

The **Thames Gateway**
is a great place to invest,
work and live. It has
a proud past, a vibrant
economic future and
offers improved quality
of life.

The Delivery Plan



We aim to retain, and where necessary restore, the natural landscapes in the **Thames Gateway**; insist on high quality built environments and public spaces in towns and cities; and protect and celebrate the history and heritage of the rivers, shorelines and each unique place in the region.

As Europe's largest
regeneration project,
Thames Gateway
stretches 40 miles
along the estuary
from Canary Wharf
in London to
Southend in Essex
and Sittingbourne
in Kent.



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Foreword by Yvette Cooper

Minister for Housing and Planning



The Thames Gateway is a great location. Through its rivers, its ports and its increasingly world class transport infrastructure, it is the Gateway between a great capital city and the world. The success of the Gateway is key to the wider UK economy and ensuring that London remains a global capital. And its unique and beautiful estuary landscape is home to local communities with distinct and proud identities and history.

Twelve months ago we published the Thames Gateway Interim Plan: a vision of the Thames Gateway as a great place to invest, to live, to work and to visit. That vision was based on the hard work of key local partners and set out a programme of regeneration focused on the needs and opportunities for local people and communities as well as the wider regional and national economy.

Since then a turning point for the Gateway has been achieved with the go-ahead for Crossrail rail, approval of major planning applications at London Gateway, Ebbsfleet and Barking Riverside, the opening of the new high speed channel tunnel rail link and the start of work on the Olympic site – itself laying the foundation for a transformational legacy in East London and the wider gateway.


Now, as promised, we are publishing a Delivery Plan with the next steps for the coming three years. It includes over £9 billion planned cross-Government investment in the Gateway, in addition to Crossrail. And this means investment in people and their communities as much as in physical infrastructure.

So the Plan sets out programmes of investment around the key objectives to boost the economy of the Gateway, and improve the quality of life across the area. It includes backing for new jobs, major expansion in further and higher education, substantial increases in affordable housing, improvements to quality and design, investment in schools and health services as well as in transport improvements. It also sets out the next steps to enhance the natural and urban environment across the Gateway, through major investment in the Thames Gateway Parklands and in local town centres, squares and public spaces reflecting the priorities of local communities across the Gateway.

But this Delivery Plan also sets out a new focus for the Gateway – as an eco-region leading the way to the higher environmental standards, the new environmental technologies and jobs that every part of the country will need to embrace. So we include proposals to cut carbon emissions from existing homes as well as new homes in the Gateway, and plans to invest in new environmental research and skills for a more sustainable future.

No one organisation or agency can deliver this alone. The Plan is the result of intense collaboration and co-ordination, not just between government departments and agencies, but between public and private sector and between national, regional and local partners reflecting the different needs and diverse communities along the Gateway. By working together around the key projects and strategic locations, we can build investor confidence and lever in the tens of billions of private sector investment needed to truly transform the Gateway.

The challenge for us now is to work together to make the most of the opportunities of the Thames Gateway – combining economic growth and development, with ever higher standards of sustainability, for the sake of local communities now and in generations to come. The Thames Gateway has a proud history. Our challenge is to work together so we can be even prouder of its future.





Executive Summary

Purpose

Last November, we set out our vision for the Thames Gateway – Europe’s largest regeneration programme stretching 40 miles along the estuary from Canary Wharf in London to Southend in Essex, and Sittingbourne in Kent.

The region is a great place to invest, work and live. It has a proud past and a vibrant economic future, and is located in a stunning and sustainable environmental setting.

Through this delivery plan, we are backing our vision with clear cross-government priorities and funding commitments. The Plan provides a framework for making the best use of public investment, local ownership, big project expertise and private sector entrepreneurship. It sets out a proposed spending programme for 2008-11 which includes £500 million for regeneration and £100 million for local transport improvements within a total Government investment commitment of over £9 billion.

The Plan is structured around the three driving forces for positive change in the Gateway: a strong economy, improvements in the quality of life for local communities and the development of the Gateway as an eco-region.

For the first time in the Thames Gateway we are publishing a truly cross-government Delivery Plan. Using the new Cross-Government Board, we have brought focus and commitment from across government to the Gateway.

Progress

Real progress has been made since we published our Interim Plan last year:

- the announcement that Crossrail will proceed through Canary Wharf and Woolwich to Stratford, Woolwich and Abbey Wood, bringing with it a £16 billion investment that will open up new employment opportunities and accelerate housing growth;
- the completion of the new High Speed 1 line, with Eurostar services from St Pancras stopping at Ebbsfleet, boosting the economic prospects of East London and North Kent;
- planning permission for three substantial Gateway projects: London Gateway – the world-class new deep-water port and business park; Eastern Quarry, a new residential community by Ebbsfleet station; and Barking Riverside, the largest residential planning permission ever;
- the opening of the acclaimed O₂ concert venue and entertainment complex on the Greenwich Peninsula, which had over 600,000 ticket sales in the first three months;
- progress at the Olympic Park, with outline planning permission secured and the site cleared so construction can begin.

Delivering the vision

Key to the success of the Gateway are:

- economic transformation in four key areas: Canary Wharf, London Gateway, Ebbsfleet Valley, and the Olympic Park with Stratford City;
- new housing developments in our ten priority areas for new homes;
- the Thames Gateway Parklands initiative
- making the Gateway an Eco-Region;
- investing in a skilled workforce.

In terms of local communities, we have given priority in our spending allocations to six priority locations: Stratford, the Lower Lea and the Royal Docks; London Riverside; Greenwich Peninsula and Woolwich; Thurrock; Kent Thameside; and Medway. There are also five urban renewal areas receiving support: Barking; Basildon; Erith; Sittingbourne and Swale; and Southend.

Proposals

The Gateway economy

The Thames Gateway is strategically well positioned between London and mainland Europe. We want to use the area's unique advantages – and address its weaknesses – to create the right conditions for further economic growth. We have already:

- seen employment growth of 9% over the years 2001-2005, faster than the national average
- funded 2 new universities at Southend and Medway with nearly 5,000 new higher and further education places so far to boost the skills of local people
- procured high speed domestic services serving East London and North Kent and to start operation in 2009
- started construction on the extension to the Docklands Light Railway to Woolwich to be completed in 2009
- secured doubling of the capacity of the DLR from Bank to Lewisham also starting operation in 2009
- almost completed improvements to M25 junction with the A2, with completion of further widening to come by 2009

However we need now to go further to make the most of the economic potential of the Gateway, encourage new investment and jobs, and boost the skills of local people so they can take up new opportunities and local communities can benefit from growing prosperity.

In this Plan we announce:

- an increase in the number of new jobs we expect in the Gateway to 225,000 by 2016;
- a £200 million Strategic Economic Investment Fund to support priority projects from the RDAs' Thames Gateway Economic Development Investment Plan, that the RDAs estimate will lever in an additional £75 million and is on top of their baseline annual investment;



- a Pan-Gateway Skills Plan developed by the Learning and Skills Councils to invest £1.6 billion in teaching and learning, and £850 million in new building for further education;
- the building and opening of new further and higher education campuses in Grays and Basildon, Swale and Medway, creating around 9,000 further education places;
- commitment to a recommended approach to the biggest remaining constraint to development in the Thames Gateway, J30 of the M25 (the junction with the A13) with an announcement in 2008;
- an allocation of £100 million from the Community Infrastructure Fund to invest in 13 local transport schemes.

Quality of life

Economic investment alone is not sufficient. The Thames Gateway must be a beautiful place to live, work and visit, so that local communities can thrive and enjoy the benefits regeneration can bring. Improving the quality of life for all residents in the Gateway is a critical part of regeneration – building more affordable houses, investing in thriving town centres, beautiful public places and spaces, improving the quality of public services, and supporting community cohesion are all vital parts of the Thames Gateway programme. We have already:

- Unlocked the problems preventing housing development at Ebbsfleet Valley
- Completed new flood defences and land raising at Rochester Riverside to bring this flagship site to market
- Spent £34 million over the last three years improving green spaces, including Rainham Marshes
- Spent £122 million in the last three years providing new Sure Start Centres

But now we need to go further, investing in more and better homes – including more affordable homes for local people. We also need to ensure new development is supported by growing and improving public services, including schools and health facilities, and we want to ensure regeneration is part of a vision for a beautiful Thames Gateway, a green thread around vibrant town centres with strong local communities.

In this Plan:

- we prioritise our funding from the Thames Gateway programme to secure housing programmes in the ten locations where extra homes are most urgently needed. These ten programmes are expected to deliver nearly 110,000 homes by 2016, the majority of our target figure;
- we set out the Housing Corporation intention to invest over £800 million in around 15,000 affordable homes;
- we confirm that Communities and Local Government will ask the Commission for Architecture and the Built Environment (CABE) to do a further Housing Audit in the Gateway in 2010 to measure progress in improving design quality;
- we include planned spending of over £600 million in this CSR period as part of a longer term £1.4 billion programme on new or refurbished hospital provision serving the Gateway;
- we include planned investment of £1.2 billion on schools in Gateway authorities, as well as £278 million allocated for Sure Start centres including 90 new ones;



- we announce the appointment of Sir Terry Farrell as Design Champion for the Thames Gateway Parklands, a new programme to celebrate and enhance the individual character of the Gateway backed by a £35 million allocation of Thames Gateway funding to invest in improving the natural and urban environment.

Developing an eco-region

The new challenge for the Gateway is to combine increasing economic growth, development and prosperity with tackling climate change. The sheer scale of development underway means it is a great location to pioneer the new environmental technologies and approaches of the future. The Thames Gateway can lead the way with environmental jobs, greater use of renewables and new technologies, and environmental improvements to existing homes and building – truly becoming an eco-region for the rest of the country and other countries to follow. So this plan takes the first steps to promote higher standards for cutting carbon emissions, water conservation, reducing waste, and protecting people against flood risk.

We have already:

- Completed a ground-breaking study into whether and how to ensure the Thames Gateway can become a truly low-carbon region
- Completed a study into how the Gateway can become water neutral
- Produced the high level options from the Thames Estuary 2100 study to safeguard the people of the Gateway from flood risk.

In this Plan, we announce:

- that Communities and Local Government will invite proposals for a new Eco-Quarter in the Gateway, similar to the plans for Eco-Towns but this time – for the first time – within an existing urban area;
- a continuing commitment to 80% of new homes being built on brownfield land;
- £2 million available to promoters and developers to fund eco-assessments of the top ten housing programmes, to ensure they will design in climate change mitigation, flood risk management, energy and water efficiency from the start;
- planned investment of £15 million in a community-focused programme to retrofit existing homes with energy saving measures that will reduce emissions by up to 60%;
- an allocation of £1.5 million from the Thames Gateway fund to work with the Energy Savings Trust to establish the first of the new national energy service centres to deliver the Green Homes Services across the Gateway;
- a follow-up to our ‘water neutrality’ feasibility study, investigating costs and possible delivery mechanisms;
- work on the costs and possible delivery mechanisms for a zero construction waste target across the Gateway;
- invest by the RDAS in an International Institute for Sustainability.

Public investment

The government will ensure that public funds invested in the Gateway are subject to rigorous appraisal to secure value for money and, wherever possible, be used to attract additional private funding to maximise the benefit for Thames Gateway communities.

The levels of funding set out in this Delivery Plan are therefore indicative and subject to final confirmation as individual projects come forward for appraisal.

The time to invest is now

The role of Government across the Gateway is to ensure that key infrastructure is provided to promote improvement and growth and to provide the conditions that enable investor confidence to flourish. We recognise that we need the market to respond to the new opportunities on offer and we are confident they will. The ultimate measure of our success will be when that investor confidence is assured and places in the Gateway take on a new and self-sustaining identity.





Chapter 1

Introduction

This is the first Delivery Plan for the Thames Gateway – Europe’s largest regeneration project in an area stretching 40 miles along the estuary from Canary Wharf in London to Southend in Essex and Sittingbourne in Kent.

In the *Thames Gateway Interim Plan* in November 2006, our vision for the Gateway recognised its unique identity as an area with a proud past and a vibrant economic future. This Plan fulfils our commitment to back that vision with clear priorities and funding. It provides a coherent framework for combining public investment with local ownership, big project expertise and private sector entrepreneurship.

This is a cross-Government Plan. In the last year, Communities and Local Government has worked with other Departments and agencies to align our priorities and planning under a new Thames Gateway Cross-Government Board. In this Plan we provide details of those programmes and projects which have been agreed.

From the start we have put the importance of local communities at the heart of our work. 1.5 million people live in the Thames Gateway and we are determined that they should benefit from the regeneration and change taking place. That means, for example, ensuring we boost the skills of local people as part of economic regeneration, that we invest in higher environmental standards for existing homes as well as new homes, and that we support strong cohesive communities with better local public services, public spaces and community facilities. The local people of the Gateway have a proud heritage on which to build economic prosperity, great quality of life and strong sustainable futures.

In 2003 we established the first dedicated funding programme to help accelerate the regeneration and development of the Gateway, as part of the *Sustainable Communities Plan*. Here, we publish the third budget to arise from that plan with a planned spending programme covering 2008-2011. We also indicate some priorities for resources beyond 2011.

Regeneration programmes take time: regeneration of the Gateway will take place over a generation. Some parts of the programme inevitably take longer than others. In the initial stages of the programme, the public sector is laying the foundations – assembling land, making brown field sites fit to use and building infrastructure. As these are being put in place, the confidence of public and private sector partners is increasing, as is their willingness to increase their investment in the future.

But regeneration is about more than Government spending programmes. Government must also provide the key infrastructure to create the conditions that will enable investor confidence to flourish.

This is why it makes more sense to have dynamic spending programmes that can respond to market conditions over the long-term, rather than fixed long-term budgets. Government provides the resources required to build infrastructure and market confidence so as to reach the point where private sector investors will do the rest.

There has been real progress in providing that infrastructure over the last year:

- **Crossrail**, coming through Canary Wharf to Stratford and Abbey Wood, was given the go-ahead, bringing a planned £16 billion investment that will open up new employment opportunities and accelerate housing growth in East and South East London;
- the new **High Speed Link** through Stratford and Ebbsfleet has been completed and Eurostar services started operating from St Pancras and Ebbsfleet International stations in November, boosting economic prospects in East London and North Kent;
- **planning permission** has been granted to three key Gateway projects: London Gateway – the major new deep-water port and business park; Eastern Quarry, a new residential community by Ebbsfleet; and Barking Riverside the **largest residential planning permission** ever;
- the **O₂ concert venue and entertainment complex** on the Greenwich Peninsula has opened to much acclaim, with over 600,000 ticket sales in the first three months;
- the **Olympic Delivery Authority** has got outline planning consent for the development of the Olympic Park and the site is already largely cleared and cleaned so construction can begin. Local communities are benefiting from new tunnels to take the overhead power lines underground.

None of this would have been possible without strong commitment to Thames Gateway as a priority regeneration area, combined with the vision, support and funding generated by government and its delivery partners working together. This plan is the basis for us continuing to work together into the future.

“ Real progress is being made on the ground – we opened our new international station at Ebbsfleet last week. Already, this and existing and the emerging new communities are linked by an award-winning bus rapid-transit system which is stretching road capacity and achieving a modal shift of 19% from cars. Even more transport infrastructure can be phased in to support yet more homes and jobs thanks to an innovative ‘roof tax’, arrangements for which have been brokered by Kent Thameside partners and Judith’s team. Ebbsfleet is ready to go and will create a transformational step-change for the Gateway. ”

Stephen Jordan, *London and Continental Railways*

The Gateway is located within the strong economy of the Greater South East. So it is well-placed to re-structure its own economy to create employment opportunities in the new knowledge-based services and industries.

But we have important environmental and social goals to match our economic ambitions. We want existing Gateway residents to benefit as much as new residents and workers. We also want to match economic sustainability with environmental sustainability – attracting investment depends on us improving an environment that declined alongside the old industries that once lined the Thames.

We have recently completed a review (the Sub-National Review of economic development and regeneration) of how government works with its regional and local partners. The changes we are making to regional structures will help drive economic prosperity across the whole of England. This Plan shows how we are already doing this in the Gateway and is in line with the Mayor's London Plan and the spatial development and economic strategies of the East and South-East regions. The strengthened role of the Regional Development Agencies will help delivery in the Gateway as we move forward.

In the *Interim Plan* last year, we recognised that all communities in the Gateway need to benefit from its growing prosperity, by taking a flexible approach to connecting deprived areas to economic opportunity, another theme of the Sub-National Review. Next year, Communities and Local Government will publish a framework for regeneration that will build on these new powers and incentives to drive local prosperity, economic growth and regeneration in every area.



This is why, in the Gateway, we want to:

- **build a vibrant economy** with at least 225,000 new jobs. This is a higher figure than previous projections. But analysis of current data suggests that – with recent progress and plans, and better-skilled employment opportunities for existing communities – we can achieve this. We also intend to create the conditions so local people can access these jobs and will monitor our success in this area carefully.
- **improve the quality of life for residents of the Gateway** – by providing 160,000 good quality homes at all levels of affordability for existing and new communities, reviving town centres, improving public services and providing a better environment through the Thames Gateway Parklands programme;
- **establish the Gateway as an Eco-Region** – leading the way for the rest of the country in low-carbon and sustainable regeneration.

The Thames Gateway Cross-Government Board has agreed seven outcomes, together with the Thames Gateway Strategic Partnership, that describe more specifically what that vision means. These outcomes, which are set out in Figure 1.1, will be the basis against which we measure our success.

Our investment priorities are based on the analysis in the *Thames Gateway Interim Plan*.

Our overriding objectives are to:

- secure economic transformation in Canary Wharf, London Gateway, Ebbsfleet Valley and the Olympics development at Stratford City;



- invest in a skilled workforce;
- enable new housing developments in our ten priority areas for new homes;
- support the Thames Gateway Parklands initiative and start to make the Gateway an Eco-Region.

Figure 1.1: High level regeneration outcomes for the Thames Gateway

A sustained and sustainable improvement in the performance of the Thames Gateway economy, over and above that which would be achieved without Government intervention, to enable the Gateway to compete in the global economy by fostering a sustainable, mixed economy, including high value industries.

Improved economic and business performance throughout the Gateway, through enhanced education and lifelong learning opportunities for residents, and the development of a strong skills base to support investment and new jobs.

A modern, responsive and efficient transport system and a step change in sustainable accessibility to jobs, services and leisure/retail offerings, through an integrated walking and cycling network and public transport.

A sustainable increase in the number and quality of dwellings, primarily on brownfield locations, to support growth in the Gateway and relieve housing pressures, both in the Gateway and outside.

A sustained increase in the quality of life for communities throughout the Gateway, through increased community cohesion, safe, vibrant, thriving town centres and open spaces that provide focal points for local communities, and improved equality and better social outcomes for the Gateway.

The Thames Gateway Parklands programme, providing the context for a network of accessible, high-quality and sustainable landscapes and waterways, which capitalise on existing natural, built, historic and cultural assets, to support their conservation, enhancement and on-going use, and boost the Gateway's rich bio-diversity assets, strengthen character and identity, transforming perceptions and making it a great place to live, work and invest.

A showcase of ambitious environmental interventions, across the board. The Gateway will be an exemplar low carbon region, playing a strong role in combating the impact of climate change. The efficient use of water and wastewater will be maximised, and flood risk will be effectively managed. Construction waste will be minimised.

“ The Thames Gateway is a priority area for London for new housing and employment opportunities. By winning the 2012 Games and now Crossrail, we have a massive new opportunity to transform East London and the wider Gateway. I am determined, working with our partners, to realise this legacy for our communities. ”

Ken Livingstone, Mayor of London

Our priorities for the resources we are allocating to particular localities are those areas agreed in 2005:

- the six strategic locations – Stratford, Lower Lea and Royal Docks; London Riverside; Greenwich Peninsula and Woolwich; Thurrock; Kent Thameside; and Medway;
- the five urban renewal areas – Barking, Basildon, Erith, Sittingbourne and Swale, and Southend.

Our final priority is to reposition the Gateway as a good place to do business, with new approaches to marketing and inward investment.

These priorities have been used to allocate over £500 million of Gateway programme funds for the next three years; a further £100 million of Community Infrastructure Fund agreed with the Department for Transport; and a Strategic Economic Investment Fund of over £200 million agreed with the three RDAs involved in the Gateway, which pools £80 million of Gateway funds, with £120 million of RDA funds, and is expected to lever in £75 million of other funding on top of that. The Housing Corporation intend to invest over £800 million in affordable housing in the Gateway and the Learning and Skills Councils have developed a Pan-Gateway Skills Plan to invest £1.6 billion in teaching and learning, and £850 million in new building for further education.

We have used our Portfolio Management Framework, a new strategic model, to prioritise investment options for Thames Gateway programme funding. The Framework allocates spending to programmes proposed by our partners and those delivering our programmes. The Framework is explained in Appendix 3. We evaluated the programmes put forward by each local area in their regeneration frameworks on four grounds:

- strategic fit with the Gateway priorities;
- the benefits to be delivered;
- financial soundness;
- deliverability.

These programmes were then put in priority order for funding. This process enables our intended financial support to be targeted on the activities that will make the greatest impact over the next three years. Subject to satisfactory 'Green Book' value for money assessment, Communities and Local Government anticipates funding the programmes set out location by location in Appendix 1 to this Plan. The Appendix shows all the programmes that the Department for Communities and Local Government (CLG) is planning to support from 2008-11 and also the total outputs expected by 2016.





Chapter 2

The Gateway economy

As we said in the *Interim Plan*, the Thames Gateway has a strategic economic location, positioned between London and mainland Europe. We want to use these unique advantages to address the area's weaknesses – in labour, housing and land markets – so that the area can fulfil its potential.

If we can realise the economic potential of this area, the RDAs have estimated that it will boost the UK economy by £12 billion each year and create a joined up region that links Kent and Essex to the global city of London. More importantly, people living in and around the Thames Gateway can enjoy a higher quality of life.

We worked with the 3 Regional Development Agencies for the Greater South East on the *Interim Plan* and the *Economic Statement* that they published alongside it in November 2006. Those documents identified sectors of the economy which showed particular potential for growth:

- financial and business services: currently concentrated around Canary Wharf, but with the scope for Stratford and the Lower Lea Valley, Ebbsfleet Valley and other centres to capture financial and business service functions;
- creative industries and the cultural sector: important in East London but with nodes in South Essex and North Kent;
- innovation in environmental technologies and services: considered more in Chapter 4 about the Gateway as an Eco-Region;
- global ports and logistics: with the London Gateway proposal representing a substantial strengthening;
- high-value-added, technology led manufacturing;
- sustainable construction.

And we also identified four locations for transformational economic growth:

- Ebbsfleet Valley;
- Canary Wharf;
- London Gateway and the Gateway Port Cluster;
- Stratford City and the Lower Lea Valley.

These remain the basis of our plans to support economic development.

“ For me the last 12 months have seen real progress towards achieving the Ebbsfleet Valley vision, we now have the planning permissions to deliver close to 10,000 new homes and generate 20,000 new jobs.

Ebbsfleet International Station, located in the heart of Ebbsfleet Valley, has opened and now links you to Europe at 186 mph and in 2009 to London St Pancras in 17 minutes.

