



15 MINUTE NEIGHBOURHOODS DELIVERY PLAN

WE ARE NEWHAM.

People at the Heart
of Everything We Do

CONTENTS

Vision

The Vision	4
In a Nutshell	5
Co-created Vision	6

Context

Local Strategic Context	8
National Strategic Context	9
Programme Area	10
Place Based Assessments	11

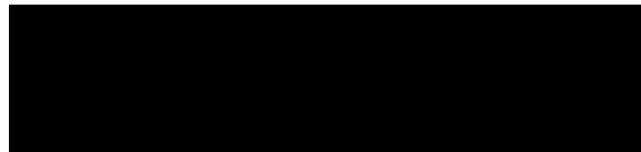
Case for Change

Evidence Driven Interventions	14
The Case for a Step Change	15
Theory of Change	16
Value for Money Assessment	17

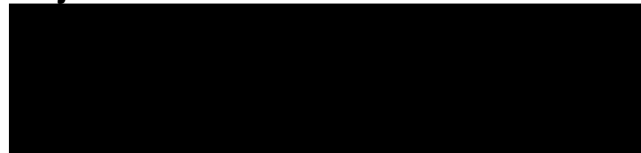
Projects

Three Interconnected Projects	19
Mapping the Projects	20
List of Interventions	21
Programme Budget	22
Programme Governance	23
Programme Timeline	24
Engagement Timeline	25

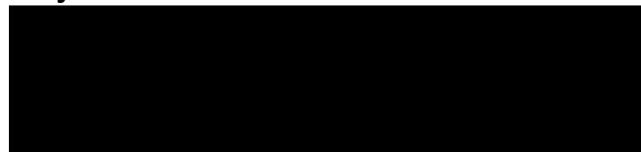
Project 1 Details



Project 2 Details



Project 3 Details



References

References	45
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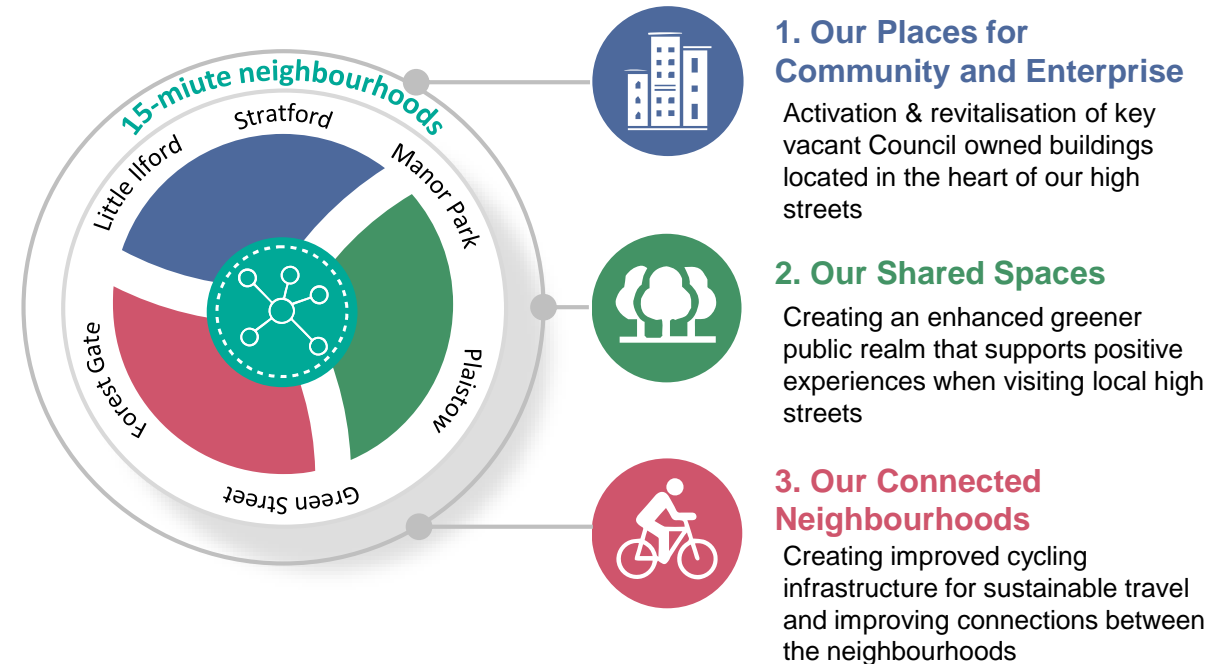
VISION

1 **Objectives linked to our key strategic priorities:** This bid sets out to support the ambition set out by Pillar 5 of the **Towards a Better Newham: Covid-19 Recovery Strategy** of supporting the borough's high streets into becoming **15-minute neighbourhoods**.

2 **Life-changing outcomes:** We aim to create healthier and happier communities around our high streets, where people in Newham can access all the basic, day-to-day needs within a 15-minute walk or cycle from their home, thereby also supporting our **50 Steps to a Healthier Newham health and wellbeing strategy**.

3 **Area of focus:** The proposed bid focuses on high streets located in the North of the borough and off Romford Road; stretching from Stratford to Little Ilford, including Forest Gate, Green Street, Plaistow and Manor Park. These places have long been scarred by deprivation and now suffered from a disproportionate impact of the pandemic.

Three interconnected projects to materialise the vision for 15-minute neighbourhoods:



