

Thames Gateway Interim Plan Policy Framework



The partner organisations that have worked together to produce this *Interim Plan* are:

Basildon Renaissance Partnership
Bexley Regeneration Partnership
Commission for Architecture and the Built Environment
Communities & Local Government
East of England Development Agency
East of England Regional Assembly
English Partnerships
Environment Agency
Greater London Authority
Housing Corporation
Kent Thameside Delivery Board
London Development Agency

London Thames Gateway Development Corporation
Medway Renaissance Partnership
Renaissance Southend
South East England Development Agency
South East England Regional Assembly
Swale Forward
Thames Gateway Kent Partnership
Thames Gateway London Partnership
Thames Gateway South Essex Partnership
Thurrock Thames Gateway Development Corporation
Woolwich Regeneration Agency

On 5th May 2006 the responsibilities of the Office of the Deputy Prime Minister (ODPM) transferred to the Department for Communities and Local Government.

Department for Communities and Local Government
Eland House
Bressenden Place
London SW1E 5DU
Telephone: 020 7944 4400
Website: www.communities.gov.uk

© *Crown Copyright 2006*

Copyright in the typographical arrangement rests with the Crown.

This publication, excluding logos, may be reproduced free of charge in any format or medium for research, private study or for internal circulation within an organisation. This is subject to it being reproduced accurately and not used in a misleading context. The material must be acknowledged as Crown copyright and the title of the publication specified.

Any other use of the contents of this publication would require a copyright licence. Please apply for a Click-Use Licence for core material at www.opsi.gov.uk/click-use/system/online/pLogin.asp or by writing to the Office of Public Sector Information, Information Policy Team, St Clements House, 2-16 Colegate, Norwich NR3 1BQ. Fax: 01603 723000 or e-mail: HMSOlicensing@cabinet-office.x.gsi.gov.uk.

Further copies of this publication and alternative formats are available from:

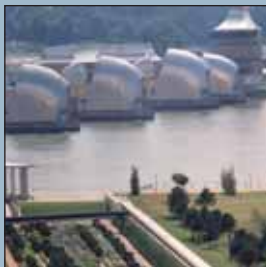
Communities and Local Government Publications
PO Box 236
Wetherby
West Yorkshire
LS23 7NB
Tel: 0870 1226 236
Fax: 0870 1226 237
Textphone: 0870 1207 405
E-mail: communities@twoten.com
or online via the Department's website: www.communities.gov.uk

Printed in the UK on material containing no less than 75% post-consumer waste.

November 2006

Product Code 06 TGDU 04176/A

Contents



Foreword from Yvette Cooper MP, Chair of Thames Gateway Strategic Partnership 02

1. The Challenge 04

2. Olympic Opportunities 08

3. Driving Economic Growth 11

4. Providing Opportunities for All: Skills and Worklessness 20

5. Transforming the Environment 26

6. Building Homes in Mixed Communities 34

7. Living in The Gateway 41

8. Investing in Transport Infrastructure 46

9. Delivering Regeneration and Growth 52



Foreword from Yvette Cooper MP, Chair of the TGSP

The Thames Gateway is a great place to invest, live and work. It is a fantastic location, close to the capital and the gateway to Europe. It has thriving and diverse local communities, brownfield land for new jobs and homes, and beautiful green spaces with the Thames estuary at its heart. It is a place of great potential.

Considerable investment has already gone into the Gateway, helping to deliver 24,000 homes between 2001 and 2005 and job growth of 4 per cent, around 25,000, in 2003–04 alone. This has included major transport investments, for example, upgrades, extensions and new stations on the Docklands Light Railway (DLR), other public transport schemes such as the first phases of East London Transit and Greenwich Waterfront Transit and Fastrack in north Kent, and major road schemes such as the A2 widening in North Kent. CTRL will provide a massive stimulus to development at Stratford, in the London Gateway as a whole and across North Kent.

But the Gateway is still not performing as well as the rest of the Greater South East. That is why the Government made a commitment in November 2005 to produce a framework for *'the Gateway as a distinctive economic and social unit ... to shape and guide investments, decisions and actions. ... A framework which integrates economic, public service and housing development'*. The Thames Gateway Strategic Partnership was asked to lead the process.

Since last November, members of TGSP have worked closely together to produce this statement of common purpose that reflects our ambitions for the Gateway and how we will work together to achieve them. It explains how we see the Gateway and will build on the opportunities it offers:

- **economic opportunity** in the key transformational locations – Canary Wharf, Ebbsfleet Valley, the Olympic site/Stratford City and the Gateway Ports cluster
- **housing opportunity** to accommodate the region's growing workforce and improve conditions for current residents

- **employment opportunity** in town centres and in key regeneration areas, developing the potential in local businesses and brownfield sites
- **environmental opportunity** through the creation of the Thames Gateway Parklands and new approaches to addressing climate change and flood risk
- **community opportunity** through investment in education and training, better quality public services and support for inclusive communities.

TGSP and its members cannot achieve this alone. That is why the government is increasing its own focus on the Gateway. The new Chief Executive for the Thames Gateway, Judith Armitt, has been tasked with leading and coordinating the government's efforts to support delivery across the Gateway.

We want the Gateway to be a place where people choose to live and stay, where businesses choose to locate and where investors choose to invest. Our strategic framework sets out what we will do together to achieve this.



Yvette Cooper, MP
Minister for Housing and Planning



1. The Challenge

The Thames Gateway is a gateway to one of the world's greatest capital cities and, through its ports and rail links, a gateway to Europe. It is a great location, has considerable developable land, significant natural assets and thriving local communities. However the economic performance of the Gateway lags behind that of London and the Greater South East.

- 1.1 The three regions which comprise the Greater South East (GSE) together rank as the 10th largest economy in the world, with an annual Gross Domestic Product of over £451bn. But in the Gateway, labour, housing and land markets are not working effectively enough to meet their potential. The Regional Development Agencies (RDAs) estimate that if we achieve our ambitions in the Gateway, it would add a further £12bn pa to the UK economy.
- 1.2 The challenge that we face is to address these failures and unlock this growth potential. We describe our progress so far, as well as future developments, in this *Policy Framework* and in the accompanying *Development Prospectus*. These documents represent an important milestone, in particular showing the value of working together to define what is needed in the Gateway and to identify opportunities. This work will continue in developing next year's final Thames Gateway Plan, which will provide a robust basis for prioritisation. It will be an important contribution to the 2007 Comprehensive Spending Review, enabling us to set out with greater certainty the short- to medium-term priorities.
- 1.3 Regeneration of the Gateway is taking place over several generations. Over the past three decades much has been achieved. The first wave – mainly under the auspices of the London Docklands Development

Thames Gateway
The Gateway to Europe





Corporation – created Canary Wharf, London City Airport, and many other economic assets.

- 1.4 The second wave of regeneration is now well underway and the Gateway is the largest regeneration project in western Europe. Investments in the Channel Tunnel Rail Link and other major transport improvements are providing the capacity to accommodate economic and population growth. In the Sustainable Communities Plan, the government designated the Gateway as the UK's largest growth area and a national regeneration priority. The government has invested £7bn in the Gateway between 2003–04 and 2005–06 to kick-start the work; we expect this to pave the way for private sector investment of £38bn in the planned housing and commercial development.
- 1.5 Hosting the Olympic and Paralympic Games in 2012 is providing a tremendous boost to regenerating the Gateway. It is accelerating and consolidating the regeneration of Stratford and the Lower Lea Valley, which has long been identified as one of the priority areas in the Gateway, both because of the need to improve the life chances of local people and because of the opportunity offered by the available brownfield land. The Games will provide a legacy of stronger companies, a better skilled workforce, and sites for thousands of additional homes and jobs, delivering in this part of East

Illustration of Ebbsfleet International station, due to open in 2007



Pier Hill in Southend town centre was recently redeveloped to include a park area and improved access to the seafront

London the greater prosperity we wish to see across the Gateway.

1.6 Based on the work so far, the Thames Gateway Strategic Partnership's vision for the Gateway in 2016 means that:

- We will be creating the conditions for a further 180,000 jobs across the Gateway by enabling the expansion of Canary Wharf, creating new regional business locations in Ebbsfleet Valley and Stratford, and facilitating the ongoing growth of key employment centres in South Essex, North Kent and in the rest of the London Gateway.
- We have now identified the capacity to provide up to 160,000 well designed sustainable homes in mixed communities on brownfield sites and in town centres for families, young people, our older population and those with special needs. This would be an increase from the target of 120,000 homes in the *Sustainable Communities Plan*.
- We will be developing proposals to guarantee that every qualified learner in the Gateway– young or old – will be entitled to enrol for a Level 4 degree level academic or vocational qualification, as part of our efforts to create a skilled workforce fit for the 21st century.
- We will be creating the Thames Gateway Parklands, extending the idea of the Green Grids to transform the Gateway environment, creating the UK's first Low Carbon Region, and pioneering new approaches to maximising the efficient use – and reuse – of land, water and waste.
- We will be accelerating the redevelopment of town centres across the Gateway with massive investments in commercial, housing, tourism, leisure and cultural facilities underway, committed and planned. These vibrant town centres will be a symbol of the Gateway's prosperity.



- 1.7 Our investments are providing employment, training, and housing opportunities which are available to the 2.7 million people already living in the local authority areas which include the Gateway. These, and our investments in new health, community facilities, and cultural assets will enhance the quality of life for those now living in the Gateway and for newcomers.
- 1.8 Together, these investments are creating a Thames Gateway characterised by stronger, more cohesive communities benefiting from:
- A world class environment that attracts and retains talent, unlocking existing potential and creating new opportunities for enterprise and innovation
 - Unrivalled locations for working and living within a sustainable landscape
 - Innovation in all aspects of life: housing, business, education, leisure, transport, public services
 - Leading the world in smart growth: reducing the ecological footprint, increasing the standard of living and the quality of life
 - A well-connected network of regional cities, large towns and revitalised urban centres supporting London's role as a global city but all playing clear distinctive roles as sustainable communities.

A mixed development, built for a sustainable future at Ingress Park, Greenhithe

2. Olympic Opportunities

The Thames Gateway provides an unrivalled offer of increased prosperity, enhanced environment and vibrant quality of life. Today breath-taking vistas challenge degraded landscapes; new infrastructure offers fresh life-chances; and sustainable options are ours to grasp. In six years' time the UK will host the 2012 Olympic and Paralympic Games in the Thames Gateway. This provides a unique opportunity to bring international recognition to the area and enhance both the quality and scale of the regeneration and development potential of the whole Gateway.

- 2.1 The London 2012 Games will be focused on Stratford, which is one of the major development and regeneration locations in the Thames Gateway. This will provide an enormous boost to the Gateway programme. Between now and 2012, hosting the Games is forecast to provide at least 7,000 jobs and bring some £525 million of additional income to East London alone. Efforts are already underway to ensure that residents currently excluded from the labour market secure access to these new jobs (see Section 4). Other measures are being developed to ensure that the event delivers a real positive impact for local people. However, we also need to extend the benefits of the Games – jobs, skills, health, culture, environment, transport and confidence – more widely to the whole Gateway.

