



European Union
European Structural
and Investment Funds

Community-Led Local Development Strategy

Tilbury Local Action Group

Appendices



August 2016

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1. LAG ToR and related documents

The following attachments provide the detailed content of the Tilbury Local Action Group (T-LAG) inception meeting, second and third meetings. This includes proof of attendance (sign-in sheets), agenda and minutes of the meetings. Also attached is the Terms of Reference agreed by the group.

T-LAG inception meeting: 26-05-16

Download documents from thurrock.gov.uk/tilbury-growth

T-LAG second meeting: 06-07-16

Download documents from thurrock.gov.uk/tilbury-growth

T-LAG third meeting: 10-08-16

Download documents from thurrock.gov.uk/tilbury-growth

T-LAG: Terms of Reference (as agreed by Chair of T-LAG)

Download document from thurrock.gov.uk/tilbury-growth

2. Vision for Tilbury

The following document was presented at Thurrock Council's Cabinet meeting in December 2013, and contains the final vision for Tilbury

Download document from thurrock.gov.uk/tilbury-growth

3. SWOT analysis 2013

The following document contains the whole community consultation from 2013 and at page 7 includes the original SWOT analysis for Tilbury. This was incorporated into the SWOT for the new CLLD strategy in the summer of 2016

Download document from thurrock.gov.uk/tilbury-growth

4. Outputs of Peer to Peer survey and further community consultation (fun day 9 August 2016)

The following document shows the final outputs of the Peer-to-Peer survey exercise which was undertaken July-August 2016 in Tilbury.

Download document from thurrock.gov.uk/tilbury-growth

This is the raw peer-to-peer survey questionnaire template that was completed by respondents and collated to form the report above:

Download documents from thurrock.gov.uk/tilbury-growth

This is an illustration from the Tilbury Fun Day on 9th August 2016, a large community event held in the Anchor Fields in Tilbury, close to the Civic Square. The Tilbury Hub stand was used as an information point and local residents were asked what they thought were the key barriers to employment in Tilbury, aligned with the ideas in the SWOT, the peer-to-peer survey, and the outline actions in the CLLD strategy.



5. Sustainable development implementation plan

Community Led Local Development - Tilbury Local Action Group: Sustainable Development Implementation Plan

Overview & Scope

This Implementation plan describes how Tilbury Local Action Group will implement our Sustainable Development Policy. This plan covers Tilbury Local Action Group, our Delivery Partners (to be finalized at the date of project commencement) and any participants of the Community Led Local Development project in Tilbury

Plan Ownership & Oversight

This Plan will be owned by Tilbury Local Action Group, who will be responsible for ensuring that all actions are carried out, and reported according and in line with ESF Regulations. Tilbury Local Action Group will delegate actions and reporting to the Delivery Partners and subcontractors from time to time as appropriate.

This Plan will be overseen by the Tilbury Local Action Group Steering Group and Chair, who will provide guidance on how sustainable development outcomes can be maximized throughout the delivery of the project.

Implementation Plan Management

The Project Manager for CLLD will be accountable for leading the Sustainable Development Implementation plan. The Project Manager will be supported by a virtual project team, drawn from and representing staff on the project, to deliver the Implementation Plan within a project management environment.

Plan Initiation

The Implementation Plan will be initiated after Funding Agreement is in place. It will be subject to scrutiny and challenge by the Governing Board to ensure that it is achievable and realistic, and that Community Led Local Development minimizes environmental impact.

The anticipated date for Plan initiation is April 2017.

Reporting & Continuous Improvement

Tilbury Local Action Group will undertake a simple baseline estimate of our impact, and that of our Delivery Partners and subcontractors, in delivery of the project, with regards to: waste, recycling and energy consumption.

We will then agree the appropriate indicators for monitoring and reporting reduced energy consumption, increased volumes of recycling and improvements in waste management against this baseline. An example of how we will approach this reporting is given below ('Example Sustainability Monitoring and reporting Action Plan').

The Project Manager will review performance on all indicators against the baseline on a quarterly basis and these will form part of the report to the Tilbury Local Action

Group Steering Group. During this review, recommendations will be made to improve our environmental impact where it is possible to do so. Any improvement activities will be trialled, monitored and approved by the Tilbury Local Action Group Steering Group prior to rolling out across the project as a whole.

Ensuring Staff Awareness

We will ensure that all staff and participants help us to achieve our Sustainable Development policy objectives through:

Staff (including our Delivery Partner and subcontractors)

- All staff will receive, as part of their training before working on Community Led Local Development, specific training to understand the Policy, Implementation Plan and the actions we are committing to;
- All staff will receive reports and regular communications on how we have performed against our baseline and new initiatives to support better performance;
- Staff behaviour will be monitored and failure to act in a way that supports the policy will result in reprimand and additional training where required;
- Our Delivery Partners and subcontractors will be required to adopt comparable measures and their adherence will be monitored and subject to audit by Thurrock Borough Council as the Accountable Body, reporting to Tilbury Local Action Group.

Participants

All participants will be informed, during their time on the Community Led Local Development project, of the Sustainable Development Policy and our Sustainable Development initiatives. Participants will also receive advice as appropriate to help them minimise impact on the environment such as choosing environmentally sound transport options to attend work.

Specific Actions to be Taken

Specific Actions	Owner	Date for Completion
<p>All areas covered in this action plan link into a range of departments within Thurrock Borough Council as the accountable body, including, Waste Management, Environmental Team and Community Engagement Team.</p> <p>To comply with this project the Project Manager will ensure links with all relevant departments to meet the specific actions.</p>	Thurrock Borough Council as accountable Body, Project Manager for Community Led Local Development	Ongoing with reviews 6-months.

Example Sustainability Monitoring and reporting Action Plan

Sources of impact	Objectives	Policies and Targets	Indicators	Actions
Travel by all staff working on the CLLD programme	To minimise carbon emissions and other impacts by avoiding unnecessary business travel	Actively review and implement revised journey to work and business travel patterns and encourage the use of public transport, walking or cycling	Number of business journeys by mode / distance travelled by mode per annum	Record the number of out of office meetings and alternatives (teleconference / video conference / web cam) where it is a replacement for meetings
	To minimise the impact of necessary staff business travel by maximising the use of public transport, walking or cycling	Reduce year on year the total carbon emissions from travel per full time equivalent (FTE) and £ turnover	The ratio of distance (km) travelled by train to distance travelled by air (km)	Develop a target for reducing carbon emissions from air travel per full time equivalent (FTE) and turnover per year
	To offset the residual carbon emissions from business travel	Increase year on year the proportion of replacements to out of office meetings (e.g. teleconference, video conference and web cam) compared with the total number of meetings	Total carbon dioxide emissions from travel and average per FTE and £ turnover Amount of carbon emissions offset per annum	Investigate becoming carbon neutral
			Number of replacements to out of office meetings (e.g. teleconference, video conference and web cam) per annum	Produce advice for employees