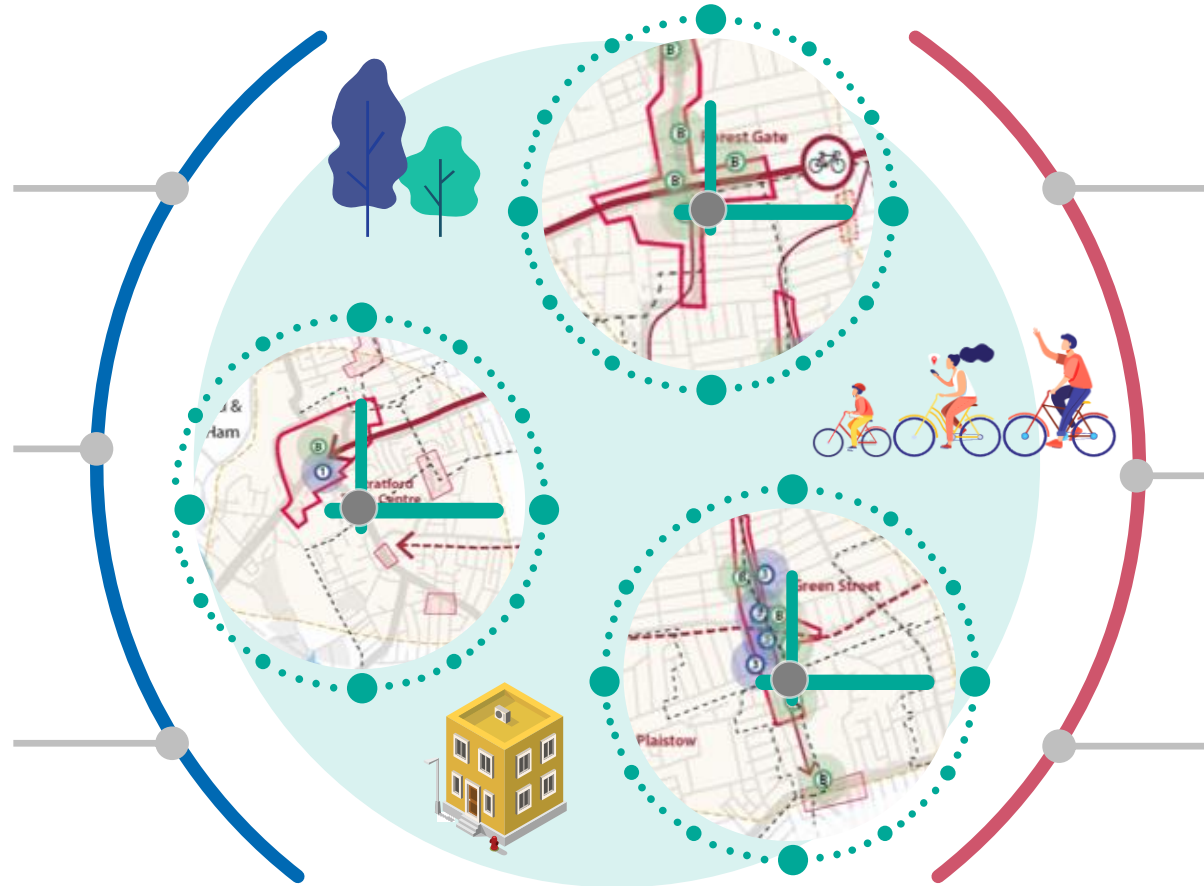
IN A NUTSHELL

What motivates us:

This bid is part of our unique core strategic objective to create a local economy which places **livelihood, wellbeing and happiness** of our residents' as prime measures of Newham's economic success.

Success with this bid will tackle some of the most **entrenched economic vulnerability** in the borough and the disproportionate **impact of the pandemic**, in places already scarred by **deprivation**.

The **extensive community engagement** has already been undertaken in our town centres helping to shape the bid proposals and ensure that the vision is aligned to the requirements of local communities.



What are we going to do:

A series of connected interventions will support the creation of **15-minute neighbourhoods** linked together through new sustainable transport infrastructure.

This involves the evolution of accessible and **inclusive high streets** as the beating heart of neighbourhoods where residents can live a full and enriching life through connections, experience, and opportunity.

Through radical rethinking and bold interventions we will create innovative **commercial and civic spaces**, imaginative **public realm** and sustainable **cycling infrastructure** to provide the catalyst for a sea change in the borough, and help accelerate our programme of delivery for improved green infrastructure.

CO-CREATED VISION

Residents and communities at forefront of developing the vision for change

The interventions that will be delivered through this bid proposal will realise the aspirations and ideas put forward by residents and other stakeholders through the extensive community engagement that been undertaken.

Engagement has included 'Newham High Streets' asking residents how they want to see their local town centre improve, 'Green Street Good Growth Programme' asking residents how they would like to enhance the Queen's Market and the surrounding area, and 'Stratford Masterplan' asking residents to help shape the thinking around developing Stratford's future.

Residents have been engaged via printed content (posters, flyers, window vinyl's), social media and website content. Additionally, where in-person engagement exercises have been possible, events have taken place. To enable all groups to participate, the Council translated key information into the top four languages spoken in each of the wards surrounding key town centres. And for residents who found accessing online engagement challenging, hard copies of materials have been distributed via libraries and also mailed out to residents and key stakeholders.

Resident Engagement

	People engaged	700
	Workshops	11
	Comments	1200
	Vote Cast	540

Poll Results of Newham's Most Important Issues



As well as engagement around specific interventions included within the bid proposal, during Spring 2021 all residents were invited to vote on the issues they felt most important for consideration by the standing Citizen's Assembly. '15-minute-neighbourhoods' and 'greening the borough' were the most voted for issue receiving 61% of total votes. At a neighbourhood level the recent Neighbourhood Citizen Assemblies have been the largest participatory budgeting exercise in the UK, with communities prioritising green initiatives and improving public realm. The Council is therefore confident this bid proposal address the issues residents feel most strongly about.

To continue the engagement as interventions move from concept, to design and then delivery, resident and stakeholder working groups have been established. These groups will help guide, advise and shape the projects as they progress and are installed, aiming to ensure the local support is maintained.

CONTEXT

LOCAL STRATEGIC CONTEXT

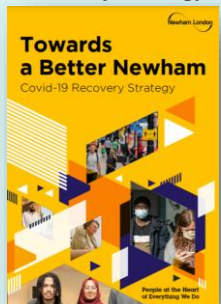
Our **Towards a Better Newham: Covid-19 Recovery Strategy** sets out the foundation for how the Council will respond to the economic impact of Covid-19 as it rebuilds a better Newham. Newham is a diverse borough, with 73% of residents from ethnic minority communities and has been disproportionately impacted by the Covid-19 pandemic; this is reflected in our **Social Integration Strategy** and our **Challenging Inequality, Racism and Disproportionality Workstream**. The Recovery Strategy represents a fundamental shift placing the health and wellbeing of residents' and race equality central to the Council's aspirations of inclusive growth, quality jobs and fairness in Newham. The Newham 15 Minute Neighbourhoods Programme is central to our recovery efforts and sets out to support the ambition set out by Pillar 5 of the strategy: creating 15-minute neighbourhoods. Towards a Better Newham is also underpinned by **Newham's Outcome Framework**, which has also guided the theory of change

By doing so, we aim to create healthier and happier communities around our high streets, where people in Newham can access all the day-to-day needs within a 15-minute walk or cycle from their home, thereby also supporting our **50 Steps to a Healthier Newham health and wellbeing strategy**.

