

<b>11 December 2013</b>		<b>ITEM: 11</b> <b>01104253</b>
<b>Cabinet</b>		
<b>The Vision for Tilbury</b>		
<b>Report of:</b> Councillor Andrew Smith, Portfolio Holder for Regeneration, Highways & Transportation		
<b>Wards and communities affected:</b> Tilbury St. Chads Tilbury Riverside and Thurrock Park	<b>Key Decision:</b> Key	
<b>Accountable Head of Service:</b> Matthew Essex, Head of Regeneration		
<b>Accountable Director:</b> Steve Cox, Assistant Chief Executive		
<b>This report is</b> Public		
<b>Purpose of Report:</b> To make Cabinet aware of the Tilbury vision setting process and to seek their endorsement for the proposed Tilbury Vision		

## **EXECUTIVE SUMMARY**

Collectively, the Council, partners, stakeholders, businesses and residents are working together to make Thurrock a place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish. Developments in Tilbury will help to make this goal a reality.

Tilbury has been identified as one of five growth hubs in Thurrock's Regeneration Strategy (adopted in Feb 2012) and Thurrock's Local Development Framework Core Strategy. Major, committed investment schemes in Tilbury will see substantial industrial, commercial and housing growth. There is an opportunity to use these developments as a catalyst for further projects to address some of the historic issues in the area and address identified infrastructure/community needs.

A Tilbury Programme Board has been established to coordinate the work of the Council, stakeholders and partners. The Programme Board has driven the development of a shared vision for Tilbury. The vision will provide the basis for a partnership action plan which sets out long term initiatives in Tilbury as well as explaining how to achieve quick improvements.

The vision has been tested throughout August 2013 with community groups, partners and stakeholders; many of whom attended workshops and events which supported the vision's initial development. It was also discussed at November 2013's Planning, Transport and Regeneration Overview and Scrutiny meeting.

Tilbury's Community Hub Working Group is using the Vision for Tilbury as part of their business case.

Cabinet are asked to acknowledge the work completed to date and endorse the draft vision for Tilbury.

**1. RECOMMENDATIONS:**

**Members of Cabinet are asked to note the work completed to date and endorse the draft vision for Tilbury**

**2. INTRODUCTION AND BACKGROUND:**

- 2.1 Tilbury is an international gateway with a rich heritage and strong community. The town has made a positive contribution to local, national and international development – most of which has been linked to its position on the Thames and the presence of the internationally recognised Port which was created in 1886 and continues to grow.
- 2.2 The town's Peace Memorial, which was funded by the community, offers a symbolic reminder of the strength and resolve of Tilbury's community spirit which continues to play a significant role in the town today – as recognised through the engagement activity which was conducted to develop the vision.
- 2.3 The Gateway Learning Community is actively working to remove barriers to education within Tilbury. An example of their success is the improved GCSE results at the Gateway Academy; an 'Outstanding' secondary school which provides a broad range of community facilities.
- 2.4 Tilbury has around 13,000 residents which accounts for 8% of Thurrock's total population. The town has a relatively young population with approximately a quarter of residents aged below 14 years old and around two thirds of the population aged between 15 and 64 years. Like Thurrock, the majority of Tilbury's population is white (c.80%) – but has seen changes more recently with increases in the BME communities
- 2.5 Whilst there is much which is positive in and around Tilbury including its rich heritage, riverside location and access to significant green spaces, the area is not without its challenges. Tilbury comprises two wards (Tilbury Riverside and Thurrock Park and Tilbury St. Chads) which are the two most deprived wards in Thurrock (with Tilbury St. Chads being the most deprived). Tilbury exhibits relatively high rates of unemployment and significant health inequalities. The Joint Strategic Needs Assessment (2012) highlighted that Tilbury residents are at greater risk of developing lifestyle related health problems than residents of any other ward in Thurrock. This has given rise to stark contrasts in life expectancy which is up to 10 years lower in Tilbury than other parts of the Borough.