Office energy consumption	<p>To minimise energy Consumption</p> <p>To minimise the impact of the energy used by supporting renewable energy sources</p>	<p>All lighting to use low energy bulbs</p> <p>As office equipment is replaced, purchase the most energy efficient equipment when compared with alternatives of a similar cost and performance</p> <p>Maximise the proportion of electricity used from renewable energy sources, whilst also supporting investment in new renewable energy schemes.</p>	<p>Total carbon dioxide emissions from office energy use and average per FTE and £ turnover</p> <p>Total office energy use and average per FTE and £ turnover</p> <p>Proportion of total electricity used from renewable sources</p>	<p>Ensure computer equipment is set to go to standby when left for a short period and equipment turned off at night where practical</p> <p>Install thermostat for heating, if Practicable</p> <p>Develop a target for the proportion of electricity from renewables and investment in new schemes</p> <p>Produce advice for employees</p>
Paper Consumption	<p>To minimise paper use</p> <p>To minimise the impacts of producing the paper used</p>	<p>Total paper consumption per FTE will not increase</p> <p>All direct paper consumption will be on 100% recycled paper</p> <p>50% of paper consumption through print orders will be on recycled paper</p> <p>All new printers to be capable of duplex printing</p>	<p>Total direct paper consumption and average per FTE and £ Turnover</p>	<p>Baseline for monitoring paper use to be established and paper use Monitored</p> <p>Produce advice for employees</p>
Waste generation	<p>To minimise the amount of waste generated</p> <p>To maximise the proportion of waste recycled</p>	<p>All waste office paper and toner cartridges will be recycled</p> <p>All glass, cans and plastic bottles will be recycled</p> <p>All redundant office equipment will be sold or donated for reuse or recycled</p> <p>As office equipment is replaced, purchase the most resource efficient equipment (e.g. toner waste etc) compared with alternatives of a similar cost and performance</p>	<p>Number / weight of bags of rubbish generated per annum and average per FTE and £ turnover</p> <p>Number/ weight of bags of paper recycled per year</p>	<p>Develop system to record waste generated</p>
Water use	<p>To minimise office water use</p>	<p>As equipment is replaced, purchase the most water efficient equipment when compared with alternatives of a similar cost and performance</p>		<p>Review measures that could be taken to reduce water use</p> <p>Produce advice for employees</p>
Working environment	<p>To reduce the impact of emissions / toxins from office equipment</p>			<p>Create a healthy working environment – including having plants in the office</p>

Consumption of other products	<p>To reduce the impact of beverages purchased and to support fair-trade</p> <p>To reduce the impact of products purchased (including product miles)</p>	<p>100% of tea and coffee purchased fair-trade</p> <p>All waste bags to be made from recycled and / or biodegradable plastic</p> <p>Use re-used office equipment where practical</p>		Review annually
Local community	To support local businesses and contribute to our local community and the environment	<p>Purchase products and use suppliers locally wherever practical</p> <p>Twenty days voluntary work by Thurrock Council per year</p>	<p>Review supplier base</p> <p>Number of person days of voluntary work undertaken per year</p>	Review Annually

6. Equality and Diversity plan

The following document sets out the LAG's equality and diversity plan, based on Thurrock Borough Council's equality and diversity strategy.

Download document from thurrock.gov.uk/tilbury-growth

7. Proof and confirmation of Accountable Body.

The document below is a letter from the Head of Regeneration and Assets, Thurrock Borough Council, confirming that this organisation acknowledges that it will act as the Accountable Body for this strategy, and the CLLD programme.

Download document from thurrock.gov.uk/tilbury-growth

8. Confirmation of LAG approval

The document below is a letter from the Chair of the LAG confirming that the strategy was approved by the LAG.

Download documents from thurrock.gov.uk/tilbury-growth



COMMUNITY LED LOCAL DEVELOPMENT: TILBURY LOCAL ACTION GROUP INCEPTION MEETING

26th May 2016 at 10:00

Tilbury Riverside Arts & Activity Centre, Ferry Road, Tilbury. RM18 7NJ

AGENDA:

Item	Time	Subject	By
1.	10.00	Welcome and Introductions	All
2.	10.10	Introducing Community Led Local Development <ul style="list-style-type: none"> Criteria ESIF: what is it for? What could it do? Timescales and outputs for the preparatory stage 	ME MB
3.	10:30	Forming the Tilbury Local Action Group (LAG) <ul style="list-style-type: none"> Makeup of LAG and voting rights Roles and responsibilities of LAG members and support available Agree and elect: <ul style="list-style-type: none"> LAG Chair and Vice Chair Appoint other members and observers 	ME All
4.	11:00	Process & timeline for developing Tilbury CLLD Strategy <ul style="list-style-type: none"> Building the evidence base Community engagement and endorsement Activity planning and interventions including outcomes / outputs framework and future role of LAG in implementation phase 	ME All
5.	11:40	Next steps, future meetings and communication	ME

Invitees:

Kristina Jackson: Thurrock CVS
Annie O'Brian: Riverside project
Barney Barnard-Hill: Tilbury Forum
Darren Hilton: HDS
Val Barclay: Job Centre Plus
A representative of South Essex College
Steve Liddiard: Tilbury Community Forum
Cllr Allen: Thurrock Borough Council
Matthew Essex: Thurrock Borough Council
Lucy Harris: Agency East
Stephen Taylor: Thurrock Borough Council
Tim Rignall: Thurrock Borough Council

Jacqui Payne: nGage
Yewande Kannike: One Community Dev. Trust
Simon Harper: Port of Tilbury
Liz Hand: Department of Work & Pensions
Kevin Saddler: Gateway Academy
A representative of Thurrock Adult Community College
Cllr Baldwin: Thurrock Borough Council
Cllr Okunade: Thurrock Borough Council
Natalie Warren: Thurrock Borough Council
Matthew Brown: Thurrock Borough Council
Michelle Lucas: Thurrock Borough Council
Katherine Williams: Thurrock Borough Council

Apologies:

Sandra Valentine: Department of Work & Pensions

CLLD is funded by the European Structural and Investment Funds (ESIF).



**COMMUNITY LED LOCAL DEVELOPMENT:
TILBURY LOCAL ACTION GROUP INCEPTION MEETING**
26th May 2016: 10:00am – 12pm

NOTES

Attendance:

Vincent Offord – for Barney Barnard-Hill: Tilbury Hub and Tilbury Forum
 Matthew Brown: Thurrock Borough Council
 Matthew Essex: Thurrock Borough Council (Chair)
 Liz Hand: Department of Work & Pensions
 Lucy Harris: Agency East
 Simon Harper: Port of Tilbury
 Darren Hilton: HDS
 Kristina Jackson: Thurrock CVS
 Paul Hodgkinson: One Community Development Trust
 Sarah Bryant: One Community Development Trust
 Terry Stevens: One Community Development Trust
 Steve Liddiard: The Tilbury Community Forum
 Annie O'Brien: Riverside project
 Cllr Okunade: Thurrock Borough Council
 Jacqui Payne: nGage
 Kevin Sadler: Gateway Academy
 Stephen Taylor: Thurrock Borough Council
 Natalie Warren: Thurrock Borough Council
 Kate Williams: Thurrock Borough Council
 Warren Milliner: South Essex College
 Sharon Walsh: Thurrock Adult Community College

Apologies:

Tim Rignall: Thurrock Borough Council
 Michelle Lucas: Thurrock Borough Council
 Sandra Valentine: Department of Work & Pensions

