

London Thames Gateway Development and Investment Framework



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This report is the result of a dynamic collaboration to deliver vibrant, sustainable new communities in the London Thames Gateway. The Mayor of London, London Development Agency and Thames Gateway London Partnership are working with English Partnerships, the Housing Corporation, Transport for London and the NHS in London to shape the future development of east London – to create a new city within a city, while regenerating and enhancing what exists.

The LDA has funded and led a programme of work that, for the first time, clearly sets out the concerted actions required to turn the vision of a revitalised London Thames Gateway into reality. Using the LDA's Gateway Development Model we have produced a detailed analysis of the infrastructure and investment needed to underpin development. It is now possible to make informed assumptions about costs, funding,

the scope for delivery, key priority areas and locations, and the likely phasing of development.

This research has been complemented by urban design and spatial strategy work led by the Greater London Authority, and the Boroughs' work on local development frameworks, delivered through TGLP. It has also benefited from the work of a wide array of partners who contributed to specialist studies.

The partnership that has been forged strengthens our capacity to work together in the London Thames Gateway focusing our varied resources on agreed priorities and ensuring development occurs in the right way, in the right place and at the right time.

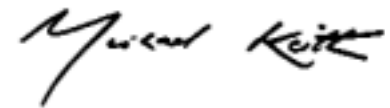
The partners look forward to the next step, turning planning into action.



Honor Chapman
Chair of LDA



Ken Livingstone
Mayor of London



Cllr Michael Keith
Chair of TGLP



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1 About the Thames Gateway Development and Investment Framework

This document is a framework for delivering sustainable communities in London Thames Gateway. It has been drafted by a team comprising Greater London Authority, London Development Agency and Thames Gateway London Partnership officers. It has been given direction by a steering group comprising a wider range of organisations, and is issued by the Greater London Authority, London Development Agency, Thames Gateway London Partnership, Transport for London, Housing Corporation, NHS in London and English Partnerships.

The framework sets out our vision for a revitalised Thames Gateway, and an overview of the assumptions (from phasing to infrastructure provision) that underpin it. Further detailed work is being undertaken on the investment priorities that will be required to deliver this vision. All this work is building on the policies set out in the Mayor's London Plan and the Government's Sustainable Communities Action Plan, on detailed research commissioned by the LDA, and on the work carried out by the zone of change action groups in drafting area development frameworks.

This framework is not intended to set land use planning policy, and should not be regarded as a 'material consideration' in planning terms. Rather, it seeks to take an overview of a shared vision for sustainable regeneration, and to set the context for detailed discussions on investment priorities, land use planning and other interventions.

In light of discussions with boroughs and other key stakeholders, the organisations listed above will use this framework to guide joint working and investment in London Thames Gateway. It will continue to be developed and revised as new challenges and opportunities emerge, and the London Thames Gateway Partnership Board will oversee these challenges and monitor delivery of the framework's objectives.

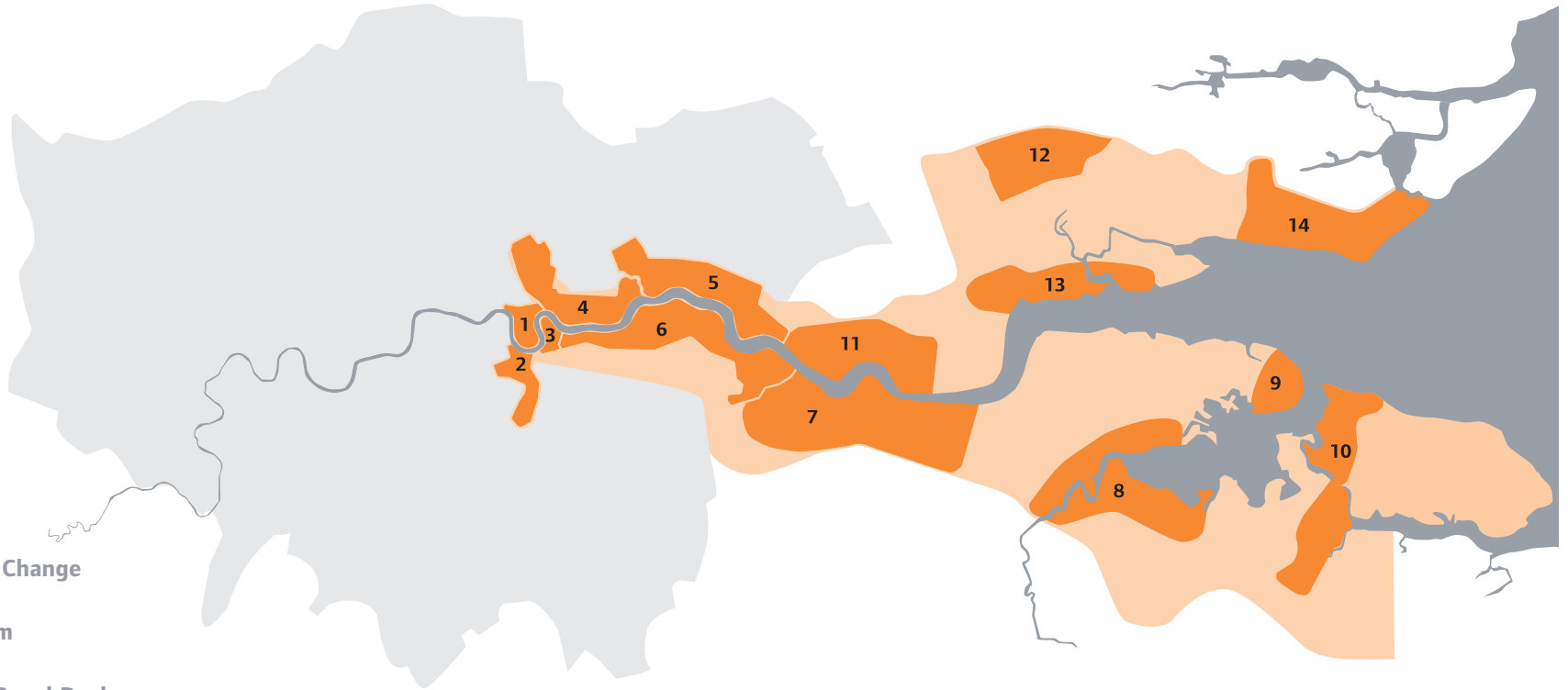
2 Vision

By 2020, London Thames Gateway will be a destination of choice for living and working. It will form a new city within a city, with a well designed mixture of houses, a range of job opportunities, excellent social and cultural infrastructure and good transport connections to the rest of London, South East England and Europe.

Tapping into the development potential of the Thames Gateway will help to accommodate London's growth without encroaching on green field sites or the Green Belt, will deliver significant quantities of affordable housing, and will improve quality of life through integrated social, environmental and economic revitalisation for existing communities.

Public sector agencies, and local and regional authorities, will work with the private sector to build new housing that is integrated with - and reflects the character of - East London's existing communities, that centres on hubs served by new and existing public transport, and that is designed to include buildings and public space of the highest quality.

New and emerging opportunities such as London's bid for the 2012 Olympic and Paralympic Games will be managed to optimise local benefit and act as catalysts for these changes.



Thames Gateway Zones of Change

- 1 Isle of Dogs
- 2 Deptford and Lewisham
- 3 Greenwich Peninsula
- 4 Stratford, Lower Lea, Royal Docks
- 5 London Riverside and Barking
- 6 Woolwich, Thamesmead, Erith
- 7 Kent Thameside
- 8 Medway
- 9 Grain
- 10 Sittingbourne, Sheerness
- 11 Thurrock Riverside
- 12 Basildon
- 13 Canvey, Shellhaven
- 14 Southend

3 Strategic context

Thames Gateway is a key priority for London and national government. Government's regional planning guidance on Thames Gateway (RPG9a, 1996) identified the area (within and outside London) as presenting 'the main opportunity for growth' within London and the South East. The Mayor's London Plan confirms its importance. Within the Thames Gateway area defined by RPG9a are fourteen 'zones of change', six of which are within London.

