

St Pauls Primary School, Hammersmith

PART 5 : DELIVERY AND MANAGEMENT

CONTEXT

The tidal River Thames is covered by a myriad of acts, regulations and responsibilities but has no independent statutory existence or identity of its own. Within the study area, the River flows through 5 riparian local authorities, is directly affected by at least 10 Agencies with statutory responsibilities and is directly and indirectly regulated by a significant number of Parliamentary Acts.

The emergence of Strategic Planning Guidance for the Thames was a response to the need for greater clarity and to overcome incremental decision making and provide for more stringent protection of the River Thames. In particular, the Strategic Guidance emphasises the need for a “clear strategic framework for planning decisions along the River” and highlights the importance of “a consistent and coherent approach, based on common objectives”.

The key stakeholders with interests in the delivery of the Thames Strategy can be categorised into two distinct groups:

- Those living, working and visiting the area and their representatives and local bodies with responsibility for planning, management and the delivery of services;
- Strategic bodies with an interest/responsibility for planning, the delivery of services, environmental protection and enhancement and navigation and riparian management at both the Londonwide and local levels.

The first group includes the local authorities in the area, the riparian owners, the providers of public services and business and community representatives and the second includes the Greater London Authority, Port of London Authority, Environment Agency, English Heritage, the providers of funding programmes such as Sport London, government departments and the European Union.

Each of these groups of stakeholders will have important roles to play in the preparation, resourcing, funding and delivery of the Thames Strategy.

The following agencies have responsibilities in relation to the River Thames within the study area:

- **Department of the Environment, Food and Rural Affairs**
- **Department of Transport, Local Government and the Regions**
- **English Heritage**
- **English Nature**
- **Port of London Authority**
- **Environment Agency**
- **Government Office for London**
- **Greater London Authority**
- **London Development Agency**
- **Transport for London**
- **Local Planning Authorities**

- **The Crown Estate**
- **Countryside Agency**
- **Metropolitan Police**
- **Port Health Authority**
- **Health Authorities**

There is no single agency with clear powers and accompanying duties for the planning or management of the Thames although the GLA is designed to provide citywide strategic government for London.

There are two different water space management regimes operating in this stretch of the River. The Port of London Authority (PLA) has responsibility for the regulation of navigation, conservancy of the Thames and pollution control in respect of oil on the tidal Thames. The PLA owns the majority of the bed and foreshore of the River to the mean high water mark and is responsible for the formal consenting of works involving the erection/alteration/repair of structures “in, over or under” the River. The Environment Agency (EA) is responsible for the licensing of any structures that could obstruct or impede flow and any works within 16m of the tidal defences and any such works must have the EA’s prior written approval. The EA also has responsibility for flood defences, fisheries and pollution (other than oil) of the tidal and non-tidal Thames and wide ranging conservation responsibilities. The EA is a statutory consultee under the Town & Country Planning Acts but the Port of London Authority is not.

In addition to these organisations, there are a number of organisations with statutory and non-statutory

responsibilities relating to the use of the River. This affects the potential for effective strategic planning in relation to the River. Consultation undertaken during preparation of the Draft Strategy indicates that there is a requirement to clarify existing responsibilities. There would also appear to be the potential for more co-ordinated strategic planning.

The establishment of the GLA and election of the Mayor provides the potential to promote a more strategic approach to matters relating to the planning and use of the River. The role of the Mayor and preparation of the The London Plan (LP) will have particular implications for the study area, notably in terms of the location and form of future development and in the delivery of transport programmes. The River has been identified as one of the core strategic policy areas for the LP and the LP will include policies for promoting and enhancing the strategic functions of the River. The proposed designation of the Thames as part of a Blue Ribbon Network is intended to create a common focus for ensuring the sustainable use and regeneration of the Thames and riverside areas.

Strategic planning guidance (RPG 3B/9B) currently stresses the importance of the co-ordination of policies relating to the River by adjoining authorities and the benefits of promoting closer cross-boundary working arrangements. There is a requirement for the closer co-ordination of activities and decision making in relation to the River to provide an effective framework for Strategy implementation and to maximise the opportunities for securing funding for project delivery.

Policy Recommendation DM1: The roles and responsibilities of statutory and non-statutory bodies concerned with the River should be clarified for the benefit of river and riverside users and where appropriate consideration should be given to new working arrangements which provide the basis for more co-ordinated strategic planning.