1	Welcome and Introductions	
	ME welcomed colleagues to the inception meeting.	ME

2	Introduction to CLLD – discussion points	
	<ul style="list-style-type: none"> • A brief introduction was given of the Community Led Local Development (CLLD) programme, and how it is underpinned by European Social Fund (ESF) and European Regional Development Fund (ERDF) - together the European Structural and Investment Funds (ESIF) and must meet the broad aims of these programmes. It is a specific approach in a targeted geographic area. It does not duplicate existing activity but rather it enables a community to design its own solutions. A detailed guidance note on CLLD is available on request. • It was highlighted that much excellent work already goes on in Tilbury around supporting people towards employment. What is lacking at present is a single coherent strategy for Tilbury which brings together actions and interventions around all the barriers to employment for example mental and physical health, skills and training (particularly those relevant to roles in the ports and logistics sector), job search skills, childcare, and physical access/infrastructure such as local walking and cycling routes • Noted that we are now in EU referendum Purdah until 24th June. The implications on this work of a potential 'Brexit' were discussed, but the advice from the ESIF programme is to continue with developing this work until we have more information • The Thurrock Health & Wellbeing Strategy has recently been refreshed – the CLLD Strategy must achieve a synergy between this and other strategies and work, including the Masterplanning work for Civic Square and Integrated Healthy Living Centre, and the refreshed Tilbury Hub which recently re-opened • It was agreed that wherever possible, community facing organisations in Tilbury would use existing events and forums, for example fun-days to undertake and evidence face-to-face consultation with the Community. Rather than replicating previous consultations, this will focus on 'what does this mean' for Tilbury residents, recognising that word-of-mouth is the most effective means of communication. • It was suggested that Peer to Peer research be explored as an opportunity to further understand the barriers to employment. This can be undertaken within the timescale and proves the deep engagement needed as part of the strategy. Case studies of people who have volunteered and then moved into local port and logistics employment will be drawn out • The 5-year delivery phase of the CLLD programme will be built with successful outputs in Year 1 becoming case studies that support take-up and promotion in subsequent years. • It is important that the publicity and promotion guidance on the ESF and ERDF programme is applied at all times. This means using the logos appropriately and making clear that the project is part funded through these programmes at all times. 	<p>MB</p> <p>All</p>
3	Forming the LAG	
	<ul style="list-style-type: none"> • Those present were offered the opportunity to 'self-elect' for membership of the Local Action Group, including chair and vice chair roles. • Representation was clarified – there must be over 51% membership of the LAG by the private sector and community 	All

	<p>sector, and 49% or less representation by Public Sector, for example ward councillors. Whilst it is not stipulated that the chair/vice chair must be from the private sector and community, this would be advantageous.</p> <ul style="list-style-type: none"> • It was agreed that once the LAG membership is known, skills mapping would be undertaken to ensure that the group has the right blend and balance needed to be effective • Membership will be confirmed, and then draft TOR for the LAG will be developed and issued. Note this is not an exclusive and exhaustive list and we welcome additional nominations to the LAG outside of this meeting • The group would meet monthly initially during the preparatory phase of the project (to 31st August 2016), then drop back to quarterly • Thurrock Borough Council (TBC) is happy to nominally serve as the Accountable Body for this application subject to formal approval. However the Council made clear that if another organisation wishes to act as Accountable Body then they should make themselves known • To provide the capacity needed to develop and submit the CLLD strategy, a consultant is being sought through a procurement process, they will support the Regeneration Team TBC and thus the LAG from 15th June to 31st August • The longer-term role of the LAG was identified as a board which owns a framework around specific outcomes and themes covering the spectrum of people furthest from the job market to those needing less support, incorporating support to business start-ups and wrap-around support which could include Health and Social Care needs, travel, childcare etc. • The LAG would then assign monies to specific projects against the framework and criteria: receiving and validating project bids led by local partners as 'delivery agents' • The need for transparency and separation of this board was discussed and will be explored further with ESF/ERDF programme facilitators • TBC will support the LAG in developing this framework as part of the CLLD strategy • Approach to match funding will be developed in line with this. 	
4	Process – timeline and next steps	
	<p>ACTION POINTS (to be reviewed at next LAG meeting):</p> <ul style="list-style-type: none"> • A further LAG meeting will be set for the end of the Purdah period (late June), with 2 further meetings late July, late August 2016 • Draft TOR for the LAG will be circulated to the group • Proposed membership will be reviewed and confirmed, including consideration of the balance and skills mix of the group • Provide further clarity on split of delivery partners / LAG board • TBC will work with partners to develop 'peer-to-peer' as part of the community engagement approach. 	<p>MB</p> <p>MB</p> <p>MB</p> <p>MB</p> <p>All</p>



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**COMMUNITY LED LOCAL DEVELOPMENT:
TILBURY LOCAL ACTION GROUP INCEPTION MEETING**
26th May 2016 at 10:00

SIGN-IN SHEET:

NAME	ORGANISATION	SIGNATURE
Cllr Allen:	Thurrock Borough Council	
Val Barclay:	Job Centre Plus	
Cllr Baldwin:	Thurrock Borough Council	
Barney Barnard Hill:	Tilbury Forum <i>Tilbury Hub</i>	<i>Deputy for BBH</i>
Matthew Brown:	Thurrock Borough Council	
Matthew Essex:	Thurrock Borough Council	
Liz Hand:	Department of Work & Pensions	
Lucy Harris:	Agency East	
Simon Harper:	Port of Tilbury	
Darren Hilton:	HDS	
Kristina Jackson:	Thurrock CVS	
Yewande Kannike:	One Community Dev. Trust	
Cllr Liddiard:	Thurrock Borough Council	
Michelle Lucas:	Thurrock Borough Council	
Annie O'Brian: <i>Bien</i>	Riverside project	
Cllr Okunade:	Thurrock Borough Council	
Jacqui Payne:	nGage	
Tim Rignall:	Thurrock Borough Council	
Kevin Saddler:	Gateway Academy	
Stephen Taylor:	Thurrock Borough Council	
Natalie Warren:	Thurrock Borough Council	

Additional Attendees:

NAME	ORGANISATION	SIGNATURE
	South Essex College	
<i>Sharon Walsh</i>	Thurrock Adult Community Coll.	<i>S. Walsh</i> <i>S. Walsh@face.co.uk</i>
<i>Kate Williams</i>	LOCAL AREA COORDINATION	
<i>Warren Millner</i>	SOUTH ESSEX COLLEGE	<i>Warren.Millner@Southessex.org.uk</i>
<i>Paul Hodgekinson</i>	one community development trust	
<i>Sarah Bryant</i>	one community development trust	<i>Sarah Pinky Bryant 147962@hotmail.co.uk</i>
<i>TERRY STEVENS</i>	ONE COMMUNITY D.T.	

CLLD is funded by the European Structural and Investment Funds (ESIF).