We are on site at Springhead Park with the first phase of residential development. I have no doubt that Ebbsfleet Valley is ready to play its role in transforming the economic geography of the Thames Gateway. ”

Robyn Pyle, Director, Land Securities

In this Chapter, we describe progress over the last year; the prospects for future delivery from programmes and projects we are supporting; and the intended spending and the commitments we are making for 2008-11. In early 2008, the three RDAs in the Greater South East will be publishing an *Economic Development and Investment Plan* for the Thames Gateway which will identify major projects that will result in an economic step-change.

The *Interim Plan* also noted the gap between the skills of Gateway residents and the skills the Gateway requires. There is a perception that the Gateway suffers from a low achievement/ low participation educational culture. The data bears that out: Thurrock in South Essex and Barking in London have the second lowest rate of participation in higher education in the country. Broadly speaking:

- if you are a young person living in an average part of the Thames Gateway, you have a 1 in 5 chance of going to university;
- if you live anywhere else in the South East you have a 1 in 3 chance; but if you live in Thurrock or Barking your chances are reduced to 1 in 10.



We need to close that gap so that existing communities can benefit from the opportunities being created.

Progress in the last year towards our outcomes

Four Spatial Transformers

Government decisions over the last decade to support and develop the four spatial transformers reflect the importance we give the Thames Gateway. In 1998 the Government supported a re-financing package for the Channel Tunnel Rail Link and made it subject to the provision of domestic rail services into North Kent. Without this support CTRL and the new High Speed 1 services would not have gone ahead.

The development of High Speed 1 has been central to the development and regeneration of Stratford, now with almost unparalleled transport connectivity with DLR, Underground and bus interchanges. The connectivity and regeneration potential of Stratford provided the springboard for the successful London 2012 Olympic bid, whose success was, without doubt, significantly due to the regeneration legacy potential for the Lower Lea Valley and wider Thames Gateway.

We can already see economic change as a result of support by Government and its partners focused in particular areas of potential strong growth across the Gateway – those we call our ‘spatial transformers’.

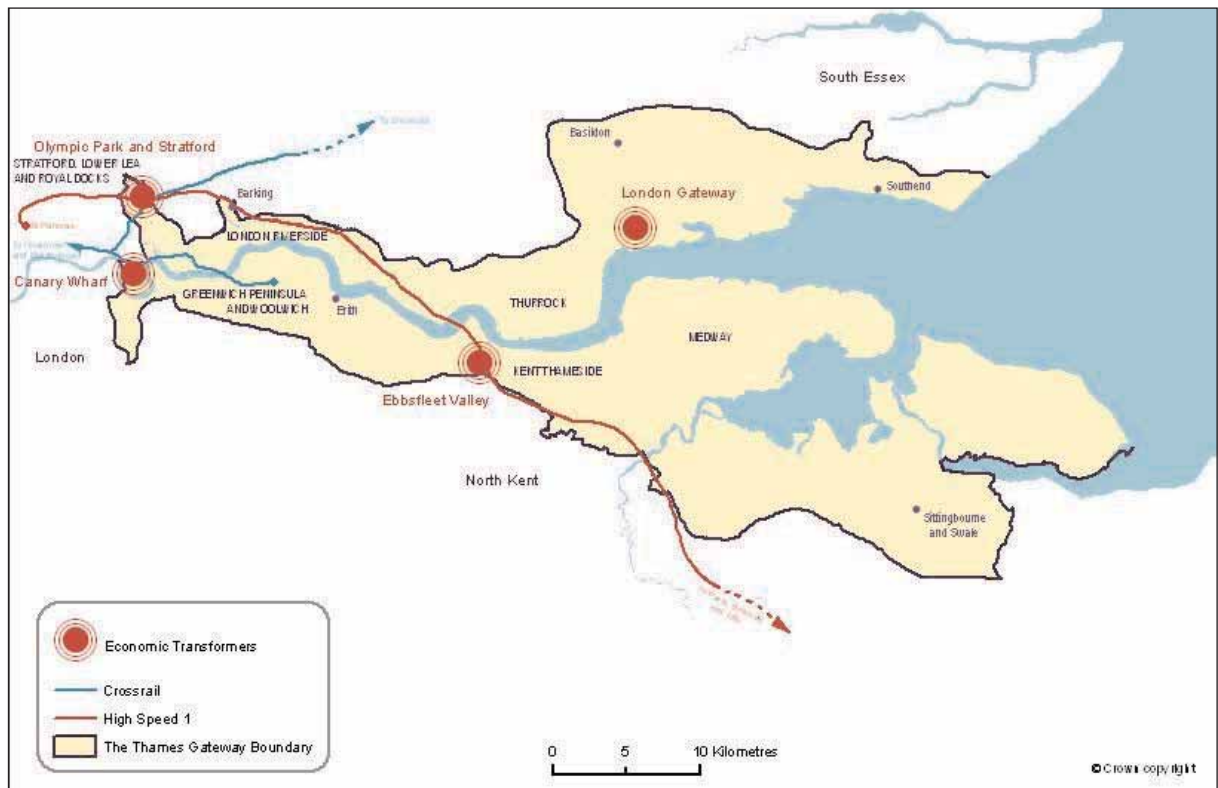
Places like Sittingbourne and Southend – at the far ends of the Gateway region – can also hope to see their town centres and housing improve because they are within a good travelling distance of Ebbsfleet Valley and London Gateway respectively.

“ An Economic Development Investment Plan is being developed by the three RDAs with national and local partners. It sets out strategic priorities, which will transform the Gateway into a globally successful economy, leading the highest standards.

The new RDA/Communities and Local Government £275million Strategic Economic Investment Fund provides a unique opportunity to drive forward these key economic transformers. This will unlock and build the economic capacity of the Gateway and the ability of local people and communities to share in its success. ”

Jim Brathwaite, *Chair, South East England Development Agency*

Map 2.1 Four Spatial Transformers



Source: CLG

Ebbsfleet Valley

Ebbsfleet Valley is a new community for work and living, being built on brownfield sites around the new Ebbsfleet International rail station on the High Speed 1 line. International trains to Paris and Brussels began operating from Ebbsfleet in November 2007, at the same time as St Pancras was opened. From 2009, high speed domestic services will enable local people to reach St Pancras in just seventeen minutes – and the Stratford Olympic site in twelve minutes. This will transform Kent Thameside as a location for homes and jobs.

Ebbsfleet is planned as a major centre for business and service employment, with over half a million square metres of new office accommodation. This is predicted to bring 10,000 new jobs to the area by 2016. In turn, the investment at Ebbsfleet will unlock the potential of the whole of Kent Thameside – including the historic towns of Dartford and Gravesend, and key development sites on the River Thames. The Fastrack bus system, supported by £35 million of government funding, which links Ebbsfleet to Dartford, Gravesend, and the Bluewater shopping centre, began operating in 2006, and is already attracting passengers away from private cars.

Including development at Ebbsfleet, the total new housing in Kent Thameside is predicted to be 25,000 by 2026, with a total of 36,000 new jobs. In 2007, government agreed a contribution of £74 million towards a £166 million programme of investment in roads and other transport measures. This helped unlock the development potential and made possible the granting of planning permission.

Canary Wharf

The global finance centre at Canary Wharf is the Gateway's foremost economic driver, with its financial and business services employing 90,000 people. More jobs will be provided in the near future on four key sites, including in a new 280,000 m² commercial and retail scheme designed by Richard Rogers Partnership accommodating 10,000 jobs. Canary Wharf has excellent transport connections through the growing London City Airport, the Jubilee Line and Docklands Light Railway.

Now that decisions have been taken this year on a funding plan and on the final route, we expect Crossrail to be completed in 2017. This £16 billion investment will increase rail capacity to Canary Wharf by 54%, giving crucial support to an expected 30,000 new high skilled jobs. It will add at least £20 billion a year to the UK economy.

The Crossrail investment will support housing growth along the route out to Abbey Wood. Crossrail service will start in 2017. This means it will be much easier for Gateway residents to the east of London to benefit from jobs at Canary Wharf.

The government will contribute around a third of Crossrail's construction cost by means of a grant from the Department for Transport of over £5 billion during Crossrail's construction. Crossrail farepayers will ultimately contribute around another third of the cost, with revenue servicing debt raised during construction by Transport for London and by Network Rail in respect of works on the national rail network. London businesses will contribute broadly another third through a variety of mechanisms.



“ 2007 was an important year for us with the Government's approval of our London Gateway project. Momentum is growing and our investment of £1.5 billion into London Gateway, with responsibilities and commitments to support local infrastructure beyond our front gate and across South Essex, complements the vision of Thames Gateway. The significant number of jobs that will be created at London Gateway will be a corner stone of the economic enhancement of Thames Gateway. ”

Simon Moore, *Chief Executive, London Gateway*

Canary Wharf's commercial success is the foundation of its popularity as a leisure and retail destination, with an annual turnover of £242 million. Residential development in Canary Wharf and the Isle of Dogs is also thriving. 4,500 high quality, high-density homes have already been completed with up to 5,500 more expected by 2016.

This change in fortune has not happened overnight, but it shows the scale of change that could be achieved elsewhere in the Gateway.

London Gateway

In May 2007, planning permission was granted for the regeneration of London Gateway – a 1,500 acre former oil refinery site – to provide the largest deep-water port in Europe. The project will provide much-needed extra deep-sea port capacity, handling even the biggest container ships, and enabling the UK to regain its position as the European centre of maritime trade. It will have a dramatic effect on distribution within Britain by providing shorter, more sustainable routes by road and new opportunities for longer-range distribution by sea.

The London Gateway also includes one of Europe's largest business and logistics parks. Its location beside the port provides a unique opportunity to establish an integrated supply chain with road, rail and sea connections. The first tenants are expected to move in during 2008.

The £1.5 billion investment by owners DP World, the second largest ever inward investment into the UK, will create up to 14,000 new jobs by 2025. In addition, DP World is planning to establish, with support from EEDA, an Innovation and Learning Centre for Ports and Logistics. This will provide training in this key sector ensuring a supply of skilled workers to ensure that the development reaches its full potential; and providing local residents with new opportunities to get the skills needed for the new higher-skill jobs.

The Olympics and Stratford City

Regeneration was at the heart of London's bid for the 2012 Olympic and Paralympic Games and remains one of the core legacy objectives. The decision to build the Olympic Park in Stratford makes it one of the major focal points for regeneration and development.

The £4 billion redevelopment at Stratford City is the UK's largest ever retail-led, mixed-use urban regeneration project. It will confirm Stratford's position as East London's second largest

commercial centre and provide new retail, office and leisure facilities, creating 5,000 new jobs by 2016, and eventually up to 20,000 new jobs. The local population will benefit from the Olympic Village and Stratford City, which will deliver up to 9,000 new homes, over 30% of which will be affordable. These will be supported by community facilities and schools, as well as new public squares, parks and natural ecological habitats, developed around the international high-speed rail station which is opening in time for the 2012 Olympics.

But the Olympics will also attract investors, business and tourists to the wider Thames Gateway. With excellent new transport links, they will accelerate sustainable regeneration across the Gateway as a whole.

In the last year, the Olympic Delivery Authority (ODA) secured the UK's largest ever outline planning consent for a development programme already visibly underway. Much of the site has been cleared and is being cleaned to make it ready for construction. The tunnels to take the overhead power lines underground are complete. Designs for the Stadium have been announced: the Olympic Park is being designed as a sustainable showpiece for the Gateway as a whole, setting new standards for energy generation and waste management.

The Games themselves offer opportunities for new jobs and new businesses. The London Development Agency with the 5 host boroughs has set up a new employment and skills action plan that aims to get 70,000 more Londoners into work through the Games, and volunteering programmes are providing opportunities for local residents.

Table 2.2 Anticipated Jobs from the Spatial Transformers

Economic Transformers	Jobs to 2016
Canary Wharf and the Isle of Dogs	118,000
Ebbsfleet Valley	10,542
London Gateway	9,402
Stratford City	5,000
Total jobs from the 4 Spatial Transformers	142,944

Source: CLG Thames Gateway Portfolio Management Framework

Beyond the Four Spatial Transformers to the Wider Gateway

Local Regeneration Partnerships forecast that these four developments alone should, if they are successful, produce 143,000 new jobs by 2016 (see Table 2.2). These developments contribute to a more widespread new confidence in the Gateway, which will generate jobs in other smaller employment locations and town centres across the area. Communities and Local Government support will enable this wider jobs growth. Table 2.3 shows the top 10 area programmes, to which the Thames Gateway is contributing or plans to contribute funding, in terms of the anticipated numbers of new jobs. Improving local opportunities for every community and reducing the need for commuting are important outcomes.

Table 2.3 Anticipated Jobs from area-based programmes being supported by Communities and Local Government

Top 10 job-generating CLG Supported Programmes	Jobs to 2016
East Greenwich & Peninsula	9,971
Belvedere	8,000
Sittingbourne	7,486
West Thurrock Lakeside	7,311
Kent Thameside Waterfront Development	7,098
Basildon Business Economy	6,500
Basildon Town Centres	6,250
Central Southend	5,542
Chatham Centre and Waterfront	5,000
Grays	4,290
Sub-total	67,448
All other CLG supported programmes	36,879
Total for CLG Supported Programmes	104,327

Source: CLG Thames Gateway Portfolio Management Framework

Between 2001 and 2005, the number of employees in the Gateway increased by 58,600. This represents an extra 46,600 full time equivalent (FTE) jobs – a 9% increase over four years or three times the national average. Updated figures will be available in December 2007.

Given progress we have seen recently, we now expect to see at least 225,000 new jobs by 2016, more than the 180,000 we anticipated in the *Interim Plan* last year. As growing confidence generates a more dynamic economy, we would expect this figure to continue to grow.

The Greenwich Peninsula offers a good example of how these new jobs have been created with its successful Millennium Village and the more recent addition of the O₂ Arena. The Arena opened in summer 2007 and has since attracted many visitors to its concerts and exhibitions. O₂ employs 2,300 workers, many from the local area; planning permission is in place for 167,000m² of commercial space on the Peninsula Square by 2016, creating 5,000 jobs by 2010; and a total of 24,000 jobs are expected to be created over the next 15 years. This momentum will continue with Ravensbourne College, a world class provider of digital media training, relocating to the Peninsula and expanding to 1,400 students by 2010. Significant residential and other commercial developments will follow.

Skills for a new economy

We want to ensure that new high-value jobs are provided and that local people living in the Gateway have the skills to secure them. The *Interim Plan* set out the scale of the challenge: 19% of the working age population have no qualifications, compared with 14% in London, and only 15% have degree level qualifications, compared with 31% in London. Last year, we estimated that to bring the Gateway workforce up to the London average would require 200,000 additional graduates in the area; and that 60% of the extra jobs planned by 2016 in more sustainable economic sectors would require at least a Level 3 (A-level standard) qualification, while almost 40% would need a Level 4.

Very significant progress has been made since then. To date, Communities and Local Government has invested £57.2 million in a range of education projects and new facilities across the Gateway. Change is happening and local residents are already benefiting. The new University of Essex in Southend campus has been completed in 2007 and welcomed its first intake of undergraduates in September. The Gillingham building on the Universities of Medway campus has opened, having already benefited from £15m of CLG funding. We have also funded the state-of-the-art Barking Lifelong Learning Centre to provide education and training in health, education, social care and administration. The Centre will also offer public library services with accessible and integrated courses from basic skills to higher education, as well as job referral and brokerage services.

“ Since publication of the Interim Plan last year there has been huge progress across east London. The Olympic Park has consent and work is well underway, international services have commenced on High Speed 1, a new entertainment centre has opened at the O₂, Canary Wharf Group has started construction of four more office towers for global occupiers and Crossrail is now confirmed for delivery by 2017. Building on these major drivers of regeneration, the Corporation has actively progressed a number of projects to deliver new homes, jobs and supporting infrastructure such as a new Skills Academy for Financial Services in Tower Hamlets, the clearance of sites for a new commercial centre in Canning Town, water control works to create a permanent head of water in the River Lea and the opening of a new creative quarter in Barking. And we are gearing up for further development through a number of site acquisitions for new residential and employment opportunities including the proposed Institute for Sustainability at Dagenham. ”

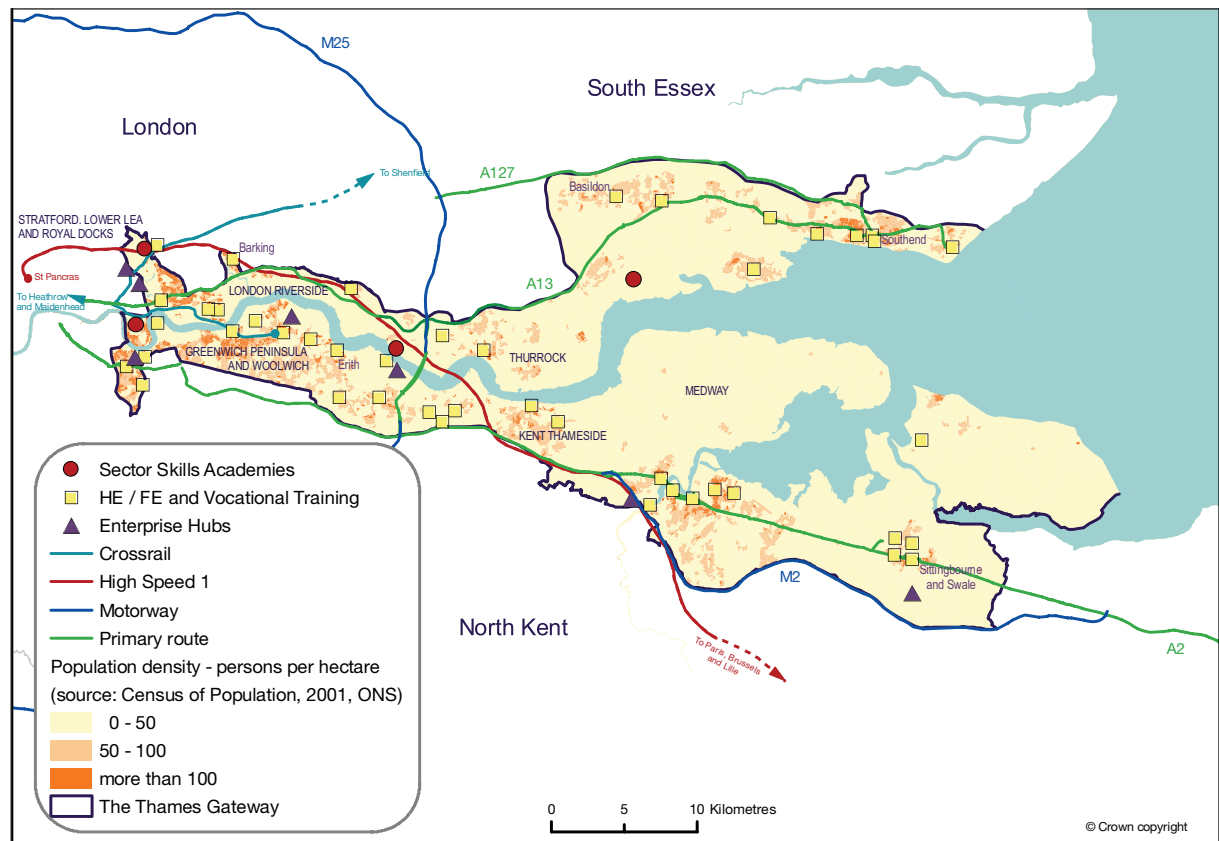
Lorraine Baldry, Chair, London Thames Gateway Development Corporation

Investment in the economy, jobs and skills in the next Spending Review period 2008-2011

In the next three years, we will continue to drive home this economic potential, by creating the conditions for new jobs and enhanced skills.

Creating the conditions for new jobs

Map 2.4 Creating the conditions for new jobs – skills and transport



Source: CLG

We will establish a £200 million Strategic Economic Investment Fund comprising:

- £80 million of Communities and Local Government Thames Gateway Programme funding;
- £120 million of Greater South East RDA funding.

“ In the past year we have really seen positive progress on decisions for South Essex, including the planning consent for London Gateway port and LSC’s announcement of a new £250m capital fund for further education. I am confident local partners now have the tools to meet our targets for growth. ”

Gary Sullivan, Chair, Thames Gateway South Essex

This should leverage at least £75 million of other public and private sector contributions. This will be a dual key fund between Thames Gateway Executive and the RDAs. An RDA-led Thames Gateway Economic Board will provide governance and strategic direction for this fund, which will be subject to the standard appraisal and delegation procedures¹.

This fund is to deliver priorities from the Thames Gateway Economic Development Investment Plan, focused on the four spatial transformers and the economic and environmental themes to achieve the momentum needed for global competitiveness and local prosperity in the Thames Gateway. This is on top of mainstream investment by the RDAs in business link services and other programmes.

Proposed initial priorities for the new fund, subject to passing project appraisal, include:

- support for jobs and research in ports and logistics through an Innovation and Learning Centre for Ports and Logistics at London Gateway which will create a skills academy providing training alongside an innovation and research hub;
- support for jobs and training in the arts through the Royal Opera House Production Campus in Thurrock, funded by a range of partners, subject to agreement on governance structure;
- support for new environmental jobs, skills and technology through the International Institute for Sustainability, which will help the UK become a world leader in understanding the best ways to design, build, live and work in sustainable communities; and the Thames Gateway Institute of Urban Renaissance, which will help produce skilled professionals from a wide range of disciplines to work in the local area;
- A Construction and Green Skills Programme, to include a Sustainable Construction Centre (SUSCON) at Ebbsfleet;
- An Environmental Infrastructure Fund, to deliver the first phase of the Communities and Local Government's low-carbon programmes as well as the green programmes outlined in the Strategic Economic Investment Fund;
- An Innovation Champion to promote innovation and enterprise across the Thames Gateway.

We will continue to support the four key economic opportunities:

- Enabling employment expansion at Canary Wharf and Stratford City by:
 - supporting delivery of the Canning Town development with capacity for a total of 12,000 homes and 4,500 jobs. The London Thames Gateway Development Corporation anticipate channelling £21 million funding from the Thames Gateway Programme in the next spending period and
 - other private sector developments such as Wood Wharf, located immediately next to Canary Wharf
- The next phase of growth of Canary Wharf itself and the Isle of Dogs, increasing office space, with up to 30,000 more jobs and 5,500 new homes in the next three years.

¹ In relation to the Institute of Urban Renaissance only, this is subject to discussion with other partners.



- Working to maximise the transformation of labour markets and transport opportunities right across the South East and beyond once domestic services on the High Speed 1 Link start in 2009
- Making available up to £9.3 billion for the Olympics, with Communities and Local Government contributing £1.5 billion over 2008–2011, to help the ODA clean up the site, install the necessary infrastructure and build the facilities and ensure that the 2012 Games leaves a sustainable and exciting legacy for local communities and the wider Thames Gateway.

Transport investment to support job growth

Better transport connections will help economic growth. So, links between the four spatial transformers and the wider Gateway are another priority for investment. Over the last year, the first phase of A2 widening in North Kent has been completed and improvements to its junction with the M25 are due to open early in 2008, improving links to Ebbsfleet Valley and Kent Thameside.