Policy Recommendation DM2: Agencies concerned with the River should identify common objectives and where appropriate should seek to develop a more co-ordinated and consistent approach to policy formulation and project identification taking into account statutory responsibilities.

Policy Recommendation DM3: The Thames Strategy - Kew to Chelsea should be adopted as riparian Supplementary Planning Guidance by the five local riparian planning authorities and should be a material consideration in the determination of planning applications within the study area. It should be incorporated into Unitary Development Plans as they are reviewed and inform the preparation of the Mayor's The London Plan, in particular the strategies relating to the Thames and London Waterways.

MECHANISMS FOR IMPLEMENTATION

The strategic planning guidance for the River Thames promotes the development of co-ordinated approaches to policy formulation and implementation and highlights the benefits of co-operation between Thames-side planning authorities and other bodies in promoting common objectives related to the River.

The approach to management and implementation of the Thames Strategy - Kew to Chelsea must take into account existing statutory responsibilities and possible future roles of a range of bodies and the importance of avoiding duplication with existing partnership initiatives in the area. It should seek to complement the work of statutory and other bodies and organisations and promote greater co-operation, policy and project co-ordination.

Roles and Responsibilities

There is a requirement to co-ordinate the work of the public, private and voluntary sector and local communities within the study area. Potential roles of different bodies and organisations in promoting the objectives set out in the Thames Strategy - Kew to Chelsea are summarised below.

National and Regional Agencies

A number of projects within the Strategy are likely to overlap with government agency remits and national and regional agencies such as English Heritage, the Environment Agency, Port of London

Authority and Sport London. Agencies could continue to take or consider the following actions:

- Ensure issues concerning the tidal Thames are fully considered in polcity development;
- Work together to encourage co-ordinated and integrated local delivery of national and regional policies;
- Incorporate principles for action and projects into regional and local programmes and business plans;
- Provide funding for appropriate projects;
- Provide advice, guidance and data on issues relating to the River.

GLA, London Development Agency, Transport for London and Local Authorities

It is fundamental to the future success of the Strategy that its principles and proposals are supported by the GLA, its associated and functional bodies such as Transport for London and the London Development Agency and the riparian local authorities. These organisations could:

- Incorporate the proposals and principles of the Strategy into the London Plan and Unitary Development Plan policies;
- Implement the principles of the Strategy through development control practice;
- Provide staff time/resources to aid implementation of projects in the Strategy;

- Ensure that a consistent approach to the River is adopted with adjacent authorities and authorities on the facing bank of the River;
- Adopt a corporate approach to the River across departmental and committee responsibilities.

The Private Sector

The private sector (including local businesses, land/ property owners and developers) has a major role to play within the study area. There is a requirement to encourage the private sector's involvement in promoting the objectives of the Strategy. Actions to be taken by the private sector could include the following:

- Consider the principles for action within their work programmes, development proposals, business and management plans;
- Provide funding for projects identified in the Strategy or facilitate the implementation of projects;
- Provide data on issues concerning the River;
- Collaborate with local planning authorities in the preparation of master plans for development and activity hubs.

The Voluntary Sector

Collectively, voluntary groups have a substantial stake in the management of the River and project implementation. Voluntary organisations active in the area include amenity societies, nature

conservation organisations, archaeological and history groups, charitable trusts and sports clubs and their governing bodies. Actions to be taken by voluntary groups could include the following:

- Incorporate principles for action and projects identified in the Strategy into their work programmes;
- Seek outside funding for specific projects;
- Help to conserve and manage the River through practical action;
- Promote new Charitable Trusts.

Local Communities

The study area is home to many people and an important employment location and destination for many visitors. The involvement of local communities in the future planning and management of the River and in project implementation should be encouraged. Local communities could take a variety of actions:

- Active involvement in promotion and implementation of projects identified in the Strategy;
- Organisation of talks, walks and interpretative information;
- Undertake practical conservation and management projects;
- Participate in surveying and monitoring programmes.

ALTERNATIVE APPROACHES

In order to take forward the work of the Strategy, it will be necessary to prepare an **Action Plan** and for the Thames Strategy - Kew to Chelsea Steering Group to give further consideration to the most appropriate mechanism for promoting its objectives taking into account the availability of resources, the opportunity to build on current initiatives and the potential for a strategic partnership to oversee River-related issues beyond the preparation of the The London Plan.