In February 2003, the Office of the Deputy Prime Minister launched the Sustainable Communities Action Plan¹ (SCAP). This confirmed that the Thames Gateway would be one of four priority areas for the development of new residential communities, in order to tackle South East England's persistent housing supply crisis.

SCAP set out proposals for new delivery mechanisms for bringing forward development in Thames Gateway, including an urban development corporation (UDC) within London, and a new London Thames Gateway Partnership Board, to be jointly chaired by the Mayor of London and the Minister for London, which would co-ordinate and oversee the activity of delivery agencies within London. The Plan also announced £446 million to be spent on bringing forward development in Thames Gateway (including areas outside London) during 2003-06.

The GLA Group (the Mayor of London, the London

Development Agency and Transport for London) and Thames Gateway London Partnership welcomed the Government's renewed focus on Thames Gateway. Anticipating the new delivery mechanisms, officers from these organisations have been working with Government, English Partnerships, the Housing Corporation and the NHS, to set out a strategic framework for delivering sustainable communities in London Thames Gateway.

In July 2003, the Deputy Prime Minister published an update, setting out initial priorities for investment and minimum targets for development². The update proposed that at least 120,000 new dwellings could be delivered across Thames Gateway, of which around 60,000 would be in London during the period 2003-2016.

Our assessment is that while 60,000 is an appropriate target in the medium-term, we can and should aim to deliver at least 91,000 dwellings overall, though this will require carefully planning of investment and land-use priorities. We believe that more extensive development is desirable in the long term, because of London's urgent need for more affordable housing and because of the greater range and quality of facilities (from shops and bus services, to parks, squares and schools) that higher density development in appropriate locations can deliver to both existing and new communities.

¹ Sustainable Communities: Building for the Future, ODPM, 2003

² Creating Sustainable Communities: Making it happen: Thames Gateway and the Growth Areas, ODPM, 2003

Zones of Change

- 1 Isle of Dogs
- 2 Deptford and Lewisham
- 3 Greenwich Peninsula
- 4 Stratford, Lower Lea, Royal Docks
- 5 London Riverside and Barking Town
- 6 Woolwich, Thamesmead, Belvedere, Erith



4 Social, economic and environmental context

This framework focuses on the riverside ‘zones of change’ (though integrating these with the rest of East London will also be essential). These zones stretch from the Isle of Dogs and Deptford in the West, to Rainham and Erith in the East. They include or abut major urban centres, like Canary Wharf, Stratford, Barking, Woolwich, Greenwich and Lewisham. Outside these centres, the zones comprise a broad grained mix of housing areas (like Thamesmead and Beckton), of industrial and manufacturing areas (like Dagenham Riverside and Belvedere), and of open and wild space (like the London Marshes).

The Thames (with its tributaries such as the River Lea, and Barking and Deptford Creeks) forms the spine of this emerging linear city. As it flows through Thames Gateway, the character of the Thames changes, from the hard-edged docks of the Isle of Dogs and the Royal Docks, to the softer natural edges of Barking and Dagenham, Bexley and Havering. Most of London’s larger scale port activity has moved east to Essex and Kent, but the river is still used to bring goods into and out of London. The river is one of Thames Gateway’s greatest assets (for leisure, for transport of people and goods, for biodiversity), but is underutilised and must be carefully managed to protect new and existing communities from the risk of flooding.

The industrial areas that stretch along the Thames and up the tributary valleys were once the location, outside London’s boundaries and downwind of the city centre, for many of the

capital’s dirtiest industries. Many of these industries have moved on, to be replaced by a broader mix of service, high tech manufacturing and office-based industries, but they have left behind them a legacy of environmental degradation, including contaminated land. This legacy makes integration of high quality residential development a complex challenge.

The dominance of industrial areas along the riverfront has left much of London Thames Gateway badly served by public transport and isolated from London’s centres. Some residential areas have therefore been developed at relatively low densities, on the basis that residents have to rely on private car use for transport.

In other areas major social housing developments during the 1950s-70s have left a legacy of poorer quality housing than in



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other parts of London, leaving local people in poor and degraded environments, while those who prosper move out to more suburban surroundings.

London Thames Gateway today has a population that is diverse but deprived. Unemployment across London Thames Gateway is in excess of 10 per cent and rates reach more than 20 per cent in certain wards. There are also pockets of severe long-term unemployment, particularly within the black and ethnic minority communities. In addition, the area suffers from a high crime rate and high incidence of poor health. The proposals for 91,000 dwellings set out in this document would result in a 72 per cent per cent expansion of London Thames Gateway's 2001 population of just over 286,000 people. To build sustainable communities in London Thames Gateway we must tackle social exclusion and deprivation among existing communities, at the same time as accommodating this growth.

Over the past 15 years, the western end of London Thames Gateway has seen radical change: cultural and creative industries have developed on the eastern fringes of the City of London, and Canary Wharf has been established as a major financial services location. Ambitious plans are being developed or implemented for places like Silvertown Quays, Greenwich Peninsula and Royal Arsenal Woolwich. The opening of a Channel Tunnel Rail Link station (CTRL) in

Stratford in 2007, linking Thames Gateway, central London and northern Europe, heralds further major transport improvements. In addition, new initiatives like London's bid for the 2012 Olympic and Paralympic Games could deliver accelerated and enhanced regeneration within the Lower Lea Valley, the benefits of which should spread through the Thames Gateway and East London.

Change in London Thames Gateway's economic and social profile over the coming years - the Mayor's London Plan states that East London should plan for nearly 250,000 more jobs in the years to 2016 - will be accompanied by an increasing focus on environmentally responsible design and construction, driven both by higher international standards and by the need to mitigate and adapt to climate change.

To support higher density development, we need to link Thames Gateway's urban centres with each other and integrate them with London's core. Transport for London has set out an ambitious programme of new transport development, including Crossrail from east to west, and three river crossings that will link the north and south banks of the Thames. Together with extensions of the Docklands Light Railway, and other intermediate and local projects, these will be crucial in ensuring that new development in London Thames Gateway is integrated, attractive, and of a sustainable quality and density.