This also links to our **Community Wealth Building** agenda, which focuses on supporting communities to create wealth and retain more of the benefits of economic growth emerging locally.

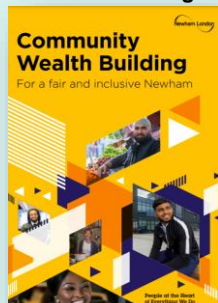
Key local policy and strategic documents that are linked to this bid

Towards a Better Newham: Covid-19 Recovery Strategy



Pillar 5 of the Recovery Strategy: creating 15-minute neighbourhoods.

Community Wealth Building



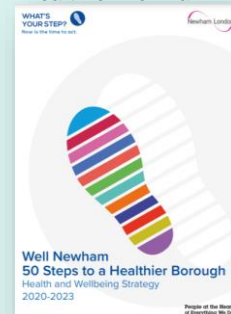
Supporting communities to create wealth and retain more of the benefits of economic growth emerging locally.

Newham Outcomes Framework



Corporate Delivery Plan and Towards a Better Newham are underpinned by the Outcomes Framework.

50 Steps to a Healthier Newham



Promoting physical activity, walking and cycling.

Social Integration



Step change in the approach to equality for our residents and plan to build a more cohesive, united and fairer borough.

Challenging Inequality, Racism and Disproportionality



Workstream at the heart of the Council's commitment to making the borough a fairer place.

NATIONAL STRATEGIC CONTEXT

In shaping our proposal we were guided by the policy and strategic directions of government at a national level. There are a number of national strategic priorities that are directly linked to our vision of 15-minut neighbourhoods.

This bid's objectives are closely aligned to the government's strategic objectives to **build back better**, support strong, **healthy and active communities**, and accelerate our **path to net zero**.

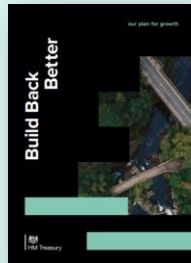
Key national policy and strategic documents, and how this bid is linked to them

HM Government
(2020): The Ten Point Plan for a Green Industrial Revolution



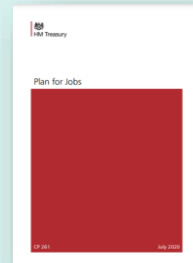
A systems approach to meet our target of net zero by 2050 (including cycling infrastructure and greening enhancements)

HM Treasury
(2021): Building Back Better: Our plan for Growth



Confronting the challenges created by COVID-19 to see social, economic and cultural regeneration

HM Treasury
(2020): Plan for jobs



Driving local growth and jobs through regeneration of key local sites and investment to improve transport

HM Treasury
(2020): National Infrastructure Strategy



Championing greener investment and projects that bring communities together

MHCLG (2020): Revitalisation of the high street



Practical action local government, business groups and communities can take to help the high street

DfT (2020): Gear Change. A bold vision for cycling and walking



Better streets for cycling and people, enabling people to cycle and protecting them when they do

MHCLG (2020): Planning for the Future



Creating beautiful, sustainable places - embedding the principles of good design and placemaking

PROGRAMME AREA

Programme area in need of investment to level up

The area covered by the Newham 15 Minute Neighbourhoods Programme covers the town centres and surrounding neighbourhoods of **Forest Gate, Green Street, Plaistow, Stratford, Manor Park and Little Ilford**. The Programme area is largely residential and benefits from having one of the youngest, most diverse and most entrepreneurial populations in the UK. However, it is also characterised by longstanding and entrenched deprivation and inequality, a microcosm of the wider Borough which is classified as the 12th most deprived local authority in England (IMD).

- 175,00 residents live in the Programme Area** and will benefit from the creation of new 15 Minute Neighbourhoods.
- The Programme Area has a high proportion of residents from Ethnic Minority backgrounds. 86% do not identify as 'White British'**. The disproportional impact of covid-19 on ethnic minority communities is well documented.
- There are four Crossrail stations in the Programme Area** – more than any other London borough and providing connections across London and into Kent, enabling the benefits of the Programme to expand beyond the area boundaries
- The net income of residents in the Programme area is £5000 less than the London** highlighting the local deprivation that can be addressed through this levelling up programme
- The number Programme Area residents claiming benefits has risen from 4655 to 16,555 since February 2020** demonstrating the detrimental impact of covid-19 on local employment opportunities and need to invest in the local economy
- The Programme Area has the highest particulate pollution in London, causing the highest number of child asthma hospital admissions**, with a clear need for urgent investment in active travel to address this local pollution related health crisis



PLACE-BASED ASSESSMENTS

We have a unique opportunity to transform our neighbourhoods by tackling some of the long standing challenges:

Forest Gate

- ✓ Within the **25% most deprived neighbourhoods nationally**, particularly impacted by crime and issues around homelessness and overcrowding.
- ✓ The number of people claiming for **employment benefits has multiplied by 3** from March to May 2020 and following the COVID-19 outbreak.
- ✓ The high street is mostly made of **independent retail and service businesses** (80% of all retail units) and is thought to be one of the most independent town centres in England.
- ✓ Business density is 0.06, lower than the borough (0.16) and London average (0.21), suggesting that resident **employees are out-commuting**.
- ✓ There is a very **limited number of workspaces** to support small and medium size businesses. This is despite 20% of the businesses registered in Forest Gate being owned by sole traders and almost 10% of residents being self-employed.
- ✓ In 2013, Forest Gate wards combined **wellbeing** score was -7 (on a scale from -10 to 10), scoring particularly badly on life expectancy, childhood obesity, unemployment rate and crime rate index.

Green Street

- ✓ Green Street is very **diverse** with 95% of the population being from an ethnic minority, and have strong international links.
- ✓ Severe challenges exist which are **constraining economic and social participation**. The overall economic activity rate (62%) lags Newham (74%) and London (78%).
- ✓ Green Street is a key North/South route in Newham. The road is relatively narrow and generate relatively **high levels of traffic** which are not compatible with high street uses if not mitigated. Levels of **noise and pollution** along Green Street's key arteries are above the thresholds at which they become harmful to human health.
- ✓ In Green Street, more than 45% of the **NO2** particles emanate from road transport, of which 40% emanate from **individual cars**.
- ✓ Green Street is **lacking green spaces**, cool spaces and open spaces in its core and connections to existing green spaces could be enhanced.

