

Dagenham Dock Vision Implementation Strategy

EXECUTIVE SUMMARY

Background and Introduction (Chapters 1 and 2)

Dagenham Dock covers 133 hectares of brownfield land in a major development corridor between the A13 dual carriageway and the River Thames in the Heart of the Thames Gateway. Dagenham Dock lies in the 'London Riverside' Zone of Change as developed by the Thames Gateway Strategy Executive which contains a series of large and significant regeneration sites offering considerable new housing, employment and mixed-use development opportunities. A clear, feasible vision for Dagenham Dock was required which complements this, and other, wider regeneration initiatives whilst setting its own distinct future.

Currently the site is characterised by poor access, fragmented ownership, contaminated land, and open storage of scrap metal, containers and aggregates all of which result in a "bad neighbour" image. There is a very clear potential to improve the current situation. The fundamental locational factors for the site are very positive. The site enjoys fairly close proximity to London Docklands and in recent years higher value development has crept ever closer. The site has excellent visibility, due to the recently elevated section of the A13 adjoining the site as well as an interesting river frontage. The adjoining Ford plant has an international profile from which Dagenham Dock can benefit. Similarly Barking Reach has a national profile as the largest new housing development in London and a key development in the Thames Gateway.

As part of advanced works for the Channel Tunnel Rail Link, and with funding from the East Thameside Partnership, a new link road between Dagenham Dock and the Goresbrook Interchange (A13) is currently being built (Choats Manor Way). This new access is raising development interest in Dagenham Dock and removing long standing barriers to investment. In May 2001 the London Borough of Barking and Dagenham in partnership with the London Development Agency and with funding from the East Thameside Partnership appointed a team of consultants led by Scott Wilson to produce the Dagenham Dock Vision Implementation Strategy to ensure the area's regeneration potential is fully exploited and that easy to develop sites do not become low employment warehousing sheds whilst other sites remain stagnant.

The Vision (Chapter 3)

The Partners' vision for Dagenham Dock was the creation of a best practice example of modern sustainable industrial development covering issues such as recycling operations, energy efficiency, 'green links' between businesses, transportation and waste minimisation on a site that can offer substantial new employment opportunities and a dramatically improved appearance. The Partners developed the vision recognising the existing profile and nature of businesses on the site, the need to ensure riverside wharves are retained and a desire to create a distinct identity for the site. The Partners identified the potential for growth in the environmental business sector with increasing legislative requirements and government targets requiring the adoption of new practices and technologies.

Recycling, energy efficiency, waste minimisation, transport efficiency and numerous other environmental issues are increasingly rising up the agenda due to a plethora of new requirements including the Kyoto Protocol, EU directives (such as ELV and Landfill) and recycling targets at a number of different spatial levels (see section 4.1). All these issues require governments, businesses and planners to look at ways of addressing and achieving sustainable development.

In developing the vision, the Partners also recognised the wide range of additional funding opportunities producing such a Strategy would open up as well as providing Dagenham Dock with a clear, distinct image and raised profile.

The vision therefore focuses development at Dagenham Dock around the environmental business sector including recycling and reuse of materials, which effectively takes the current range of activities such as car breakers, glass recyclers and aggregate companies, but moves forward to address the emerging needs of society in the 21st century. Through this Dagenham Dock offers the potential to be a trail blazing example of how addressing some of the big environmental issues of the new century can work hand in hand with the regeneration of areas of poor environmental quality and relatively high levels of deprivation.

Dagenham Dock aims to offer a best practice solution of how many environmental issues can be addressed and seen as opportunities. It offers the chance to highlight the regeneration benefits of tackling environmental problems, to adopt a more sustainable approach to development and to dispel the myth that the environmental business sector is unattractive and hinders regeneration. The Strategy lays out how and why the vision can and should be implemented.

The Strategy (Chapter 3)

The vision has been developed into a full implementation strategy bearing in mind the need to attract future occupiers/partners potential investors, and funders. Accordingly, the emphasis is on the introduction of higher value/high technology research and development based activities and spin-offs, whilst maintaining existing activities and thus providing a range of jobs relevant to the needs of East London's residents. This vision has been developed through regular meetings, an extensive literature review, expert knowledge, internal discussions and a round table discussion with prominent academics and researchers.