The Olympic Legacy – Foundations for Further Growth

- 2.2 After the Games, the Olympic Park will be remodelled to provide one of the most attractive, well serviced and flexible development and recreational locations in London. It will provide an outstanding example of sustainable development, with infrastructure and services in place, for the benefit of existing residents and visitors, as well as those who will come to live and work there, as the sites are developed in the years following the 2012 Games. The Park will be an exemplar of the approach proposed for the Thames Gateway Parklands (see Section 5) encouraging outdoor leisure activity, as well as conserving biodiversity. Another part of the legacy of the 2012 Games will be the lessons we can learn about how to manage development sustainably, how to make best use of innovation and new technologies, and how to manage transport more effectively.
- 2.3 Current plans will accommodate a mix of permanent uses including at least 9,000 homes and up to 11,000 jobs, together with a new Park and permanent sports facilities. The legacy site will be a prime investment location and will help secure the success of Stratford City and the rest of the Lower Lea Valley. Overall for the whole area of Stratford and the Lower Lea Valley, some 36,500 homes and 50,000 jobs are forecast to result from a co-



ordinated programme of investment by a range of agencies, including the Olympic Development Authority, the London Development Agency, Transport for London and the London Thames Gateway Development Corporation.

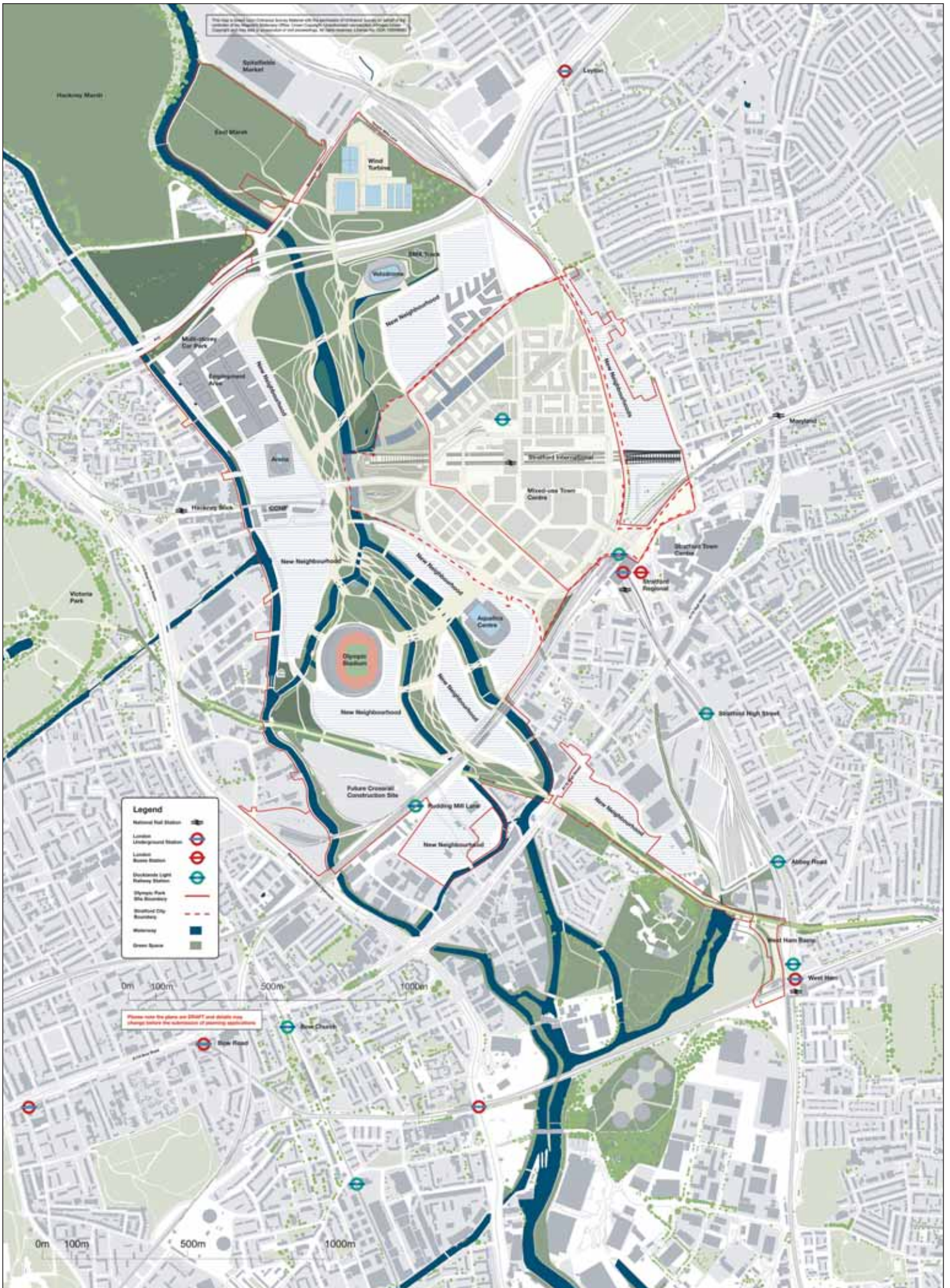
A view of the Olympic Park as it could look in 2012

Harnessing 2012 for the Gateway

- 2.4 Yet the potential benefits from the 2012 Games are much more far reaching. The Games can help to generate investment interest and business opportunities across the Gateway, particularly in transport, business services and tourism. We can choose to invest in a Gateway-wide programme to increase participation in sport and promote more healthy lifestyles generally. This could potentially feature a Gateway half-marathon and investing in a network of sports villages across Essex and Kent. We can use the impact of the Games to underpin our efforts to create more cohesive communities. We can boost the image of the area, as one of positive change and quality development, and, crucially, raise the confidence of our communities.
- 2.5 Communities and Local Government is developing with members of TGSP a practical agenda for capturing the benefits of the Games for the Gateway. This will fit with the regional and national plans and will lead to clear actions by partners that exploit the proximity of the Gateway to the Games venue.

DELIVERY: NEXT STEPS

TGSP will agree the action plan by March 2007 for capturing the benefits of the Games for the Gateway as a whole.



3. Driving Economic Growth

- 3.1 Our first task is to create the conditions across the Gateway for further economic growth. These include providing: premier transport connections (see Section 8), a pool of highly skilled labour (Section 4), and a ready supply of high quality housing (Section 6) and an attractive sustainable environment (Section 5).
- 3.2 The three Greater South East RDAs have recently considered what extra action they need to take to create faster economic growth in the Gateway. They are already undertaking a range of projects and programmes but have made a number of joint proposals to take these further.
- 3.3 The three RDAs have recently appointed a shared Thames Gateway Programme Manager to co-ordinate their activity in the Gateway. The new RDA Programme Manager will of course work closely with the new Thames Gateway Chief Executive (see Section 9) and in particular will prepare a detailed action programme for key economic development activities. They will take the lead role in co-ordinating RDA investments in economic development working alongside government, local authorities and the private sector.

Enterprise and Innovation

- 3.4 We should develop enterprise and innovation support capacity within the Thames Gateway, aimed at retaining and growing existing businesses as well as encouraging new start ups. This work will be undertaken in the context of the Business Support Simplification Programme (BSSP), which is aimed at improving the consistency of marketing, access and delivery of support. The RDAs, working within the BSSP framework, will network established and any new enterprise hubs and incubation centres, related skills academies, and supply chain programmes on a pan-Gateway basis. By building on and consolidating existing programmes, they will ensure effective networking for each of the existing and emerging key sectors/clusters that show potential for growth in the Gateway as discussed in the paragraphs below:

- financial and business services
- creative industries and cultural sector (including the sport economy)

We are creating the conditions for 180,000 more jobs in the Gateway. We will ensure every business located in the Gateway knows they are located in a growth area. We will establish a strong network of enterprise hubs to promote innovation and enterprise. We will secure the success of four transformational economic opportunities – Canary Wharf, the Gateway Ports Cluster, the Olympic Park /Stratford /CTRL and Ebbsfleet Valley – for the benefit of the whole Gateway. To do this we will establish the Thames Gateway as a global brand.

- environmental technologies and services
- high-value-added, technology led manufacturing
- transport and logistics
- sustainable construction.

3.5 These enterprise networks will underpin integrated provision of innovation services (including the consolidation of access to finance and other programmes to facilitate enterprise and promote entrepreneurship) and the building of stronger links between higher education, other research centres, and companies across the Gateway.

Patterns of Job Growth

3.6 Based on current trends and major projects in the pipeline, the likely pattern of jobs growth in the Gateway by sector provides an indication of the strengths on which we can build and those actions needed to create a more sustainable economic base; it is not about picking winners.

3.7 A high proportion of job growth is likely to occur from the planned scale of population growth, especially in town centres. This will include employment in retail, local services and the public sector – health, education and public services.¹ In addition, growth across the Gateway, the scale of regeneration and the building of the Olympic venues will drive expansion in the construction industry with new opportunities in sustainable construction methods.

3.8 The largest concentration of immediate new jobs is likely to be in financial and business services located at Canary Wharf and nearby. Further growth is anticipated over the next twenty years in Stratford City and Ebbsfleet Valley. Other locations with potential for office-based growth include the Royal Docks and Greenwich Peninsula. Modest growth may occur in other town centres.

3.9 Tilbury, Sheerness, Thurrock and Thamesport already offer a diverse, strong range of port facilities and, if granted consent, Shellhaven is likely to further strengthen the logistics sector in the Gateway.

¹ In London, GLA Economics estimate that for every 1000 additional population, 230 jobs are created. GLA Economics (2005) *More residents More Jobs?*



- 3.10 The proposed expansion of both business and leisure services from London Southend Airport, together with the consolidation and expansion of related employment opportunities, provides further potential to support economic growth in Southend and Rochford.
- 3.11 We believe the Gateway is likely to sustain growth in high-value-added, technology led businesses, building upon its strong engineering tradition. In London, the Centre for Engineering and Manufacturing Excellence, at Rainham, sits alongside the Beam Reach Business Park, while it is planned that the Belvedere industrial area will expand. In Kent, Medway has potential for growth linked to the universities and the expansion of BAE systems. In Essex, Basildon is well served by Ford (Dunton) where its European design and research centre is based and also boasts other large manufacturing companies such as Fiat Case New Holland and Selex Systems.
- 3.12 Across the Gateway there are attractive locations for science and technology companies, including Kent Science Park at Sittingbourne; close to the universities at Medway and Southend; Bexley Innovation Centre and UEL Knowledge Dock.
- 3.13 The catalytic effect of the 2012 Games on sport, leisure and tourism will be significant and will boost other major tourism attractions such as Greenwich Royal Observatory, the O2 dome and the proposed Biota! scheme. Medway

Town centres in the Gateway have distinctive and complementary economic functions



Tilbury Port. A modern reflection of an historic Gateway role

and Southend are important tourism destinations, the former with scope for significant expansion, the latter aiming to increase per capita spend from the current six million day visitors per annum.