Manor Park

- ✓ Manor Park's population is particularly impacted by issues around **housing affordability, homelessness and overcrowding** as well as adult education and unemployment.
- ✓ Manor Park is in the **top 10% most deprived** neighbourhoods in England in relation to the **income deprivation affecting older people**.
- ✓ The number of people claiming for **employment benefits has increased by 200%** following the COVID-19 outbreak. This represents 10% of the working age population (+4%) percentage point in comparison with London).
- ✓ There is **no flexible office space** to support small and medium size businesses. This is despite a high percentage of the businesses registered in Manor Park being owned by sole traders and almost 10% of residents being self-employed.
- ✓ The **population is overall less mobile**, with 8% of the population having reported that their activity is limited a lot due to disabilities or bad health conditions. This figure is very high when compared with the rest of the borough (5%).

PLACE-BASED ASSESSMENTS (cont)

Little Ilford

- ✓ Little Ilford's population has particular issues around **housing affordability, homelessness, and unemployment**. It is estimated that **30% of homes** in Little Ilford are **over-crowded**.
- ✓ There is a high proportion of residents economically inactive. The Covid-19 crisis has had a particular impact on Little Ilford with **1 in 10** working age resident **claimed unemployment benefits in June 2020**.
- ✓ Little Ilford is not an economic destination and there are just over **160 businesses around the area, employing around 325 people**.
- ✓ Local stakeholders are concerned around growing issues in **drug consumption and prostitution** in the area.
- ✓ Little Ilford's residents are overall in a relatively poor health. **The proportion of residents with disabilities and long-term conditions is higher in the area than in Newham and London**. In addition, There is **no GP surgery in the neighbourhood**, with the closest located more than a 10 minute walk from Jack Cornwell Street.

Stratford

- ✓ Stratford Town Centre has **higher crime rates** than the London and Newham average, with particular issues with **violence and sexual offences, anti-social behaviour, theft and shoplifting**.
- ✓ **75% of Stratford's population is of working age, representing a larger working age population of Newham (70%) and London (68%)**. This is particularly the case in the 20-35 age group, which makes up 39% of the catchment population.
- ✓ There have a large number of **new homes built in Stratford Town Centre** over the last 10 years. This has contributed to **high churn rates** in the neighbourhood, with 70% of households in Stratford New Town been in their properties for less than 6 years.
- ✓ Business growth in Stratford is slightly below the borough average at **31% business growth**, compare to 34% growth in Newham.
- ✓ Stratford is a micro-business dominated economy, with **90% of businesses falling into the micro category**, of under 9 employees.

Plaistow

- ✓ **Long-term unemployment is higher in Plaistow** (North and South) at 2.8% in the northern neighborhood and 2.6% in southern areas of Plaistow, compared to Newham at 2.5%.
- ✓ Plaistow's average household size is higher than London's suggesting **a potential issue with over-crowding**.
- ✓ Plaistow has a high proportion of working age residents with **no qualification or low level of qualification attained** compared to Newham and London.
- ✓ Plaistow is a **diverse neighbourhood**, with 41.8% of residents identifying as Asian/British Asian and 22.8% identifying as Black / African / Caribbean / Black British.
- ✓ Plaistow North has a **higher rate of residents claiming unemployment benefits** compared to the rest of Newham.

CASE FOR CHANGE

EVIDENCE-DRIVEN INTERVENTIONS



Social benefits

Walkable streets and community spaces can enhance the **sense of community** and provide critical opportunities for social interaction and cohesion. [1]

Greenery and street-scale features can increase passive surveillance, improving actual and perceived **safety**. [2]

A study in Galway showed that residents who described their neighbourhoods as walkable were more likely to know their neighbours, trust others, and take an interest in social / community life. [3]

15-minute neighbourhoods help ensure **older residents remain socially engaged** with the local community. [4]

15-minute neighbourhoods can promote **social inclusion** and deal with inequalities in access to infrastructure, with particular benefits for non-driving low-income, elderly, and young groups. [5]



Environmental benefits

Walkability and cyclability reduce **driving pollutants** by as much as 40% and **CO2 emissions** by 10%. [11]

Our bid is supported by extensive evidence on the positive impacts of realising 15-minute neighbourhoods



Economic benefits

Household **transport costs** in walkable neighbourhoods are half of those in car-dependent areas. [6]

Well-planned improvements in the walking environment can increase shopping footfall by 40%, helping local high street to recover after Covid-19. [7]

Walking and cycling infrastructure can provide a **high return**. The median benefit to cost ratio for UK is 19:1, potentially providing £19 worth of benefits for every £1 of expenditure. [8]



Health benefits

Living within an 800m catchment of social infrastructure and destinations leads to higher levels of walking and cycling and is beneficial to **self-reported wellbeing**. [9]

Regular physical activity reduces risk of all-cause mortality by 30%, depression by up to 30%, dementia by up to 30%. [10]

Switching just one trip per day from car driving to cycling can **reduce annual carbon footprint** by about 0.5 tonnes per person. [12]

THE CASE FOR A STEP CHANGE

Impact of Covid-19

In Newham's town centres, early evidence suggest that the pandemic has wrought considerable damage to livelihoods and the local economies that sustain them. The impacts from Covid-19 have their roots in the well-known and embedded challenges, including high deprivation levels. Newham is a diverse borough, with 73% of residents from ethnic minority communities. The disproportional impact of Covid-19 is well documented with Public Health England suggesting a death rate of up to 50% higher among members of ethnic minority communities. [13]

Tackling long standing issues

Success with this bid will tackle some of the most entrenched economic vulnerability in the borough and the disproportionate impact of the pandemic, in places already scarred by deprivation. This will help build a vibrant and inclusive economy that meets the needs of our residents, whilst simultaneously building on our rich and diverse cultural heritage.

Where are we now?