**COMMUNITY LED LOCAL DEVELOPMENT:
TILBURY LOCAL ACTION GROUP MEETING**

6th July 2016: 2:30pm – 4pm. The Gateway Academy, Tilbury

NOTES:

Attendance:

- Vincent Offord – for Barney Barnard-Hill: Tilbury Hub and Tilbury Forum
- Matthew Brown: Thurrock Borough Council
- Matthew Essex: Thurrock Borough Council (Chair)
- Liz Hand: Department of Work & Pensions
- Petrit Shala: HDS
- Carol Purser: Tenant representative
- Terry Stevens: One Community Development Trust
- Steve Liddiard: The Tilbury Community Forum
- Jacqui Payne: nGage
- Stephen Taylor: Thurrock Borough Council
- Natalie Warren: Thurrock Borough Council
- Kate Williams: Thurrock Borough Council
- Nick Bailey: Thurrock Adult Community College
- John Houghton: Shared Intelligence
- Jenny Ball: The Prince's Trust

Apologies:

- Tim Rignall: Thurrock Borough Council
 - Michelle Lucas: Thurrock Borough Council
 - Sandra Valentine: Department of Work & Pensions
 - Simon Harper: Port of Tilbury
 - Darren Hilton: HDS
 - Kevin Sadler: Gateway Academy
 - Annie O'Brien: Riverside project
 - Sarah Bryant: One Community Development Trust
 - Kristina Jackson: Thurrock CVS
-

1	Welcome and Introductions	
	<p>ME welcomed colleagues to the meeting.</p> <p>Actions from the last meeting:</p> <ul style="list-style-type: none"> • MB to arrange second meeting – completed. • MB to draft Terms of Reference (ToR) for the group – completed and draft circulated for discussion today. • MB to lead initial drafting of the CLLD strategy – completed and draft circulated for discussion today. <p><u>Brexit:</u> The referendum result will have implications for a range of programmes, including this one. The advice from the UK managing authorities is to continue with the current process under further guidance is issued.</p>	ME
2	Draft Terms of Reference (ToR) for Tilbury Local Action Group	
	<p>Matthew Essex (ME) sought comments on the draft Terms of Reference, which were circulated in advance and in hard copy at the start of the meeting. He stressed that they were a 'starter for ten', not a final version.</p> <p>For context, Matthew Brown (MB) also explained that the role of the LAG would change. Currently, it is a stakeholder group, with primary responsibility for developing the strategy. Once funding has been agreed it will become a steering group that is responsible for commissioning and overseeing the delivery of services to deliver the goals of the strategy. The ToR is owned by the chairperson of the LAG. The LAG indicated that they were happy with the ToR, subject to a few suggested changes and additions:</p> <ul style="list-style-type: none"> • A statement that Thurrock Council will provide practical support to the LAG and the named officer who is responsible for ensuring that support is provided. • Confirmation that the quorate number of attendees needs to reflect the balance of the whole group in terms of at least 51% of members being non-public sector. <p><u>Chair and Vice-Chair:</u> ME reiterated the importance of the group electing a new chair. He was happy to serve as chair temporarily to keep things moving forward, but this was not sustainable or within the spirit of the programme going forward. However, the Chair would continue to be supported by Thurrock Council and partners.</p> <p>Cllr. Steve Liddiard put himself forward should no other member of the group wish to nominate themselves.</p> <p>A decision was deferred to the next meeting of the LAG, to give members a further opportunity to put themselves forward (as a further update to this item Simon Harper of Port of Tilbury has agreed to be Vice-Chair for the strategy application stage).</p>	<p>ME</p> <p>All</p> <p>ME</p> <p>SL</p> <p>All</p>

3	Draft CLLD Strategy	
	<p>ME introduced the item by explaining that Thurrock Council had developed a draft based on conversations with and input from LAG members and other members of the wider community. The current draft reflected those conversations but was a starting point for discussion and further development. It was crucial that the LAG shaped and owned the strategy.</p> <p><u>SWOT analysis:</u></p> <p>MB explained that the SWOT was largely derived from a recent community consultation exercise that had informed the vision for Tilbury, but had been updated at a few parts to reflect the aims and objectives of the ESIF fund. He repeated the message in the guidance about the SWOT leading to a prioritised list of areas for action, not a wish list.</p> <p>General comments included:</p> <ul style="list-style-type: none"> • The need to update specific references which are no longer / less relevant. • The need to have a balance of positive strengths and opportunities, as well as the more challenging weaknesses and threats. • The importance of differentiating between weaknesses and threats. <p>The group then reviewed each part of the SWOT and offered specific comments which would be reflected in the next iteration of the strategy.</p> <p><u>Areas for priority action:</u></p> <p>The group then examined the draft objectives and related areas for action in the strategy. MB introduced this part of the discussion by relating the messages in the guidance about being ambitious while focusing on deliverable and SMART objectives. The LAG would need to challenge itself on this point, and the need to stay within the scope of the funding opportunity.</p> <p>General comments included:</p> <ul style="list-style-type: none"> • Reiterating the fact that this is an all-age strategy, not one aimed exclusively at young people or any other specific age group. • Building on what already exists in Tilbury, in terms of local services, voluntary action and business activity. • The group then reviewed each objective and related activity, and offered specific comments which would be reflected in the next iteration of the strategy. 	All
4	Process – timeline and timeline for finalising the CLLD strategy	
	<p>MB explained that the next key milestone was the submission of the draft strategy at the end of August 2016.</p> <p><u>Peer to Peer:</u></p> <p>Jacqui Payne (JP), speaking on behalf of nGage, provided an update on</p>	<p>MB</p> <p>JP</p>

	<p>the 'Peer to Peer' work. A number of local agencies and individuals had signed up to promote the survey through their networks. MB explained that there was some flexibility over the timescale, but that it would be difficult to use survey responses that arrive after the end of July, as survey analysis would begin in August. ME explained that there was no 'target' number of desired responses. The important thing was to get high-quality feedback. To that end, JP stressed the importance of gathering information about respondents, such as gender, age group, and postcode, so that it could be part of the analysis. JP would continue to liaise with local partners on the logistics of the survey.</p> <p>It was recommended that local businesses, for example businesses within the Port should be engaged and consulted through a separate exercise to gain support for and awareness of the CLLD strategy</p> <p><u>Future drafts:</u></p> <p>MB, with the support of Shared Intelligence, will prepare the next iteration of the strategy and circulate it before the next meeting of the LAG, which will be in mid-August.</p>	<p>MB</p> <p>MB JH</p>
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	<p>ME welcomed colleagues to the meeting.</p> <p>Actions from the last meeting:</p> <ul style="list-style-type: none"> • MB to arrange second meeting – completed. • MB to draft Terms of Reference (ToR) for the group – completed and draft circulated for discussion today. • MB to lead initial drafting of the CLLD strategy – completed and draft circulated for discussion today. <p><u>Brexit:</u> The referendum result will have implications for a range of programmes, including this one. The advice from the UK managing authorities is to continue with the current process under further guidance is issued.</p>	ME
2	Draft Terms of Reference (ToR) for Tilbury Local Action Group	
	<p>Matthew Essex (ME) sought comments on the draft Terms of Reference, which were circulated in advance and in hard copy at the start of the meeting. He stressed that they were a 'starter for ten', not a final version.</p> <p>For context, Matthew Brown (MB) also explained that the role of the LAG would change. Currently, it is a stakeholder group, with primary responsibility for developing the strategy. Once funding has been agreed it will become a steering group that is responsible for commissioning and overseeing the delivery of services to deliver the goals of the strategy. The ToR is owned by the chairperson of the LAG. The LAG indicated that they were happy with the ToR, subject to a few suggested changes and additions:</p> <ul style="list-style-type: none"> • A statement that Thurrock Council will provide practical support to the LAG and the named officer who is responsible for ensuring that support is provided. • Confirmation that the quorate number of attendees needs to reflect the balance of the whole group in terms of at least 51% of members being non-public sector. <p><u>Chair and Vice-Chair:</u> ME reiterated the importance of the group electing a new chair. He was happy to serve as chair temporarily to keep things moving forward, but this was not sustainable or within the spirit of the programme going forward. However, the Chair would continue to be supported by Thurrock Council and partners.</p> <p>Cllr. Steve Liddiard put himself forward should no other member of the group wish to nominate themselves.</p> <p>A decision was deferred to the next meeting of the LAG, to give members a further opportunity to put themselves forward (as a further update to this item Simon Harper of Port of Tilbury has agreed to be Vice-Chair for the strategy application stage).</p>	<p>ME</p> <p>All</p> <p>ME</p> <p>SL</p> <p>All</p>

