

**Newham Community Infrastructure Study  
Future Needs Report  
Executive Summary  
London Borough of Newham**

**June 29<sup>th</sup> 2010**

**CAPITA SYMONDS**


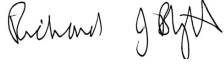



**SECTOR**

*with Professor Janice Morphet*

---

# Quality Management

<b>Job No</b>	CS040082	<b>Doc No.</b>	1
<b>Title</b>	Future Needs Report		
<b>Location</b>	G:\ZENV\!Projects\CS040082_Newham_Infrastructure\B.Work_Tasks\Final Report June 2010		
<b>File reference</b>	Document 1		
<b>Date</b>	June 29 <sup>th</sup> 2010		
<b>Prepared by</b>	Emily Hamilton	Signature (for file)	
<b>Checked by</b>	Richard Blyth	Signature (for file)	
<b>Authorised by</b>	Chris Bean	Signature (for file)	

## *EXECUTIVE SUMMARY*

### *INTRODUCTION*

This study focuses on the identification of the future infrastructure and services that the London Borough of Newham will require during the plan period up to 2026. This has been achieved by assessing the baseline of existing provision to establish how demand is currently met; assessing future infrastructure requirements to support growth estimating costs and means of funding; and establishing governance arrangements.

This is the third report of the Newham Community Infrastructure Study. This report is intended to inform the Council of the infrastructure requirements of the borough, determining the borough's future needs.

It is important for Council together with other members of the Local Strategic Partnership to have a firm grasp of the infrastructure needs of the future, and how they relate to existing plans of service providers to improve service delivery. This is because the planning process provides a forum in which to align providers' plans with the expected population and household growth in Newham; because it is important to identify any remaining funding gaps for infrastructure provision after these plans have been assessed; and because there needs to be a sound basis for the collection of developer contributions.

It should be noted that the study was completed prior to the government's Comprehensive Spending Review, and this is likely to have a significant impact on the proposed funding programmes of the Council and other public sector partners. This reinforces the need for Newham to regularly update its Infrastructure Delivery Plan, to ensure the most effective use is made of resources.

### *GROWTH ASSUMPTIONS*

This report uses the housing trajectory compiled in Autumn 2009 by the London Borough of Newham (LBN) as the key basis for this community infrastructure study. The trajectory was produced using the work undertaken by LBN and the GLA for the 2009 London Housing Capacity Study and is consistent with the figure for Newham proposed in the draft London Plan (October 2009).

Housing trajectory figures have since been refined in light of housing capacity and land availability data, resulting in a slightly higher figure of 37,500, with some small variations across the Community Forum areas. The plans of infrastructure providers will need to be reviewed regularly to ensure that infrastructure keeps pace with new housing, for example, through the Annual Monitoring Report.

### *TRANSPORT INFRASTRUCTURE*

Based on the estimates in the growth of the number of passengers using public transport, TfL and Network Rail have a programme of upgrading existing and to a lesser extent, providing new transport facilities in London. Much of the proposed infrastructure improvements that are scheduled to take place in the next fifteen years are based on increasing the capacity of existing services with some new projects also being constructed. Of these projects 11 are funded including: DLR Extension to Stratford International; Jubilee Line Capacity Upgrade; Cycle Super Highway Route 3; London Overground Upgrade and Central Line Upgrade. However, there are also 7 projects where funding is outstanding, including Thames Gateway River Crossing, Cycle Super Highway Route 2, and DLR Dagenham Dock Extension.

### *ELECTRICITY AND GAS*

Despite the current down turn in the market, significant investments in the electricity infrastructure are planned at the following sites during the period 2010-2015, which will result in a major increase in capacity and resilience of the network. There will be new 32/11kV substation at Nelson Street and the ExCel Centre. There are plans for a new 66kV transformer and switch board replacement at Silver Town. Overhead power lines will be replaced between West Ham and Orchard Place. National Grid's schematic network plan sets out the following proposals to increase gas supply in the borough. This includes an Above 7Bar Pressure reduction station rebuild and a below 7Bar Holder main support replacement in Beckton.

There are plans to incorporate Newham into the London Thames Gateway Heat Network, led by the LDA. The project's delivery is expected over a three year phases from 2010-2019

Current and planned future communities will be serviced by a main transmission line and a network of connections running through the heart of the Borough including Canning Town, Royal Docks and in the planned Olympic Park.

### *WATER AND WASTE WATER TREATMENT*

The Thames Water Resource Management Plan provides detailed information at the London Water Source One (WTZ) level of the baseline water supply demand balance and the prospects for catering for future growth.

Thames Water has produced a strategy to handle an expected shortfall in water supply in the London area as a whole through its Business Plan. The company's submitted Business Plan provided for a certain level of expenditure on a variety of means to deal with water supply and waste water treatment in the period 2010-15, not all of which has been agreed by the regulator OFWAT.

