

# GREATER LONDON AUTHORITY

## REQUEST FOR DIRECTOR DECISION – ADD2091

**Title: Lea Way Commission**

### Executive Summary:

The Greater London Authority Regeneration Team is contributing a one-off payment of £10k, along with £10k per annum from LB Newham (LBN) and £10k per annum from LB Tower Hamlets (LBTH), towards the creation of one officer post to manage all aspects of the Lea River Park programme within the London boroughs of Tower Hamlets and the London Borough of Newham. LBN and LBTH will look to fund the £10k shortfall after the first year.

The officer will be responsible for bringing forward detailed design and delivery of a diverse range of connectivity and development projects through the Lea River Park joint agenda of GLA, LBTH and LBN. Projects will enhance the river and its banks to maximise environmental, deliver leisure and wellbeing impacts and help to create high quality urban and architectural design along the Lea and in the communities around it.

The appointed officer will report to the Senior Area/Area Programme Manager at the London Borough of Newham. However, as the post is jointly funded by Greater London Authority (GLA), LBTH and LBN the officer will be required to work across the three partners to provide professional design advice, procure and manage consultants, advisors and design teams and manage internal and external stakeholder relationships.

The draft job description for the role is attached as an appendix to this ADD.

### Decision:

That the Assistant Director of Regeneration approves a GLA contribution of £10,000 to the London Borough of Newham as a contribution towards the Lea River Programme

### AUTHORISING ASSISTANT DIRECTOR/HEAD OF UNIT:

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

**Name:** Debbie Jackson

**Position:** Assistant Director - Regeneration

**Signature:**



**Date:**

20/03/17

## **PART I - NON-CONFIDENTIAL FACTS AND ADVICE**

### **Decision required – supporting report**

#### **1. Introduction and background**

The Lea River Park connects Queen Elizabeth Olympic Park to the Royal Docks and the River Thames with new continuous public parklands - 'completing' the 26-mile long Lee Valley Regional Park and Improving access east and west between communities in the neighbouring boroughs.

The strategic first phase of this vision is the delivery of a linear park named the Leaway, which creates a continuous walking and cycling route along the River Lea. This connects a series of existing but fragmented public open spaces. Over time this route will be added to with new parks and additional pedestrian and cycle connections, delivered as land becomes available.

It is viewed as central to the wider regeneration of the area, which will continue to undergo massive change over the coming decades. The LLDC have championed the delivery of the park creating a vision, landscape strategy and delivery framework, which has informed local planning policies. This has already influenced a number of property developments and supported the delivery of a number of public space and connectivity projects.

The LRP and its connecting infrastructure is critical to the sustainable growth of the Lower Lea Valley over the coming decades. Without it, the planned housing will be marred by poor quality environment, severance of communities and businesses from public transport, and a lowering of the socio-economic prospects for new and existing residents. Not least because PTALs for all of the development will be significantly improved through the delivery of LRP infrastructure.

As part of a rationalisation of priorities the LLDC has ceased being involved in Lea River Park (as of January 2017). After considerable consultation and engagement, the LLDC handed over all files and documentation to LBTH and LBN, including responsibilities and ownerships, such as: CPO agreements; consultant contracts for LRP projects; management and leadership of Steering Groups and media/press activity.

#### **2. Objectives and expected outcomes**

The Greater London Authority Regeneration Team is contributing a one-off payment of £10k, along with £10k per annum from LB Newham (LBN) and £10k per annum from LB Tower Hamlets (LBTH), towards the creation of one officer post to manage all aspects of the Lea River Park programme within the London boroughs of Tower Hamlets and the London Borough of Newham. LBN and LBTH will look to fund the £10k shortfall after the first year.

The officer will be responsible for bringing forward detailed design and delivery of a diverse range of connectivity and development projects through the Lea River Park joint agenda of GLA, LBTH and LBN. Projects will enhance the river and its banks to maximise environmental, deliver leisure and wellbeing impacts and help to create high quality urban and architectural design along the Lea and in the communities around it.

The appointed officer will report to the Senior Area/Area Programme Manager at the London Borough of Newham. However, as the post is jointly funded by Greater London Authority (GLA), LBTH and LBN the officer will be required to work across the three partners to provide professional design advice, procure and manage consultants, advisors and design teams and manage internal and external stakeholder relationships. The officer will utilise the Lea River Park Steering Group to ensure that decision making is coordinated across the borough boundary and that the efforts of various stakeholders are properly coordinated.

The draft job description for the role is attached as an appendix to this DD.