Junction 30 of the M25 (the junction with the A13) is recognised as the biggest remaining constraint to development in the Thames Gateway. The Highways Agency (HA) has completed an initial review of possible issues and solutions at the junction, with further work underway. An announcement on a recommended approach will be made in autumn 2008. Based on normal statutory procedures there would be an expectation that major construction work could begin from 2013/2014. Government will be working with partners over the coming months to overcome the current funding constraints.

The first phase of improvements to mitigate the effects caused by the development of London Gateway Port on Junction 30 is due to be implemented by DP World, and rolled out in conjunction with the HA for completion by 2010.

The Department for Transport will shortly begin a study, involving extensive discussion with stakeholders, into the need for a further lower Thames Crossing, and the options for building it.

Crossrail will have a huge impact beyond its effect on Canary Wharf. It will also provide better access for the town centres at Abbey Wood, Custom House and Woolwich and a major employment boost for the east and south-east London parts of the Gateway. As an example of this impact, when Crossrail was announced, one company, Berkeley Homes, felt able to say that Woolwich now offered the potential for a further 1,000 homes.

Supporting town centre renaissance

Investment in the Docklands Light Railway (DLR) will also support the recovery of town centres across the Gateway. DLR will double its capacity from Bank to Lewisham by 2009. A completed extension to Woolwich will support 64,500m² of retail space and 6,000 new homes over the next ten years.

We will also support the growth of areas in their own right. For example, as Southend is an important sub-regional employment centre, we will support EEDA's plans for the growth of Southend Airport and associated business park to deliver 5,000 new jobs. We are also supporting the growth of the A127 Employment Corridor in Basildon, this area already employs 30,000 people but a further 6,500 jobs could be delivered by 2016.

Funding to support local transport schemes

The *Housing Green Paper*, published by Communities and Local Government in July 2007, announced a £300m Community Infrastructure Fund over the next three years. We are announcing now that £100m of this is intended to be spent within the Thames Gateway.

Over the last year, the Thames Gateway Strategic Partnership commissioned DfT and representatives of the three sub-regions to develop a method of prioritising local transport schemes across the Thames Gateway, typically those schemes costing between £2m and £20m. Consistent with the approach described in Chapter 1, this method was based on how far the schemes delivered the seven high level strategic outcomes of the Thames Gateway (see Figure 1.1).

Subject to their meeting deliverability and value for money requirements, CIF will help fund the following thirteen schemes:

- **A127 Basildon** – Tackling congestion and improving capacity at critical bottlenecks in the largest employment area in Basildon and the Thames Gateway South Essex sub-region
- **A127 Progress Road, Southend** – An integrated junction improvement for the Southend Arterial Road helping to deliver job and growth targets and to enable Southend's economy to flourish
- **A127/A13 Victoria Station and Plaza Junction (Town Centre)** – Improvement to the public realm, transport integration and accessibility of Southend

“ In Kent Thameside the pace is quickening. New transport solutions are in place, with Ebbsfleet International Station open, and the Fastrack rapid transit network winning major transport awards. On key sites – The Bridge, and Springhead – new homes and jobs are on the way. And the major development at Ebbsfleet Valley is poised to start. ”

Michael Ward, *Chief Executive, Kent Thameside*

- **South West Canvey** – To enable direct and faster alternative access for commercial traffic to the key business location of Charfleets Industrial Estate, the most substantial employment zone on Canvey Island
- **Medway Bus Corridor** – Enhancement to strategic public transport corridors and Park and Ride services
- **A228 Ropers Lane, Grain** – Schemes to increase capacity and safety, improve journey time and reliability, and improve access to Thamesport on the Isle of Grain, an International Gateway as identified in the Regional Transport Strategy



- **Gillingham Railway** – Improvements to the existing ticket hall, forecourt, and access arrangements to the station
- **Dartford Station** – Development of the station, including highways, pedestrian access, cycle facilities and car parking to provide better visual and physical links and access to the Northern Gateway and the Town Centre area of Dartford.
- **Northfleet Station** – Renovation and improvement of the train station building, platforms and interchange facilities to increase capacity, personal safety and accessibility.
- **East London Transit Phase 1b** – A high quality busway transit scheme from Barking Town Centre to Dagenham Dock via Barking Riverside. Supporting the recently approved 10,800 home Barking Riverside development and the associated new jobs.
- **North Lewisham Links Strategy** – A range of measures to improve connectivity for pedestrians and cyclists between mixed use developments, regeneration areas and open space.
- **Greenwich and Woolwich foot tunnels** – Replacing lift equipment and improved CCTV in the 100 year old foot tunnels. The improvements will encourage use of sustainable cross river links.
- **Canning Town** – Roundabout and A13 flyover highways reconfiguration that will contribute to the regeneration of Canning Town Centre by re-defining land, transferring it from highway to an attractive public space.

New and better skills for new and better jobs

Government will continue to develop opportunities for people to enhance their skills alongside the new job opportunities. Thames Gateway partners have worked with the Learning and Skills Councils (LSC) on a new Pan-Gateway Skills Plan, which will support the Mayor's strategy for Skills and Employment in London. This Plan will invest £1.6 billion in further education, adult and work- based learning and £850 million in capital provision over the Spending Review period up to 2011. In January 2008, the LSC will produce a Thames Gateway Commissioning Plan for 2008-09 detailing how they intend to allocate their annual budgets and targets.

They will focus their resources on seven key priorities:

- local community access to skills, qualifications and jobs for the future
- opportunities to progress onto higher level skills and jobs
- clear and flexible career paths for young people and adults in all sectors of opportunity
- 21st century buildings for 21st century skills
- the right providers in the right locations to meet the needs of employers and local communities
- a successful 2012 Olympic Games and a legacy that inspires a generation and delivers sustainable benefit to local employers and communities
- a flexible offer for investing employers and new businesses to create sustainable economic growth and prosperity

Below are some examples of what the Skills Plan will deliver.

The Government will

- build 3 new campuses in Grays, Basildon and Swale
- extend the already successful Medway campus

creating in all up to 9,000 new further and adult education places there, along with the chance to progress to degree courses. The new campuses will be based on successful multi-provider models at Medway and Southend.

As proposed in the *Interim Plan*, our education partners will implement a Thames Gateway Guarantee of Assured Progression – ensuring that every level 3 course on offer in the Gateway – both vocational and academic – leads directly to entry to a suitable level 4 course for learners who want to progress further. This Guarantee will enable more Gateway residents to study for degrees, helping meet the demand for at least 200,000 more graduates in the area.

It will be vital for employers in the Thames Gateway to take advantage of the opportunities presented to them by the Government's investment in Train to Gain. Only by engaging with this truly demand-led service will the Thames Gateway realise the potential of its workforce. We want more employers across the Gateway to recognise that there is value in investing in the skills of their employees – in terms of increased productivity (at both the individual and organisational level) and increased competitiveness.

By getting employers to understand this, we can then help employees to access high-quality training that will develop their skills and support their career progression – again, increasing their life chances. The Government's Train to Gain programme is essential to achieving this ambition. To deliver these stretching targets, our providers will drive up employer demand and investment in skills to ensure local access to sustainable jobs and increased prosperity.

We recognise that it will not be easy to integrate the raising of aspirations, with access to the right training and help for people to find the right jobs. So, we will appoint a Thames Gateway Skills Envoy to lead all partners in ensuring that our investment benefits all Gateway residents.

The Creative Way lifelong learning network² will generate hundreds of extra student places in universities and colleges across the Gateway. These places will be ring-fenced for local residents with vocational qualifications, and the network is also studying how to make work-based learning more effective.

To bridge the gap between future business needs and the provision of a skilled workforce for the Gateway, we will continue to strengthen the provision of employer-led training. By working with business and other partners government plans to establish a series of new National Skills

² The Lifelong Learning Network for the Thames Gateway, established in 2006 with £2.87m funding from the Higher Education Funding Council for England (Hefce)

Academies³ in key employment sectors which the *Interim Plan* identified as providing good prospects for job growth:

- Financial Services in Poplar, Tower Hamlets, one of the first to open with £3.75 million of employer investment and £7.5 million of government investment and moving into new buildings in January 2008;
- Construction at the Olympics site, ODA to confirm a date shortly;
- Ports and Logistics at London Gateway business park, coming on stream at the end of this Spending Review period; and
- Creative Arts at Thurrock.

We also plan to support the proposal to relocate the Royal Opera House production campus to Thurrock to maximise the benefits of the Academy for the Creative Arts. This move will help deliver over 200 new jobs, 2,250 further education places for young people and 2,250 new places for continuous professional development. Subject to passing project appraisal and agreeing governance structures with partners, this project could begin in 2008.

We will support further innovation and business development on university campuses based on a successful model developed by the University of East London (UEL). Its Knowledge Dock for students and local entrepreneurs has incubation space for 42 new businesses and hot-desks used by a further 50. It has led to more than 20 successful companies created by UEL students, one of which already has a BT contract and employs over 100 people.

In 2009 we will expand this business incubation model by opening the Whitechapel Biosciences Innovation Centre for up to 25 bioscience research businesses, supported by the London Development Agency, as a working part of Queen Mary College University of London and Barts and London hospital.

We are supporting Medway's new Innovation Centre, an incubator for hi-tech and service business start-ups based on the BAE Systems site in Rochester. Opened in November 2006, it already accommodates 15 high-growth businesses, offering hot-desks and services to virtual clients. Planning permission has been received for phase two near Rochester Airport, offering a further fifty offices, conference facilities for up to 75 people, and a communal café area. This will be the catalyst for the further development of a technology park, with strong links to both BAE Systems and the universities. The site is expected to accommodate 2,000 high-value jobs.

Regeneration in any area requires the use of skilled professionals from a wide range of disciplines. In addition, changing development standards and the challenge of climate change demand these professionals keep up to date through Continuing Professional Development. We want to develop an academic institute that serves as a geographic, academic, social and

³ National Skills Academies are national centres of excellence in training people for the needs of particular economic sectors.
See <http://www.nationalskillsacademy.gov.uk/>.

visible centrepiece of the process of change in the Thames Gateway. In the Interim Plan in November 2006 the Government indicated its intention to explore the opportunity for establishing a flagship Thames Gateway Institute of Urban Renaissance. Communities and Local Government, together with the Higher Education Funding Council for England and the Academy Sustainable Communities, have since short-listed two consortia who are now drawing up more detailed proposals. We are seeking an early inauguration and expect the first courses to be taught beginning in September 2008.

Conclusion

In this chapter, we have set out a clear programme of spending and action to harness the strengthening economy of the Gateway. With the value and impact of the four spatial transformers; the strength of a combined Communities and Local Government Thames Gateway programme/RDA strategic investment fund; and a pan-Gateway skills and capital investment package, we will deliver a major boost to job numbers and employment prospects for the people of the Gateway.





Chapter 3

Quality of life

The Thames Gateway is an area united by its unique identity, proud heritage and bold topography, one located in a large river estuary surrounded by attractive landscapes. At the same time, the *Interim Plan* recognised that many people's image of the Gateway is characterised by degraded environments. Rundown town centres, poor transport and uninspiring business areas are too often their first experience of the Gateway.

The attractive side of the Gateway has been marred by periods of decline and neglect. So, we intend to alter the prevailing perceptions by transforming the quality of life for people living and working in the Gateway. We will accelerate the building of new well-designed homes for every price range and family unit. We will develop safe, vibrant and thriving town centres and public spaces. We will improve the social infrastructure through improved public services and community facilities. And, in Thames Gateway Parklands, we will capitalise on the area's natural, historic and cultural assets to strengthen the identity and character of the Gateway.

Housing

Our *Interim Plan* identified the capacity to build 160,000 homes by 2016, contributing to the Government's ambition of 2 million new homes by 2016 and 3 million by 2020. We pledged to improve their quality through Commission for Architecture and the Built Environment (CABE) housing audits. The numbers are ambitious but achievable and are consistent with Regional Spatial Strategies and government plans for housing growth.

Progress in the last year towards our outcomes

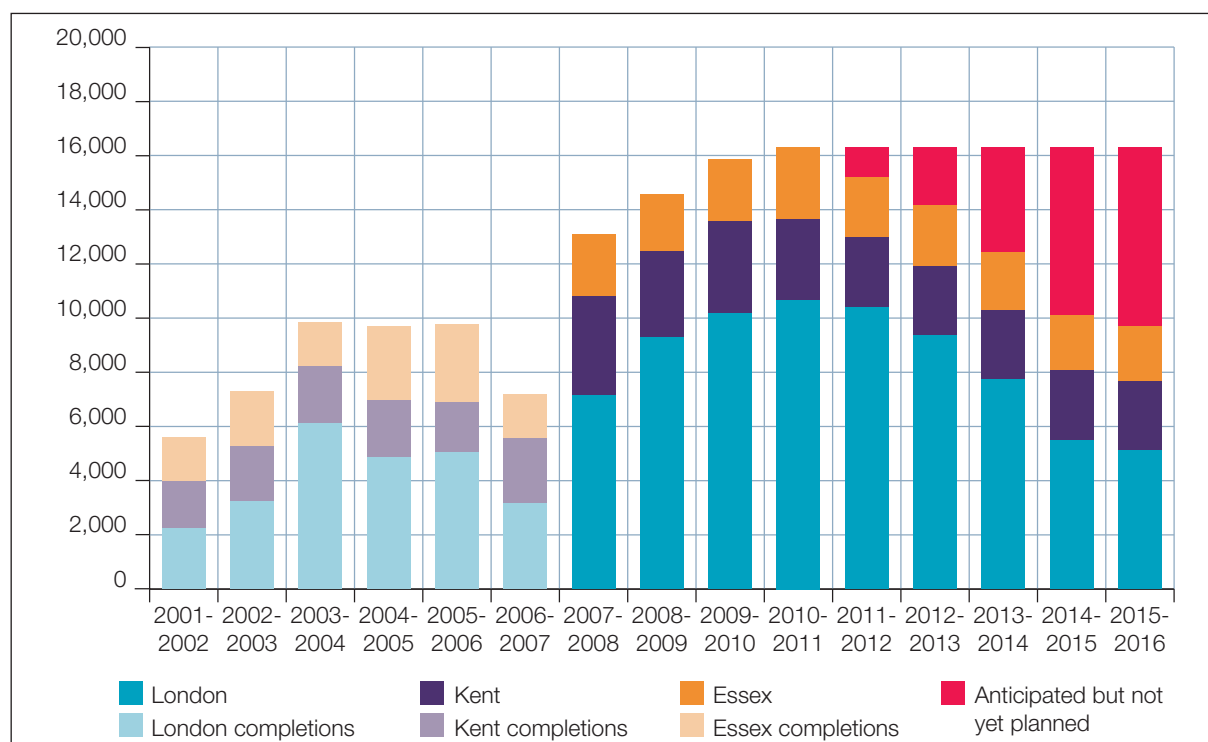
Significant progress has already been made in the last year. Planning permission has been secured for developments such as the Barking Riverside, Greenwich Peninsular and Eastern Quarry at Ebbsfleet. The first phases of the Royal Arsenal in Woolwich and The Bridge in Dartford have been completed. Other significant progress includes land remediation and developer selection at Rochester Riverside; land acquisition at Strood riverside; and Ministry of Defence confirmation of the release of land for some 5000 new homes and other community facilities at Chattenden and Lodge Hill in Medway.

Appendix 1 shows where and when we expect new homes to be built. Chart 3.1 shows how completed and planned housing numbers for the Gateway are expected to achieve the 160,000 target. Although home completions may actually show a steadier rate than the graph implies, in most cases we will only know reasonably firm numbers for the coming five years. The graph reflects this reality.

Given continuing demand and the level of our aspirations, we will look to maintain delivery at the peak level of around 16,000 shown in Chart 3.1 for 2010-11. The sites to achieve this will need to be identified over the coming years.

Under *Planning Policy Statement 3, Housing*, published in November 2006, local authorities will need to put in place a 15 year land supply in development planning documents and within this keep up to date a rolling 5 year supply of deliverable sites. This will help ensure that the supply of land keeps pace with demand.

Figure 3.1: Completed and Planned Dwelling Numbers for the Thames Gateway 2001-2016.



Action on housing numbers and quality over the next Spending Review period 2008-2011

The chart shows that the London rate of completions must increase significantly to meet the targets set in the Mayor's London Plan and reflected here. This is challenging given that the rate of completions in the London Gateway fell in 2006-07, but there are positive indications. The number of housing developments started in the London Gateway rose by 85% between 2005-06 and 2006-07, suggesting that there is underlying confidence in the strength of the market. And many large housing sites are coming on stream in the next few years, such as Barking Riverside, Canning Town, Greenwich Peninsula, Stratford City and the Lower Lea Valley.

Earlier this year a Housing Sub-Group of the Thames Gateway Strategic Partnership (TGSP) was established and is producing a strategy to accelerate completions. We will publish the result of this work at the end of March 2008. Communities and Local Government intend to

convene an investors group to provide peer support to developers encountering problems, encouraging them to share best practice and good ideas.

Negotiations around funding the infrastructure required to enable new development, usually secured through S106 obligations, are vital to the creation of sustainable communities, and need to be approached on a consistent and predictable basis. A number of ground breaking tariffs is being developed in the Gateway. The London Thames Gateway Development Corporation is introducing an innovative tariff to achieve infrastructure provision in a timely way with large scale housing developments on an area basis, right across the Lower Lea Valley and London Riverside. It is cross-borough, has a fixed sum per residential unit and therefore encourages family housing. Likewise a tariff is being implemented in Kent Thameside to help fund the transport infrastructure necessary for development to go ahead. The forthcoming Planning Reform Bill will introduce a new statutory planning charge, which will enable councils to capture greater levels of planning gain to support and deliver infrastructure such as transport, health and education facilities.

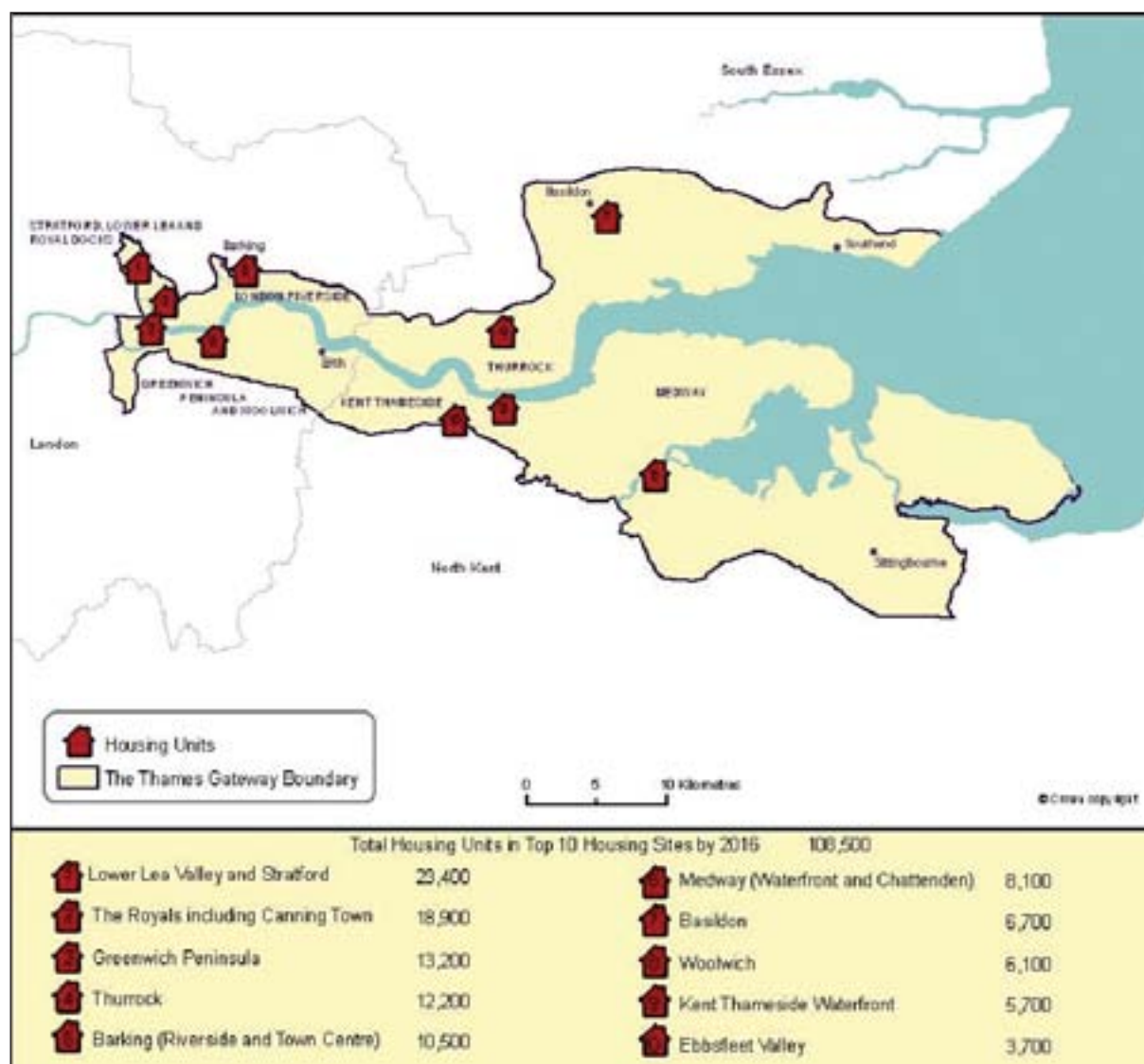
We have prioritised our funding to secure housing programmes in the ten locations where extra homes are most urgently needed, as shown in the map below. A planned £69m of Communities and Local Government's Thames Gateway Programme Fund will go towards the provision of infrastructure and land acquisitions to help deliver housing in these ten programmes which will deliver 108,500 homes – the majority of our target figure. For example, in Barking we propose to fund land acquisitions to help the delivery of improved dedicated busways; and in Medway we are supporting masterplanning and other public realm works. Communities and Local Government are also helping to fund land remediation and land assembly for other key sites. The programmes which Communities and Local Government plan to support are listed in Appendix 1, which also shows where and when we expect that housing to be delivered.

The Thames Gateway needs a mix of housing to be successful – from affordable starter homes and family units to aspirational housing, across the full range of tenures. The Housing Corporation's Affordable Housing Programme investment in the Thames Gateway will make a major contribution to both the overall target of 160,000 new homes and the creation of balanced sustainable mixed tenure communities. Affordable housing is delivered through a combination of planning agreements and the National Affordable Housing Programme.

“ We continue to regard Thames Gateway as a key priority for us and will support Government, the regions and local authorities to help deliver the ambitious targets for affordable homes set out in the Thames Gateway Delivery Plan. ”

Steve Douglas, Chief Executive, Housing Corporation

Map 3.2: Top 10 housing programmes supported by Communities and Local Government



Source: CLG Thames Gateway Portfolio Management Framework

Affordable housing will be delivered through a combination of S.106 planning agreements and the National Affordable Housing Programme. Table 3.1 shows potential affordable housing outputs and investment through the Housing Corporation (HC)⁴. In London, this investment will be important in supporting the housing strategy set by the Mayor, which is itself a key part of delivering the 160,000 target for the Gateway.