- 2.7 Historically there have been a number of employment and social initiatives to tackle the challenges in Tilbury. The Tilbury PORT Regeneration Programme is one example which ran between 1997 and 2003. While the PORT Programme provided several successful projects across the town – including the development of the Community Resource Centre, Tilbury Riverside Arts and Activities Centre and the Tilbury Riverside Youth Club, it failed to provide a sustainable model for ongoing growth. This is something that the draft vision for Tilbury seeks to address as it looks to empower the community, partners and the council to contribute to the town's growth.
- 2.8 Major, committed investment schemes will see substantial industrial, commercial and housing growth. There is an opportunity to use these developments as a catalyst for further projects to address some of the historic issues in the area and address identified infrastructure/community needs. The Port of Tilbury's expansion to develop 'London Distribution Park' offers opportunities to develop local infrastructure, generate local employment and raise the profile of Tilbury. As the main land owner in Tilbury, the Council's repairs, renovations and development programmes provide an opportunity to improve the existing housing stock, develop new housing initiatives as well as improving the appearance of the town.
- 2.9 A Tilbury Programme Board has been established to coordinate the work of the Council, stakeholders and partners to develop, drive and deliver a shared vision for Tilbury. The vision will provide the basis of a shared action plan which will be co-produced by partners and the Tilbury community to address local issues. The Tilbury Programme Board will coordinate resources and work with partners to deliver the vision for Tilbury. The Board have already secured a number of quick wins and will develop proposals to secure long term change in Tilbury.

### **3. ISSUES, OPTIONS AND ANALYSIS OF OPTIONS:**

#### **The Vision Development Process (March to September 2013)**

- 3.1 The vision has been developed through five distinct stages:
- a. Community Engagement: Let's Talk about Tilbury Survey was conducted to generate qualitative feedback from residents, Tilbury businesses and Tilbury employees. This provided an insight into the community's likes, dislikes and priorities for change in the town.
  - b. Service data analysis: Examining service level data to develop a detailed understanding of the town in comparison to other wards and Thurrock as a whole.
  - c. Exploring the themes: Three workshops were held to explore the themes which were highlighted through community engagement and service data analysis.

- d. Drafting the vision: the Tilbury Programme Board considered all of the feedback to draft the vision.
- e. Re-engaging the community and partners: Throughout August 2013 community groups, partners and stakeholders were asked whether they believed the draft vision for Tilbury accurately reflects their feedback.

**Details of the community engagement:**

- 3.2 Ngage were commissioned to manage the 'Let's Talk about Tilbury Survey' between the 11<sup>th</sup> March and 12<sup>th</sup> April. Ngage talked to Tilbury residents and businesses about the things they like, dislike and would like to see improved in the town.
- 3.3 Ngage received 617 completed surveys as well as consulting with around 50 residents in focus groups.
- 3.4 Analysis of the completed surveys showed that:
- 3.5 The most liked things about living or working in Tilbury were:
  - public transport (18%),
  - local shops and businesses (15%),
  - community spirit/ people in Tilbury at (13%)
- 3.6 The most disliked things about living or working in Tilbury were
  - crime and disorder (22%).
  - 'nothing to do in Tilbury' (15%)
  - litter and a poor environment (13%)
- 3.7 When respondents were asked what could happen to make Tilbury a better place to live in, the most commonly suggested responses were:
  - improved recreational facilities (16%),
  - crime and safety (15%)
  - facilities/services for young people (14%)
- 3.8 Feedback from Ngage's consultation exercise was considered alongside performance data as part of a series of workshops in order to develop the vision for Tilbury.
- 3.9 The workshops summarised the current reality in Tilbury, identified priority issues and established the areas where efforts need to be focussed to achieve a positive change. Facilitated by an experienced and independent organisation (Amanda Murrell Associates), all attendees were given the opportunity to contribute to the discussions before a formal summary was reported back to the council.