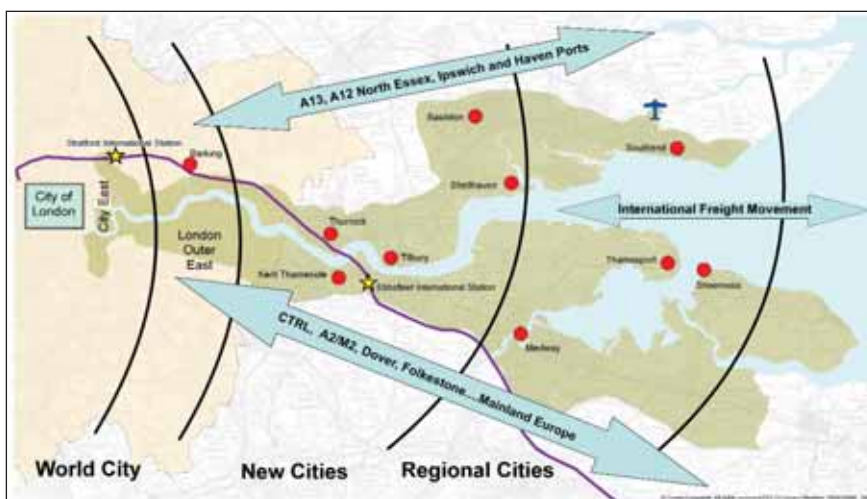
- 3.14 In creative and cultural industries, there is already a well-established cluster in Shoreditch/Hackney Wick/Whitechapel/Stratford, which should continue to develop, boosted by media activity associated with the 2012 Games. Opportunities for expansion also exist at Greenwich/Deptford Creek and Bexley are exploring options at Crayford. Outside London, Medway has a growing student population with a creative focus, based on courses on offer at the Medway Universities and University College for the Creative Arts (UCCA). Southend will be developing its arts and cultural activities, with support from the University of Essex.
- 3.15 Environmental technologies is a small but emerging sector in the Gateway. Queen Mary University of London (QMUL) has an international reputation for research into environmental materials technology. The University of Greenwich in Medway also works in the field of environmental sciences. Kent Science Park represents a concentration of specialised research-intensive businesses. The proposed Sustainable Industrial Park at Dagenham Dock and a new biomass hub at the Isle of Grain are also significant projects. Suitable sites for the exploitation of environmental technologies exist at Kingsnorth in Medway now. And Canvey Island presents the opportunity to work with a local community to pilot the application of environmental technologies to existing homes. All of these activities will get a major boost from the plans for low carbon development and new approaches to greater resource efficiency in the Gateway – see Section 5. These will generate major new opportunities for environmental technology businesses, which can benefit from being close to activity on a large scale.

Transformational Economic Opportunities

- 3.16 Four locations are key to driving the economic growth in the Gateway; two are of national and international importance. Private investments in these locations –

enabled with Government investment where justified by market failure – will drive growth across the Gateway and beyond.

- Canary Wharf is the fastest growing employment location in the UK and one that will continue to attract massive flows of investment. The London Plan indicates that further expansion could increase employment from over 82,000 today to up 200,000 within twenty years but that this level of growth will depend on the development of Crossrail to improve connections to the rest of the metropolitan area including Heathrow.
- The Gateway Port Cluster – Tilbury, Purfleet, Thamesport and Sheppey is at the heart of the Gateway's role as a UK logistics hub, though logistics activity is also associated with the area's airports, rail, roads and retail. When capacity constraints at Junction 30 of the M25 are overcome, Shellhaven will (subject to planning consent) be a major addition creating up to 16,500 new jobs derived from both port and logistics. The Gateway ports will become an even stronger cluster of European importance strengthening links between the UK and global markets.
- In Kent, the new commercial centre at Ebbsfleet Valley could provide up to 16,000 jobs by 2020; employment



A well-connected network of regional cities, large towns and revitalised urban centres forming a Gateway to the world

growth will be stimulated by the international CTRL services stopping at Ebbsfleet Valley International Station in 2007 and domestic services in 2009.

- At Stratford City the 1.6m sq ft of retail floorspace currently scheduled to open by Christmas 2010 will be at the heart of this major new business centre. Hosting the 2012 Games will provide new business opportunities for existing companies and create thousands of new jobs. The investment in the Olympic Park and the rest of the sites in the Lea Valley/Stratford will create sites for over 30,000 predominantly office-based jobs by 2016.

3.17 The Gateway provides the space for London and the Greater South East Economy to grow as the map on page 15 shows:

Main Town Centres

3.18 The Gateway should be seen as a network of cities and communities. Each plays a distinctive and complementary economic function. The Gateway's main town centres are significant nodes of economic activity. Much of the Gateway's employment growth will take place here as they continue to serve the needs of their local and sub-regional catchments.

3.19 As a result of committed and planned transport investments, the Gateway's town centres are becoming much stronger transport nodes. Many of the Gateway's housing sites are within, or adjacent to these established centres. Thus the town centres are becoming more attractive locations for investment in retail, leisure, entertainment and local services. The redevelopment of town centre sites – and underutilised land across the Gateway as a whole – is key to promoting employment growth.

Investment Opportunities

3.20 Today, some 3,800 hectares of brownfield sites are available – the legacy of the Gateway's industrial past – some with prime waterside frontages. Weaknesses in the land market are matched by weaknesses in the labour market. Around 43,000 people are unemployed



in the Gateway and many more are inactive. London Gateway labour activity rates are significantly below London as a whole and the UK. Kent Gateway activity rates are below the South East as a whole and Essex Gateway rates are below the East of England average.

- 3.21 Published as a separate part of the Framework alongside this document, the Thames Gateway Development Prospectus describes the main locations for property investment and shows where partners are working together to overcome market failures. Our efforts to overcome the major skills challenges facing the Gateway are described in Section 4 below.

Investment in Culture to Create Sustainable Communities

- 3.22 All stakeholders across the Gateway recognise the value of investing in the Gateway's cultural offer. This is key to creating stronger economies and more sustainable communities. Some delivery partners, such as Medway Renaissance, have already developed ambitious plans. In many others, developing new cultural facilities is an integral part of their town centre redevelopment plans. Most delivery partners see growth opportunities in the cultural and creative industries. In finalising their delivery plans (see Section 9), partners should identify those cultural investment opportunities which are essential to their economic development plans.

Culture in the Thames
Gateway: The Laban
Contemporary Dance Centre
opened in Deptford in 2002

3.23 In doing this, they will be supported by the group of national cultural agencies – Arts Council England, CABE, English Heritage, Museums, Libraries and Archives and Sport England – who are collaborating in the *where we live!* programme to articulate the value of culture to sustainable community planning and devise strategies to provide the full range of cultural benefits for as many communities as possible. They are giving particular priority to growth areas, including the Thames Gateway, in planning their own investment and activity.

Building a Global Brand

- 3.24 The RDAs, in common with other stakeholders see the need to create a pan-Gateway approach to marketing inward investment and development opportunities. London's pre-eminence as a gateway between European and global markets is based on openness and labour market flexibility for international business employees. This is reflected in the UK's success at attracting more foreign direct investment than any other economy in Europe. Hosting the 2012 Games offers an unprecedented opportunity to build a still stronger image.
- 3.25 We need a new pan-Gateway offer to secure a larger share of global inward investment. This means promoting the Thames Gateway brand much more vigorously in international markets. It should promote the four key transformational locations – Canary Wharf, Stratford, the



Canary Wharf: Economic powerhouse of the Gateway

DELIVERY: NEXT STEPS

1. The RDAs, with partners will prepare delivery plans to show how, in the context of the Business Support Simplification Programme, they will implement their pan-Gateway network of enterprise hubs and related programmes to help new and existing businesses grow.
2. During the Comprehensive Spending Review 07, Communities & Local Government and DTi, working with the RDAs and other partners, will identify the critical actions for the public sector to take, to ensure that the private sector can deliver each of the main economic development projects (particularly the transformational economic opportunities and town centres); and how the available resources should be prioritised.
3. Delivery partners will identify the cultural investments that are essential to their economic development plans; and will work with the national cultural agencies to plan investment in the Thames Gateway to create a better cultural offer.
4. Communities & Local Government, the RDAs and UKTI will co-ordinate a clear pan-Gateway approach to inward investment.

Lower Lea, Ebbsfleet Valley, and the London ports cluster. It must promote other attractive locations including Medway City, Southend, Thurrock and Basildon. It should use the Thames Gateway Parklands proposal (see section 5) as an opportunity to redefine the quality of life the Gateway has to offer. This needs strong leadership from government, the RDAs and the inward investment bodies they sponsor. It demands close cooperation with UK Trade International (UKTI).

We are building a skilled, competitive workforce fit for 2012 and beyond in every Gateway community. We will ensure that every person has the basic skills that they need and provide opportunities for learners – of all ages – to acquire new skills. We welcome the decision to hold WorldSkills 2011 in the London Thames Gateway. We are reducing worklessness in London and across the Gateway.

4. Providing Opportunities for All: Skills and Worklessness

- 4.1 Today, there is a gap between the skills of the Gateway's residents and the skills the Gateway requires. Without concerted action, this gap will widen and existing communities will not benefit from the opportunities that we are creating. At present, 19 per cent of working age population in the Thames Gateway have no qualifications, compared with 14 per cent in London, and only 15 per cent have Level 4 (degree level) qualifications, compared with 31 per cent in London. Just to bring the Gateway workforce up to the current London figure would require 200,000 additional graduates in the area. Looking forward, the extra jobs planned by 2016 in more sustainable economic sectors will require 60 per cent of employees to at least a Level 3 qualification; almost 40 per cent will need a Level 4.

Poverty and the Skills Gap

- 4.2 The London Thames Gateway has the largest concentration of poverty in the UK, particularly in Newham and Tower Hamlets. In these boroughs, the proportion of households with no adults in employment is significantly higher than the London and national averages. Around 50 per cent of children in the London Thames Gateway live in workless households.
- 4.3 Deprivation and underachievement can fuel tensions between communities. Raising skills is key to creating cohesive and prosperous communities. Otherwise the thousands of new jobs being created will be taken by commuters or incoming residents. This will further exacerbate community tensions and reinforce poverty and disadvantage.
- 4.4 In many respects, the lack of skills in the Gateway is a consequence of low aspiration and confidence. It reflects a lack of accessible and attractive progression routes through school and into higher education and good jobs.



A Sound Foundation

- 4.5 Yet over the past five years, there have been significant improvements in many communities in the Gateway. School examination results at GCSE have improved faster than average and by 2006 were 3 per cent above the English mean figure of 57 per cent achieving at least 5A*-C grades. This is resulting in higher participation in learning post-16 and more highly qualified entrants to the labour markets in most areas.
- 4.6 A pioneering approach has been taken to new further and higher education developments in the Gateway. This embeds partnership and cooperation, raising aspirations, progression and economic regeneration from the start and transcends traditional concepts of school, college and university. It has been supported by major capital investments since 2002 at the Multiversity Universities at Medway campus (Universities of Canterbury Christ Church, Greenwich, Kent and Mid-Kent College), Southend (South East Essex College and the University of Essex) and the Royal Docks (University of East London).
- 4.7 Many national skills initiatives have been taken forward with determination in the Gateway including Modern Apprenticeships, Pathways to Work, the various New Deals and Aim Higher. Profit from Learning – now the national Train to Gain programme – has met the needs of some 2,000 employers. Several local interventions to improve access to employment have been very effective, such as Greenwich Local Labour and Business which has assisted 7,200 people into local employment, and Tower Hamlets Skillsmatch. The Local Employment & Training Framework (LETF) has now been set up and will support people to capitalise on some of the opportunities presented by the 2012 Olympic and Paralympic Games and WorldSkills 2011.

