

1. Improving Lives Through Enhancing The Built Cultural Environment, Open Space and Heritage Assets

Desired Outcome by 2012	Action	When?	Lead Partner (s)	Related Activity / Strategy / Project	Funding Required
Improve the quality and physical access to open green space and set out in the context of the Green Grid Framework to preserve and improve the quality of open and green spaces, public spaces and wildlife habitats	Monitor the development and delivery of the cultural elements of the Green Grid Strategy	06/07 - ongoing	TC	Green Grid Strategy	Already secured in Green Grid Strategy
	Monitor the implementation of the cultural elements of Neighbourhood Services Business Plan	06/07 - ongoing	TC	Neighbourhood Services Business Plan	Within NS budget
Ensure the strategic direction of Thurrock’s physical regeneration includes provision for defined cultural and leisure places and facilities	Liaise with the Council’s Planning Policy Team to influence the development of the LDF	06/07 – 07/08	TC	Local Development Framework	
	Incorporate the priorities and objectives of the Cultural Strategy within the TTGDC’s Strategies and spatial plans	07/08 - ongoing	TTGDC	Thurrock Thames Gateway Regeneration Framework “Transforming & Revitalising Thurrock” Various spatial plans and master plans	
Enhance, protect and restore Thurrock’s diverse heritage assets	Work with local partners to improve and promote Thurrock’s natural heritage	07/08 - ongoing	TC	Thurrock Biodiversity Action Plan	Capital and revenue
	Work with the owners of The State Cinema to ensure the building is brought back into use sensitively and in line with Thurrock’s regeneration vision	07/08	TTGDC / TC	The State Cinema Project LDF	Revenue and capital
	Ensure the High House complex is sensitively restored and bought back into use with maximum access to this heritage asset	09/10	TC	High House Project LDF	Capital
	Complete Phase 1 of the Coalhouse Fort Restoration Project	07/08	TC	Coalhouse Fort Project	Capital

Desired Outcome by 2012	Action	When?	Lead Partner (s)	Related Activity / Strategy / Project	Funding Required
	Explore funding streams for the implementation of Phase 2 of the Coalhouse Fort Restoration Project	09/10	TC	Coalhouse Fort Project	Possibly revenue
	Implement Phase 2 Coalhouse Fort	2012	TC	Coalhouse Fort Project	Capital
Ensure the sustainable development of Thurrock's built environment to create homes and communities in which are residents want to live	Undertake Sustainability Appraisals and Equality Impact Assessments of key developments	06/07 - ongoing	TC	SAs EIAs	Not for assessment but results may require funding
	Develop a Sustainable Construction Strategy	07/08	TTGDC / TC	Sustainable Construction Strategy	Revenue
	Building on the Essex Design Initiative, develop Guidance to ensure a high standard of Urban Design across the board	09/10	TC / TTGDC	Urban Design Guidance	Revenue
Develop essential cultural facilities at key locations across the Borough to enable wide community access and sense of place	Modernise the museum gallery to dramatically enhance the visitor experience	07/08	TC / MLA	Museums Strategy	Capital and revenue
	Develop a Sports and Active Recreation Facility Strategy to take account of both the local needs of Thurrock's existing and future population and the opportunities to provide International, Regional or sub-regional facilities to support the London Olympics	07/08	TC / TTGDC / Sport Essex / England	LDF Greengrid Strategy PPG17 Olympics Preparation Strategy	Revenue for study
	Realise and support the community education facilities as part of the ROH Production Campus	08/09	TTGDC / EEDA / TC	LDF ROH Production Campus	
	Complete Phase 1 of the Library Modernisation Strategy	07/08	TC	Library Modernisation Strategy	Already secured
	Explore the development of Phase 2 of the Library Modernisation Strategy	09/10	TC / MLA	Library Modernisation Strategy	Revenue for study
	If successful in Phase 2, look to fully implement the Library Modernisation Strategy	2012	TC / MLA	Library Modernisation Strategy	Capital