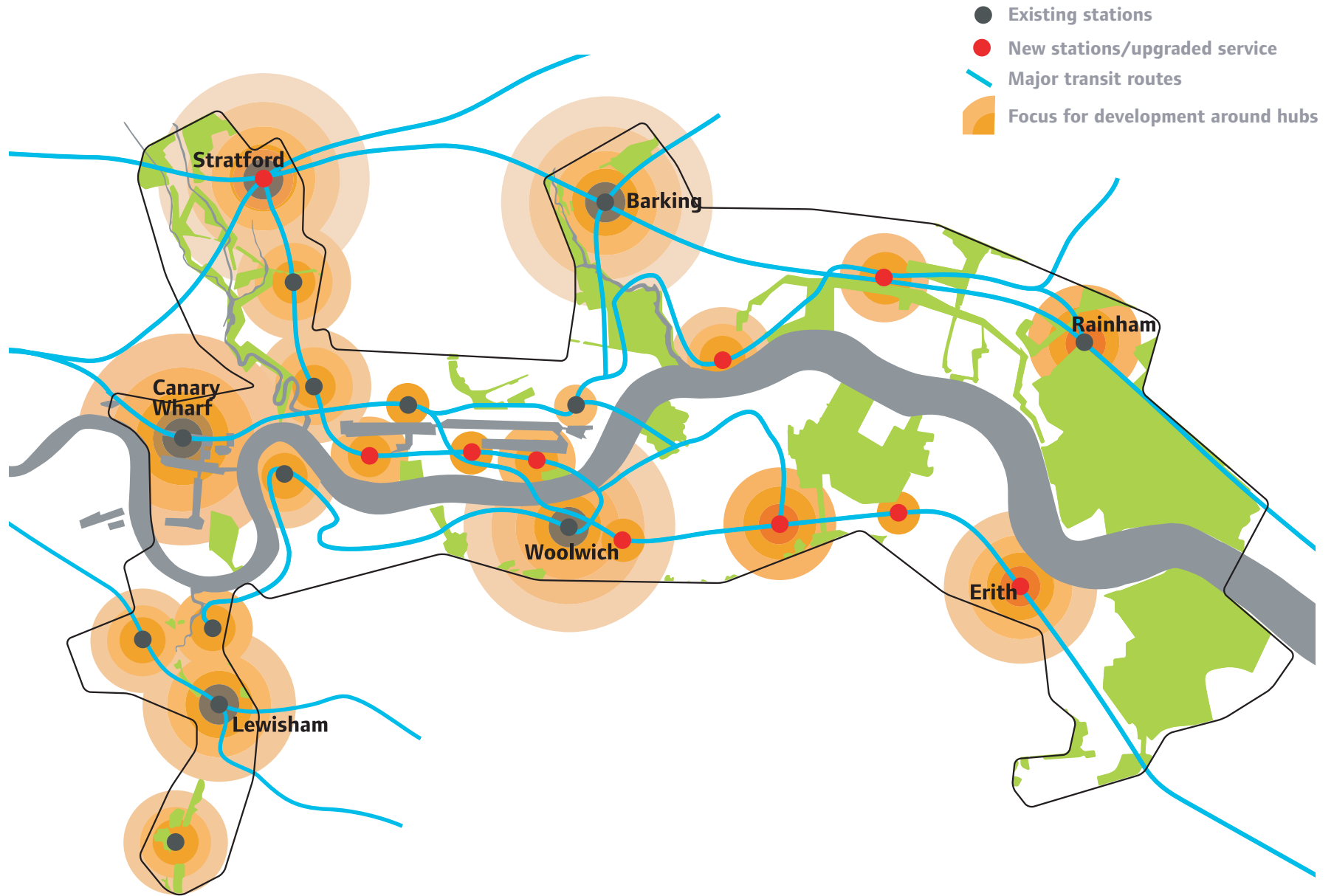
5 Creating sustainable communities

Our understanding of sustainable communities is of places that:

- provide a mix of uses at all scales, with shops, open space and local services within walking distance of all homes, and workplaces, retail centres, and cultural and leisure facilities easily accessible by public transport
- re-use previously developed land, rather than eating into greenfield sites
- are developed at densities that make best use of land, and strengthen the viability of public transport and facilities
- have access to a range of employment opportunities, both locally and across London and the south east, with the training and other services that will enable local people to access these opportunities
- protect, enhance and link existing assets (such as the River Thames, London marshes and the green belt) to provide a high quality public realm, with squares, parks, and walking and cycling routes that are safe and enjoyable for all
- are socially mixed and cohesive, through managed integration of different tenure types and values of housing (to achieve 50 per cent affordable housing overall), the integration of new with existing communities and the delivery of an improved quality of life for all

- have access to secure, reliable utilities including broadband, waste water services and sustainable energy supplies
- are culturally diverse and enjoy high levels of cultural participation
- are environmentally responsible, through good public transport links and reduction of car dependency, advanced environmental design and construction methods, a sustainable mix of uses, an open space strategy that values biodiversity and nature conservation, and measures to mitigate and adapt to climate change
- exhibit excellent architectural and urban design (including the use of innovative modern construction methods), to provide the balance of uses set out above, consolidate and support existing centres, focus higher density development around transport nodes, and make London Thames Gateway an attractive and enjoyable place to live, work and visit
- have excellent public services, particularly education and health services, to ensure a high quality of life for all

These principles underpin the spatial principles and priorities, investment priorities and delivery arrangements set out in this document.



6 Building a city within a city

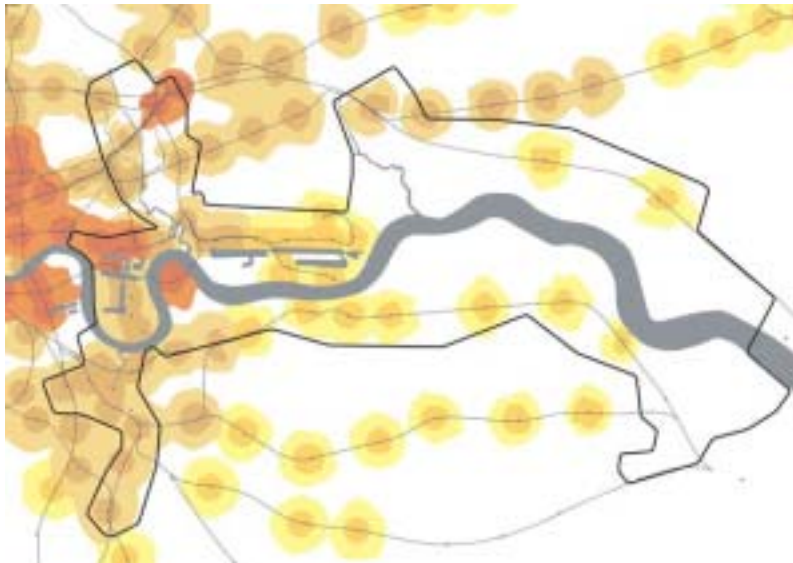
Our strategy is to develop London Thames Gateway as a mixed-use, multi-density 'city within a city', linking development density closely to public transport, building out from existing hubs and along existing corridors, and planning for development around future hubs and corridors.

a Transport hubs and urban centres

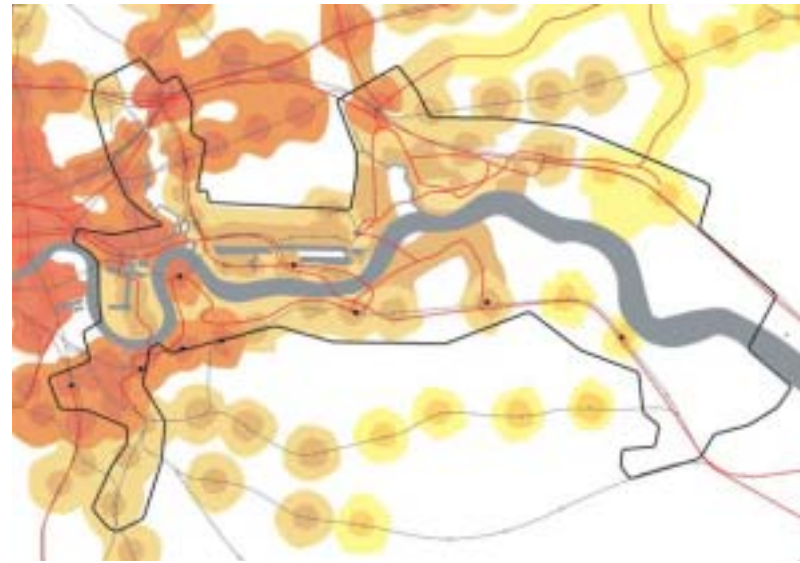
London Thames Gateway will not achieve its potential without major new investment in transport infrastructure and a development strategy that makes the most of existing, as well as new, infrastructure. In order to deliver development in the short-term and achieve revitalisation of existing town centres,

we need to consolidate and build up a well-designed mix of uses around existing hubs, while planning for the long-term opportunities that new transport will open up.