The Strategy recommends that a Sustainable Industrial Park (SiP) should be developed at Dagenham Dock. The SiP would meet the definition of the well established term, an Eco-Industrial Park (EiP) which is

“a community of businesses that cooperate with one another and with the local community to efficiently share resources (information, materials water energy infrastructure and natural habitat) leading to economic gains in environmental quality and equitable enhancement of human resources for the business and local community” (See Section 1.3 and Annex 1). However, the concept of sustainability implies that both larger time and spatial scales as well as stronger local community aspects must be introduced into the vision. Essentially, the SiP will seek to make links with and beyond the business community to cultivate:

- linkages with local community and

- the needs of future generations

Essentially this will mean that the Dagenham Dock SiP will have five different scales of operation enabling an interconnected but flexible approach to implementation. The scales of operation are listed below (See section 3.1 for full details):

1. A Research Centre for the UK, Europe and the wider International Community -

The centre piece/flagship of the Dagenham Dock SiP is an Environmental Technology Resource Centre (ETRC) for London. This centre would coordinate the different scales of operation outlined below and would have specific tasks to do with local training and education as well managing the park and “ground truthing academic research.” The Centre would be essential in delivering the latest environmental technology to Dagenham Dock and the full delivery of the vision. (See the Business and Employment Action Plan (No. 2) and Sections 4.3, 5.1, 6.11 and 8.2).

2. A Virtual EiP for London & the South East- IT links and web based trading mechanisms to facilitate knowledge and resource transfers enabling EiP principles to be carried out at a wider scale and ensure Dagenham Dock is fully integrated within environmental networks (See Action Plan 6).

3. Green Business Park for Dagenham Dock and Thames Gateway - Attracting SMEs with a ‘green’ focus. A major study into the opportunities for ‘green collar’ employment commissioned by the LDA is currently being finalised. There would be specific branding & marketing of the site (see Section 6.8) along with improved infrastructure for the site. Industries would benefit from clustering and site-wide facilities. A range of unit sizes and types would be required from ‘incubator units’, ‘next step’ workspace and larger industrial units. Business would be encouraged to look at the ‘triple bottom line’ and the development of concepts such as ‘Factor 4’ and the ‘Natural Step’. Businesses would also be required to sign up to a site wide bespoke environmental management system (See section 7.2), which would include BREEAM assessments (Action Plan 7), Green Travel Plans (Action Plan 9) and requirements for resource efficiency monitoring including energy, waste and water (Action plans 3, 4 & 5 respectively). A landscape architect has produced guidance on good environmental management, landscaping and design (See section 7.1, Action Plan 8 and Annex 3).

4. A Local Community Resource for Barking and Dagenham - Ensuring ‘sustainability’ in its full sense by involving local people. Encouraging local employment, involving local people, schools, colleges and universities in education and training. A ‘sustainability trail’ could be created around the site for education purposes and promoting environmental issues such as local recycling initiatives.

5. Industrial processes within the Dagenham Dock SiP - Promoting ‘green chains’ between businesses on site moving towards the ideal of a closed loop system where waste products from one business are resource inputs for another. This would apply to as many new and existing businesses as possible.

The ETRC would represent the core of the SiP’s operation. The Strategy highlights in detail the pivotal role that the ETRC would play in the development of the park. The Centre would be responsible for:

1. A programme of technology research and product/process development.
2. Dissemination and Best Practice initiatives, workshops and marketing/promotion where appropriate.

3. Provision of advice and information in relation to patent/intellectual property and technology transfer issues.
4. Provide a networking base and clearing house to match researchers with business sponsors with a view to generating new business ventures applying the results of the R&D projects undertaken at the Centre and elsewhere.
5. Provide business support, information and networking opportunities to 'green businesses and a focus for 'green business clubs' as appropriate, through provision of a venue for meetings, conferences and workshops and measures such as dedicated web-sites.
6. Provide a Web-based 'Exchange' or "waste resource" trading facility in support of the virtual EIP.
7. Provide appropriate types of workspace and support for relevant business and research and development initiatives.
8. To develop linkages with businesses, research centres, government, NGOs and local authorities in East London and the London City Region.
9. To provide a range of technological and process orientated solutions to better environmental management at Dagenham Dock, ranging from high to low technology solutions. In particular, to promote the concepts of Triple Bottom Line, resource productivity, Factor Four and the Natural Step.
10. To promote where feasible closed loop system systems for sustainable environmental management on Dagenham Dock and to manage these as a demonstration of the concept with a view to expansion on the site.