Further affordable housing will be provided through developer contributions without social housing grant. Given that these are the outcome of negotiations related to specific sites, it is difficult to make precise forecasts. However, the Mayor's draft Housing Strategy projects a figure of about 5% of new affordable housing units in London will be provided in this way. Outside London we could reasonably expect this figure to be slightly higher.

⁴ Subject to legislation, the Housing Corporation will be combined with English Partnerships and key delivery functions from Communities and Local Government in the Homes and Communities Agency, the proposed new national housing and regeneration agency, expected to be operational from April 2009.

Table 3.3 Housing Corporation investment in affordable housing in the Gateway

Completed & Planned	Housing Corporation affordable housing completions estimates – range	Housing Corporation investment estimates (£m) range
2006/7	2,400	191
2007/8	2,700	215
2008/9	3,000 – 4,000	180 – 240
2009/10	4,000 – 5,000	240 – 300
2010/11	4,500 – 5,300	270 – 318
TOTAL	16,600 – 19,400	1,096 – 1,264

The housing challenge is not just one of numbers. New homes must be built to a high design standard and contribute to an environmentally sustainable Gateway.

The government is supporting the development of greener homes through the Code for Sustainable Homes and the timetable for moving to zero carbon building regulations standards. The government will introduce mandatory ratings against the Code for Sustainable Homes. The government is minded to do this in April 2008, after further consideration of some of the issues raised in the consultation response. Since 1 October 2007, HM Treasury regulations have set a time-limited stamp duty land tax relief for new homes which are built to a zero-carbon standard.

CABE will produce a Design Pact for the Thames Gateway. It will demonstrate the commitment of Communities and Local Government, local agencies, local authorities and private developers to champion and implement good design across the Gateway. The consultation on the Pact is being launched at the Thames Gateway Forum in November 2007. The final Pact, signed by public and private sector partners, will be launched in 2008.

The Pact will highlight the role of design in shaping quality of life, stimulating economic development and encouraging innovation. The Building for Life Standard will be the measure of design quality. And, as indicated in the *Interim Plan*, we intend to commission CABE to conduct a further housing audit in 2010 to measure progress.

Crime prevention measures will be considered during the design process, supporting the good practice guidance set out in *Safer Places: The planning System and Crime Prevention* and the police Secured by Design scheme.

Improving existing housing stock is also important. One current project is the renovation of the Tavy Bridge estate in Bexley. Working with Gallions Housing Association, the first phase of this work includes the demolition of unpopular deck and underground parking, refurbishment and external improvements of popular blocks, and the construction of a new health centre. Gallions

Housing Association plans to appoint a development partner to complete this development, working within a joint masterplan between Greenwich and Bexley which will be produced for the rest of the Thamesmead area.

Through the local housing company pilot identified in the Housing Green Paper, English Partnerships and the London Borough of Barking & Dagenham are working to form a joint venture company that will deliver new homes of mixed tenure to build genuinely sustainable and mixed communities in the ground breaking Barking Riverside development and the Council's substantial renewal schemes in areas such as Barking Town Centre. This local housing company creates a delivery model that will work with the private sector and other public agencies to ensure new homes with a range of value, type of tenure and size that will support local housing need as well as London's expansion eastward into the Thames Gateway. In what is a significant innovation, the model aims to capture increased values over time to invest into the future provision of new affordable housing.

Building strong communities

Government's vision is of a society where there is opportunity for all and responsibility from all, regardless of age, disability, gender, race, religion or belief, sexual orientation or background. Everyone should have an equal chance to make the most of natural ability; equitable access to public provision; equal status as a citizen; and equal responsibility back to society.

This Gateway Plan focuses on delivery priorities and the key processes that will deliver these. The Government believes that the development of the Thames Gateway offers the opportunity to really drive efforts to reduce the most persistent inequalities experienced by some groups and in some places, particularly in relation to education and employment. Much good work has already begun. The Government is committed to building on this work and our ambitions are high.

As we acknowledged in last year's Interim Plan, local authorities in the Gateway face a huge challenge because the pace and scale of change, and may need support particularly around cohesion and promoting equalities. Over the coming weeks the Government will consult key stakeholders on how this agenda might be driven forward with a view to publishing an Equality Impact Assessment of the Gateway programme in spring 2008. This will be followed in the summer by a Gateway Equalities Progress Report and Equalities Impact Assessment for the Gateway Delivery Plan. The Progress Report will include:

- A comprehensive evidence base that will highlight where the most significant challenges lie;
- A map of current activity that draws out lessons learned to date; and
- Short and medium term priorities for action.

The Cross-Government Board will oversee this work and manage the programme of actions that will be developed in response to the short, medium and long term priorities identified.

Town centres serving communities

In the *Interim Plan* we said we would accelerate the redevelopment of town centres across the Gateway with investment in commercial facilities, housing, tourism, leisure and culture.

Of course, investment in the Gateway cannot be just about more houses, big sites and iconic development. We want to build places where people want to live, work and visit by improving the day-to-day lives of local residents. This means providing more homes, jobs, transport and shops in town centres. Efficient, accessible public services and cultural facilities make an important contribution to quality of life, as well as contributing to the local economy and improving employment and skills.

Progress towards our objectives

The map that folds out from the back cover shows key investments, past and planned, in selected town centres across the Gateway, putting into effect the integrated sustainable approach that we know is essential both to improve life for existing residents, and to attract others.

The three case studies below show how funding from the Thames Gateway Programme is already acting as seed-corn money, creating confidence in a shared vision for revitalising towns, and attracting many times more private investment.

CASE STUDY: MEDWAY CITY

The regeneration of Medway City will flow from Chatham's revitalised shopping and transport. The adjoining towns of Rochester, Strood and Gillingham will all benefit from major riverside and town centre developments, and strengthened transport, education and leisure facilities – generating over 16,000 new homes and up to 40,000 new jobs over the next 20 years. We have already started rebuilding Chatham's road network. We have established the Universities at Medway in Chatham Maritime and the Innovation Centre in Rochester. St Modwen plc has been selected as investment partner by Medway Council, which hopes to lever £1 billion into the Medway waterfront's redevelopment. Our £28 million of planned funding will help to drive this.



CASE STUDY: BASILDON TOWN CENTRE

The £1.4 billion regeneration of Basildon – and of nearby Pitsea and Laindon – could create 4,550 new homes, 70,000m² for shops and leisure facilities, 70,000 m² of offices and up to 6,250 new jobs. Communities and Local Government has provided over £1.5 million to fund the preparation of masterplans and development frameworks, and the process of procuring a private sector development partner for the £1 billion regeneration of Basildon town centre. The Learning and Skills Council has also announced its intention to transform skills and vocational learning for young people in Basildon through a £100m investment plan to build a new college campus. 3,000 further and higher education places will be provided.



CASE STUDY: CANNING TOWN

Canning Town is one of Communities and Local Government's Mixed Communities Demonstration Projects, piloting this approach as a means of tackling deprivation in our most deprived areas/estates. Building on the mixed community principles, work will begin on a new town centre for Canning Town, built around the existing transport hub. London Thames Gateway Development Corporation expects to provide over £21 million to assist in leveraging £2.5 billion worth of private sector investment. This will enable the building of 12,000 homes to 2030 and the remediation of 13 hectares of brownfield land. The people who live here will be within 10 minutes by public transport of the new jobs at Stratford and Canary Wharf.



Investment in town centres and public services and infrastructure over the next Spending Review period 2008-2011

In the next three years, Communities and Local Government plan to invest in 14 town centres, which are identified on the map below.

The Gateway has been identified as one of the five priority places in the Living Places Partnership. The Partnership is a joint initiative between Communities and Local Government and DCMS, along with key cultural agencies. It aims to ensure that all communities – in particular those experiencing economic growth – benefit from museums, libraries, art and sport while making better use of their cultural heritage.

Arts Council England is committed to working with Communities and Local Government and other partners to identify and prioritise further strategic cultural interventions in the Gateway. Working together, we will do this because we believe that the contribution the arts can make to the public realm will help make the area more distinctive and attractive as a place to live. The creative and culture sectors will help to develop the economic and skills base; and festivals and participatory arts activity will help communities to connect and forge an identity.

We will also promote the Cultural Olympiad, four years of cultural activity from 2008 designed to showcase talent and innovation by celebrating the Olympic spirit throughout the UK. As part of the 2005-2008 Spending Review period, Communities and Local Government has also agreed in principle to provide £15 million of Thames Gateway funding for three Olympic legacy projects: the Basildon Sporting Village, Medway Park and Erith Yacht Club.

“ Our plans for the Athletes Village and continued regeneration at Stratford represent an extraordinary opportunity for us to make a positive impact within the Thames Gateway. The Games are not just about 2012, but can be a catalyst for the creation of additional new balanced communities in the Gateway. ”

Nigel Hugill, *Chairman, Lend Lease Europe*



Health investment in Thames Gateway

The Department of Health recognises the impact of population growth in the Thames Gateway on health services. The Department of Health, Strategic Health Authorities, Primary Care Trusts and Communities and Local Government are working together to project Health Service needs to 2020. This information will be used to produce a long-term strategy for Health Service Investment in the Thames Gateway to ensure that we can deliver infrastructure as the demand for it arises.

In addition, by Spring 2008, Communities and Local Government, the Department of Health and the Strategic Health Authorities will agree the right mechanism for supporting improvements to general public health.

The government already spends significant sums of money providing healthcare to the current residents of the Gateway. In the London part of the Gateway alone, the relevant Primary Care Trusts expect to spend around £2,500 million during 2007/8. Figures for the South Essex and Kent parts of the Gateway are difficult to obtain because the Primary Care Trusts responsible for these areas cover much larger areas and data are not routinely available to the Gateway boundary.

Table 3.4 PFI Hospital Schemes serving the Thames Gateway 2005–06 to 2007–08

NHS Trust	Value £m	Scheme description
Basildon & Thurrock University Hospitals	59	Essex Heart & Lung Centre
Newham University Hospital	55	Reprovision of Acute Services from the 19th century St Andrews to Newham General Hospital
East London	15	Mental Health reprovision at Newham
Dartford and Gravesham	94	New acute hospital on the Darent Valley site consolidating services from three hospitals into one modern, flexible accommodation.
Eastern & Coastal Kent PCT	14	Sheppey Hospital development
East London	34	Mental Health unit in Tower Hamlets
Queen Elizabeth Hospital	96	Part new build and part refurbishment of hospital in Greenwich
Total Expenditure	367	

Source: Department of Health

Table 3.5 PFI Hospital Schemes serving the Thames Gateway 2008–09 to 2010–11

NHS Trust	Value £m	Scheme description
Barts & the London	600	Acute site rationalisation including path lab

Source: Department of Health

In total, the Department of Health has spent, or is spending, £1.4 billion on new or refurbished hospital provision serving the Thames Gateway.

In addition, around £80 million investment in improving or rebuilding NHS primary care facilities in or close to the Thames Gateway boundary is being channelled through LIFT Scheme funding. Table 3.6 lists those schemes which are under construction or already open through to 2009. There are likely to be further potential schemes in the pipeline beyond that date.

**Table 3.6 LIFT Schemes serving the Thames Gateway 2005–2009
Complete to 2007–08**

PCT	Building	Amount £m
Barking and Dagenham PCT	Thamesview	3
Barking and Dagenham PCT	Broad Street	4.6
Barking and Dagenham PCT	Church Elm Lane	2.9
Newham PCT	Boleyn Centre	2.6
Greenwich PCT	Garland Road	1.5
Lewisham PCT	Waldron Primary Care Centre	13.5
Medway PCT	Lordswood	5
Medway PCT	Rainham Medical Centre	5.7
Medway PCT	Rochester Community Healthy Living Centre	4.6
	Total	43.4

Source: Department of Health

Programmed to 2009

PCT	Building	Amount £m
Barking and Dagenham PCT	Barking Town Centre	12
Barking and Dagenham PCT	Porters Avenue	7.8
Newham PCT	Vicarage Lane	8.5
Bexley PCT	Lakeside	5.5
South East Essex PCT	Paddocks Community Centre	6.3
	Total	40.1

Source: Department of Health

Education investment in Thames Gateway

The Government is helping to transform services and improve outcomes for children, young people and their families in the Thames Gateway as in other parts of the country through building a network of Sure Start Children's Centres and through providing new capital investment which underpins the Government's drive to raise standards of education and put schools at the heart of the community. Research shows that improved school buildings can lead to improved pupil performance and that investment is a strong lever on pupil and teacher motivation.

These plans are particularly important in the Thames Gateway as over the next ten years we expect the population of the Gateway to grow by around 350,000. As the population grows, Government, the Learning and Skills Council and local authorities, working together, need to ensure there is excellent provision to match the associated net growth in numbers of children and young people. However, the planning of schools places has to take account of a complex range of factors as at present the number of pupils in secondary schools across some parts of the Gateway is falling due to other demographic factors.

Local authorities have the statutory duty to match the need for new places to provision, supported by the government's capital funding programmes, including Building Schools for the Future and Academies. In the next three years DCSF will invest £1.2bn from these programmes in Gateway authorities leading to at least 27 new or refurbished secondary school buildings. In view of the complex position in the Gateway and the significant expected net population growth, the government, working with local authorities and other partners will review provision for children and young people to ensure that planning of Sure Start Children's Centres, school places and places for young people to go are properly aligned with population growth.

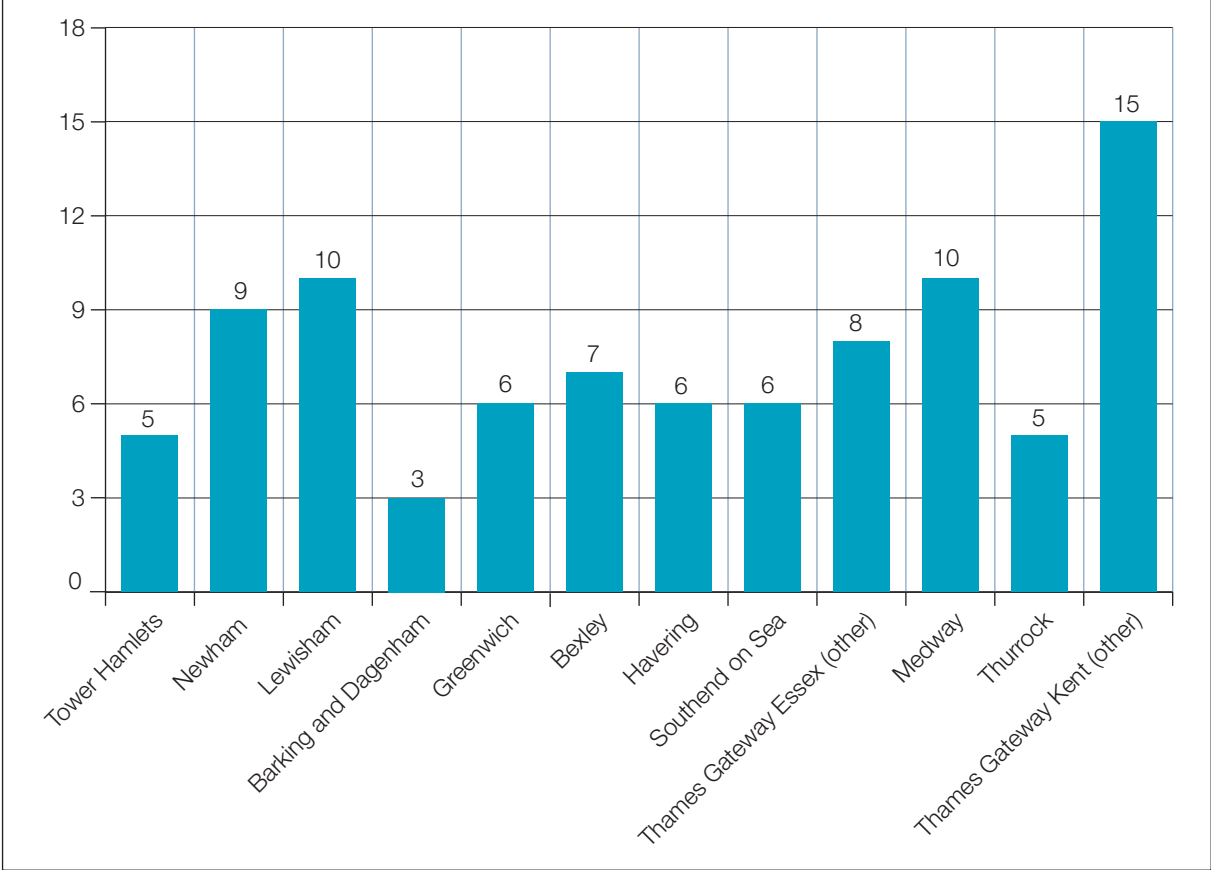
Between 2005 and 2008, the Department for Children Schools and Families (DCSF) and its predecessor department provided £122 million to fund new Sure Start centres to provide early education, childcare and family support in the Gateway authorities. In the same period, DCSF provided £1 billion for new and refurbished secondary schools through Building Schools for the Future in the Gateway authorities.

Government will continue to work with local authorities and other partners to assess the future need to provide for children and young people, including additional school places, children's centres and places for young people to go in the light of expected population growth to ensure that together we respond to identified needs.

Some Gateway children are benefiting early from DCSF's plan to extend the entitlement for free nursery education for three and four year-olds from 12½ hours a week to 15 hours by 2010. Newham and Greenwich are taking part in a pilot before the new pilot is rolled out nationally. Other local authorities in the Gateway will extend the entitlement from September 2009 to their 25 per cent most disadvantaged children.

DCSF will be providing £278 million over the next three years to support Sure Start centres in the Gateway authorities, including 90 new ones. The table below shows the areas where they will be built, although the exact locations have yet to be determined.

Figure 3.7: New Sure Start centres to be built in the Gateway between 2008 and 2011



Source: Department for Children, Schools and Families

“ I am delighted and honoured to take up the role of Thames Gateway Parklands Design Champion. I feel passionately about this region, encompassing as it does the green rural landscape, the brown urban landscapes and of course the blue landscape of the Thames and its tributaries. ”

Sir Terry Farrell CBE

Table 3.8 Schools Serving the Thames Gateway Receiving BSF funding

Local Authority	School
London	
Greenwich	Plumstead School, John Roan School
Lewisham	Deptford Green
Newham	East Lea School, Rokeby School, Royal Docks Community School, Royal Docks PRU, Stratford School.
Tower Hamlets	George Green School
Essex	
Basildon	Basildon ISS, De La Salle School, James Hornby School.
Castlepoint	Castle View School, Cornelius Vermuyden School, Furtherwick Park School, Glenwood School, Hadleigh ISS, The Appleton School, The Deanes School, The King John School.
Kent	
Gravesham	Gravesend Grammar School for Boys, Gravesend Grammar School for Girls, Ifield School, Northfleet School for Girls, Northfleet Technology College St Georges CoE School, Thamesview School.

Source: Department for Children, Schools and Families

Parklands

In the *Interim Plan*, we first proposed the concept of the Thames Gateway Parklands. After discussions with our partners and stakeholders over the last year, we are now establishing the Thames Gateway Parklands programme to celebrate and enhance the Gateway's individual character. We will support it with £35 million of government funding from the £500 million Thames Gateway programme.

Progress over the last year

We can now set the programme's overarching objective as being to celebrate and enhance the individual character of the Gateway. The programme has three aims:

- to retain – and where necessary restore – the high quality natural environment of the Gateway's landscapes;
- to secure a high quality built environment, particularly in public spaces; and
- to protect, promote and celebrate the historic environment and heritage of the area.

3.36 We have already made significant progress towards these aims, in particular through the Greening the Gateway strategy, first set out in 2004.⁵ The Green Grids since 2004 has been an important step in taking an integrated approach to green infrastructure planning and delivery.

⁵ DEFRA and ODPM, *Creating sustainable communities: Greening the Gateway*, 2004

Communities and Local Government has already invested over £30 million to create and enhance over 1,300 hectares of green and open space. That means more people now have access to high quality green spaces for recreation and leisure. Particular successes included the opening of Jeskyns Community Woodland and Rainham Marshes Education and Visitor centre. Since its opening in November 2006, the Rainham Marshes centre has had 38,000 visitors. At Jeskyns site, a community tree planting day helped see over 150,000 trees and shrubs planted – more than 750 visitors have now planted trees at the woodland.

A further £3 million has supported the opening and maintenance of key heritage sites across the Thames Gateway such as the Wat Tyler Heritage Centre at Pitsea and £1.5 million towards the restoration of Chatham Historic Dockyard which receives over 130,000 visitors each year.

Investment in Parklands over the next Spending Review period

The Parklands programme provides a new context for future spending with a new vision for the whole Gateway to make it a more beautiful place to live, work and enjoy. We set out an overarching framework for delivery here to make the Parklands vision a reality and to achieve our three aims. Communities and Local Government will support this with a planned £35 million of Thames Gateway funding.

We are appointing Sir Terry Farrell as Design Champion for the programme. Sir Terry is internationally recognised for his vision and insight and has a strong commitment to the wider Thames Gateway programme. As Champion he will articulate our shared vision for Thames Gateway Parklands to an international, national and local audience. He will help to develop the Parklands vision and will work with us and our partners to take forward the programme outlined overleaf.

Parklands will be delivered using a range of government funding streams. In addition there may be opportunity to add value to the expected Communities and Local Government funding, for example through Lottery good cause funding, and in discussion with potential partners such as the Big Lottery Fund, who provide funding for the environment and other areas relevant to this plan. This will be explored further as part of the development of the Parklands Spatial Framework.



“ The promise of the Thames Gateway Parkland, with its network of high quality greenspaces, characterises a green vision for the Thames Gateway. In meeting the challenge of bringing people into contact with the natural environment and creating a landscape that is climate change proofed, the Gateway should provide a high standard of living and a greener future for the people living and working in the area.

