

Thurrock: A place of opportunity, enterprise and excellence, where
individuals, communities and businesses flourish

Planning, Transport, Regeneration Overview and Scrutiny Committee

The meeting will be held at **7.00 pm** on **4 March 2015**

Committee Room 1, Civic Offices, New Road, Grays, Essex, RM17 6SL

Membership:

Councillors Sue Gray (Chair), Tom Kelly (Vice-Chair), Roy Jones, Martin Kerin,
Gerard Rice and Simon Wootton

Substitutes:

Councillors Garry Hague, James Halden, Robert Ray, Susan Shinnick and
Michael Stone

Agenda

Open to Public and Press

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To approve as a correct record the minutes of the Planning, Transport, Regeneration Overview and Scrutiny Committee meeting held on 21 January 2015.	
3. Items of Urgent Business	
To receive additional items that the Chair is of the opinion should be considered as a matter of urgency, in accordance with Section 100B (4) (b) of the Local Government Act 1972.	
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Queries regarding this Agenda or notification of apologies:

Please contact Kenna-Victoria Martin, Senior Democratic Services Officer by sending an email to Direct.Democracy@thurrock.gov.uk

Agenda published on: **24 February 2015**

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DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

Breaching those parts identified as a pecuniary interest is potentially a criminal offence

Helpful Reminders for Members

- *Is your register of interests up to date?*
- *In particular have you declared to the Monitoring Officer all disclosable pecuniary interests?*
- *Have you checked the register to ensure that they have been recorded correctly?*

When should you declare an interest *at a meeting*?

- **What matters are being discussed at the meeting?** (including Council, Cabinet, Committees, Subs, Joint Committees and Joint Subs); or
- If you are a Cabinet Member making decisions other than in Cabinet **what matter is before you for single member decision?**



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

any of your registered interests and in particular any of your Disclosable Pecuniary Interests?

Disclosable Pecuniary Interests shall include your interests or those of:

- your spouse or civil partner's
- a person you are living with as husband/ wife
- a person you are living with as if you were civil partners

where you are aware that this other person has the interest.

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What is a Non-Pecuniary interest? – this is an interest which is not pecuniary (as defined) but is nonetheless so significant that a member of the public with knowledge of the relevant facts, would reasonably regard to be so significant that it would materially impact upon your judgement of the public interest.

Pecuniary

If the interest is not already in the register you must (unless the interest has been agreed by the Monitoring Officer to be sensitive) disclose the existence and nature of the interest to the meeting

If the Interest is not entered in the register and is not the subject of a pending notification you must within 28 days notify the Monitoring Officer of the interest for inclusion in the register

Unless you have received dispensation upon previous application from the Monitoring Officer, you must:

- Not participate or participate further in any discussion of the matter at a meeting;
- Not participate in any vote or further vote taken at the meeting; and
- leave the room while the item is being considered/voted upon

If you are a Cabinet Member you may make arrangements for the matter to be dealt with by a third person but take no further steps

Non- pecuniary

Declare the nature and extent of your interest including enough detail to allow a member of the public to understand its nature



You may participate and vote in the usual way but you should seek advice on Predetermination and Bias from the Monitoring Officer.

Vision: Thurrock: A place of **opportunity**, **enterprise** and **excellence**, where **individuals**, **communities** and **businesses** flourish.

To achieve our vision, we have identified five strategic priorities:

1. Create a great place for learning and opportunity

- Ensure that every place of learning is rated “Good” or better
- Raise levels of aspiration and attainment so that residents can take advantage of local job opportunities
- Support families to give children the best possible start in life

2. Encourage and promote job creation and economic prosperity

- Promote Thurrock and encourage inward investment to enable and sustain growth
- Support business and develop the local skilled workforce they require
- Work with partners to secure improved infrastructure and built environment

3. Build pride, responsibility and respect

- Create welcoming, safe, and resilient communities which value fairness
- Work in partnership with communities to help them take responsibility for shaping their quality of life
- Empower residents through choice and independence to improve their health and well-being

4. Improve health and well-being

- Ensure people stay healthy longer, adding years to life and life to years
- Reduce inequalities in health and well-being and safeguard the most vulnerable people with timely intervention and care accessed closer to home
- Enhance quality of life through improved housing, employment and opportunity

5. Promote and protect our clean and green environment

- Enhance access to Thurrock's river frontage, cultural assets and leisure opportunities
- Promote Thurrock's natural environment and biodiversity
- Inspire high quality design and standards in our buildings and public space

Minutes of the Meeting of the Planning, Transport, Regeneration Overview and Scrutiny Committee held on 21 January 2015 at 7.00 pm

Present: Councillors Sue Gray (Chair), Tom Kelly (Vice-Chair), Roy Jones, Martin Kerin and Simon Wootton

In attendance: David Parish, Street Lighting Engineer
Ann Osola, Head of Service
Leanna McPherson, Senior Democratic Services Officer

Before the start of the Meeting, all present were advised that the meeting may be filmed and was being recorded, with the audio recording to be made available on the Council's website.

17. Minutes

The Minutes of Planning, Transport and Regeneration Overview and Scrutiny Committee, held on 12 November 2014 were approved as a correct record.

18. Items of Urgent Business

There were no urgent items of business.

19. Declaration of Interests

There were no such declarations.

20. PTR O&S fees and charges

As part of the budget process each year, the Council needed to review its fees and charges. The future development of the Medium Term Financial Strategy would also need to take account of changes in fees and charges in broad terms over the period of the strategy. Directors and Heads of Service had reviewed the fees and charges for 2015/16 within their remit.

Appendix 1 to the report showed the detailed proposals for fees and charges for 2015/16 as follows:

- Charges that are set by statute or other policy are marked S, (those have not been amended as the figures for 2015/16 are not yet known);
- Charges that can be set at the Council's discretion are marked D;
- The current (2014/15) charge (where this is Nil and there is a charge for 2015/16 this represents a new charge);
- The proposed 2015/16 charge;

- Any concessions available to groups or individuals in the community; And
- The effective date of implementation of the new fees and charges.

The Head of Transportation and Highways addressed the Committee, advising that, with regard to parking charges, the Council had difficulty in balancing the budget for the forthcoming year and there had been a previous resolution to raise the parking charges as they had been frozen for three years.

Members were advised that parking charges were not just an income stream, they were also used manage traffic flows in the Borough and to encourage motorists to consider different types of greener transport such as the train or bus.

Councillor Gerrish addressed the Committee, expressing the need for increased charges against a background of cuts across the Council. The Committee noted that if charges were not to be increased then further cuts may have to be made.

The Committee questioned as to why some parking charges had increased and some not, and why there was no increase to penalty charge notices. It was noted that the changes were market led and in response to this the Head of Transportation and Highways advised the Committee that comprehensive report on the parking budget would be presented to the Committee at a future meeting.

RESOLVED:

To note the fees and charges in appendix 1

21. Investment in Highways report

The Head of Transportation and Highways introduced a report to the Committee, informing them of the delivery of the proposed LED (Light Emitting Diode) street lighting conversion programme.

Thurrock had around 17,300 street lights which cost the Council approximately £850,000 per year in electricity bills. Over the next 2 years Thurrock would convert these lights to LED operation which would cut this energy bill by half, reduce street lighting maintenance costs and significantly reduce Thurrock's Carbon footprint. The resultant saving would allow the capital investment to be repaid, whilst still achieving the target of £250,000 revenue saving from 2017 onwards.

The Committee were advised that the programme was not a radical change and meant the Council would not have to introduce part night lighting.

The Committee were further advised that communities would have the opportunity to engage with the programme and it was noted by Members that the procurement process was OJEU compliant.

Members welcomed the report before them and felt that it reaffirmed the Councils commitment to not introduce part night lighting.

RESOLVED:

That an update will be presented to the committee according to the programme.

22. Planning Transport and Regeneration Overview Scrutiny Committee 2014-2015 - Work Programme

Democratic Services advised Members of the following amendments to the work programme since publication of the agenda:

- The Local plan be reported to the Committee at the first meeting of the new municipal year;
- The Lower Thames Crossing to be renamed the Thames Master Plan and
- Officers advised that the Committee had already seen a report on DP World and asked Members if they were happy to remove this item from the agenda.

RESOLVED:

That the work programme amendments be agreed and noted.

The meeting finished at 7.43 pm

Approved as a true and correct record

CHAIR

DATE

Any queries regarding these Minutes, please contact Democratic Services at Direct.Democracy@thurrock.gov.uk

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4 March 2015	ITEM: 5
Planning, Transport and Regeneration Overview and Scrutiny Committee	
Economic Development Strategy Review and Delivery Update	
Wards and communities affected: All	Key Decision: Key
Report of: Lisa Ricketts, Economic Development Officer	
Accountable Head of Service: Matthew Essex, Head of Regeneration	
Accountable Director: Steve Cox, Assistant Chief Executive	
This report is Public	

Executive Summary

Thurrock's ambitious growth agenda is backed by more than £6bn of private sector investment and aims to deliver 18,500 new homes and 26,000 new jobs by 2021.

The Thurrock Economic Development Strategy was created to provide strategic guidance to the Council and its partners in their attempts to create the required economic conditions to achieve these ambitious goals.

The focus of the strategy is to create conditions that will stimulate business growth, inward investment and sustainable employment growth. It is divided into three parts: Employment, Enabling Factors and Embedding Factors.

Employment is at the heart of the strategy. Ensuring that sufficient employment is created to support Thurrock's growing population and which is accessible to all. This section is broken down into core sectors (i.e. those identified as being strongly represented in Thurrock where organic growth is taking place and where the development of additional or diversified functions may be occurring) and opportunity sectors (i.e. those that are less well established and where future growth prospects are strong but may need to be induced by partners and other factors).

The two strategy elements to achieve this growth are defined as Enabling Factors, to ensure a firm foundation exists to maximise employment opportunities and investment in target growth sectors, and Embedding Factors, to ensure that employment and investment growth is long term, sustainable and generates direct benefit to local communities.

This report provides an update on the progress made since the EDS was adopted in 2008 and proposes new areas of focus for a refreshed strategy.

1. Recommendation(s)

1.1 **Acknowledge progress on the Economic Development programme and projects that are being delivered in Thurrock.**

1.2 **Consider and propose areas of focus for Economic Development activity in Thurrock.**

2. Introduction and Background

2.1 In November 2008 Thurrock Council adopted the Thurrock Economic Development Strategy (EDS) as the key guidance document for economic growth and jobs led regeneration in Thurrock.

2.2 The purpose of the strategy is to create conditions that will stimulate business growth, inward investment and increase sustainable employment and it identifies the key opportunities and challenges that influence the economy of Thurrock.

2.3 It sets out a framework to enable the successful delivery of increased employment and economic diversification and identifies 5 economic growth 'hubs' across Thurrock where long term financial investment and physical transformation will take place, to strengthen existing 'core' sectors and enable the growth in 'opportunity' sectors. A sixth hub has subsequently been identified.

2.4 In addition, the Council adopted the Thurrock Community Regeneration Strategy (CRS) in February 2012, which brings together the priorities for regeneration into the Community Strategy framework.

2.5 The EDS and CRS are the two key policy documents used to guide the work of the Council in seeking to secure sustainable benefit to local communities and the local economy.

3. Issues, Options and Analysis of Options

Thurrock Economic Development Strategy

3.1 In the seven years since it was adopted there has been significant progress made on achieving the overall aim of the EDS: to provide a basis for securing successful employment growth and economic diversification in Thurrock.

3.2 The strategy identifies three key parts to the challenge: securing **Employment** growth, ensuring firm foundations are created through **Enabling Factors** which maximise employment opportunities and creating sustainable employment and investment growth through **Embedding Factors** that generate benefit to local communities.

Employment

- 3.3 Employment is at the heart of the strategy, with an overarching objective to increase employment in core and opportunity sectors.
- 3.4 Core sectors are those identified as being strongly represented in Thurrock where organic growth and employment is being generated and where the development of additional or diversified functions may be occurring; these include Retail, Ports, Logistics & Transport and Construction.
- 3.5 Opportunity sectors are those that are less well established and where future growth prospects are strong but may need to be induced by partners and other factors; these include Business Services, Recreation & Leisure, Environmental Technology & Energy, Creative Industries and Public Sector Services.
- 3.6 A large proportion of the projected employment growth was expected to be achieved within a limited number of locations, our growth hubs. The table below shows which employment sectors are relevant to which area.

Table 1

Growth Hub	Employment growth							
	Core sectors			Opportunity sectors				
	Retail	Ports, Transport and Logistics	Construction	Business Services	Recreation and Leisure	Environmental Technology and Energy	Creative Industries	Public Sector Services
Purfleet			✓				✓	
Lakeside and West Thurrock	✓		✓		✓			
Grays			✓	✓				✓
Tilbury		✓	✓					
London Gateway		✓	✓					
Thames Enterprise Park			✓			✓		

- 3.7 Due to a number of factors (i.e. recession, commercial investment decisions, etc.) employment growth has perhaps been slower than anticipated. However this has not prevented significant progress being made on development plans and anticipated jobs growth in these hubs and elsewhere.
- 3.8 Some of the key successes achieved through the growth hub 'programme' include:

Purfleet

The Purfleet Centre development will totally transform Purfleet creating a new town centre which will provide up to 2500 new homes, local shops, new school and health care facilities, open access to the River Thames, and an exciting Film, Television and Media development creating up to 2000 new jobs. The regeneration of Purfleet was kick started in 2010 by the High House Production Park development, which is now home to the Royal Opera House Production Workshop, Backstage Centre (National Academy Creative and Cultural), Artists Studios and soon to be opened ROH Costume Store and production facility. The recent announcement by Government that a National College for Creative and Cultural Industries will be established at Backstage Centre and the successful delivery of a cross-LEP business support programme has placed HHPP at the forefront of the sector.

Lakeside

The ambition for Lakeside is to expand the existing shopping centre to become a regional town centre, which will include major investment in improved transport infrastructure, new leisure and commercial facilities and an extension to the current shopping facilities. Outline planning permission has already been granted for a multi-million pound retail and leisure expansion at Lakeside, which will ultimately create up to 9000 new jobs.

Grays

The regeneration of Grays is being achieved through some key projects to create a revitalised town centre which is a high quality destination for people to live, work, learn, shop and socialise. The new £40m South Essex College Thurrock campus generated a 50% increase in enrollment and will in time accommodate 3000 students. The redevelopment of the Magistrates Court into high quality small business units will provide much needed office space for small and medium sized businesses (SMEs) and will complement current business support activities being provided by the Council and other partners, such as NWES. Work with Network Rail and c2c to develop an underpass is progressing well. This will create opportunities for new retail and housing growth in the town centre, providing up to 4500 new homes and 1600 new jobs.

Tilbury

The vision for Tilbury, endorsed by Cabinet in July 2013, defines the ambition to create a place of opportunity and growth built upon its strong community spirit, rich employment and tourism history (through the Port of Tilbury and cruise terminal), strong transport links, outstanding education facilities and affordable housing. The logistics academy established by the Port of Tilbury is successfully delivering training programmes to support unemployed residents to gain new skills, improve their employability and, in many cases, gain employment at the port. Expansion of the port, new business

accommodation at the Riverside Business Centre and efforts to assist the local community into sustainable employment through, the provision of a job shop, will support the creation of up to 1000 new homes and 3800 new jobs.

London Gateway

DP World has invested £1.5m in London Gateway, a new deep water port and logistics park development, which is the largest project of its kind in Britain. The Local Development Order, created for the logistics park, was recently acknowledged at the Royal Town Planning Institute's Awards for Planning Excellence awards ceremony where the Council won the 'Outstanding Planning to Deliver Growth and Employment' award in June 2014. Once the port is fully operational a total of 2000 jobs will be created at the port and a further 10,000 jobs will be created in the logistics park, which will be one of the biggest in Europe once complete. The Council is continuing to look at routes to secure greater local employment at the port.

Thames Enterprise Park

The ambition for Thames Enterprise Park, formerly the Petroplus oil refinery, is to re-develop approximately 400 acres of land to create a cluster of energy related industries co-located with supply chain companies and research & development firms, and has the potential to create up to 2000 new jobs. South Essex College and the University of Northampton recently signed a partnership agreement that will bring specialised further and higher education courses to Thurrock, designed to prepare local people for the high technology jobs that will be created at Thames Enterprise Park.

Enabling Factors

- 3.9 The aim of the Enabling Factors was to create a firm foundation to maximise employment opportunities and investment in target growth sectors.
- 3.10 Recommendations defined under this theme were used to shape a programme of activity which has created an excellent platform for growth in Thurrock. Objectives within this theme include skills, inward investment, business support, infrastructure, raising aspirations and improving partnership working.
- 3.11 Some well reported successes include the establishment of Gloriana, a wholly owned company, to build new homes, boost the construction sector and create new jobs, and Local Growth Fund support for key regeneration projects, including £80m for A13 widening scheme, £7.5m to improve access to London Gateway, £5m to improve the cycle network in Thurrock and £5m to support the Purfleet Centre regeneration.
- 3.12 Other successful projects, activities and strategies which have been developed and delivered to enable growth include:

- £9.3m Low Carbon Business Programme (EU funded)
- Tiger loan fund project (Regional Growth Fund)
- Thurrock Business Board (established)
- Thurrock Economic and Skills Partnership (formed)
- Thurrock Business Conference (annual business engagement event)
- Opportunity Thurrock (annual borough-wide careers event)
- Thurrock's Next Top Boss programme (annual programme)
- Transforming Homes programme (2013-2018) - improving the quality of housing stock

Embedding Factors

- 3.13 The aim of the Embedding Factors was to ensure that employment and investment growth is long term, sustainable and generates direct benefit to local communities. Objectives within this theme include tackling deprivation, developing innovation capacity, improving environment, improving business spaces and developing effective business processes.
- 3.14 Successful projects, activities and strategies which have been developed and delivered to support this theme include:
- Job Centre Plus and Thurrock Council Partnership Agreement
 - Low Carbon Business programme (Thurrock outcomes):
36 Jobs created
754 Businesses engaged
196 Grants awarded
£619,256.50 grants awarded
 - Tiger loan fund project
150 Jobs created
£1.2 million loans awarded
 - Business space developments (Centre for Business, Magistrates Court, HHPP)
 - Meet the Buyer events (encouraging local supply chain development)
 - Procurement workshops (supporting business to get tender fit)

Economic Development Strategy refresh

- 3.15 Whilst the ambition and objectives defined within the EDS are still relevant today, a refresh of the strategy is needed to acknowledge the significant progress achieved to date and reflect the changed strategic, regional and political environment.
- 3.16 It is important to continue implementing and delivering current projects which are successfully achieving results. However, equally important is the identification and implementation of new projects and activities to further embed growth opportunities and employment outcomes in Thurrock.

3.17 Particular areas of focus for the refreshed strategy could include:

- Support those furthest away from the jobs market into employment
- Engage with major employers to understand their workforce needs
- Broker more collaboration between business and education providers
- Sector specific initiatives to support employment and economic growth
- Promote Thurrock as a great place to live and work
- Embed Social Value principles and policies within the organisation
- Encourage entrepreneurship and innovation in businesses

4. Reasons for Recommendation

4.1 The Council has acknowledged that regeneration and growth as a priority. This strategy is part of a suite of key strategies which will guide the development of policies and programmes to deliver the vision for Thurrock defined within the Community Strategy.

5. Consultation (including Overview and Scrutiny, if applicable)

5.1 None.

6. Impact on corporate policies, priorities, performance and community impact

6.1 The strategy will support all the corporate policies and priorities.

6.2 This report proposes merging the Community Regeneration Strategy and Economic Development Strategy into one key strategy document.

7. Implications

7.1 Financial

Implications verified by: **John Smith**
Accountant, Corporate Finance

There are no direct financial implications associated with this report, however the delivery programmes that support economic growth will help to generate additional National Non Domestic Rates collections, thus increase the amount of retained rates achieved by the Council. This will support the achievement of objectives defined within the Thurrock Corporate Plan and Medium Term Financial Strategy.

7.2 Legal

Implications verified by: **Vivien Williams**

Planning and Regeneration Solicitor

There are no legal implications of this report which is for noting.

7.3 Diversity and Equality

Implications verified by: **Teresa Evans**

Equalities and Cohesion Officer

This strategy is a key route to securing local benefit from Thurrock's growth programme, and will underpin the achievement of the Council's vision and priorities defined in the Thurrock Community Strategy.

7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

None.

8. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- Thurrock Community Strategy
<https://www.thurrock.gov.uk/strategies/community-strategy>
- Thurrock Economic Development Strategy (attached at Appendix 1)
- Thurrock Community Regeneration Strategy (attached at Appendix 2)

9. Appendices to the report

- Appendix 1 – Thurrock Economic Development Strategy
- Appendix 2 – Thurrock Community Regeneration Strategy

Report Author:

Lisa Ricketts

Economic Development Officer

Regeneration



THURROCK

Economic Development Strategy

STRATEGY DOCUMENT

Thurrock Thames Gateway
Development Corporation

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1. An Economic Strategy for Thurrock

- 1.1 Thurrock faces a challenging future. The area must generate 26,000 additional jobs by 2021 in order that planned housing development and new population growth is fully sustainable. The need to create new employment will be significantly more challenging than the requirement for additional housing and means that the local economy must perform as strongly as possible over this critical period.
- 1.2 There are a number of essential factors that will support successful economic growth in Thurrock. These factors include skills development, provision of sites, premises and infrastructure, development of more effective business functions and networks, successful marketing and the attraction of high value-added inward investment.
- 1.3 Skills development, in particular, is of paramount importance to Thurrock's economic future. Without a significantly improved skills base, existing businesses will struggle to generate new employment and the area will fail to attract new investment.
- 1.4 It is the responsibility of all local partners collectively, led by the Thurrock Thames Gateway Development Corporation, to ensure that the factors necessary for successful employment growth are all firmly in place. Employment growth in key target sectors must be both effectively 'enabled' and 'embedded'.
- 1.5 This Strategy is designed to address the key challenges currently facing the Thurrock economy and the challenges that may become more apparent in the future as the area itself, as well as external influences, alter.
- 1.6 The Strategy incorporates a number of components developed via the following mechanisms:
 - A thorough analysis of the economy of Thurrock;
 - In-depth consultation within Thurrock and at a regional and Thames Gateway-wide level;
 - An extensive survey of businesses based in Thurrock.
- 1.7 A detailed baseline review has been undertaken to ensure that the elements outlined within this Strategy are in line with the direction of travel of existing local, sub-regional and regional bodies. The review exercise also re-visited existing data to ensure that Thurrock's economic and social characteristics are fully taken account of. Critical to the recommendations outlined within this document, the baseline review identified the key sectors that should be specifically targeted for employment growth.

Thurrock's Economic Hubs

1.8 Through the completion of the Development Corporation's Spatial Plan and the ongoing development of the Borough Council's Local Development Framework, five key 'economic hubs' have been identified, namely:

- Purfleet;
- Grays;
- Lakeside and West Thurrock;
- Tilbury, and;
- London Gateway

1.9 These hubs collectively form the locations for employment growth across a range of target sectors and are effectively the engines of economic development in Thurrock. As such, it is absolutely imperative that the conditions and attributes for growth are evident and fully accessible in each hub.

1.10 The hubs will play unique, individual roles in securing employment growth. These roles are based on location characteristics, local economic history and linkage to surrounding areas. Each hub has been subject to a detailed masterplanning exercise which has identified sites for development and priority options for physical, economic and social improvement. These priorities must be delivered in full if Thurrock is to meet its job growth objectives successfully. Failure to deliver the proposals outlined in the masterplans for any of the hubs will seriously constrain Thurrock's potential for growth.

1.11 Critically the development of the hubs will provide a new mix of housing which will allow new and existing residents to stay and grow in the borough, creating a clear continuum for economic growth in the next 2 decades and beyond.

1.12 There are a number of critical developments across the hubs that will provide specific impetus to economic development efforts in Thurrock. These include:

- Full realisation of the London Gateway Developments, including development of the deep water port and associated land-side industrial and business functions;
- Establishment of a multi-functioning Learning Campus at Grays providing quality learning opportunities that range from post 14 learning through to further and higher education, all aimed at supporting growth in target sectors;
- Development of significant, high specification office space in the vicinity of Lakeside and as part of the London Gateway developments;
- Delivery of the Royal Opera House Production Park at Purfleet;
- The development of a state of the art, coal powered, carbon capture power station at Tilbury with an associated sustainable industrial park;

- A complete reorientation of the Thurrock inward investment offer positioning the area as one of national and international importance.
- 1.13 It is the responsibility of the Development Corporation to ensure the effective implementation of the masterplans and in so doing to provide the physical basis upon which partner agencies can successfully support the various strands of economic development activity.

Risks & Dependencies

- 1.14 The delivery of significant employment growth across key hub locations and within a number of target sectors is subject to considerable risk. The effective economic development of the area will be directly dependent upon a number of key factors, both physical and non-physical:
- Significant improvement to the road and transport networks serving Thurrock, in particular, improvement to Junction 30/31 of the M25 and improved road access to London Gateway;
 - Delivery of quality sites and premises in hub locations across Thurrock, in particular those that will attract operations in sectors likely to generate most employment;
 - Ability to successfully deliver the five masterplans covering the hubs and generate substantial investor and developer interest in the various priority sites and locations coming forward;
 - Delivery of a substantially improved skills and qualifications base that moves closer in quality to that of the Greater South East, driven by significant and sustained expansion of learning structures and facilities;
 - Development of a quality housing offer that attracts and retains high skill, high income individuals and their families;
 - Significantly improved partnership working, in order that partners in Thurrock and the wider area provide a strong, supportive basis for growth and development.

2. The Economic Challenge for Thurrock

2.1 The Thurrock Economic Development Strategy is designed to address a number of key economic challenges for the area. These are set out below.

2.2 **The need for new employment.** The overarching challenge for Thurrock is to create new jobs – 26,000 jobs are required by 2021. This is a necessary requirement for sustainable growth: an area with an increasing population requires more employment in-situ in order to generate economic, social and environmental sustainability.

Role of the Strategy – to create the platform for employment growth particularly in those sectors capable of generating significant numbers of quality, sustainable new jobs.

2.3 **The continually evolving policy landscape.** Thurrock finds itself at the crossroads of a number of strategic geographies. As a Thames Gateway Growth Area, it is subject to the direct influence of Central Government, as well as other organisations tasked with developing this specific growth area as a whole. Simultaneously, as an area within the Eastern region of England, Thurrock is directly affected by policy and strategy developed at the regional level.

2.4 The pressures and demands of a growth area location mean that the overall policy framework is shifting continually as development plans are designed and implemented. A key challenge for Thurrock therefore is both to adhere to and complement these policy platforms, while taking any opportunity to ‘bend’ them to its advantage. The Economic Development Strategy seeks to utilise the existing strategic landscape to generate maximum benefit for Thurrock.

Role of the Strategy – to support the achievement of regional and Thames Gateway wide objectives, while utilising the existing policy landscape to best effect.

2.5 **A relatively unbalanced employment base.** It is well known that the Thurrock economy has been driven historically by the presence of several large sectors that have dominated the business base in employment terms. Transport, logistics, port functions, as well as retail, still account for a substantial part of the current economic landscape. The challenge for Thurrock here is twofold. Firstly, there is a need to **diversify** the economy to some extent in order that it is less dependent upon a relatively narrow range of sectors. Secondly, and correspondingly, this diversification process must not impact upon the area’s core sectors negatively or create unnecessary barriers to the continuing development of businesses in these core activities.

2.6 Diversification and growth must be achieved simultaneously and in a mutually reinforcing fashion. As such, the area’s main employment sectors must be supported in diversifying *internally*, seeking to grow and attract higher value-added, higher skill functions wherever possible.

Role of the Strategy – to support both growth of the employment base in Thurrock as well as an appropriate and achievable level of diversification that does not impinge on the current performance of core sectors.

- 2.7 **A relatively weak skills base.** In comparison with the national profile, the labour force in Thurrock possesses a limited volume of higher level qualifications. This is particularly the case in terms of Level 3 and Level 4 qualifications. In addition, there are relatively low rates of progression from secondary school to further and particularly higher education.
- 2.8 This skills base is unlikely to attract new high value-added economic functions successfully, nor will it provide the platform for the current business base to maximise productivity and revenues. This is not to say that the area lacks skills per se, many of the industries that contribute to Thurrock’s current performance are highly skilled in nature, but this is not necessarily reflected in terms of formal accredited qualifications. There is a key challenge here around not only improving the quality of the overall skills base specifically in terms of qualification levels, but also in ensuring that these skills are deployed and utilised as effectively as possible.

Role of the Strategy – to provide the platform for uplift in the quality of the skills base in Thurrock and the capacity of businesses to use higher level skills effectively.

- 2.9 **A relatively limited educational offer.** Thurrock does not currently exhibit significant breadth in availability and delivery of Further Education (FE) and Higher Education (HE). There is no HE facility in the Borough currently, although some HE access or foundation level learning is available in a limited number of disciplines. There is a key challenge here around how to develop both breadth and depth in the education and learning offer. In addition to developing new facilities in Thurrock itself, the development of a transparent, accessible and effective offer on a wider geographic scale, encompassing institutions in London and the Eastern Region is necessary.
- 2.10 Of vital importance here is that the overall structure is clear, coherent and offers easily accessed progression routes suitable to a wide range of learners. There is a need to balance both the needs of the employer – often looking for bespoke, focused provision - with the needs of individual learners – usually requiring formal accreditation as a progression ‘currency’ within the labour market.

Role of the Strategy – to support the development of an education and learning offer strong in both depth and breadth.

- 2.11 **Some concentrations of socio-economic disadvantage.** A number of specific communities within Thurrock experience particularly severe levels of disadvantage on a par with large inner-city urban areas. In particular, South Ockendon and Tilbury have identifiable communities where multiple forms of deprivation are apparent. The challenge here is around ensuring that communities broadly within Thurrock are able to take advantage of new opportunities. Where there are segments of the population that are ill

equipped to take up these new opportunities, for whatever reason, the result will be an inability to utilise the Borough's pool of human resources effectively. Overall, this means Thurrock will not achieve its full economic potential.

Role of the Strategy – to support the ability of Thurrock's existing communities to access new opportunities and receive maximum possible benefit.

- 2.12 **Relatively low rates of enterprise.** Historically, Thurrock has not demonstrated high rates of new business formation. The presence of a number of very large employers in key industrial sectors may to some extent explain this trend. Recently, there has been a noticeable improvement in enterprise levels, with larger numbers of new businesses forming across the Borough. There remain, however, relatively high rates of business failure. Overall, the role of enterprise within the local economic environment is becoming stronger. As such, the challenge is to facilitate higher rates of sustainable business formation by building upon the currently improving enterprise base, ensuring that these businesses continue to locate in the Borough as they grow, develop and diversify.

Role of the Strategy – to encourage the development of support and infrastructure necessary to increase rates of enterprise and to ensure that growing businesses choose to remain in Thurrock.

- 2.13 **A number of infrastructure constraints.** In terms of progressing the economic development of Thurrock, a number of physical infrastructure elements will need to be addressed. In particular, the ability to move physically within the Borough is key; whilst the Borough is highly accessible from other parts of both the UK and Europe, due to its good external transport links, movement within the Borough itself can sometimes be difficult. In addition, infrastructure associated with business premises and business space is also limited. The near absence of high specification office premises across the Borough is detrimental to its economic development.

Role of the Strategy – to provide the platform for ongoing infrastructure development.

- 2.14 **A significant scale of development planned for Thurrock's key hub locations.** Thurrock has five key economic hubs – Purfleet, West Thurrock/Lakeside, Grays, Tilbury and London Gateway (formerly Shellhaven). These locations are all currently subject to individual masterplanning processes. As such, a large number of plans will be coming forward for the redevelopment and reconfiguration of these areas. It is imperative that planned development, especially as it relates to economic functions is taken forward in a coherent and complimentary fashion. The overall, desired result is that these locations compliment each other economically with each one effectively reinforcing the economic impact of the others. Any forms of unnecessary competition or duplication of activity or effort must be avoided.

Role of the Strategy – to provide guidance on the development of economic activities across the area that can be reflected in individual development plans for each of the economic hubs.

- 2.15 **London Gateway.** The London Gateway development presents an excellent opportunity for Thurrock to address several economic objectives simultaneously. The growth and diversification of the economic base will be supported positively by proposed developments at the former Shellhaven site.
- 2.16 The development of a large-scale, deep-water port, associated land-side operation, as well as business park developments will provide new employment opportunities and provide new key elements to the business infrastructure, not only of Thurrock, but of the greater South East of England as a whole. The key challenge is to support the development of London Gateway in a manner that maximises the benefit for Thurrock specifically. This will require detailed planning and facilitation in order that employment and skills development opportunities accrue to local people directly. In addition, there is a role to be played here in terms of ensuring that developments take place in a timely and environmentally sustainable fashion.
- 2.17 A number of factors under the direct influence of local partners will lead to London Gateway delivering a larger scale benefit to the local area in terms of business and employment opportunities. Skills development is key and it is imperative that education sector partners design and implement a robust and relevant programme of support to the developers and occupiers of London Gateway. In addition, local partners are also able to influence and support the development of local supply chains and business networks that again embed the benefits of development locally as fully as possible. Failure to implement measures of this kind will not necessarily hamper the development of London Gateway, but will reduce the opportunity to secure benefits specifically for local communities and local businesses.

Role of the Strategy – to identify and promote opportunities for development at London Gateway, maximising business development, skills enhancement and overall employment opportunities.

3. The Strategy Framework

- 3.1 The overall aim of the Thurrock Economic Development Strategy and accompanying Implementation Plan is to provide a basis for securing successful **employment growth and economic diversification**.
- 3.2 This is a strategy ‘owned’ by the Thurrock Thames Gateway Development Corporation, but which will be delivered in partnership with a range of key local and regional stakeholders. As such, the Economic Development Strategy draws together a number of existing strategic visions that collectively express the broad economic aspirations of these stakeholders.

Vision

- 3.3 This Economic Development Strategy is essentially driven by the vision of the Development Corporation:

“To secure the comprehensive and sustainable housing and economic growth of Thurrock, through the structured development and regeneration of the Borough for the benefit of new and existing communities and for visitors to the area”.

- 3.4 This vision is underpinned by a series of Strategic Goals. The role of the Economic Development Strategy therefore is to address those goals which are specifically about the economic future of the Borough, as illustrated below:

Thurrock Thames Gateway Development Corporation Strategic Goals	Direct contribution from EDS
1. Contribute to the provision of sufficient capacity to meet strategic growth targets including 26,000 new jobs and 18,500 new homes in a sustainable way by 2021	High
2. Increase participation and attainment in lifelong education and skills development	High
3. Create a wide range of jobs with a future	High
4. Increase the choice and quality of housing provision for everyone	Low
5. Provide modern community infrastructure and service delivery	Medium
6. Enhance the quality and use of valuable green space	Low
7. Increase opportunities for entertainment, leisure and culture	Medium
8. Ensure that all parts of Thurrock are accessible to, from and within the Borough	Low
9. Ensure that development and regeneration take place in an environmentally sensitive way	Medium

- 3.5 The Development Corporation’s vision is complimented by the aspiration for Thurrock set out in Thurrock Council’s “Our Sustainable Community Strategy”. The Sustainable Community Strategy is intended as a long term ‘road map’ for Thurrock providing direction on how local partners should work together towards an agreed vision and set of goals (through the Thurrock LAA). The vision articulated within the Strategy is that:

“Thurrock will be the location of choice – a place where people thrive and

prosper; where residents can access services that will make a difference; and where development is sustainable and supports new and existing communities as they regenerate and grow”.

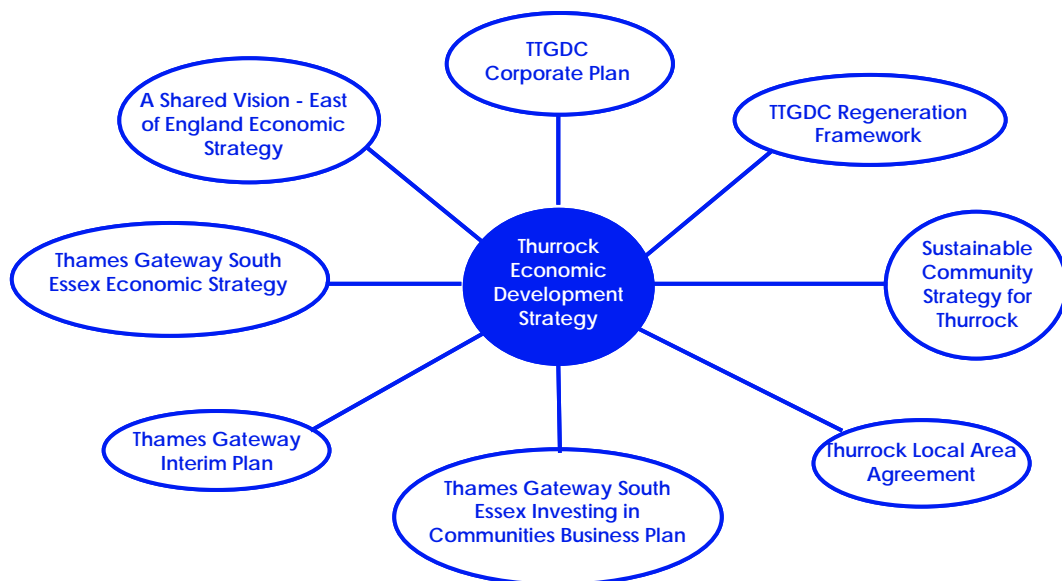
3.6 Thurrock Council’s Community Strategy shares many of the aims and objectives of the Economic Development Strategy and therefore activities developed under the Community Strategy should be key contributors to Thurrock’s successful economic development.

3.7 Allied to the Community Strategy Vision, the 4th Block of the Thurrock LAA, Economic Development and Enterprise (EDE), seeks to find a balance between retaining Thurrock’s economic heritage and tradition of manufacturing and supporting growth in enterprise and inward investment. To inform delivery, the LAA identifies five goals for individual delivery bodies and the Local Strategic Partnership as a whole. These are:

- GOAL 1 – Skills, aspiration and educational participation;
- GOAL 2 – Competitiveness, productivity, entrepreneurship and enterprise;
- GOAL 3 - Innovation in the knowledge sectors including science and technology research;
- GOAL 4 - Creation of high quality places; and,
- GOAL 5 - Social Inclusion and maximum participation within the local economy.

3.8 The Economic Development Strategy is directly relevant to all of the above goals and should therefore be considered as a key mechanism for achieving the Community Strategy vision.

3.9 As well as more local strategies, the Economic Development Strategy also draws upon and reinforces the strategic priorities outlined in the suite of relevant regional and sub-regional and policy statements, as illustrated below:

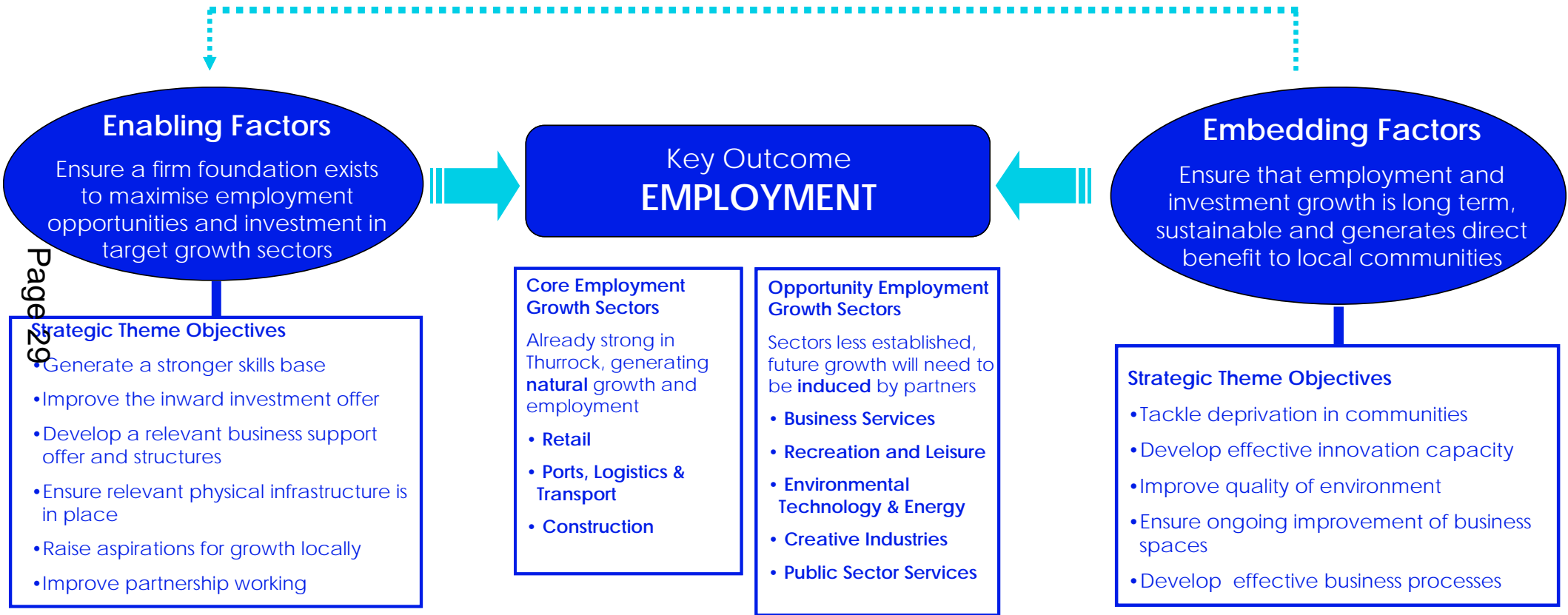


The Strategy Framework

3.10 The overall Strategy Framework is illustrated overleaf. This framework is composed of three key parts:

- The **employment dimension**. The overall aim of this Strategy is to secure significant new employment in Thurrock. This new employment will come from a series of target sectors;
- **Enabling factors** – those strategic elements that must be firmly in place to support employment growth in target sectors; and,
- **Embedding factors** - elements required to ensure that employment growth is sustainable and impacts directly upon the communities of Thurrock.