The Strategy states that given

- the positive view of the property specialists
- the combination of the site's location and improved access, together with
- the profile and business advantages created by development of a prestigious new Environmental Technology Resource Centre (ETRC) on the site and
- the development of radically improved highways and drainage infrastructure (including public adoption of all roads) and
- creation of an attractive landscaped setting for development

then Dagenham Dock could be potentially attractive to business from other parts of London and beyond seeking high quality premises and space for expansion.

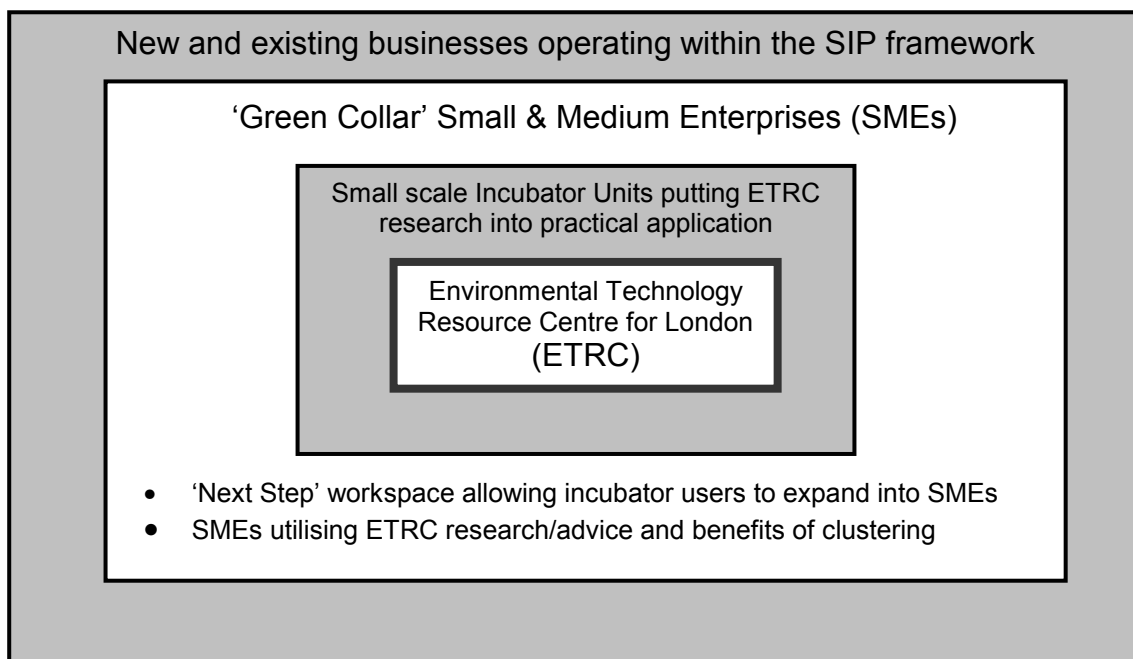
The success of the Dagenham Dock development will depend on its advantages and characteristics relative to other property developments in the Thames Gateway. The external property market perception will depend to a great extent upon:

- Successful promotion of the 'SiP' concept including the development of the ETRC and
- How its utility as a tool of urban regeneration can be developed and promoted to potential investors, businesses and the community.

Potential Activities at Dagenham Dock (Chapters 4 and 5)

The following list is not meant to be definitive and it will be important to maintain some degree of flexibility. However, the activities below provide some indication of what operations could be present on the Dagenham Dock site:

- Research and Development - ground truthing of research on reclamation, recycling and reprocessing of construction waste, aggregates, plastics and glass, etc.
- Small R&D manufacturing units ('Incubator Units')
- 'Next Step' Workspace for the environmental business sector – SMEs utilising environmental technology, for example by producing products from waste materials – a development on from the 'incubator units'.
- Training and education facilities associated with environmental technology
- Material Reclamation Facility for East London Waste Authority
- Recycling and reprocessing of materials
- A 'Sustainability Trail' for visitors, schools and local people.
- IT information storage and backup for London
- Web based trading businesses
- Internet providers
- General B2/B8 (industrial, warehousing and distribution operations) with ancillary B1 willing to sign up to the continuous improvement philosophy of the SiP and take aboard the requirements of the Supplementary Planning Guidance to be produced on the basis of the Strategy.



The SiP aims to build upon the manufacturing heritage of the East End of London. It can also be seen, together with planned Centre of Excellence in Manufacturing and Engineering at Fords, as helping to develop a complementary focus to the East End based around manufacturing, much like biotechnology is now clustering around West London.