Important first steps on the road to this vision have been taken, but a secure environmental future for Thames Gateway will require commitment and determination by all involved. ”

Sir Martin Doughty, *Chair of Natural England*

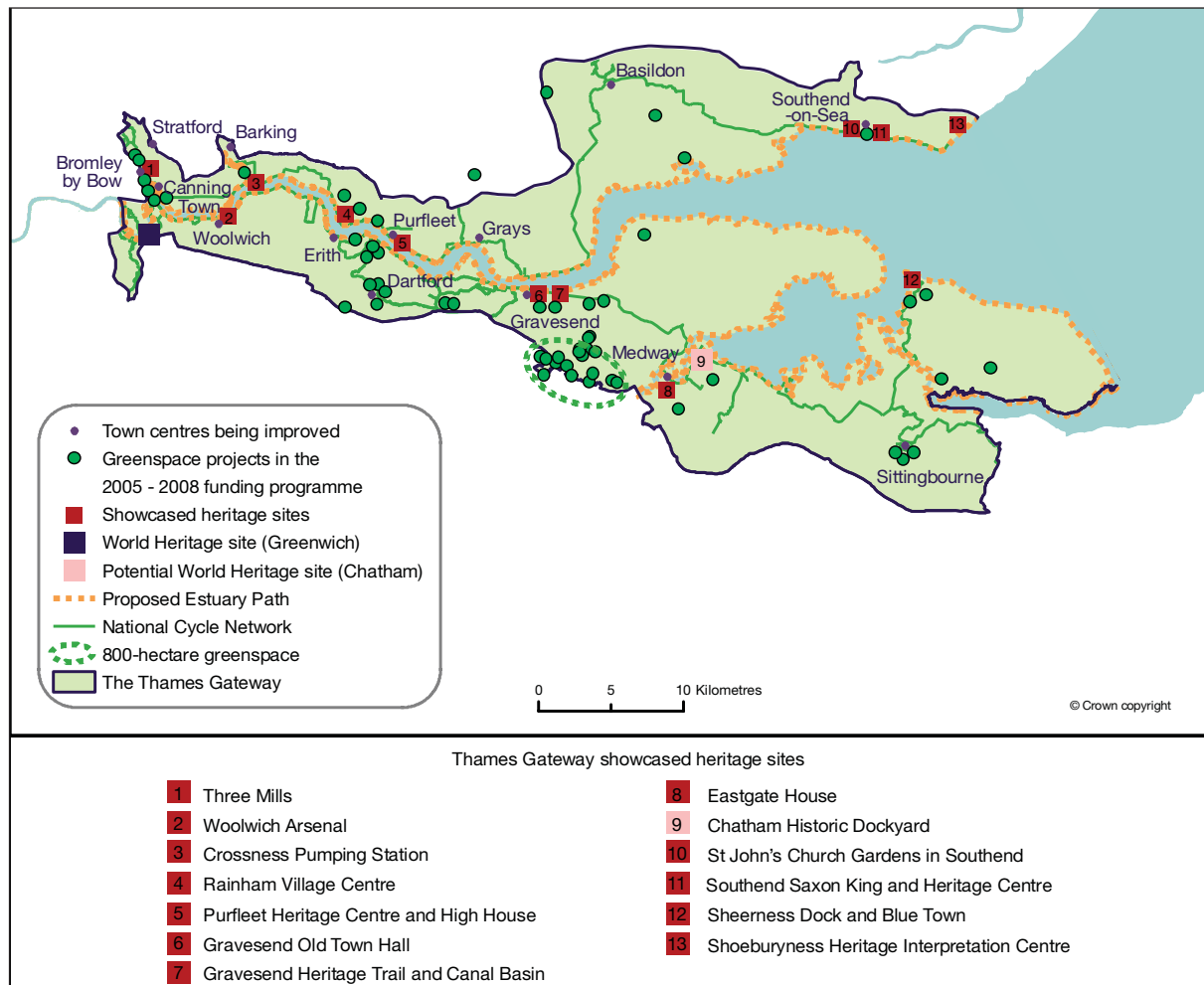
Our strategic framework for delivery has the following ambitions for the next three years:

- **Thames Waterfront** – we will start to develop a new Estuary Path which will eventually run along both banks of the river, as shown on the map opposite. Waterfront projects in receipt of public money will have to provide free public access to the river, where this is relevant and appropriate. With partners we will ensure that improved access is matched by an improved river environment.
- **Thames Gateway World Class Heritage** – we will provide help to finance the bid to UNESCO for World Heritage Site status for Chatham Historic Dockyard and surrounding fortifications. We will also support improvements on other heritage sites.
- **Thames Gateway Landscapes** – we will identify and, subject to project appraisal, fund two landscapes of regional importance to deliver a further 600 hectares of green space. This is in addition to the 800 hectare regional cluster in North Kent which covers Jeskyns, Cobham, Ashenbank, Ranscombe and Shorne.
- **Thames Gateway Corridors** – the Parklands programme will seek to fund environmental improvements to some strategic transport corridors, including key rail routes and A-roads. These will provide carbon offsetting schemes, easier travel within the Gateway and a better initial image for visitors. We will ensure our investment is supported by other partners.
- **Thames Gateway Squares** – overseas experience of successful regeneration demonstrates the importance of the town square for community identity. The Mayor of London already plans to develop 100 new London squares. To complement this programme, we will work with our partners to identify and start work on two or three large squares. Our Design Champion will bring forward proposals for how these squares will be chosen in the Spring of 2008. We anticipate that these large city-scale squares will provide cultural, economic and environmental activities which may include flowers, fountains, food, fun, festivals and a focus for the area.

To take these proposals forward the Parklands Strategic Steering Group with the advice of Terry Farrell will discuss the allocation of resources across the main themes and inviting proposals or holding design competitions as appropriate. We will set out more detail of our process for doing this in the summer of 2008.

The map below illustrates existing Green Grid projects, the key town centres with planned substantial renewal programmes and key opportunities such as potential heritage sites in the Gateway and the proposed route for a new Estuary path.

Map 3.9: Thames Gateway Parklands and town centres



Source: CLG

Key Processes

These ambitious projects will be delivered by

- **Thames Gateway Parklands Spatial Framework** – we will expand and map our proposals in a short highly visual Parklands Spatial Framework, setting the overarching vision for the region, that we will publish after consultation with partners by September 2008.
- **Thames Gateway Parklands Trust** – we will establish a trust or board to maintain and manage the delivery of the Thames Gateway Parklands Programme in the long term, subject to adoption of a viable business plan.
- **Thames Gateway Parklands Mark** – we will establish a new standard – the Thames Gateway Parklands Mark – to be awarded to projects that exemplify high quality public places and green spaces.

Our support will be allocated strategically across the five transformational themes. In most areas, we will require government investment to be matched by other investors. We are interested in exploring mechanisms to support longer term maintenance and management of green and other public spaces.

Thames Gateway Parklands will mark a turning point in the perceived quality of the landscape and public realm of the Gateway. It will, in time, bring about a change in image and perception among investors and residents alike in the quality of life in the Gateway. In turn this will reinforce the Thames Gateway as a strong economic Eco-Region.

Conclusion

We are clear that regeneration and change in the Thames Gateway must bring improved quality of life to existing communities and new people moving in alike. This Plan includes proposals for substantial investment in the key facilities and services that matter most to Gateway residents. The step-change we will make through our housing, town centres, and Parklands programmes will enable the Gateway to build on a cherished past an exciting and highly attractive future.





Chapter 4

Developing an eco-region

Sustainability is at the heart of the Government's ambitions for the Thames Gateway.

Just as we seek development in the Gateway which exhibits the highest quality design standards, so do we see it as a showcase for environmental sustainability. It must be an exemplar of international significance in the response to climate change. It will show how regeneration and development can not just co-exist with but actively promote low carbon growth, increasingly sustainable use of water, increasing waste use not landfill disposal, and strengthened safeguards against flooding – almost entirely on brown-field land.

With the right policies and regulatory framework combined with the innovation which the sheer scale of development the area uniquely offers, the Gateway will become the UK's eco-region – and one moreover which pioneers the modern industries, research, employment and training opportunities on which the region will build a new economic profile. Here we set out the interventions which can make a reality of this ambition.

Over the last year, we have undertaken a ground-breaking study into the greenhouse gas emissions of the Thames Gateway. This research has now been subject to peer review. The study, jointly commissioned by Communities and Local Government, the Environment Agency, English Partnerships and Defra, demonstrates that without concerted action, greenhouse gas emissions from the Gateway will continue to rise in five key sectors up to 2050:

- energy supplied to and used in buildings
- waste separation, treatment and disposal
- water treatment and supply of potable water and treatment of foul water
- transport, both public and private, including pre-combustion emissions
- logistics, including movement of goods and services as well as wastes

This work demonstrates the recognition that 'business as usual' is not a sustainable approach to development.

The UK's first eco-region

Thames Gateway must be sustainable to be successful. It must use the opportunity of large scale investment, particularly in new housing developments, to drive innovation and meet environmental challenges. It must also play a leading role in helping the nation tackle climate change.

We envisage the Thames Gateway as an eco-region, setting and meeting high standards, not only for construction waste and low carbon, but also for water conservation and safeguarding against flood risk.

We explain below the outcomes of our work on these issues and the way in which we will integrate our environmental workstreams. With support from government and its partners, our aim is that it will act as an international exemplar of sustainability.

Our priorities in the Gateway are predicated on using brownfield land to take development pressure off green spaces. Over 80% of new development has been on brownfield land. We are committed to keeping to that level over the next three years.

Our commitment to the eco-region will be further demonstrated by ensuring the future travel needs of new sustainable communities are properly considered from the outset. New public transport such as the Fastrack bus system, high speed international train services, expansion of the Docklands Light Railway and the commitment to build Crossrail will support more sustainable, lower carbon forms of travel. Sustainable modes of transport will be made more convenient and, where appropriate genuine modal shift to cycling and walking will be achieved.

An Eco-Quarter for the Thames Gateway

Communities and Local Government has recently launched an Eco-towns programme to provide sustainable locations for new homes and their associated infrastructure. There has been a strong response. Eco-towns are free standing settlements, designed to meet the highest standards of sustainability, with a minimum target of 5-10,000 homes. While the national competition has now closed, we want to explore how to achieve additional development along these lines within existing settlements in the Thames Gateway. We will consider how to achieve this, possibly by inviting further proposals for an Eco-Quarter within the Thames Gateway. This would need to be an addition to the currently planned target of delivering 160,000 new homes.

“ CPRE has for many years championed the potential for regeneration in the Thames Gateway to help protect the countryside across the South East. We welcome the Government's renewed efforts to promote sustainable development there, and particularly the re-use of brownfield land. There is still a long way to go in delivering our shared aspirations for the Gateway. CPRE will continue to be vigilant in pressing for a high quality landscape alongside improved environmental standards for all new development in the area. ”

Shaun Spiers, *Chief Executive, CPRE (Campaign to Protect Rural England)*

“CABE’s work on the Identify of the Thames Gateway last year showed that the local people want to live in a place renowned for its sustainability. A commitment to put the quality of the environment at the heart of the Thames Gateway Delivery Plan is a welcome and inspiring response to what local communities asked for.”

Richard Simmons, *Chief Executive Commission for Architecture and the Built Environment*

Developing environmental infrastructure

To facilitate the development of the best possible environmental standards in new developments we will promote the wider use of low carbon and renewable energy technologies, and the development of community heating and cooling systems in new and existing developments, focusing particularly on large scale mixed-use development.

To support this we will commit up to £2 million to fund eco-assessments of the top 10 housing programmes. These will ensure developers design in high quality climate change mitigation, flood risk management, energy and water efficiency. The first study will cover Kent Thameside focusing particularly on energy infrastructure.

Improving efficiency in existing buildings

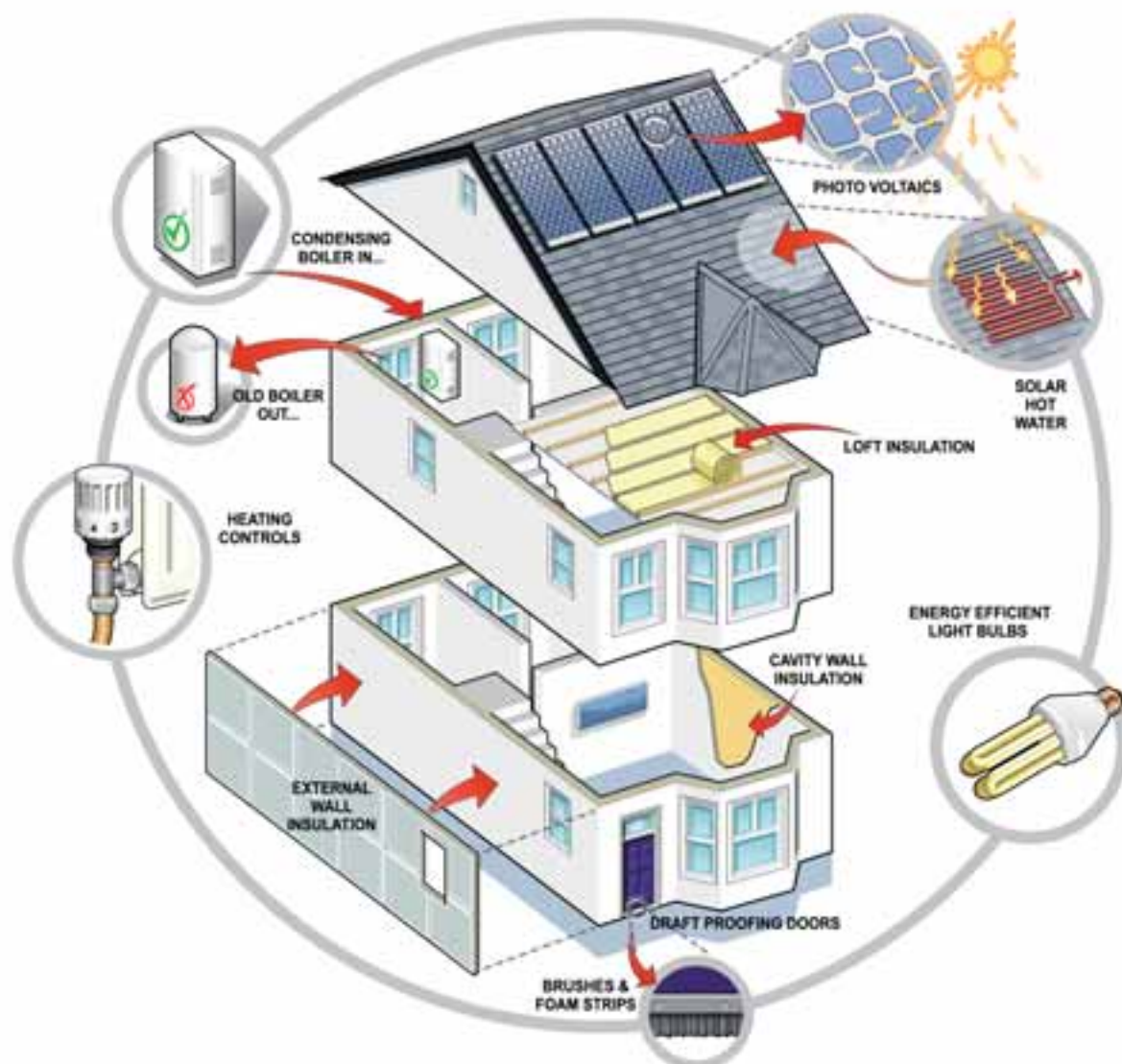
In response to the findings set out in the low carbon feasibility study we will lead a series of actions to reduce emissions in the Gateway and make it a national exemplar in tackling climate change. This work will support implementation of the Mayor’s Climate Change Action Plan. We will achieve our goal both by increasing public understanding of how to tackle climate change, particularly on energy efficiency; and through partnerships with energy companies, developers and others.

Our priority will be to focus on improving the performance of existing building stock. We will provide £15 million for the development of a Low Carbon Communities Programme to tackle energy efficiency in existing buildings through community-scale intervention in up to six locations in the Gateway.

We will call for bids from local and regional government, communities and developers to come forward in partnership with the energy sector to find innovative approaches to meeting this challenge. Projects working in tandem with new housing development would be preferred, where there are opportunities to implement new shared energy infrastructure such as community heating networks and renewable energy systems.

In addition we will work with the Energy Savings Trust to compliment and accelerate the delivery of the energy advice services across the region, by investing up to £1.5 million.

Figure 4.1: Climate Change Migration – Technologies available for housing



Source: ESD Ltd – www.generationhomes.co.uk

Supporting environmental technologies, services and jobs

The global market for environmental services and technologies is predicted to grow by 45 per cent to 2015⁶. The three RDAs and the local authorities in the Gateway will continue to build its case as a location for innovation and investment in environmental technologies and services. The environmental goals we have set for the Gateway, as well as the investment we expect to provide through a Low Carbon Communities Programme, should help attract such investment and create job opportunities.

Investment will also be supported by the RDAs, which are creating a green infrastructure development fund and providing business and innovation support services tailored to the sector. The RDAs will also develop locations that demonstrate environmental technologies and innovation, and work with schools and colleges to develop the appropriate skills in young people.

6 London Energy Partnership (2007)

For example, they plan to support an Environmental Engine Design Innovation Park at Ford Duntun to harness international research expertise available there.

World class innovative solutions are needed to meet the global sustainability challenges. The International Institute of Sustainability aims to address this need and put the UK at the leading edge by helping us understand the best way to design, build, live and work in sustainable communities. The Institute aims to be transformational in attracting high quality businesses, academic institutions and research organisations and will drive forward innovation and the environmental agenda across the Thames Gateway and beyond.

Construction waste

Nationally, the construction sector accounts for about one third of all waste produced, including hazardous waste. The *Interim Plan* committed the Government to investigating making the Gateway a 'zero construction waste zone'. Since then, Defra has led a Government working group, which has developed proposals for discussion and consultation with stakeholders on more challenging targets for construction waste in the Gateway than those proposed nationally, given the scale of development expected.



We want to go further and faster in the Gateway. So Defra will be undertaking work with Communities and Local Government, stakeholders and delivery partners to determine the costs and deliverability of setting such targets.

Flood risk management

This year's floods showed how important it is to ensure that homes are adequately protected. Flood risk is likely to increase in future, particularly as the result of climate change impacts. The Environment Agency has already been making good progress with *Thames Estuary 2100*, a study of flood risk management considering what flood defences will be needed to protect the Estuary from tidal-flooding for the next century and beyond, taking account of future sea-level rises. Research to date suggests that the existing defences are effective: their longevity reflects their design to higher standards than we initially thought. Discussion with local communities will inform recommendations by the end of 2008. Following further consultation, final proposals on these measures will be submitted to Defra in 2009-10.



Meanwhile, the Environment Agency plans to invest more than £200 million over the next twelve years to maintain and operate the existing system of defences, including the Thames Barrier. These physical defences remain the central means of managing flood risk but they cannot be continuously expanded.

Planning has a crucial role in managing the flood risks of new development. In December 2006, in *Planning Policy Statement 25, Development and Flood Risk*, we set out objectives to:

- ensure flood risk from all sources – rivers, seas, and drainage – is taken into account at all stages in the planning process;
- avoid inappropriate development in areas at risk of flooding and direct development away from high risk areas;
- allow development to continue only with suitable protection and mitigation where large areas are at risk of flooding;
- ensure that local planning authorities take account of our policy and Environment Agency advice on minimising risk;
- provide opportunities to reduce risk to existing communities, for instance by re-creating or safeguarding flood plain or washlands.

In line with this, every local planning authority in the Gateway has already made at least an initial assessment to identify potential risks accurately and as a guide to which new developments will need a specific Flood Risk Appraisal for the site. These ensure wherever possible that the development is designed and laid out to reduce the consequences of river and surface water flooding. Local authorities, the Environment Agency and emergency services will work together to ensure that adequate emergency planning arrangements are in place in the unlikely event that flooding does occur.

Taken together these measures mean that even with climate change, we can safeguard people and manage flood risk in the Gateway for the rest of this century.

Water use and ‘water neutrality’

The Environment Agency, Defra and Communities and Local Government jointly published in November 2007 a feasibility study on achieving ‘water neutrality’ in the Gateway. Its aim is to identify scenarios in which the total water used by the Gateway after the developments to 2016 should not exceed total water use before development. The study shows that water neutrality in the Gateway could be achieved by:

- making new developments much more water efficient;
- offsetting new demand through fitting existing homes and other buildings with more efficient devices and appliances; and
- reducing leakage, expanding metering and introducing tariffs for water use which encourage households to use water more efficiently.

“ High quality green space is fundamental to the regeneration of the Gateway. Working with Government and other partners we have been able to develop an innovative and award winning project at our Rainham Marshes reserve which shows how biodiversity, increased access and high quality design can contribute to an improved environment for local communities. The Delivery Plan and the emphasis on Parklands provides an opportunity to build on the experience we have gained from places like Rainham Marshes – and it will be a major challenge to deliver the scale of environmental improvement needed. However, organisations like the RSPB remain committed to playing a part in turning the aspirations into reality. ”

Chris Corrigan, *Regional Director, RSPB*

We will work with water companies and other stakeholders to agree the possible elements of a costed delivery programme for achieving a water neutral Gateway.

Investment in making the Gateway an eco region over the next Spending Review period

Over the next three years we will:

- Continue to ensure that 80% of new homes are built on brownfield land.
- Invite proposals for a new Eco-Quarter in the Thames Gateway.
- Earmark £2 million for funding eco-assessments of the top 10 housing programmes, to ensure they will design in climate change mitigation, flood risk management, energy and water efficiency from the start, with the first study covering Kent Thameside and focusing particularly on energy infrastructure.
- Invest a proposed £15 million in a low-carbon communities programme to improve energy efficiency in existing building stock.
- Work with the Energy Saving Trust to accelerate the delivery of Green Homes Services across the region by investing up to £1.5 million.
- Reduce greenhouse gas emissions by supporting a project to use waste heat from Barking Power station to provide community heating for developments across Barking and Dagenham and the wider area.
- Establish, in Dagenham, the first closed loop recycling facility for food-grade plastic for use in the UK market.
- Support an Environmental Engine Design Innovation Park at Ford Dunton to harness the international research expertise at Dunton and develop an associated cluster of support activities and enterprises across the Gateway.
- Investigate the costs and delivery mechanisms for achieving water neutrality in the Thames Gateway.
- Investigate the costs, funding streams and delivery mechanisms towards establishing a zero construction waste target across the Thames Gateway.

- Respond to the Environment Agency's Thames Estuary 2100 project and continue to manage the risk of flooding in the Thames Gateway in line with PPS25.
- Explore the investment opportunities for using European finance from the JESSICA programme to support environmental infrastructure in new and existing developments.
- Support the establishment of a sustainable legacy for the Olympics including the use of low carbon energy systems, high efficiency buildings and good quality bio-diverse greenspace.

Conclusion

In this Plan, we are setting out our resolve to develop a new eco-region in the Thames Gateway. We have set out the first steps in that process. There is no more important task than that of tackling the issues of climate change and flood risk. In our plans for spending and action set out in this chapter, we are paving the way to ensuring that the children and grandchildren of the Thames Gateway can inherit a sustainable environment to pass on to future generations.





Chapter 5

The time to invest is now

Government and other public sector agencies have a responsibility to create the conditions that attract and sustain that private sector investment and to secure value for money. This is at the heart of our role in regeneration. As our investment bears fruit, we expect up to £43 billion of investment in the Gateway over the next 20 years from the private sector.

Appendix 1 shows the outputs expected by 2016 from each local programme that Communities and Local Government plans to support in the next Spending Review period. Those outputs will be delivered through the total investment made by public and private partners. Chapters 2, 3 and 4 include funding plans already made by other government departments and agencies. These are brought together in Table 5.1 overleaf. Departments will be making further detailed funding decisions that affect the Gateway and the specific projects to be delivered within that, as part of their usual planning. We will provide an update on those decisions in the first Thames Gateway Annual Report, which we plan to publish in June 2008.