University of East London
campus extension and
knowledge dock opened
2006



At the University of East London Knowledge Dock, small business entrepreneurs can access technological facilities and benefit from skills development

Strengthening Skills Across the Gateway

- 4.8 This progress is not fast enough to create prosperous, cohesive communities offering opportunities for all. As part of preparing this Policy Framework, the Thames Gateway Further and Higher Education Advisory Group (TGFHEAG) reviewed our recent efforts to improve the skills of the Gateway's workforce. Chaired by Bill Rammell MP, the Minister for Further & Higher Education, TGFHEAG has formulated proposals to meet the needs of the Gateway's employers.
- 4.9 We will focus available resources on how best to:
- extend the Train to Gain offer of both level 2 and level 3 qualifications being piloted in London across the Gateway
 - develop a Guarantee of Assured Progression – the Gateway learning entitlement. Every learner who achieves a full Level 3 qualification (A levels or equivalent) would be able to enrol to study for an appropriate academic or vocational Level 4 qualification within the Thames Gateway
 - provide a better integrated service which delivers accurate, reliable and timely Information, Advice & Guidance (IAG) on training and employment for young people and adults
 - in the light of evidenced learner and employer demand, expand further and higher education provision across the Gateway.
- 4.10 The new campus facilities at Medway and Southend are proving to be extremely effective and popular; they are providing new barrier-free progression routes from college to university. Plans for a similar facility in Thurrock are now being formulated. Major capital investment in the learning infrastructure of Thames Gateway will be concentrated where there is robust collaboration between partners promoting innovative practice. In some instances, this will feature campuses for the co-location of several colleges and universities. In others, it will support the virtual collaborative networks that are needed to support innovations like the introduction of Specialised Diplomas in construction

as part of the new curriculum being offered to learners aged 14 to 19.

- 4.11 This expansion should be closely linked to growth in the key sectors of the Gateway economy as set out in Section 3. This additional provision will be developed in collaboration with the relevant Sector Skills Councils. As part of their expansion plans, institutions would normally be expected to secure financial commitments from employers either directly or through arrangements such as the National Skills Academies, for example the Financial Services Skills Academy with its London Centre at Tower Hamlets College.
- 4.12 In designing and marketing skills programmes, every effort must be made to engage and support those low-skilled individuals who are currently in work, as well as the unemployed. The former group is already committed to participation in the Thames Gateway economy and must not be excluded from the benefits of transition to higher skills and higher wages.
- 4.13 The government has recently announced its intention to devolve responsibility for setting the strategy for adult skills in the capital. This will drive the work of the Learning and Skills Council (LSC) to improve adult skills in London. The Mayor's new London Skills and Employment Board will define future skills investment priorities. It will be important to ensure that the Board's priorities and the Thames Gateway's proposals are closely aligned. Communities and Local Government and the LSC will set up with the Mayor suitable arrangements for effective coordination across the Gateway which takes account of his new responsibilities.

Reducing Worklessness

- 4.14 People in East London with no qualifications or the lowest level of qualifications have the worst employment rates by some way: one third of workless people in London have no qualifications compared with 9 per cent of employed people in the capital with no qualifications. Overall employment rates in London fall from 81 per cent for NVQ Level 3, 76 per cent for Level 2, 69 per cent for



New facilities for vocational training at the Thamesview School, Gravesham



The Drill Hall at the Medway Multiversity Campus opened in 2004

those with qualifications but below Level 2, to 43 per cent for those with no qualifications.

- 4.15 The East London City Strategy Pilot – covering most of the London Thames Gateway area – is a new initiative established to find innovative ways to increase the employment rate and reduce child poverty. The Pilot brings together boroughs, the LSC, Jobcentre Plus, local businesses, the LDA and the GLA, and is focused on structural changes to existing services. This includes integrating services such as training, childcare, financial advice and job search at the point of use and widening access to them, especially for non-working partners in families with children in poverty. Changes will take effect from 2007.
- 4.16 The 2012 Games provide a real opportunity for tackling employment and skills in East London, and much of the London Thames Gateway area. Proposals have been formulated by the London Employment and Skills Taskforce (LEST) drawing on the good practice demonstrated by past and current programmes. These include developing an Employer Accord to strengthen employer engagement in training.
- 4.17 Both initiatives are pioneering and will inform future policy to reduce worklessness across the Gateway as a whole.

WorldSkills 2011

- 4.18 We welcome the decision to hold WorldSkills 2011 in the London Thames Gateway, and will look at how we can maximise the benefits of this event for the Gateway and its residents.

Building Our Skills in Regeneration

- 4.18 As western Europe's largest regeneration project, the Gateway is reliant on a strong pool of regeneration professionals. In common with the rest of the UK, there is a severe shortage of experienced, multi-disciplinary regeneration professionals.
- 4.19 Communities and Local Government are working with the Academy for Sustainable Communities (ASC) to strengthen the supply of skilled regeneration professionals. As part of this, we will explore the need for a new Thames Gateway School of Urban Renaissance with universities in the Gateway.

DELIVERY: NEXT STEPS

1. Communities and Local Government, DfES, the LSC, HEFCE and TGFHEAG will focus available resources on how best to:
 - extend Train to Gain
 - develop a Gateway Guarantee of Assured Progression
 - provide a better integrated Information, Advice and Guidance service
 - expand further and higher education provision, to meet evidenced demand, and, with the RDAs, support the development of skills academies.This will give people more opportunities to improve their skills so they can get access to the new and better jobs in the Gateway.
2. TGSP will invite the East London City Strategy Pilot to advise them on progress in reducing worklessness in London and will take account of the proposals from the London Employment and Skills Taskforce so they can consider how these initiatives if extended to the Gateway as a whole could supplement established local employment initiatives to help reduce worklessness in the Kent and Essex Gateways.
3. Communities & Local Government and the ASC will explore with the universities in the Gateway the potential to establish a new Thames Gateway School of Urban Renaissance, to increase the supply of skilled regeneration professionals.

5. Transforming the Environment

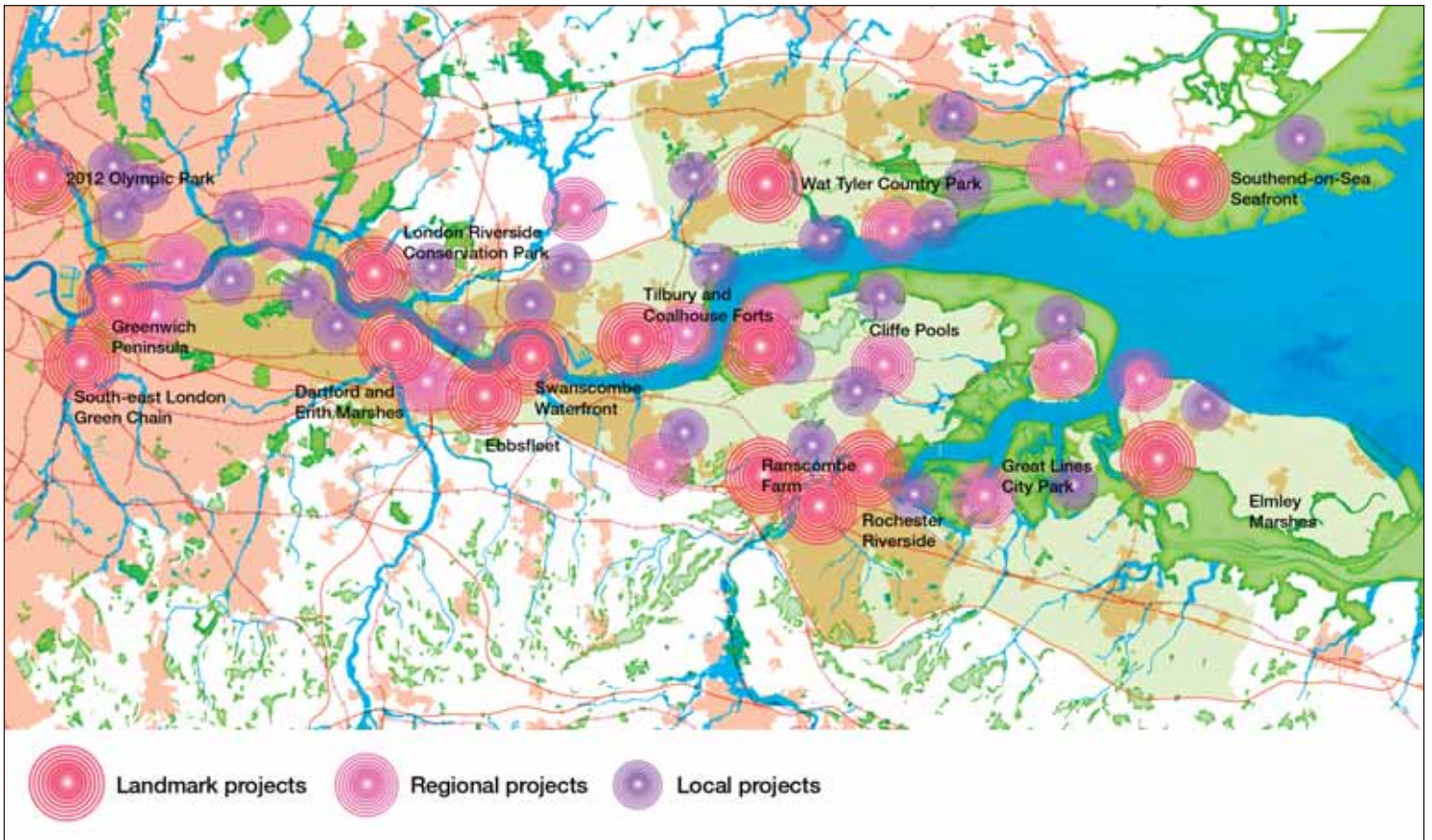
We are transforming the Gateway's environment, and environmental infrastructure by:

- creating the Thames Gateway Parklands to make the Gateway a great place to live, work, visit and invest
- establishing the Gateway as a low carbon region and developing a new integrated model to maximise the efficient use of water and waste resources
- minimising and managing flood risks.

- 5.1 Despite its recent successes, many investors, house buyers and companies see the Gateway characterised by degraded environments. It's the poor quality of the public realm – the town centres, transport corridors and business areas – that determines the public and investor image of the Gateway: those are the places they are most likely to see. People who live here are proud of their heritage and know the area is home to distinctive communities and protected natural habitats but they, too, are weary of poor quality surroundings. We need to transform the Gateway's environment and, in so doing, establish a new image for the Gateway.

The Thames Gateway Parklands

- 5.2 We intend to do that by transforming the environment in a way that creates a new identity for the Gateway as the Thames Gateway Parklands. This name encapsulates our ambition for it to be a great and distinctive place to live, work, visit and invest. Extending the concept of the Green Grids, the Parklands will attract – not restrict – investment. They will be planned alongside, even in advance of, the built developments. They will
- celebrate the character, identity and history of each community in the Gateway
 - improve the public realm
 - protect, enhance and create a mosaic of bio-diverse habitats
 - encourage active, healthy lifestyles
 - integrate management of flood risk, water supply and water quality
 - contribute to the Gateway's low carbon status and opportunities for local renewable energy generation
 - link communities through excellent foot and cycle paths and public transport
 - promote locally grown food that enhances soil fertility and biodiversity.
- 5.3 The Parklands will be unique, being based on the natural system of the eastern part of the tidal Thames. The idea reflects the fact that landscape, whether natural or man made, is not just 'the bits between the buildings' but



defines what can and will make the Gateway somewhere people choose to come and to stay.