Priority should be placed on the early preparation of an Action Plan which would provide a co-ordinated framework for planning and project implementation and which would be monitored and reviewed in relation to funding availability. The principles of the Action Plan are considered in further detail in Section 6. Beyond the preparation of an Action Plan, the following alternative approaches to implementation of objectives and proposals set out in the Strategy could be considered.

Option 1: Single Entity Implementation

At the present time, individual stakeholders undertake projects within their defined area of responsibility on a project by project basis. It is intended that the Strategy will be taken into account in future UDP reviews and in the preparation of the London Plan and that it could be adopted as Supplementary Planning Guidance by local authorities within the study area. This will promote a greater degree of co-ordination in policy

formulation and project identification. The preparation of an Action Plan would further assist co-ordination between stakeholders although the primary responsibility for policy formulation and project implementation would remain with individual organisations. This approach would enable a partnership approach to be adopted where this was considered to be appropriate on a project by project basis. It would be possible to consider a continuing role for the Thames Strategy - Kew to Chelsea Steering Committee in promoting closer working arrangements in the future.

Option 2: Co-ordination of Actions through Existing Initiatives and Partnerships

The objectives of the Strategy could be promoted through building on the work of existing initiatives in or adjoining the study area such as the Thames Landscape Strategy: Hampton to Kew, the Wandsworth Challenge Partnership, Putney Town Centre Partnership and East Battersea Partnership.

There may be benefits in considering the potential to extend the coverage of the **Thames Landscape Strategy** to incorporate other areas within the London Boroughs of Hounslow and Richmond since these authorities are already participants in the existing partnership arrangement. This would, however, have resource implications due to the management and delivery of an expanded workload and additional funding would be required. It should also be noted that the Port of London Authority is not an active participant in the Thames Landscape

Strategy but is a member of the Thames Strategy - Kew to Chelsea Steering Group.

Other partnerships in the area are more localised and specialised in their scope and coverage and have generally been established with the benefit of Single Regeneration Budget (SRB) funding. The **Wandsworth Challenge Partnership** was established to promote the revival of Wandsworth Town Centre and the area around the mouth of the River Wandle through the construction of a new riverside quarter. The Partnership, comprising public, private, voluntary sector and community representatives, has successfully implemented a number of projects which have enhanced the riverside environment and provided improved linkages between the River and surrounding area. It is considered that the Wandsworth Challenge Partnership is unlikely to complete the proposed riverbank enhancement works within the remaining lifespan of the SRB programme and consideration is currently being given to an appropriate exit strategy, including the possible establishment of a Development Trust to take the objectives of the Partnership forward.

The **East Battersea Partnership** was established to ensure that the most deprived groups within the surrounding community would benefit from the redevelopment of Battersea Power Station. SRB funding has been secured for a package of projects to equip the local community with the skills and knowledge to take advantage of the opportunities arising from the redevelopment of this key site, including the creation of a local employment

initiative and a full range of education and training projects. The Partnership has developed the concept of The Power House to ensure proper co-ordination with employers on all education, training and employment issues and the delivery of integrated services for the community. The Partnership has secured £2.6 million under the SRB Challenge Fund and is now into the fourth year of a six year programme focusing on up-skilling, young people at risk, literacy and construction training. The future work of the East Battersea partnership will be linked to the timescale for redevelopment of the Power Station and proposals are being formulated for the establishment of a Local Strategic partnership under the Government's new initiatives for neighbourhood renewal. A Local Strategic Partnership would bring together at the local level the public, private, voluntary and community sectors and neighbourhood management. The East Battersea Partnership or a possible future Local Strategic Partnership could provide an effective basis for promoting some of the objectives of the Strategy in the eastern part of the study area and for facilitating future partnership initiatives in this reach of the River.

The Putney Partnership is a further example of an area based initiative which brings together the public, private and voluntary sectors. Whilst not a recipient of SRB funding, the Partnership is able to harness funding from a variety of sources to promote its objectives for improving the vitality and viability of the town centre and its links to the River. The aim of the Putney Partnership Board is "to operate an effective partnership which ensures that Putney is a

destination that people put first for living, visiting and investing, now and in the future". The objectives of the business plan are based on a number of areas of town centre management which the Board and Town Centre Manager are expected to deliver against, namely partnership development, environmental improvements, safety and cleanliness, communication and promotion, annual events and training and development. Projects are supported by a process of match funding between individual private businesses and Wandsworth Borough Council's Town Centre Improvement Scheme, which is a programme of grants and loans. The Putney Partnership Board has confirmed its full support for the strategy and the preliminary projects identified in Part 6.