“ The Government’s decision to deliver Crossrail represents a major boost to London’s world city status. It will ensure that in the next decade London maintains and furthers its position as the financial heart of Europe and continues to attract business from around the world. In particular the new rail line will not only provide additional capacity to the Canary Wharf district to achieve its full potential but also provide impetus to the development of new communities, with jobs and housing, in the Thames Gateway area. ”

George Iacobescu, *Chief Executive Officer, Canary Wharf Group*

Table 5.1 Expected cross-government spending supporting the Thames Gateway 2008-2011

Source	£m	Provides
Communities – Thames Gateway programmes	500	Supporting TG programmes that will deliver strategic outcomes
Learning and Skills Council	1,600 revenue	Further education, adult and work based learning
Learning and Skills Council	850 capital	Capital provision
Department of Health	600	Refurbished hospitals
Department of Health	40	New health care facilities
Department for Transport	1,800	Spend on major transport schemes to complete in the period, including Docklands Light Railway extensions and A2/M25 roadworks.
Department for Transport and Communities – Community Infrastructure Fund (CIF)	100	Local and regional transport
Environment Agency	50	Maintaining existing flood defences, including Thames Barrier
Regional Development Agencies/ Communities – Thames Gateway	120	Strategic Economic Investment Fund – will also have £80 million contribution from Thames Gateway programme (see above) and expected £75 million from other partners
Department for Children Schools and Families	278	Sure Start Centres
Department for Children Schools and Families	1,200	Building Schools for the Future and other programmes
English Partnerships	130	New homes and communities on brownfield land
Housing Corporation	858	New affordable homes
Communities – Olympics contribution	1,500	Supporting ODA on Olympic infrastructure and legacy
Total	9,626	
In addition	a proportion of	
Department for Transport	5,000	Crossrail – 1st phase of construction up to 2017. Amount to be spent in next 3 years not yet determined.

As Chapter 1 and Appendix 1 explain, at this stage Communities and Local Government has allocated funding to programmes designed to achieve overall objectives. The next stage is for partners to propose projects within each area's programme that will best achieve the objectives. Those will have a full 'Green Book' value for money assessment before funding is finally agreed. Where it is decided that a project will not be funded, for whatever reason, the funding may be reallocated to alternative programmes or projects across the Gateway. The new Portfolio Management Framework, briefly described in Appendix 3, will provide the means to identify benefits from individual projects as they are approved.

Table 5.2 shows, for each of the seven Gateway outcomes, the level of Communities and Local Government Thames Gateway funding allocated for the current Spending Review period and planned for the next, 2005-2008 and 2008-2011 respectively. It also shows the total outputs from those programmes up to 2016. These depend on the Thames Gateway funding and other government funding – including key regeneration spending from the Housing Corporation, the Regional Development Agencies and the Community Infrastructure Fund – leveraging in private sector investment.

Public spending is not sufficient to deliver our desired outcomes. The outputs and outcomes in Table 5.2 depend on attracting private investment and we therefore need the market to respond to the new opportunities on offer.

Achieving regeneration requires strategic and coherent investment. Some government-funded interventions may seem relatively modest, taken in isolation, but they can provide the conditions that allow and encourage other investment. This will often mean funding critical interventions at an early stage. The case studies below illustrate this and how we expect our investments and their outputs to produce the final outcomes we want.

Table 5.2 Anticipated outputs for the Thames Gateway

Outcomes	CLG TG funding element 2008-2011	Benefits	Overall outputs of programmes to 2016
Improvement in the performance of the Thames gateway economy	£137m ¹	New jobs (FTE)	at least 225,000
		Safeguarded jobs (FTE)	10,000
		Town centres improved	14
		Commercial floor space, new and improved (m ²)	6,000,000
		Brownfield land remediated (Ha)	2,000
Enhanced education and lifelong learning	£0m £61m	New SureStart centres	90
		New FE/adult places	10,000
		New or refurbished schools	at least 27
Modern, responsive and efficient transport system	£44m ²	New or improved public transport – rail, bus, water (km)	20
		Public transport interchanges and stations	18
		Road transport new and upgraded (km)	65
		Road transport: new bridges	12
		Alternative modes – cycle or pedestrian paths (km)	140
Increase in numbers and the quality of dwellings	£102m	New housing units	160,000
		Homes assessed as Good or better against the Building for Life standard	100%
Increase in quality of life for communities	£26m	New/extended health care facilities	22
		New cultural, leisure, community facilities (m ²)	220,000
Thames Gateway Parklands and other environmental programmes	£95m ³	Green and open spaces created or enhanced (hectares)	600
		Number of heritage facilities/sites improved	13

Source: CLG, Thames Gateway Portfolio Management Framework

¹ This table shows Communities and Local Government's £465 million capital investment available in 2008-11. It does not include the resource element of their funding for the Gateway, which amounts to £57 million for the same period.

² This table does not reflect £100 million of Communities Infrastructure Fund allocated to the Gateway.

³ Figure includes £35 million toplice for Parklands programme plus elements of other programmes which will contribute to Parklands outcomes.

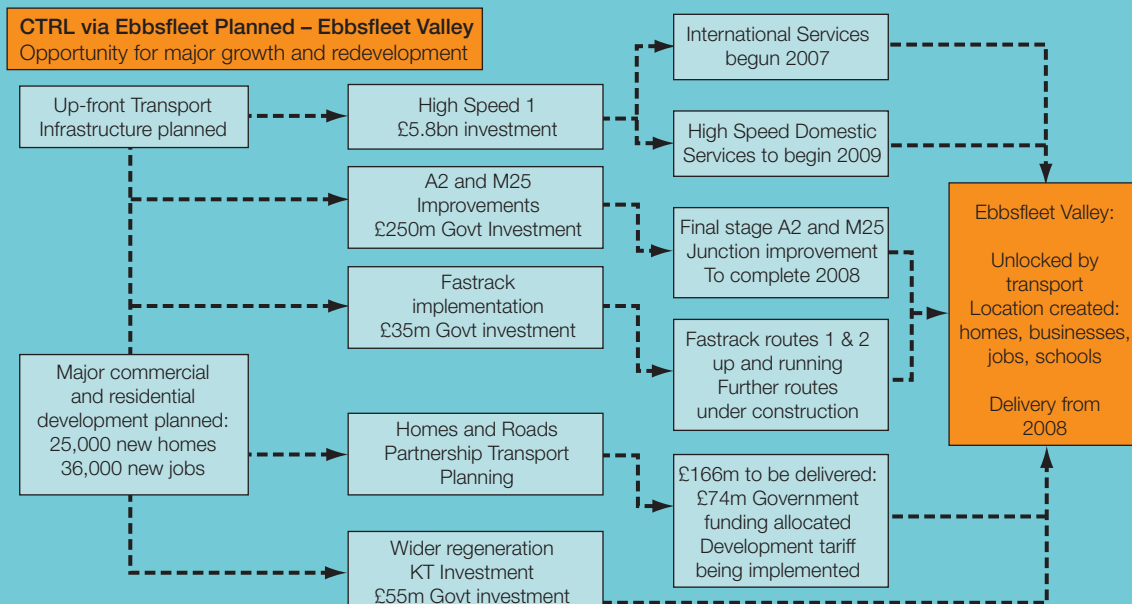
CASE STUDY: FASTRACK AND SUSTAINABLE TRANSPORT IN KENT THAMESIDE

High Speed 1 (formerly Channel Tunnel Rail Link) and its new International station at Ebbsfleet provide the catalyst and opportunity for major growth and redevelopment across Kent Thameside. 25,000 homes and 50,000 jobs are planned to be created by 2030, with over 10,000 of these homes in the Ebbsfleet Valley. The latter stretches from Bluewater to Ebbsfleet International and includes some 542,000 m² of commercial development surrounding the station itself.

This scale of regeneration is huge and needs to be sustainable. As long ago as 1995 it was realised that a major increase in use of public transport would be necessary. Early delivery of Fastrack – a bus rapid transit scheme providing an attractive and credible alternative to the car – was critical to this strategy.

The diagram below shows the main streams of public and private infrastructure funding as part of this story.

- The £6 billion public and private sector funding going into High Speed 1 and the road network is much greater than the £35 million, Government investment into Fastrack, but the latter was crucial to kick-start Fastrack delivery, get the service running, influence travel behaviour and set the momentum for contributions from developments such as Ebbsfleet Valley itself and The Bridge at Dartford;
- Operating since March 2006, Fastrack has proved hugely successful. Over three million passengers have used the two Fastrack services now currently operating, and 19% of passengers would previously have used a car for their trip. This clearly demonstrates the success of the strategy and benefit of early public sector investment helping to create a sustainable community even before new homes are built;
- In preparation for future phases of development, Government is contributing £74million towards a £166 million programme of further transport initiatives, in partnership with the county and district councils, the Highways Agency and private sector, to ensure that there is sustainable transport for the full scale of new development expected.

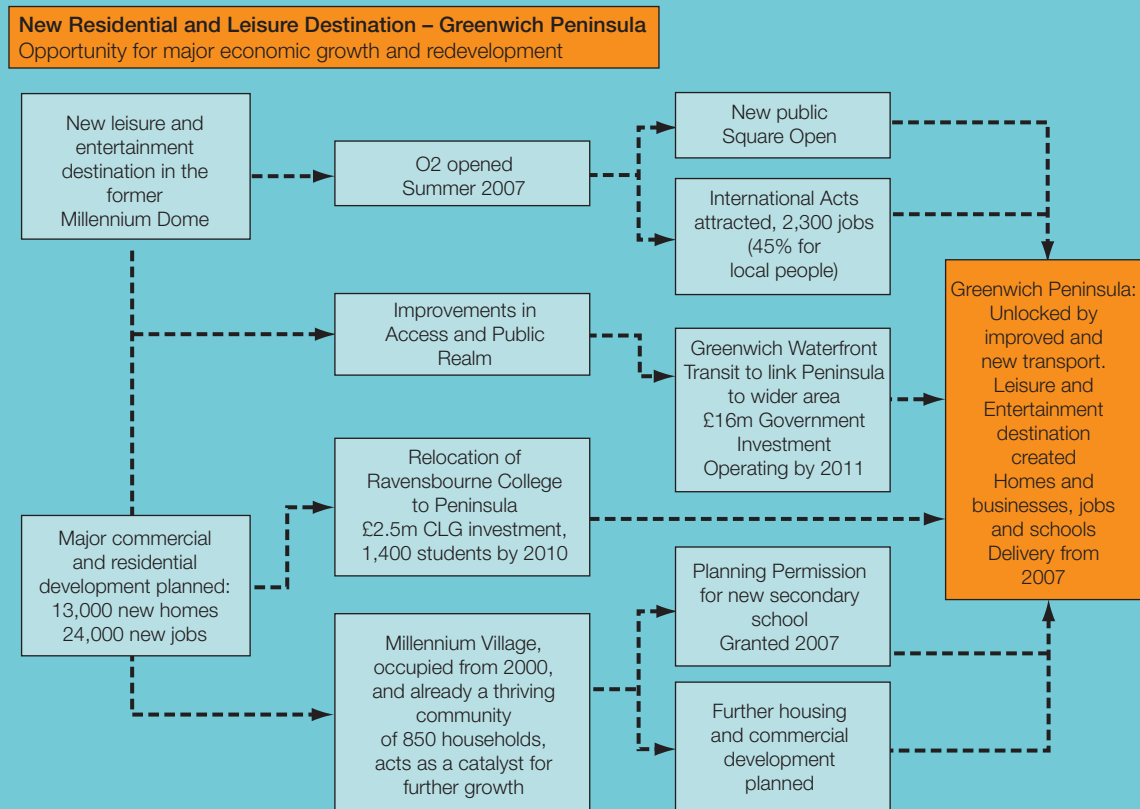


CASE STUDY – RELOCATING RAVENSBOURNE COLLEGE TO THE GREENWICH PENINSULA

The decision in 1997 to locate the New Millennium Experience on the Greenwich Peninsula was the impetus for the regeneration of the area. English Partnerships have spent over £200 million since then on site remediation works, high quality landscaping, new transport infrastructure and transport links. This investment is leading to the development of 13,000 new homes and 24,000 new jobs over the next 20 years.

People have been living at the Millennium Village since 2000. A primary school and health centre were provided at the same time as the first homes. The former Millennium Dome, now known as O₂, has recently reopened and is already a popular leisure destination.

Communities and Local Government provided gap funding for the relocation to the Peninsula of Ravensbourne College of Design and Communication, a world class media education facility. The college will have 1,400 students by 2010 and fits the strategic arts and business-based plan for the Peninsula. Thames Gateway funding allowed this move to go ahead, so the College and its students get better facilities to enhance their skills in digital technology; the local economy benefits; and the Peninsula gets a growing population of better educated young people.



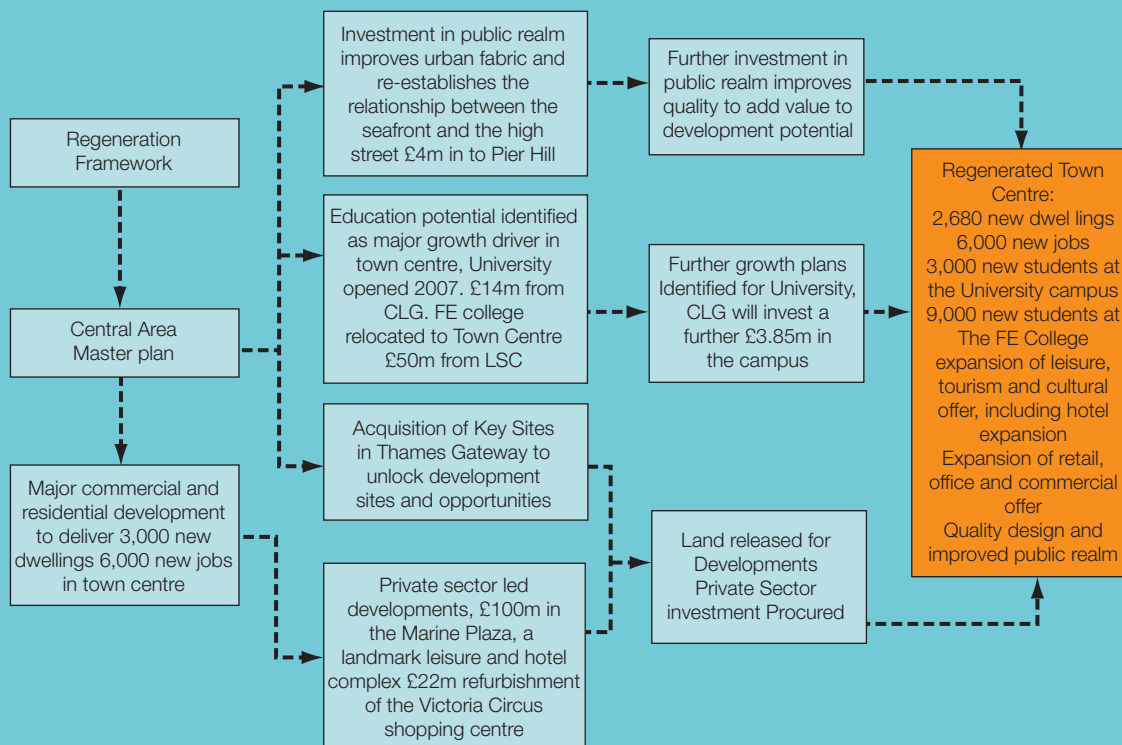
CASE STUDY – SOUTHEND TOWN CENTRE

Southend remains a popular seaside destination for daytrippers. However, its traditional seasonal attractions have left a legacy of limited tourist infrastructure and a narrow economic base for a town of its size. Whilst the town had been successful in developing a financial back office function the global trend to relocate to cheaper locations continues to pose a threat, and the retail offer and commercial market has been weak. Today, the employment base remains narrow with many people having unskilled and seasonal tourist jobs, and those with higher skills tending to work outside the town with a significant number commuting to London.

The decision to relocate the South East Essex College to the town centre has been critical in launching the regeneration of Southend town centre. Since opening the new campus building in 2004, enrolment figures have leapt by some 40% and this has been complemented by the development of the University of Essex Southend Campus on an adjacent site. £14 million of CLG funding was allocated to Phase 1 of the development, which was opened in January 2007. Courses are now running and over time it is expected that there will be up to 3,000 undergraduates and postgraduates. CLG has also approved in principle a further £3.85 million to support for a Phase 2 expansion.

Renaissance Southend Ltd, the Communities and Local Government and EEDA sponsored Urban Regeneration Company, has used this HE/FE campus as the springboard for their regeneration strategy. Proposals for expanding the cultural, leisure and tourist offer, including hotels and conference facilities, supported by expansion in residential, retail and office developments and public realm improvements will transform the urban fabric of the town centre and the wider local economy. By wrapping plans around the future needs of the new campus, Southend is on the way to becoming a University Town, which will secure a new future built around improving skills, opportunity and the physical environment.

Southend Town Centre regeneration





Chapter 6

Delivering the Gateway

Governance of the Thames Gateway

Given the scale of the Thames Gateway and its existing population of 1.5 million people, there will inevitably be a degree of complexity in the delivery structure for a project of this size and ambition. Last year's *Interim Plan* represented a 'statement of common purpose' by the members of TGSP that reflected their ambitions for the Gateway and how they would work together to achieve them. The *Interim Plan* recognised that this needed leadership and co-ordination by government.

In the last year we have worked hard to ensure that existing delivery arrangements are complemented by stronger governance and management arrangements that provide much clearer leadership and direction. We have also brought partners closer together both by aligning policy goals and by putting them in offices close to each other. The combined effect of these changes is that needless complexity is being reduced and working relationships across government, its agencies and partners are more productive.

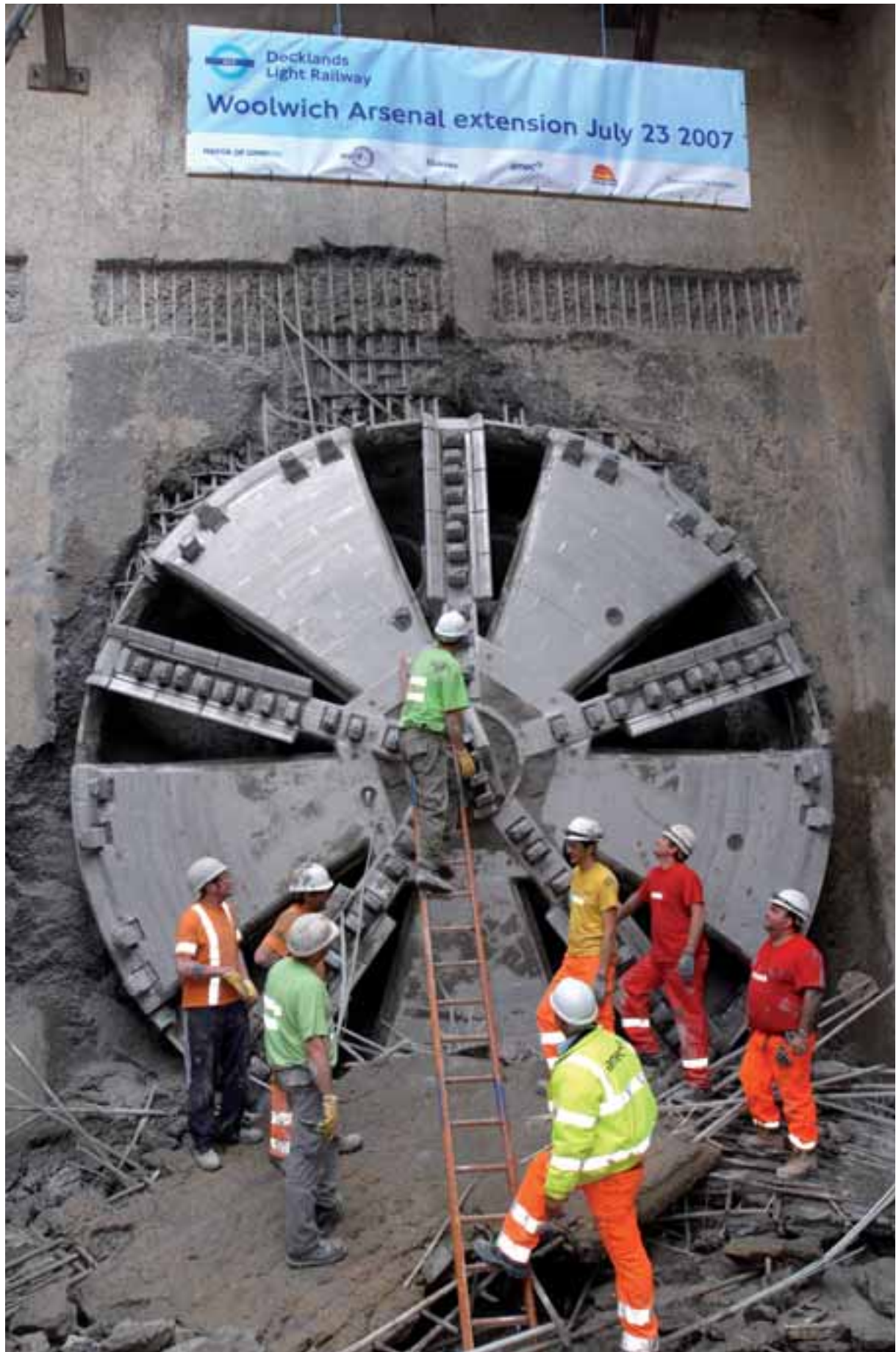
A new Cross-Government Board, comprising all the key government spending departments has been established, to oversee the delivery of the Thames Gateway Programme, co-ordinating mainstream government funds and delivering joint priorities. Its role includes oversight of the new programme management arrangements, set out in Appendix 3, and minimising key risks.

Many government agencies now have teams working alongside the new restructured Thames Gateway Executive in the same building. Among them are English Partnerships, English Heritage, the Environment Agency, Natural England and UK Trade and Investment. These should soon be joined by a team from the Arts Councils. Two new cross-cutting teams covering transport and skills are also being established, with government and RDA funding, and will work there too.

Local delivery vehicles remain central to achieving our shared ambitions, bringing together key partners and stakeholders to ensure regeneration is responsive to local conditions and reflects the priorities and views of local people. The RDAs play a vital role in gathering evidence on the regional economies and drawing up the regions' priorities for economic development.

The new governance model and a list of key delivery partners is set out at Appendix 2.

The new performance framework for local government provides more opportunities for key delivery agencies to work together better. The Local Area Agreements (LAAs) to be signed off



in June 2008 provide the mechanism for agreeing with central government (represented by the three Greater South East Government Offices) a shared set of targets for an area across all the different public, private and voluntary agencies. Local authorities and their statutory public sector partners (including the RDAs, Environment Agency, Natural England and the Arts Councils) now have a duty to work together to agree targets and to have regard to those targets in the exercise of their functions.

Local authorities in the Gateway face a huge challenge in the pace and scale of change, and may need support particularly around cohesion. To ensure that local authorities have the skills and capacity they need for involvement in delivering our shared vision, we will establish an improvement programme, in partnership with local government and backed by funding of up to £10 million from Communities and Local Government.

A new marketing suite and revamped website will help to make the Thames Gateway more accessible to investors. A new Marketing and Communications Strategy has been developed and a marketing team will work with investors and Thames Gateway residents to explain the opportunities and benefits of the Programme.

To ensure a continuing dialogue with investors and provide a clear point of contact, we will establish an Investors Group for the Gateway and launch a new Inward Investment Strategy. The strategy should help to co-ordinate inward investment work and the marketing of the Gateway. This package should raise awareness of the Gateway's strength as an inward investment location.

We will continue to address residents' concerns about the Gateway. Over the next three years we will undertake annual residents' opinion polls and establish a citizens' panel for the Thames Gateway.