The Thames Gateway
Parklands: A new kind of
landscape to live in

- 5.4 To make this a reality, we will create a Parklands Framework that starts from existing environmental assets and the Green Grid plans, and from existing programmes to transform the built environment, including business areas and town centres; adds to projects underway such as RSPB Rainham Marshes, the first phase of the Wildspace Conservation Park and Thames Chase Forest; and shows how we can use essential spending, for instance on flood risk management and land reclamation, to invest once, and wisely, in an integrated environmental infrastructure that will create a higher quality of place for people who live in the Gateway now and in the future. The Framework will need to have the support of local communities and this will be taken into account from the start.
- 5.5 Drawing together a Parklands Framework and the first Delivery Plan will need focussed effort from a team dedicated to the task. We will build on the structures already in place for implementing the Green Grids and other strategic projects; the idea is not to take away from existing bodies any of their responsibilities or powers but to provide a way of co-ordinating and enhancing them and what they can deliver. Communities & Local Government will provide co-ordination and the team will need to include a range of organisations with the right



Planting for the future in
Thames Chase, Uxminster

spread of expertise. The team will also need to consider what sources of funding are available and what the priorities are for spending, as well as long term management arrangements.

A Low Carbon Region

- 5.6 In mid 2006, the government announced a Feasibility Study to examine the potential for making the Thames Gateway a low carbon development area and then zero carbon.
- 5.7 Early work has identified the potential for significant carbon saving at Barking power station; officials are taking this forward. The feasibility study will also define what is meant by low and zero carbon in the context of the Gateway; and assemble an emissions baseline that will include emissions of carbon dioxide from domestic and commercial buildings, transport, water production and distribution, embodied energy, pre-combustion emissions associated with the generation of electricity from the national grid and waste management. The study will also look at the major role distributed power generation can play in achieving low carbon development in the Gateway.
- 5.8 An interim report summarising progress is being published alongside this Plan.
- 5.9 The government has set out its ambition to move towards zero carbon development. This ambition will be supported by measures including the proposed new Planning Policy Statement on Climate Change and the Code for Sustainable Homes which will set the direction for a progressive tightening of building regulations. This will ensure that all new development makes a contribution to reducing the Gateway's environmental footprint.
- 5.10 The scale of development and change in the Gateway and the resulting economies of scale provide the opportunity to go further and faster towards zero carbon. We expect that the Feasibility Study will highlight the opportunities in the Gateway for reducing the emissions from existing buildings as well as new development, allowing the Gateway to achieve carbon



reductions across the whole of the built environment. That in turn provides an opportunity to promote and to take advantage of new environmental technologies and support the development of low carbon business.

Maximise the Efficient Use of Water and Waste Resources

- 5.11 The results from the low carbon feasibility study are part of our efforts to pioneer a new, integrated model of resource efficiency on a scale never before seen in the UK. We are now exploring new approaches to the use – and reuse – of water and waste. Communities & Local Government and DEFRA will be jointly consulting on proposals to improve water efficiency in all new homes, not just in the Thames Gateway. However, the scale of the Gateway provides a further opportunity to manage water supply, reduce the impact of new demand and act as an exemplar. Communities & Local Government, Defra and the Environment Agency will jointly undertake a feasibility study on water demand management to consider the appropriate level of ambition, technical feasibility and cost.
- 5.12 There is an urgent need to address the problem of waste water overflows in parts of the Gateway. The London sewer system combines foul sewers with the system for collecting rainwater run-off. Two options were identified by the government in July 2006.

The new Purfleet Environment and Education Centre at the RSPB Rainham Marshes, opened by Ruth Kelly, the Secretary of State for Communities and Local Government, in November 2006. It is giving local people better access to this RSPB bird reserve.



Some of the Gateway's green spaces provide important resources for wildlife, such as these Brent geese

- 5.13 By the end of 2006, Thames Water will propose their preferred scheme; this will be subject to normal planning and approval processes.
- 5.14 The Environment Agency has recently undertaken studies into waste arisings in the Gateway and recent alterations to the London Plan set out details of the number and type of new waste recovery and recycling facilities needed in London, and their broad locations. Further work with stakeholders is now underway to explore how best to meet the long term need for additional waste management facilities. The requirement for more local waste facilities could stimulate a new cluster of environmental industries in the Gateway. Waste arisings during remediation and construction should be reduced in the first instance; reuse on site should then be explored; then recycling, followed by recovery, as formalised through the forthcoming Site Waste Management planning process. We are keen to investigate the possibility of making the Gateway a zero construction waste zone. This would require developers to offset any waste going to landfill by purchasing an equal volume of sustainably produced materials.

Minimising Flood Risk

- 5.15 The Environment Agency's Thames Estuary 2100 (TE2100) project is developing a tidal flood risk management plan for London and the Thames Estuary for the next century. The high level options from Thames Estuary 2100 are expected to be available for public consultation from April 2007 and a draft plan is due in 2008. The government and stakeholders in the Thames Gateway will need to consider how to take forward the Environment Agency's key recommendations.
- 5.16 The regeneration of the Gateway provides the opportunity to deliver sustainable strategic flood management solutions. Development plans should take account of the need for flood storage, the proper siting and design of developments through set back, and resilience to manage residual risk where necessary. It also presents opportunities to create open spaces that integrate flood management with leisure and recreational

activities. We will develop these for the communities of the Gateway; marshlands, meadows and parkland can provide wildlife habitats as well as accommodating occasional flooding.

- 5.17 Land at risk of flooding, and the degree of that risk, should be identified through Regional Flood Risk Assessments and Strategic Flood Risk Assessments (SFRAs). The rigorous, consistent use of PPS25 and SFRAs is an essential element of managing flood risk in the estuary. Efforts are underway to do this across the Gateway.

Environmental Technologies

- 5.18 Our ambitions for changing the environmental footprint of the Gateway provide some obvious opportunities for developing businesses based on environmental technologies, from manufacturing related to Modern Methods of Construction, through renewable energy sources to innovative uses of recycled materials. As Section 3 says, it is not a question of picking winners but of ensuring that public and private sector investment is co-ordinated in a way that allows Gateway residents and businesses to make the most of the opportunities on their doorstep.
- 5.19 To support this aspiration, DTi, Defra and Communities & Local Government are developing proposals for an innovation platform on sustainable consumption focusing on the modern, built environment. This would provide funding to bring together industry, academia, government and others to explore and test innovative solutions for improving the resource efficiency of the built environment, and to share knowledge in order to encourage cost-effective and widespread adoption. If this innovation platform is established, businesses in the Gateway would be in a good position to make use of it as part of the implementation of the plans for low/zero carbon and low water demand development.



DELIVERY: NEXT STEPS

1. We will prepare a Parklands Framework and Delivery Plan to show how existing strategies, schemes now underway, and new proposals can create a new landscape to live in sustainably. We will consider how all sources of funding can best be prioritised.
2. Based on the results from the Feasibility Study, Communities & Local Government and TGSP will define the policies and actions needed to ensure that the Gateway makes progress towards being a zero carbon region for all development, existing as well as new. The region will be a testbed for action on climate change, acting as a national exemplar both for its new developments and the existing building stock.
3. Communities & Local Government, Defra and the Environment Agency will jointly undertake a feasibility study on water demand management to establish the feasibility, cost and timing of reducing the impact of new demand for water in the Gateway.
4. Communities & Local Government will investigate with the Environment Agency whether it is feasible to make the Gateway a 'zero construction waste zone' and, if so, what policies and actions would be needed to put it into practice.
5. Communities & Local Government and TGSP will examine the emerging findings from the Environment Agency's *Thames Estuary 2100* project, consider the impact on the plans in this Policy Framework and ensure that the Final Thames Gateway Plan has clear actions to improve the management of flood risk and safeguard new and existing developments for the future.
6. Communities & Local Government will work with DTi and Defra to develop a new innovation platform and, if successful, will use the outcomes of the work to inform the implementation of actions following from the low/zero carbon and water demand studies.





Royal Arsenal, Woolwich, a mix of new homes and converted historic buildings, some of which are for shared ownership, on a former brownfield site by Berkley Homes

We have identified the capacity to provide up to 160,000 homes across the Gateway between 2001–2016. We are helping to create mixed, attractive and sustainable communities with housing which accommodates the needs of all households, whatever their stage of life, at a wide range of densities. We are providing affordable housing for rent and for sale to meet both local and regional needs. We intend that all the homes will reach new high-quality design standards and will provide exemplary energy conservation.

6. Building Homes in Mixed Communities

6.1 In the Greater South East, many cannot afford to purchase a home and there are very severe shortages of homes to rent for those on low and moderate incomes. In 2003, the Government's Sustainable Communities Plan established four growth areas, including the Thames Gateway, among other things, to increase the housing supply. In 2005, in response to Kate Barker's review, the government set out its ambition to increase net additions to 200,000 homes per annum nationwide. As the largest growth area, the Gateway is now playing a prime role in meeting needs in the Greater South East and will continue to do so for the foreseeable future.

160,000 Homes in the Gateway: 2001-2016

- 6.2 In the Sustainable Communities Plan, the government initially envisaged that 120,000 new homes would be built in the Gateway between 2001 and 2016. Since then, work by the GLA has identified a substantially increased supply of housing land in London and delivery partners now identify the capacity to provide up to 160,000 homes between 2001 and 2016 across the Gateway as a whole. Therefore, TGSP now intends to provide up to 160,000 homes between 2001 and 2016.
- 6.3 In setting out this figure as our aim, we are not seeking to pre-empt the outcome of government consideration of the draft Regional Spatial Strategies (RSSs) for London, the South East and the East of England. But we believe this figure is consistent with both what has been proposed in the draft RSSs and with central government's ambitions for housing growth.
- 6.4 Our Development Prospectus, published alongside this Policy Framework, identifies the main sites where members of TGSP propose that these 160,000 homes will be built; see Map on page 36. Many of these sites are close to the four transformational economic opportunities identified in Section 3. In addition, town centres are very significant locations for housing development, offering scope for organic growth in places that already have a sense of place.



6.5 Around 24,000 new homes were completed in the Gateway between 2001 and 2006; completions increased slowly but steadily year on year. We will have to build at a much faster rate if we are to reach a total of 160,000 over the next ten years. This requires that government – and TGSP members – continue to make the enabling infrastructure investments. With the exception of a small number of projects most of the essential strategic transport projects are either complete, under construction, or in a committed, funded programme (see Section 8). We do, however, have further work to do to ensure that quality facilities are available at the right time for existing and new residents (see Section 7).

6.6 We have to make changes in how we dispose of publicly owned land for housing and the way we procure affordable housing for rent and for sale. A considerable amount of the land for housing development in the Gateway up to 2016 is in public ownership. In future, we will dispose of these sites in smaller parcels to enable a wider range of developers to build in the Gateway; this will stimulate more competition. However, this can only be done well if local authorities set the standards for high design quality through development frameworks for major sites using design codes and preparing demanding design briefs for all developments. This is in accordance with best practice. In addition, we intend to

Family homes built in a joint venture between Countryside Properties and Land Securities at Waterstone Park, Dartford



The main sites for housing development across the Gateway

assess opportunities for the larger Registered Social Landlords (RSLs) to lead mixed tenure housing programmes rather than rely exclusively on private developers.

- 6.7 We propose to establish a task group to advise TGSP on how best to accelerate completions across the Gateway. Key members will include the GLA, LDA, English Partnerships, the Housing Corporation, the UDCs and other delivery partners with high housing targets. This will draw on work now underway in London.