A number of other area based initiatives have been established through the work of the voluntary sector and community groups such as the Chiswick Pier Trust and Friends of Duke's Meadow. Initiatives of this type provide the potential to promote the objectives of the Strategy and project implementation throughout the study area.

Consideration could also be given to strengthening the remit and representation of existing consultative groups such as the **River Users Group** as part of a broader framework for implementation of the objectives of the Strategy. This Group is sponsored by the Environment Agency and covers the Tideway as far as Tower Bridge, although the issues of concern are understood to relate principally to the Reaches between Kew and Chelsea. The focus of the Rivers Users Group interests at the present time is on leisure and recreation.

Option 3: Establishment of a New Partnership

A new partnership arrangement could bring together the public, private and voluntary sectors and the local community in the planning, management and implementation of the Strategy and in the promotion of common objectives.

The Cross River Partnership, the Thames Landscape Strategy and the Thames Estuary Partnership are examples of partnership arrangements which have been established to address River-related issues and provide useful models of beneficial co-operation for consideration in strategy development and in the identification of a management and delivery mechanism appropriate to the study area.

The success of any new partnership will be dependent on the relevant organisations, agencies and individuals working together to implement the principles and project proposals identified in the Strategy. It should not seek to duplicate the work of statutory bodies with responsibilities for the study area but to complement it and to provide the opportunity of achieving the sustainable enhancement of the study area.

The experience of other River-related partnerships highlights a number of important issues which should be considered in examining the potential for the establishment of an area based partnership covering the Kew to Chelsea area:

- The availability of revenue and capital funding to manage the partnership and to implement the Action Plan, particularly given that opportunities for SRB and other regeneration funding are likely to be limited in most parts of the study area;

- The need to work with existing organisations and to build upon current initiatives in the study area;
- The requirement for dedicated and experienced staff to provide a longer-term secretariat to the partnership, to facilitate and co-ordinate the Action Plan and project implementation and to identify funding sources;
- The need to develop an appropriate structure for community involvement;
- The importance of adopting a realistic Action Plan which can be monitored and reviewed on an annual basis in relation to funding availability.

Any future partnership arrangement should seek to provide a strategic and co-ordinating role and could in principle include the following representation:

- Representatives of the GLA and riparian Boroughs;
- Strategic and local transport providers including Railtrack and Transport for London;
- Statutory bodies with responsibility for management of the River, notably the Environment Agency and Port of London Authority;
- Local resident and business representatives.

An area based partnership could co-ordinate strategic transport, landscape and natural and built environment, economic and social proposals and projects affecting the length of the River within the study area.

Potential Partners for the Kew to Chelsea section of the Thames could include:

- The Greater London Authority
- The five Riparian Boroughs
- Port of London Authority
- English Heritage
- English Nature
- Countryside Agency (Thames Path)
- Environment Agency
- Railtrack
- Transport for London
- London Tourist Board
- Relevant Local Training and Skills Councils (LRCs);
- Amateur Rowing Association/ Thames Rowing Council/ Regional Yachting Association
- Business community
- Local communities

The form of the partnership should be considered in relation to the particular requirements of the study area. It will be necessary to consider the following issues in the identification of an appropriate partnership arrangement:

- Resources – the requirement for dedicated staff and/or secondments from consultancy organisations;

- Management structure;
- Funding;
- Possible roles and membership;
- Consultation Structure;
- Procedures for monitoring and review.

The availability of revenue and capital funding (including funding for project implementation) and staff resources will be particularly critical in the identification of an appropriate partnership arrangement. The Partnership should have a simple and transparent structure which can be easily identified with.

The structure of any Partnership will require further detailed consideration by the potential partners in relation to the likely availability of resources and funding but could in principle include the following:

- A **Partnership Board** comprising senior representatives of the relevant statutory agencies, local authorities and other partners and a representative of the Community Group;
- A **Steering Group** of technical officers representing the partners;
- A **Co-ordinator/ secretariat**;
- A **Community Group** comprising representatives of local interest groups, landowners and business interests;

- Specialist **Working Groups** to implement, monitor and evaluate priority actions, for example transport and access, economic and community benefit, tourism, sport and recreation planning and environment and education.

It would be appropriate for regular meetings to be held between co-ordinators of the Thames Strategy Kew to Chelsea, the Thames Landscape Strategy - Hampton to Kew, Cross River Partnership and the Thames Estuary Partnership to promote coordination and to learn from each other.