Desired Outcome by 2012	Action	When?	Lead Partner (s)	Related Activity / Strategy / Project	Funding Required
	Explore the need for, and feasibility of, integrated cultural/leisure facilities at key sites	09/10	TC / TTGDC	LDF Cultural/Leisure Complex The State Cinema Bata Reminiscence/ET Library Theatre and Cinema demand	Revenue for study
Develop the Riverside to provide a range of high quality cultural and leisure attractions for Thurrock residents and beyond	Ensure area masterplans incorporate this vision for the riverside	06/07 – 07/08	TTGDC / TC	Grays Masterplan Purfleet Masterplan Plus others as developing	Capital
	Commission a Feasibility Study for improving riverside facilities including walks, parks, yacht club and marina	07/08	TTGDC / TC	LDF Riverside Feasibility Study	Revenue for study
	Develop a Riverside Improvement Strategy and implemented 2/3 quick wins	09/10	TTGDC / TC	LDF Riverside Improvement Strategy	Capital
Explore the leisure and environmental potential of Lakeside and Arena Essex to provide a strong offer for people within the borough	Undertake masterplanning activities for Lakeside and Arena Essex that maximise use whilst protecting the site's nationally important biodiversity and locally important geology	07/08 – 09/10	TTGDC / TC	Thurrock Biodiversity Action Plan LDF Lakeside Masterplan Arena Essex Masterplan	Already secured by TTGDC
Ensure people have physical access to cultural assets and employment opportunities in the cultural sector	Work closely with Strategic Transport colleagues to create gateways and connectivity to key sites, backed up by services. In so doing review what is already in the Local Transport Plan for such provision	07/08 – 09/10	TC / TTGDC	Local Transport Plan Green Grid Strategy LDF Thurrock Regeneration Framework	Capital
	Ensure all key cultural facilities undergo Sustainability Appraisals and Equality Impact Assessments	07/08	TC	EIAs SAa	Not for assessment but results may require funding
Visually raise the profile and image of Thurrock	Maximise the acumen of the ROH brand, and the co-location of the National Skills Academy to Thurrock	06/07 - ongoing	TC / TTGDC/ ACEE	Production Campus Communications Strategy	
	Enhance key transport corridors and gateways through environmental improvements and public art	07/08 – 09/10	TC / TTGDC	Green Grid Strategy Public Art Strategy	Capital

Desired Outcome by 2012	Action	When?	Lead Partner (s)	Related Activity / Strategy / Project	Funding Required
	Ensure that partnership funded cultural facilities and activities are as impressive in Thurrock as they are in the top performing authorities in the country	2012	Cultural Forum	Cultural Forum Work Programme	
Reposition Thurrock as a premier and high quality visitor destination in order to attract visitors for cultural and economic benefits	Highlight the Production Campus as a visitor destination, community resource, and an example of best practice	09/10	TC / TTGDC / ACEE	Production Campus Communications Strategy	
	Develop and implement a Tourism Strategy aimed at raising the profile, image and understanding of Thurrock's culture and heritage	09/10 - 2012	TGSEP / TC / TTGDC	Tourism Strategy	
Enhance the visual environment of the borough through creative approaches	Commission a piece of public art in Purfleet	06/07 – 07/08	TGSEP	Art-U-Need Project	Already secured from LIC
	Develop a Public Art Strategy	07/08	TTGDC / ACEE / TC	Public Art Strategy	
	Implement and monitor the delivery of a Public Art Strategy	09/10	TTGDC / ACEE / TC	Public Art Strategy	Capital and revenue
Create a sense of cultural identity and place to enable future planning for cultural growth activities	Identify a cultural quarter with associated strategies and masterplans, e.g. Purfleet and Grays	09/10	TTGDC / TC	LDF Thurrock Regeneration Framework Creative & Cultural Industries Strategy Live work Studio Space Baseline Audit of Creative & Cultural Sector	Already part of TTGDC remit

