
		12.3	Increase the amount of business floor space	Underway. Active discussions with a major landholder and property developer are underway to widen the supply of small and medium sized units.
		12.4	Open up opportunities within construction industries at all levels for local people	Underway. ERDF funding was secured to help develop the ability of local businesses to compete for regeneration construction contracts. An initial event was held at CEME in December 2004 and was attended by 150 businesses. Two further events were held in Feb 2005.
		12.5	Developing new sectors e.g. environment technology, construction, etc.	Underway. March 2005 saw the purchase of the 3 acre ETRCL site together with a further adjacent 3.44 acres as a result of additional ODPM Sustainable Communities Plan funding. Land ownership is an essential stage in developing the ETRCL and provides greater certainty in taking the project forward. Detailed negotiations are underway with the preferred developer for the ETRCL and a new Business Plan is being commissioned. Details for the first phase of the Industrial Infrastructure project were finalised in this quarter enabling works to site on site in April 2005. This project is essential for inward investment and developing the ET sector.
		12.6	Develop six social enterprises	The borough's social enterprise champion has left the Council and will be replaced on an agency basis for the remainder of the contract.

		12.7	Get closer to business stakeholders	<p>Underway. A manufacturers' action day and one business breakfast has been held. A new business association has been formed in River Road and the potential for a Thames Road Forum is under exploration. The Council is about to publish a Business Support Directory and a BME business take-up survey is being carried out.</p> <p>Two sessions of an Asian Businesspersons' Forum have been held.</p> <p>Feasibility work underway to look at the possibility of a Business Improvement District.</p>
<b>SECTION 4 – TRANSPORT</b>				
13.	Improving existing transport infrastructure in the borough and region	13.1	Establish a Strategic Transport Group	<p>Achieved. We have agreed the structure and job descriptions for a Strategic Transport Group and appointed a Group Leader.</p> <p>Consultancy support in place pending Group appointments.</p>
		13.2	Develop and agree a Transport Strategy	<p>The Consultation Draft Local Implementation Plan (LIP) and consultation strategy have been agreed by the Executive and consultation is underway- summer 2005</p>
14.	Ensure commitment to Major Public Transport Infrastructure relating to regeneration area	14.1	Secure improvements to Barking Station by 2006	<p>Underway. The first milestone – identification of areas for improvement – has been met.</p> <p>New liaison arrangements being established with TfL.</p>
		14.2	Ensure that major regeneration areas have good public transport links	<p>Underway. We are working with developers and Transport for London in our planning processes to ensure that regeneration areas are developed in conjunction with necessary transport links.</p> <p>We secured ODPM funding in November 2004 to construct a new Interchange at Dagenham Dock, which will link C2C, DLR, ELT and local bus services for the Dagenham Dock Sustainable Business Park, the new community at South Dagenham and the existing population in Dagenham.</p> <p>The Council's interests are being promoted in respect of Crossrail and Thames Gateway Bridge schemes.</p>
		14.3	Encourage/lobby the completion of the first phase of the East London Transit by November 2006	<p>Underway. Working with MPs and the LA Member, the Council has lobbied strongly for an early introduction of the East London Transit and to strengthen the quality of its design. Presentations were organised for officers in March 2004 and for the Assembly in May 2004.</p>

				<p>Requested GLA member/lobby TfL (September) and the Mayor regarding completion date of ELT. Also requested EP lobby TfL regarding ELT completion.</p> <p>Consultation on ELT due to start late Summer 2005 – led by TfL</p> <p>Consultant to assist lobbying due to be appointed (May/June 2005)</p>
		14.4	Lobby and accelerate the decision for the DLR extension to Dagenham Dock by 2009	<p>Underway - This issue has featured prominently in our dealings with TfL over the last year. Our GLA Member and MPs have participated in lobbying.</p> <p>Consultant to assist lobbying due to be appointed (May/June 2005)</p>
		14.5	Undertake a feasibility study and Business Plan for new station at Renwick Road to serve Barking Reach	<p>Underway. We have agreed with partners the brief for a feasibility study. This is about to undergo CPMO appraisal and will then be advertised. An OJEC notice will be issued in July/August.</p> <p>The study will be tendered summer 2005.</p>
<b>SECTION 5 – HOUSING</b>				
15.	Ensure that all housing regeneration areas and larger sites have a genuine mix of housing types and tenures	15.1	Confirm with partners the tenure and type of dwellings that the Council will be seeking from Barking Reach/South Dagenham/Barking Town Centre and land disposal areas	Underway. There is ongoing dialogue with the GLA about levels of affordable housing in these areas. This will be informed by the above study, which is now complete, and the production of a housing regeneration strategy for BTC, which will go to Executive in May 2005.
		15.2	Incorporate affordable housing approach in forthcoming Local Development Framework	Underway.
		15.3	Undertake a housing needs survey	Underway. Fordham Research was appointed to conduct this survey in March 2004. Fieldwork began in June and completed July. Final report completed February 2005 and Focus Groups to take place in May 2005. Report to Executive will include holistic view of housing need with findings of BBP Regeneration Barking Housing Study.
		15.4	Monitor through the housing corporation PI compliance with the UDP/LDF and new developments compliance with the development briefs	GLA have established London-wide development monitoring system which strategic planning is feeding into.
16.	Ensure that sustainable communities are created	16.1	Define sustainable communities for LBBDD in context of Egan review on the key criteria that make up sustainable communities	Underway. Reported to Regeneration Board in August. Revisions to balanced scorecard process are picking up themes. Report to Exec in March 05 for Sth. Dag. And Statement produced for Barking Reach (Mar Regen Brd) Also Sense of Place statement being developed in April 05.
		16.2	Develop and implement programme of Home Improvement Zones targeting vulnerable home owners, offering assistance to ensure decent homes in the private sector	<p>Underway.</p> <ul style="list-style-type: none"> <li>The first HIZ (The Rylands) was completed in September 2004. We are now working in two other areas.</li> </ul>