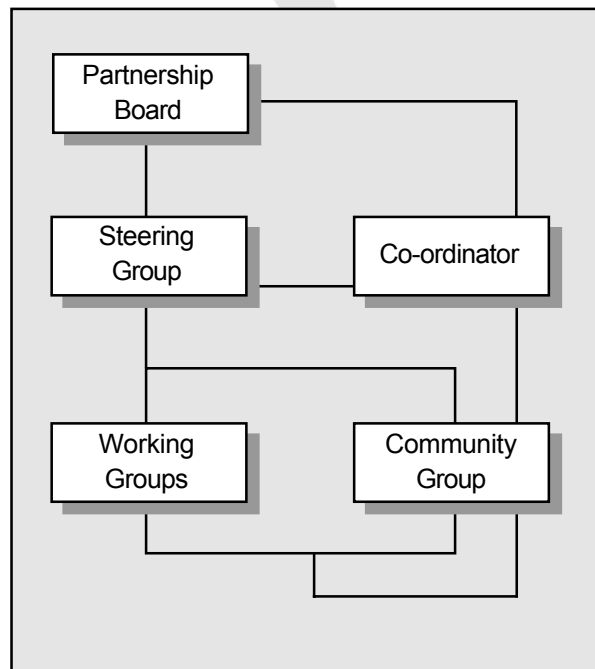


Figure 5.1 Possible Structure of Partnership

As an alternative to a new partnership structure covering the whole of the study area, consideration could be given to the establishment of **area-based partnerships** covering one or more of the character reaches. This could assist in addressing local issues and opportunities but would be less effective in promoting the common strategic policy objectives of the Strategy and could have significant resource implications.

Other forms of partnership arrangements could be considered such as the **Thames Ahead Partnership** initiative which is being promoted by the Environment Agency, Thames Region in respect of the non-tidal Thames. This initiative aims to bring together all the interests along the non-tidal river including national agencies, clubs, businesses, local authorities, residents' associations and charities, to develop for the first time a co-ordinated and continuous planning process for the future leisure use of and investment in the River.

The Thames Ahead initiative is a response to concerns about the lack of integrated and co-ordinated planning for the River. Three priorities have been identified by the Advisory Group:

- The need to raise revenue to improve the infrastructure of the River for all leisure users;
- The need to promote greater use of the River;
- The need to increase partnership activity to improve leisure provision.

A Thames Ahead Business Development Manager has been appointed to take the project forward and a specialist leisure and marketing agency has been

appointed to improve promotion of and information about the River, including the launch of a joint promotion with the Southern Tourist Board and the Countryside Agency 'Discover the Thames and its Path', the preparation of leaflets and the launch of a new website. Agreement has been reached with The Waterways Trust to appoint a dedicated fundraiser. The Environment Agency is also recruiting a new senior level waterways manager to provide a single focus for the Management and promotion of the River.

The Environment Agency are currently formulating their approach to partnerships and external funding and assessing the benefits which could be secured from partnership working. A possible approach could be the recasting of Local Environment Action Plan (LEAP) officers as partnership and external funding officers.

Option 4: Establishment of a Strategic Partnership

A number of the issues facing the utilisation and enhancement of the River between Kew and Chelsea are similar to those experienced along the rest of the Thames within Greater London. The formation of a strategic partnership to promote strategic policy objectives could facilitate the process of River-wide enhancement.

The potential for the establishment of a **Strategic Partnership** will become clearer through the work currently being undertaken by the GLA in the development of the The London Plan which is due to be published for consultation purposes in early summer 2002. As part of its work in preparing the

London Plan, the GLA has established three Forums relating to the River and Waterways comprising the following memberships:

- A political level **Steering Group** comprising elected members and representatives and statutory agencies;
- A **Working Group** of technical officers involved in management and decision making which has a number of small focus groups relating to such matters as safety, freight, passenger transport, leisure and the built environment. This Working Group will advise members of the Steering Group on strategy development;
- **Stakeholders' Forum** (open to all with an interest in the rivers and waterways) which will meet 2-3 times a year.

A Strategic Partnership could potentially be developed on the basis of this structure to oversee River-related issues of a strategic nature beyond the preparation of the London Plan. There would, however, be a requirement to ensure that duplication between a strategic partnership and any local arrangements would be avoided.

Policy Recommendation DM4: Further consideration should be given to the potential for the establishment of a Strategic Partnership to allow policy issues and projects of strategic significance relating to the River Thames to be addressed on a London-wide basis. This should take into account the continuing work of the GLA in preparing the London Plan.