## **Benefits of the LRP**

### Stitching the Valley together

A coordinated planning policy, based on the current LRP Design Manual, would ensure the Lea River Park can be maximised and enjoyed as a whole park and connected series of places – rather than a set of disconnected, uncoordinated and undersized spaces, which is the risk, if left to the market. The LRP will connect the LLV from north to south and improve access east and west between communities and beyond into the heart of the boroughs. This will get people using the area for general recreation and making walking and cycling journeys between locations adjacent to the LRP north to south and west to east. PTALs for all of the development will be significantly improved through the delivery of LRP infrastructure. Future LRP parkland development will expand this urban parkland to other sites, opening them up for development.

Developers will benefit from being able to market properties' proximity to the park and the improved connectivity it would provide. A coordinated partnership will more readily be able to harness financial benefits these schemes will gain from LRP

### Supporting Housing Delivery

The Lower Lea Valley will be focus for the growth of over 20,000 new homes over the coming decades, yet it currently suffers from high levels of severance with regard to access to open space, access to public transport, and very poor quality pedestrian and cycle connectivity. The connecting infrastructure will provide new residents with access to public transport infrastructure, local centres, and education and community facilities. The Lea River Park will be instrumental in creating and assembling 235ha of new and improved public open space within the Lower Lea Valley.

### Health & Wellbeing

The park will improve local air quality through creation of attractive new walking and cycling routes between local centres and transport hubs, thereby promoting health and wellbeing and reducing vehicular journeys. In addition, three new parks connected with green infrastructure are planned to further enhance environmental and health benefits.

### Community cohesion

The park will connect existing local communities to new parks and the expansive river Lea, as well as the thousands who will be moving into the area in the coming decades. Communities who have historically suffered from deficiencies in open space, and who are frequently unaware of the river's existence will have their neighbourhood experience transformed through enhanced riverside routes, improved access to greenspace, safe walkways and attractive cycleways.

### Economic Benefits

Taken from the 2009 Green Book economic appraisal prepared by BiGGAR Economics for LTGDC. Assessment and measurement of economic benefits is challenging due to the difficulty of quantifying their £ value. However, the Lea River Park, once complete is estimated to create a potential net additional benefit at the local level of:

- employment – 19 fte jobs;
- GVA – a NPV of £2.32 million over 25 years;
- health – a NPV of £4.45 million saved through improved health over 25 years;
- recreational – a NPV of £4.72 million over 25 years;
- visual – a NPV of £9.51 million in Year 4 reflected through house price uplift; and
- construction – 34 job years created with a GVA NPV of £1.59 million.

There is a clear rationale for public intervention based on market failures and equity considerations.

### Place making

Given the amount of new development and growth taking place in the Lower Lea, the LRP will create an identifiable 'place' with a strong identity, which will help to catalyse development. It aims to:

- reinstate a sense of identity and pride (developing it as a place in the public's mental map)
- Unite a series of discrete park areas that respond to local context, need, topography and potential for hosting activities.
- Create an area which encourages community cohesion and interaction not division and isolation

### 3. Equality comments

GLA, LBN and LBTH are committed to and champion equality and diversity in all aspects of employment and service. Recruitment will be managed by LBN and all processes will be in line with their Equality and Diversity Policy. The appointed officer will be expected to understand and promote LBN's Equality and Diversity Policy in the course of their work.

### 4. Other considerations

#### a) key risks and issues

	Risk description	Mitigation/Risk response	Probability (1-5)	Impact (1-5)	RAG
1	Insufficient funding and/or developer interested to progress LRP projects	Importance of LRP is being written into both LBN and LBTH local plans. Jointly sponsored role ensures there can be a greater of coordination of S106 / CII spending, as well as coordination of GLA / borough funded activities	2	4	Amber
2	A competitive tender process does not find a suitably qualified candidate	GLA, LBH and LBTH will all make sure job ad is widely circulated	2	3	Amber
3	LBN and LBTH unable to find funding for long term appointment	GLA officers will continue working with LBTH and LBN counterparts to identify potential revenue funding for long term appointment to see projects through to completion	2	3	Amber

### 5. Financial comments

5.1 The GLA contribution of £10,000 to London Borough of Newham for this proposal will be funded from the Development Enterprise & Environment Minor Programme budget for 2016-17.

## 6. Legal comments

No legal comments required as the proposal is neither novel nor contentious, and requires no departure from contracts and funding code.

## 7. Planned delivery approach and next steps

<b>Activity</b>	<b>Timeline</b>
Job advertised	March 2017
Interviews	March-April 2017
Officer in post	April –May 2017

**Public access to information**

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

**Note:** This form (Part 1) will either be published within one working day after approval or on the defer date.

**Part 1 Deferral:**

**Is the publication of Part 1 of this approval to be deferred? NO**

If YES, for what reason:

Until what date: (a date is required if deferring)

**Part 2 Confidentiality:** Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

**Is there a part 2 form – NO**

**ORIGINATING OFFICER DECLARATION:**

Drafting officer to confirm the following (✓)

**Drafting officer:**

Alex Marsh has drafted this report in accordance with GLA procedures and confirms that:

✓

**Assistant Director/Head of Service:**

Debbie Jackson has reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.