3	Draft CLLD Strategy	
	<p>ME introduced the item by explaining that Thurrock Council had developed a draft based on conversations with and input from LAG members and other members of the wider community. The current draft reflected those conversations but was a starting point for discussion and further development. It was crucial that the LAG shaped and owned the strategy.</p> <p><u>SWOT analysis:</u></p> <p>MB explained that the SWOT was largely derived from a recent community consultation exercise that had informed the vision for Tilbury, but had been updated at a few parts to reflect the aims and objectives of the ESIF fund. He repeated the message in the guidance about the SWOT leading to a prioritised list of areas for action, not a wish list.</p> <p>General comments included:</p> <ul style="list-style-type: none"> • The need to update specific references which are no longer / less relevant. • The need to have a balance of positive strengths and opportunities, as well as the more challenging weaknesses and threats. • The importance of differentiating between weaknesses and threats. <p>The group then reviewed each part of the SWOT and offered specific comments which would be reflected in the next iteration of the strategy.</p> <p><u>Areas for priority action:</u></p> <p>The group then examined the draft objectives and related areas for action in the strategy. MB introduced this part of the discussion by relating the messages in the guidance about being ambitious while focusing on deliverable and SMART objectives. The LAG would need to challenge itself on this point, and the need to stay within the scope of the funding opportunity.</p> <p>General comments included:</p> <ul style="list-style-type: none"> • Reiterating the fact that this is an all-age strategy, not one aimed exclusively at young people or any other specific age group. • Building on what already exists in Tilbury, in terms of local services, voluntary action and business activity. • The group then reviewed each objective and related activity, and offered specific comments which would be reflected in the next iteration of the strategy. 	All
4	Process – timeline and timeline for finalising the CLLD strategy	
	<p>MB explained that the next key milestone was the submission of the draft strategy at the end of August 2016.</p> <p><u>Peer to Peer:</u></p> <p>Jacqui Payne (JP), speaking on behalf of nGage, provided an update on</p>	<p>MB</p> <p>JP</p>

	<p>the 'Peer to Peer' work. A number of local agencies and individuals had signed up to promote the survey through their networks. MB explained that there was some flexibility over the timescale, but that it would be difficult to use survey responses that arrive after the end of July, as survey analysis would begin in August. ME explained that there was no 'target' number of desired responses. The important thing was to get high-quality feedback. To that end, JP stressed the importance of gathering information about respondents, such as gender, age group, and postcode, so that it could be part of the analysis. JP would continue to liaise with local partners on the logistics of the survey.</p> <p>It was recommended that local businesses, for example businesses within the Port should be engaged and consulted through a separate exercise to gain support for and awareness of the CLLD strategy</p> <p><u>Future drafts:</u></p> <p>MB, with the support of Shared Intelligence, will prepare the next iteration of the strategy and circulate it before the next meeting of the LAG, which will be in mid-August.</p>	<p>MB</p> <p>MB JH</p>
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**COMMUNITY LED LOCAL DEVELOPMENT:
TILBURY LOCAL ACTION GROUP: SECOND MEETING**
06th July 2016 at 14:30

SIGN-IN SHEET:

NAME	ORGANISATION	SIGNATURE
Cllr Allen:	Thurrock Borough Council	
Val Barclay:	Job Centre Plus	
Cllr Baldwin:	Thurrock Borough Council	
Barney Barnard-Hill:	Tilbury Forum	
Matthew Brown:	Thurrock Borough Council	<i>Matthew Brown</i>
Matthew Essex:	Thurrock Borough Council	<i>Matthew Essex</i>
Liz Hand:	Department of Work & Pensions	<i>Liz Hand</i>
Lucy Harris:	Agency East	
Simon Harper:	Port of Tilbury	Apologies
Darren Hilton:	HDS	Apologies
Kristina Jackson:	Thurrock CVS	Apologies
X Yewande Kannike:	One Community Dev. Trust	<i>TERRY STEVENS</i>
Cllr Liddiard:	Thurrock Borough Council	<i>E. Liddiard</i>
Michelle Lucas:	Thurrock Borough Council	Apologies
Annie O'Brien:	Riverside project	Apologies
Cllr Okunade:	Thurrock Borough Council	
Jacqui Payne:	nGage	<i>J Payne</i>
Tim Rignall:	Thurrock Borough Council	Apologies
Kevin Sadler:	Gateway Academy	
Stephen Taylor:	Thurrock Borough Council	<i>Stephen Taylor</i>
Natalie Warren:	Thurrock Borough Council	<i>Natalie Warren</i>
Carol Purser	Housing representative	<i>e Purser</i>
Sarah Bryant	One Community Dev. Trust	Apologies: Terry Stevens attending.
John Houghton	Shared Intelligence	<i>John Houghton</i>

Additional Attendees:

NAME	ORGANISATION	SIGNATURE
	South Essex College	
<i>NICK BAILEY</i>	Thurrock Adult Community Coll.	<i>Nick Bailey</i>
<i>Retit Shaka</i>	<i>HDS</i>	<i>Retit Shaka</i>
<i>Kate Williams</i>	<i>LOCAL AREA COORDINATOR</i>	<i>Kate Williams</i>
<i>Norm Ball</i>	<i>THE PRINCE'S TRUST</i>	<i>Norm Ball</i>
<i>VINCENT OFFOH</i>	<i>TILB HUB</i>	<i>Vincent Offoh</i>



COMMUNITY LED LOCAL DEVELOPMENT: TILBURY LOCAL ACTION GROUP (T-LAG): 3rd MEETING

10 August 2016 at 10am

Port of Tilbury Training Academy, 46 Berth Tilbury Freeport, Tilbury, RM18 7HS

**(Directions printed on next page)*

AGENDA:

Item	Time	Subject	By
1.	10.00	Welcome and introductions: <ul style="list-style-type: none"> Notes of previous meetings & actions arising Impacts of Brexit, latest guidance on programme from ESIF committee & Local Enterprise Partnership (SE LEP) 	SL MB
2.	10.15	Terms of reference: <ul style="list-style-type: none"> Approve final version of TOR: includes Chair & Vice Chair roles Long-term role of the T-LAG post August 2016 	SL MB/JH
3.	10:30	Community consultation on the needs base in Tilbury: <ul style="list-style-type: none"> High-level outputs from 'Peer to Peer' exercise Community Fun Day 9th August 	MB/JH
4.	10:45	Near-final CLLD Strategy iteration: <ul style="list-style-type: none"> General views and feedback Review updates to priority actions (A-E) & high-level outputs Advice and feedback from joint review with the Hastings and Folkestone applications 	All MB/JH MB/JH
5	11:45	Process & timeline for finalising and submitting CLLD strategy: <ul style="list-style-type: none"> Agree arrangements for finalisation and approval by the 7 members of the T-LAG steering group Summary of submission process and timeline. 	MB/JH
6.	11:55	Next steps, future meetings and communication, AOB	SL,MB