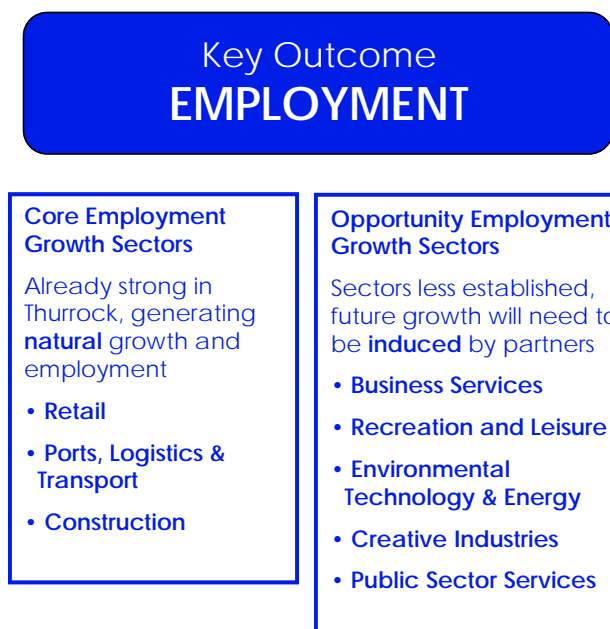
3.11 Each of these dimensions is described in turn below.



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The Employment Dimension

- 3.12 Employment is at the heart of the Strategy. The overarching objective is to achieve a significant increase in net employment in both 'core' sectors and 'opportunity' sectors. The key elements are presented below.



- 3.13 The Strategy adopts a 'balanced portfolio' approach. This means focusing on employment growth that is available from the area's main employment sectors, whilst also stimulating growth in a series of other sectors which are currently under-represented but which have shown signs of nascent growth from an existing base.

- 3.14 Overall, this employment growth will arise from three main sources:

- **Expansion of individual enterprises already present in Thurrock.** This may involve increasing the scale of the existing business function, but may also include the development of additional or diversified functions. This is more likely to be the source of employment growth for the area's existing core sectors.
- **New inward investment.** This involves new investment from incoming operators and occupiers - from either domestic or international sources - and may be relevant to either core sectors or opportunity sectors.
- **Newly forming businesses.** This will essentially involve 'new starts' - new businesses emerging in the Borough which are likely to be very small or micro in scale initially. These enterprises may emerge across a wide variety of sectors and will not necessarily be tied only to core or opportunity sectors.

- 3.15 All of these sources of employment growth are to be encouraged and will form components of an overall approach to developing the local economy.

Target Sectors - Core Sectors

3.16 Employment growth for Thurrock is available, with appropriate support, from a range of sectors that are already well represented in the local economy and which have the potential to grow further. These sectors are presented below and have been selected via analysis of recent and ongoing employment trends in the Thurrock economy, proposed developments in the Borough's main economic hubs, as well as broader sub-regional and regional trends.

Port, Logistics & Transport

3.17 This is one of Thurrock's strongest sectors. There are around 8,500 jobs in Thurrock currently in this combined series of related sub-sectors. Key activities include:

- Supporting Transport Services;
- Storage and Warehousing;
- Transport Agencies;
- Water Transport; and,
- Freight Transport.

3.18 Nationally, this broad sector has shown limited employment growth in recent years. This has not been replicated in Thurrock however, where the sector is strong and represents a key and growing concentration of activity even by international standards.

3.19 The development of operations at **London Gateway** will play a key role in supporting continued employment growth in this range of sectors. As such, there is a requirement for partners locally to facilitate efficient, sustainable development at London Gateway. In addition, the port related functions at Tilbury will continue to develop and again, sustainable growth and diversification must be supported by the effective actions of public partners. A key requirement is the definition of clear, complimentary and mutually reinforcing roles for **London Gateway** and **Tilbury** ports.

3.20 Recent figures suggest that the London Gateway development when fully realised could generate 14,500 jobs across a variety of sectors (some of which would not fall within the port, logistics and transport categories). Taking into account London Gateway and Tilbury Port plans, as well as associated supply chain and secondary impacts, there is potential to create around 10,000 jobs in Thurrock in port, logistics and transport functions up to 2021. This will, however, depend on a number of significant infrastructure improvements, in particular around Junction 30/31 of the M25, as well as addressing a number of critical skill shortages (e.g. drivers).

Retail

3.21 This sector has grown dramatically in Thurrock over the last decade, especially following the establishment of the Lakeside Shopping Centre and associated activities. Lakeside is a centre of regional significance with a catchment that extends

well beyond the Thurrock boundary. Retail alone accounts for almost a quarter of all jobs in the Borough. The sector continues to grow in size and will expand further as the local population increases with the onset of new housing development.

3.22 Key sub-sector retail activities include:

- Sale of motor vehicles;
- Food & Beverages;
- Clothing;
- Footwear;
- Furniture; and,
- Household, Lighting & Hardware.

3.23 If Thurrock were to follow the projected employment growth rate for the retail sector nationally¹, this would suggest an additional 3,000 jobs to 2021. Taking into account the capacity for retail employment indicated by the emerging masterplans, this indicates a figure of around 11,000 additional retail jobs would be possible in Thurrock. Generating employment closer to this upper end figure would require all of the masterplans to be delivered in full, as well as success in removing the 'no net additional retail floorspace' clause from the East of England Plan.

Construction

3.24 This sector is strongly represented in Thurrock and continues to grow. The massive scale of construction activity in the broader Thames Gateway area, as well as Greater London, including the 2012 Olympics and associated regeneration programme, means that there is likely to be continued, significant growth in this sector. In addition, the scale of the developments proposed for London Gateway will form the basis for a significant number of temporary construction sector jobs.

3.25 Key construction sub-sectors include:

- General Construction;
- Civil Engineering;
- Specialist Trades;
- Electrical Installation; and,
- Plumbing and Joinery.

3.26 The Construction sector is diverse in nature and ranges from large multinational operators to independent, local micro businesses. As such, the nature of support structures for growth and market development must be equally diverse.

¹ Sector Skills Development Agency (SSDA) 'Working Futures (2006)

- 3.27 If Thurrock were to follow national trends in projected employment growth, this suggests an additional 1,300 jobs to 2021. It is likely, however, that given the scale of development in Thurrock and the wider Thames Gateway that a higher level of employment growth may be possible.

Supporting Growth in Core Sectors

- 3.28 These core sectors collectively offer a strong platform for ongoing employment growth – they are already strong and have exhibited an upward trajectory over recent years in terms of new job creation. There are however a number of issues to be considered in taking these sectors forward:

- The need to facilitate the continued employment growth of these sectors by **delivering or promoting the main components for growth** in terms of sites and premises, skills and market access and well established supply chains.

There are a core set of generic requirements that all sectors need for growth. These will include a strong skills base generally, good business support and training structures, effective transport networks with minimal congestion, as well as a strong business community that supports development of local supply chains and procurement opportunities. In addition, core sectors will have specific requirements around key sites and premises, infrastructure, land assembly and planning decisions. These may include:

- **Ports, Logistics & Transport** – significant improvement to Junction 30/31 of the M25, as well as improved access to the London Gateway site generally. Also, removal of land constraints around the Port of Tilbury, to allow for expansion.
 - **Retail** – removal of the ‘no net additional retail floorspace’ clause from the East of England Plan.
 - **Construction** – identifying large enough sites in appropriate locations to accommodate construction assembly related functions.
- Enabling the **internal diversification** of these sectors by supporting the development of higher value-added, higher skill functions. This would include increasing the representation of managerial and research and development related components of these sectors’ operations in Thurrock.

This process requires existing businesses to invest in higher order functions, which in turn means that the components must be in place locally or at least regionally for these functions to develop effectively. Key factors include access to a flexible, high quality skills base, to R&D and innovation services as well as effective managerial capacity. The availability of these factors in the Thurrock area will make it more likely that businesses will extract added value and cost efficiencies from investing in higher order operations in Thurrock.

- Establishing sub-regional and regional level ‘**critical mass**’ in certain activities, in order that they form a core component of a broad geographic economy. This is already the case with port, logistics and transport activities. In addition,

it is possible to create construction sector related concentrations of activity, drawing upon current local specialisms that supply to a wide geographical market. This process should be tied directly to the ongoing development and diversification of the port and logistics sectors, in order that Thurrock can become a strong construction-logistics hub servicing a wide area that includes the Thames Gateway and wider South East of England.

- 3.29 To summarise, if all of the assumptions and requirements underpinning employment growth in core sectors are addressed fully, the following jobs growth is potentially attainable:

Potential employment growth in Core Sectors in Thurrock to 2021	
Port, Logistics & Transport	10,000
Retail	3,000 – 11,000
Construction	1,300
Total	14,300 – 22,300

- 3.30 Whilst this Strategy focuses on 3 core sectors, there are other industry types that should not be neglected. Manufacturing in particular has a strong tradition in Thurrock and despite 2 decades of restructuring, maintains the potential for growth in the future. As such, partners should continue to monitor and support the diversification and advancement of this sector where appropriate.

Growth Sectors - Opportunity Sectors

- 3.31 The employment growth of Thurrock’s core sectors must be fully complemented by the growth and development of a number of sectors which offer additional sources of new employment and which simultaneously contribute to the twin goal of economic **diversification**. These ‘opportunity’ sectors, although present and demonstrating some growth in Thurrock over recent years, are likely to require a more robust form of support and intervention than the ‘core’ sectors.
- 3.32 Although some of these sectors will not generate significant volumes of new employment in the short to medium term, especially in comparison with the core sectors, they do offer a good opportunity to broaden the overall economic base. As with the core sectors, these opportunity sectors have been identified via analysis of identifiable trends in the local economy and wider economic opportunities available regionally.

Business Services

- 3.33 Although present and currently growing in Thurrock, this broad sector remains under-represented. In order to achieve a more balanced and ultimately sustainable economic profile, it is vital that business services activities increase their share of overall employment. There are already emerging strong sub-sectors including industrial cleaning and labour recruitment, but growth should be encouraged and supported in **professional services** such as **accountancy and legal services**, but also in **back office processing activities, business related consultancy, computer and IT services**.

- 3.34 In taking these sectors forward it is likely that in the short to medium term and especially given the current local skills profile, employment growth will be more easily achieved in medium level business services, as opposed to higher end professional services. This should not however preclude the growth of higher end professional services as a longer term goal for Thurrock.
- 3.35 Growth of business services as a key employment sector will be directly related to the growth of the area's other main sectors, as business services by their nature support the development and execution of other economic activities. A key factor in supporting the growth of business services therefore is to align development of these activities directly to growth in other key sectors in order that the overall process becomes mutually reinforcing. Business services tied to supporting activities in port activities, logistics, distribution, construction and retail for example will be particularly important.
- 3.36 Employment growth in business services in Thurrock will begin from a relatively small base. The emerging masterplans suggest capacity for around 2,000 additional jobs in business services to 2021. This volume of additional jobs would require Thurrock to achieve employment growth levels in business services on a par with national trends over recent years. This employment is likely to be concentrated in certain key hubs, namely **Grays** town centre, as well as **Lakeside** and **West Thurrock**. In addition, the **London Gateway** development also presents a major opportunity to develop higher end business services functions aligned to the other key operations on this site.

Recreation & Leisure

- 3.37 There are a number of reasons why Recreation & Leisure activities offer good growth opportunities for Thurrock. With housing development and associated population growth, there will be a direct knock-on effect in terms of increased demand for locally available leisure and recreation activities. In order to generate sustainable growth in Thurrock generally, there is a need to ensure that increased leisure services are available and accessible locally without the need for unnecessary travel outside of the area.
- 3.38 Key sub-sectors for growth include:
- Sporting activities;
 - Operation of sports and leisure facilities;
 - Gambling and betting activities;
 - Entertainment activities.
- 3.39 These sectors have already demonstrated growth potential over recent years despite starting from a relatively small base. Planned developments within key economic hubs, in particular in and around **Lakeside**, offer good opportunities for the development of leisure facilities and therefore a higher value visitor offer in the area overall. Combined with the planned 'greening' of certain areas within Thurrock, the opening up of riverside spaces and the ongoing development of attractions such as

Rainham, Aveley and Wennington Marshes, the Recreation and Leisure sector provides a good basis for employment growth.

- 3.40 Recreation & leisure related employment growth will take place in a number of key locations. In particular, the **Lakeside** area will be a major location for leisure related activities, as this area seeks to diversify its offer away from the current dominance of retail. In addition, **Grays** is also likely to be a key location for employment growth in this sector. Sites identified within the emerging masterplans overall suggest capacity for up to 1,800 additional jobs in this sector.
- 3.41 An additional consideration concerns the attraction of inward investment, where a high quality leisure and recreation offer locally will act as an important component of the overall offer to businesses possibly seeking to locate in Thurrock.

Environmental Technologies, Recycling & Energy

- 3.42 Business activities covering environment, energy and recycling are already present in Thurrock on a relatively small scale. There is an opportunity to grow employment in these sectors on a limited basis in the short to medium term. There are a number of reasons for this; the Energy sector is already well established in Thurrock and there are plans to replace the current Tilbury Power Station with a state of the art, low emissions, carbon capture facility. This equates to an investment in the area of approximately £1.5billion. This scale of investment could act as a catalyst to the development of other green energy functions around the redevelopment of the power station.
- 3.43 In addition, there is potential to develop a broader range of business functions associated with recycling. Thurrock's position as a port and logistics hub, as well as its proximity to London suggests that it may be a good location for certain types of recycling activities. Development of these types of activities may require significant land use in areas effectively segregated from residential or other uses.
- 3.44 Sub-sectors within this growth sector might include:
- Production and distribution of electricity;
 - Environmental consultants;
 - Environmental pollution research and experimental development;
 - Waste collection, recycling & disposal
- 3.45 Given the current range of activities in the **Tilbury** area around port and energy functions, it is likely that this hub will feature as the key location for growth in environment, energy and recycling. Employment growth will begin from a very small base and there is unlikely to be significant new employment in the short to medium term. Employment growth is likely to be no more than 1,000 – 1,500 jobs to 2021, based on current plans. This potential employment growth is wholly dependent upon appropriate development land coming forward to accommodate growth.

Creative Industries

- 3.46 This sector is currently small in scale in Thurrock and employs relatively few people. Again, as populations grow across communities in the Borough, there will be an increase in latent demand for cultural services. As the various economic hubs and town centres across Thurrock develop in line with implementation of their respective masterplans, spaces for additional cultural activity will be created.
- 3.47 The development of the Royal Opera House Production Park offers the basis for further growth of these activities in the Borough. Thurrock Council has also prioritised Cultural Industries as an area for future support and development.
- 3.48 In the short to medium term, employment growth within Creative and Cultural Industries will be relatively small in scale. The emergence of this sector will, however, offer an opportunity to gradually diversify the overall business base in Thurrock. Specific sub-sectors that can be targeted for growth include:
- Live theatrical presentations;
 - Operation of arts facilities;
 - Library and archives activities;
 - Museum activities and preservation of historical sites and buildings;
 - Art & crafts.
- 3.49 It is also important to consider development of Creative and Cultural industries activities in the context of the overall quality of life offer locally to both potential residents and potential investors. An expanding set of creative and cultural activities will be seen as a positive signal as to the future development of the area.
- 3.50 The creation of new employment in creative industries will depend in part on the successful implementation of existing projects such as the Royal Opera House Production Park. The priorities emerging from the hub masterplans suggest that capacity is available overall for up to 1,000 new jobs in this sector. In addition to **Purfleet, Grays** and **East Tilbury** (specifically the former Bata factory) are likely to be key locations for this sector.

Public Sector Services

- 3.51 The development of new housing and the associated population increase will trigger a natural increase in both demand for and supply of public sector service functions. In particular, **health and welfare, education** and **safety/security related services** will need to expand in scale. Employment in these services is currently the below National average and there is an opportunity to possibly attract other types of public service function that are not directly related to population growth.
- 3.52 In contrast with private enterprises, decision making related to growth and expansion of public services is often not taken locally, but instead on a number of different spatial levels. As such, the growth of public sector employment in Thurrock will be

related to organisational strategies applied to much wider geographical areas. Communities in Thurrock will be able to take advantage, for example, of extended facilities in Basildon or other parts of South Essex and vice versa. It is therefore important that partner agencies in Thurrock ensure that the area is well positioned in terms of skills availability and key sites, in order to take advantage of the need for expanded public service delivery over the whole of South Essex.

- 3.53 As well as the direct employment effect of public sector service growth, it is important to also consider the indirect importance of local services in image and branding. Development of quality public service provision can increase an area's attractiveness to potential inward investors. The scale and quality of the local education infrastructure is often particularly influential in investment decisions.
- 3.54 In addition to growing the public sector from its traditional base, it is increasingly important for partners to consider more innovative means of delivery; in particular, using the voluntary and community sector to deliver key public services. Partners should seek to build the capacity of local social enterprises to play a fuller role in a more responsive public service. Thurrock Lifestyle Solutions, a local Community Interest Company (CIC) is already managing aspects of delivery for Thurrock Social Services and offers an exemplar model of how this could be achieved.
- 3.55 **Grays** is emerging as the key location in Thurrock for major growth in public sector services and related employment, although other centres such as **Purfleet** and **Tilbury** are also likely to see new jobs in this sector. If Thurrock follows recent employment growth rates nationally in public services, and the masterplan proposals for new employment land are fully delivered, there is a possibility of up to 2,000 additional jobs in this sector in the area.

Supporting Growth in Opportunity Sectors

- 3.56 A number of interventions will be required to support growth of these target 'opportunity' sectors. Key components of a 'Sector Strategy' for each target sector will involve the following components:
- **A Specific Investment Marketing Offer** - inward investment is obviously a key component of Thurrock's economic and employment growth. It is highly important that Thurrock develops a positive marketing offer for both core and opportunity sectors. Getting the right messages into national and international markets will be of particular importance to opportunity sectors. Key activities will include:
 - Development of detailed sector intelligence associated with each key sector and appropriate sub-sector functions and relevant markets;
 - Identification of potential investor sector segments and specific firms;
 - Pre-emptive skills development activity and development of bespoke sector specific training arrangements, involving local schools, FE and HE institutions;

- Development of tailored marketing messages for target sector segments.
- **Premises/Property** - premises and property for initial location, relocation and expansion is critical for business and employment growth as well as changing perceptions of Thurrock. Given the shortage of quality office accommodation in Thurrock and weaknesses in the speculative office market, the business services sector is likely to be particularly constrained if these issues are not addressed fully.
- **Transport Issues** – all target sectors to some extent require the movement of materials or goods within the borough and on to national and international markets. Road congestion has a significant impact upon the perception of the area and can hinder the development of the visitor economy and the development of the Recreation and Leisure sector in particular.
- **Staff Training & Recruitment** - the Strategy document outlines the fundamental importance of improving skills. The nature of the opportunity sectors means that growth in these areas will require Thurrock to develop a more customer-facing, service orientated workforce and support for this will be particularly important.
- **Adopting Growth Models** - supporting existing businesses in target sectors to grow quickly, efficiently and ultimately sustainably, is important for any area attempting to achieve accelerated economic growth. As such, assisting businesses to adopt growth models is a key area of intervention for all key sectors (with the exception of public services, where we can expect growth to take place in line with an increase in population).
- **Innovation** - Supporting innovation within existing businesses in target sectors will be critical to generating an increase in higher skilled employment. Environmental Technologies and Energy in particular is a sector where growth will be linked to innovation and the planned development of Carbon Capture technology at Tilbury Power Station is a good example of this.
- **General Business Support and Mentoring** – it is important to ensure that available business support is effectively penetrating businesses in target sectors. High quality business support for Business Services and Creative industry companies is likely to stimulate growth in these sectors.
- **Improving Financial Performance** – support for improved financial systems and performance is likely to be most meaningful for Business Services and Creative and Cultural companies which are more likely to be smaller organisations working on smaller commissions which often means irregular cash flow and subsequently, periodic financial pressures.
- **Improving Operations** - developing new approaches to actually ‘doing’ business is important. Construction and Environmental Technologies and Energy are subject to specific challenges related to their operations and their perceptions as ‘dirty’ industries. Supporting businesses to overcome these will not only stimulate growth locally, it will also lead to changes in perceptions of Thurrock and subsequently provide a more investor-friendly offer.

3.57 To summarise again, if all of the assumptions and requirements underpinning employment growth in both opportunity and core sectors are addressed fully, the following jobs growth is potentially attainable:

Potential Employment Growth in Core & Opportunity Sectors in Thurrock to 2021	
Core Sectors	
Port, Logistics & Transport	10,000
Retail	3,000 – 11,000
Construction	1,300
Total Core	14,300 – 22,300
Opportunity Sectors	
Business Services	2,000
Recreation & Leisure	1,800
Environmental Technology, Recycling & Energy	1,000 – 1,500
Creative Industries	1,000
Public Sector Services	2,000
Total Opportunity	7,800 – 8,300
Overall Total	22,100 – 30,600

Supporting Employment Growth Generally

- 3.58 This Strategy proposes that a particular set of sectors should be targeted for growth. These target 'core' and 'opportunity' sectors are likely to generate the majority of new employment needed in Thurrock up to 2021. This is not to suggest, however, that employment growth generally should not be encouraged across all sectors. Moreover, Thurrock has many significant employers that may not be included within the sectors outlined above but which still provide good jobs for many local people. These major employers should continue to be supported, irrespective of sector.
- 3.59 For example, the **Manufacturing** sector in Thurrock, although having declined in overall employment numbers continues to provide a large number of jobs in the area. The support structures and priorities outlined within the 'enabling' section of the Strategy should apply to this sector as much as to the target sectors.