2. Improving Lives Through Accessing And Participating In Cultural Activities

Desired Outcome by 2012	Action	When?	Lead Partner (s)	Related Activity / Strategy / Project	Funding Required
Enhance, and increase participation in, the performing and visual arts	Develop a Public Art Strategy incorporating a community engagement strategy	07/08	TTGDC / TC / TAC	Public Art Strategy	Funding already in place (TTGDC)
	Implement and monitor the delivery of a Public Art Strategy	09/10	TTGDC / TC / TAC	Public Art Strategy	Revenue
	Maximise the potential of the Production Campus in opening up enjoyment in the arts, from the making of sets and costumes through to the end performance	09/10	EEDA / ACEE / TC	Production Campus	Capital and revenue mostly secured
	Sustained delivery of activity to embed arts and creative thinking in delivery of the National Curriculum	07/08	ACEE / TLP	Creative Partnerships Thames Gateway	
	Maximise the opportunities to increase participation in the arts by linking to Arts Council products	06/07 - ongoing	TC/ ACEE	Arts Council England, East 'Our Agenda 2006-2008' Arts Mark Escalator Futures	
	Secure funding for, and deliver, a range of programmes which specifically promote the arts	07/08 - ongoing	TTGDC / TC / TAC	Arts Programme	Revenue
	Develop music participation activities	07/08	YMAZ / TC	Youth Music Action Zone	Already secured
	Develop a Communications and Marketing Strategy designed to develop and expand the arts audience base	07/08	TC / TAC	Communications and Marketing Strategy	
	Promote Thurrock as a prime location for film and TV productions	08/09	TC		
	Improve the range and scope of programmes offered by Thameside to provide an inspirational mix of innovative and integrated work	09/10	TC / TAC	Arts Programme	Revenue

Desired Outcome by 2012	Action	When?	Lead Partner (s)	Related Activity / Strategy / Project	Funding Required
Enhance, and increase participation, in sporting and leisure opportunities for all	Monitor the implementation of the Thurrock Sports Strategy	07/08 - ongoing	TC / Sport Essex / Sport England / TSC	Thurrock Sports Strategy	
	Establish a Sports Coach Education programme	07/08	TC / Sport England		Revenue
	Work with schools and partners to ensure that people have access to high quality physical education and sport, both in and outside the curriculum	07/08	TC / TSC	Sports Coach Programme	
	Oversee the strategic development and implementation of the national PE, School Sport and Club Links Strategy	09/10	TC / TSC	PE, School Sport and Club Links Strategy Sports Coordination Programme Specialist College Programme NOF PE and Sport Project	
	Work with community groups and forums to develop local sports and activity programmes	09/10	TC / TSC / CVS		Revenue
	Provide a one-stop-shop for sport and leisure activities and make this available through face-face contact, internet, newsletters and leisure and sports networks	09/10	TC / TSC		Revenue
	Define a 'signature' sports specialist to put Thurrock on the national stage	09/10	TC	Sports and Leisure Facilities Plan	
Engendered a sense of Civic Pride amongst all our existing and new communities through a widespread appreciation of Thurrock's past and present	Increase knowledge and awareness of Thurrock's museum and heritage services	07/08	TC	Thurrock's Museum and Heritage Awareness Programme	Revenue
	Ensure the unique heritage of High House Farm is reflected in the development of the ROH Production Campus	08/09	TTGDC/ TC	ROH Production Campus	Capital / revenue
	Ensure that Thurrock's past is properly recorded, promoted and presented, so that it can be passed on to future generations	09/10	TC / THF	Thurrock's Museum and Heritage Awareness Programme	Revenue