T-LAG Steering group invitees:

Steve Liddiard: Tilbury Community Forum (Chair)
Annie O'Brian: Riverside project
Sarah Bryant: One Community Dev. Trust
Liz Hand: Department of Work & Pensions

Simon Harper: Port of Tilbury (Vice-Chair)
Darren Hilton/Petrit Shala: HDS
Carol Purser: Tenant representative

T-LAG Stakeholder group invitees:

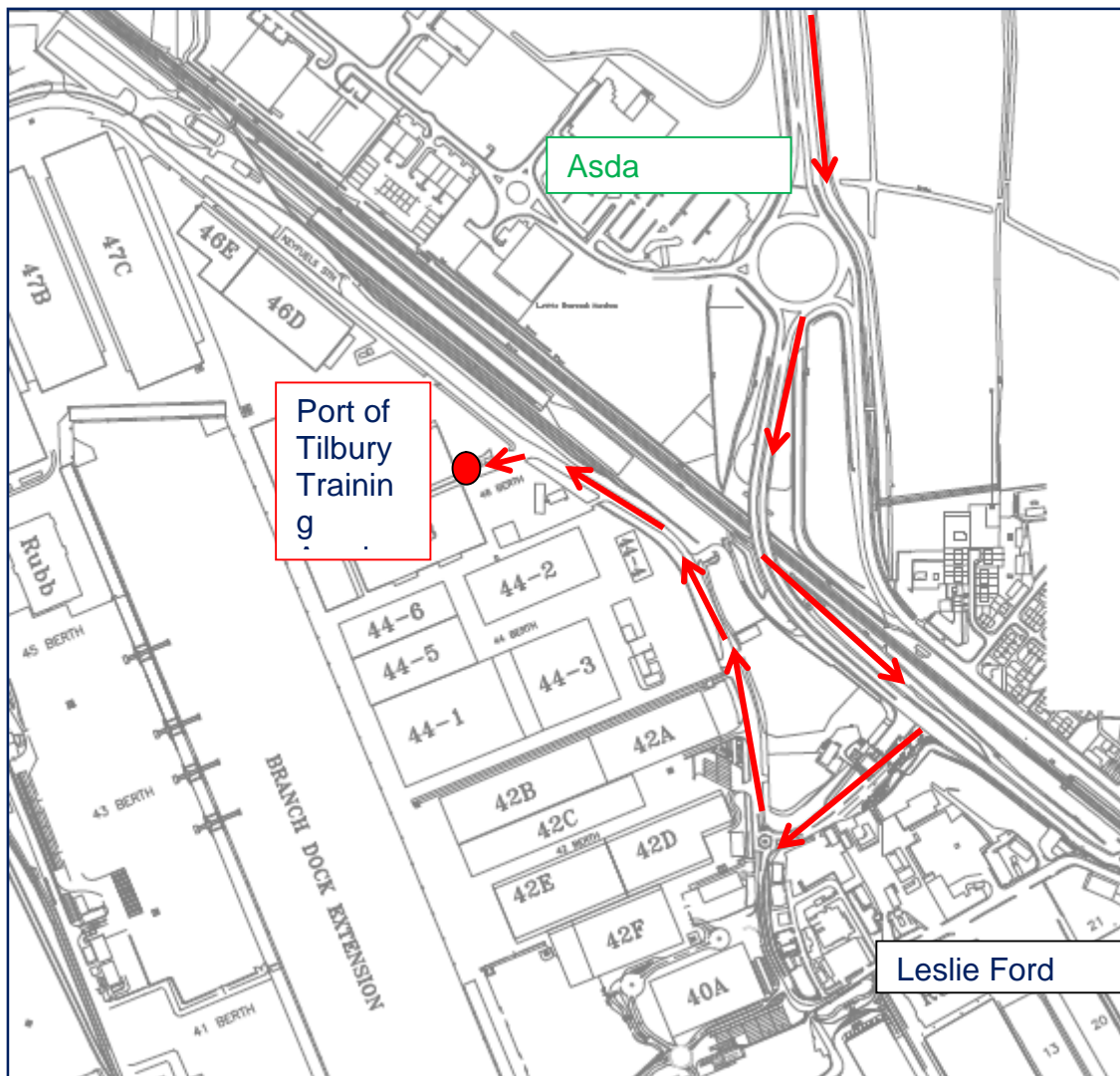
Kristina Jackson: Thurrock CVS
Barney Barnard-Hill / Vincent Offord: Tilbury Forum
Val Barclay: Job Centre Plus
John Houghton: Shared Intelligence
Clare Francis: The Prince's Trust
Cllr Allen: Thurrock Borough Council
Matthew Essex: Thurrock Borough Council
Lucy Harris: Agency East
Stephen Taylor: Thurrock Borough Council
Tim Rignall: Thurrock Borough Council
Terry Stevens: One Community Dev. Trust

Jacqui Payne: nGage
Yewande Kannike: One Community Dev. Trust
Kevin Saddler: Gateway Academy
Nick Bailey: Thurrock Adult Community College
Cllr Baldwin: Thurrock Borough Council
Cllr Okunade: Thurrock Borough Council
Natalie Warren: Thurrock Borough Council
Matthew Brown: Thurrock Borough Council
Michelle Lucas: Thurrock Borough Council
Jenny Ball: The Prince's Trust
Katherine Williams: Thurrock Borough Council

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Port of Tilbury Training Academy

Please find below a map showing driving directions from the Asda roundabout to the new Training Academy located at 46 Berth Tilbury Freeport, Tilbury, Essex, RM18 7HS. You will see that Leslie Ford House has been included as a reference point.



Once you have entered the Port and negotiated your way through security, carry on through the entrance, making your way into the right hand lane. At the mini roundabout turn right towards London Container Terminal. You will find the Port of Tilbury Training Academy approximately 0.3 miles ahead on your left, just beyond the SCA boundary.

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**COMMUNITY LED LOCAL DEVELOPMENT:
TILBURY LOCAL ACTION GROUP (T-LAG) MEETING**
10th August 2016: 10am-12pm. Port of Tilbury Training Academy

NOTES:

Attendance:

- Steve Liddiard: The Tilbury Community Forum (Chair)
- Sarah Bryant: One Community Development Trust
- Carol Purser: Tenant representative
- Matthew Brown: Thurrock Borough Council
- Liz Hand: Department of Work & Pensions
- Jacqui Payne: nGage
- Stephen Taylor: Thurrock Borough Council
- Natalie Warren: Thurrock Borough Council
- Kate Williams: Thurrock Borough Council
- Nick Bailey: Thurrock Adult Community College
- John Houghton: Shared Intelligence
- Clare Francis: The Prince's Trust
- Annie O'Brien: Riverside Project
- Kristina Jackson: Thurrock CVS
- Simon Harper: Port of Tilbury

Apologies:

- Matthew Essex: Thurrock Borough Council
 - Vincent Offord – for Barney Barnard-Hill: Tilbury Hub and Tilbury Forum
 - Tim Rignall: Thurrock Borough Council
 - Michelle Lucas: Thurrock Borough Council
 - Sandra Valentine: Department of Work & Pensions
 - Darren Hilton & Petrit Shala: HDS
 - Kevin Sadler: Gateway Academy
 - Jenny Ball: The Prince's Trust
-