The diagrams below indicate how transport accessibility in Thames Gateway London will change following delivery of the Mayor's Transport Strategy. The darker the colour, the better connected to London's public transport network. The LDA is already working with the GLA and boroughs to identify potential for intensification and regeneration both in established centres, and in locations like West Ham, where the level of accessibility is not yet matched by development.



transport accessibility in Thames Gateway 2001



transport accessibility in Thames Gateway 2016

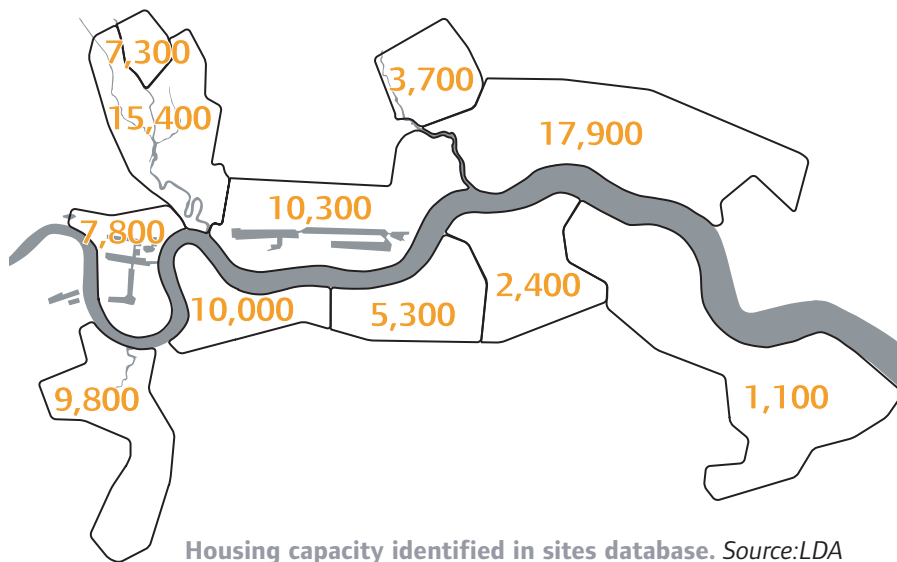
b Major new housing sites

Survey work undertaken by the partners, and compiled into a database by the LDA, has already identified over 300 sites of which 137 have housing potential. With the right investment, these could deliver at least 91,000 houses and flats in the long term.

This would result in a 72 per cent expansion of London Thames Gateway's current population of just over 286,000 people (2001 census data). Nearly 20,000 homes could potentially be completed by 2006, though this figure will require continual review in the light of housing market and

industry conditions. The table and diagram below and right show the phasing and location of the sites on which these figures are based. The figures are correct as of February 2004, but will change as further opportunities are identified, and will be revised through scenario testing and the forthcoming London Housing Capacity Study.

Forty per cent of the identified capacity is found on the seven largest sites. Development of these large sites, such as Greenwich Peninsula and Barking Reach, will be phased to ensure that development can be brought forward to optimise use of and access to public transport, minimising car parking



where possible.

Area	2002 - 2006	2007 - 2011	post 2012	Total
Isle of Dogs	4380	2350	1060	7,790
Deptford and Lewisham	3470	5580	750	9,800
Greenwich Peninsula	1890	5660	2450	10,000
Stratford	0	1860	5440	7,300
Lower Lea	1450	10320	3630	15,400
Royal Docks	1510	6760	2030	10,300
Barking Town Centre	530	1870	1310	3,710
London Riverside	260	2590	15040	17,890
Woolwich, Thamesmead, Belvedere & Erith	4430	3390	990	8,810
Totals	17920	40380	32700	91,000

c Industrial and employment land

London Thames Gateway currently has around 2,100 hectares of industrial land. To 2016, 30 hectares of this is likely to be released in East London each year, in line with the London-wide annual monitoring target of release of 50 hectares, set out in the London Plan Draft Industrial Land SPG. This land could form a major resource for development.

Though employment densities are declining, London Thames Gateway's industrial areas support around 90,000 jobs, and form part of a network for the manufacture, distribution and consumption of goods and services, and the disposal of the waste that arises from the daily life of a city. However, the land take of Thames Gateway's industrial areas is significant, and the

value of industrial land needs to be balanced with what it could deliver for housing or other uses particularly on riverside sites, and with the perceived negative visual impact of many industrial buildings.

To minimise these impacts and maximise the availability of land for housing and mixed uses, while seeking to preserve the contribution made by industrial areas to Thames Gateway's and



London's economy, we will take a design-led approach to consolidating and enhancing key industrial areas, developing them at higher densities where possible, managing changes of land use and the release of industrial land through the planning system, and identify areas where industrial buildings and their uses might mix positively with residential and retail development.

d Public space

High quality public spaces can make a huge difference to quality of life, providing space for leisure activities, safe routes for walking and cycling, habitats for wildlife, and the opportunity for people to meet and relax. London Thames Gateway is lucky to have a unique set of environmental assets, including marshland, woodlands like Oxleas and Thames Chase, the River Thames and other waterways (Deptford Creek, Barking Creek, Lea Valley waterways).

The Green Grid for East London builds on these assets to create a network of interlinked high quality open spaces, providing connectivity to and between town centres, public transport nodes, the Green Belt, the River Thames and major employment and residential areas. As well as delivering an aesthetic transformation of London Thames Gateway and improving its offer as a place to live, work and visit, the network responds to the challenge of climate change, through biodiversity conservation, flood management and alleviation, microclimate improvement, and inclusive access to spaces that sustain communities and improve health.

Riverside attractions and walkways along the Thames, in locations like Barking Reach or Thames Barrier Park, will enhance the Thames as an integral feature of London Thames Gateway's landscape and portfolio of attractions.

All these public spaces will need to be properly maintained, and we will work with local authorities and others to ensure that innovative approaches and funding mechanisms like business improvement districts contribute to their sustainability.



- existing designated pedestrian/cycle routes
- major future pedestrian/cycle routes
- ▲ existing + future key 'grey' public spaces
- ▲ existing + future key 'green' spaces
- ▲ major water spaces

7 Supporting infrastructure

The creation and maintenance of sustainable communities with economic opportunities and a high quality of life in London Thames Gateway will require a strategic approach to investment in social, economic and environmental infrastructure. This section of the framework summarises the key conclusions of partners' research into investment requirements of developing sustainable communities in London Thames Gateway.

a Social facilities

Social exclusion is a persistent problem in London Thames Gateway, and is manifested in overstretched public services across East London. To tackle these problems, while accommodating a 72 per cent growth in population, significant new infrastructure will be required:

- 19 primary care centres, including two 'diagnostic treatment centres', five 'one stop primary care centres', seven 'large primary care centres', and five smaller ones;
- Provision of 1,000 acute hospital beds through extending existing hospitals and provision in diagnostic treatment centres;
- 3,800 additional medical staff, including 200 GPs
- 55 new primary schools
- 10 new secondary schools
- six new playing fields
- 63 new nurseries
- 1200 primary school and 800 secondary school staff

- six new police stations
- three new fire stations
- ten libraries
- nine leisure centres

Sites for these new facilities will be identified as part of the overall planning process in London Thames Gateway, to ensure that social infrastructure and facilities are delivered in advance of or at the same time as the population growth that will make them necessary.

b Economic framework

The London Plan predicts up to 636,000 additional jobs by 2016, and particularly encourages development, regeneration and infrastructure improvement in East London, where it expects nearly 250,000 of these jobs to be located, with 180,000 in Thames Gateway opportunity areas. We will support a balanced economy in London Thames Gateway, which adapts to new opportunities while ensuring that residents can benefit from them, and which actively balances the demands for land for jobs and homes. The economic vision for the London Thames Gateway will focus on the four key themes set out in the London Economic Development Strategy:

- **Infrastructure and places.** We will strengthen already established urban centres, for instance in and around the Isle of Dogs which will act as a commercial city centre for the



sub region. We will also concentrate on developing the Outer Thames Gateway, with growth in jobs, investment in transport and housing development to directly support the enhanced local communities.

- **People.** We will tackle barriers to employment, improve skills, aim to address the disadvantage some groups face in the job market as well as tackling concentrations of deprivation.
- **Knowledge and enterprise.** We will increase participation in the knowledge economy and innovation. We will support businesses, especially SMEs, with appropriate advice and services.
- **Marketing and promotion.** We will invest in marketing and promotion in order to attract inward investment into activities not currently represented in the area. High quality design will be crucial to enhancing the image of London Thames Gateway.