Desired Outcome by 2012	Action	When?	Lead Partner (s)	Related Activity / Strategy / Project	Funding Required
	Commission professional support to archive and record heritage material for future prosperity	09/10	TC / MLA	Thurrock's Museum and Heritage Awareness Programme	Revenue
Provide a wide range of secure, challenging and imaginative play environments	Develop a Play Strategy, and monitor the implementation of thereafter	07/08	TC / TPN	Play Strategy	Revenue
	Understand from the strategy, any gaps in play provision and ensure a range of specific services are developed	09/10	TC / TPN	Play Strategy Play Programme	Revenue and capital
Ensure all cultural services are accessible , that all who use those services feel valued as individuals, and people take part based on informed choices	Conduct Equality Impact Assessments (EIAs) on all aspects of cultural provision in Thurrock	07/08 - ongoing	TC / TRUST	Equality Impact Assessments	Revenue
	Enable people as they grow older to maintain active, fulfilling lives through specific support programmes	07/08	TC	Thurrock's Strategy for Ageing Wiser IT Scheme Reader Development Groups Reminiscence Projects Outreach heritage events	Revenue
	Consult on the review of library outreach services in order to serve better those groups who are currently under-represented or excluded	07/08	TC		
	Ensure all cultural provision appropriately reflects the needs of Thurrock diverse communities	07/08 - 09/10	TC / TRUST	Equality Impact Assessments	
	Develop specific arts programmes which directly challenge negative stereotyping	07/08 – 09/10	TC / TRUST	Arts Programme Public Art Strategy Social Inclusion Strategy	Revenue
	Promote audience development and access to cultural activities amongst diverse and socially excluded groups, inc museum and heritage services	07/08 - ongoing	TC / TRUST	Social Inclusion Strategy Communications and Marketing Strategy Thurrock's Museum and Heritage Awareness Programme ROH Community Engagement Strategy	Revenue

Desired Outcome by 2012	Action	When?	Lead Partner (s)	Related Activity / Strategy / Project	Funding Required
	Undertake targeted consultation to explore ways of ensuring disadvantaged or minority groups can, and do, participate in cultural activities	09/10	TC / TRUST		Revenue
	Enable the museum and heritage service to significantly expand its range of outreach activities, and implement such if successful	2012	TC / THF		Revenue
Ensure all cultural services and activities contribute to sustainable development	Undertake Sustainability Appraisals on all key cultural activities and projects in the Cultural Strategy and within partners' related activities	07/08 and ongoing	TC	Sustainability Appraisals	Revenue
Enable local stakeholders and the wider community to engage with, and recognise the impact of, cultural regeneration and are involved shaping strategies and masterplans	Contribute to the development of the Toolkit for community engagement	06/07 – 07/08	TGSEP / CVS / TC	Creating Cultural Collaborations Project Compact	
	Work with the community and voluntary sector in adopting the toolkit locally, and ensure it is included in the Voluntary Sector Compact	07/08 – 09/10	TC / CVS	Creating Cultural Collaborations Project Compact	Revenue
	Explore the need for, and development of, other capacity building initiatives to enable the community to play a full role in designing, developing and implementing cultural activities	07/08 – 09/10	TC / CVS	Creative Partnerships Project	Revenue
	Increase opportunities for community to engage with arts and regeneration projects	06/07 - ongoing	ACEE / TGSEP / CP	Art U Need Billboard LAB ROH Community Engagement	
	Consult with local young people, Thurrock Youth Cabinet and the wider community on regeneration and growth plans for Thurrock through the Billboard LAB	07/08	Creative Partnerships / ACEE / EEDA	Creative Partnerships Thames Gateway	

Desired Outcome by 2012	Action	When?	Lead Partner (s)	Related Activity / Strategy / Project	Funding Required
	Contribute to the development of the Young People's Manifesto for Urban Development	07/08	Creative Partnerships / ACEE / DCLG	CP Billboard	
Develop a strong network of volunteers in the cultural sector	Attract more volunteers to assist with everyday cultural activities	07/08	Volunteer Bureau		