Policy Recommendation DM5: Further consideration should be given to the alternative mechanisms for promoting the policies and proposals contained in the Thames Strategy - Kew to Chelsea. Any new Partnership arrangement should include the riparian local authorities, relevant statutory and non-statutory agencies and representatives of the private and voluntary sectors with interests in the River and riverside. The local community should be involved in the work of any Partnership and in the implementation of projects.

Policy Recommendation DM6: The Steering Committee should prepare an action plan for taking forward the project and management proposals in the Thames Strategy - Kew to Chelsea.

Proposal DM7: The Thames Strategy - Kew to Chelsea Steering Committee and any future partnership should investigate the full range of opportunities for funding.

POTENTIAL FUNDING SOURCES

Delivery of the Thames Strategy will draw funding from a cocktail of potential funding sources which are available to the partners. It will be necessary for the partners to seek to maximise funding to promote projects and initiatives identified in the London Plan and to co-ordinate fund raising activities. The potential funding sources which

could be sought for different types of projects and programmes which may be identified in the London Plan and any subsequent Action Plans are considered in further detail in Section 6.

Greater London Authority

The River Thames has been identified by the GLA as an important focus for social, economic, environmental, leisure and cultural activities. However, the current budget available to the GLA may restrict potential funding for the delivery of new projects and programmes within the study area. Congestion charging could generate more than £200 million in revenue per year to be spent on transport improvements but the main priority will be the delivery of public transport improvements in the short term within the restricted areas of central London.

The London Development Agency

The priorities of the London Development Agency (LDA) suggest that the organisation will be targeting areas of social and economic deprivation and that the potential for funding projects within the study area may be limited. However, the LDA may be interested in participating in the delivery of flagship or larger scale development projects which would provide strategic labour market access improvements or deliver regeneration objectives. The LDA also funds Partnership regeneration initiatives throughout London via SRB. Whilst most schemes relate to areas outside the Kew-Chelsea/area study, SRB funding has been allocated for regeneration programmes in Wandsworth and East Battersea.

Local Authorities

Local authorities could provide in-kind contributions to the delivery of the Strategy (for example in the form of staff resources) and it will be important to monitor this involvement. Some local authority funding of the Strategy may also be available under revenue expenditure programmes.

The availability of finance will depend on the priorities of each Council which will vary depending on the areas concerned and between different local authorities.

There is the potential for local authorities to secure funding to promote the objectives of the strategy through the negotiation of Section 106 Agreements with the developers of sites in the study area and through partnership arrangements.

Regeneration Programmes

The emphasis of current Government policy is on the regeneration of the most deprived areas through a new holistic approach to neighbourhood renewal which focuses not only on housing and the physical fabric of neighbourhoods but also on social and economic issues such as crime and the quality of public services. The National Strategy Plan for Neighbourhood Renewal (January 2001) seeks to co-ordinate the spending programmes of key Government Departments rather than rely on one-off regeneration spending and to empower residents to work in partnership with the public, private and voluntary sectors in neighbourhood renewal initiatives and projects. The document sets

out a raft of commitments to policies, resources and targets to generate better services, new jobs and a new culture of enterprise. The Government is supporting regeneration in the 88 most deprived local authority districts with an £800 million Neighbourhood Renewal Fund. In addition, communities in the most deprived districts will receive in the region of £400,000 over 3 years to help them participate in Local Strategic partnerships through the Community Empowerment Fund and Community Chests will fund small grant schemes to enable communities to run their own projects.

The continued use of regeneration funding in parts of the Kew to Chelsea stretch should be considered (particularly in the Wandsworth and East Battersea Areas which are already recipients of SRB funding). However, whilst significant amounts of SRB funding have been made available for regeneration initiatives further downstream (eg: Cross River Partnership alone has been allocated over £50 million of SRB which has already or will lever in more than twice that amount of matching public and private sector funding in the area between Vauxhall Bridge and Tower Bridge), it is likely that the opportunities for regeneration funding in other parts of the Kew - Chelsea stretch of the River will generally be limited given local conditions and comparative deprivation indicators.

European Union

European funding through the Structural Fund Objective 3 (European Social Fund) Programme aimed at active labour market policies; projects to enhance social inclusion and equal opportunities;

lifelong learning programmes; schemes aimed at adaptability and entrepreneurship development; and gender equality could be available on a limited basis in the study area.