### *FLOOD DEFENCE*

Newham contains extensive existing flood defence infrastructure and large parts of the borough are protected to a high standard, this includes the Thames tidal defences, the Thames Barrier and the Barking Barrier. The high levels of development within Newham and the future impacts of climate change will mean that the existing defences will have to be adapted over time, but rather than replacing them like for like, the approach will be to consider alternative options such as different combinations of flood storage, river defences and floodplain attenuation.

### *WASTE*

The East London Joint Waste Development Plan Document (DPD) is one of a set of documents which will form part of Newham's Local Development Framework. It is being prepared jointly by the four East London Waste Authority (ELWA) boroughs of Newham, Barking and Dagenham, Havering and Redbridge. The need for waste management facilities to accommodate waste growth will be based on the national recycling and composting targets. The submission Development Plan Document identifies sixteen established waste management facilities to be safeguarded and seven new sites for waste management facilities across the four boroughs. Six of the safeguarded waste management facilities are in Newham. Of the seven new sites proposed for the development of waste management facilities, one is in Newham – at Beckton Riverside. In Newham, the Beckton Riverside Preferred Industrial Location, located to the south of the Sewage Treatment Works, is identified as a site suitable for a large scale recovery facility.

### *EDUCATION*

Future needs for primary education are being met through the Primary Capital Programme totalling £49 million. The capital investment will be used not only to address accommodation issues but also as a key resource to transform delivery of primary education in Newham. However, needs in the late part of the 2010s are not funded.

Over the past three years school place planning for the secondary sector has been carried out as part of the preparation for the Newham Building Schools for the Future programme. This is a scheme to transform standards in secondary education through capital investment in secondary schools over the next decade.

The Building Schools for the Future Programme will provide an estimated £222 million over a 7 year period to finance the rebuilding and refurbishment of Secondary Schools in the Borough. Added to this is an ICT support budget of around £29m. Based on current funding and cost predictions there is an estimated shortfall (between additional costs and income available) of £4.8 million per annum (BSF Strategic Business Case).

Since this report was drafted Wave 5 of Newham's Building Schools for the Future programme has been suspended, pending the Comprehensive Spending Review. More generally, infrastructure requirements for the borough and committed funding will need to be reviewed regularly in order to keep the Infrastructure Development Plan 'live'.

In the longer term, new provision will be required to support new communities emerging in the new regeneration areas. The Council has agreed to formally support the proposal for an Academy on the Stratford City (or Olympic Village) site. This would be an all through school, with a five-form entry secondary section (with a sixth form) that would open in 2013 once the Olympic Village is handed back to the site developers for long-term occupation.

#### *FURTHER EDUCATION*

Newham College has invested heavily in its estate some £55million. However, to continue to develop its enterprise curriculum, and to ensure fit-for-purpose modern learning facilities, there is a strategic intention both to rationalise, remodel and modernise the East Ham campus, and relocate its main Stratford operations nearer to or in Stratford City.

#### *HIGHER EDUCATION*

The University of East London (UEL) is the principal Higher education facility in the borough. The capital projects that are contained within UEL's current estate strategy include the construction of a new Sports and Leisure Building, a new library building and reception for the university's Docklands campus building.

UEL is collaborating with development with Birkbeck College and will provide an academic and performing arts facility on a new site adjacent to the Stratford Shopping Centre called Stratford Island University Campus

#### *HEALTHCARE*

The vision of the Newham Primary Care Trust aims to reconfigure the way that primary healthcare is delivered in Newham. This will increase capacity and responsiveness by bringing services closer to communities. However the forward strategy has not been finalised by the PCT who are currently considering options.

The PCT intends to create a polysystem for delivering future healthcare services. Under this approach, Primary Care Networks / Spokes, containing hubs, will deliver the full range of primary and secondary healthcare services in a co-ordinated and joined up manner in an environment closer to local communities. The PCT proposes four Polysystems covering the north west (Stratford), north east (Manor Park), central (East Ham) and south (Canning Town/Royal Docks/Beckton) quadrants used by the PCT for facilities planning. Each comprises 60,000-70,000 residents.

Key services will be provided from hubs in each network. The alignment of services to polysystems is the first step of shifting services out of hospitals to be closer to homes. This approach will seek to redesign community services to be provided in more innovative ways that support delivery of primary and secondary care within the polysystem setting.

#### *LEISURE FACILITIES*

The Olympic Aquatics Centre (OAC) will be built at Stratford at a cost of approximately £100m. LBN have agreed to contribute £5m towards the capital costs of this facility. The Borough currently contains five 25m pools. The Olympic Aquatics Centre will add two to this total, increasing pool capacity in East London by 24%.

By 2020, 1,500 new Health and Fitness stations will be required and the shortfall is likely to remain. Development at Stratford alongside OAC will help meet the shortfall.