3. Improving Lives Through Informal Learning, Skills Development And The Nurturing Of Talent

Desired Outcome by 2012	Action	When?	Lead Partner (s)	Related Activity / Strategy / Project	Funding Required
Reposition libraries as centres for flexible community focussed informal learning	Monitor the implementation of the cultural elements of the Thurrock Learning Plan	07/08 and ongoing	TC / TLP	Thurrock Learning Plan	
	Work with Children, Education and Families to develop and expand library services to meets the needs to all children and young people	07/08	TC	Children and Young People's Plan Opening up Libraries to Children	Revenue
	Transform the informal learning function provided by the library service from one which is currently edging towards good, to one which is excellent	09/10	TC / MLA		
	Establish a virtual learning environment for use by all schools and colleges with public access to libraries	09/10	TC / TLP	Thurrock Learning Plan	Revenue
Strengthen culture as a learning vehicle for bringing families together and for breaking down barriers resulting in greater cohesion	Develop a programme of cultural activities designed to extend family learning initiatives	07/08	TC / TLP	Family Learning Through Culture Programme	Revenue
	Continue with the delivery of arts programme in schools	07/08	CP/ ACEE	Creative Partnerships	
	Develop a range of inter-generational cultural learning activities to support family engagement in learning	09/10	TC	LAA Action: Bringing People Together Through Culture	Secured via LAA
Ensure learning opportunities through cultural activities are accessible to all sectors of the community	Use the historic environment as a learning resource	07/08	TC	INHERIT	Already secured
	Expand the informal learning opportunities offered by the museum and heritage service to Thurrock's diverse communities	09/10	TC / TRUST		Revenue

Desired Outcome by 2012	Action	When?	Lead Partner (s)	Related Activity / Strategy / Project	Funding Required
Develop an approach to ensure informal learning and enjoyment forms a core part of sport and physical activity	Maximise the opportunity the Olympics provides to raise Thurrock's profile and ensure local residents learn from the experience	06/07 - ongoing	TGSEP / Sport Essex	Olympics Preparation Strategy Thurrock Sport Strategy	
	Develop a plan to link sports and physical activity to informal learning	07/08	TC / Sport Essex	Olympics Preparation Strategy Thurrock Sports Strategy	
	Work with education and training providers (public, private and voluntary) to promote lifelong learning through sports and physical activity	09/10	TC / TLP	Thurrock Learning Strategy	
Develop skills in the creative sector so that local people can access jobs in a growth economy	Identify skills sets and training needs in the creative and cultural sector	07/08	EEDA / TTGDC / TLP	National Skills Academy	Revenue
	Work with employers, schools and FE/HE providers to develop appropriate training pathways and approaches to meet identified needs	07/08	TTGDC / TC / TLP	Thurrock Learning Plan Thurrock Business Forum	Revenue
	Work with partners to ensure the National Skills Academy provides appropriate training and skills development opportunities which are accessible by local people	08/09	EEDA / TC / TTGDC	National Skills Academy	
	Influence any emerging University presence to focus on cultural and creative courses	2012	TLP / TTGDC		
Ensure local talent is nurtured and channelled in a supportive way	Identify and put in place innovative mechanisms can be used to support people with talent, especially those living in deprived areas	09/10	Sport England / Sport Essex / TC	Nurturing Local Talent Project Thurrock's Sports Strategy ACEE Escalator Futures	Revenue
Develop a learning culture through Play	Identify gaps in play provision and put in place innovative play opportunities.	07/08	TC / TPN	Play Strategy	
	Put in place a Play Conference to raise the profile of play	07/08 – 09/10	TC / TPN	Play Strategy	
Create a cultural learning hub of national significance	Implement the National Skills Academy initiative linked to the Production Campus at Purfleet	09/10	LSC/ EEDA / TC / TTGDC	National Skills Academy	Already secured from LSC

Desired Outcome by 2012	Action	When?	Lead Partner (s)	Related Activity / Strategy / Project	Funding Required
	Enable the community to informally learn about the work of the Production Campus, the Royal Opera House and how the process works from inception to the final performance	2012	TC / TTGDC / Purfleet Forum	ROH Production Campus	
Develop a strong network of volunteers in the cultural sector through training	Work with volunteer agencies and adult education to establish a skills development and training programme for volunteers	07/08 – 09/10	CVS / TLP / VB	Volunteer Bureau	Revenue