In particular, we will support the following focuses of economic activity:

- Substantial growth in the financial and business services sector in the **Isle of Dogs**, to support a globally competitive business cluster at Canary Wharf. There is an expected spill over into **Greenwich Peninsula** and the **Lower Lea Valley**, particularly in terms of related support businesses and back office functions.
- A major new commercial centre at **Stratford** to include a mixed use European Business Quarter for London. This builds on the substantial increases in accessibility, created by new transport infrastructure, including the CTRL international railway station.
- Creative industry, media and IT clusters at key public transport nodes, such as **West Ham** and **Bromley-by-Bow** in the Lower Lea, around **Deptford Creek**, **Royal Docks** and at **Woolwich**.



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- Restructured modern industry in **London Riverside**, including high value manufacturing and related research activities focused around the Centre for Engineering in Manufacturing and Excellence, and growth of the environmental goods and services sector.
- Strategic retention of the **Belvedere** manufacturing base, and attraction of other industrial activities from within the London Thames Gateway, with a particular emphasis on the modern methods of construction sector.

- Tourism and leisure opportunities related to the **Dome** on Greenwich Peninsula, the potential **Olympic and Paralympic Games** in Stratford / Lower Lea, Rainham Marshes in Havering Riverside, and the **Aquarium** in the Royal Docks.
- Major **events and exhibition focus**, with key centres at Stratford, the Dome on Greenwich Peninsula and ExCel in the Royal Docks.

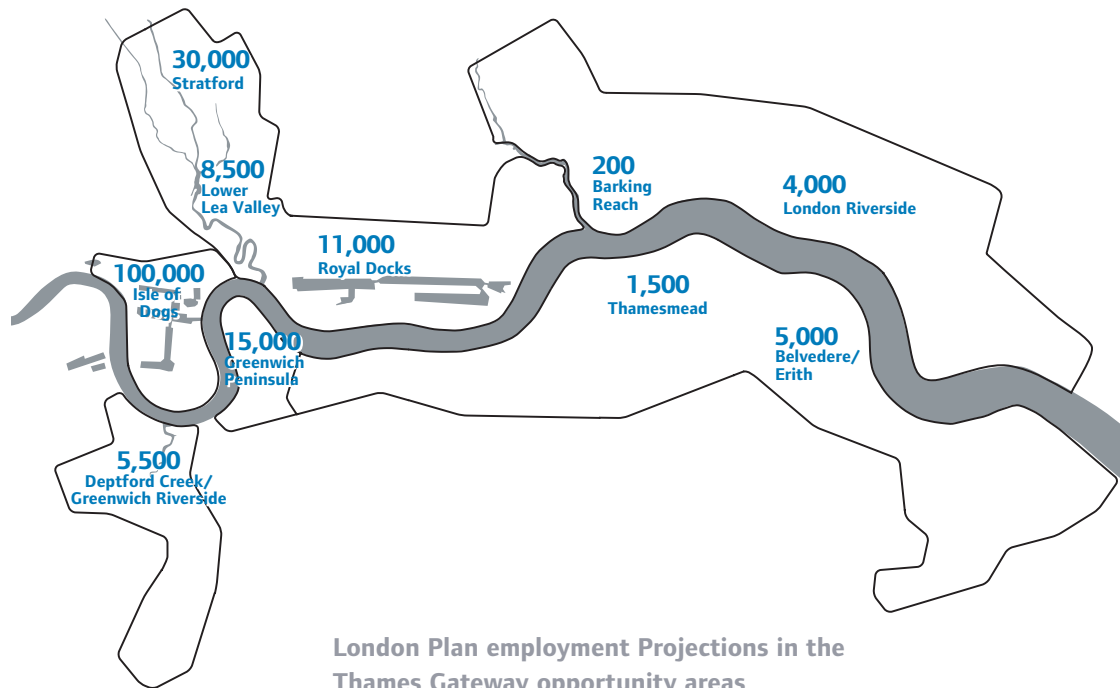
c Environmental services and infrastructure

Unless properly planned, London Thames Gateway's growth will not only put a heavy strain on social services, such as schools and health centres, but also on physical infrastructure such as energy and water supply.

Energy provision

Energy requirements in the Thames Gateway will be met by a combination of gas, electricity and heat. Currently the electricity companies are estimating that between seven and 13 new primary substations will be required, the majority being in the outer Gateway. Current gas infrastructure north of the river should be able to cope with the level of proposed developments without significant distribution network expansion. However the existing infrastructure south of river will need expansion.

The Thames Gateway may also provide an opportunity to experiment with the methods of sustainable construction. By



investing in sustainable construction methods and achieving changes in people's behaviour, energy demand could be substantially reduced. Combined Heat and Power (CHP), and other innovative and distributed approaches to energy generation may meet substantial demand.

Where possible, new electricity supply will use buried cables. We will also work with the electricity companies to explore the possibilities of burying the cables that currently criss-cross London Thames Gateway on visually intrusive pylons. We recognise that it may not be possible, or economically viable, to bury all the existing cables, but our aim will be to bury cables where it is practical and economically viable, and delivers real benefits to communities.

Water supply and wastewater treatment

Thames Water is planning for three new water treatment works and the expansion of three existing waste water treatment plants. Current arrangements, whereby both storm water and waste water from homes and businesses drains into the same sewerage system, is putting a strain on sewers, which struggle to cope in times of heavy rainfall. We will work with the wastewater companies and developers to explore the options and costs associated with providing separate storm water drainage to development sites.

Telecommunications

London Thames Gateway presents a great opportunity to roll

out fibre optic cabling to all existing and new developments. This will avoid the need for expensive and disruptive laying of fibre optic cabling in the future, benefit from economies of scale and enhance London Thames Gateway's 'offer' as a place to live and work.

Waste disposal

The Mayor's Waste Strategy was published in September 2003 and gives guidance on the approach to waste disposal across London. We recognise that disposal of waste from 91,000 new will be a challenge and our preliminary assessment suggests that a new waste facility may be required or an existing facility will require extension.

Flood prevention

We will work with the Environment Agency, who are currently conducting a study into long-term flood risk management in the Thames Estuary, to ensure that appropriate measures are taken to manage and minimise this risk.

d Transport services and infrastructure

A vibrant and sustainable Thames Gateway requires a sustainable and integrated transport system offering access to town centres, employment areas, local communities and regional destinations through a real choice of transport modes. The vision for public transport requires extensive, efficient, reliable, safe and convenient connections at

regional and sub-regional levels. Walking and cycling will be the preferred options for local access and use of the car and road-based freight will be carefully managed to balance the priorities of economic efficiency, environmental protection and social inclusion. Land use and transport will be carefully integrated to reduce the need to travel and create a built environment that enhances people's lives and daily experience.

Quick and efficient access to international travel and markets will be available from City Airport, Stansted, Eurostar services at Stratford International and Ebbsfleet, and the fast access to Heathrow Airport provided by Crossrail.

Crossrail will form the rail spine of Thames Gateway London, providing a fast, high capacity link to and through London's three central business districts at Canary Wharf, the City and the West End. Development will be focussed at Crossrail stations, which will also be fed by integrated public transport feeder services including the Docklands Light Railway (DLR), the transits and high quality buses. CTRL domestic services will cut travel times between Thames Gateway North Kent and Stratford/central London.

The Jubilee Line will have increased frequency, capacity and reliability. North and South Londoners will be able to access it via the East London Line extension without having to enter central London, changing at Canada Water. Other

Underground and National Rail lines will have benefited from renewals and upgrades.