Enabling factors

- 3.60 In order for employment and broader economic growth to become a reality, an appropriate 'platform' for growth must be established. This requires the development and delivery of a number of important 'enabling' factors – components that will directly support the creation of new jobs.



Strategic Theme Objectives

Theme 1 - Generate a Stronger Skills Base

- 3.61 A major requirement for the ongoing growth and diversification of the Thurrock economy is a significant improvement in the current skills base. There are a number of factors of relevance here:
- Increasing participation generally in skills development and learning activities. This requires a significant increase in the share of the local population undertaking some form of skills development or learning activity, including those already in employment. In addition, an improved skills base requires higher rates of successful progression from school to Further Education, and in turn onto Higher Education where appropriate. Embedding an active culture of lifelong learning across Thurrock's communities is vital to the ongoing development and diversification of the economic base.
 - Increasing rates of qualification attainment. Incoming investors will measure the appropriateness of Thurrock as a location partly on the availability of particular types of skills. Skills are often measured or quantified in terms of volume and type of qualification attained across different disciplines. In addition, the ability of individuals to maximise their labour market opportunities and improve their socio-economic position is increasingly

dependent on their ability to demonstrate skill 'credentials' in the form of qualifications and accreditation.

- Improved deployment of skills. As far as the performance of the local business base is concerned, realising the benefit of improved skills depends on the ability of employers themselves to deploy and utilise these skills effectively. This requires effective managerial and organisational capabilities on the part of employers. The development of managerial capacity must therefore feature as part of the overall skills uplift process.
- The development of a stronger skills base also requires the availability of a robust spectrum of learning opportunities ranging from basic life skills, through to vocational education and advanced academic learning. There are two aspects to this:
 - Development of appropriate **learning facilities** that add to the existing range of education and training structures and effectively plug key gaps – particularly in FE and HE related learning. Any additional structures must not, however, unnecessarily duplicate existing provision which is available within a reasonable travel to work or travel to learn area; and,
 - Ensuring that both residential communities and business communities have easy access to **learning opportunities in wider sub-regions**, including existing learning activities based in east London, the County of Essex and North Kent. Thurrock's communities must have easy access to this broader infrastructure and must be presented with progression routes that are very clearly expressed and easy to take advantage of from a wide range of entry points.

Key Intervention Areas

- 3.62 The development of a strong growing economy, based on the availability of a high quality skills base, will be directly dependent upon the nature of the education and learning offer locally. In the case of Thurrock, there is a need to develop a stronger and more effective education offer, particularly in relation to further education and vocational education. Given the nature of the existing business base and the key industries that currently account for the largest share of employment in Thurrock, these industries are likely to require vocationally-oriented learning and training particularly at FE level which is currently difficult to access locally.
- 3.63 The existing curriculum and training offer is limited in Thurrock and needs to be expanded in terms of both breadth and depth. This does not necessarily require that a broader training and curriculum offer must be available within the Borough itself. Instead, both business and residential communities must be able to readily access a higher quality FE level offer. There are a variety of components to this process:
- **Expansion of the curriculum** currently available within Thurrock and Basildon College and partner institutions through additional course development and extension of learning directly related to Thurrock based employers. This can be done by extending availability of relevant qualifications but also by

developing closer relations with key employers, building bespoke employment-learning 'compacts', particularly for young people;

- Development of a **broader FE offer** that is accessible to Thurrock communities. This will include access to learning delivered in other locations;
- Development of **additional learning facilities** that add to and complement existing arrangements. In particular, the development of the **Thurrock Learning Campus** at Grays must be undertaken with a view to creating strong progression routes post 14, directly reflecting local business and community needs;
- **Enhancing take-up of FE level and vocational learning** both on the part of individuals and businesses. This will require closer interaction with individual learning and training providers and community and voluntary organisations. It is also vital that Thurrock schools are involved in this process, in terms of encouraging take up of further learning and working directly with employers to influence the design and take up of learning opportunities; and,
- The need to fully and effectively develop **key sector-based learning initiatives**. The target sectors outlined above will require a degree of intensive and well-tailored support delivered through innovative mechanisms. Plans for the development of a Transport and Logistics Academy in Thurrock should be re-visited in order that this initiative exhibits a clear rationale, well developed learning/training content and formalised delivery structures. The Academy concept and plans must be credible and require strong sector buy-in and effective leadership. The possibility of establishing a Logistics Academy within the London Gateway development must be fully explored.

3.64 Currently there is a lack of appropriately skilled work-ready individuals for key growth sectors in Thurrock. In addition, there is a lack of transparent learning and skills development pathways and positive aspiration towards learning. '**Employer compacts**' involve matching young people from age 14 to key, target sector employers. This will involve development of vocational pathways combining academic and vocational activities, significant work placement and key skills development. The objectives of 'employer compacts' are to: increase the supply of qualified individuals; increase skills and qualification attainment; address sector skills shortages; and, maximise opportunities for personal advancement through learning.

3.65 Interventions of this type will be key to enhancing the overall quality and flexibility of the Thurrock skills base. This is a critical prerequisite for employment growth in all sectors. Without significant uplift in the local skills base, attempts to generate substantial employment growth will be severely constrained.

Theme 2 - Improve the Inward Investment Offer

3.66 In terms of growing employment in target sectors, a broad range of components must be in place in order both to attract investment by employers new to Thurrock, but also to encourage re-investment by those already based in the Borough. The components are identified as follows:

- Strategic sites ready for development in key locations that are accessible and sustainable;
- Appropriate infrastructure including access to road and rail transport and proximity to key transport nodes and interchanges;
- High specification, flexible and adaptable premises and business space, again in accessible locations and with linkages to an appropriate range of amenity services;
- A high quality skills base available across a labour pool within a reasonable travel to work geography. This skills base must exhibit the specific range of skills and attributes necessary to attract and grow investments in target sectors;
- High quality and appropriate business support services and facilities;
- Clear routes to market and local/regional supply chain structures that generate economies of scale and scope in business operations;
- Effective investment management and after-care services including mechanisms for ongoing liaison with key investors; and,
- An effective multi-agency approach to both assessing and addressing the needs of key employers, in order that business related constraints can be identified and acted upon swiftly.

3.67 Currently, the Thurrock economic base exhibits some degree of weakness across all of these component areas. In particular, the local skills base and the suitability and availability of sites and business premises are in need of significant improvement. Strategic options for the improvement of the overall investment offer are captured by a number of different interventions, some of which are 'enabling' in nature while others are 'embedding'.

3.68 In addition to configuring a quality investment offer covering the necessary components, an equally important process involves the marketing of this offer directly to target markets or individual investors.

Key Intervention Areas

3.69 Management and coordination of inward investment activity is vital to Thurrock's economic growth objectives. As such, the process of attracting and managing inward investment must exhibit a number of core characteristics:

- Configuring the right investor offer, targeted at investors in identified growth sectors. This should not, however, preclude the opportunity to attract other forms of quality investment in an opportunistic fashion;
- Effective communication of the Thurrock offer to potential sectors of interest. This requires a coherent and consistent marketing approach which is aligned with other marketing activities in both the Thames Gateway area and the East of England Region; and,

- Coordinated activity across all bodies engaged in inward investment activity including Gateway to London, East of England International, Essex County Council and the Development Corporation. It is essential that all organisations that might have any involvement at all in attracting inward investment to Thurrock promote a consistent message about Thurrock's economic benefits and offer a fully joined up service. This requires an agreed marketing approach and an open sharing of information, which all partners must promote.
- 3.70 Thurrock is located at the 'crossroads' of two separate inward investment functions. Thurrock is part of the **Thames Gateway** and therefore relates to Thames Gateway wide inward investment and marketing activity. Simultaneously, as part of **South Essex**, Thurrock is also associated with the Essex-wide investment function.
- 3.71 Given the overarching priority to secure significant, sustained employment growth in Thurrock, it is vital that the area can take direct advantage of inward investment opportunities and support across each of these functional geographies. There is a requirement here for clear and effective communication across all parties involved in inward investment in the Thames Gateway and South Essex, as well as willingness to effectively cross-refer and share information. Thurrock should not be tied to lining up exclusively with either one or the other of these inward investment functions. Strong partner relationships across the board will be critical here.

Theme 3 – Develop a Relevant Business Support Offer and Structures

- 3.72 It is imperative that Thurrock's businesses, irrespective of the individual stage of their development, have access to high quality business development support that results directly in both improved performance and employment growth. There are two factors here:
- The development of a robust, holistic business development offer which is characterised by high quality provision and tailored to the needs of Thurrock's businesses. This will involve the consolidation of existing support plugging any gaps that currently exist.
 - Facilitating maximum take up of business support through effective outreach to businesses, strong partnership working and effective diagnosis of business support needs.
- 3.73 The introduction of new regional structures for the provision of Business Link services will act as a basis for taking services further into the Thurrock business community via outreach and brokerage delivered by locally based experts. In addition, it is important to ensure that business support is available to cover the whole range of needs over the business lifecycle, ranging from initial start up through to growth, diversification and maturity.

Key Intervention Areas

- 3.74 The business support offer and associated delivery arrangements must be configured specifically to encourage both business growth and diversification. This includes

diversification **across** sectors, as well as **within** sectors. There is already a significant volume of business support available to businesses in Thurrock. A key requirement is that this existing infrastructure is utilised as effectively as possible, while developing new support which adds to and extends existing delivery.

3.75 Specific programmes of support must include the following:

- Highly tailored support for existing Thurrock businesses in target sectors to ensure that employment growth potential is achieved. This will include managerial and marketing support in order to extend market reach, increase revenues and encourage product and service diversification;
- Support to encourage ongoing innovation within target sectors and to facilitate access to regional R&D facilities.

Theme 4 - Ensure Relevant Physical Infrastructure is in Place Locally

3.76 Employment and broader economic growth requires that key components of the physical infrastructure offer are in place. These include:

- Strategic employment sites;
- Business spaces and premises;
- Quality access infrastructure, including road and rail linkages that facilitate effective movement of goods and people;

Strategic Sites

3.77 It is imperative that Thurrock is able to offer quality, sustainable sites in key locations that offer target sector operators sound opportunities for future growth and development. Currently, the area is constrained in terms of employment sites. These must, however, be brought forward across all key economic hubs, if successful employment growth is to be realised. Given the need for significant growth in job numbers to 2021, key sites must come forward in the next three to five years.

3.78 The target sectors identified indicate that a diverse range of sites and premises will be required. Creative and cultural industries for example may favour small scale, flexible workspace, business services will require relatively high-spec office accommodation, whereas some of the functions associated with recycling and energy will have a requirement for larger sites in suitable locations clearly separated from other uses, especially residential. Given that the major part of the area's employment growth is likely to come from the 'core' sectors, sites suitable for these types of operations must come forward as a priority.

3.79 Consideration should be given to developments on land that is currently designated as green belt, where this will increase the potential for employment growth in key sectors. Operators in business services and leisure and recreation in particular are likely to be drawn to locations of this type. Correspondingly, activities such as recycling, energy and green technologies are probably best located in areas such

as Tilbury, where there is limited land available that is suitable for housing related development.

Business Space

3.80 Employment growth will depend fully upon Thurrock's ability to provide space within which this growth can take place. This includes business space for newly forming enterprises, appropriate spaces that can be occupied by potential inward investors, as well as space that allows the flexible expansion or relocation of existing operations within Thurrock. There are a number of considerations here:

- In order to promote higher levels of new business formation and take advantage of recently increasing rates of new enterprise, there is a need to provide flexible space for start up businesses. In addition, there is a requirement for sufficient supply of appropriate follow-on space in order that when these new starts reach a critical growth point, they are not constrained by space related issues.
- Businesses spaces must be located in appropriate, accessible and sustainable locations across the Borough that are attractive to these enterprises. In addition, business space must be flexible and offer the key components required of recently formed businesses. This will involve the development of incubation space with appropriate facilities, as well as fully serviced office or business accommodation.
- The space requirements of those **businesses already present** in the Borough and seeking expansion are likely to be diverse in nature and fully dependent upon the type of activity already taking place. There is a need to understand more fully the specific requirements of these businesses individually and to develop a detailed knowledge base of sites and premises across the area, in order that businesses can be effectively and efficiently relocated where necessary.
- **Incoming investors** will expect to be able to easily access sites and premises that meet their specific needs. This requires the development of appropriate premises in key locations. The possibility of utilising the proposed London Gateway development as a mechanism for enhancing the availability of premises, particularly higher specification office space, should be fully explored.

Transport & Access

3.81 Given Thurrock's importance as a transport and logistics hub, it is imperative that transport and access mechanisms operate effectively. Local businesses regularly complain of severe difficulties encountered moving goods within the Thurrock area, despite external linkages to the area itself being strong. There is a clear need to ensure that transport networks are effective in supporting movement of goods and people across both internal and external markets.

3.82 A continuing source of frustration for existing Thurrock businesses is the difficulty in movement caused specifically by congestion around Junction 30/31 of the M25. There is a clear need to address this specific pinch point, especially in light of

proposed developments around London Gateway, which will significantly increase pressure on key transport nodes. In addition, road access to and from the London Gateway site will have to be significantly extended in order that the area functions effectively as a logistics and business hub.

Housing

- 3.83 It is important to take into consideration the direct relationship between the quality and diversity of Thurrock's housing offer and the potential to attract new inward investment, especially in higher value added functions. The provision of a wide range of residential property options for new and existing residents, and in particular an expansion of larger, more executive style housing provision, will be important in persuading potential investors that the overall infrastructure is conducive to the success of their business.

Key Intervention Areas

- 3.84 A number of intervention areas follow logically from the objectives outlined above:
- It is imperative that the key employment sites identified within the masterplans for Thurrock are brought forward in a timely manner. In particular, sites suitable for investments tied to the area's 'core' sectors must be brought forward as a priority.
 - The Development Corporation and its partners will have to consider the possibility of leveraging developer interest in creating a speculative office accommodation market. This may possibly be approached via intensive marketing of individual strategic sites alongside configuration of the broader investment offer, in order to generate developer and potential occupier interest in office developments in Thurrock. The development of a landmark, high specification office development should be considered, possibly in the vicinity of Lakeside.
 - All public partners must continue to lobby actively for improvements to Junction 30/31 of the M25, in order to create efficiencies in the movement of goods around the area, especially in light of developments at London Gateway.
 - The Development Corporation and its partners must work closely with developers to ensure that a suitable range of housing is constructed in Thurrock. Of particular importance, is the need for quality executive style housing in sustainable locations, complete with requisite quality infrastructure (social and physical) in order to attract and retain high skill, high income individuals.

Theme 5 – Raise Aspirations for Growth Locally

- 3.85 The development of improved aspiration is key to successful economic development and employment growth. This means a positive approach is necessary on the part of local businesses, local residential communities and strategic public sector partners. There is a role here for careful, targeted marketing of the opportunities emerging

from the growth and regeneration of Thurrock and how these can be taken advantage of by local people and local businesses.

- 3.86 In addition, the opportunity to tie existing economic development and learning processes to the needs of the target sectors should also be explored. This will include for example initiatives within schools encouraging young people to consider and prepare for careers in Thurrock's growth sectors.

Key Intervention Areas

- 3.87 Interventions geared towards raising local aspirations for growth will include the development of specific programmes within schools such as work placements and employer compacts that encourage Thurrock's young people to think about future career opportunities in core and opportunity sectors. This process also increases the capacity of educational and other support personnel to plan for future employment growth and to consider the recruitment, skill and training needs of key sectors. This process of capacity building can also be extended to the community and voluntary sectors which can also play a role in raising aspirations for growth within communities.

Theme 6 - Improve Partnership working

- 3.88 The effective delivery of economic growth in Thurrock requires that the Development Corporation and partners collaborate very closely indeed in terms of both the design and delivery of key interventions. This requires the further development of strategic partnerships and appropriate protocols for implementation of key actions, resulting in turn in improved mutual understanding and trust-based relationships.
- 3.89 In addition, it is imperative that all partners can work collectively and can respond readily to any changes in the external socio-economic environment. This requires careful planning on the part of all public partners and a detailed and shared understanding of each other's policy and delivery priorities and constraints.

Key Intervention Areas

- 3.90 The development of effective processes around inward investment, as discussed above, will be a critical component of improved partnership working. It is imperative that partnership arrangements around both configuring and marketing the Thurrock investment offer are strong.
- 3.91 Additionally, a number of Thurrock's main partnership bodies will play key roles in the delivery of the Economic Development Strategy interventions. In particular, the Thurrock Learning Partnership, Thurrock LSP's Economic Development Group and the Thurrock Business Association will all be directly involved in the design, delivery or monitoring of specific strategy interventions.

Embedding Factors

- 3.92 In order for the economic development of Thurrock to be sustainable in the long term, it is imperative that the economic gains in terms of new employment, enhanced skills and new business formation are successfully embedded locally. As such, investments will be less likely to flow to other locations as external influences alter and therefore further development can be based upon the evolving local economic base. In order for this process to be effectively realised, a number of 'embedding factors' are necessary.



Strategic Theme Objectives

- 3.93 In many instances, there will be a direct link between enabling and embedding functions. For example, the development of a quality skills base will both enable employment growth and support the embedding of this growth. The same is true of a number of other key components as outlined below.

Theme 1 – Tackle Deprivation in Communities

- 3.94 Economic growth is more likely to be achievable and have long lasting benefits where local communities are fully equipped to take advantage of new opportunities. This requires that Thurrock's communities are not constrained from full participation in the local economy and that individuals do not face unnecessary barriers to participation. As such, consideration must be given specifically to supporting the most disadvantaged communities and neighbourhoods in the Borough. This effort must build upon existing activity and utilise the current infrastructure for delivery of

both mainstream and specialist support services to communities, as well as the expertise and skills of Thurrock's voluntary and community sector.

3.95 There are a number of factors that should feature in efforts to support local neighbourhoods, these include:

- Facilitating access to and delivery of key mainstream services, particularly health, welfare and learning services;
- Supporting the capacity of the community and voluntary sector as deliverers of services, in particular intensive outreach to the most disadvantaged;
- Acknowledge and act upon poor health in Thurrock and ensure interventions are put in place to combat this;
- Improving the quality of the existing housing stock in deprived areas; and,
- Improving environmental amenities and open spaces in deprived areas.

Key Intervention Areas

3.96 Cohesive, healthy neighbourhoods are fundamentally important to the future economic development of Thurrock. This is also important in the context of development of new social infrastructure which should be taken forward not only in terms of supporting an increasing population, but with a view also to engaging socially excluded groups.

3.97 As such, there is a need to develop key components of an '**economic inclusion strategy**', including:

- Intensive support for individuals and groups facing particular, and often multiple, barriers to economic participation, including lone parents, older unemployed individuals, long-term benefit recipients and disabled people;
- Facilitating the effective delivery and take up of mainstream services in, and taking delivery of services closer to, the heart of deprived communities; and,
- Enhancing the quality of the social housing stock, in order that housing conditions are not detrimental to overall levels of economic activity. This particular aspect of the work is already underway as part of the Development Corporation and Borough Council's shared approach to neighbourhood renewal.
- Developing links between PCT and economic development. Bringing delivery of health services to the workplace and employment/ economic development delivery to key health nodes (GP surgeries, pharmacies etc.)

3.98 Successful embedding activities will also require development of the **skills and capacity of the voluntary and community sector** in Thurrock. In particular, the sector should be supported in developing capacity to deliver mainstream and additional services to communities of need. This sector will play an important role in ensuring that economic inclusion and activity rates are raised in deprived neighbourhoods, allowing local people to better take advantage of new job and learning opportunities. A strengthened community and voluntary sector is very important as a

'legacy' aspect of economic development, supporting communities over the long term.

- 3.99 There is also a very important role to be played in this process by **social enterprise**. Enterprises that operate as private businesses but which generate a clear social return are often useful vehicles for delivering much needed services to specific neighbourhoods, while simultaneously offering learning and training opportunities as well as enhancing community capacity generally. There is scope to develop the role of social enterprise much further within Thurrock in order to generate sustainable forms of support for disadvantaged neighbourhoods.

Theme 2 - Develop Effective Innovation Capacity

- 3.100 Thurrock's twin goals of employment growth and economic diversification require that existing and new businesses create more diverse functions and develop new products and services. This, in turn, requires that businesses undertake an increased volume of research and development activity. In order for this to be achieved a number of factors are important:

- **Raising awareness** amongst businesses of the benefits of increased R&D, especially in terms of market penetration and alternative revenue streams;
- **Facilitating access** to existing R&D related support or to those organisations that can broker access to this support. Encouraging a much higher take up amongst Thurrock businesses of the services offered by ExDRA is an important starting point; and,
- Enabling access to **HE level research** and R&D facilities where appropriate. In particular, close collaboration with the most geographically accessible HE institutions, especially the University of Essex (both the Colchester and Southend campuses), the University of East London and Anglia Ruskin University. This process will require intensive activity in terms of marketing the benefits of increased R&D, developing meaningful access routes and creating strong collaborative partnerships between Thurrock based employers and key research departments.