4. Improving Lives Through Developing The Cultural And Creative Industries

Desired Outcome by 2012	Action	When?	Lead Partner (s)	Related Activity / Strategy / Project	Funding Required
To strengthen and support the cultural and creative sector in order to enable local companies to prosper, diversify Thurrock's economic base and create quality jobs	Ensure Thurrock's Economic Development and Inward Investment Strategy is developed quickly and takes full account of the needs of the cultural sector and the Cultural Strategy	06/07 – early 07/08	TTGDC	Thurrock Thames Gateway Regeneration Framework “Transforming & Revitalising Thurrock”	
	Develop a Creative and Cultural Industries Strategy	07/08	TTGDC / TC	Creative and Cultural Industries Strategy	
	Undertake a baseline audit of the cultural and creative sector currently doing business in Thurrock and the potential for its expansion	07/08	TTGDC / TC	Thurrock's Economic Development and Inward Investment Strategy	Revenue
	Promote employment opportunities already present in Thurrock's cultural sector and related industries	07/08	TTGDC	Creative and Cultural Industries Strategy Thurrock's Economic Development and Inward Investment Strategy	
	Support and develop wider initiatives which have an effect on the cultural economic sector in some shape or form	07/08 - ongoing	TC / TTGDC/ Business Forum	Academy of Logistics and Transport Port of Tilbury Consolidation Centre	
	Understand Thurrock's supply chains and their impact in the cultural sector, ensuring opportunities to expand existing and develop new chains are maximised	07/08	TTGDC	Live Work Studio Space	Possibly revenue for further research
Ensure wider economic change has a positive impact on Thurrock as a whole	Support the development and establishment of the Production Campus and National Skills Academy at Purfleet	06/07 – ongoing	EEDA / ACEE / TC / TTGDC	ROH Production Campus National Skills Academy	

Desired Outcome by 2012	Action	When?	Lead Partner (s)	Related Activity / Strategy / Project	Funding Required
	Support the lobbying and positioning of Thurrock as a key location to do business with in relation to the Olympics	07/08	TGSEP / Sport Essex		
Develop a cluster of artistic and cultural economic activity and ensure the infrastructure is in place to do so	Commission a Live/Work Studio Space Feasibility Study and implement Phase 1 of any findings	06/07 – 07/08	EEDA / ACEE / TC / TTGDC	Live Work Studio Space	Study already secured Capital and revenue for results
	Work with partners to undertake the necessary masterplanning, design and function of the Production Campus at Purfleet	07/08	EEDA / ACEE / TC / TTGDC	ROH Production Campus National Skills Academy	Already secured
	Explore the establishment of incubation units and facilities for cultural SMEs, at Purfleet and elsewhere	07/08	EEDA / ACEE / TC / TTGDC	Live Work Studio Space ROH Production Campus	Revenue for further work possibly
Build and develop relationships with cultural businesses and forums	Expand the Cultural Forum to include a business representative	07/08	TC		
	Develop closer working links with the Thurrock Business Forum and Thurrock District Association of Industries	07/08	TC / TLP		

GLOSSARY OF ABBREVIATIONS

ACEE	Arts Council England, East
CVS	Council for Voluntary Service
EEDA	East of England Development Agency
LAA	Local Area Agreement
LDF	Local Development Framework
LSC	Learning and Skills Council
MLA	Museums, Libraries and Archives
NOF	New Opportunities Fund
ROH	Royal Opera House
TAC	Thurrock Arts Council
TC	Thurrock Council
TGSEP	Thames Gateway South Essex Partnership
THF	Thurrock Heritage Forum
TLP	Thurrock Learning Plan
TPN	Thurrock Play Network
TSC	Thurrock Sports Council
TTGDC	Thurrock Thames Gateway Development Corporation
VB	Volunteer Bureau
YMAZ	Youth Music Action Zone