Mixed Communities

- 6.8 To help create mixed communities across the Gateway, we must provide a broad range of housing at different densities, for rent and for sale, and to meet the needs of different households including elderly and vulnerable people and families with children. As families grow and prosper, they want the chance to move home within the Gateway and we want to ensure they have that opportunity. We don't want individual success to be signalled by leaving the Gateway because the area can't offer people what they rightly want for their families. So it will be important to ensure that the new Planning Policy Statement 3 Housing (PPS3) is applied in a way that will create truly mixed communities, including family housing. When PPS3 is published, TGSP will explore how best to do this in a way that supports our economic ambitions.

- 6.9 In light of the severe housing shortages facing those on low and moderate incomes in the Greater South East, the government has indicated that 35 per cent of new homes in the Thames Gateway should be affordable housing for rent and sale. Draft regional and local plans set different targets ranging from 50 per cent in the London Plan to 30 per cent in the Kent Gateway. Statutory planning processes (particularly regional plans and local core strategies) set affordable housing targets and set the balance between social housing and shared ownership to reflect local circumstances in each Gateway community.
- 6.10 Currently, affordable housing is funded through a combination of Housing Corporation grants, private finance, and Section 106 contributions. English Partnerships and the RDAs also make contributions to reducing housing land costs. Affordable housing comprises around one quarter of homes delivered over the past five years in the Gateway.
- 6.11 Forecasts of housing needs underpin a very strong case for increasing investment in affordable housing in London and the rest of the Gateway. TGSP welcomes the government's commitments to make the provision of affordable housing (an appropriate mix of low cost home ownership, intermediate and social rented housing), a priority in the next spending review. When the results are known, Communities & Local Government will work with delivery partners on a Gateway-wide affordable housing delivery plan.

Balancing Local and National Housing Needs

- 6.12 Many of the new homes being built in the Gateway will be occupied by people already living in the Gateway or elsewhere in the South East. As people move from Inner London to Outer London, and from London to Essex and Kent, the challenge we all face is to create viable, cohesive communities across the Gateway where people want to live. For those who cannot afford to buy, the government is committed to delivering decent homes for those who require social rented housing, increasing tenant choice and promoting housing mobility. One specific example of this is the plan to establish a pan-London Choice and Mobility scheme on which the GLA is working together with the London boroughs.



The award-winning development by Countryside Properties at St Mary's Island, Chatham



High-quality, sustainable design at Shorne Woods Country Park visitor centre, Gravesend

- 6.13 Communities & Local Government will be inviting the members of TGSP to work together to develop policies guiding the allocation of new social housing. This process will take account of advice from the East of England Regional Assembly, the South East Regional Assembly and the Mayor of London in establishing funding priorities for each Region. Their advice may cover the levels, types and broad locations for affordable housing outputs in their area and the relative levels of spend on affordable housing, decent homes, regeneration and mixed communities in their region.²

Good Design Across the Gateway

- 6.14 Good design, in particular high-quality, tenure-blind design is a prerequisite for creating sustainable, cohesive communities. High-quality design pays dividends in terms of liveability, creating places that are enjoyable to live in and reducing anti-social behaviour and crime. Sustainable communities are well-designed places where people feel safe and secure, where crime and disorder or fear of crime doesn't undermine quality of life or community cohesion. Designing out crime and designing in community safety should be central to the planning and delivery of new development. Today, there are award-winning examples of good design in the Gateway, such as Ingress Park in Kent, Chatham Maritime and the Greenwich Millennium Village. But not all recent schemes are contributing to distinctive place making in Gateway communities.
- 6.15 There is plenty of activity across the Gateway directed at improving design. This includes the Housing Corporation's initiative to develop quality and development standards for strategic sites (as part of the Corporation's review of its Scheme Development Standards), CABE's enabling and design review work, the Kent County Council/Kent Architecture Centre/Design Excellence in North Kent programme, the Essex Design Initiative, and Urban Design London/GLA Architecture and Urbanism Unit. In London, the Mayor has set preferred standards for sustainable design and construction. These are starting to

² For the purposes of the CSR07 period, these arrangements will apply to all Regional Assemblies and the London Mayor. Any changes to the Mayor's powers in respect of housing in the proposed GLA Bill will be taken into account as necessary.

raise performance. But we aren't yet at the point where everyone, including Gateway residents, can be confident that every housing development will be high quality.

- 6.16 The key to getting consistent better quality is being very clear about our collective expectation on standards for the Gateway and holding everyone who is part of the development process to account for meeting those standards.
- 6.17 The first step in this will be the *Future Guide* that CABE is producing and is being launched at the Thames Gateway Forum in November 2006, alongside this Policy Framework. It is based on the work CABE did for TGSP in the Gateway Identity project and shows how we can define an identity for the Gateway that captures the unique aspects of its landscape, design and urban character.
- 6.18 Next, TGSP will develop a *Thames Gateway Design Pact* that we will invite local planning authorities to sign up to, and that will set out exactly what they commit to doing to ensure that all new development is in line with the character of the area and is of high quality.
- 6.19 There are plenty of things that we already know make a difference. Urban Design London (UDL) brokers design champions for local authorities in the London Thames Gateway; this is a success. Medway has appointed Sir Terry Farrell as their champion. So we encourage all local authorities and local delivery partners across the Gateway to nominate a design champion. International design competitions for the major sites ensure a flow of new ideas and new architects, designers and builders getting involved.
- 6.20 As part of the Pact, we will provide the simplest possible signposts to the existing policies, guides, good practice and sub-regional design centres. This will include policies emerging from the zero carbon feasibility study about existing buildings, as well as new development.
- 6.21 There are already various capacity building and skills training opportunities in place for Thames Gateway planning authorities. Communities & Local Government will supplement this to ensure that members and officers have the skills and confidence they need for the key role they play in deciding what gets built and what doesn't.



Town centres and public services must be accessible

- 6.22** To check on progress and provide an independent view of quality, CABE will do repeat Housing Audits. The results of their 2004 South East Housing Audit, which included the Thames Gateway area, were unacceptable: 22 per cent of schemes were assessed as 'poor' and only 17 per cent as 'good' or 'very good'. Against that baseline, our aspiration is that in 2010, no scheme will be assessed as 'poor' and at least 50 per cent of schemes should be 'good' or 'very good'. By 2015, 100 per cent should be rated 'good' or 'very good'.

DELIVERY: NEXT STEPS

We are aiming to provide up to 160,000 well designed homes in mixed communities across the Gateway between 2001 and 2016. To do this:

1. TGSP will consider how to accelerate housing completions across the Gateway so as to reach the total of 160,000.
2. Following the publication of PPS3, TGSP will consider how it can be applied in the Gateway in a way that helps to build mixed communities to support our economic and social ambitions.
3. When the outcome of Spending Review 07 is known, delivery partners will produce with Communities & Local Government a Gateway-wide affordable housing plan that shows how the new homes to be provided will fit with our aspirations to create mixed communities.
4. CABE is producing a *Future Guide* for the Gateway that explains the value of a stronger identity for the Gateway and identifies the themes that delivery partners can use to create a sense of place that is unified but still respects distinctiveness.
5. TGSP will develop a *Gateway Design Pact* that will be a commitment to specific actions to improve the quality of all new development.
6. CABE will do repeat housing audits as an independent check on whether quality is improving. Our aim is that by 2010, no scheme will be assessed as 'poor', and that at least 50 per cent of schemes will be 'good' or 'very good', with that rising to 100 per cent by 2015.

7. Living in the Gateway

Cohesive Communities

- 7.1 Communities in the Thames Gateway are undergoing major changes, not just through new developments, but in response to global economic, social and environmental challenges. These changes naturally generate anxieties. We need to recognise the impact of these changes and respond in ways that will allow us to deliver the new and better opportunities that Gateway people deserve.
- 7.2 There are many strong communities in the Gateway, where there is pride and harmony, a culture of community enterprise, and an active community sector. But other communities are fragile; people are unsettled by changes in their area, demoralised by poor services and poor transport, and have lost their belief in the future of their neighbourhood. We need to build from our strong communities and inspire, involve and revitalise others.
- 7.3 The population of the communities in the London Gateway is very diverse. As most new development in the Gateway will be on infill sites and urban extensions, they will be located alongside existing neighbourhoods. Investment programmes must bring together – not isolate – existing and new residents of these communities. Moreover, the population in some areas is transient; some communities do not remain permanently, so the area really is a 'gateway' to London and to the UK as a whole. For these, it is more difficult to plan service provision and to engage 'hard to reach' groups. It is crucial that those who live in the Gateway can see early benefits from our approach.
- 7.4 The many issues we are addressing in the Thames Gateway – such as job growth, access to jobs, education and skills, access to transport, high-quality design and public services – are the fundamentals of community cohesion. Without opportunity and prosperity for everyone, we can't build cohesive communities and attempts at community engagement, however genuine, will have a limited impact.

We are making the Gateway an attractive place to live by:

- creating cohesive communities based on the values of equality, democracy and respect;
- providing high-quality, integrated public services and community facilities which will improve the quality of life;
- addressing inequalities and social exclusion.



A celebration of diversity at Gravesham's 'Big Day Out' Festival

7.5 Community safety is another important component of cohesive communities. Again, in line with the government's RESPECT campaign, proposals in other sections of this document will help to improve this, from our approach to good-quality design, which includes designing out crime and anti-social behaviour, to improving the chances of acquiring skills and getting a good job.

7.6 But equally, more jobs, good housing, better schools and so on will have the greatest and most lasting impact if they reflect the real needs and wishes of residents. To achieve this, we must build communities to which everyone feels they can belong and where everyone can have a real say in what happens in their area. At a practical level this means:

- fostering strong local leadership and community engagement;
- proactive engagement of communities in local decision-making;
- challenging prejudice and promoting equality and respect; and
- providing visible change at neighbourhood level.

7.7 There is already much being done by local authorities to achieve this especially through working with the third sector, registered social landlords and others with community connections. We want to support them in this work so Communities & Local Government plans to offer a package of practical help for Local Strategic Partnerships (LSPs) seeking assistance in building more cohesive communities. This is likely to include the following:

- promoting good practice on community cohesion, development and engagement;
- in particular, promoting ways of designing out crime and anti-social behaviour in all regeneration activities;
- raising awareness amongst LSPs and businesses of the role of the third sector; and
- supporting local awareness events where significant development is being planned.

We would welcome suggestions about the priorities for action here.



7.8 This package will take into consideration the proposals from the Commsison on Integration and Cohesion when they report in July 2007.

Providing High-Quality Public Services and Community Facilities at the Right Time

7.9 By contrast with most communities, the Gateway presents two challenges:

- In major growth areas such as Ebbsfleet Valley, Barking Riverside and the Lea Valley, there is the opportunity to plan for modern, integrated public services from the outset.
- Elsewhere, regeneration comprises incremental expansions of existing communities and provision must anticipate pressures from the needs of existing and new residents.

7.10 People considering life in the major growth areas want to know their children will be well served by local schools, their health needs will be met, and they will have ready access to cultural and leisure facilities. This involves putting services in place in advance, or as soon as new housing is occupied. This has implications for both capital investment and revenue support for services that may not operate at full capacity immediately. Those who live in the Gateway now need reassurance that improved quality of life is tangible for them too, and will help revitalise their town centres.