- 3.10 The workshop was attended by colleagues from partner agencies and a selection of residents nominated by local community groups. Organisations represented at the workshops included C2C, the Port of Tilbury, the NHS, the Community Forum, Community Voluntary Sector and South Essex College. The workshops highlighted several areas for consideration such as community, heritage, infrastructure, environment, education, affordability and retail offer – all of which will be considered within the Tilbury Action Plan.
- 3.11 The workshops recommended that the outcomes should seek to address: healthcare, facilities, education, leisure, retail, housing, perceptions, environment, transport, infrastructure and green spaces.
- 3.12 A final Vision Setting Workshop was held on the 15<sup>th</sup> July. The purpose of this session was to draft a strategic vision statement for Tilbury, which was presented to the Tilbury Programme Board on 18<sup>th</sup> July.
- 3.13 The vision has been tested throughout August with community groups, partners and stakeholders; many of whom attended workshops and events which supported the vision's initial development. Now that the public consultation phase is complete, the vision for Tilbury is being submitted to Cabinet for endorsement.

**The draft vision for Tilbury:**

- 3.14 The draft vision for Tilbury seeks to highlight Tilbury's strengths as well as setting a clear target for what stakeholders would like it to be. The language used has been chosen so that it is accessible and will remain equally relevant in the future. The vision for Tilbury is:

*Tilbury is a town with a proud and passionate community. Located on the Thames, The Port of Tilbury's role as an international gateway for trade and tourism is as much a part of the town's rich history as it is its future success. Tilbury's outstanding education facilities, broad employment offer, affordable housing, strong transport links, green space and community spirit make it an attractive location for families and businesses.*

*Collectively the Tilbury community, Thurrock Council, partners and businesses want to further develop these strengths. We want Tilbury to:*

- » *be an attractive location for residents, businesses and visitors;*
- » *be a place where people can achieve their potential;*
- » *be a place where people can have fun;*
- » *be a place where people are healthy;*
- » *have a vibrant economy; and*
- » *feel safe.*

- 3.15 The following high level action plan provides an initial indication of how we will achieve the intended outcomes. In doing so, we will co-produce opportunities that help to make this vision a reality for all living and working in Tilbury.

**3.16 Tilbury will be an attractive location for residents, businesses and visitors because we will:**

- ensure local facilities meet local need;
- redevelop or refurbish derelict land and buildings so that they can be brought back into use;
- provide access to take advantage of the riverfront;
- maintain public spaces to a high standard;
- improve the appearance of main routes and gateways into and through Tilbury;
- improve the quality of social housing and increase the supply of private sector housing; and
- encourage communities to come together to celebrate their heritage and that of Tilbury.

There are already a number of schemes underway which include:

*Private Housing Developments*

One private housing development is already underway along Calcutta Road and another has planning approval in the Civic Square – where ward councillors have been involved in discussions with the developer, the community and the Council about the potential release of a legal covenant.

*Transforming Homes Programme*

The Council's Housing Capital Investment Programme which will improve the standard of Council Housing in Thurrock has started in Tilbury. Over the next two years 1753 Tilbury homes have been identified for external and internal improvements.

*Boarded up Homes Programme*

£210,000 funding has been secured through the Homes and Communities Agency to work with Essex Probation services on a scheme to refurbish approximately 10 boarded up houses in Thurrock. In addition to improving the visual image of the area, the process of refurbishing the buildings will provide learning opportunities and employability skills training within the community. Tilbury sites which meet the criteria are currently being considered.

**3.17 Tilbury will be a place where people can achieve their potential because we will continue to:**

- promote local employment opportunities, highlight skills requirements and identify course providers;
- provide excellent learning environments which increase attainment and employability skills; and
- support individuals and families.

There are already a number of schemes underway which include:

#### *Tilbury Job Shop*

In a joint project with the Port of Tilbury, the council is working with the community, businesses, Job Centre Plus and learning providers to develop a job shop in Tilbury. The role of the job shop will be to provide an environment which encourages residents to find out more about Thurrock's employment opportunities, discuss their skills needs, register for training and apply for employment.