Business Development and Linkages (Chapter 5 and Action Plan 2)

If it is to be developed as a SiP then the site will need to extend the range of businesses it might attract and the linkages that might be developed with environmental businesses and organisations regionally and nationally. To establish itself as a high profile eco-industrial park, Dagenham Dock will need to network with

international companies and national and international centres of excellence in environmental management and eco-industrial technologies.

The Strategy recognises the importance of establishing links and networks with a wide range of businesses and organisations. Organisations within the Thames Gateway that the SiP could link with, include:

- East London Business alliance
- Learning Skills Council
- Business Link East London
- East London Chamber of Commerce and Industry
- East London Small Business Centre
- Thames Gateway Technology Centre
- Centre for Excellence for Manufacturing and Engineering
- University of East London and the four other Thames Gateway Universities working together on environmental technology issues.
- London Remade
- Environmental Business Action

Further a field other potential partners include:

- University of Cambridge Civil Engineering Department
- Imperial College
- United Nations Environment Programme Initiative on Eco Industrial Parks

Property Issues (Chapter 6 and Action Plan 1)

It is estimated that Dagenham Dock will take up to 10 years to develop fully, depending upon the level of interest and support for the development concept and wider market conditions. The Strategy highlights the need for the LDA to purchase land and infrastructure by negotiation or through compulsory purchase as and when required in order to deliver the vision. In determining the way forward the Strategy inevitably highlights additional areas of work which need to follow on with an evaluation and demand study for the ETRC being the first priority.

Infrastructure and Site Appearance (Chapter 7 and Action Plans 8, 9, 10 and 11)

The poor physical infrastructure, notably road access, contaminated land and poor drainage which leads to occasional flooding present a challenge to the development of a SiP and therefore the Strategy clearly identifies the measures needed to remove the barriers to implementation of the vision. The need for public ownership of infrastructure and its upgrading to modern standards is laid out (See Action Plans 9, 10 and 11).

The Strategy also identifies the importance of making the area more attractive and a more pleasant place to work. The Strategy highlights how the 'green' vision needs to be reflected in the appearance of the park. It also identifies the importance of requiring industrial units to be designed and built to enable flexibility to changing circumstances and changing operational requirements. A 'City of Glass' concept is also presented for site appearance linked to glass reprocessing activities.

Funding (Chapter 8 and Annex 6 and 7)

Delivering the vision will require substantial amounts of funding over the next ten years. No single source of funding could finance the wide range of requirements laid

out therefore the Strategy highlights a cocktail of funding opportunities. It is clear the principles of the vision and details of the Strategy are consistent with the funding criteria of number of potential sources with the environmental focus opening up additional funding opportunities. Academic funding sources are increasingly being focussed on 'real life' application and the SiP Strategy provides a ideal opportunity to link academic research with the business sector.

Overall responsibility for property transactions, physical development, environmental improvement and construction would probably require the establishment of a formal structure or partnership led by the London Development Agency or a new Urban Regeneration Company (URC) for the wider area including Dagenham Dock. In the consultancy team's opinion the site's inclusion in a URC area probably offers the best opportunity to generate the substantial level of political momentum and resources required to deliver the renaissance of Dagenham Dock as a SiP.

The Action Plans (Part II of the Dagenham Dock SiP Report)

Finally, a series of eleven action plans have been developed which set out a blue print for developing different aspects of the park.

The action plans provide guidance on the following:

- **Action Plan 1 Property** – development of land assembly, marketing and stakeholder liaison strategies, a suitable management regime and a delivery plan.
- **Action Plan 2 Business Development and Employment** – development of the ETRC and cultivation of potential business support networks
- **Action Plan 3 Energy** – sustainable supply management and distribution of energy around the site.
- **Action Plan 4 Waste** – setting up and siting a Material Reclamation Facility on the site as well as a waste steering group for coordination, minimisation and management of waste on the site the site.
- **Action Plan 5 Water** – supply and conservation of water
- **Action Plan 6 Information Technology** – provision of IT infrastructure and generation of eco industrial community
- **Action Plan 7 BREEAM** – bespoke assessment methodology and guidance for more environmentally sensitive building design
- **Action Plan 8 Landscape and Site Appearance** – City of Glass and guidance on landscape design green networks, boundary treatment street furniture and environmental improvement
- **Action Plan 9 Transport** – pedestrian access, cycle access, public transport provision (bus, river and rail), integration of transport networks and freight access by rail and river.
- **Action Plan 10 Infrastructure** – internal paved infrastructure improvements and surface and foul water drainage
- **Action Plan 11 Contaminated Land** – strategies for more sustainable approaches for land remediation.