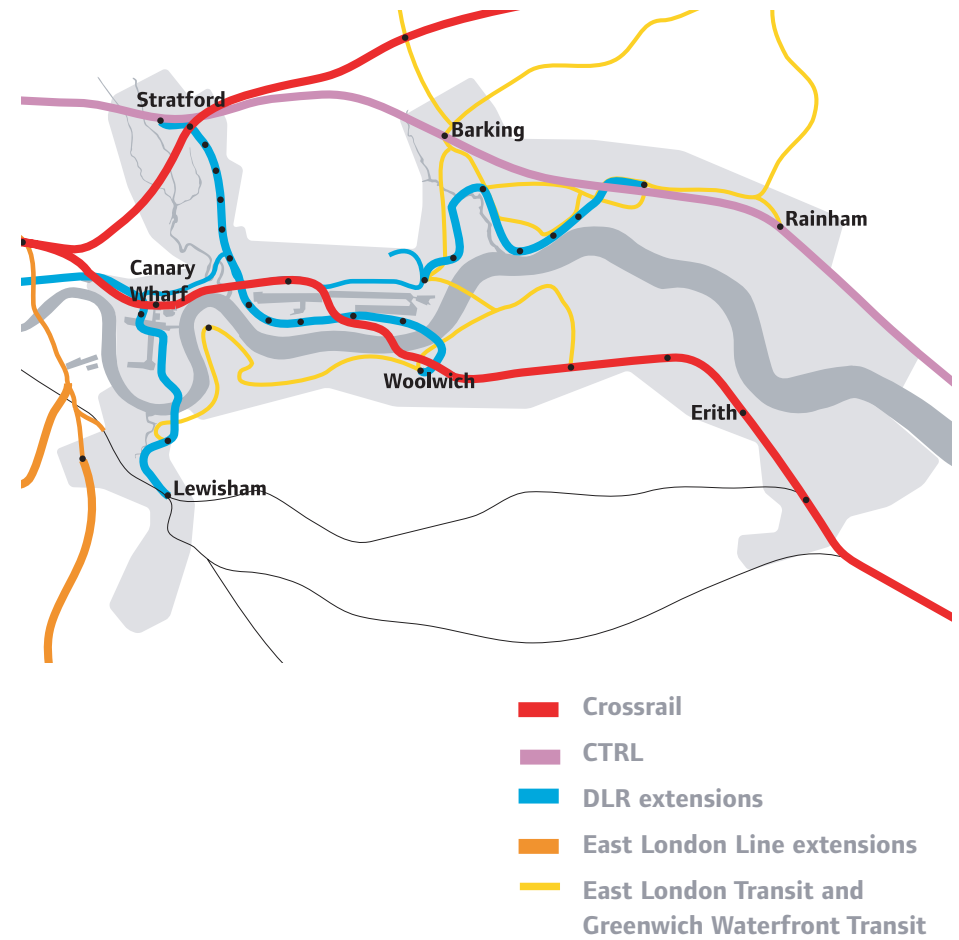
Extensions of the DLR through the Royals London City Airport, across the Thames to Woolwich and eastwards through London Riverside will increase the accessibility of these areas. Options for enhancements to the North London Line corridor through the Lower Lea, including a proposed conversion for DLR operation, are being investigated jointly with the Strategic Rail Authority.

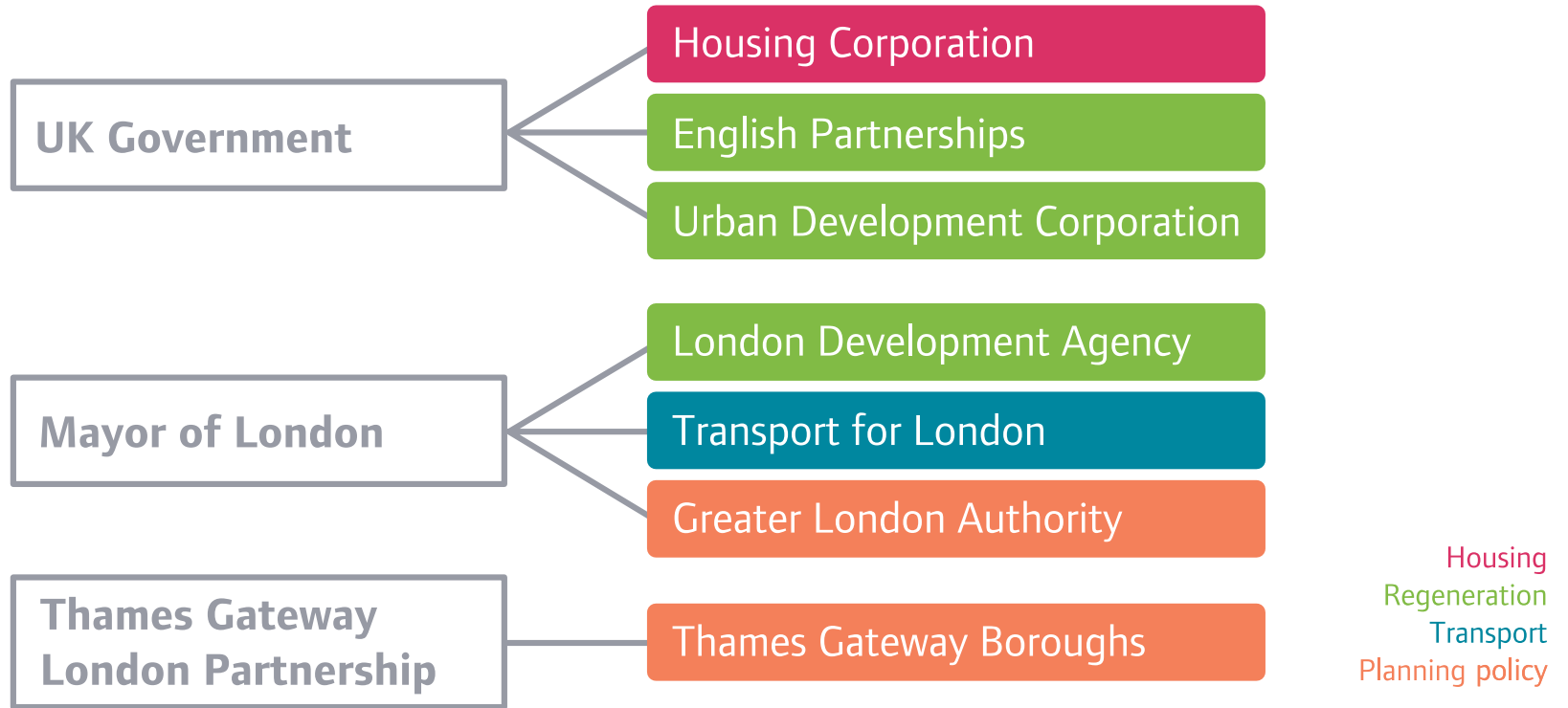
At a local level the public transport system will be knitted together by the two transit schemes (Greenwich Waterfront Transit and East London Transit) key bus routes, providing a high quality and capacity accessible bus based network unhindered by the unreliability caused by traffic congestion. Linked together via the Thames Gateway Bridge, these transit schemes will radically enhance orbital public transport travel and connect the area's major town centres and rail networks.

The Thames Gateway Bridge will be a vital connection linking London Riverside and the Royal Docks with Thamesmead, Belvedere and Erith. Meanwhile, the Silvertown Link will relieve the pressure of local traffic on the Blackwall Tunnels.

Good quality interchanges, integrated with safe, convenient and comprehensive local pedestrian and cycle networks will complete the system.

Scheme	Lead Agency	Indicative Phasing		
		2002-2006	2007-2011	post 2012
In progress/approved				
DLR London				
City Airport Extension	TfL	■		
A13 Enhancements	TfL	■		
CTRL	SRA		■	
Jubilee Line Upgrade	TfL		■	
DLR Woolwich Extension	TfL		■	
A206 Thames Road	TfL		■	
In planning/awaiting approval				
East London Transit Phase 1	TfL	■		
East London Line	SRA		■	
DLR Bank - Lewisham				
Capacity Enhancement	TfL		■	
DLR Stratford International	TfL		■	
DLR Dagenham Dock	TfL		■	
Greenwich Waterfront				
Transit Phase 1	TfL		■	
Crossrail	SRA/TfL			■
Thames Gateway Bridge (TGB)	TfL			■
Silvertown Link	TfL			■





8 Delivery

a Key partners

Realising our vision for sustainable communities in London Thames Gateway will be a complex, multi-faceted and long-term project. Since July 2003, Government has been meeting with the Greater London Authority, Thames Gateway London Partnership, the LDA, English Partnerships, Transport for London, the Housing Corporation and private sector advisors, in a non-executive London Thames Gateway Partnership Board, supported by an official level steering group (comprising the same organisations with additional representation from the NHS in London).