#### *Adult Learning:*

The Wishes Project and Thurrock Adult Community College are delivering learning opportunities for parents in Tilbury. Eligible parents are provided with free tuition and crèche places for their children. Current learning opportunities include:

Functional Skills English (30 weeks – 60 hours learning) - crèche provided-start date - 30.09.13

Christmas Crafting (1 week -2 hours learning) crèche provided- start date-02.12.13

Intro to childcare (5 weeks – 10 hours learning) crèche provided- start date -13.01.14

New directions (6 weeks -12 hours learning) crèche provided -start date- 24.02.14

#### *Community Empowerment*

Tilbury has a proactive and committed community who are keen to see the area grow. The Tilbury Community Forum has expressed an interest in hosting a Community Hub and have started to develop a business case for it. The forum also intends to explore the possibility of developing a Tilbury Neighbourhood Plan which would extend greater influence over local planning decisions; setting parameters for development in the area and providing a more detailed policy than the local authority might have in the local plan. Neighbourhood Plans should guide developments rather than stopping them.

#### *Influencing the role of retail in local communities*

The Tilbury Programme Manager has met with the Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA) as part of an Asda funded research programme (June-Sept) which seeks to understand how large retailers can contribute to the development of future retail models which maximise social value, making a positive contribution to local communities. Tilbury is one of three national case study sites. The project considers that retail space has a relevance to achieving a range of outcomes from economic development to acting as a meeting place and community focal point as well as serving health and education needs. RSA will make recommendations in a report which influence both the future direction of Asda's engagement with local communities (including initiatives such as Community Life) and suggest directions for national policy-makers to ensure retail's contribution to social value.

### **3.18 Tilbury will be a place where people can have fun because we will:**

- increase the range and quality of things to do in and around Tilbury;
- raise awareness of things to do in and around Tilbury; and
- reduce loneliness and social isolation.

There are already a number of schemes underway which contribute to delivering this priority.

Working with colleagues from neighbouring authorities, Thurrock Council is driving a number of EU funded projects to encourage recreational use of Tilbury's heritage sites, marshland and riverfront. These include, but are not limited to, the EU Walls and Gardens project, a project to connect Grays and Tilbury via Tilbury marshes and encourage visits to Tilbury and Coalhouse Forts.

In addition to this, the council are working with the community and partners to map the current offer, identify opportunities to improve it and overcome the barriers which are preventing uptake of existing facilities.

### **3.19 Tilbury will be a place where people are healthy because we will:**

- share information to raise awareness of health issues and the range of programmes to address them; and
- support people to access programmes which will help to improve their lifestyle.

There are already a number of schemes underway which include:

#### *Development of a Community Hub:*

As the Business Case for a community hub in Tilbury develops the community are engaged in discussions with partners to understand the breadth of activities currently available in Tilbury, how they are accessed and how they are promoted.

#### *Treatment Services:*

A crèche service for substance misuse clients was launched in Tilbury in September 2013.

### **3.20 Tilbury will have a vibrant economy because we will:**

- create an active space for Tilbury market;
- provide access to skills and training opportunities;
- work with local employers to encourage local recruitment;



- develop the Civic Square to be a vibrant and thriving community heart of Tilbury; and
- identify business opportunities from Tilbury's position as an international gateway.

There are already a number of schemes underway which include:

*London Distribution Park*

Production of the London Distribution Park, the joint venture between the Port of Tilbury and Roxhill, is underway. The Tilbury Programme Board is working closely with the Port of Tilbury to ensure benefits of the development are realised – including the creation of 1000 jobs.

*Relocation of Tilbury Market*

The Council is working to relocate the market from Calcutta Road to Montreal Road. It is anticipated that the move will be mutually beneficial for the market, local shops and the community. As part of this initiative a change of day for the weekly Tilbury market is also being considered.