European Funding through EC LIFE aimed at the integration of environmental considerations into land use development and planning; the promotion of sustainable management of groundwater and surface water; the minimisation of environmental impact of economic activities and the prevention, recycling and sound management of water streams is a potential source of funding.

Statutory Bodies – Transport

The new funding opportunities which may be available through Transport for London will be important for the study area, in particular, the proposed hypothecated congestion charging fund which could be targeted for public transport and pedestrian access improvements. The revenues are currently estimated to be in the region of £200million per year but as detailed previously, the priorities for transport improvements are likely to be focussed in Central London.

Lottery Funding

The New Opportunities Fund: Green Spaces and Sustainable Communities programme provides a potential source of funding for the study area. The fund is aimed at projects which will improve the quality of life for individuals and communities; promote social inclusion; encourage community involvement; and complement and enhance relevant national,

regional and local strategies. Programmes could potentially be targeted to finance a series of projects.

The Green spaces and sustainable communities initiative has £125 million to support projects designed to help urban and rural communities understand, improve or care for their natural and living environment. There are seven award partner schemes:

Royal Society for Nature Conservation (RSNC)

The RSNA is the lead partner in a consortium to deliver the SEED programme. Grants can be awarded to sustainable development projects including environmental education and sustainable transport projects. There is a particular emphasis on application for projects that will help disadvantaged communities. Large grants of up to £100,000 are available.

The Countryside Agency

The Doorstep Greens Scheme will help 200 communities to create their own new green spaces or to transform old ones to meet their needs. Grants of over £10,000 will be considered.

Barnardo's and The Childrens Play Council

The better plan scheme will allow grants to be awarded to children's play projects that are distinctive and innovative and applications are encouraged from organisations wishing to develop local play strategies. Grants can range from a minimum of £2000 up to a maximum of £100,000.

BTCV

The People Places Programme is in partnership with English Nature and supported by Rio Tinto. The objective of the grant is to support the creation and renovation of green spaces across England. Projects involving the local community are particularly encouraged. BTCV offers guidance and training alongside the 1,000 grant awards.

English Nature

The Wildspace Scheme will involve local communities in the improvement, care and enjoyment of their local environment. Applications are invited from organisations involved in or interested in managing and developing Local Nature Reserves, particularly those in disadvantaged areas that lack access to natural open spaces. Grants are available for project costs, for the employment of the community and for the purchase of land.

Sports England - Umbrella Scheme

The Playing Fields and Community Green Spaces Scheme encourages projects that help communities to gain access to playing fields, green spaces, school playgrounds and community play areas. Playing fields and green spaces will be improved and protected with support from a variety of private and public partners/organisations. Schools will be offered funding for playgrounds in partnership with learning through landscape. A number of projects for community care for children and young people will also be supported.

Sustrans - Umbrella Scheme

The Green Routes, Safe Routes Scheme will seek to deliver sustainable transport projects targeted at disadvantaged areas across England. It will produce Social, economic and environmental benefits through creating Green Transport Corridors, Safe Routes to Stations, Safe Routes to Schools and Home Zones.

The remaining three lottery funding streams, namely heritage, arts, and sports will also provide potential opportunities for heritage, arts and sports related projects.

Developer Contributions

Developer contributions will continue to be an extremely important source of funding in terms of infrastructure provision and community benefits. A study undertaken on behalf of LPAC (Chris Blandford Associates, March 2000), for example, identified that over 70% of recent open space projects in London were secured through developer contributions under Section 106 Agreements. Recent planning consents granted in respect of riverside development sites have included a package of community benefits including affordable housing, riverside walk and open space provision. Experience suggests that a larger package and range of community benefits can be secured in relation to larger development schemes such as Imperial Wharf and Battersea Power Station. There is also potential for developer contributions to be "pooled" in order to fund comprehensive improvements in the identified development and activity hubs.

Section 106 Agreements could potentially include greater provision for the retention or provision of river-related facilities such as river access and facilities for sport, recreation and education and enhancement of the River and riverside. The successful application of section 106 funding will be dependent upon specifying these requirements and opportunities at an early stage in the planning process and incorporating them into UDPs and Development Briefs.

Voluntary Organisations and Charitable Trusts

The important role of voluntary organisations and charitable trusts is already evident in the study area. The most significant intervention by a charitable trust has been the development of the Wetland Centre in Barnes on the site of the former Thames Water reservoirs at Barn Elms. Whilst this development was facilitated by substantial developer contributions, the role of the Wetland Trust in the management of the centre is of great importance in the study area. Other important examples of Charitable Trusts which have been established to provide facilities to promote public use and enjoyment of the River are the Chiswick Pier Trust and the Westminster Boating Base.