These partners, shortly to be joined by a new London Urban Development Corporation, have worked together to prepare this framework, and are committed to working together with the private sector (developers, architects, engineers, employers, investors and building contractors), to deliver its aims. The role of public sector agencies should not be to supplant private initiative and investment, but to enable, manage and complement it in order to remove constraints and ensure that new development delivers the vision of sustainable communities set out in their framework.

The role of the Partnership Board will therefore be to raise the aspiration for London Thames Gateway, to monitor implementation of this framework, to remove barriers to delivering its objectives (including poor market perceptions), and to develop the business planning processes of its members to ensure an integrated and coherent approach to projects and priorities.

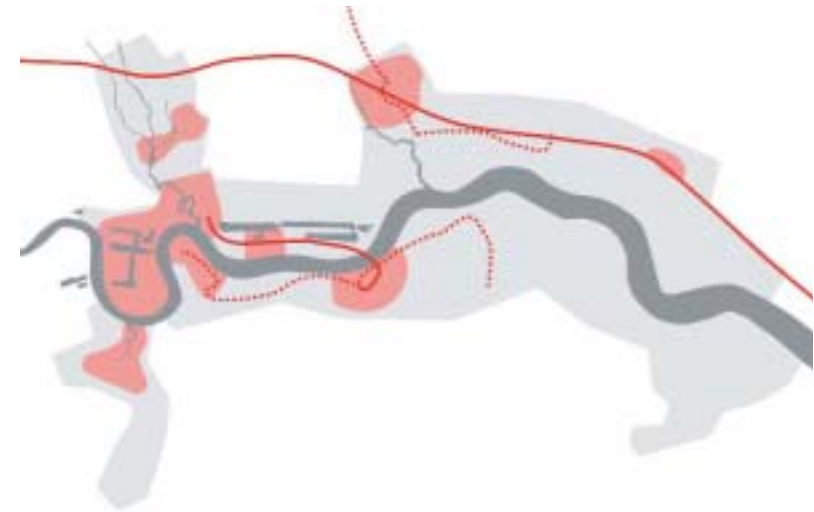
b Priorities and phasing of development

The overall phasing strategy will be to focus early years development round areas where transport infrastructure is already in place. In locations where uncertainty about investment persists, development should be delayed until certainty is established, or intermediate development should be designed to allow for intensification if new transport projects go ahead.

This section sets out the anticipated phasing of development activity. Public sector investment will follow a different, but related, timetable. In some cases (eg, site remediation), public sector investment will immediately precede development activity. In others (eg, major transport projects), there will be a significant time lag. The phasing of public sector investment will be addressed further through detailed investment programming.

early priorities (2003-08)

In the next four years, development activity will be concentrated in those areas where the market is already active. These include major developments in the Isle of Dogs, the Royal Docks, and Greenwich Peninsula, and some development at existing hubs like Barking and Woolwich. In these areas, the main focus of partnership activity will be through the planning system, in ensuring that new developments deliver the objectives of this framework and the London Plan. There may also be the need to develop transitional social and transport infrastructure.



- Development focus areas 2003 - 2008
- Channel Tunnel Rail Link, DLR extension to London City Airport and Woolwich
- ⋯ Greenwich Waterfront Transit (phase 1)
East London transit (phase 1)

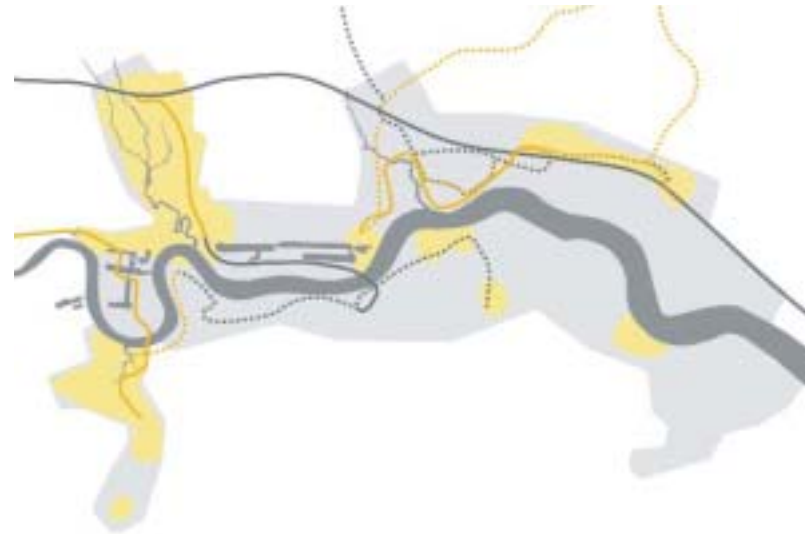
At the same time, masterplans and development frameworks will be commissioned for other major sites, such as Barking Reach, and for key development areas such as the Lower Lea Valley, Deptford Creekside, Woolwich, Barking Town Centre and Lewisham, building on boroughs' development frameworks where appropriate, so that sites can be assembled and opportunities in these areas can be optimised as market interest increases. Many of these are already underway.

Across London Thames Gateway, plans need to be developed for new social and transport infrastructure. Other key projects will include environmental improvements in longer term development locations (such as South Dagenham), and the development of Rainham Marsh as a major visitor attraction.

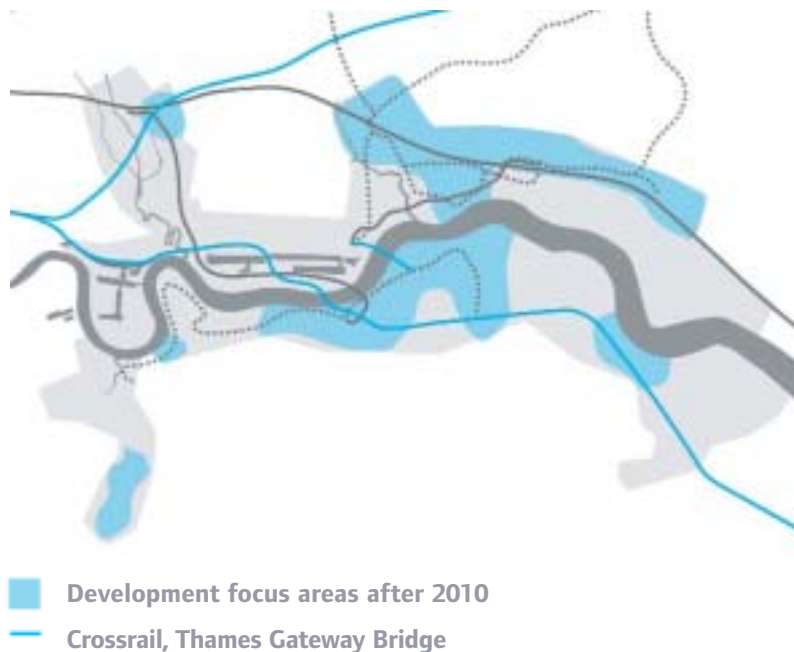
intermediate priorities (2006-2012)

By 2006, new development should be underway in urban centres such as Barking, Deptford Creekside, Stratford City, Lewisham and Woolwich, and continuing in locations such as the Royal Docks and Greenwich Peninsula. Clarity on new transport infrastructure should also enable development to commence on sites such as Barking Reach, Convoys Wharf and South Dagenham/A1306 corridor. Depending on the outcome of London’s 2012 Olympic and Paralympic Games bid, implementation of masterplans in the Lower Lea Valley should be well underway.

Longer term planning should at this stage focus on the potential to be generated by major new transport projects, such as Greenwich Waterfront Transit, Crossrail and Thames Gateway Bridge, to ensure that the impact of these projects is optimised. Further consideration should also be given to the potential of the Outer Gateway town centres, such as Erith and Rainham.