Integrated services and sustainable architecture: the Millennium School and Health Centre, Greenwich



An impression of the Lifelong Learning Centre being built in Barking Town Square, due to open in Summer 2007

- 7.11 The recent Communities & Local Government funded Social Infrastructure Framework project undertaken for the London Borough of Barking and Dagenham developed an approach to modelling the impacts of population growth on the need for various kinds of infrastructure and for considering how best to meet them. In looking at practical examples, the project team also identified funding and regulatory barriers to delivering integrated infrastructure. Communities & Local Government is addressing this challenge in its contributions to the HM Treasury Policy Review on Supporting Housing Growth, and the 2007 Comprehensive Spending Review. We anticipate that the Thames Gateway will provide an excellent opportunity for early implementation of the findings of the Policy Review. Communities & Local Government will also work with other government departments to overcome barriers to integrating funding streams and service delivery, and to identify how best to ensure in advance provision of social infrastructure.
- 7.12 Historically, public services have not been delivered in an integrated way in the UK. Co-location, integration and joint commissioning can enhance access to services, and improve performance and value for money. They can also provide the flexibility that rapid growth and changes in user needs require. In the Gateway, we will harness these benefits.
- 7.13 In some communities, we will create community hubs through integrated, co-located and jointly commissioned services. Generally, we will place a stronger emphasis on preventative services, and the promotion of alternative providers, particularly in the third sector.
- 7.14 Communities & Local Government will work with delivery partners to prepare detailed plans for social infrastructure as part of their Regeneration Frameworks and these will inform government investment decisions. This is the kind of approach that formed the basis of the innovative Milton Keynes tariff proposal. Communities & Local Government is considering whether to support some relevant social infrastructure pilot projects.

- 7.15 The 2012 Games provide a unique opportunity to bring communities together and promote healthy lifestyles around the common theme of 'getting fit for 2012'. The group that is looking at practical ways of capturing the benefit of the Games for the whole of the Gateway will advise TGSP on how best to do this.

Addressing Deprivation and Social Exclusion

- 7.16 Inequalities in relation to health, employment, education, crime, housing and the environment are being addressed by those boroughs in receipt of Neighbourhood Renewal Fund money. However, inequalities are found across all boroughs in the Thames Gateway. Local Area Agreements, which are negotiated with the Government Offices, will be a major tool in addressing these inequalities. The proposals in the recent Local Government White Paper will provide a more direct way to identify priority areas for action, set targets and use funding more flexibly to produce better outcomes for local people.
- 7.17 Recently, the government has published *Reaching Out: An Action Plan on Social Exclusion*. This identifies a wide range of actions that could contribute to creating more cohesive communities with fewer disparities in life chances. Some partners across the Gateway are already implementing many of the proposed activities; others could be doing more.

DELIVERY: NEXT STEPS

1. Communities & Local Government will fund practical help for LSPs in the Gateway who want further assistance to make sure that planned developments make a positive contribution to building cohesive communities.
2. Communities & Local Government will work with partners to prepare plans that show what kind of social infrastructure is needed to serve existing and new residents and that will be the basis for making investment decisions.
3. Communities & Local Government, other government departments and the Government Offices will work out how funding streams for new social infrastructure can work together to deliver integrated services for residents, ensuring that they are in place in time for new developments.
4. The Group developing practical ways of capturing the benefit of the 2012 Games for the Gateway (see Section 2) will advise TGSP on how to promote active lifestyles, 'Getting Fit for 2012', as a way of improving health and bringing communities together.
5. Communities & Local Government and Government Offices will expect Gateway authorities to include in their Local Area Agreements priority targets for reducing inequalities and social exclusion.

8. Investing in Transport Infrastructure

We are building a transport infrastructure which serves both the UK economy and the Gateway. We share the government's vision as set out in *The Future of Transport: a Network for 2030*:

- a road network that provides a reliable, freer-flowing service for personal travel and freight;
- a rail network providing a fast, reliable and efficient service;
- bus services that are reliable, flexible, convenient and meet local needs;
- walking and cycling as real alternatives for local trips; and
- ports and airports providing improved international and domestic links.

Our Overall Transport Strategy

- 8.1 Our ports in Essex and Kent, and the road and rail networks serving the ports, are the UK's main gateway to Europe. If granted permission, the Gateway will play an even stronger role with the planned expansion by Dubai Ports World at Shellhaven. Channel Tunnel Rail Link (CTRL) international and domestic services will transform travel between London, the Gateway, and Europe. The continuing expansion of Canary Wharf depends on public transport links with the rest of London and Heathrow Airport. TGSP recognises that, in due course, Crossrail would further improve access to and from the Gateway.
- 8.2 Table 8.1 overleaf summarises the major capital investment that will realise this vision. Alongside that, environmental and demand management measures will be needed as part of our overall transport strategy. The map opposite shows the extent and connectivity of completed and planned schemes.

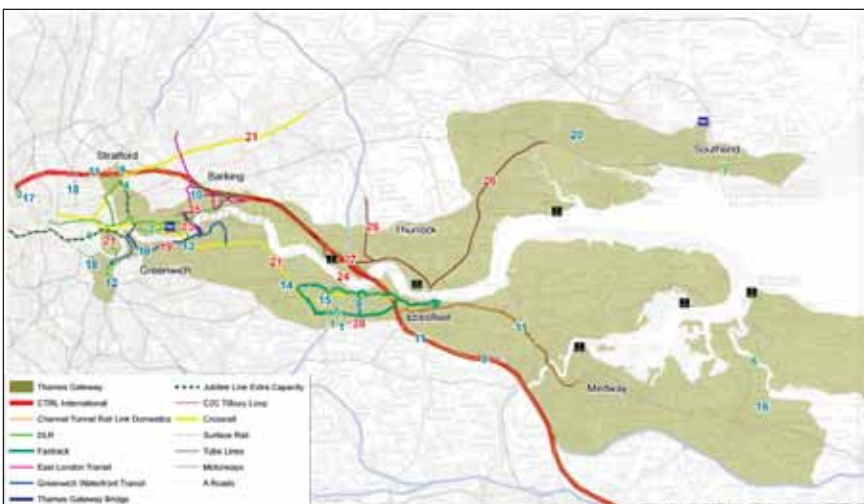
Major Transport Projects Completed/Under Construction/Committed

- 8.3 In order to improve the capacity of existing networks to meet unmet and forecast demand, government has already committed over £1.8 billion to transport infrastructure in the Gateway. Upgrades, extensions and new stations on the Docklands Light Railway (DLR) are well underway serving Woolwich, Lewisham, Stratford and City Airport. Looking more widely, across London the capacity of the London Underground will be increased by 25 per cent by 2016; employers and residents of the London Gateway will be major beneficiaries.
- 8.4 Other public transport schemes such as the first phases of East London Transit and Greenwich Waterfront Transit will deliver high quality bus-based services for both existing and future communities. Similarly in North Kent, Fastrack commenced highly successful operations in March 2006, with usage 50 per cent higher than initial forecasts. This partly-segregated bus transit is key to connecting communities and stimulating long-term housing development and employment across all of Kent Thameside.



The new Fastrack bus service in operation in North Kent

8.5 Major road schemes in North Kent include widening the A2, construction of the Sheppey Crossing and improvements to the A249, the Rushenden Relief Road and the Sittingbourne Northern Relief Road scheme. In South Essex, key schemes include improvements to the A13/A127 in Southend, and road improvements in Thurrock. Improvements to the A13/A130 at Sadlers Farm were recently approved. They include upgrading the Sadlers Farm roundabout and a two lane dual carriageway connecting the A13 West and the A130 North. CTRL will provide a massive stimulus to development at Stratford, in the London Gateway as a whole and across North Kent.



Transport in the Gateway, showing what has been delivered, what is committed and what will be needed in future



The new Sheppey Crossing improves access between Sheppey Island and Kent

Table 8.1: Transport Strategy for the Thames Gateway: An Overview of Major Capital Investment

STRATEGIC REQUIREMENT	CURRENT DELIVERY	COMMITTED DELIVERY	FUTURE REQUIREMENTS
Good road/rail spine along the North and South Bank providing good access to Canary Wharf and London, connectivity to national/international road/rail system, and good internal access to key employment nodes within the Gateway	A2 at motorway standard Kings Cross St Pancras Underground phase one (ticket hall opened in Spring 2006)	Kings Cross St Pancras Underground phase 2 completion due in 2010 CTRL International due for opening 2007 and domestic services start in 2009	Crossrail hybrid legislation before Parliament, decisions on funding and timetable not yet made Proposed A13 Renwick Road Junction improvements (initial work on design underway, construction cost currently unfunded)
Cross river connections at strategic points to expand business and employment catchments and widen economic/social opportunities at growth locations	Inner London cross river rail connections now good with completion of Jubilee Line and DLR Lewisham	East London Line extension (phase 1 completion by 2010)	Thames Gateway Bridge – awaiting planning permission. If granted construction should commence in 2009. Thames Gateway Transit and Silvertownlink (unfunded) Further Thames Crossing to be resolved
Local public transport capacity and connections serving major growth locations, to promote modal shift to public transport and limit impact of growth on congestion	DLR City Airport extension opened November 2005 Kent Fastrack stage one, route B (Dartford-Gravesend) commenced operation in March 2006 Southend A13 Transport Corridor and Travel Centre opened March 2006	DLR capacity enhancements: Bank-Lewisham and Woolwich-Arsenal (due for completion 2009) DLR Stratford International Extension (funded) due for completion 2010 East London Transit (ELT) Phase 1a between Ilford and Dagenham Dock Station (due for completion 2008) Greenwich Waterfront Transit (GWT) Abbey Wood and North Greenwich (funded) (phase 1 completion approx 2010) Kent Fastrack stage 1, route A, due for completion in Summer 2007 Sittingbourne Northern Relief Road due for completion in Summer 2009	Proposals for DLR extension to Dagenham require a funding agreement to allow full development of Barking Riverside. Implement transport strategy for London Riverside In due course, further assessments required on how best to serve Thurrock, Medway, Swale and Southend/S Essex. Proposals to further extend the ELT and GWT and DLR capacity enhancements – Beckton branch. Upgrade of c2c line to metro service and 12 car operation, improved interchange at stations on Tilbury loop and new station serving the London Riverside regeneration area.
Removing specific bottlenecks which have an exaggerated impact on important strategic movements	A249 Iwade By-pass completed in Summer 2006 Sheppey Crossing completed improving access between Sheppey and Kent	A206 Thames Road Improvements (due for completion in 2008/09) A2/A282 Dartford Improvements (M25 Junction) due for completion in 2007/08. Sadlers Farm A13/A130 improvements due for completion 2012.	M25/Junction 30 needs action to improve access to Thurrock and wider South Essex A2 junction upgrading to enable investment at Eastern Quarry and Kent Thameside



Major Investments Enable Development

8.6 These schemes will create significant capacity to accommodate growth across the Gateway. The additional transport projects which are important to the realisation of the Gateway's growth potential are as follows:

- In South Essex, the capacity at Junction 30 on the M25 is important for the planned growth across Thurrock as a whole and the wider South Essex, as well as the planned expansion by Dubai Ports World at Shellhaven, to proceed. To address growth and capacity issues across the whole of South Essex, a bespoke land and transport model is being prepared to identify the measures to support growth. Outputs will be known in 2007.
- In North Kent, Communities & Local Government, the Highways Agency, Kent County Council, Dartford and Gravesham Councils have agreed a broad approach to the increased traffic arising at Kent Thameside (from sites at Eastern Quarry and Dartford and Gravesham town centres). The agreement involves working through proposals to improve key junctions serving the A2, the local road network and demand management measures. More generally, a Thames Gateway Kent Transport Study currently under way is developing a consolidated statement of transport infrastructure priorities across North Kent, including measures to unlock development

The new DLR extension to City Airport, opened in 2005



Southend Travel Centre opened in March 2006, providing a 21st-century facility for bus passengers

sites and improve key access routes, for example from the ports at Sheerness and Thamesport.