Managing Delivery

Over the next few months, we will reflect our new investment priorities fully within the Portfolio Management Framework to improve substantially our portfolio management. This will allow the Thames Gateway Executive to provide clear direction and sponsorship across the Gateway. The Framework aims to provide a consistent strategic approach to the development of programmes, their monitoring and reporting of delivery, managing risk and ensuring that benefits are fully realised. The Framework is described in more detail in Appendix 3.

“ With the Costed Delivery Plan, we now have the essential tool with which to deliver the regeneration of the Gateway. It creates a timeline and resource framework to match the Plan's policy and project aims together with a mechanism for measuring the benefits that will accrue. It is a major step forward and marks the defining point for the delivery of the Gateway. ”

***Will McKee**, Chair, Thurrock Thames Gateway Development Corporation*

Two aspects of the Framework will ensure we get continuing value for money. First, the allocation process described in Chapter 1 and in Appendix 3 produces an ‘approval in principle’ to a programme of work. Delivery partners still have to submit proposals for specific projects and show that they are a good value way of achieving the outputs and objectives of the Programme. If they cannot, the funds can be reallocated to other projects.

In the case of the Thurrock and London Development Corporations, their funding proposals are governed by their Corporate Plans which are agreed with Ministers. We will expect the projects they fund to be in line with programmes as set out in Appendix 1 of the Plan. Where it is proposed by a Corporation that they invest in other areas, such as Rainham, Aveley & South Ockenden or South East Thurrock (including Tilbury) this will be for discussion with the Minister.

Second, the Framework should enable us to monitor progress and take action in good time where outputs and outcomes are at risk of being missed. Delivery partners will provide progress reports on spending, targets and outputs. These reports will be considered by the Cross-Government Board and by the Thames Gateway Strategic Partnership. The Board will agree any actions to address under-performance or new issues. Again this includes re-allocating funding to projects or programmes which can perform better and deliver real change for their communities.

Conclusion

The Delivery Plan reflects the significant new momentum in the Thames Gateway and the cross government commitment to maximise its potential for the benefit of local communities and the nation at large. It sets out the programmes and the investments to match the scale of our ambitions, which is nothing less than to create an exemplar of regeneration, sustainability and development. With our partners in the public, private and voluntary sectors, and working with the people of the Gateway, we will achieve this vision. We commend the Plan to you.





Appendix 1:

Communities and Local Government supported programmes – Summary of funding and outputs

The following charts show the programmes that will be supported by Communities and Local Government for the CSR 07 Period across the Thames Gateway.

The benefits listed are cumulative until 2016; some programmes continue beyond 2016. Full details on the delivery of individual benefits will be available following detailed green book appraisals of the projects making up the programmes.

The benefits listed are based on the assumption that all programmes are fully funded. In the event that full funding is not secured from private or government sources, the benefits and programme timescales may have to be revised.

Some programmes are still in planning stages so benefits may be understated.

Communities and Local Government funding is Approval in Principle and approval is subject to a detailed programme appraisal.

Key to appendices



Programme duration



CLG funding for the 2008/10 CSR period (£m)



Total new/affordable housing units built over the duration of the programme



Total jobs created over the duration of the programme



Total commercial floor space (office, retail, manufacturing, warehousing) (m²)



Total green space enhanced and created over the duration of the programme (ha)



Total brownfields land remediated (ha)



Transport: Total roads, rail, waterways, cycleways, pedestrian routes (km)



Transport interchange



Skills (new higher education places)



Schools



Community facilities (sporting grounds, community clubs, cultural centres (m²))



Healthcare facilities



Road bridges



Total estimated Private Sector investment required

Communities and Local Government supported programmes in London Thames Gateway

Barking Riverside and Town Centre – London Thames Gateway Development Corporation

Investment into the Town Centre will provide more jobs and homes, an improved transport interchange, enhanced connections to the surrounding area and a new cultural hub. Barking Town Centre can support significant growth, including servicing the largest residential scheme in London, 11,000 homes at Barking Riverside.

Bromley-by-Bow and Three Mills – London Thames Gateway Development Corporation

Located in the heart of the Lower Lea Valley, Bromley by Bow will have a rejuvenated town centre with 5000 new homes and community facilities against the excellent backdrop of the river Lea at Three Mills.

Canning Town – London Thames Gateway Development Corporation

Canning Town will have a new town centre built around the existing transport hub to support over 12,000 new homes in the area. It will become a vibrant commercial centre with the opportunities offered by its proximity to Canary Wharf & the City.

Lower Lea Valley and Connections – London Thames Gateway Development Corporation

The Lower Lea Valley is home to an extensive network of canals and waterways. The aim is to transform the Valley into a new ‘water city’, creating an integrated park through the Valley – a high-quality setting for new commercial and residential development.

Olympic Arc – London Thames Gateway Development Corporation

The 2012 London Olympics represents a massive confidence boost for east London. The aim is to deliver top quality business space in Hackney Wick, Fish Island and Stratford, supported by quality infrastructure, homes and parks.

South Dagenham – London Thames Gateway Development Corporation

The South Dagenham employment area has the potential to provide London with essential services. The initial focus is on an environmental technologies cluster. To the north a new community of approximately 5,000 people will be created on brownfield land linked to existing residential areas.

Belvedere – Invest Bexley

Belvedere, one of London’s largest employment zones, has significant opportunities for new businesses. The recently opened Thames Innovation Centre is acting as a catalyst for new hi-tech high-skilled industries.

Crayford – Invest Bexley

Crayford is a town on the cusp of major change. The planned improvements will lift the area for business and local people and help unlock major sites for development.

Erith – Invest Bexley

Erith is the focus for significant regeneration through the Erith Western Gateway development following successful town centre renewal. Plans for a new mixed use development are well advanced.

Deptford and New Cross – London Borough of Lewisham

Deptford can accommodate significant growth and is named as an “Opportunity Area” in the London Plan. Its large number of sites will make an important contribution to new jobs and homes in the borough.

Northern Royals – London Borough of Newham

This programme consists of developing the area around Custom House following the announcement of Crossrail. Projects will improve the local environment and integrate the station with wider regeneration. The London Borough of Newham and the LDA are working closely together.

Southern Royals – London Borough of Newham

The Southern Royals programme contains a range of projects, including residential and commercial development. Silvertown Quay will see the creation of a new Urban Quarter including new office space, retail, leisure and community facilities – e.g. the new visitor attraction: the Biota! Aquarium.

Charlton – Woolwich Regeneration Agency

This programme will transform this underutilised industrial area into a vibrant mixed-use riverside quarter. The emerging vision is to provide new homes, a new secondary school together with improved green and open space, better transport links, and modernised industrial space.

East Greenwich and Peninsula – Woolwich Regeneration Agency

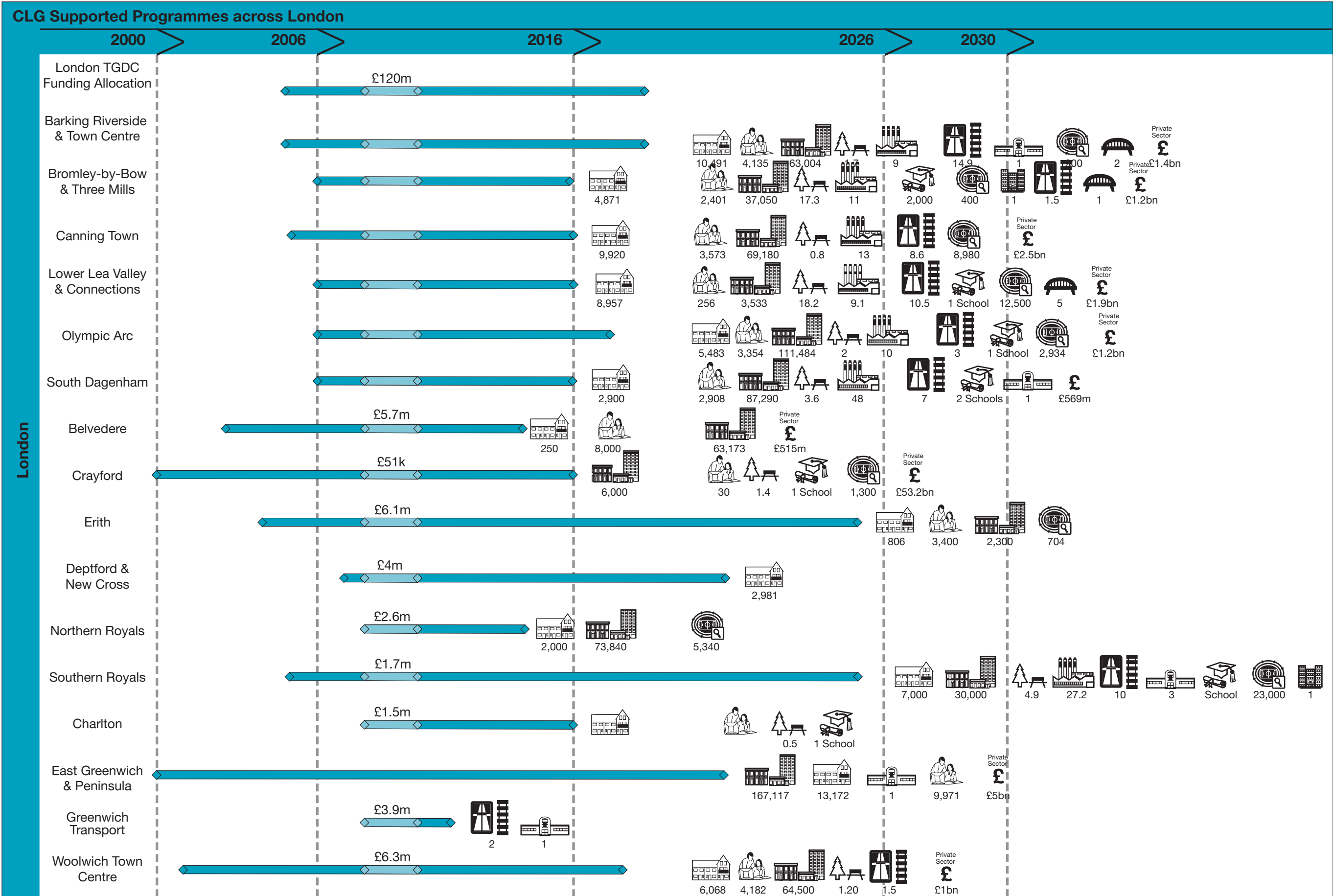
The programme will create a new sustainable mixed-use development which will provide thousands of new homes and jobs, as well as an important new entertainment district.

Greenwich Transport – Woolwich Regeneration Agency

Key transport projects include the new transport interchange planned for Woolwich town centre; improving the environment of the A206 road which currently divides the Royal Arsenal from Woolwich town centre and the new ‘super-crossing’ over the A206.

Woolwich Town Centre – Woolwich Regeneration Agency

Revival of the town centre has started with the housing development at the Royal Arsenal well underway, providing a good mix of house type and tenure with other developments e.g. the ‘Love Lane Development’ starting soon.



Communities and Local Government supported programmes in South Essex

East Thurrock – Thurrock Thames Gateway Development Corporation

This programme seeks to regenerate the Stanford-le-Hope and Corringham areas of East Thurrock through the provision of over 400 new houses and employment opportunities for over 9,000 people. This improved infrastructure and capacity will support London Gateway, the second largest ever private investment in the UK which has received planning permission for the former Shellhaven site.

Grays- Thurrock- Thames Gateway Development Corporation

This programme will deliver the transformation of Grays, through the provision of a new FHE campus for catering almost 2,000 new students, over 2600 houses and a new community hospital. The existing high street will be enhanced by public realm improvements, new office facilities and increased retail space. Improved access to the river will lead to a marina, which will bring to life Thurrock's seafaring and military heritage for future generations.

Purfleet – Thurrock Thames Gateway Development Corporation

This programme seeks to transform Purfleet through the comprehensive redevelopment of the area, leveraging in over £420m of private sector investment. This will see the creation of a new local centre boasting 2 new schools, 2 new health centres, improved transport infrastructure, 3,400 new houses and over 2700 new employment opportunities. 37 hectares of greenspace are being created.

West Thurrock Lakeside – Thurrock Thames Gateway Development Corporation

Centred around the Lakeside Basin this programme seeks to improve the quality and quantity of retail offered at Lakeside significantly and will enhance the range of activities available in the area through the provision of new community, leisure and education facilities, along with the provision of around 7,300 new jobs and more than 3,400 new homes. Another school and 2 new health centres will be provided to support this ambitious growth.

Advancing Culture & Heritage in Southend – Renaissance Southend

The programme sees a better tourism offer through the expansion of the culture & heritage sites in Southend – about 14,000sq m – through the provision of an enhanced University campus in the town centre, improved galleries, workshop and performance space and the potential development of a Museum to provide a permanent home for the 'Saxon King' archaeological finds.

Central Southend – Renaissance Southend

The intention of this programme is to deliver a range of projects and interventions that will create the right environment for business across a number of important sectors, improve the public realm – making the retail and business districts much better connected – establish new cultural facilities, provide land for the expansion of the University of Essex, and generate renewed vigour in Southend as a varied tourist destination throughout the year including new hotel accommodation and the transformation of Victoria Circus, a key gateway into the town centre.

Basildon Town Centres – Basildon Renaissance Partnership

This programme facilitates the regeneration of Basildon, Pitsea and Laindon Town Centres to transform them into places that are welcoming, vibrant, busy and safe, which people can identify with and enjoy day and night. This will include better transport interchanges around the station. The Essex Cardiothoracic Centre has been recognised as a world-leading facility providing specialist heart and lung services. Further education investments are have been promised for a state of the art campus supporting high quality vocational learning. The town centre areas will be revitalised through the provision of over 4,500 new houses and 6,250 new employment opportunities.

Basildon Business Economy – Basildon Renaissance Partnership

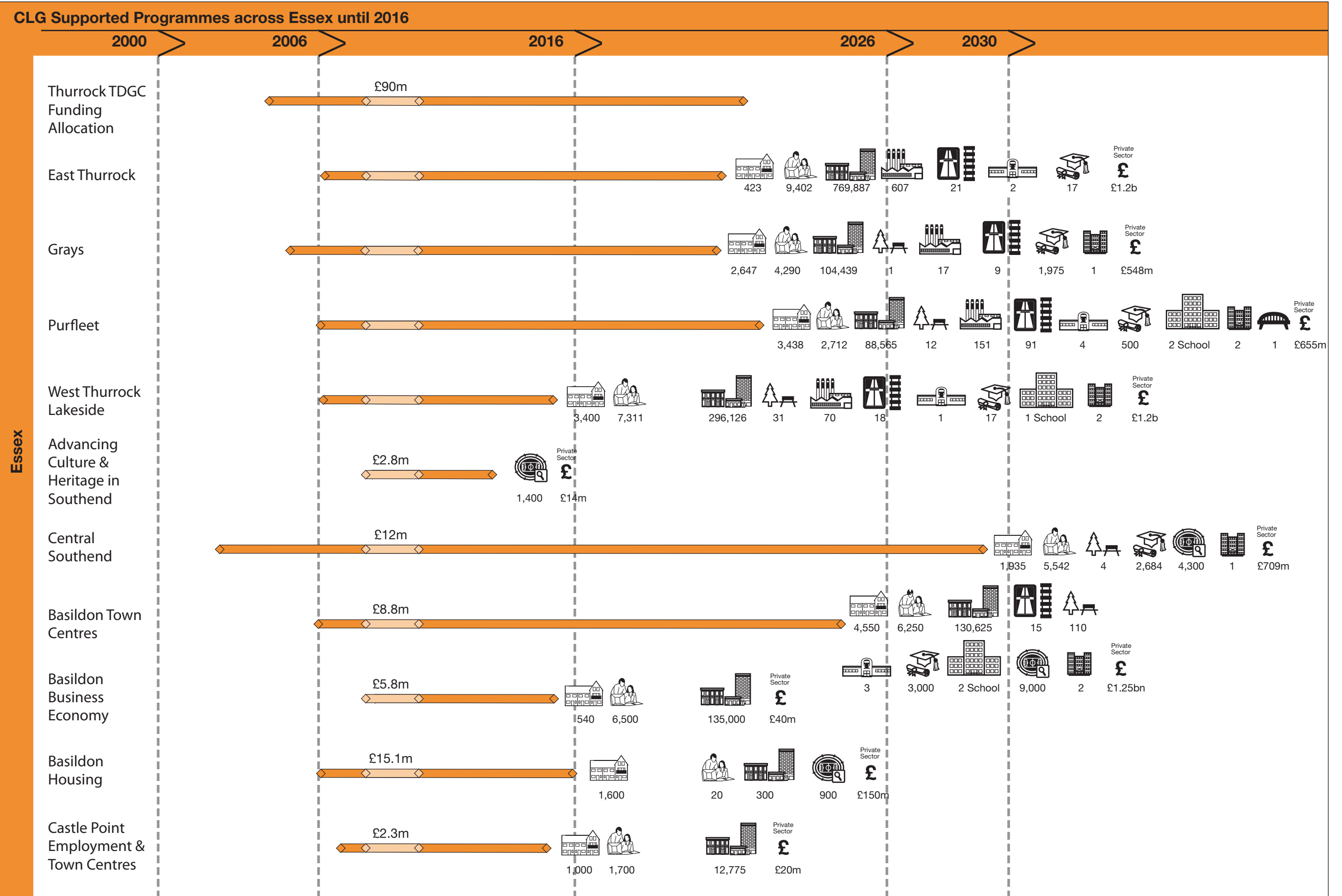
This programme supports the creation of the very best employment areas within the District, with projected 6,500 new jobs ensuring a long-term future of an already successful area. Establishment of high quality environments, access to a skilled local workforce and first class business support services through a regionally recognised business hub for Basildon creating 135,000sq m of commercial floor space makes Basildon an ideal location for further business investment.

Basildon Housing – Basildon Renaissance Partnership

This programme supports the regeneration of a number of housing estates in the Basildon New Town area. In addition the programme supports and promotes the development of sustainable, low carbon and more aspirational housing developments. Quality of life improvements include a new Sporting Village for completion in 2010, which will provide world-class swimming, gymnastics and athletics facilities for the community and will be a potential training camp for the 2012 Games.

Castle Point Employment & Town Centres – Castle Point Borough Council

This programme is expected to deliver a package of measures which will improve the economic landscape of the Borough. Interventions will focus on the town centres and existing industrial estates with 1,700 new jobs projected, supporting the development of environmental projects on Canvey Island to showcase the rich environmental resources on the Island. Public space improvements for Canvey Seafront have been commissioned. 1,000 new homes are planned along with proposals to improve transport links to the Island.



Communities and Local Government supported programmes in North Kent

Chatham Maritime – Medway Renaissance

Major mixed-use development and conservation of former Dockyard in Chatham: the programme includes a range of commercial, retail, and leisure development, a marina, housing, community facilities and the unique Universities at Medway HE/FE collaboration. Further development includes expansion of the above including the new Dockyard Museum, creative industry workspace, hotel, housing and other facilities.

Chatham Centre and Waterfront – Medway Renaissance

Mixed use redevelopment throughout the town centre, in what will become the centre of Medway City. The programme includes Waterfront, Brook and Station Gateway sites as well as redevelopment and retail expansion of the Pentagon Shopping Centre. These will deliver better connectivity, new transport infrastructure including a bus interchange, new public realm and river walk and a regional cultural venue on the riverfront.

Dartford Town Centre – Kent Thameside Delivery Board

Redevelopment throughout the town centre, including the Northern Gateway and Lowfield Street areas: the programme includes major retail expansion, new housing and commercial development, healthcare and community facilities, new sports and leisure facilities, major expansion of Central Park and revival of the Darent Valley as a green route and natural asset.

Ebbsfleet Valley – Kent Thameside Delivery Board

Major mixed-use redevelopment surrounding the new International Station at Ebbsfleet: the programme includes commercial development at Ebbsfleet, new housing and community facilities at Eastern Quarry and Springhead, and new transport connections via Bluewater, the Town Centres and the Waterfront.

Gravesend Town Centre – Kent Thameside Delivery Board

Redevelopment throughout the town centre, including the Heritage Quarter, the waterfront and the Transport Quarter: the programme includes major retail expansion, new housing, healthcare and community facilities, improved transport facilities and public realm, and better connection to the waterfront.

Kent Thameside Waterfront Development – Kent Thameside Delivery Board

Mixed-use development along the 9 mile stretch of waterfront of the Dartford and Gravesham boroughs: the programme includes Northfleet Embankment, the Bridge, Ingress Park, Swanscombe Peninsula and the Gravesham Canal Basin, each providing a mixture of housing, commercial space, quality public realm and public transport.

Medway Community Enterprise Hub and Medway Innovation Centre – Medway Renaissance

Economic development is a key aspect of Medway’s redevelopment: a new landmark community hub at Watermill Wharf will provide new space for social enterprise and also be a feature point of Strood riverfront and river walk. The Innovation Centre in partnership with BAE Systems, the Universities at Medway and others will deliver on opportunities for growth in high technology manufacturing, University spin-out companies and related service growth for companies in the area.

Queenborough and Rushenden – Swale Forward

New community led mixed-use development on the Isle of Sheppey: the programme includes new housing, green space, school, healthcare and other community facilities, a new marina and leisure facilities, plus major new commercial space and employment growth including significant new employers for the area based at Neats Court.

