

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



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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.

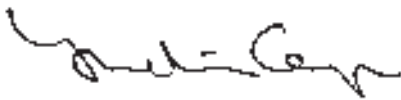
Now, as promised, we are publishing a Delivery Plan with the next steps for the coming three years. It includes over £9 billion planned cross-Government investment in the Gateway, in addition to Crossrail. And this means investment in people and their communities as much as in physical infrastructure.

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.

A handwritten signature in black ink, appearing to read 'Paul Gey', is positioned below the text.



# 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 O<sub>2</sub> 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.





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# 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 **O<sub>2</sub> 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.





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# 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’.

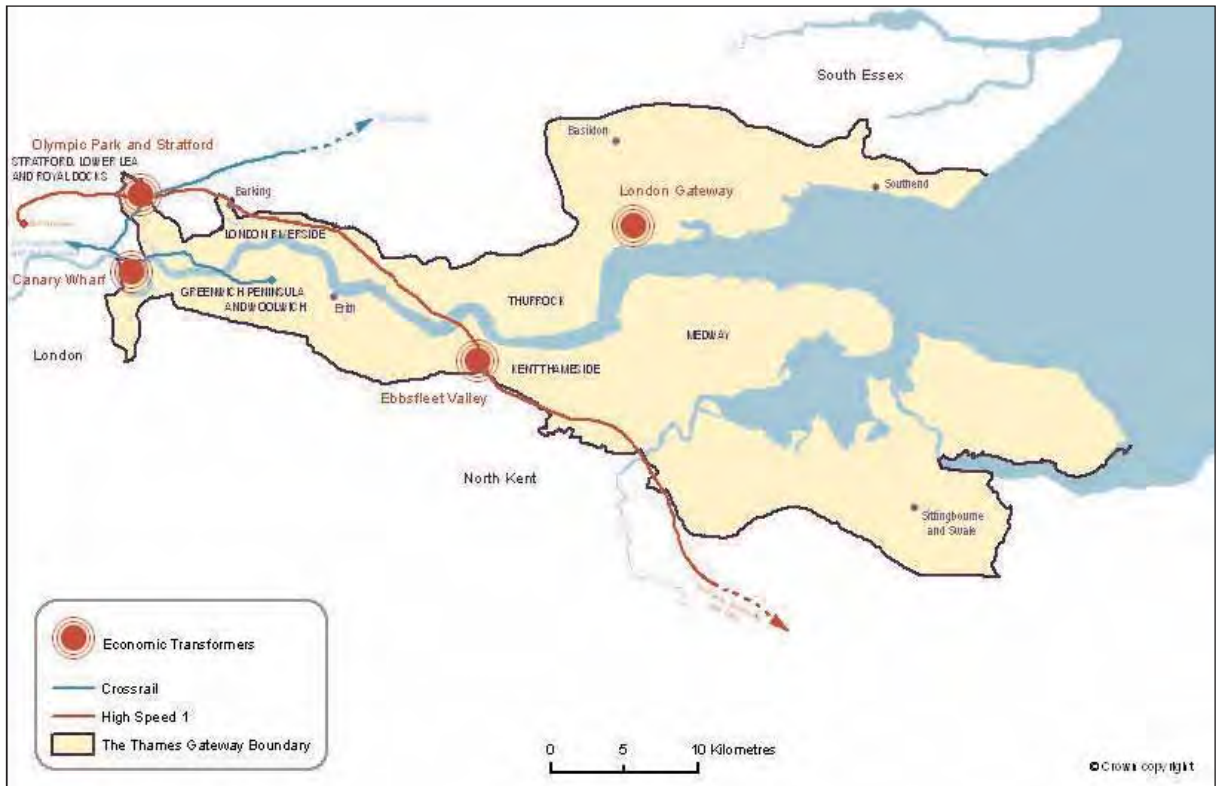
Places like Sittingbourne and Southend – at the far ends of the Gateway region – can also hope to see their town centres and housing improve because they are within a good travelling distance of Ebbsfleet Valley and London Gateway respectively.