Community Trusts could be considered as a mechanism to promote the objectives of the Strategy and to manage community facilities such as areas of open space in the future.

Voluntary organisations play an important role in project implementation and management. A survey on behalf of LPAC/GLA (2000) concluded that some 10% of recent open space projects in London had been implemented through community initiatives. Bodies such as the British Trust for Conservation Volunteers and the Friends of Duke's Meadow are active in open space management.

The Groundwork Trust are extending their operations to cover the Wandle Delta and have expressed an interest in increasing their involvement in projects relating to the River.

Sponsorship

Sponsorship provides an important potential source of funding and an effective means of engaging local businesses in the Strategy and in particular, in events focussing on the river. At present, the number of public events which take place on or by the river which could attract sponsorship is relatively limited.

There are a number of established businesses in the study area including three breweries who could be targeted for sponsorship to fund events and appropriate projects within the local area.

Fundraising

There are many active community organisations in the study area and fundraising activities have been an effective source of funding for community based projects in the past. There is potential to further develop this potential source of funding.

A number of sources of funding are potentially available to undertake projects within the study

area. However, whilst existing budgets could provide some core funding, it is likely that new projects identified in the Strategy will require additional funding. The role of developer contributions particularly in relation to larger riverside development schemes in funding projects and the contribution of voluntary and community organisations in organising and implementing projects will be of particular importance.

There will be a requirement to combine existing and traditional funding structures with new and emerging opportunities and to consider the potential for broadening the application of legal agreements in respect of the public realm and revenue funding for projects. The potential for sponsorship will be related to the development of a broader programme of events in the study area.

Proposal DM8: Statutory and non-statutory bodies and other agencies concerned with the Thames should investigate all potential funding sources for the delivery of projects identified in the Thames Strategy- Kew to Chelsea and seek to develop a co-ordinated funding programme.

Proposal DM9: The GLA and its associated functional bodies such as the London Development Agency and Transport for London should work with the Port of London Authority and others to encourage businesses to re-use freight handling facilities and promote the re-use of wharves for freight handling purposes where this is viable taking into account the criteria applied by the Port of London Authority.

Policy Proposal DM10: New sources of funding such as the New Opportunities Fund and EC LIFE should be investigated to finance environmental and socio-economic projects in the study area.

Proposal DM11: Public- Private sector partnerships should be developed where appropriate to promote the objectives of the Strategy and to implement project proposals and sponsorship should be encouraged.

Proposal DM12: Local planning authorities should seek to secure the retention or appropriate provision of river-related facilities and support services for river-related uses such as river access, piers, moorings and facilities for river-related sport, recreation and education, and enhancement of the River and riverside by entering into Section 106 Agreements with the developers of riverside sites.

Policy Proposal DM13: Voluntary organisations should be encouraged to participate in project implementation and management. Schemes such as the Adopt-a-River Scheme managed by Thames 21 should be supported to involve local businesses and communities in promoting the objectives of the strategy.

MONITORING AND EVALUATION

A monitoring process should be established to identify and report the progress and main outputs of the Thames Strategy. Monitoring indicators should be established to assess the effectiveness of the Partnership.

Guidelines should be established for a structured process of review, such as the review of the Action Plan and an annual audit of implementation progress.

The focus of the evaluation will be on the success in attaining target outputs, the reasons for exceeding or falling short of target, and the lessons to be taken forward in further implementation of the Strategy.

Proposal DM13: The Strategy should be monitored and updated every 5 years to coincide with the review of UDPs.

CONSULTATION

The establishment of a permanent consultation structure will be an important element of Strategy delivery. A wide range of organisations from the public, private and voluntary sector and the local community should be brought together in any future partnership structure. Particular consideration should be given to the involvement of local schools and community groups in the practical implementation of projects. In considering the structure of any



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Partnership body, full consideration should be given to maximising the involvement of the voluntary sector in organising and implementing projects.

Proposal DM15: A strategy should be developed for involving local community interest groups in the ownership, implementation and management of projects and for keeping local communities informed about the progress of project implementation.

Proposal DM16: The establishment of an education initiative should be supported to increase understanding and awareness of the River and the development of educational resources such as teaching packs for use in local schools.