✓

**Financial and Legal advice:**

The Finance and Legal teams have commented on this proposal, and this decision reflects their comments.

✓

**Corporate Investment Board:**

The Corporate Investment Board reviewed this proposal on 20 March 2017.

**HEAD OF FINANCE AND GOVERNANCE:**

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

**Signature:**



**Date:**

20.03.17

## Appendices and supporting papers:

### Job Description

<b>Job Title:</b> Regeneration delivery and design manager	<b>Service Area:</b> Regeneration
<b>Division:</b> Regeneration and Planning	<b>Job Number:</b>  <b>Job Evaluation Number:</b>
<b>Grade:</b> Up to PO6 ???? £44K pro rata  2 days a week	<b>Date last updated:</b>  <b>Date of last Evaluation:</b>

### EQUALITY AND DIVERSITY

We are committed to and champion equality and diversity in all aspects of employment and service with the London Borough of Newham. All employees are expected to understand and promote our Equality and Diversity Policy in the course of their work.

### PROTECTING OUR STAFF AND SERVICES

#### *Overall Purpose of Job*

- To bring forward detailed design and delivery of a diverse range of connectivity and development projects through the Lea River Park joint agenda of GLA, LBTH and LBN enhancing the river and its banks to maximise environmental, leisure and wellbeing impacts and helping to create high quality urban and architectural design along the Lea and in the communities around it.
- To act as an advocate for the Lea River Park programme positioning it as a significant advancement to placemaking and developments coming forward in a complex area undergoing major change.
- To manage all aspects of the Lea River Park programme within the London boroughs of Tower Hamlets (LBTH) and the London Borough of Newham (LBN).

## **Job Context**

The post holder will:

1. report to the Senior Area/Area Programme Manager at the London Borough of Newham however the post is jointly funded by Greater London Authority (GLA), LBTH and LBN.
2. work across the three partners to provide professional design advice, procure and manage consultants, advisors and design teams and manage internal and external stakeholder relationships.
3. procure and manage contractors and consultants as required and being be responsible for funded and un funded projects at various stages of development from pre planning to site.
4. has responsibility for project budgets for the multi-million pound programme.
5. may be required to work evenings, weekends and occasional public holidays, in order to meet service requirements.
6. has have specific Health and Safety responsibilities in respect of their own behaviour and conduct and how that affects others.
7. has specific risk management responsibilities in respect of the projects on which they work.

## **Key Tasks and Accountabilities**

1. Initiate and creatively develop design and project proposals to maximise outputs inline with regeneration objectives of the boroughs and the GLA
2. Represent the Lea River Park programme on external forums and maintain good high level stake holder relationships to maximize regeneration opportunities for the borough.
3. Ensure the effective and efficient planning, implementation, review and closure of projects within own remit.
4. Establish, develop and maintain effective working relationships with relevant stakeholders.
5. Manage revenue and capital budgets for specific projects ensuring costs are kept within the budget.
6. Monitor performance indicators and quality targets to ensure that the programme meets agreed objectives.
7. Attend, administer and lead meetings in a wide range of settings: project board working groups, site meetings, consultation events and public meetings.

8. Effective liaison and management of all sub-contractors and other consultants and suppliers working on the programme.
9. Negotiate with relevant stakeholders including developers to secure commercially beneficial regeneration benefits for the area.
10. Contribute to the purchase of strategic sites within the area and the relocation where necessary of existing occupiers
11. Assist in maintaining effective systems, processes and procedures for collecting, analysing and sharing data, enabling more effective decision making and joint working.
12. Lead on the preparation of master plans, designs and publicity material.
13. Lead on ensuring that project information is maintained accurately and complete on corporate systems, continually reviewing ways of working to ensure continuous improvement.
14. Comply with Standing Orders, financial regulations and statutory obligations and ensure service procurement, commissioning and delivery; and the management of people; is within LBN, LBTH or GLA policy as is relevant.
15. Advise, prepare and present reports and briefings to partners, senior managers, project boards and politicians to facilitate and inform understanding and decision-making.
16. Advise and work with developers in the preparation of masterplans and other development proposals manage contractors to ensure high quality standards in terms of finish, design and value for money.
17. Manage the performance of staff and contractors ensuring that personal staff objectives meet corporate requirements and appraisals and personal development plans are completed effectively.
18. Anticipate problems and provide effective solutions.