- Development focus areas 2006 - 2012
- DLR extension to stratford and Dagenham Dock, DLR Bank-Lewisham capacity enhancement
- Greenwich Waterfront Transit (phase 2)
East London transit (phase 2)



long-term change (2010 onwards)

New transport being implemented during this period should enable comprehensive development of sites such as Barking Reach and other areas of London Riverside. New sites identified around major new transport corridors, especially Crossrail and Greenwich Waterfront Transit, from Woolwich to Erith should be being assembled and developed at this stage. Lower Lea development will be well-advanced, whether under

Olympic or non-Olympic scenarios. In the case of the Olympic scenario, further development will probably be required after 2012 to ensure a sustainable legacy.

Planning at this stage is likely to involve a review of the long-term future of larger industrial areas, in the light of economic change and London's demographics at that time.

c Summary of costs to deliver the vision

Using a Gateway Development Model prepared by the LDA, we estimate the total cost of providing around 91,000 new housing units and the infrastructure to support the housing is the order of £16 billion. Of this we estimate that the private sector will fund about £8 billion, through provision of private housing, section 106 contributions and provision of much of the physical infrastructure such as water and wastewater systems. Of the rest, central government should meet some of the costs through obligatory funding related to population growth of health and education facilities.

However Government will not be able to meet all these costs and is currently budgeting on provision of funding to support a minimum target of 59,500 new houses. We are working with officers from HM Treasury and Office of the Deputy Prime Minister to understand ways of appraising benefits and understanding funding options in the context of the 2004 Spending Review, in order to allow for development for 59,500 new dwellings, without jeopardising longer-term potential.

In addition, to support economic development, we estimate costs of approximately £3,500m, most of which is for the provision of skills training for both the existing population and new comers to the Thames Gateway.

d Managing Risks

We believe there are five principal risks to the achievement of the vision for the London Thames Gateway:

- We are unable to obtain sufficient funding from public and private sources
- We are unable to establish suitable and co-ordinated delivery mechanisms
- The developer market is not interested or does not have the capacity to deliver
- Existing and/or potential residents develop negative perceptions of the vision and framework
- We, as stakeholders (either individually or collectively), become unable to continue to support this framework.

We will manage and mitigate these risks during the next stages of consultation and adoption of this framework and via the delivery mechanisms that will be established. We recognise that if we do not manage these risks the vision will be in jeopardy.

Risk that we are unable to obtain sufficient funding or commitment from public and private sources.

- We have established a joint central and London government working group further to work up our cost models and funding analyses to confirm the levels of funding available and explore options for reducing the funding requirements.
- We will monitor private sector commitment to the development proposals and will develop proposals to maximise the attractiveness of London Thames Gateway to the private sector.
- We will develop an appraisal methodology to help understand the trade-offs between capital and reserve investment, and the benefits they can deliver.

Risk that we are unable to establish suitable well-coordinated delivery mechanisms.

- We will support Government in establishing a UDC and will seek to ensure that its role and the roles of the other lead organisations in the Thames Gateway are clearly defined and deliverable.
- The Partnership Board currently has representation from most organisations involved in delivery of development in the Thames Gateway. We will build on the work of the partners to develop fully integrated proposals for development that can be delivered by the constituent organisations.

Risk that the developer market is not interested or does not have the capacity to deliver or that the demand for housing does not materialise

- We will assess the skills requirements to deliver the development envisaged and will endeavour to include suitable training provision within our training and skills proposals. Particular skills deficiencies are likely to be in planning and construction professions
- We will target public sector intervention to reduce the risks for the private sector, particularly in areas of land assembly and decontamination.

Risk that existing and/or potential residents develop negative perceptions of the vision and framework

- A vision which is realised over a 15–20 year timeframe needs to be flexible. We will make the framework a living document to respond to changes in demand, lifestyle, technology etc.
- Many already established negative perceptions need to be broken down, and replaced with an understanding of the potential, and ambition for the area. London Thames Gateway will need to be well marketed.
- We will endeavour to deliver design excellence in all projects, and to deliver an early high profile success story to help promote London Thames Gateway as place to live. The Lower Lea may provide an opportunity for this.

e Design

To ensure its development is socially, economically and environmentally sustainable, London Thames Gateway should seek to attain the highest standards of urban design and architecture. It needs buildings and public spaces that delight and inspire, that use land and other resources efficiently, that form together a coherent network that is accessible and safe for all citizens and visitors.

Good architectural and urban design will be critical to meeting some of the London Thames Gateway's most complex challenges, including:

- Creating buildings and places where people want to live, work, feel safe and enjoy their lives
- Creating a network of safe and accessible public open spaces, and optimising opportunities for private spaces like roof terraces and balconies
- Ensuring that major new infrastructure, especially transport projects, are integrated into the public realm
- Ensuring that new development is environmentally sustainable in its planning, design and construction
- Mixing housing with other uses (especially industrial)
- Sensitive redevelopment and intensification of existing housing areas (especially where new transport is being put in place)
- Ensuring that new development is integrated with existing communities
- Creating a sense of innovation, excitement and enjoyment that will draw people and businesses to London Thames Gateway

Overall policies for urban design and architecture are set out in the London Plan and borough plans. Below are some of the tools that can be deployed to deliver design excellence in London Thames Gateway, many of which are already being promoted by the Mayor of London's Architecture and Urbanism Unit in partnership with the London Development Agency and the boroughs:

- Three-dimensional masterplanning on key sites
- Open design competitions to select the best of domestic and European architectural and urban design talent
- Use of design advisors, like the London Development Agency's, to help public and private sector clients select, manage and brief high quality architects
- The London Development Agency's International Design Committee, which will act as a champion for the highest standards within the Gateway and develop a design-led vision

Other formats and languages

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Chinese

中文
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Hindi

यदि आप इस दस्तावेज़ की प्रति अपनी भाषा में चाहते हैं,
तो कृपया निम्नलिखित नम्बर पर फोन करें अथवा दिये
गये पता पर सम्पर्क करें।

Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਹ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਆਪਣੀ ਭਾਸ਼ਾ
ਵਿੱਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਟੈਲੋ ਗ੍ਰੈਮ ਨੰਬਰ 'ਤੇ ਟੈਲੋ ਕਰੋ ਜਾਂ
ਲਿਖਿਤ ਢੰਗ ਨਾਲ ਸੰਪਰਕ ਕਰੋ।

Vietnamese

Tiếng Việt
Nếu bạn muốn bản sao của tài liệu này bằng
ngôn ngữ của bạn, hãy gọi điện theo số hoặc
liên lạc với địa chỉ dưới đây.

Bengali

আপনি যদি আপনার ভাষায় এই দলিলের প্রতিলিপি
(কপি) চান, তা হলে নীচের ফোন নম্বরে
বা ঠিকানায় অনুগ্রহ করে যোগাযোগ করুন।

Gujarati

જો તમને આ દસ્તાવેજની નકલ તમારી ભાષામાં
ચોક્કસ હોય તો, કૃપા કરી આપેલ નંબર 'ਤੇ
ફોન કરો અથવા નીચના સરનામે સંપર્ક લાඞා.

Greek

Αν θα θέλατε ένα αντίγραφο του
παρόντος εγγράφου στη γλώσσα
σας, παρακαλώ να τηλεφωνήσετε
στον αριθμό ή να επικοινωνήσετε
στην παρακάτω διεύθυνση.

Urdu

اگر آپ اس دستاویز کی نقل اپنی زبان میں چاہتے
میں، تو براہ کرم نیچے دیئے گئے نمبر پر فون کریں
یا دیئے گئے پتہ پر رابطہ قائم کریں۔

Arabic

إذا أردت نسخة من هذه الوثيقة بلغتك، الرجاء
الاتصال برقم الهاتف أو الكتابة الى العنوان
أدناه:

Turkish

Bize telefon ederek ya da yukarıdaki
adrese başvurarak bu belgenin
Türkçe'sini isteyebilirsiniz.



MAYOR OF LONDON