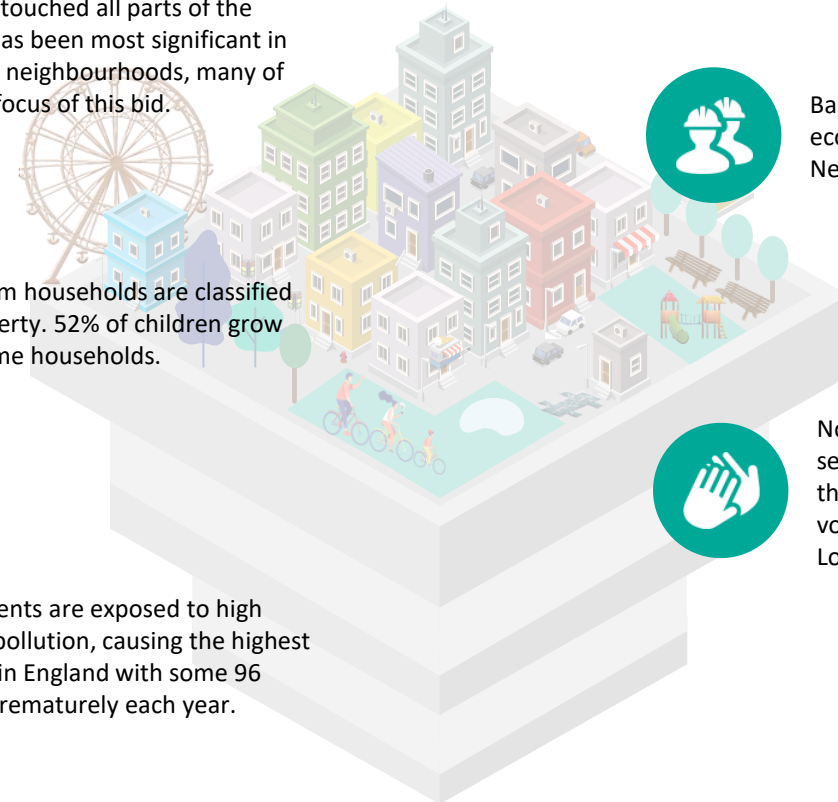
At the height of the pandemic, the Covid-19 mortality rate in Newham (196 per 100,000) was the second highest in the country. It has touched all parts of the borough, but has been most significant in more deprived neighbourhoods, many of which are the focus of this bid.



49% of Newham households are classified as living in poverty. 52% of children grow up in low income households.



Newham residents are exposed to high levels of toxic pollution, causing the highest rate of deaths in England with some 96 people dying prematurely each year.



Based on the government's current economic scenario, over 40,000 jobs in Newham are at risk in the recession.



Notwithstanding the mobilisation of the sector during the pandemic, Newham has the lowest level of formal participation in volunteering civil society activity of any London borough.

THEORY OF CHANGE

Ultimate Goal: Ensuring that all Newham residents live in accessible and inclusive neighbourhoods which help them to be Healthy, Happy and Well

Impacts

(aligning with Strategic Outcomes set by Newham's Corporate Outcomes Framework):

1. Newham is home to diverse and successful high streets which offer all social, civic & economic essentials

2. Neighbourhoods covered by Programme are accessible, green and attractive

3. Residents living in area covered by Programme feel a sense of belonging and ownership to their neighbourhood

4. Residents living in area covered by Programme enjoy enhanced prosperity and personal wellbeing.

Further Enablers & Influencers



Embedded resident **deprivation and inequality** across resident population - Newham is 12th most deprived LA nationally

Health inequalities constraining community wellbeing and inclusion – male healthy life expectancy is 5.8 years below London average

Weak levels of **economic opportunity and participation**, exacerbated by the pandemic – estimated 18,500 North Newham residents furloughed and 16,600 claiming unemployment related benefits

Structural challenges facing Newham's high streets, exacerbated by pandemic lockdowns – e.g. Forest Gate has seen 11% of premises persistently vacant since 2016 and footfall is currently at less than 75% of pre pandemic levels

Weaknesses in the **critical mass and value of the Newham economy**, impacting on opportunity for residents

Climate emergency, with deprived communities disproportionately impacted by poor **air quality** – rates of hospital admissions for asthma for young people double national average

Challenging urban environment constraining life experience & equality of access.

Establishing '15 minute neighbourhoods' where all residents have equal access to everyday needs and opportunities:

- Our Places for Community and Enterprise - underused council assets refurbished and back into productive use providing affordable places for residents to work and for communities to come together
- Our Shared Spaces –targeted investment across 5 high streets to enhance the quality of the public realm and streetscene
- Our Connected Neighbourhoods – investment to encourage walking and cycling on residential streets and to reduce traffic on residential roads
- Cross cutting activity to connect residents to wider support services to remove participation barriers.

Total programme capital value of £27.2m, comprising:

- £19.96m from Levelling Up Fund
- £3.89m match from LB Newham
- £2.97m match from GLA
- £0.4m match from private sector workspace operators.

Total programme inputs are split across the three delivery strands (inc. match):

- Our Places for Community and Enterprise – £8.21m
- Our Shared Spaces – £11.44m
- Our Connected Neighbourhoods – £7.56m

Aside from core programme funding, alignment with wider areas of council resource and delivery such as Our Newham Work and Our Newham Money, to help connect residents to opportunity.

Our Places for Community and Enterprise

- Sqm of new affordable workspace and new community space created
- Number of buildings bought back into use

Our Shared Spaces

- Sqm of new public space
- Sqm of public spaces refurbished or improved
- Number of junction improvements
- Number of trees planted
- Number and area of wider 'greening' initiatives delivered
- Number of new lighting installations

Our Connected Neighbourhoods

- Sqm of new cycle path
- Number of low traffic neighbourhoods installations (barriers etc).
- Number of new healthy school streets created.

Wider Enablers

Council activities and resources to connect residents to opportunity – such as:

- Our Newham Work
- Our Newham money
- 50 Steps to a Healthier activities
- Brighter Futures activities

Wider Influences

Macro-economic context driving Newham and London economy – and influencing high street demand and employment opportunity

Activities of private market in delivering new spaces & places

Impact of pandemic on resident health outcomes

Wider socio-demographic factors driving population transience

Impact of pandemic on council resources.

Our Places for Community and Enterprise

- North Newham high streets have a diverse & affordable network of spaces where residents can work, test ideas and come together (KPIs: asset use – footfall & diversity; enterprise impacts – jobs & turnover; social integration & cohesion – resident perception)
- Residents have greater & more equal access to economic opportunity (KPIs: residents benefiting from new jobs)

Our Shared Spaces

- North Newham high street spaces are high quality, attractive – (KPIs: footfall, perception, spend, space take-up, land value)

Our Connected Neighbourhoods

- High streets and neighbourhoods are more accessible by walking, cycling or public transport (KPIs: active travel take up rates)

Cross Cutting

- Residents have stronger & more equal access to the support they need within their neighbourhoods (KPIs: take up of support and impact of this from an employment and career perspective)
- Residents enjoy improved health outcomes (KPIs: residents taking part in regular physical exercise; perceived and actual improvements in health).