Rochester – Medway Renaissance

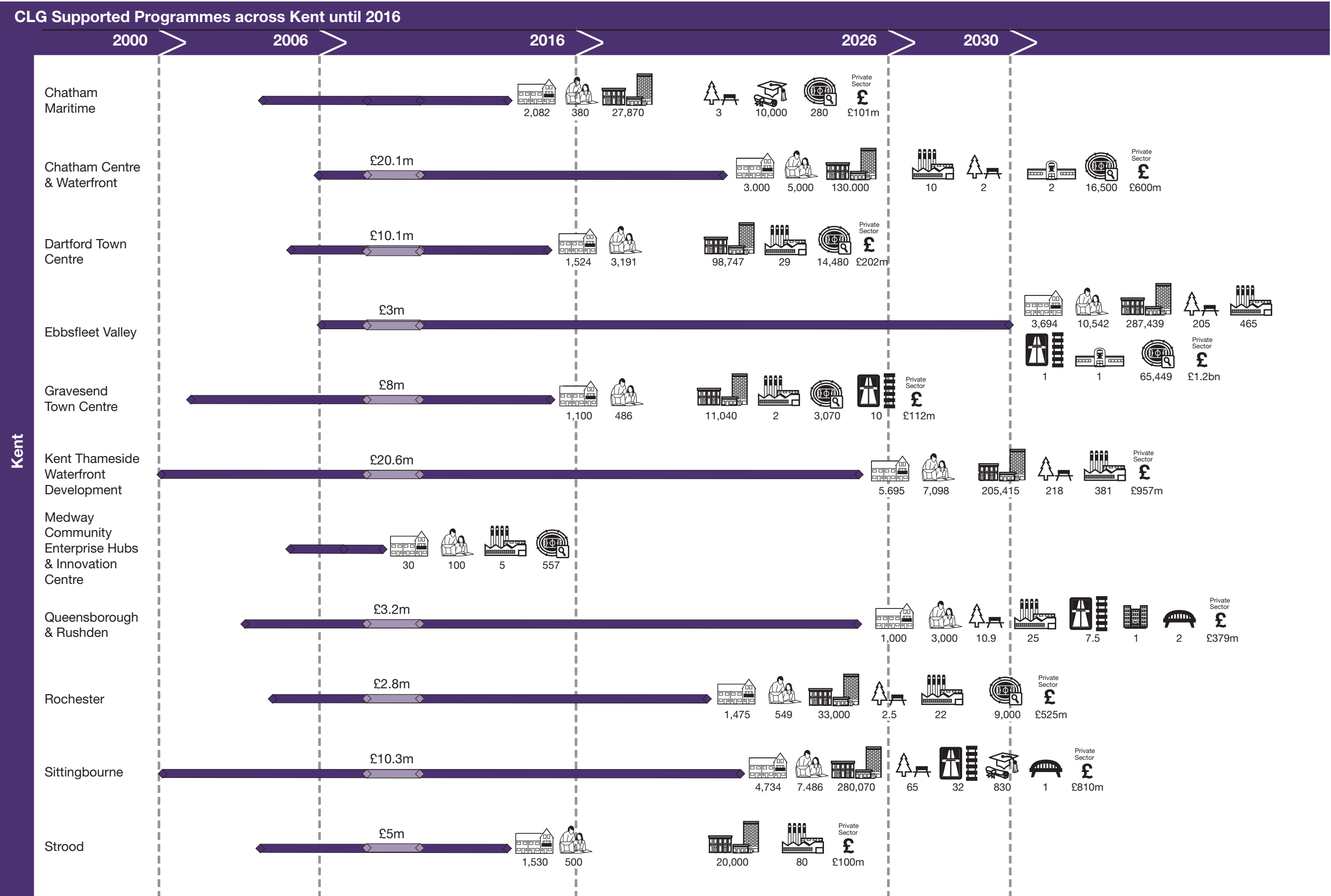
The historic town of Rochester is seeing major redevelopment along its waterfront in the form of Rochester Riverside, with new housing, hotels, commercial space, river walk, public realm, and health and community space. The town itself with its historic High Street, Castle and Cathedral will see further improvements in its public realm and tourism offer.

Sittingbourne – Swale Forward

Mixed use redevelopment within the Sittingbourne area: the programme includes developments of The Meads, Iwade, East Hall Farm, Kemsley Fields, Milton Creek, and crucially, planned retail expansion of the town centre. The latter will see much improved public realm and community facilities, as well as commercial growth at Eurolink Business Park, and new FHE provision for the town centre and wider area.

Strood – Medway Renaissance

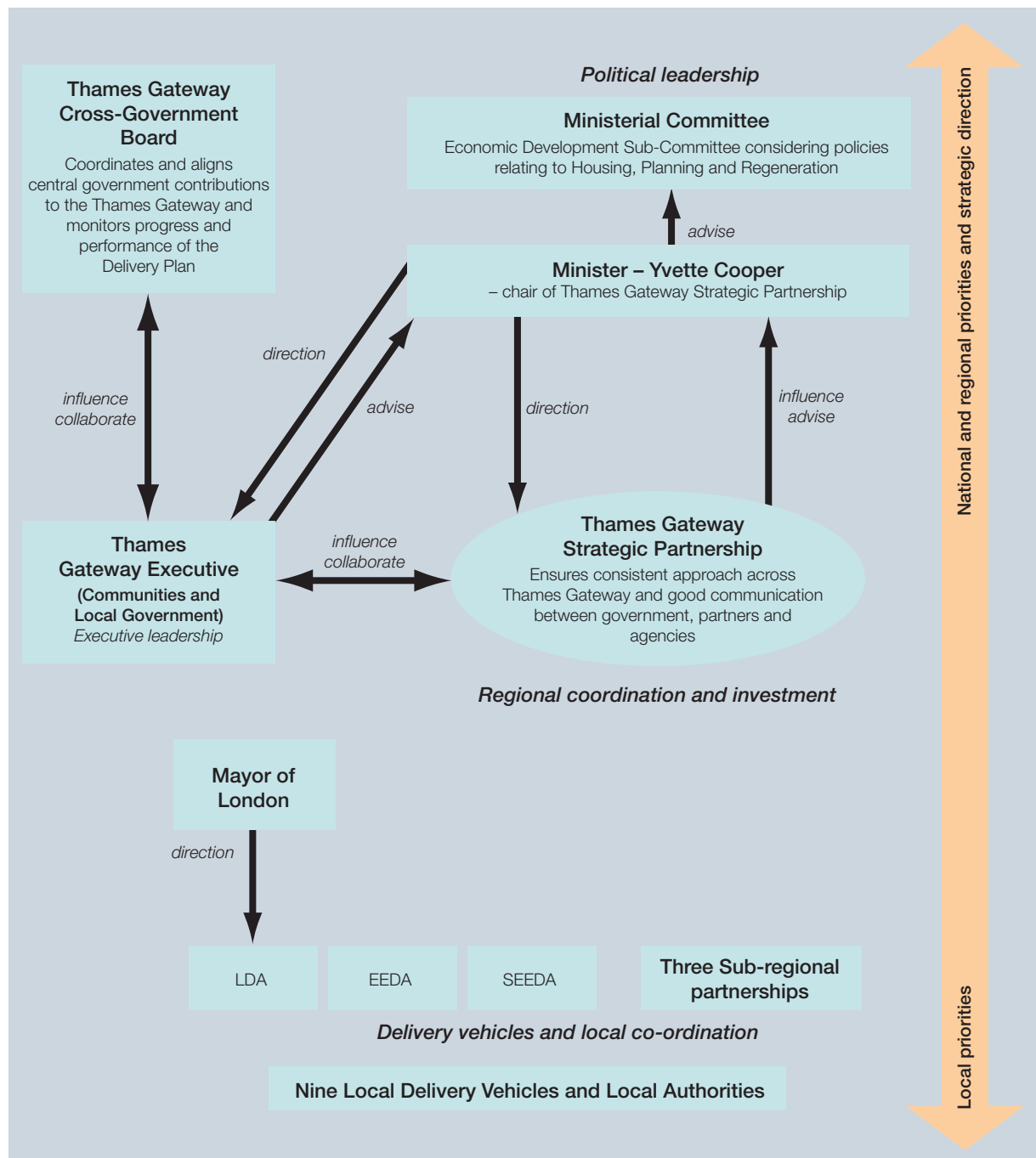
Strood will see mixed use redevelopment along its waterfront as well as town centre improvements: the programme includes schemes at Strood Riverside, the Civic Centre redevelopment and Temple, with public realm, open and green space and a full river walk featuring across the new developments.



Appendix 2

Governance of the Thames Gateway

Figure A2.1 Governance of the Thames Gateway



Delivery Partners

The following list describes the main roles of the key partners. More information can be found on the Thames Gateway website at www.thamesgateway.gov.uk

Local Delivery Vehicles

Sets the overall vision for the regeneration of an area and coordinates regeneration activity across public and private partners through Regeneration Frameworks. Structures vary to fit area specific needs. Delivery of key projects.

Local Authorities *(principally two County Councils, three Unitary Authorities, eight London Boroughs and five Districts)*

Strategic leadership, statutory planning and service provision including education, environmental, housing and other services. Embedding Regeneration Frameworks into local authority core strategies. Scrutiny of developer proposals to ensure reflection of Thames Gateway objectives, particularly in relation to quality and sustainability.

Greater London Authority

Promote economic development and wealth creation, social development and environmental improvement. Plans and policies for transport, planning, economic development and regeneration, culture and environmental issues. Oversight of functional bodies such as the Metropolitan Police and the London Fire Brigade.

Private Sector

The private sector will bring by far the greatest proportion of investment into the Thames Gateway – see longer description of private sector Thames Gateway involvement in chapter 2.

Regional Development Agencies

LDA – London Development Agency

EEDA – East of England Development Agency

SEEDA – South East England Development Agency.

Strong leadership and coordination of plans and activities. Operating where there is demonstrable market failure and tackling barriers to attracting private sector investment. Partnership working with other stakeholders maximising resources and securing the right level of investment required to unlock economic potential.

Sub Regional Partnerships bring together key public, private and voluntary partners to help support and steer the economic development of the sub-region. This involves promoting the area, its investment needs, and co-ordinating with partners on strategic issues.

Regional Assemblies

East of England Regional Assembly, and South East England Regional Assembly.

Regional planning, regional housing, advocacy and policy development, representing the voice of regions to Whitehall and European institutions. Scrutiny of Regional Development Agencies.

Local Strategic Partnerships

(Multi-agency, non-statutory partnerships matching local authority boundaries, bringing together at local level public, private and third sectors.) Develop and agree Community Strategies which set strategic vision for area and form the basis for the Local Area Agreement (LAA).

Homes and Communities Agency

Proposed new national housing and regeneration agency – ensuring the creation of thriving communities through regeneration and renewal, including the provision of new homes.

Appendix 3

Programme Assessment and Funding

Introduction

Communities and Local Government's Thames Gateway Executive has established a Strategic Portfolio Management Framework to ensure the Government's limited resources are directed to the most transformational initiatives. This framework underpins the role of the Executive allowing it to provide clear direction and sponsorship across the Gateway.

The Portfolio Management Cycle

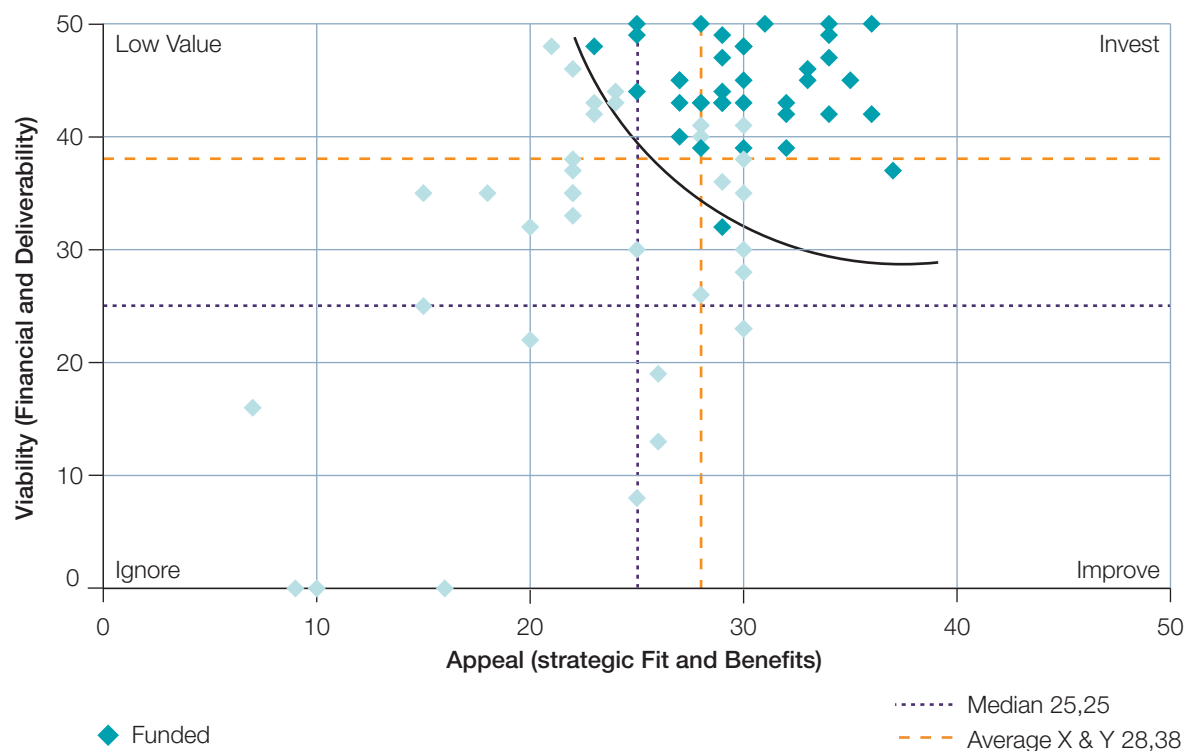


The Framework incorporates a number of policies, tools and processes that ensure a consistent approach to strategy definition, portfolio programme assembly, delivery monitoring and benefits analysis. This process is undertaken in an objective, structured fashion to provide a clear audit trail of delivery plans and the resulting outcomes. As the results manifest themselves in benefits across the Gateway, the strategy can be adjusted to ensure the continuing success of the programme.

Strategy & Planning and Programme Assembly

The government's priorities have been mapped across the region using a spatial approach. We have also established key benefits and measures, linked to the high level outcomes; the benefits have been weighted by Local Partnership area to reflect local priorities. All programmes seeking Communities and Local Government funding have been appraised on consistent criteria by the Executive. The outcome of this process has been discussed with partners across the Gateway and government, and the results are reflected in our funding decisions.

Using portfolio management best practice, the themes can be summarised in a two by two matrix i.e. Appeal (Strategic Fit and Benefits scores) and Viability (Financial Soundness and Deliverability scores).



The chart above shows the programmes that Communities and Local Government is financially supporting as bold points. These are clearly the most viable and appealing, located in the top right-hand corner of the graph where the programmes that justify investment are found.

These decisions on Communities and Local Government funding represent Approval in Principal. Full approval is subject to a detailed programme appraisal and detailed *Green Book* appraisal of the projects making up the programme, to assess value for money.

Programme Monitoring & Reporting

The Executive will work closely with local partnerships to ensure that a consistent approach is taken to monitoring and reporting. A common protocol for risk and opportunity management together with a centralised risk register is also being implemented. The monitoring and reporting system will collect data so that progress in key projects can be monitored; such monitoring will also highlight key risks and issues. This information is collected and collated using the portfolio management monitoring and reporting tool ARTEMIS and will be summarised on a Web portal. The Executive has now also developed a central database of all programme activity across the Gateway.

Benefits Management & Review

We have defined the key measurable benefits that are expected to accrue from the Thames Gateway Programme. Communities and Local Government and their partners will monitor the delivery of the benefits regularly and address any shortcomings to enable the Programme to remain focussed on agreed outcomes. The measurement of outputs and benefits will also help to highlight the Programme's successes.

The Benefits Management process will involve identifying, optimising and tracking the expected benefits from the individual projects; providing a means of monitoring achievement against targets. A formal 'Gap Analysis' of achievement against targets in the key benefit areas will be used to adjust the strategy to ensure resources continue to be targeted in the most appropriate way.

The status of this Plan

This Delivery Plan sets out Ministers' aspirations and support for the Thames Gateway based on their current policies and financial support available at the time of publication. It does not imply a legal commitment to fund the programmes and underlying projects described in Appendix 1. Indeed the financial assumptions made in the Plan may change over time or for other reasons. Nor does it imply the grant of approval for example for planning permission or compliance with other statutory regulations and regimes, including state aid compliance. Similarly, in relation to the RDAs' investment, this is subject to the approval of the RDAs' corporate plans for 2008-2011.

In terms of its status under the town and country planning system, while this Plan is not itself a statutory document, it should be taken into account by regional and local authorities responsible for preparing development plans. It can be a material consideration in the determination of planning applications by those authorities with development control powers. This may assist authorities to ensure that projects which developers put forward reflect the Thames Gateway objectives, particularly the quality and sustainability objectives.

Appendix 4

Glossary

Term	Definition
Artemis	An off-the-shelf programme management IT application.
Benefit	<p>(1) The quantifiable and measurable improvement resulting from an outcome which is perceived as positive by stakeholder(s) which will normally have a tangible value. Benefits are expected when a change is conceived. Benefits are realised as a result of activities undertaken to effect the change.</p> <p>(2) The improvements that will be achieved as a result of the programmes and portfolios, eg increased educational attainment, reduction in poverty indices. NOTE: for the TG Houses and Jobs could be both an output and benefit.</p>
Benefits Management	A continuous management process running throughout the programme. It provides the programme with a target and a means of monitoring achievement against that target on a regular basis.
Brownfield sites	Areas of land which have previously been built on (usually for commercial purposes), and are now redundant and available for redevelopment.
Work-based Learning	Education which takes place at – and may be centred on – the working environment.
CTRL	Channel Tunnel Rail Link. Now known as High Speed 1 or HS1.
CABE	Commission for Architecture and the Built Environment.
Comprehensive Spending Review (CSR)	UK HM Treasury process which sets firm and fixed three-year departmental spending limits.
CGB	Cross-government board – group that works to align the spending or activities of various Government departments in Thames Gateway.
Crossrail	Planned rail route to link across London, east to west.
Dependencies	The reliance that a projects or programme has on the delivery of something else. This can be internal or can be to projects or programmes outside the scope of the project/programme.
DBERR	Department for Business, Enterprise and Regulatory Reform.
DCSF	Department for Children, Schools and Families.
DCMS	Department for Culture, Media and Sport.
Defra	Department for Environment, Food and Rural Affairs.

DIUS	Department for Innovation, Universities and Skills.
DfT	Department for Transport.
DWP	Department for Work and Pensions.
DLR	Docklands Light Railway.
EEDA	East of England Development Agency.
Economic transformational locations	<p>Four major projects which are key to the overall economic growth of the Gateway:</p> <ul style="list-style-type: none"> • London Gateway (formally known as the Shellhaven port development) • further development at Canary Wharf • Ebbsfleet Valley • the Olympics with Stratford City
EIA	Equality Impact Assessment
FE	Further education.
FHE	Further and higher education.
Governance	The functions, responsibilities, processes and procedures that define how the programme is set up, managed and controlled.
GLA	Greater London Authority.
GSE	Greater South East.
GVA	Gross value added.
HMT	HMT Treasury
High Speed 1 (HS1)	New name for line formally known as the Channel Tunnel Rail Link (CTRL).
HE	Higher education.
HA	Highways Agency.
HC	Housing Corporation.
LAAs	Local Area Agreements.
Local Delivery Vehicle (LDV)	A body set up with the specific purpose of leading regeneration in a geographic location.
Local Strategic Partnerships (LSPs)	Combined projects which bring together representatives of local statutory, community, voluntary and private sectors to encourage joint working.
London 2012	London Olympics and Paralympics, scheduled to take place in July-August and August-September 2012.
LDA	London Development Agency.

London Gateway	Formally known as Shellhaven, this is a new major development, with plans for a deep-water port and the UK's largest logistics and business park.
Match-funding	Linking of matching financial funds from central and local (benefiting) sources.
Milestone	Key activity that takes place within a project.
MoD	Ministry of Defence
Mixed-use	(Usually a development which) allows for more than one type of use – ie combinations of residential and business properties.
Olympic Park	The new sporting complex planned for Stratford, to house the 2012 Games.
Olympic Village	Accommodation for participating Olympic and Paralympic athletes; the Village will be developed into permanent residential areas after the Games have taken place.
Outcome	The result of change, normally affecting real-world behaviour and/or circumstances. Outcomes are desired when a change is conceived. Outcomes are achieved as a result of the activities undertaken to effect the change.
Output	Deliverables/output from projects eg green space, commercial space, homes. Same as 'Deliverables'.
PMF	Portfolio Management Framework.
RDAs	Regional Development Agencies.
Skill(s) base	Level of learning within a particular group or community.
SEEDA	South East England Development Agency.
TGE	Thames Gateway Executive. This is the division in Central Government that oversees the delivery of Thames Gateway. The Executive is operated from within Communities and Local Government and is led by Thames Gateway Chief Executive Judith Armitt. It combines the former Thames Gateway Delivery Unit (TGDU) and Thames Gateway Strategy Division (TGSD).
TGSP	Thames Gateway Strategic Partnership.
UKTI	United Kingdom Trade and Investment.
Value-added	Additional benefits from a product or service.

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The **Thames Gateway** is strategically well positioned between London and mainland Europe. We want to use the area's unique advantages to create the right conditions for further economic growth.

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November 2007

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Investment for all the communities of the Gateway

BARKING TOWN AND RIVERSIDE

- Will open up 2km of river frontage
- Planning permission granted this year allows for the construction of
 - 10,800 new homes
 - new schools
 - health centres
 - other community facilities.
- Major investment in town centre enabling the building of up to 8,500 further homes
- 1000 new homes completed, and a Lifelong Learning centre already built
- A health centre under construction

PURFLEET

- Masterplanning completed - provides a framework for comprehensive redevelopment.
- Proposed establishment of a local centre with retail facilities, based around the current station location,
- Improved access to the river and open spaces
- Delivery of over 4,700 new homes and 3,000 new jobs supported by investment in social infrastructure and community facilities

GRAYS

- New community hospital planned
- New HE/FE Campus in which is expected to provide over 2,800 places planned
- New marina on the riverside expected
- Thameside Complex (Museum, Theatre & Library) refurbished
- New office facilities, increased retail space and housing development
- 26,000 new homes and 4,700 new jobs

SOUTHEND

- We will expand the culture, tourism and leisure facilities 'Central Area Masterplan will regenerate the town centre and Seafront.
 - 6,500 new jobs
 - 2,600 new homes,
 - supported by a new university and college to develop skills in the town centre and at Thorpe Bay

LEWISHAM

- Regeneration led by investment in Deptford and Lewisham town centres.
- Convoys Wharf - prime waterside location close to Deptford town centre, where proposals include
 - 3,500 homes and
 - 73,000_{m2} of employment floor space
 - some 1,800 jobs

WOOLWICH

- Substantial new, high quality mixed-use town centre redevelopment
- 25,000_{m2} of new retail space at Hare Street Triangle
- Regeneration of public realm at General Gordon and Beresford Squares
- New transport infrastructure and connectivity - A206 improvements, DLR station opening 2009, Crossrail in 2017
- New civic centre and library opening 2011 encompassing 14,000_{m2} new retail space
- Continued housing delivery - e.g., at The Warren and the Royal Military Academy

DARTFORD

- Planned extension to Central Park and sports facilities at Acacia Hall
- Open up the River Darent as central spine of town's Green Grid
- Retail and housing regeneration planned at Lowfield Street;
- ClF funding for improvements to Dartford station
- Northern Gateway development to progress, including planned helath centre

GRAVESEND

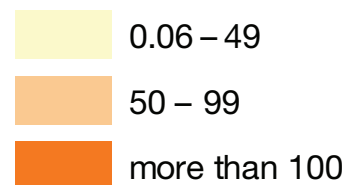
- Historic High Street improved and Old Town Hall invested in planned regeneration of Gravesend Heritage Quarter
- we will select developers for Gravesend Transport Quarter
- A new community hospital
- Co-located police and emergency services staff with the Council
- The country's largest Gurdwara in Gravesend Community will be built
- A new police headquarters to be built

SITTINGBOURNE

- Northern Relief Road to reduce congestion and enable development capacity
- Retail expansion of town centre surrounding rail station
- New public realm and central plaza planned
- Sittingbourne Construction Centre and Learning Hub

● Town Centres Receiving Major Partnership Support

Population Density per hec



See separate case studies for Basildon, Medway and Canning Town.





HM Government

Thames Gateway



When you have finished with
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The **Thames Gateway** Delivery Plan fulfils the commitment to back the vision with clear cross-Government priorities and funding. It provides a framework for making the best use of public investment, local ownership, big project expertise and private sector entrepreneurship. And it announces the details of a spending programme from 2008–2011 to accelerate regeneration in the **Thames Gateway**, while showing where resources are needed longer term.

