

REGENERATING THURROCK

2012 - 22

A DECADE OF DELIVERY

THURROCK COMMUNITY REGENERATION STRATEGY

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To Regenerate

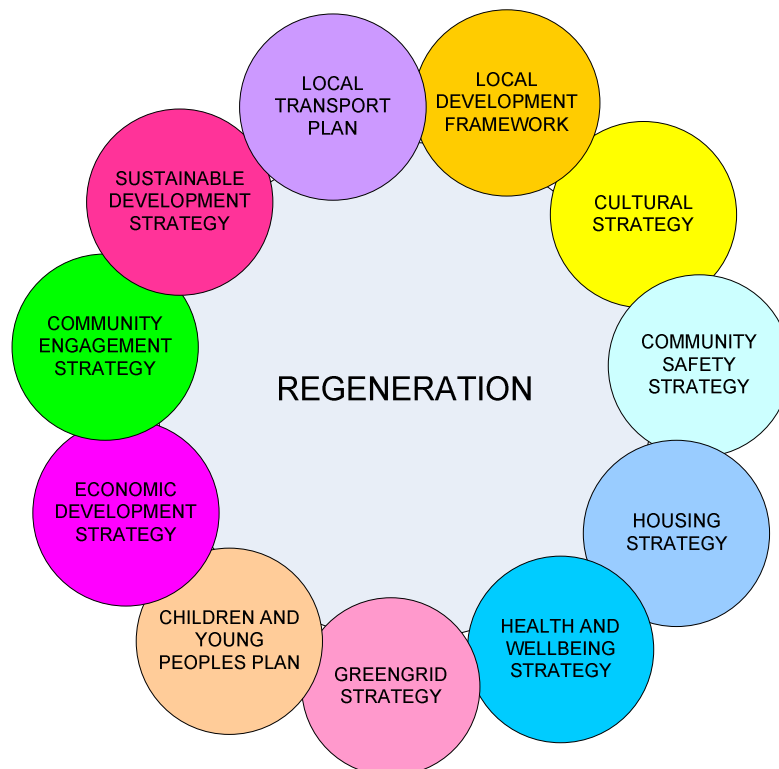
“To give fresh strength or life”

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

OUTCOMES

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

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

5. INWARD INVESTMENT

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

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

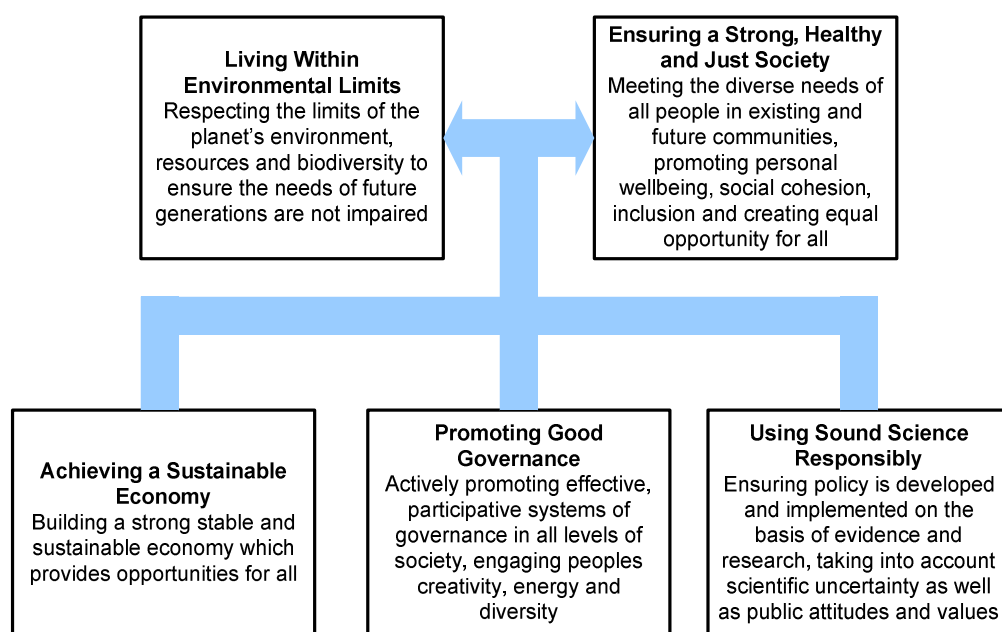
The development of this strategy is based on the existing evidence base outlined in the Local Economic Assessment and the existing Regeneration Framework and Community Strategy. There is a need to refresh the evidence base to support the implementation plan.

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 include 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.