VALUE FOR MONEY ASSESSMENT

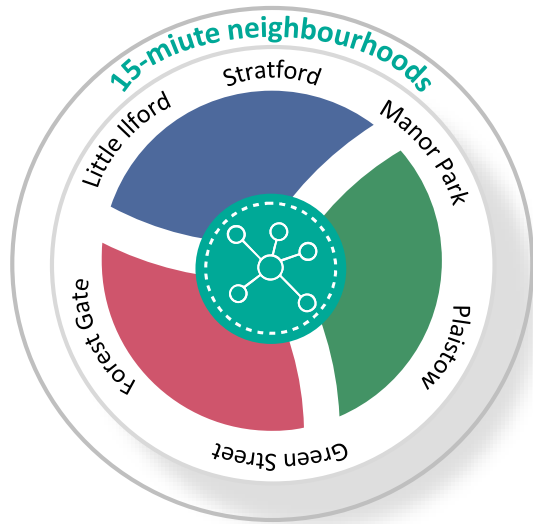
The table highlights that, overall, the Programme is expected to deliver **benefits of £170.64 million**. This equates to **£7.78 for every £ of LUF invested**, and £5.76 for every £ of public money invested (i.e. LUF plus match). It should be noted that this is a conservative estimate of benefits reflecting the nature of the assumptions applied across the assessment.

In addition the monetised benefits outlined in the Value for Money assessment the Newham 15 Minute Neighbourhoods Programme will also deliver a range of non-monetised benefits, relating to the ability of local residents to access economic and social opportunity, and linking impacts on overall prosperity, wellbeing and equality.

	15 Minute Neighbourhood Programme
Benefits for BCR	£170.64m
Direct Land Value Uplift	£6.64m
Direct Productivity Benefits	£33.38m
Wider Commercial Land Value Uplift	£27.51m
Wider Residential Land Value Uplift	£52.14m
Active Travel Benefits	£50.96m
Costs for BCR	
LUF Costs (discounted value)	£21.94m
Public Sector Match (discounted value)	£7.67m
Private Sector Match (discounted value)	£0.44m
Benefit Cost Ratio	
BCR (LUF Only)	£7.78
BCR (LUF plus public match)	£5.76

PROJECTS

THREE INTERCONNECTED PROJECTS



1. Our Places for Community and Enterprise

Activation & revitalisation of key vacant Council owned buildings located in the heart of our high streets will help diversify the local economy and offer.

The focus is to provide **affordable workspace** for Newham residents and start-up businesses and **community/civic facilities to enable high streets that meet the needs of all residents**. Many assets are historic landmarks, that will be integrated back into high streets providing **a network of places** where people from all backgrounds can come together to work, socialise, receive support and test new ideas. Newham has the opportunity to proactively develop and deliver a **new and innovative approach**, that will deliver in the short term and provide a long term sustainable model for jobs and investment for the borough.



2. Our Shared Spaces

Through our extensive engagement around our high streets, residents time and again have expressed their concerns about how their town centres' public realm is not pedestrian-friendly, does not support families and it does not create positive experiences.

To fully support a 15-minute neighbourhood vision, Project 2 will create an **enhanced public realm that supports positive experiences** when visiting local high streets, **promote sustainable town centres and increase perceptions of safety**. Interventions will include redesign of two key junctions, footway improvements, creative public space enhancements, planting and pocket parks, transformation of alleyways and improvement to open spaces.