Key Intervention Areas

- 3.101 The development of greater innovation capacity across Thurrock's business base will involve direct outreach support to firms so that they are able to identify and fully exploit key areas for research, innovation and product development. This will involve linkage with a network of organisations via physical and virtual means that will support the sharing of information and learning from best practice.
- 3.102 It is also important to ensure that innovation is not restricted to the private sector. Public service providers, as well as the voluntary and community sector must also be supported in developing more effective ways of designing and delivering services in order to support the ongoing development of the economic base. As such, it is important that R&D support and outreach functions are also relevant to the needs of public and community service operators where this is feasible and appropriate.

Theme 3 - Improve Quality of Environment

- 3.103 Access to quality environments – both urban and rural – is vitally important on a number of fronts. Quality environments are conducive to the improved health of local communities, acting as a positive influence on economic and broader community activity. Quality in the natural and built environment also acts as one of the key factors falling within an effective local inward investment offer. As such, it is important that both urban and rural environments in Thurrock and the public realm components of these environments are enhanced in terms of overall quality.

Key Intervention Areas

- 3.104 The masterplans covering all of the economic hubs within Thurrock will contain recommendations for improved public realm, better use of open space and improved access to green areas. Given the importance of presenting an improved image of Thurrock generally to potential investors, it is important that these plans are fully realised and are not diluted in the face of competition for space from residential and other forms of development. It is vital to strike an appropriate balance between type and quality of development and the availability of quality accessible public spaces.
- 3.105 Embedding the benefits of economic growth is related in part to the nature and quality of public realm and public space. Quality public spaces will help to encourage good health and economic participation generally and will also act as part of the incentive structure to both draw in and retain skilled individuals and their families.

Theme 4 – Ensure Ongoing Improvement of Business Spaces

- 3.106 As outlined earlier, the development of an appropriate and high quality range of premises and properties is vitally important to the development of a more diverse business base. As the economy of Thurrock continues to grow and evolve, so too will the various associated demands for business space. As such, there must be an ongoing effort in developing flexible spaces. This is particularly the case in terms of businesses wishing to expand or diversify individual operations.
- 3.107 The need to develop appropriate ‘move on’ space for target sectors is vital to the successful development of the Thurrock economy.

Key Intervention Areas

- 3.108 It will be critical to ensure that on an ongoing basis Thurrock provides a relevant range of business spaces that allow firms to locate or start up in the area, to develop and expand further and therefore ‘move on’ to other types of space as required. A failure to provide a wide range of quality business space will increase the risk that firms may move away from the area as they grow and develop.

- 3.109 Activity here will involve clear monitoring and recording of the types of business spaces and premises available in Thurrock as well as the use made of them by local businesses. This information should be collated and updated regularly and made available to potential and current occupiers through a web-based portal. In addition, the ongoing gathering and presentation of this information will provide a platform upon which decisions can be taken on new capital build for business space in different locations across Thurrock.
- 3.110 There is a need here to ensure that where gaps become apparent in the range and usage of different types of space that steps are taken to actively encourage developer interest in providing any types of space which may be in short supply.

Theme 5 – Develop Effective Business Processes

- 3.111 The development of sub-regional, regional and national supply chains with a focal or nodal point around Thurrock is an important factor in the development of the area's economy and the process of embedding new and existing investment. Supply chains are vital to the effective operation of any business.
- 3.112 New businesses will be attracted to the area if they perceive robust supply chains are in place and are directly available to them. In addition, existing businesses can achieve additional growth if their supply chains are operating effectively in terms of both scale and quality. For these reasons it is important that some effort is expended in ensuring that existing and incoming businesses are able to identify and access strong supply chain networks. There are two key requirements:
- Facilitating and maximising access to London and the broader South East as a component of supply chain configuration; and,
 - Facilitating the development of effective procurement processes, especially with regard to public sector procurement.

Key Intervention Areas

- 3.113 There is a clear need to maximise and 'multiply' the benefit of growth and investment by configuring and embedding local supply chains and business 'ecosystems'. In the case of Thurrock's core sectors, this will require development of additional and secondary supply functions, including part assembly and coordination of intermediary production inputs.
- 3.114 An additional objective is the diversification of existing supply side firms and attraction of additional local suppliers for key target industries, as well as increasing local employment and income generating opportunities through enhanced supply chains.
- 3.115 In addition, the development of effective services for investors features as both an 'enabling' and an 'embedding' factor. It is important that the needs of key investors are understood and that their changing requirements are taken into account as their tenure in Thurrock increases.

3.116 It is also important that the area's key employers per se are continually engaged in dialogue, in order to ascertain whether their needs are actually changing over time. In this way, it will be possible to adapt services as time goes on. For example, in sectors undergoing some form of business or market re-orientation, a re-shaping of local business support or skills development infrastructure at short notice will help a business to maintain market position.

4. Creating a Network of Economic Hubs

- 4.1 This Strategy focuses on creating economic growth by generating investment, new business formation and growth in existing businesses. It is equally important, if Thurrock is to achieve and exceed its economic goals, that partners work towards the long term aim of creating a network of high quality, mutually reinforcing economic hubs.
- 4.2 In line with the recommendations of the Thames Gateway Interim Plan, all of the main partner agencies across Thurrock need to take a holistic view of the Borough, ensuring that each key economic hub has a specific role in the wider context of the area whilst also functioning as a collective entity under the Thurrock 'umbrella'.
- 4.3 Partners need to guide development of each economic hub to create defined economic identifies within the context of a wider network. As such, it is proposed that appropriate **partner groups** are set up to **guide the economic and physical transformation of each hub** as part of the overall transformation of Thurrock. The following section outlines the economic 'vision' for each of Thurrock's hubs, outlining key activities which will contribute to growth in the economy as a whole.

Purfleet

Purfleet's Role in the Thurrock Economy

- 4.4 Purfleet will be the gateway to Thurrock for those travelling from London and the west as well as being the gateway to the wider London area for those travelling from Thurrock itself. Purfleet will take advantage of its location in relation to London and the wider South East, becoming the residential location of choice for **a highly skilled workforce** drawn to the riverside location and leisure offer afforded by the vast open space opened up via the RSPB centre.
- 4.5 The development of the Royal Opera House Production Park will form the basis of a new **creative sector** serving London but also benefiting from road transport links and access to wider UK markets. A new business village at Botany Way will provide a home for Thurrock's successful **new businesses** formed by members of Thurrock's existing population and new, higher skilled residents.
- 4.6 Existing high profile riverside businesses will continue to be supported and will benefit from a more qualified workforce from across the borough.

Purfleet: Key Activities

- 4.7 Key milestones in achieving this 'vision' for Purfleet include:
- Comprehensive development of Purfleet centre;
 - Development of a housing offer which compares favourably to Havering, Basildon and new developments at Barking Riverside;

- Continued engagement with Purfleet’s existing business base;
- Successful delivery and marketing of the Royal Opera House Production Park;
- Scoping and identification of partners for the development of a new ‘Business Village’ at Botany Way.

Grays

Grays’ Role in the Thurrock Economy

- 4.8 Grays will grow as the **district centre for Thurrock** and as such will provide administration and education functions for the Borough’s growing population. The town will need to provide **high quality public services** to attract and cater for highly-skilled residents across the borough. The town’s retail offer will develop as a ‘local’ town centre shopping area as opposed to the regional level retail offer provided by Lakeside.
- 4.9 Town centre housing within 45 minutes of Central London will attract a highly-skilled population which, as with Purfleet, will initially commute to London and elsewhere for employment, but will later provide the **critical mass to drive Thurrock’s economy** in the future.
- 4.10 A number of the key physical elements of Thurrock’s economic transformation will be located in Grays. The **Learning Campus** will drive skills development in the Borough, A new **Community Hospital** will form a vital component of social infrastructure and will be a key element in growing the public service sector in the borough as a whole. Finally, **new office development ‘seeded’ by a growing public sector** will provide significant ‘move on’ space for smaller businesses looking to move from elsewhere in the Thames Gateway as a whole.

Grays: Key Activities

- 4.11 Key milestones in achieving this ‘vision’ for Grays include:
- Development of a diverse housing offer which suits both commuters and locally based employees;
 - Ensure the appropriate curriculum offer is developed for the Thurrock Learning Campus;
 - Develop office and other business accommodation;
 - Canvas and reflect the needs of Thurrock’s public sector bodies to ensure a relevant infrastructure base in Grays;
 - Ensure relevant town centre improvements to appeal to a broader population.

Lakeside & West Thurrock

Lakeside & West Thurrock's Role in the Thurrock Economy

- 4.12 Lakeside and West Thurrock will continue to provide a **regionally significant retail offer** which will be expanded to include **major leisure functions** both to the north and south of the existing shopping centre. As an existing known 'brand', Lakeside offers the potential to provide **the 'big-bang' to stimulate Thurrock's office market**. A flagship office development, in the vicinity of Chafford Hundred Station and visible from the M25 and A1306 would also begin to improve perceptions of Thurrock.
- 4.13 Like Purfleet, West Thurrock will remain home to some of Thurrock's best known incumbent businesses. The obvious transport benefits, however, also create further opportunity to develop **high quality road based logistics** functions in the area. New residential development will **address some of the perceived lack of 'executive housing'** and will complement rapid employment growth at London Gateway, Lakeside and Tilbury.

Lakeside and West Thurrock: Key Activities

- 4.14 Key milestones in achieving this 'vision' for Lakeside and West Thurrock include:
- Continuing to make the case for expanded retail at Lakeside;
 - Undertake feasibility analysis and develop a marketing offer for significant high profile office development at Lakeside;
 - Support the development of appropriate executive /'move on' housing around London Road and Bluelands Quarry;
 - Ensure appropriate consideration is given to the marketing of new leisure facilities to a regional and national audience.

Tilbury

Tilbury's Role in the Thurrock Economy

- 4.15 The continuing success of port activities at Tilbury means that the area will continue to be **a significant source of employment** within Thurrock, as well as home to a satellite of the proposed Academy of Transport and Logistics at London Gateway. A complementary relationship with London Gateway will mean that **Tilbury will continue serve European markets** while London Gateway will focus on growing international markets.
- 4.16 The riverside location, port and transport links make Tilbury an ideal location for the growth of **Thurrock's Environmental Technologies and Energy opportunity sector**. The development of a new Coal Power Station should be accompanied by a feasibility process for **a new sustainable industrial park** which could become the home to a sophisticated new generation of firms in the ETE sector.

- 4.17 Development sites available around Tilbury mean that the area will have significant new housing. This development must be carried out in a way that ensures **socio-economic uplift for the existing community**. The Bata site in East Tilbury in particular should be considered as a possibility for **quality residential development linked to the new workforce** at London Gateway and wider South Essex. A combination of quality residential development with flexible space for creative and cultural sector activity in this location could create significant impetus in terms of the image and re-branding of the area.

Tilbury: Key Activities

- 4.18 Key milestones in achieving this 'vision' for Tilbury include:
- Explore the potential for developing further employment land for a sustainable industrial park in the vicinity of the new Tilbury Power Station;
 - Ensure complementarities between Tilbury and London Gateway including the development of the academy of Ports and Logistics;
 - Target 'neighbourhood renewal' embedding interventions in key deprived wards in Tilbury (St Chads, East Tilbury);
 - Consider residential proposals for East Tilbury, whilst ensuring improved links to Tilbury's new town centre.

London Gateway

London Gateway's Role in the Thurrock Economy

- 4.19 London Gateway is **Thurrock's biggest opportunity** to deliver something in the Borough which has national and international significance. This will bring large scale employment in port and logistics sectors as well as in supporting industries via development of a large scale business park. London Gateway is private-sector led and as such reduces the level of risk absorbed by the public sector as well as facilitating substantial employment growth within the Borough.
- 4.20 To maximise the long term impact of London Gateway, a **National Academy for Transport and Logistics** should be considered on or within sight of the new port. Taking its cue from similar internationally recognised developments, this should provide a tailored educational offer as well as key facilities to be used by businesses located on both the 'dry' and 'wet' sides of the port. A satellite at Tilbury will help foster and maintain links between the two ports.
- 4.21 The remainder of the South East Thurrock area, and Corringham, will largely be **residential and mixed-use** in nature (with a local business presence as opposed to significant sector development) and as such an improved level of service provision will be necessary to support the local population and business base.

Long Term Objectives

4.22 Key milestones in achieving this 'vision' for London Gateway include:

- Develop relationships between DP World and relevant public sector partners as well as providing links to the existing business community;
- Work with relevant partners to ensure the maximum inward investment benefit is extracted from the development;
- Provide clear leadership for the Academy of Skills and Logistics;
- Support the development of necessary road and rail infrastructure for London Gateway.

5. The Way Forward

- 5.1 The economic and physical development of Thurrock is currently subject to an intensive period of planning and design. In particular, the masterplans covering the five economic hubs, despite being at various stages of completion, are proposing specific types of development in particular locations. This in turn generates predictions regarding the spaces and sites for new employment generation.
- 5.2 As indicated earlier, potential for job growth is greatest at London Gateway and Lakeside/West Thurrock. As a result, it is important that the necessary 'front-end' activities are undertaken by the time that this employment growth is predicted to come on stream. For growth to be '**enabled**', the relevant inward investment, skills, business development and infrastructural interventions will need to have taken place to maximise impact. This enabling activity must start immediately and will focus upon a four year period between 2007 and 2011 when, it is anticipated, the main period of net employment growth in Thurrock's economic hubs will begin. It is envisaged that this enabling activity will continue up to (and potentially even beyond) 2014 when the Development Corporation reaches the end its lifespan.
- 5.3 As employment growth and investment begins to be generated in Thurrock, activities focussed on ensuring this growth is sustainable will need to start. The Development Corporation and its partners' activities must at this point become focussed on '**embedding**' economic/employment growth and investment, ensuring that it is continuous and that Thurrock successfully completes its economic transformation. A concerted period of embedding activity will take place beyond the lifespan of the Development Corporation. Mechanisms and structures will be in place to ensure that this activity continues until 2021 and beyond.
- 5.4 The economic transformation of Thurrock and the creation of substantial new employment must be seen as long term process and will require strong partnership working over a significant period.

Action & Implementation

- 5.5 The realisation of the Thurrock Economic Development Strategy will ultimately involve the successful delivery of a number of specific project actions, building directly upon the 'areas for intervention' outlined in this document. Priority actions with associated phasing and costs are presented in detail in an accompanying Implementation Plan.
- 5.6 Project implementation will require action and contributions from a variety of partners, and these partners will vary depending on the specific nature of the actions. It is imperative that the relevant partners agree the detail of the actions and the precise phasing of delivery.
- 5.7 A number of the priority actions for Thurrock are already underway or are likely to begin in the near future. In addition, an important element of delivery of economic

improvement for Thurrock is tied to the successful implementation of the various masterplans, each of which acts as a platform for economic growth in its own right, supporting the contributions by various partners. The actions of the Development Corporation, as a facilitator of physical change, will provide leverage for improved impact on the part of a whole range of economic development partners.

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REGENERATING THURROCK

2012 - 22

A DECADE OF DELIVERY

THURROCK COMMUNITY REGENERATION STRATEGY

Version Control

Owner: Clare Lambert

Date: 1st February 2012

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To Regenerate

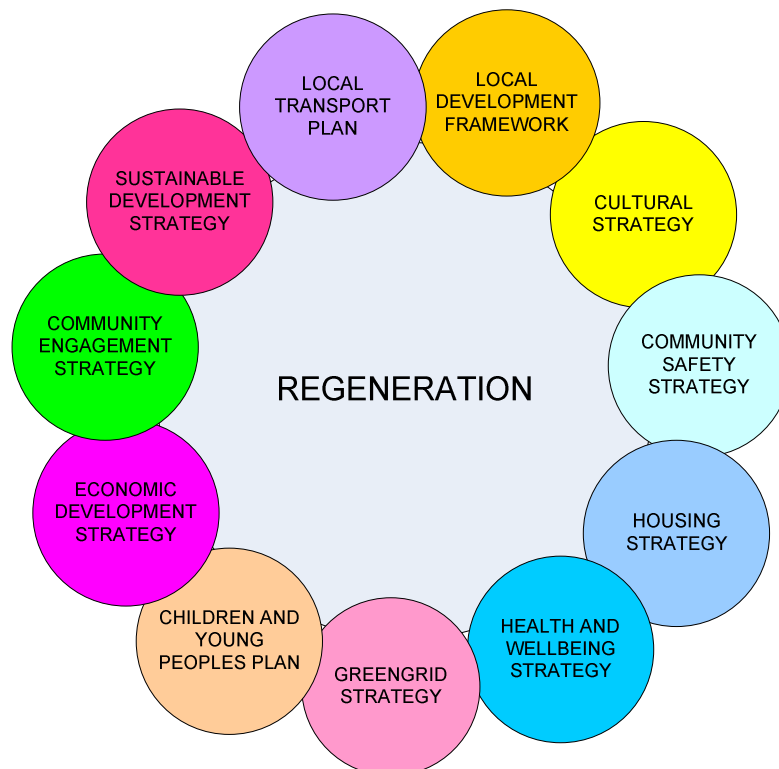
“To give fresh strength or life”

Regenerating Thurrock

Regeneration is about giving fresh strength to the place and the people of Thurrock. It is about growing the place in a way that meets the needs of our communities, now and for generations to come, by building on what is positive and improving what it not.

Thurrock has a significant regeneration programme which will be delivered over the next decade.

Regeneration is a cross cutting agenda, it links to all aspects of the Council and partners activities. Regeneration is not something that is done in isolation but part of everyone’s role and every service. This Regeneration Strategy is at the heart of all key strategies and does not replicate these but should add value to work already under way by making connections and facilitating change.



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1 EXECUTIVE SUMMARY

Thurrock is entering a decade of delivery. Despite the recession and continued national economic challenges, Thurrock's strategic economic regeneration projects remain on track to deliver significant jobs and housing growth.

With this high level of growth Thurrock will be *'the dynamic heart of the Thames Gateway, a place of ambition, enterprise and opportunity'*.

The challenge for Thurrock over the next ten years is not only to create new opportunities for regeneration but to deliver those that have been identified and to ensure regeneration brings real benefits to the communities and people of Thurrock.

This should create a place *"where communities and businesses flourish and the quality of life is continually improving'*. In 25 years time, if today's young people are not senior managers in Thurrock companies, living in Thurrock, we will have failed.

Thurrock has many opportunities for growth and catalysts for change. Its location, proximity to London, existing business base, availability of brownfield land and many other factors combine to create the ideal location for regeneration and economic development. The delivery of this growth agenda is focussed around five growth hubs in:

- Grays,
- Lakeside and West Thurrock,
- London Gateway,
- Purfleet and
- Tilbury.

Regeneration is about more than just buildings and sites, housing and job numbers. It needs to bring life, strength and opportunity to Thurrock's residents and communities. This strategy identifies a number of physical projects as key drivers for regeneration but our priority is to ensure that these projects benefit Thurrock's communities, existing and new, and provide a quality environment for residents, visitors and business growth.

The challenges for regeneration are as significant as our opportunities. Connecting local people to new employment opportunities is a priority, fundamental to this is the skills agenda. Skills levels have been below the national average but are improving at all levels, with key stage 4 attainment showing a massive improvement of 50%, from 39.8 to 59.9 in the last five years.

57% of businesses employ entirely local staff and businesses are concerned about the low skills base and the lack of professional management expertise within the Borough. The average gross pay for workers living in Thurrock is significantly higher than the regional average, yet the work based pay for

Thurrock is lower than the regional average. This suggests that whilst there is professional and management expertise in the borough higher wages offered outside Thurrock may be attracting our skilled employees.

Low average wages provide a further challenge with potential homeowners requiring 5.3 times their annual income to afford an average priced property. The Index of Multiple Deprivation shows that 12% of the boroughs population live in areas in the lower quartile.

The population growth is twice the regional rate and is predicted to increase by 27.6% by 2031. The challenges in existing communities and the potential growth in incoming populations have the potential to create issues of cohesion if regeneration does not put community, neighbourhood renewal and engagement at its heart.

Both businesses and residents have identified the importance of the environment within recent consultations. Concerns have included Thurrock's lack of amenities such as places to relax, eat and drink and the ugliness of the borough's urban centres. More than 40% of respondents suggested that this was a key obstacle to doing business, and to growth in Thurrock. Businesses would like to see a more attractive Thurrock, with a stronger identity, a destination rather than a place to pass through. Improving the quality of the environment is a vital part of the regeneration agenda.

This Community Regeneration Strategy aims to build on the foundations created by the Thurrock Thames Gateway Development Corporation. It brings the regeneration challenges and the policies of the Development Corporation Regeneration Framework – “Transforming and Revitalising Thurrock” into the five priority objectives set out in the Community Strategy. Together these have formed the basis for the development of 16 desired regeneration outcomes under the Community Strategy Vision.

PEOPLE - *Improve the education and skills of local people*

1. Exclusion to learning and work has been reduced through increased confidence, health and access to support.
2. There is good access to further and higher education, lifelong learning and improved education standards.
3. Residents have the skills, confidence and support to enter the workforce and sustain fairly paid jobs.
4. Residents have the qualifications and experience they need to compete for the best jobs.