				<ul style="list-style-type: none"> <li>• <b>Fanshawe Avenue</b> - Consultants have been appointed and will complete their assessment by the end of April. Fanshawe Avenue is an important gateway area. The old private sector housing in Tanner Street is surrounded by new build, which is part of the Barking town centre regeneration. PSH to look at options generated and decide on course of action</li> <li>• <b>Broad Street, Dagenham</b> - consultants have been appointed to carry out a "health check" on the viability of the shops followed by option development and supplementary planning guidance. A lot of work has also been done on crime and ASB. Private sector housing in the surrounding area is to be targeted and improved where applicable.</li> <li>• <b>Warmzones</b> – Two new Warmzones have been declared in Abbey and Parsloes Ward. These areas are targeted by door-step surveyors who assess whether a property is eligible for a Warmfront grant or an equivalent grant from the council. In the previous 4 Warmzones (Village, River, Eastbrook and Gascoigne) post work surveys have shown that 70% of properties that received measures were made decent by the measures.</li> </ul>
		16.3	Identify transport and social infrastructure and ensure it is linked to development phasing	Underway. The work is being progressed within the context of the Thames Gateway Development and Investment Framework. Education Planning Study completed and reported to Regen Brd in Jan 05. PCT publishing their "Localising the Blue Book " work in May 05. LTGDC Regen Framework and Prioritised Investment Plan being produced which will bring this together.
		16.4	Undertake 'Housing Futures Appraisal' for all existing Council owned estates	Underway. The areas of synergy with the regeneration programme have been identified as the Gascoigne, Lintons, London Rd./North St. and Thames View Estates and project plans are being drawn up within the regeneration programme. PPCR associates have been appointed as ITA; NBA appointed for stock condition survey. The Stock Option consultant Beha Williams Norman was appointed in March 2004. A Housing Futures forum is in place involving stakeholders. Housing and Regeneration officers are holding internal meetings to define links and project plans. 100% survey of all tenants with 20% return. Review of baseline position and milestone achieved. Report to Executive on 8 <sup>th</sup> March 2005 to report baseline figure and recommend mix and match options. Report to go to GOL for sign-off by July 2005.
17.	Ensure LBBD facilitates/encourages new housing development	17.1	Establish LBBD as key location for house builders in the Thames Gateway	Underway. We are continuing to promote opportunities to housebuilders. Golley Slater will be making recommendations on this objective as part of their BTC work.
18.	All new affordable	18.1	Develop appropriate policies on space for learning in new	Underway. We have explained our policy to our partner RSLs and

	homes to accommodate space for learning for provide ICT connections		affordable dwellings	the policy is set out in the Barking Town Centre Interim Planning Guidance. The Charlecote Road project, the first to reflect this policy, has been completed and won 2 major design awards. Spaces for learning to be incorporated in 36 properties in CBW redevelopment.
		18.2	Develop appropriate policies on ICT connections for new affordable dwellings	Underway. The Housing Strategy Balanced Scorecard sets a target for affordable homes to be broadband enabled whenever possible.
<b>SECTION 6 – DISTINCT ENVIRONMENT</b>				
19.	Embed a design culture in the Borough	19.1	Appoint Design Champion through recruitment programme	Achieved. An internal candidate took up post in January 2004.
		19.2	Develop a Design Programme that sets a framework for championing a design culture within the Borough	Achieved. The Regeneration Board agreed a Design Framework for the borough in March 2004, with implementation activities due to begin in the third quarter of the year. A Design Steering Group will develop the programme for 2005-06.
		19.3	Adoption of a Public Realm Strategy that sets out a long-term development framework.	Underway. £2m in ODPM sustainable Communities Fund money was secured in January 2004. The 'Barking Code' (a pallet of quality materials to be used to enhance the public realm within Barking Town Centre) and concept designs for four pilot projects agreed by the Executive in October.  A project manager is now in place and the first pilot project outside The Broadway is nearing completion.
20.	Improve the quality and diversity of the Borough's Parks and Green Spaces	20.1	Identification of a Borough-wide development framework that supports a sustainable programme of iconic developments	Underway. The framework will form part of the Urban Design Framework Plan and Public Realm Strategies for the borough (see above). <b>NO CHANGES.</b>
		20.2	Appointment of a Project Manager for the delivery of the Parks and Green Spaces Strategy	Achieved. The Project Manager took up post end May 2004.
		20.3	Implement Parks and Green Spaces Strategy	Achieved. Year 2 Parks & Green Spaces Strategy Programme completed – year end performance was 86% against a target of 65%. Two park sites secured National Green Flag Accreditation (Eastbrookend CP and Newlands Park) and over £1 million external funding has been secured. Steering Group now meets as a programme panel on a quarterly basis to review performance. From 2005-06 onwards monitoring of the Parks & Green Spaces is included in the Leisure & Community Services Division Balanced Scorecard.

**Achieved targets highlighted in grey.**