## Person Specification

<b>Job Title:</b> Regeneration delivery and design manager	<b>Service Area:</b> Regeneration
<b>Division:</b> Regeneration and Planning	<b>Job Number:</b>  <b>Job Evaluation Number</b>
<b>Grade:</b> Up to PO6 ??????? £44K pro rata 2 days a week	<b>Date last updated:</b> Nov 2016  <b>Date of last Evaluation:</b>

### IMPORTANT INFORMATION FOR APPLICANTS

The criteria listed in this Person Specification are all essential to the job. Where the Method of Assessment is stated to be the Application Form, your application needs to demonstrate clearly and concisely how you meet each of the criteria, even if other methods of assessment are also shown. If you do not address these criteria fully, or if we do not consider that you meet them, you will not be shortlisted. Please give specific examples wherever possible.

CRITERIA	METHOD OF ASSESSMENT
<b>EQUALITY AND DIVERSITY</b>  We are committed to and champion equality and diversity in all aspects of employment and service with the London Borough of Newham. All employees are expected to understand and promote our Equality and Diversity Policy in the course of their work.	
<b>PROTECTING OUR STAFF AND SERVICES</b>  Adherence to Health and Safety requirements and proper risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good Health and Safety practices and manage risks appropriately.	
<b>KNOWLEDGE:</b> <ul style="list-style-type: none"> <li>• Understanding of legal frameworks and legislation relating to :                             <ul style="list-style-type: none"> <li>○ Environmental</li> <li>○ Contract law</li> <li>○ Planning</li> <li>○ Design</li> </ul> </li> </ul>	Application Form/Interview

<ul style="list-style-type: none"> <li>• Excellent knowledge and understanding of project management including an understanding of exemplar design and viability appraisals and development economics.</li> <li>• Awareness of public sector practice, the political environment of the LBN, LBTH and GLA and diverse communities.</li> </ul>	<p>Application Form/Interview</p> <p>Application Form/Interview</p>
<p><b>QUALIFICATIONS:</b></p> <p>Relevant degree and/or professional qualification is desirable, particularly relating to the design or the urban environment and generation and/or environmental schemes.</p>	<p>Application Form</p>
<p><b>CRB:</b></p> <p>Not applicable to this post</p>	
<p><b>EXPERIENCE:</b></p> <ul style="list-style-type: none"> <li>• Successfully delivering multi-faceted built regeneration projects</li> <li>• Managing substantial capital and revenue budgets</li> <li>• Managing others, including consultants and contractors</li> <li>• Experience of working on multi-agency partnership projects</li> <li>• Demonstrable understanding of architecture and landscape/urban design.</li> <li>• Experience of managing public meetings and running consultation exercises in regeneration schemes or similar</li> </ul>	<p>Application/Interview</p> <p>Application/Interview</p> <p>Application/Interview</p> <p>Application/Interview</p> <p>Application/Interview</p> <p>Application/Interview</p>
<p><b>SKILLS AND ABILITIES:</b></p> <ul style="list-style-type: none"> <li>• Excellent verbal and written communication skills including report writing of numerous complex highly technical reports</li> <li>• Excellent negotiation skills with the ability to influence individuals at all levels.</li> <li>• Ability to use initiative and analytical thinking in varying situations</li> </ul>	<p>Interview/Test</p> <p>Interview/Test</p> <p>Interview/Test</p> <p>Interview/Test</p>

<ul style="list-style-type: none"> <li>• Ability to think strategically and to appreciate the interdependencies and connections within the boroughs, London wide.</li> <li>• Highly organised with good planning skills and ability to prioritize and meet strict deadlines</li> <li>• Project management and strong design skills</li> <li>• Strong ICT Skills</li> </ul>	<p>Interview/Test</p> <p>Interview/Test</p> <p>Interview/Test</p> <p>Interview/Test</p>
<p><b>PERSONAL STYLE AND BEHAVIOUR:</b></p> <ul style="list-style-type: none"> <li>• A track record of delivery and getting things done whilst empowering individuals and teams, valuing their contribution and resolving differences without conflict</li> <li>• Assertive and logical, high innovative and a lateral thinker.</li> <li>• Articulate, pro-active, self-motivated, committed and enthusiastic</li> <li>• Leads by example; inclusive rather than exclusive; prepared to share expertise, knowledge and skills. Influential and corporate</li> <li>• Ability to work cooperatively and in collaboration with other stakeholders and colleagues</li> <li>• Creative with a forward-looking approach that maximises opportunities before they are lost</li> <li>• Ability to work in a manner that is consistent with the organisation's core behaviours and ethos.</li> <li>• High degree of probity and integrity</li> <li>• Ability to anticipate problems and provide effective solutions</li> </ul>	<p>Interview/Test</p> <p>Interview/Test</p> <p>Interview/Test</p> <p>Interview/Test</p> <p>Interview/Test</p> <p>Interview/Test</p> <p>Interview/Test</p> <p>Interview/Test</p> <p>Interview/Test</p>