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

5. Improved transport, communications and business support infrastructure
6. Quality, market led social and affordable housing to create balanced supply that meets local needs.
7. New jobs are created by supporting the growth of existing business and encouraging new employment sectors

PLACE - *Ensure a safe, clean and green environment*

8. The benefits of the riverside location are maximised for people, nature and business
9. There is an attractive, well designed, a well connected built environment with quality urban green spaces
10. The natural environment is enhanced, increasing access and enjoyment while protecting wildlife value and landscape quality
11. Development is environmentally sustainable and resources used efficiently

SERVICES - *Provide and commission high quality and accessible services that meet, wherever possible, individual needs*

12. Coordinated, area based access to services to meet local needs
13. A commissioning and procurement environment that supports Thurrock's business and voluntary sectors

PRIDE - *Build pride, respect and responsibility in Thurrock's communities and its residents*

14. Local people are supported to play an active role in their communities where they can access opportunities to influence the decisions that affect them
15. There is improved and increased community infrastructure
16. Communities have pride in Thurrock's heritage, arts, environment and culture and the growth of creative, entertainment and leisure opportunities is supported.

To achieve these community regeneration outcomes, this strategy identifies 12 delivery programmes for regeneration which will be developed in the Community Regeneration Implementation Plan. These are:

1. Employment
2. Neighbourhoods
3. Business Infrastructure And Support
4. Business Networks
5. Inward Investment
6. Environment Quality
7. Climate Change and Low Carbon Economy
8. Town Centre Renewal and Growth Hubs
9. Procurement
10. Coordinated Service Access Points and Community Infrastructure
11. Community Engagement
12. Thurrock Champions

2 VISION

The Thurrock Community Strategy was adopted in 2011 and sets out the vision for Thurrock and the objectives for the Council.

We want Thurrock to be the dynamic heart of the Thames Gateway, a place of ambition, enterprise and opportunity, where communities and businesses flourish

1. Improve the education and skills of local people
2. Encourage and promote job creation and economic prosperity
3. Ensure a safe, clean and green environment
4. Provide and commission high quality and accessible services that meet, wherever possible, individual needs
5. Build pride, respect and responsibility in Thurrock's communities and its residents.

3 INTRODUCTION

3.1 The Story of Thurrock

Thurrock's character and personality has formed and evolved over centuries as agriculture, industry and the River Thames have shaped the landscape, the make-up of its people and the quality of life.

The enduring characteristics of those who live or have lived and worked in the borough – enterprise, resilience, opportunism, adaptability – represent a strength of spirit and community we should recognise and celebrate.

2011 was the 75th anniversary of Thurrock as we know it — one area with one council — and marks the start of a new phase of opportunity – for all people.

Over the decades new communities have developed in Thurrock in response to major business growth. Tilbury was designed and expanded to provide homes for people working in the Port, East Tilbury Bata estate developed to support the Bata shoe factory, which came to Thurrock from Czechoslovakia, and cottages were developed through Purfleet to support the riverside industries.

Thurrock's economy has been driven by industry with transport, logistics, port functions and retail leading the way in recent decades. Thurrock has traditionally benefitted from wave after wave of economic led growth and the same holds true today.

3.2 Thurrock today

At the heart of the Thames Gateway, to the east of London, thriving Thurrock includes swathes of Green Belt and 18 miles of Thames riverfront. The area's unique riverside location and vast natural resources are the key to its past as well as its future development and success.

Thurrock has national significance with its key location and significant port capacity for the import and export of goods and services for the UK. Our transport links into London and the south-east are excellent and there are tremendous opportunities for growth in housing and employment.

Thurrock is changing fast. Its population is projected to increase and age further over the next 25 years. Its communities are also becoming more diverse. With the growth agenda, comes the challenge of providing new homes, new jobs and increasing demand for public services, facilities and supporting infrastructure, whilst maintaining the support of the local communities.

The borough has often been described as a place of contrast and it is home to a number of paradoxes. Thurrock's network of busy towns and picturesque villages gives it a thriving population. Alongside places of peace and beauty, Thurrock is home to one of the largest shopping complexes in Europe.

Table 1 Paradoxes identified in the Regeneration Framework

well-established communities	V	new communities
vibrant population, particularly the young population, with much to offer	V	low-skilled population with few networks in which to channel energy and initiative
strategic high value of land and buildings	V	local lack of value in land and buildings
major shopping centre with high value offer	V	surrounding retail park and town centres unattractive
country tracks and roads	V	M25, Dartford crossing and ports
green and open, atmospheric marsh and mudflat landscapes	V	heavily industrialised skyline
desirable village centres	V	urban decay
east-west development corridor	V	north-south openness

3.3 Strategic Context

This strategy sits within the context of a range of sub-regional and local strategies and objectives. At the regional level these include:

- Thames Gateway, and the
- South East Local Enterprise Partnership

The strategy brings the policies of the Thurrock Thames Gateway Development Corporation Regeneration Framework into the Community Strategy, and identifies a set of regeneration outcomes for each of the five priorities.

At a local level this strategy is informed by a range of other Council and TTGDC strategies including:

- The Local Development Framework
- The Local Investment Plan
- The Sustainable Development Framework and Strategy
- Economic Development Strategy

3.3.1 Thurrock Thames Gateway Development Corporation (TTGDC)

The next decade will be a defining period in the future prosperity and growth of Thurrock, and for the Council, who will take on the responsibility for delivery of the regeneration programme from the Thurrock Thames Gateway Development Corporation in April 2012.

1. The Council and the Development Corporation (DC) are working together to ensure the continued delivery of the borough's regeneration programme.
2. All of the skills required to deliver both the planning and regeneration work will be in place by bringing the best of the DC and the Council together in one organisation.
3. The legacy of the Development Corporation is to have laid the policy foundations for regeneration, created private investor confidence, pump primed growth and delivered the first phases of the major projects which will transform Thurrock at High House Production Park and Grays.

This legacy will enable the Council to deliver a decade of growth and regeneration. East to west, the foundations of the regeneration programme are in place. From the development of London Gateway Port to the expansion of the Port of Tilbury, the re-invigoration of Grays town centre, a new town centre at Lakeside and the regeneration of Purfleet.

4 COMMUNITY REGENERATION

4.1 Rationale

The preparation of this Community Regeneration Strategy is very timely. Following the integration of the Thurrock Thames Gateway Development Corporation it will be important for the Council to have a clear focus so that it can assume the lead role in driving the regeneration of the borough. Development of the strategy has also allowed us to set our vision, and the strategy to achieve this vision, in the context of challenging economic conditions locally, nationally, and internationally.

In responding to these conditions the Strategy sets out an approach which will help Thurrock to work through these challenging economic times and to capitalise on the upturn in the economy, when it comes. It will also help us to communicate our agenda regionally through the Local Enterprise Partnership; and benefit more directly from the financial and economic incentives that are on offer nationally. For example the 'Better Places' programme, regional growth fund and capital infrastructure project funding.

Under the umbrella of the Community Strategy, Thurrock Council has developed a suite of strategies which will turn its priorities into a reality. The Community Regeneration Strategy will add to this suite by bringing clarity and focus to key regeneration priorities linking to priorities for skills and housing. It takes the priorities of the community strategy and identifies deliverable projects and actions to make them happen.

The existing strategies are a solid foundation for this work, however, many of the strategies and frameworks focus on physical development and planning. Whilst vital as catalysts for growth and change, the delivery of sites will only bring fresh strength to Thurrock if our communities and residents can benefit from the opportunities they bring. These opportunities remain under exploited.

The Council is looking outwardly to strategic partners and business alliances to act as drivers for economic development and prosperity and to help in delivering the Community Regeneration Strategy. Building these partnerships, building trust and earning respect are a fundamental part of our strategy.

With the transfer of planning functions and regeneration resources from the TTGDC to the Council, the authority is now positioned to take its lead role and to build on the benefits and advances made by the Development Corporation.

The policy context for growth in the Thames Gateway sub region and as an extension of London's economic hubs are as strong as ever with new infrastructure proposals under discussion and continuing to keep Thurrock and its neighbours in the spotlight for investment and growth.

The Borough's locational advantage, by road, port and rail with easy links to airports, is continually being improved with works to the M25 scheduled to

complete in Spring 2012; a scheme for improvements to the A13 under development; and major investment by the Port of Tilbury in its land side activities and in DP World's creation of a new deep sea port a few miles downriver.

There remains, however, a continued need to lobby to gain funding to address both national and local transport issues; and to reduce congestion and to work with public transport providers to increase access and sustainability on key projects such as the South Essex Rapid Transit scheme.

This strategy identifies a number of programmes and projects as key drivers of economic growth and regeneration and our priority is to ensure that these projects benefit Thurrock's communities, existing and new, and provide an attractive environment for visitors.

This strategy is crucial to future prosperity in the borough and as such the vision and priorities need to be shared to give us the best chance of making a positive difference.

4.2 Purpose

The purpose of this Community Regeneration Strategy is to deliver a number of regeneration programmes which will act as the catalyst for greater economic, environmental and social prosperity and deliver infrastructure improvements to the primary benefit of Thurrock residents and businesses.

4.3 Scope

This strategy focuses on

- Ensuring land allocated for growth is delivered in a way that meets the employment vision for core and opportunity sectors, and ensuring that programmes are established that integrate physical development with the support and services that will drive the projects and benefit communities
- Ensuring that public sector assets are used to maximise social and economic capital through asset management across partnerships and exploring innovative funding vehicles
- Delivering appropriate enabling and embedding measures to underpin economic growth, inward investment and ensure sustainable prosperity
- Ensuring that our residents benefit from these opportunities and are confident in aspiring to and obtaining the new jobs on offer, including work to improve skills levels, health and neighbourhood renewal to strengthen communities and families long term
- Ensuring that the environment, social opportunities and facilities are in place so when people have the skills and jobs that they want to stay living and working in Thurrock, and importantly that new business,

employees, managers and investors have Thurrock uppermost in their minds

- Protecting what is special about Thurrock, including its natural environment, riverscape and historic assets, increasing pride and strengthening its image by celebrating and promoting Thurrock assets
- Empowering our communities to influence regeneration activity so it supports their needs for the long term.
- Ensuring that regeneration activity addresses issues around social inclusion and inequalities in terms of access to opportunities.

4.4 Sustainable Development

To ensure that the approach to regeneration brings long lasting opportunities and benefits, it is underpinned by the guiding principles of Sustainable Development:

- Living within environmental limits
- Ensuring a strong, healthy and just society
- Achieving a sustainable economy
- Promoting good governance
- Using sound science responsibly

To achieve this all projects and programmes will:

- be developed using sound research and evidence bases (sound science)
- have clear programmes of community engagement (good governance)
- have strong underpinning themes to all projects and programmes that address social inclusion and inequalities in terms of access
- be assessed on their economic, social and environmental benefit

4.5 Community Engagement

The overarching principle of community regeneration underpins the Localism agenda and the development of the implementation plan for this strategy will include the use of the Department for Communities and Local Government toolkit to support community led regeneration.

The Council has adopted a clear approach to community engagement and is developing its approach to localism, these principles will be embedded into the development of the implementation plan for this strategy.

4.6 Spatial Opportunities

Thurrock has many strong communities, resilient, creative and entrepreneurial individuals. It has environmental assets and historic value. The biggest opportunities for regeneration however lie in its scale of potential spatial growth.

The scale of growth and regeneration identified in Thurrock is significant and this brings with it a number of opportunities for regeneration.

The Regional Spatial Strategy and Local Development Framework Core Strategy identifies opportunities to deliver 18,500 new homes and 26,000 new jobs. This is a significant challenge, particularly in the current economic climate and equates to a 20-25% growth in population. However, despite the recession and reduced investment across the country, the key inward investment projects in Thurrock are moving forward.

The Thurrock Economic Development Strategy identifies 5 Economic Hubs as the focus for this growth, these are supported through the Local Development Framework Core Strategy as:

- Grays
- Lakeside and West Thurrock
- London Gateway
- Purfleet and
- Tilbury

The approach to these economic hubs is outlined in section 6.

4.7 The Regeneration Opportunity and Challenge

Thurrock has many opportunities for growth and catalysts for change, but regeneration is about more than just buildings and sites, housing and job numbers, it needs to bring life, strength and opportunity to Thurrock's residents and communities.

The extensive opportunities include:

- excellent location in the economic powerhouse of the south east with close proximity to London
- riverside access and ports, infrastructure of national and international significance
- M25 and good access to the national road network
- close trading links to Europe,
- the location of major blue chip companies
- site of one the largest shopping complexes in the country (with the in-principle support for its continued growth)
- untapped heritage, natural environment and tourism potential
- an enterprising spirit within its communities
- abundance of talent in the creative, cultural, logistics, retail and construction sectors
- major public and private sector investment in large scale projects that have created the catalyst for proposed change
- A good availability of previously developed land.

Few areas elsewhere in the country can better such opportunity for change and growth. Thurrock's solid foundation to access established business sectors and inward investment is due in part to its superior proximity to London based markets and networks and national and international markets.

Good access to the rest of the country, lower premises costs and a significant acreage of brownfield sites available for redevelopment underline its under-tapped potential.

Thurrock is not without its challenges. It must address these head-on but crucially continue to play to the strengths of its opportunities. Communications and marketing are key functions within the approach to regeneration.

Every opportunity for growth should bring opportunity for people. The biggest challenge will be to maximise the benefits of this physical regeneration for our communities and residents, for example jobs, training opportunities, opportunities to do business and new facilities

If growth is to be sustainable then the needs of the environment must also be considered alongside those of the economy and people. Thurrock already has the highest carbon emissions in the east of England and delivering economic and housing growth without increasing emissions is a clear ambition, given the existing poor air quality in some communities. As technology in energy management and use advances, Thurrock again is well placed to benefit from experience elsewhere, and with encouragement and support of the regeneration strategy and planning frameworks to encourage such 'green' innovation.

Sixty per cent of Thurrock is relatively undeveloped with a rich environmental and built heritage and benefits from the protection of Green Belt policy status. With many historic villages and valuable agricultural and grazing land, the pressure for development can compete with the need to ensure good quality open space, productive land and protection of the natural environment. An effective balance must be maintained between protecting the environment and enabling growth in employment and housing in order that the attractiveness of Thurrock's heritage remains an attractor to investors and visitors.

Box 1 Regeneration Framework Challenges

- **Challenge 1 – National Image** – and perceptions of the Borough and Thames Gateway
- **Challenge 2 - Sense of Place** – characterising Thurrock as a 'place' and a series of quality destinations rather than an area to pass through
- **Challenge 3 -Getting There** – congestion causing difficulties and lack of choice in moving around the borough and beyond
- **Challenge 4 -Economy and Enterprise** - including challenges of economic diversification and skills development
- **Challenge 5 - Community Prosperity and Wellbeing** – particularly issues of deprivation, the key role of young people and multi-ethnic communities
- **Challenge 6 - Sustainable Thurrock** – the ability of Thurrock to respond today to the environmental challenges of future sustainable growth

At a delivery level there are also other challenges. Thurrock's growth targets are substantial and based on the large availability of previously developed land. This offers significant potential for redevelopment but brings with it costs for decontamination and a particular problem in delivering housing when land values favour commercial development.

The borough has a number of deficits in infrastructure, from transport to open space. New development alone will not overcome these and with limited availability of national or local public sector funding, growth needs to be carefully managed not to exacerbate the existing issues. Finding and securing the right delivery mechanisms and the right funding will be key to the success of regeneration.

Thurrock also has challenges in skills and education, health and wellbeing, inclusion and neighbourhood renewal. Investors and existing business express concern about the relatively low skills base and the lack of professional management expertise within the Borough. It is important to raise skills levels to enable existing businesses to expand and maintain competitiveness and also as an essential prerequisite to encourage investment from new or relocating businesses to the area.

The outcomes for Thurrock schools, overall, in early years, key stages 1, 2 and 4 have all improved during last year. Standards in early years outcomes show significant improvement of over 4% placing us at the national average for 2010 and exceeded our target by 2%. At key stage 2 our performance improved by 3% improving our ranking to 116th of 151 local authorities. At key stage 4, Thurrock built on last year's increase of 10% to achieve 59.9% of pupils achieving 5 or more good GCSE grades including English and maths. Thurrock is now in the top third of local authorities ranking 45 out of 151 and exceeded its targets by 5%. Attainment post-16 has continued to improve and there are a wide range of education and training opportunities for young people. Attainment at 19 has also shown improvement and apprenticeship take-up amongst 16-18 year olds continues to increase.

However, there is a need to secure further improvements in primary school standards, particularly in key stage 1. Although the proportion of satisfactory schools is increasing and 39% of primaries are judged to be good, too many still provide a satisfactory education. We need to increase the number of young people achieving level 2 and level 3 qualifications at 19.

However it is also notable that across the skills levels Thurrock has shown the largest percentage point increase in every skill level across the gateway, showing that Thurrock is beginning to make progress in reducing the skills inequality.

Thurrock has one of the worst health profiles in the region. Life expectancy of residents in deprived areas is 8 years less than residents of more affluent areas. Poor health clearly has an adverse impact on employment rates amongst the adult population. Generational unemployment is an aspect of the Thurrock profile and breaking this cycle will provide long term gain not just for the individual's economic prosperity but for the whole family and its well

being. In Thurrock, 39% of children are living in low income families, which although below the national average is above the regional average. Addressing the causes of deprivation will help to reduce child poverty.

Community cohesion has been an issue for Thurrock over the last decade but with the introduction of a range of initiatives we have seen significant improvement, whilst recognising that work still needs to be done. Thurrock's Community Engagement Strategy aims to support active citizenship; support the role of councillors and involvement in decision making, and support effective partnership working including the use of resources. It recognises that Thurrock is a borough with contrasting, individual areas that are geographically and socially distinctive. This provides a framework for community regeneration to support neighbourhood renewal.

Our regeneration activity will also need to alleviate social exclusion and respond to a number of inequalities and promote equality of opportunity. This will include activity underpinning projects and programmes to address access to services and promote more equal opportunities. This underpinning thematic aspect of the regeneration strategy will cut across all projects and programmes ensuring that regeneration has regard to equality duties aimed at advancing equality of opportunity and tackling disadvantage.

This strategy must respond to these challenges by:

- Driving up demand and take up of apprenticeships, capitalising on current Government initiatives
- Identifying and addressing all significant barriers to employment
- Ensuring the planning process underpins employment creation
- Ensuring Thurrock plays a proactive and lead role in the LEP, particularly in transport issues
- Identify all funding opportunities and mechanisms that enable and facilitate housing development and investment, and business growth
- Support businesses to develop local supply chains.

Thurrock has challenges within its economy too. While it remains strong and growing even in these challenging times, the economy is based on a number of key business sectors and diversifying these is an important part of the regeneration agenda. Our image and location plays to the strength of these sectors but does not always encourage new growth sectors, high value jobs or inward investment.

The economy is centred on the dominant logistics, distribution and wholesale activities around Tilbury Port, the Dartford-Thurrock River Crossing and the retail sector with Lakeside Shopping Centre in Thurrock. The core growth sectors are retail, ports, logistics and transport, and construction. There are approximately 15,800 jobs in retail in Thurrock. 39% of Thurrock's retail businesses have experienced an increase in turnover. 57% of businesses employ entirely local staff (Thurrock residents). Given the importance of retail to the local economy it is important to ensure that local town centre regeneration takes place to provide a suitable environment for economic growth.

The ports and logistics sector currently employs 8,450 people and is a rapidly expanding sector with the DP World London Gateway development aiming to create 11,000 new direct jobs in port operations, logistics and distribution and the expansion of the Port of Tilbury taking place over the next few years creating a further 1,100 jobs. Without investment in skills and raising awareness of the range of local employment and career opportunities within our major businesses, these ambitions will not be realised and will remain a challenge.

Other opportunity growth sectors are in business services, recreation and leisure, environmental, technology and energy, creative industries and public sector services. The challenge is to build upon and exploit these opportunities, all the more so given that Thurrock's contribution of £2,360 million Gross Value Added (GVA) to the UK economy in 2007, at £15,720 per head, was below both East of England and UK levels.

Thurrock has always been a Gateway, a place where people and goods arrive and leave, a place people travel through but rarely stop. Making the most of Thurrock as a destination is an additional challenge, creating the place to stay for the people making up the significant growth targets set at 26,000 jobs and another 18,500 homes to 2021.

5 PRIORITY OUTCOMES

As outlined above, Thurrock's regeneration agenda and opportunity is wide ranging. Ensuring people, business and the environment benefit from regeneration, matching our services to these needs and strengthening our communities is a complex process.

To support this a range of regeneration outcomes have been developed to complement the existing service priorities for each of the Community Strategy Objectives.

Whilst the list of priorities is extensive, the achievement of these is a long term aim. This is a 10 year strategy but the regeneration and planning programme in Thurrock will span 25 years and different regeneration opportunities will bring the chance to tackle different priorities through out this period.

The following sections identify the regeneration outcomes for each Community Strategy objective and a range of programmes which will be investigated and developed for short, medium and long term delivery. These programmes will be developed and prioritised in the Community Regeneration Implementation Plan.

The process for the development of the outcomes is outlined in appendix 3.

5.1 PEOPLE

Improve the education and skills of local people

5.1.1 Challenge

Ensuring that our residents benefit from these opportunities and get the new jobs on offer, and have equal access to opportunities including work to improve skills levels, health and neighbourhood renewal to strengthen communities and families long term and address social exclusion.

5.1.2 Where are we now

Thurrock has a number of very strong communities, positive progress has been made on improving education standards and community cohesion but continued work is needed to tackle community challenges. Thurrock's overall ranking on the index of deprivation has improved over the last 7 years but areas of deprivation remain evident in some wards. Health and access to health services are a concern with life expectancy of residents in Tilbury 8 years less than that for residents of Orsett, which itself is less than the East of England average.