**3.21 Tilbury will be even safer because we will:**

- promote personal safety; and
- raise awareness of how the community can help to prevent crime.

There are already a number of schemes underway which contribute to delivering this priority. One of which is the commitment of Tilbury's Police Community Support Officers to attend the Tilbury Forum's monthly meetings to discuss local safety issues and raise awareness of how to reduce crime in the area.

**3.22 Future projects will be shaped by the vision for Tilbury.**

**4. REASON FOR RECOMMENDATION:**

- 4.1 A shared vision for Tilbury will provide the strategic platform for an action plan which stimulates the development of Tilbury; providing opportunities for local people to benefit from local schemes and thereby tackle the town's historic environmental and social issues.

**5. CONSULTATION (including Overview and Scrutiny, if applicable)**

- 5.1 Ward councillors and members of the community have been involved throughout the Tilbury vision development process.
- 5.2 The development of the draft vision for Tilbury has been subject to extensive consultation with Tilbury residents, businesses and community groups. A

summary of the process is available within the main body of this report (see section 3).

- 5.3 The Tilbury Vision was presented to Members of the Planning, Transportation and Regeneration Overview and Scrutiny Committee at their meeting of the 19<sup>th</sup> November 2013 and warmly endorsed.

## 6. **IMPACT ON CORPORATE POLICIES, PRIORITIES, PERFORMANCE AND COMMUNITY IMPACT**

- 6.1 The Tilbury regeneration programme supports the delivery of the Thurrock vision: Thurrock a place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish.

In doing so, the Vision for Tilbury contributes to the delivery of the following five strategic priorities:

**Create** a great place for learning and opportunity

**Encourage** and promote job creation and economic prosperity

**Build** pride, responsibility and respect to create safer communities

**Improve** health and well-being

**Protect** and promote our clean and green environment

## 7. **IMPLICATIONS**

### 7.1 **Financial**

Implications verified by: **Mike Hursthouse**  
Telephone and email: **01375 652079**  
**mhursthouse@hotmail.co.uk**

There are no direct financial implications arising within the Tilbury Vision however associated projects commissioned by the Council may well entail future financial implications, which will be considered as part of the action planning process.

### 7.2 **Legal**

Implications verified by: **Daniel Toohey**  
Telephone and email: **01375 652049**  
**dtoohey@BDTLegal.co.uk**

There are no adverse legal implications arising from the recommendations in this report. The benefit of the Tilbury Vision will be that it helps to focus the work of the council, partners and the community to achieve a long-term regeneration goal for the area.

### 7.3 **Diversity and Equality**

Implications verified by: **Samson DeAlyn**  
Telephone and email: **01375 652472**  
**sdealyn@thurrock.gov.uk**

It is clear from the vision development process that the Draft Vision for Tilbury is the result of an ongoing dialogue with Tilbury residents and stakeholders. The content of the vision is supported by community feedback and service related data. While efforts have been made to ensure the inclusivity of the vision, the ongoing challenge will be to ensure health inequalities and deprivation are overcome in the town. There are no direct diversity and equality implications arising within the Tilbury Vision however associated projects commissioned by the Council will require the completion of equality impact assessments.

### 7.4 **Other implications (where significant) – i.e. Section 17, Risk Assessment, Health Impact Assessment, Sustainability, IT, Environmental**

N/A

### **BACKGROUND PAPERS USED IN PREPARING THIS REPORT (include their location and identify whether any are exempt or protected by copyright):**

- Thurrock Community Regeneration Strategy (Feb 2012)  
[http://www.thurrock.gov.uk/regeneration/pdf/regenerating\\_thurrock\\_201202.pdf](http://www.thurrock.gov.uk/regeneration/pdf/regenerating_thurrock_201202.pdf)

### **APPENDICES TO THIS REPORT:**

None.

### **Report Author Contact Details:**

**Name:** Mike Sinden  
**Telephone:** 01375 652838  
**E-mail:** msinden@thurrock.gov.uk