1	Welcome and Introductions	
	<p>SL welcomed colleagues to the meeting.</p> <p>Actions from the last meeting:</p> <ul style="list-style-type: none"> • MB to arrange third meeting – completed. • MB to update Terms of Reference (ToR) for the group and share with the LAG chair – completed & will be updated further • MB/JH to issue a further iteration of CLLD strategy – completed and issued 05-08-16 for discussion today. <p><u>Brexit:</u></p> <p>The referendum result continues to impact on this and other EU funded programmes. The funding is secured for this (preparatory) phase however future funding for delivery is currently unknown. A letter from the Prime Minister to Local Economic Partnership (LEP) chairs is awaited that will clarify the position. It is foreseeable that the original 5-year delivery window will be cut to 12/18/24 months. LEP is lobbying Department of Works & Pensions and Department of Communities and Local Government that CLLD is a vital programme and is purposely designed with a long intervention window. In response our strategy will be tailored so that outputs and actions are scalable & prioritised clearly. MB will keep the group informed as more detail emerges from the LEP.</p> <p><u>Overall timeline and next key milestones:</u></p> <p>These are <i>provisionally</i> as follows:</p> <ul style="list-style-type: none"> • 31-08-16. Tilbury CLLD strategy submitted. Reviewed and appraised by LEP ESIF committee, then the Managing Authorities • 31-10-16. Thurrock BC / T-LAG notified whether application successful • 31-12-16. (If above stage successful) deadline to submit the individual ESF and ERDF applications to Managing Authorities • 31-03-17. Thurrock BC / T-LAG notified whether successful • 01-04-17. Delivery phase, contracting etc. commences • To be Advised (potentially December 2019). Delivery phase ends 	<p>SL</p> <p>MB</p> <p>MB</p>
2	Draft Terms of Reference (ToR) for Tilbury Local Action Group	
	<p>Matthew Brown (MB) confirmed that the TOR has been updated and discussed with the T-LAG chair (SL). MB will make further amends and re-issue to the group.</p> <p>MB re-iterated that the TOR will change and will be reviewed following the end of this preparatory period (31st August). The role will move towards that of a body that receives project applications based on the CLLD strategy and awards funding to delivery partners, as well as a general oversight and publicity role. This is covered in the Strategy.</p> <p><u>Chair and Vice-Chair:</u></p> <p>MB re-iterated that Steve Liddiard is the Chair of T-LAG– within his independent capacity as a representative of The Tilbury Community Forum, rather than as the formal representative of Thurrock Borough Council (TBC). Therefore MB has clarified that the formal TBC</p>	<p>MB</p> <p>All</p> <p>All</p>

	representative will be the Head of Regeneration and Assets. Simon Harper of Port of Tilbury is the T-LAG Vice Chair.	
3	Community Consultation: Peer to Peer and Events	
	<ul style="list-style-type: none"> The group formally thanked the Tilbury Hub for delivering the peer-to-peer exercise 56 questionnaires have been completed, and the results collated KJ outlined the key findings from the exercise. As a point of clarity in the 4th chart 11/3 were (fairly/very) dissatisfied with Tilbury as a place to live, whilst 30/10 were (fairly/very) satisfied It was acknowledged that whilst the feedback is helpful in validating the strategy's needs basis, risk that the consultees may not be sufficiently reflective of the Tilbury demographic, for example the 50% not looking for work may be retired It was therefore agreed that the Monday 15th August Job Club which targets a younger (16-25) audience be used to supplement the Peer to Peer exercise. Outcomes will be reported to MB/JH on or before Monday 22nd August The Tilbury Fun Day 09/08/16 was discussed. Some positive comments and further engagement was recorded. 	<p>All</p> <p>KJ</p> <p>All</p> <p>All</p>
4	Draft CLLD Strategy	
	<p>The group reviewed the actions section of the strategy and the suggestions made will be incorporated in the next iteration. T-LAG gave 'in principle' agreement to the 5 priority action areas.</p> <p>MB clarified the next steps and process towards Strategy submission:</p> <ul style="list-style-type: none"> 19-08-16. Deadline for group to submit any comments on the previous iteration and any further information MB has requested for example case studies, clarification of potential match funding etc. 23-08-16. FINAL strategy iteration will be issued to T-LAG via email 25-08-16 (COB). Deadline for T-LAG members to confirm in email that they are happy that this iteration be submitted by TBC on behalf of T-LAG. 'No response' is taken as implied approval. MB will make arrangements to record formal sign-off by SL as chair of T-LAG 26-08-16 onwards. MB/JH undertake final checks and changes and then submits the strategy by 31st August. 	<p>All</p> <p>MB</p>
5	Next steps, AOB etc.	
	<p>MB explained that we await further guidance from EU, LEP etc. before we can determine when and whether T-LAG should meet and plan further tasks etc.</p> <p>It was agreed that as a holding position, 2 further meetings be scheduled in the Autumn to review any further news and announcements on the programme and our bid. They will be cancelled if not needed. These will be held:</p>	<p>MB</p> <p>All</p>

	<ul style="list-style-type: none"> • Wednesday 26th October, 10am-12pm. • Wednesday 30th November, 10am-12pm. <p>CF will circulate a link and an update on Lord Heseltine's Thames Estuary 2050 Growth Commission.</p> <p>SL thanked all for attending and contributing, and closed the meeting.</p>	<p>CF</p> <p>SL</p>
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**COMMUNITY LED LOCAL DEVELOPMENT:
TILBURY LOCAL ACTION GROUP: THIRD MEETING**
10th August 2016 at 10:00. Port of Tilbury Training Academy

SIGN-IN SHEET:

NAME	ORGANISATION	SIGNATURE
Cllr Allen:	Thurrock Borough Council	
Val Barclay:	Job Centre Plus	
Nick Bailey	Thurrock Adult Community Coll.	<i>Nick Bailey</i>
Cllr Baldwin:	Thurrock Borough Council	
Jenny Ball	The Princes' Trust	<i>Jenny Ball</i>
Matthew Brown:	Thurrock Borough Council	<i>Matthew Brown</i>
Sarah Bryant	One Community Dev. Trust	<i>Sarah Bryant</i>
Matthew Essex:	Thurrock Borough Council	<i>Matthew Essex</i>
Liz Hand:	Department of Work & Pensions	<i>Liz Hand</i>
Lucy Harris:	Agency East	
Simon Harper:	Port of Tilbury	<i>Simon Harper</i>
John Houghton	Shared Intelligence	
Kristina Jackson:	Thurrock CVS	<i>Kristina Jackson</i>
Yewande Kannike:	One Community Dev. Trust	
Cllr Liddiard:	Thurrock Borough Council	<i>Cllr Liddiard</i>
Michelle Lucas:	Thurrock Borough Council	
Annie O'Brien:	Riverside project	<i>Annie O'Brien</i>
Vice Offord	Tilbury Forum	
Cllr Okunade:	Thurrock Borough Council	
Carol Purser	Housing representative	<i>Carol Purser</i>
Jacqui Payne:	nGage	<i>Jacqui Payne</i>
Tim Rignall:	Thurrock Borough Council	
Kevin Sadler:	Gateway Academy	
Petrit Shala	HDS	
Terry Stevens	One Community Dev. Trust	
Stephen Taylor:	Thurrock Borough Council	<i>Stephen Taylor</i>
Natalie Warren:	Thurrock Borough Council	<i>Natalie Warren</i>

Additional Attendees: ***continue overleaf as needed***

NAME	ORGANISATION	SIGNATURE
<i>KATE WILLIAMS</i>	<i>TBC</i>	<i>Kate Williams</i>
<i>Sarah Bryant</i>	<i>One Community Development Trust</i>	<i>Sarah Bryant</i>

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APPENDIX 2



COMMUNITY LED LOCAL DEVELOPMENT:

Terms of Reference for Tilbury Local Action Group (T-LAG) This Version Draft v0.2a FINAL (updated 11-08-16)

1.0 Purpose of Tilbury Local Action Group:

- 1.1 Tilbury's Local Action Group (heron T-LAG) is a forum for overseeing the development and implementation of the Community Led Local Development (CLLD) programme in Tilbury from now until conclusion of programme delivery
- 1.2 In the short term the priority is for people to come together to develop a CLLD strategy for Tilbury. Members will seek input from locally based organisations, networks & community partnerships that have strong links with local residents.