Generational unemployment is an aspect of the Thurrock profile and breaking this cycle will provide long term gain not just for the individual's economic prosperity but for the whole family and its well being. In Thurrock, 39% of children are living in low income families, which although below the national average is above the regional average.

In 2009 the average gross pay for full time workers living in Thurrock was significantly higher than the average for the region, however the equivalent workplace based pay for Thurrock was lower than the regional and national average, suggesting that higher wages are offered outside Thurrock, which may be attracting skilled employees from the borough.

Improving the education and skills of local people is one of the top priorities for the Council and community. Improving educational attainment in schools is a key service objective to ensure the best start, but there are other factors that affect people's ability to benefit from opportunities in Thurrock and their ability to access education and learning. These include health inequalities, accessibility and social exclusion.

There is a range of existing projects and programmes in delivery. These include the development of the Thurrock Learning Campus in Grays and a range of apprenticeship activities

5.1.3 Where do we want to be

OUTCOMES

PEOPLE - *Improve the education and skills of local people*

1. Exclusion to learning and work has been reduced through increased confidence, health and access to support.
2. There is good access to further and higher education, lifelong learning and improved education standards.
3. Residents have the skills, confidence and support to enter the workforce and sustain fairly paid jobs.
4. Residents have the qualifications and experience they need to compete for the best jobs.

5.1.4 Programmes of activity

PROGRAMME	DESCRIPTION
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1. EMPLOYMENT

Programme of activities to:

Develop the connection between young people education providers and employers

Strengthen skills and higher education provision to support the needs of business and regeneration opportunities

Develop leadership and professional skills to create future managers living locally

Connect people to employment opportunities and increase job readiness

Support partnership work to tackle long term and generational unemployment

2. NEIGHBOURHOODS

Programme of activities to:

Support the renewal of priority neighbourhoods through revenue employment programmes

Ensure the appropriate mix of demand led, affordable and social housing in priority locations

Improve environmental quality in priority locations

Investigate the potential to develop programmes of health promotion activity

Ensure social inclusion and equal access for all Thurrock residents are key principles that underpin regeneration activity

5.2 PROSPERITY

Encourage and promote job creation and economic prosperity

5.2.1 Challenge

To create a platform for growth, ensuring land allocated for growth is delivered in a way that meets the employment vision for core and opportunity sectors

To deliver appropriate enabling and embedding measures to underpin economic growth and ensure sustainable prosperity.

5.2.2 Where are we now

Thurrock has a relatively strong economy, it is home to major international companies and the rate of small business start ups is higher than the East of England average. Employment rates are comparable with the national average with two sectors, distribution focussed at Tilbury and retail through Lakeside, accounting for nearly a third of all Thurrock jobs.

There are significant employment growth opportunities coming forward with the proposed developments and London Gateway and the Lakeside Basin. These are again linked to logistics, distribution and retail. It is important that Thurrock widens its business sectors to strengthen the resilience of its economy.

There are a number of essential factors that will support successful economic growth in Thurrock. These factors include skills development, provision of sites, premises and infrastructure, development of more effective business functions and networks, successful marketing and the attraction of a high value added inward investment.

Thurrock has a number of existing partnerships and organisations that support the prosperity agenda. It will be important that we work effectively with, and through, these to develop and deliver improved prosperity.

There is a range of existing projects and programmes in delivery. These include the Low Carbon Business programme, business start up and social enterprise support, inward investment support, development of a business board and a business engagement framework. In addition work is under development to strengthen the tourism offer and the branding of Thurrock including the development of the Coalhouse Fort project.

5.2.3 Where do we want to be

<p>OUTCOMES</p> <p>PROSPERITY - <i>Encourage and promote job creation and economic prosperity</i></p> <p>5. Improved transport, communications and business support infrastructure</p> <p>6. Quality, market led social and affordable housing to create balanced supply that meets local needs.</p> <p>7. New jobs are created by supporting the growth of existing business and encouraging new employment sectors</p>

5.2.4 Programmes of activity

PROGRAMMES	DESCRIPTION
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3. BUSINESS INFRASTRUCTURE and SUPPORT

Programme of activities to:	Deliver improved physical and virtual infrastructure to support business growth
	Support and develop existing priority sectors and growth sectors
	Strengthen data gathering and analysis to support economic decision making

4. BUSINESS NETWORKS

Programme of activities to:	Develop a business engagement framework to ensure effective communication and improved working between private and public sector
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5. INWARD INVESTMENT

Programme of activities to:	Strengthening of the inward investment programme to include marketing, branding and physical improvements
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5.3 PLACE

Ensure a safe, clean and green environment

5.3.1 Challenge

Ensuring that environment and facilities are in the place so when people have the skills and jobs that they want to stay living and working in Thurrock

Protecting what is special about Thurrock and increasing pride and strengthening its image by celebrating and promoting Thurrock assets

5.3.2 Where are we now

Thurrock as a place has many strong assets. These bring major opportunities and have stimulated growth in the economy for hundreds of years. The location on the river, close to London has made Thurrock a gateway, our transport links make it a place where business wants to be, nearly 70% of Thurrock is open greenbelt land, the riverside marshes are of international importance as a wildlife habitat and our heritage sites are of national value.

Thurrock has often been described as a place of contrast, for all its assets there are many challenges. Thurrock can feel like a place to pass through not a destination, the river is one of our biggest assets yet there is limited access to it, the image of Thurrock is not strong, our infrastructure is at capacity and a history of waste management, manufacturing and energy generation has created a range of environmental sustainability issues.

There is a range of existing projects and programmes in delivery. These include partner programmes to delivery strategic natural environment, such as the RSPB Wildspace and EWT Thameside Nature Park projects, implementation of the Greengrid Strategy and Climate Change Strategy.

5.3.3 Where do we want to be

OUTCOMES

PLACE - *Ensure a safe, clean and green environment*

8. The benefits of the riverside location are maximised for people, nature and business
9. There is an attractive, well designed, a well connected built environment with quality urban green spaces
10. The natural environment is enhanced, increasing access and enjoyment while protecting wildlife value and landscape quality
11. Development is environmentally sustainable and resources used efficiently

5.3.4 Programmes of activity

PROGRAMME	DESCRIPTION
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6. ENVIRONMENTAL QUALITY

Programme of activities to:	Develop a Riverscape vision to connect people to the natural environment and increase access to the Thames
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Delivery of green infrastructure and urban environmental improvements

7. CLIMATE CHANGE & LOW CARBON ECONOMY

Programme of activities to:	Deliver the Climate Change strategy including activities to manage the impacts of climate change and reduce emissions from growth and development
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8. TOWN CENTRE RENEWAL & GROWTH HUBS

Programme of activities to:	Develop a Town Centre Management approach to key centres
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Deliver the development of the 5 growth hubs

Work with planning and asset management to ensure effective land allocations and site use to support regeneration

5.4 SERVICES

Provide and commission high quality and accessible services that meet, wherever possible, individual needs

5.4.1 Challenge

Ensuring that the social opportunities and facilities are in the place so when people have the skills and jobs that they want to stay living and working in Thurrock

5.4.2 Where are we now

The Council has just completed its first survey of services to business and is in the process of reviewing its current approach to using its assets for service delivery. More than 12 departments support and regulate business as part of their front line services. Traditionally service delivery has been delivered on a department by department approach and this needs to be rationalised to make more efficient use of people and property.

The asset management strategy is investigating the potential to combine service delivery in local areas to meet the bespoke needs of each community. In tandem with this it is centralising non-local services.

There is a range of existing projects and programmes in delivery. The most significant of these is the review of council assets and service access points.

5.4.3 Where do we want to be

OUTCOMES

SERVICES - *Provide and commission high quality and accessible services that meet, wherever possible, individual needs*

12. Coordinated, area based access to services to meet local needs
13. A commissioning and procurement environment that supports Thurrock's business and voluntary sectors

5.4.4 Programmes of activity

PROGRAMME	DESCRIPTION
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9. PROCUREMENT

Programme of activities to:	Develop appropriate opportunities for local procurement with the legal framework Work in partnership with CVS to support the development of social enterprise models for commissioned services
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10. COORDINATED SERVICE ACCESS POINTS and COMMUNITY INFRASTRUCTURE

Programme of activities to:	Develop an efficient model of “in area” service delivery in key locations Ensure the development of appropriate community infrastructure and service delivery to respond to proposed growth Encourage appropriate commercial and community leisure, arts and entertainment infrastructure to support community pride and increase leisure activity and spend in Thurrock
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5.5 PRIDE

Build pride, respect and responsibility in Thurrock's communities and its residents

5.5.1 Challenge

Empowering our communities to influence regeneration activity so it supports their needs for the long term.

5.5.2 Where are we now

Thurrock has much to be proud of with many important assets and a fascinating history. Local views of the area however are mixed and can tend towards the negative and there is need to improve the image locally and nationally.

There are a number of examples of excellent community engagement and consultation in the Council, however engaging communities in some elements of regeneration can be challenging. The long timescales often involved can make regeneration less of a priority to comment on than day to day service issues which effect people regularly.

Regeneration can also seem like it is being “done to” people and communities, and a history of consultation rather than engagement and over consultation without delivery has resulted in some communities feeling like the do not have a voice. Connecting people with the regeneration programmes is a priority

The voluntary, community and faith sector has a key role to play in developing the capacity of communities to identify and meet local priorities effectively. More than ever, with decreasing resources and increasing demands on public services, new ways of working with communities are needed to ensure the voice of the most disadvantaged is not lost; and that every opportunity to use available resource and community assets is capitalised. The Community Engagement Strategy builds on our relationship with Thurrock's voluntary sector to create a supportive environment that nurtures and recognise all efforts to meet community need.

A wide range of assets and resources exist within Thurrock's voluntary sector which must be recognised and brought to the fore if we are to achieve the ambitions of this strategy. Local intelligence, volunteer capacity, access to external funding, the management of community buildings, community equipment and the mobilisation and commitment to improving communities are just some of the reasons why valuing our joint working with the sector is essential to our success.

Conversely, local government can be influential in shaping the environment in which the voluntary sector works. The Community Regeneration Strategy programmes will need to be exemplar in following these principles of Community Engagement Strategy.

There is a range of existing projects and programmes in delivery. These include the implementation of the Community Engagement Strategy and the development of community councils.

5.5.3 Where do we want to be

OUTCOMES

PRIDE - *Build pride, respect and responsibility in Thurrock's communities and its residents*

14. Local people are supported to play an active role in their communities where they can access opportunities to influence the decisions that affect them
15. Improved and increased community infrastructure
16. Communities have pride in Thurrock's heritage, arts, environment and culture and the growth of creative, entertainment and leisure opportunities is supported.

5.5.4 Programmes of activity

PROGRAMME	DESCRIPTION
11. COMMUNITY ENGAGEMENT	
Programme of activities to:	<p>Ensure the principles of community engagement underpin future decisions on regeneration</p> <p>Develop increased area management and governance based around 7 ward clusters</p> <p>Develop community arts and heritage programmes</p>
12. THURROCK CHAMPIONS	
Programme of activities to:	Raise pride in Thurrock locally and recognise the value of community leadership

6 FOUNDATIONS FOR GROWTH

Catalysts for change

This strategy focuses on 5 strategic economic growth hubs that underpin the spatial approach to regeneration. Within each of these hubs **Strategic Intervention Projects** have been identified to provide the main impetus for economic growth across the Borough.

The economic growth hubs are:

Grays
Lakeside & West Thurrock
London Gateway
Purfleet
Tilbury

GROWTH HUBS & Strategic Intervention PROJECTS

Catalyst for change

6.1 GRAYS

Grays is largest town in Thurrock and residents from a number of wards identify with the town as the place where they live. Grays has developed over the last 130 years with a diverse range of housing, leisure facilities and shops. It has a busy High Street leading south to the river front. Grays enjoys good transport links and is home to the Civic Offices. The area has seen large demographic changes over recent years, largely due to an increase in housing along the riverfront. Although Grays itself is not an area of deprivation, there are pockets of deprivation within Grays Riverside ward.

6.1.1 Vision

Grays will become the cultural and administrative centre for Thurrock supported by modern educational facilities and an expansion of local retailing that will complement the retail offer provided by the Lakeside Basin.

The delivery of the vision for Grays is vital to ensure the proposed increase of retail provision at Lakeside does not have a devastating negative impact on Grays. Strengthening the town centre through targeted management and physical improvement to the public realm will compliment the physical developments in the town centre.

The location of Grays on the river and its rail links are key assets that have yet to be maximised. Access to the river and the potential barrier of the railway crossing are issues that need to be addressed, alongside the development of strengthened town centre management and supported business space.

6.1.2 Key Projects

Grays is the location of three strategic intervention projects, its town centre has been identified as the priority for town centre renewal and redevelopment

1 Thurrock Learning Campus

The Thurrock Learning Campus is intended to be a Further and Higher Education facility that is being developed in a partnership of South Essex College, Thurrock Council and Thurrock Thames Gateway Development Corporation.

A temporary campus has opened and is providing a range of educational opportunities. A permanent campus is to be developed. The campus will provide 15,000 sq.m of modern education space and include class rooms, library and study space, multi use areas, fitness suite (primarily for use by students), restaurant and hair dressing salon (commercial ventures partly staffed by students as part of their studies), information, advice and guidance facilities, and public realm improvements.

The second phase of developing the learning campus is designed to provide around 3000 learning opportunities specialising in the curriculum areas of construction, engineering, health, ICT, retail and commercial enterprise, media, business administration, and preparation for life and work and is planned to be completed for opening in September 2014

2 Grays Business Centre and Learning Shop

The Business Centre and Learning Shop are two parts of the successful regeneration of the old post office in Grays. They provide supported office space for new businesses and access to learning for all ages, including close links to higher education through the partnership with the University of East London. The success and strengthening of this offer with new business space is a key part of the strategy for the town.

6.1.3 Other Regeneration Projects

1. The Local development framework identifies the expansion of retail with a net increase in retail floor space
2. Cultural facilities: Improvements to the existing museum and investigate the potential for a new or improved theatre
3. Public Realm Improvements: To provide an attractive retail area for visitors.
4. Town Centre Management: Management, promotion and marketing to establish Grays as a place that people will want to visit and a place that is attractive to business.

GROWTH HUBS & Strategic Intervention PROJECTS

Catalyst for change

6.2 LAKESIDE AND WEST THURROCK

Lakeside was developed as an out of town retail area in the 1980s. It is located next to Chafford Hundred, a 5000 home housing development built over a 15 year period. The initial hyper-market focus grew as the Lakeside Shopping Centre was developed on a previous chalk quarry pit to form one of the largest shopping areas in Europe. Lakeside is a major focus of retail and service employment for the Borough.

6.2.1 Vision

Lakeside is to be transformed into a new regional centre with substantial growth in retailing, leisure, homes, and employment.

The site is a key gateway to Thurrock itself and also between the urban area and the countryside, the expansion of leisure facilities both commercial and natural also helps to broaden the offer for Thurrock and its visitors whilst protecting the local and nationally important wildlife found here.

6.2.2 Key Projects

Lakeside is the location of three strategic intervention projects

1. Lakeside Expansion
2. Lakeside Leisure Development
3. Arena Essex

The 3 projects together cover an area of up to 240 Hectares. The projects involve redevelopment to form a regional centre comprising;

- Up to 3000 homes
- Up to 50,000 sq.m net comparison floor space
- At least 4000 sq.m net convenience floor space
- Employment and leisure
- High quality built environment and public realm improvements
- Sustainable travel
- Improvements to local accessibility by a variety of travel modes other than the car
- Improvements to the local and strategic transport networks
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6.2.3 Other Regeneration Projects

West Thurrock contains large areas of brownfield land with potential for redevelopment and regeneration.

GROWTH HUBS & Strategic Intervention PROJECTS

Catalyst for change

6.3 LONDON GATEWAY

Situated on the Thurrock estuary, London Gateway is the redevelopment of a large scale brownfield site. The development lies close to the residential areas in the east of Thurrock including Stanford le Hope and Corringham.

Vision

London Gateway will become a £1.5bn world-class deep-sea container port with adjacent business and logistics park. This development represents the UK's largest capital investment and employment creation project, creating between 11,000 and 13,000 new jobs and reshaping the import infrastructure of the UK.

Key Projects

The London Gateway includes two strategic intervention projects

1. London Gateway port and business park
The development will include 6 berths capable of taking ultra large container ships and handling 3.5 million TEU per year. Europe's largest logistics park will be co-located with the port with up to 860,000 sq.m of floor space. The Department for Energy and Climate Change has recently approved proposals for a 900Mw CCGT power station on the site.
2. Academy of Transport & Logistics
One hectare of land has been provided within the London Gateway site for development of a skills academy to provide training in a wide range port, logistics, commercial and maritime skills.

GROWTH HUBS & Strategic Invention PROJECTS

Catalyst for change

6.4 PURFLEET

Purfleet is a small town situated in the West Thurrock and South Stifford Ward. Whilst Purfleet has a recent industrial economy, its history is marked by more rural and military themes. Purfleet has a number of distinct communities largely identified through different housing areas including the Garrison Housing Estate to the west, a large amount of new dwellings developed over recent years, and cottages dating back over a century along the main London Road which connects to the east of the town by the High House Production Park.

6.4.1 Vision

The creation of a new town centre for Purfleet, the creation of a National Skills Academy and associated employment in creative and cultural industries

Purfleet is made up of a range of small estates and communities; housing and industry lie side by side; with no clear centre. The vision for Purfleet aims to strengthen its identity through the development of a clear centre and the replacement of industrial areas with housing.

6.4.2 Key Projects

1. Purfleet Centre

The project aims to create a new town centre based around the Purfleet rail station comprising

- Site area 58.1 Hectares
- Up to 3000 new homes; mix of houses and apartments
- 6,900 sq.m of retail and similar uses such as restaurants etc (Planning use classes A1, 2, 3, 4, and 5)
- 31,000 sq.m of commercial floorspace (Class B1 light industry/R&D/offices, B2 general industry, and B8 storage and distribution)
- Community uses: New primary school, health centre and community spaces
- New Hotel, rail station building (relocation of existing ticket hall), energy centres, refurbished jetty
- Public realm; new parks, play areas, communal gardens, allotments and community orchard
- Landscaping
- Highways and access and associated works

2. High House Production Park

The High House site is the catalyst for cultural and creative industries. It is home to the new Royal Opera House production unit and the restored High House barns, conference facilities and café. A National Skills Academy for Creative and Cultural Skills is currently under construction and is due to open in May 2012. Further stages for development include cultural industries units, and the restoration of High House.

6.4.3 Other Regeneration Projects

Garrison Estate Renewal

The estate provides an opportunity for comprehensive renewal possibly associated with some redevelopment.

GROWTH HUBS & Strategic Invention PROJECTS

Catalyst for change

6.5 TILBURY

Tilbury Port will celebrated its 125th anniversary in 2011. The Docks form a key bedrock of local history in Tilbury; their development attracted migrant workers to the town as it was developed. In 1948, workers from the Caribbean would dock in Tilbury to start a new life as they disembarked the Windrush.

6.5.1 Vision

The Port of Tilbury will play a significant logistical role in staging the 2012 Olympics and is committed to the expansion of rail freight for the future.

Tilbury's wards have some of the highest levels of deprivation in Thurrock. Many employment and social initiatives have been run in the area and it remains a priority for neighbourhood renewal.

There is a high level of industrial and commercial growth planned around Tilbury and it is important that this is complemented by improvements within its communities. The redevelopment of the power station, potential for community heating, green aspirations of the Port and the challenges of flood plain development all came together in the proposals for an Eco Quarter approach to its future development.

6.5.2 Key Strategic Intervention Projects

1. Tilbury Port Expansion

Tilbury Port is the 4th largest port in the UK and handles over 0.3% of Europe's freight. The port aims to be the greenest port in the UK. The port aims to expand its supporting facilities on land to the north of the existing site comprising 28.91 Hectares of land, 86,500 sq.m of commercial buildings and parking for 568 vehicles.

2. Tilbury Power Station

The existing coal fired Tilbury Power Station is currently required to close by 2015 under the EU Large Combustion Plant Directive. The operator is currently considering alternatives to coal in the form of wood chip biomass to operate within the terms of the EU directive up to no later than 2015. The operator also registered with the Infrastructure Planning Commission an intention to submit an application for a gas fired power station to replace the existing facilities.

Other Regeneration Projects

Tilbury Town Renewal

Planned growth for Tilbury includes;

- a) up to 470 new dwellings between 2009 and 2021 and a further 546 dwellings as part of an eco-quarter between 2021 and 2025 review and associated facilities.
- b) Expansion of Tilbury Riverside Business Centre
- c) Development of environmental technologies industries
- d) Neighbourhood renewal
- e) Public realm improvements

Eco Quarter

In 2008 the Council and TTGDC put forward Tilbury as a possible Eco Town, to build on the potential of the energy generation proposals and develop innovative solutions to floodplain development. The area was not chosen by Government as an Eco Town, however this is still considered an opportunity

7. DELIVERY

7.1 Foundations for Delivery

The agenda outlined within this strategy is extensive. It is particularly challenging in the current economic climate with limited resources and capacity in place to enable delivery.

The detail of delivery will be outlined through the development of an Implementation Plan. This will include a clear process of prioritisation to ensure an achievable and phased programme of delivery.