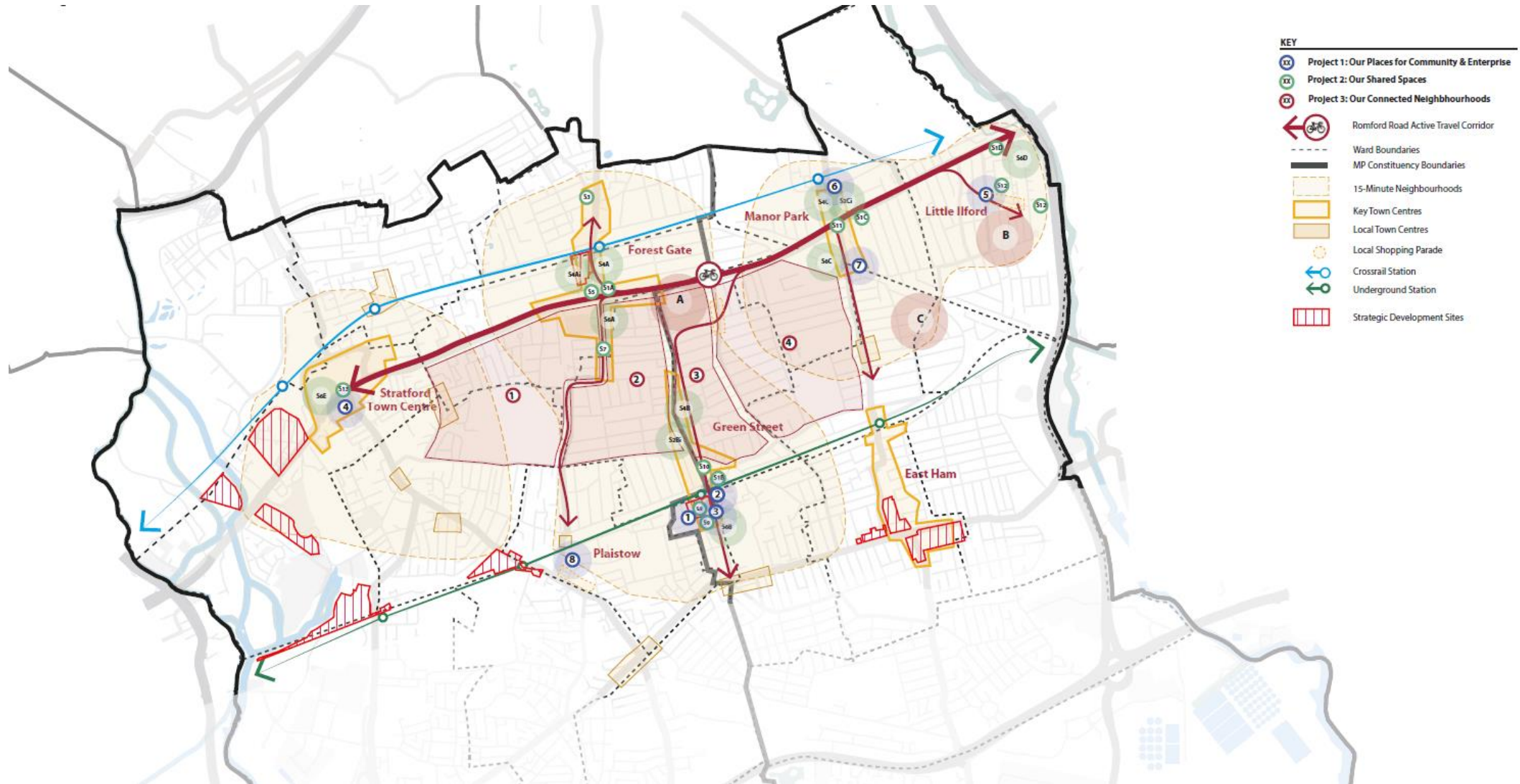


3. Our Connected Neighbourhoods

Car ownership is low among Newham residents, however data shows that traffic and air quality along Romford Road is harmful to human health. In combination with Project 2, managing traffic and enabling active travel along and around Romford Road will help improve air quality and support residents' everyday travel in the North part of the borough.

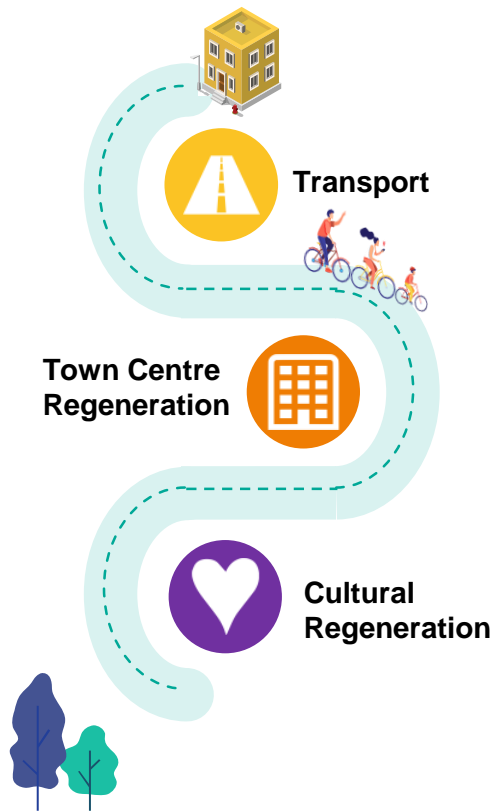
To achieve that this project includes a **Strategic Active Travel Corridor** along the Romford Road, supporting sustainable travel and providing connections between high streets. **School Streets and Low Traffic Neighbourhoods** will be implemented to support local journeys.

MAPPING THE PROJECTS



LIST OF INTERVENTIONS

The bid includes aspects of all three Levelling Up Fund themes:



1. Our Places for Community and Enterprise



01. Green Street Creative Wellbeing Space
Delivery of new community facility



02. Queens Market Affordable Workspace
Refurbishment of the market hall creating new commercial heart of the town Centre



03. Green Street Artist Studios
Bringing vacant unit in Green Street into use to meet local demand for affordable artist studios



04. Alice Billings House
Working with Creative Land Trust, safeguarding affordable artist studios through refurbishing an at risk heritage building



05. Jack Cornwall Centre Refurbishment
Investment to open up the building with cafe increasing use as a hub for the community



06. Community café and co-working
Activation of vacant plot opposite station



07. Fitness Centre
Fit out of vacant ground floor for use as a community fitness centre



08. 31-35 Stock Street
Vacant heritage building bought back into use for affordable workspace



2. Our Shared Spaces



01. Forest Gate

- Redesigned Upton Lane/Romford Road Junction
- Major enhancements at both the northern 'Gateway' and southern 'Upton Lane'
- Improvements to create 'Safer Alleys'
- Public art such as 'Shape Newham' Guide Posts and 'Colours of Newham' Murals
- Urban Greening



02. Green Street

- Major enhancements to Queen's Square and St Stephen's Parade
- Refurbishment of the Queen's Market market hall to create a revitalised commercial heart of the town Centre
- Improvements to create 'Safer Alleys'
- Public art such as 'Shape Newham' Welcome and Festival Square as well as 'Colours of Newham' Murals
- Urban Greening



03. Manor Park

- Redesigned Station Road/Romford Road Junction
- Improvements to create 'Safer Alleys'
- Public art such as 'Shape Newham' Light House and 'Colours of Newham' Murals
- Urban Greening



04. Little Ilford

- Major enhancements to two key public spaces: Warrior Square and Little Ilford Park
- Public art such as 'Shape Newham' Pollution Gate
- Urban Greening



05. Stratford

- Major enhancements to Alice Billings House Public Realm
- Urban Greening



3. Our Connected Neighbourhoods



01. LTN Schemes
Delivery of four Low Traffic Neighbourhoods



02. Healthy School Streets
Delivery of three healthy school streets



03. Strategic Active Travel Corridor
Delivery of cycleway and bus priority measures along the length of the Romford Road

PROGRAMME BUDGET

Breakdown by Funding Source

Project	LUF Ask			Council and 3rd Party Match			Total
	21/22	22/23	23/24	21/22	22/23	23/24	
1. Our Places for Community and Enterprise	542,000	2,602,000	1,750,000	896,000	2,224,000	200,000	8,214,000
2. Our Shared Spaces	550,000	4,720,000	3,125,000	900,000	2,049,335	99,500	11,443,835
3. Our Connected neighbourhoods	400,000	4,570,000	1,700,000	75,000	640,000	170,000	7,555,000
Total	1,492,000	11,892,000	6,575,000	1,871,000	4,913,335	469,500	27,212,835

Breakdown by Expenditure Type

Project	Construction and Professional Fees	Contingency	Project Management*	Monitoring and Evaluation**	Total
1. Our Places for Community and Enterprise	6,953,160	652,840	588,000	20,000	8,214,000
2. Our Shared Spaces	8,711,485	1,286,250	1,221,100	225,000	11,443,835
3. Our Connected neighbourhoods	5,588,550	905,000	815,450	246,000	7,555,000
Total	21,253,195	2,844,090	2,624,550	491,000	27,212,835

*note: Not all intervention budgets include project management costs as for some interventions this is already funded through revenue budgets outside of this capital programme

**note: Only additional M+E costs directly incurred by LBN for this Capital Programme are included in the budget. Additional M+E will take place outside of the budgeted amounts shown (particularly in relation to the Our Places for Community and Enterprise project where each operator of new community or enterprise space will be undertaking M+E activity. Additionally the Council has further revenue commitments outside of this programme in relation to data capture that will be used to inform the M+E as part of the Capital Programme.