- In London, the transport infrastructure improvements necessary to host the 2012 Games are being implemented. These will also unlock considerable housing capacity elsewhere in the Lea Valley. The London Borough of Barking and Dagenham, Transport for London/the GLA, and English Partnerships/Bellway have reached an agreement in principle on the extension of the Docklands Light Railway system to Barking. Future improvements important for London Thames Gateway include: East London Line (to create connections with Clapham Junction and Highbury & Islington), DLR to Dagenham Dock, DLR capacity enhancement to Beckton, further phases of East London Transit (ELT) and the Greenwich Waterfront Transit (GWT), and Silvertown Link. As part of the Thames Gateway Transit Options Review, we will consider options for linking the GWT and Kent Fastrack, to create a fully connected transport network.
- Planning permission is being sought for the Thames Gateway Bridge. If consent is granted, sites on both sides of the river will become much more accessible. The Planning Inspector will make recommendations on the application in the near future.

Crossrail and a Further Thames Crossing

8.7 Proposals to develop Crossrail, providing a fast link between key Gateway locations and West London, are well advanced. There is evidence that Crossrail would provide a further boost to the growth of the Gateway and TGSP recognises that further transport capacity will be needed in due course to drive the growth of Canary Wharf. The government is currently promoting a hybrid Bill to obtain the necessary powers to construct Crossrail. However, the cost of Crossrail is considerable, and a significant funding and financial challenge remains. The government wants to make progress on the project's affordability and possible funding solutions, which will need to be considered in the context of the Lyons Review of local government finance and the 2007 Comprehensive Spending Review.

- 8.8 DfT announced in October 2006 the commissioning of a study to look at options to address capacity issues across the Thames in the longer term. This may include a further Thames Crossing. The study is likely to start in early 2007.

Further Prioritisation: TGSP Transport Advisory SubGroup

- 8.9 Regional delivery partners have already identified other smaller transport measures and interventions. Partners believe that these schemes would help to enable continued growth across the Thames Gateway. TGSP has now set up a Transport Advisory Sub Group to advise the government on future investment priorities. The RDAs will be involved in this, playing a pivotal role in drawing out the key economic evidence for transport investments. Following DfT guidance – which includes economic, social, housing related and environmental criteria – the Group will prioritise and phase these schemes. This will put TGSP in a better position to endorse the most appropriate schemes in the future, as and when funding becomes available. This will input into the 2007 Comprehensive Spending Review.

DELIVERY: NEXT STEPS

1. Communities & Local Government, DfT, and relevant agencies and local partners will determine a timetable for works to Junction 30 of the M25 that will improve access to Thurrock and wider South Essex and make planned developments possible.
2. TGSP's Transport Advisory Sub Group will report quarterly to TGSP, Communities & Local Government and DfT on future Gateway transport investment priorities, ensuring that proposals are assessed consistently and are related to the plans in this Framework.
3. Subject to a suitable business case, the government will accept those schemes identified by the Transport Advisory Sub Group and endorsed by TGSP; and will allocate spending accordingly, as and when funding becomes available.



9. Delivering Regeneration and Growth



Judith Armitt,
Chief Executive,
Thames Gateway

9.1 The government and nine delivery partners are driving the growth of the Gateway. We are creating the conditions for private developers to deliver virtually all the planned housing, employment and leisure projects. Our job is to build market confidence in the Gateway and to provide the necessary transport, learning, community and environmental infrastructures.

The Thames Gateway Strategy/Delivery Unit and the Chief Executive

9.2 On behalf of government, the Delivery Unit/Strategy Unit leads the development of the Gateway. The new Chief Executive, Judith Armitt, started on 1 November 2006 and is leading the government's efforts to promote growth. She is responsible for harnessing resources from across government to invest in the Gateway. Early in 2007, there will be significant changes to expand and enhance the role of the existing Strategy and Delivery Units.

Delivery Partners

9.3 Today, the network of delivery partners comprises:

- Thurrock Thames Gateway Development Corporation
- Renaissance Southend Urban Regeneration Company
- Basildon Renaissance Partnership
- Medway Renaissance
- Swale Forward
- Kent Thameside
- London Thames Gateway Development Corporation
- Woolwich Regeneration Agency
- Bexley Regeneration Partnership

They work closely with and through all the relevant county, district and borough authorities.

9.4 Other bodies have important strategic roles. The three sub-regional partnerships – Thames Gateway London Partnership, Thames Gateway South Essex Partnership and Thames Gateway Kent Partnership – bring together the delivery partners listed above with the authorities delivering in other parts of their sub-regions. They have slightly different roles, reflecting local needs. The process

of producing this Interim Plan has demonstrated the value of a forum for prioritising across each sub-region.

- 9.5 In London the GLA is actively promoting the growth of the Gateway and has a statutory planning role through the London Plan and other Mayoral strategies. The Olympic Delivery Authority (ODA) is leading the development of the Olympic Park. The London UDC is the planning authority for significant planning cases in the Lower Lea Valley, parts of Barking and Dagenham and the Thames riverside in Havering.
- 9.6 Over the past five years, English Partnerships, the Housing Corporation, and the three Greater South East RDAs have made substantial investments in the Gateway. The RDAs have started to work together on a pan-Gateway programme.
- 9.7 The three Government Offices have a crucial role in delivering the Gateway, through work in negotiating and agreeing Local Area Agreements and their ability to join up the ten Government Departments represented in the GOs.
- 9.8 The proposals in the Local Government White Paper provide a clearer statutory framework within which these bodies can work together to achieve the shared ambition set out in this Plan. Through the development of this Plan, Thames Gateway authorities have helped to determine the priorities and actions needed to deliver that shared ambition. These now need to be reflected in their Sustainable Community Strategies and their Local Area Agreements.

Review of Delivery Mechanisms

- 9.9 Clearly, the delivery organisations are working – but they could work more effectively. Some say that the network of delivery mechanisms is overly complex. Communities & Local Government has started reviewing delivery arrangements. This work will need to be closely aligned with the CSR policy review of sub-national economic development and regeneration, but Communities & Local Government's emerging conclusions are:
 - Local authorities and local strategic partnerships should play a stronger role in setting regeneration

priorities and in partnership working across administrative boundaries and agencies.

- UDCs for London and Thurrock and the URC for Southend should continue to be the lead delivery bodies in their areas. For Thurrock, Communities & Local Government is seeking the endorsement of stakeholders to extend the life of the UDC. In London, Communities & Local Government will seek to ensure that the responsibilities of the UDC, LDA and English Partnerships are aligned to fit with the role of the UDC to bring about regeneration in their area.
- Sustainable Communities Strategies and Local Area Agreements should feature the regeneration outcomes from each delivery partnership. Government Offices will play a leading role in this work.
- English Partnerships/the Housing Corporation¹ should be strategic regeneration partners for delivery partnerships across the Gateway.
- Recent efforts by the three Greater South East RDAs to accord higher priority to the Gateway and to define pan-Gateway economic programmes are a key step forward.
- Communities & Local Government will welcome proposals to establish asset-based delivery vehicles (see below).
- Communities & Local Government and the GLA have established an informal Joint Investment Board to drive delivery.

9.10 In completing the review of delivery, Communities & Local Government will work with the members of TGSP.

9.11 In taking forward the various studies proposed in this document, we will aim to build on existing teams and groups; to take a 'task-and-finish' approach; and not to create any new, permanent structures.

¹ The future of these bodies is under review as part of the Housing and Regeneration Delivery Infrastructure Review announced by Communities and Local Government (then ODPM) in April 2006.

Local Regeneration Frameworks and Local Asset-based Delivery Vehicles (LABVs)

9.12 Communities & Local Government has invited each delivery organisation to prepare a regeneration framework. Most are completed, at least to draft stage. To deliver these frameworks, there is interest from some local authorities in the Gateway in establishing local asset-based delivery organisations. Proposals are under discussion in Basildon and Medway. These would entail using local authority and other publicly held land and property assets as equity in joint ventures or as part of development agreements with private investors. A range of partnership models exists in other contexts, which may be transferable to local authority/New Towns structures. Communities & Local Government will continue to consider initiatives but will not, at present, endorse any specific model.

Future Government Investment in the Gateway

9.13 Since 2003, as part of the Sustainable Communities Plan, the ODPM (now Communities & Local Government) allocated £850m specifically to accelerate the growth of the Gateway. Most of these funds are committed. As at present, future government investment in the Gateway will come from a very wide range of sources. Subject to the outcome of the 2007 Comprehensive Spending Review, Communities & Local Government will allocate the resources it has to provide pump-priming finance for projects in accordance with the policies and priorities identified in the Plan.

Detailed Delivery Plans

9.14 Communities & Local Government is now working with the sub-regional partnerships and all delivery partners across the Gateway to prepare detailed estimates of the costs of the enabling investments required to implement each regeneration framework. Following the 2007 Comprehensive Spending Review, the final version of the Plan will include a detailed, timetabled, programme for each project being promoted by each delivery partnership and other key sites. This will be updated each year as part of the ongoing programme management role by Communities & Local Government.



Monitoring and Evaluation of Delivery in Thames Gateway

- 9.15 The delivery of the Thames Gateway programme relies heavily on partnership working within the public sector and also with the private sector. We need to have a shared understanding of the nature of the Gateway, the scale of the task and what change is occurring. To provide a basis for this shared understanding, Communities & Local Government has published alongside this Interim Strategic Framework *The State of the Gateway: a baseline for evaluating the Thames Gateway Programme*. This contains detailed analysis of the baseline position of the Gateway and authorities within the Gateway against a wide range of indicators, selected, in consultation with delivery partners, from those used for the State of the Cities report and database. The impact of change in the Gateway will be monitored against this baseline.
- 9.16 In addition, the Thames Gateway Unit in Communities & Local Government will continue to monitor the delivery of projects it is funding and will extend that as indicated above to include monitoring the delivery of projects and outcomes key to the success of the programme as a whole which are being funded or undertaken by other partners.

DELIVERY: NEXT STEPS

1. Communities & Local Government and TGSP will complete a joint review of delivery arrangements to ensure that they are strong and effective.
2. When the outcome of the 2007 Comprehensive Spending Review is known, Communities & Local Government and each delivery partner will complete their detailed costed delivery programmes. The first version of these will be produced alongside the final Thames Gateway Plan and will from then on be the basis for monitoring and reporting on progress.

The Thames Gateway provides an unrivalled offer of increased prosperity, enhanced environment and vibrant quality of life. Today, breath-taking vistas challenge degraded landscapes; new infrastructure offers fresh life-chances; and sustainable options are ours to grasp. By 2016, the Gateway will be internationally attractive to global investors, a healthy and environmentally responsible location for all the people who live and work there, and a confident destination for national and international visitors. After the 2007 Comprehensive Spending Review, we will set out the next steps.