The strategy outlines the regeneration agenda for Thurrock, the Council is one of the key partners for delivery but it will only be achieved through working with partner organisations, stakeholders, the community and voluntary and private sector partners.

The role of the Council will vary across the programmes of delivery, it will be based around 5 activities

- Enabling
- Influencing
- Leading
- Advising
- Delivering

7.2 Principles of Delivery

The development of the Implementation Plan will be informed by a robust process of evaluation.

7.2.1 Evidence Base

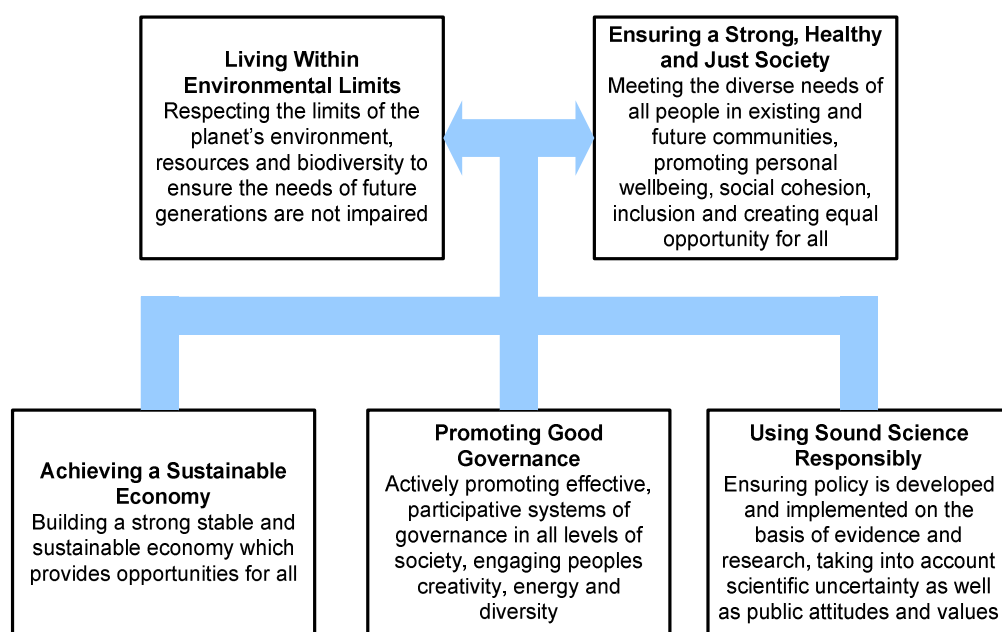
The development of this strategy is based on the existing evidence base outlined in the Local Economic Assessment and the existing Regeneration Framework and Community Strategy. There is a need to refresh the evidence base to support the implementation plan.

7.2.2 Community Engagement

The overarching aim of this strategy is to ensure community benefit from regeneration. To support this the implementation plan will include the development of specific community engagement activity at an appropriate level for each delivery programme and project.

7.2.3 Sustainable Development

To ensure that the approach to regeneration brings long lasting opportunities and benefits, it is underpinned by the guiding principles of Sustainable Development.



7.2.3 Equalities and Diversity

The development of the implementation programmes will included the use of equality tools like impact analysis to ensure equal access to opportunity and support social inclusion.

7.2.4 Appraisal

Where appropriate priority projects will be developed and evaluated through the use of feasibility assessments, green book appraisals, added value and social value assessment.

7.2 Options for Delivery

There are significant challenges for delivering the wide ranging regeneration agenda. The Council and its partners will need to investigate a wide range of delivery options and models to ensure the appropriate mechanisms are in place to enable delivery. These options and models include:

1. **Current practice:** relying on traditional approaches such as the planning system, private sector investment, limited public funds, S.106/CIL etc. This has limited potential particularly in the present economy. This will be suitable for the delivery of spatial and site specific regeneration and physical infrastructure if development levels increase.
2. **Strategic rolling investment funds:** An example is the Evergreen Fund in the North West. It includes funds from several local authorities, pension schemes and a private bank, ERDF etc and has generated capacity to invest £300 million in regeneration projects over the next 10 years. It provides funds for private and public sector projects that will provide a commercial return.

Kent and Medway are currently developing a similar model. This could be suitable for a strategic approach to regeneration delivery.

3. Tax Increment Funding: Whilst not yet available in England this is likely to be as part of the localism agenda and proposals for retention of uplift in non domestic rates. TIF is based on borrowing to fund infrastructure for regeneration projects, the borrowing is funded by future uplift in commercial rates. There are risks to the local authority. This could be appropriate to a range of programmes with this strategy, particularly those relating to the growth hubs where significant infrastructure is required to unlock regeneration and growth

4. Joint Ventures/Asset Backed Vehicles: Long term partnership or joint venture between the public sector who provide land and expertise, and the private sector who provide funds and development expertise. Outcomes/outputs are agreed in a business plan/budget/project approval procedure. Developed assets are either retained or sold to generate capital or long term revenue streams. This model of delivery is suitable for specific site related projects.

5. CIL: There is the potential for CIL to be spent on a changing range of priorities in Thurrock. There are opportunities for pooling CIL for priority infrastructure and projects within the Thurrock area, across the sub region or Greater Essex as considered appropriate.

6. New Homes Bonus: Opportunities for pooling for priority infrastructure and projects within TBC area, across the sub region or Greater Essex as considered appropriate.

7. Retained non domestic rates: Currently out to consultation this is limited to uplift from a defined base line of current business rate level. Given the scale of regeneration projects this could provide significant funding for regeneration. Opportunities for pooling for priority infrastructure and projects within TBC area, across the sub region or Greater Essex as considered appropriate.

8. European Funds: Many require match funding but opportunities are available for some programmes of work. It will also need dedicated resources to researching opportunities, submitting and managing programmes. This will be suitable for specific revenue programmes for the environment, economic development and health

9. Use of TBC land assets: Either to directly enable a project (e.g. Thurrock Learning Campus) or to sell to create a fund for priority regeneration projects.

10. Other:

- The additional money available to housing
- Income generation activities for example the Riverside Business Centre which is ring fenced for the delivery of the revenue regeneration programmes

- Coordination of budgets to focus on regeneration priorities e.g. coordinated community based provision of services, linking say highways budget spend on roads maintenance and signage with regeneration priorities around tourism etc.
- Development Agreements: These would be agreements between the Council and other delivery partners setting out how each partner will be involved and the conditions of that involvement. So this is more a mechanism for defining in a binding form how the other models would work.
- Direct Development: The Council could carry out development itself to achieve a regeneration priority
- Government funding e.g. Growing Places Fund

8. MONITORING AND EVALUATION

8.1 Performance Management

A performance management framework will be developed alongside the implementation plan.

8.2 Monitoring Progress

Progress to the delivery of regeneration will be monitored and evaluated through a mixture of project output and wider outcome related indicators. These will be monitored annually and reported publically every three years as part of the Local Economic Assessment.

Progress at a local level will be monitored through the development of Neighbourhood Profiles.

8.2 Review Cycle

This Strategy is a living document. Over the next 12 months the Council and policy context will undergo further change including:

- Increased emphasis on health and well being with the transfer of public health functions
- The review of the Community Strategy
- The impacts of the adoption of the LDF Core Strategy
- The agreed review of the LIP following LDF adoption
- The further emergence of the Local Enterprise Partnership
- The outcome of the consultation on business rates retention
- Implementation of changes to the housing revenue account

Furthermore the next Local Economic Assessment will be completed in 2013. This will update the evidence base for this agenda and this strategy and its implementation plans will be reviewed and updated in line with the outcomes of this changing policy environment.

4 March 2015	ITEM: 6
Planning, Transport, Regeneration Overview and Scrutiny Committee	
Lakeside Growth Hub	
Wards and communities affected: All	Key Decision: Non key
Report of: Sean Nethercott, Growth and Strategy Team Manager	
Accountable Head of Service: Andy Millard, Head of Planning and Growth	
Accountable Director: David Bull, Director of Planning and Transportation	
This report is Public	
Purpose of Report: To inform the Committee of progress in planning for the future transformation of the northern part of the Lakeside Basin into a sustainable Regional Town Centre.	

Executive Summary

The transformation of the northern part of the Lakeside Basin into a Regional Town Centre is an established Council priority and of crucial importance in supporting future economic growth and providing jobs and services for a growing population.

In order to inform the development of a deliverable vision and planning policy framework to guide the future evolution and development of the new town centre, the Council has commissioned the preparation of a master plan and transport strategy to guide the balanced development of Lakeside as a sustainable Regional Town Centre.

The key elements of those emerging documents will be presented to the Committee at the meeting.

1. Recommendation(s)

1.1 To note the content of this report and the presentation to Committee

2. Introduction and Background

2.1 The future transformation of the northern part of the Lakeside Basin into a vibrant, attractive and accessible Regional Town Centre is central to the Council's ambition for future growth and change across the Borough. The Basin is currently home to one of the largest concentrations of retail activity in

Western Europe and a powerful focus for employment uses, jobs and wealth generation.

- 2.2 As a retail destination and employment location Lakeside is an established 'centre' of regional importance. Thurrock has no alternative centre offering a high concentration of national multiple retailers, commercial leisure uses, or such a wide range of restaurants and cafes. Although Lakeside continues to be successful, it faces increasing competition from the growth of internet shopping and continued investment in competing shopping destinations such as Stratford Westfield and Bluewater.
- 2.3 In planning terms the strategic importance of the Lakeside Basin to Thurrock's economy and that of the wider Thames Gateway South Essex area, was first recognised in the former *Regional Spatial Strategy for the East of England* (The East of England Plan) which was published in May 2008. The Regional Spatial Strategy (RSS) identified the need for further work to be done to provide a strategic planning framework to govern the transformation of the Lakeside Basin into a Regional Town Centre. A single issue review was undertaken to address this requirement and this resulted in a revision to the RSS in January 2010 to provide a dedicated policy (Policy ETG2: Thurrock Key Centre for Development and Change) to promote the redevelopment of the Basin as a Regional Town Centre, subject to a number of preconditions being met, including the preparation and adoption of local development plan policy.
- 2.4 Although the East of England Plan was revoked by the Secretary of State in January 2013, the views of the Panel and the guidance set out in Policy ETG2 remain useful in providing a context for the Council's ongoing work in planning for future transformation of the Lakeside Basin.

"Policy ETG2: Thurrock Key Centre for Development and Change

- (2) *Local Development Documents should guide the regeneration and remodelling of the wider Lakeside Basin and West Thurrock area on sustainable mixed use line by:*
- *defining the boundary of the area;*
 - *providing for a broader employment base through the identification of key strategic employment sites;*
 - *promoting a high quality built environment and public realm that is more coherent, legible and integrated*
 - *protecting and enhancing green infrastructure including the provision of further accessible natural green space to meet local standards;*

- *promoting a greater mix of uses, including additional residential, office, hotel, and assembly and leisure activities;*
- *improving the range of services and facilities;*
- *securing more sustainable movement patterns, reduced private motor vehicle dependence and complementary travel demand measures including an area-wide travel plan;*
- *improving local accessibility and connectivity by public transport and pedestrian and cyclist permeability throughout the area including consideration of ways to reconnect the north and the south of the area, a new high frequency service rail station in the south, and a personal rapid transport system; and*
- *providing the necessary improvements to the local and strategic road network. “*

2.5 As required by the East of England Plan, the Thurrock Core Strategy (December 2011) sets out a series of overarching policies to guide the future development of Lakeside as a Regional Town Centre, as part of a wider network of centres across the Borough. Following the adoption of the Core Strategy in December 2011, the Council commenced work in preparing the Thurrock Site Allocations Local Plan with the intention of establishing a clear vision and a detailed planning framework to guide the future evolution of Lakeside into a Regional Town Centre consistent with the principles first established in Policy ETG2 and the Core Strategy.

2.6 In March 2012, and again in January 2013, the Council undertook public consultation on its emerging Site Allocations Local Plan (SALP) - Issues and Options. Both versions of the consultation document included a draft Lakeside Regional Town Centre Inset Plan which set out a range of alternative strategies and options for developing Lakeside as a new Regional Town Centre. To help inform the development of a final preferred strategy for Lakeside, the draft Inset Plan also committed the Council to undertaking the preparation of a detailed master plan in order to:

- develop a shared vision for the future transformation of Lakeside into a Regional Town Centre;
- respond directly to the policy requirements set out in former RSS Policy ETG2 and the Core Strategy;
- inform the preparation of the Pre-submission version of the SALP, including the Lakeside Regional Town Centre Plan;

- provide greater clarity to landowners, developers, investors operators and the Council's delivery partners on the appropriate scale, mix and form of development to be accommodated within the town centre;
- establish an effective and deliverable transport and access strategy to underpin the sustainable development of the new town centre;
- develop a robust investment, implementation and phasing strategy to coordinate the actions of the Council and other agencies involved in the infrastructure planning and delivery process; and
- provide a mechanism for engaging with stakeholders and the local community in helping to shape the future direction of development and change across the town centre.

2.7 Following a competitive tendering process David Lock Associates (DLA) were commissioned to prepare a master plan for Lakeside. The consultants draft final report "*Planning for the Future of the Lakeside Basin – A framework to Deliver Town Centre Potential*" was received by the Council in January 2015. In parallel with the master planning process, the Council also commissioned Integrated Transport Planning (ITP) and DLA to prepare a "*Transport Strategy for Lakeside Regional Town Centre*". The purpose of this Study was to identify the nature and scope of the transport interventions required to improve access to Lakeside and to support the submission of bids for external funding to secure their delivery. Further details on the conclusions and recommendations arising out of both of these Reports will be set out in the Officer presentation at the meeting.

2.8 Following consideration of the consultants' draft reports by the Council, it is intended that they will be finalised and published as part of the evidence base underpinning a new Local Plan for Thurrock. With work on preparing the SALP now suspended it is intended to incorporate the proposed Lakeside Regional Town Centre Inset Plan as a Chapter within the emerging Local Plan.

Delivery of Growth

2.9 Alongside the statutory plan-making process the Council is working closely with the key land owners and stakeholders to promote the further development and transformation of Lakeside on the ground consistent with the principles established by the RSS and Core strategy. Major developments already with planning permission and awaiting implementation include the following schemes:

- Northern Extension - 30,121 square metres net additional comparison retail floorspace (Intu Properties)

- Proposed Leisure Development at Alexandra Lake/The Boardwalk Lakeside - 31,055 square metres gross additional leisure floorspace (Intu Properties)
- Junction Site, West Thurrock Way - development of a Morrison's foodstore of 6,700square metres gross convenience floorspace and up to 320 houses (Hammersons)

3.0 Lakeside Programme Board

3.1 In common with the arrangements for managing the future planning and development of the Thurrock's other Economic Growth Hubs, a new Programme Board has recently been established to oversee the work on delivering the transformation of the Lakeside Basin. The remit of the Programme Board will be to undertake a 'Task and Finish' function in respect of the following areas of work:

- programme development, management and monitoring
- scheme development and project implementation
- preparation and submission of bids for funding support
- commissioning of technical studies
- partnership development and community engagement
- preparation of the Lakeside Regional Town Centre Inset Plan
- preparation of Lakeside Implementation and Delivery Strategy

4. Reasons for Recommendation

4.1 The report and the supporting Officer presentation to Members provides the Committee with an overview of progress so far in planning for the future development and transformation of Lakeside into a Regional Town Centre.

5. Consultation (including Overview and Scrutiny, if applicable)

5.1 Due to the nature of this report no consultation has been undertaken.

6. Impact on corporate policies, priorities, performance and community impact

6.1 The future development of Lakeside is fully aligned with the adopted Thurrock Core Strategy and other key corporate strategies and priorities. The

successful transformation of the Lakeside Basin will have a significant impact in terms of future employment growth and improved access to a wider range of retail, leisure, housing and community uses.

7. Implications

7.1 Financial

Implications verified by: **Mike Jones**
Management Accountant, Finance

There are no direct financial implications associated with the report.

7.2 Legal

Implications verified by: **Vivien Williams**
Planning and Regeneration Solicitor

As this report is for noting only there are no legal implications associated with the report.

7.3 Diversity and Equality

Implications verified by: **Becky Price**
Community Development Officer

There are no diversity or equality implications associated with the report.

7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

There are no other implications associated with the report.

8. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

Planning for the Future of the Lakeside Basin – A Framework To Deliver Town Centre Potential (David Lock Associates January 2015).

Lakeside Transport Strategy Final Report (Integrated Transport Planning and David Lock Associates June 2014)

Copies of both Reports are available in the Members Room.

9. Appendices to the report

None.

Report Author:

Sean Nethercott

Growth and Strategy Team Manager

Planning and Transportation

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Work Programme

Item 7

Committee: Planning, Transport & Regeneration Overview and Scrutiny

Year: 2014/2015

Item	Date Added	Request By (Members/Officers)	Lead Officer	Progress / Update required
30 July 2014				
Budget Savings	April 2014	Members/Officers	Sean Clark, David Bull & Steve Cox	Members noted the report and asked that a Task and Finish Group be established to examine Community Transport
Local Highways Infrastructure (including public transport)	April 2014	Officers	Ann Osola	Members noted the report
SELEP Single Local Growth Fund Update	April 2014	Officers	David Bull & Steve Cox	Members noted the report
Purfleet Regeneration Update	April 2014	Officers	Matthew Essex	Members noted the report
Work Programme	Continuous	Members/Officers	Democratic Services Officer	Members agreed to include reports on Planning Standards and European Funding programmes to the work programme.
17 September 2014				
SELEP Single Local Growth Fund	April 2014	Officers	David Bull & Steve Cox	This was removed from the agenda after consultation with the Chair of Committee <i>This meeting was cancelled due to the council being in a pre-election period.</i>
Grays South and Rail Station Regeneration	April 2014	Officers	Matthew Essex	<i>This meeting was cancelled due to the council being in a pre-election period.</i>
European Union Funding Programme	July 2014	Members	Matthew Essex	<i>This meeting was cancelled due to the council being in a pre-</i>

Work Programme

Item 7

Item	Date Added	Request By (Members/Officers)	Lead Officer	Progress / Update required
				<i>election period.</i>
Parking in Grays Centre	July 2014	Members	Andy Millard	<i>This meeting was cancelled due to the council being in a pre-election period.</i>
Work Programme	Continuous	Members/Officers	Democratic Services Officer	<i>This meeting was cancelled due to the council being in a pre-election period.</i>
12 November 2014 (Budget)				
Lakeside Update	April 2014	Officers	Andy Millard	Deferred to the January meeting in consultation with the Chair
Economic Development	April 2014	Officers	Matthew Essex	Deferred to the January meeting in consultation with the Chair
Grays South and Rail Station Regeneration	September 2014	Officers	Matthew Essex	Members noted the report
European Union Funding Programme	September 2014	Members	Matthew Essex	Members noted the report
Community Transport Review (Task&Finsh Group)	July 2014	Members	David Bull & Democratic Services Officer	Members noted the report and referred it to the December meeting of Cabinet
Call-in to Cabinet Decision 01104315 Investment in Highways Lighting	September 2014	Members	David Bull & Ann Osola	Members rejected the Call-In
Work Programme	Continuous	Members/Officers	Democratic Services Officer	Members asked for update report be received on the Investment on Highways Lighting
21 January 2015 (Budget)				
Budget Savings	April 2014	Members/Officers	David Bull & Steve Cox	Members noted the report
Thames Enterprise Park Update	April 2014	Officers	Andy Millard	Deferred to first Meeting of the new Municipal Year

Work Programme

Item 7

Item	Date Added	Request By (Members/Officers)	Lead Officer	Progress / Update required
Lakeside Update	April 2014	Officers	Andy Millard	Deferred to the March meeting in consultation with the Chair
Economic Development	April 2014	Officers	Matthew Essex	Deferred to the March meeting in consultation with the Chair
Investment in Highways Lighting (Update)	November 2014	Members	David Bull & Ann Osola	Members noted the report and asked that an update be brought back to the Committee.
Ferry Report (budget savings)	December 2014	Officers	David Bull	
Work Programme	Continuous	Members/Officers	Democratic Services Officer	
2 March 2015				
Local Plan Update	April 2014	Members/Officers	Andrew Millard	Deferred to first Meeting of the new Municipal Year
Purfleet Regeneration Update	April 2014	Members/Officers	Matthew Essex	Removed from the agenda in consultation with the Chair
Economic Development	April 2014	Officers	Matthew Essex	
Lakeside Update	April 2014	Officers	Andy Millard	
Work Programme	Continuous	Members/Officers	Democratic Services Officer	

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To Be Allocated				
Item	Date Added	Request By (Members/Officers)	Lead Officer	Committee Date
Lower Thames Crossing			David Bull, Andrew Millard & Ann Osola	
Thames Enterprise Park Update	April 2014	Officers	Andy Millard	
Local Plan Update	April 2014	Members/Officers	Andrew Millard	

Work Programme

Item 7

Comprehensive report on DP World			Andrew Millard	Removed in consultation with the Committee (January 2015)
Investment in Highways Lighting	January 2015	Members/Officers	David Bull & Ann Osola	

Full details of Member's decisions can be viewed in the Minutes on the Council's Committee Management Information System - <http://democracy.thurrock.gov.uk/thurrock/>

FOR CONSIDERATION

There are currently no items for consideration.