“ 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 m<sup>2</sup> 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**

<b>Economic Transformers</b>	<b>Jobs to 2016</b>
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**

<b>Top 10 job-generating CLG Supported Programmes</b>	<b>Jobs to 2016</b>
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
<b>Total for CLG Supported Programmes</b>	<b>104,327</b>

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 O<sub>2</sub> Arena. The Arena opened in summer 2007 and has since attracted many visitors to its concerts and exhibitions. O<sub>2</sub> employs 2,300 workers, many from the local area; planning permission is in place for 167,000m<sup>2</sup> 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 O<sub>2</sub>, 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

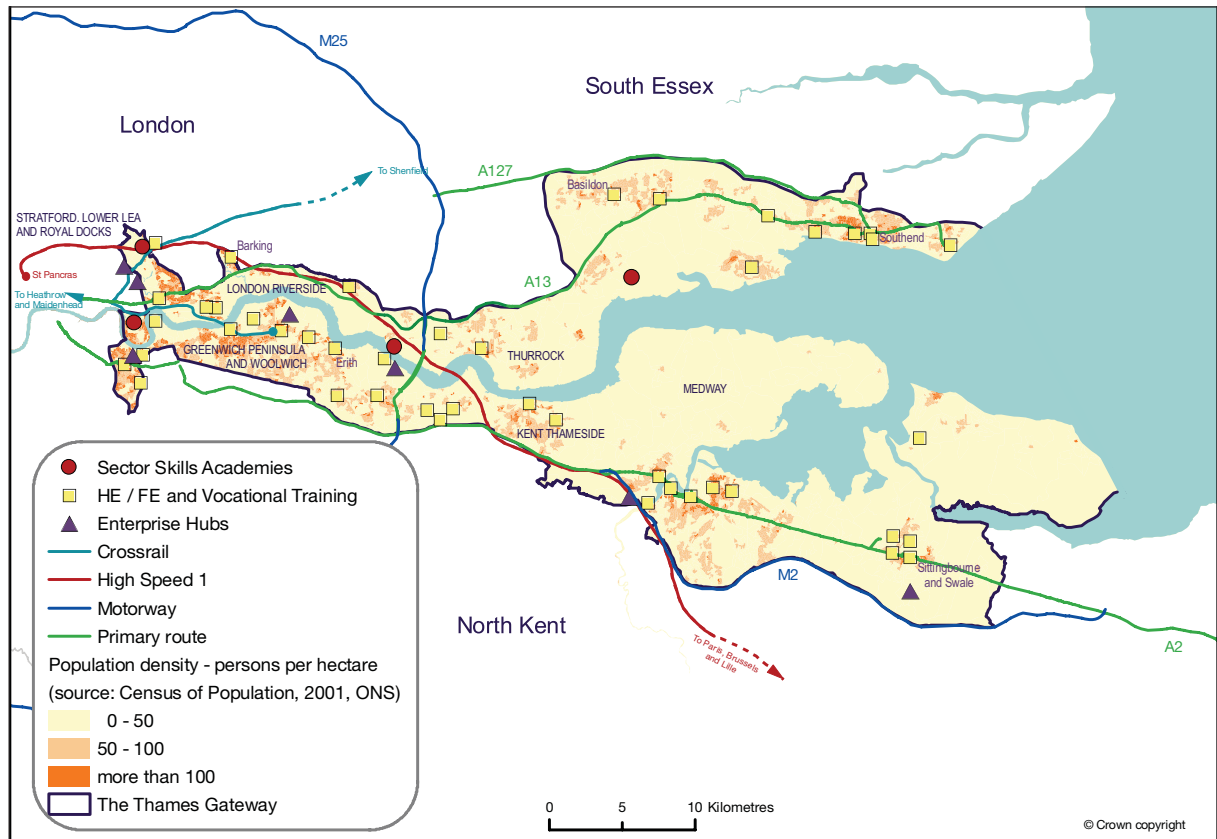


## Investment in the economy, jobs and skills in the next Spending Review period 2008-2011

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**

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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 procedures<sup>1</sup>.

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.

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<sup>1</sup> 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 64,500m<sup>2</sup> 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 network<sup>2</sup> 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

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

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Academies<sup>3</sup> 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

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<sup>3</sup> 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.