PROGRAMME GOVERNANCE

Governance Narrative

A project manager with relevant experience has been assigned for each of the interventions in each project. The project manager will manage the delivery of that intervention, working in a team with the other project managers and overseen by a senior manager responsible for the delivery of that project.

Each project working group will meet monthly to discuss risks, issues and delivery status of all the interventions in that project. Projects will formally report into the Programme Board each quarter. The Programme Board will be chaired by SRO - Dave Hughes (Corporate Director Inclusive Economy and Housing).

Governance Structure



PROGRAMME TIMELINE

Workstream	Lead Officer(s)	Prior to Bid Submission	Between Bid Submission and Funding Announcement	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Post Delivery
MHCLG Notifications	MHCLG	Technical Note Published	Information on M+E Framework Published	Funding Award Notification									Deadline for LUF Funding Expenditure	
Project 1 Delivery: Our Places for Community and Enterprise*	Senior Manager: Regen				First Works Commence				First Works Complete	First Spaces Open		All Works Complete	All Spaces Open	
Project 2 Delivery: Our Shared Spaces*	Senior Manager: Regen			First Works Commence	First Works Complete								All Works Complete	
Project 3 Delivery: Our Connected Neighbourhoods*	Senior Manager: Highways				First Works Commence		First Works Complete				All Works Complete			
Governance - Programme Management	Senior Manager: Regen Team			Update programme level delivery plan and risk register, as well as create issues log	Core Programme Level documents updated quarterly with additional exception reporting to SRO / Programme Board where major issues flagged at Project / Intervention Level. Liaison with MHCLG and reporting on delivery progress as well as overseeing M+E.									Final accounts with MHCLG, closure of programme, overseeing final M+E evaluation and set up on ongoing M+E through BAU functions
Governance - Programme Board	Chaired - SRO (Corporate Director) Organised - Senior Manager: Regen Team	Approve submission of bid including agreeing governance structure for delivering Programme		Governance structure put in place: Programme Board and Project Working Groups. Project managers assigned for each intervention reporting monthly into Project Working Groups managed by a Senior Manager	Quarterly Programme Board throughout the delivery of Programme (Chaired by SRO, with Senior Managers from each project and Lead from Finance, Procurement and Comms. Reviewing project delivery progress, managing risks, overseeing M+E.									Oversight for final M+E evaluation.
Monitoring and Evaluation	Managed by Senior Manager: Regen Team	Prepare initial monitoring and evaluation strategy for Programme	Review government guidance on monitoring and evaluation		Undertake ongoing monitoring of interventions / projects, with regular monitoring reports & lessons learnt - fed into the Programme and wider corporate governance structure									Ongoing benefits monitoring arrangements linked to Newham's corporate outcomes framework for 3 to 5 years
				Develop overarching M&E approach and benefits realisation plan linked to the Programme ToC, develop specification for external M&E partner and undertake procurement of external M&E partner	Finalise M&E methodology with evaluation partner, 6. align to existing M&E functions across other programmes and wider Newham corporate outcomes framework and establish data capture arrangements and baselines for currently unmeasured indicators							Deliver interim evaluation report	Deliver final evaluation report (part 1) focusing on deliverables (within 3 months of Programme end) and final evaluation report (part 2) exploring impacts (within one year of Programme end)	

*see individual project timetables for details of delivery of interventions within each project

ENGAGEMENT TIMELINE

Workstream	Lead Officer(s)	Prior to Bid Submission	Between Bid Submission and Funding Announcement	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Post Delivery
Project 1 Delivery: Our Places for Community and Enterprise	Senior Manager: Regen				First Works Commence				First Works Complete	First Spaces Open		All Works Complete	All Spaces Open	
Project 2 Delivery: Our Shared Spaces	Senior Manager: Regen			First Works Commence	First Works Complete								All Works Complete	
Project 3 Delivery: Our Connected Neighbourhoods	Senior Manager: Highways				First Works Commence		First Works Complete				All Works Complete			
Communications and Engagement - Strategy	Comms Lead, with Senior Managers from Each Project	Strategy around engagement process to inform development of proposals		Develop Comms and Engagement Strategy for Programme Delivery										
Communications and Engagement - Publicity	Comms Lead, with Senior Managers from Each Project	Publicise engagement activity to encourage participation	Bid published on website	Publicity Around Grant Award	Publicity Around Delivery of First Interventions Completed as part of Our Shared Spaces		Publicity Around Delivery of First Interventions Completed as part of Our Connected Neighbourhoods		Publicity Around Delivery of First Interventions Completed as part of Our Places for Community and Enterprise				Publicity Around Delivery of All Projects Completed	
Communications and Engagement - Residents	Comms Lead, with Senior Managers from Each Project	Engage with local residents to co-design proposals together		Engage with neighbours of each intervention prior to works commencing on site										
Communications and Engagement - Stakeholders	Comms Lead, with Senior Managers from Each Project	Stakeholders consulted with as part of developing proposals in bid as well as forming stakeholder groups		Re-mapping of local stakeholders. Confirm any changes to working groups for each project and other forums for stakeholder engagement.	Continue the ongoing engagement with resident and stakeholder working groups for each of the projects throughout design, construction and in-use phases with further engagement as identified in the comms and engagement strategy									Continued 'in-use' engagement

OUR PLACES FOR COMMUNITY AND ENTERPRISE: PROJECT 1 DETAILS

OUR SHARED SPACES: PROJECT 2 DETAILS

OUR CONNECTED NEIGHBOURHOODS: PROJECT 3 DETAILS

REFERENCES

REFERENCES

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