Newham is estimated to require approximately ten new tennis courts by 2020. The court catchment is 30 minute drive; therefore any new facilities should be focused in the south.

By 2020, there will be a requirement of 391m<sup>2</sup> ice rinks. Such a facility is regarded to have sub-regional status. There is scope for development as part of wider commercial scheme, for example in Royal Docks or Canning Town. Development of the Olympic Park will increase accessibility to Lea Valley Ice Rink.

The Future of Leisure Centres report (2007) sets out three options with regard to future investment. The first option is to continue running four leisure centres over the next 20 years as they are now. This will cost 49.7 million. The second option is to reduce provision by closing Atherton and Balaam and invest in OAC, costing £29.3m. The final option is to replace pools at Canning Town and Green Street and invest in OAC, which will cost £33.4m

#### *COMMUNITY FACILITIES*

Workplace is a recruitment service in Newham that is committed to helping employers find the right local people to work for them and to supporting local people who want those jobs. Workplace has two fixed sites in Stratford and Canning Town, and also conducts regular outreach at children's centres, libraries, and community centres across the borough. Workplace East Ham is due to open in 2010.

The future model of provision envisaged for Newham enables customers to access Council services through a number of channels to maximise choice and delivery, including a central telephone contact centre, and Front Offices (FOs) which will be located at Stratford, Canning Town, East Ham and Manor Park to provide locally-based services for customers. Wherever possible, each will also contain a 'library-plus'. These will be located at Beckton, Forest Gate, Green Street, Royal Docks, Plaistow and Custom House. Partner Offices will also be located in facilities where appropriate. Lastly, Kiosks will also be installed in appropriate locations with heavy footfall or limited access, such as supermarkets, housing estates and hospitals.

#### *EMERGENCY SERVICES*

There are currently no plans to build any new fire stations in Newham to provide extra capacity outside the committed rebuild of Plaistow fire station and three temporary stations within the Olympic Park.

The Metropolitan Police Authority has an estate strategy and Asset management Plan for Newham. It is evolving but it likely to involve a hierarchy of different operational themes such as Neighbourhood Police bases, front counters, office accommodation, patrol bases and custody centres.

The London Ambulance Service is likely to vacate its site from Silvertown site in 2011 to 2012. As part of this strategy the London Ambulance Service (LAS) is considering two options. The first option is to identify a similarly sized site, located closer to Stratford for replacement services. Alternatively, under the second option, a "super station" would be created. This would amalgamate the three existing stations into one single facility. This station would also be supported by a series of standby points, to be strategically located throughout the Borough.

*GREEN INFRASTRUCTURE*

Newham Parks and Open Spaces Development Plan 2009-2014 provides a framework for the improvement of our parks and open spaces to ensure that they better serve the needs of local communities. The plan allows the Council's intentions for our parks and open spaces to be shared with both our communities and our partners.

The Baseline Report explains the current condition of baseline information on open space in the Borough. This baseline is currently being updated and a site audit of all sites is being undertaken. Once complete it will be possible to identify quantitative and qualitative and accessibility standards for open space provision, and where deficiencies in provision exist.

*FINANCING MECHANISMS*

Local authorities have a requirement to invest in their communities and to develop the infrastructure to support them. This is not a responsibility that falls to the local authority in isolation. The development of localities requires investment from a range of sources including health, water and sewerage and national agencies. Where there is a substantial programme of development or regeneration, there is a need for the investment strategies of the various agencies to be effectively coordinated through integrated infrastructure planning.

In Newham's case a Community Infrastructure Study is being undertaken for the Council. The study should provide the basis for planning the development of the additional infrastructure that Newham will require over the planning period.

The adoption of the infrastructure plan should be a key document in the determination of the Council's capital programme. However, it is not the only influencing factor. There will be other demands on the Council's resources which will emanate from the Council's corporate and service plans and the asset management strategy. It is essential that the Council gives careful consideration to its overall capital programme and the financing thereof.

*GOVERNANCE ARRANGEMENTS FOR INFRASTRUCTURE DELIVERY PLAN*

As part of this project and also with support from PAS, LB Newham officers and partners have received opportunities for briefings on the role on IDPs and the potential role of the LSP. These have been held in the period September-December 2009 and have included briefings for planning officers and other senior council officers provided by PAS. At each meeting, there was a presentation about the delivery role of the LDF and also the changing role of the LSP.

LB Newham will need to consider how they wish to take forward this process in order to support their future integrated approach to infrastructure investment and planning.

*CONCLUSIONS AND WAY FORWARD*

We recommend that the key public sector organisations in the Newham Council area move on to establish a key role for the Local Strategic Partnership in overseeing capital investment in future, and in particular that the asset management and capital planning activities of the Council, PCT and Police are brought more closely into alignment.