2.0 Functions:

- 2.1 The specific functions of T-LAG **to 31/08/2016** are to:
 1. Oversee and guide the development and validation of the CLLD strategy, including developing and supporting community consultation
 2. Identify gaps in the strategy and develop plans to address them
 3. Devise non-discriminatory and transparent processes, and criteria for design of project implementation, including avoiding conflicts of interest
 4. Approve the CLLD strategy and its implementation plan.
- 2.2 **From 01/09/2016** T-LAG will revise its TOR & membership. Dependent on the grant application process & guidance, its future role *could foreseeably include*:
 1. Contribute to the recruitment/appointment of staff
 2. Support and agree the publishing of calls for projects that support the outcomes and outputs identified within the CLLD strategy
 3. Receive and assess project applications ensuring fit within the CLLD strategy and contribution to delivering outputs and targets
 4. Work with the accountable body to present proposals for verification
 5. Monitor and evaluate delivery of the CLLD programme.

3.0 Membership:

- 3.1 Membership of the T-LAG will be drawn from a wide range of citizens, associations, community groups, agencies and projects.
- 3.2 The initial version of T-LAG (to 31st August 2016) consists of:
 - a **steering group** who having voting rights and;
 - a broader **stakeholder group** of advisors to the programme.

3.3 To be compliant with funder eligibility criteria the steering group must be composed of at least 51% representation from community, voluntary and private sectors, and not more than 49% public sector. It is proposed that initially this comprises:

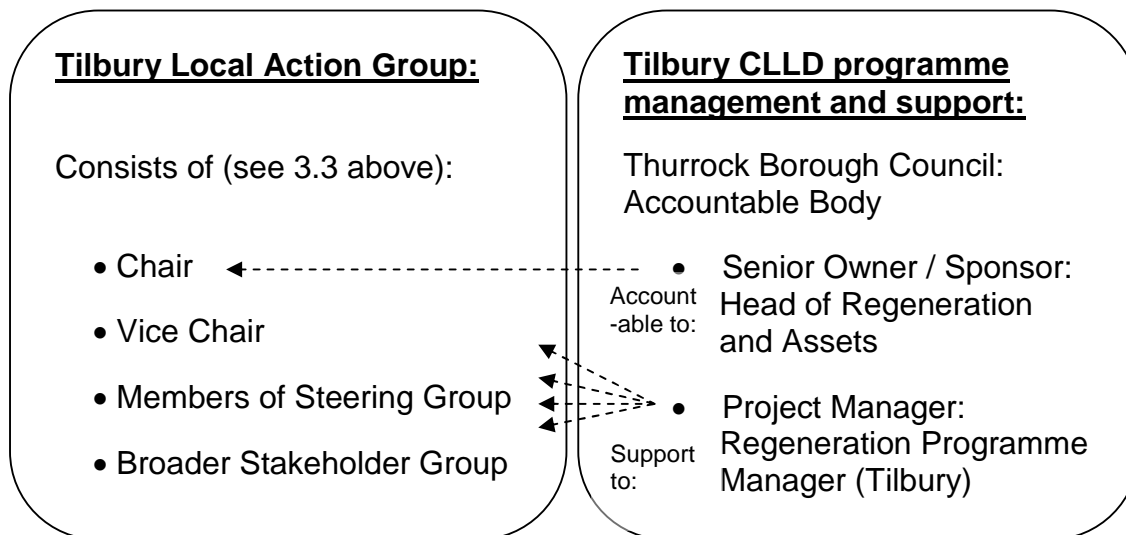
- Upto 6 community and voluntary sector members
- Upto 3 private sector members
- Upto 3 public sector members.

To be quorate, each meeting of T-LAG must reflect the ratios above; where steering group members are unable to attend a meeting they may designate a representative from the broader stakeholder group or their organisation

3.4 Membership of the initial **steering group** will be:

- **Chair**: Steve Liddiard, The Tilbury Community Forum (community sector)
- **Vice Chair**: Simon Harper, Training Manager at Port of Tilbury (private sector)
- **Members**:
 - Darren Hilton: HDS (private sector)
 - Annie O'Brien: Riverside Project (community sector)
 - Sarah Bryant: One Community Development Trust (community sector)
 - Carol Purser: Tenant representative (community sector)
 - Liz Hand: Department of Work & Pensions (public sector)
 - Head of Regeneration & Assets (*Matthew Essex to 21/10/16*): Thurrock Borough Council (public sector)

3.5 For practical purposes the formal organisation structure of T-LAG and its relationship to the Accountable Body (to 31st August 2016) is as follows:



3.6 T-LAG is committed to the following success measures:

- A CLLD Strategy (and subsequent applications as applicable) for Tilbury are developed and submitted, and comply with eligibility criteria
- The ratios in 3.3 are maintained. Regular, effective, quorate meetings are held which progress the business of T-LAG and demonstrate consistent commitment to community engagement and equality principles.

3.7 Members of T-LAG will commit to **five principles of engagement**, they are:

1. **Place Based** – we recognise that it is in neighbourhoods that everything comes together. In order to connect people to the place where they live we need to ensure that we work at a neighbourhood level. By working at neighbourhood levels agencies can organise themselves the way people do.
2. **Focus on strengths** – we are all committed to building on community strengths. We think ‘what is strong; not what is wrong’.
3. **Citizen led** – we are committed to working in a way that puts communities in the driving seat. Citizen action, when inclusive, is more durable and sustainable than professional intervention.
4. **Relationship building** – real power comes from citizens, by increasing participation levels and building relationships at neighbourhood and community wide levels we increase this base of power.
5. **Social justice** – We do not subscribe to the view that citizens and volunteers should do what the state does best. There are many things that we need government and not for profit organisations to do that cannot be done at a community level. There are also many things that only communities can do themselves. We recognise that if agencies try to do what only communities can do, they do harm. Likewise communities should not try to do what only agencies can do.

3.8 Wherever possible members will be committed to ensuring **co-production** takes place. Co-production recognises the resources that citizens already have and the benefits of delivering services **with** rather than **for** service users. It's an equal & reciprocal relationship where citizens & agencies work together.

4.0 Frequency of Meetings:

4.1 From May 2016 – August 2016, meetings will be held at monthly intervals at locations in Tilbury wherever possible. This will be supplemented by email communication where appropriate.

4.2 From 31st August 2016 meetings will fall back to ‘as needed’, dictated by the ESIF programme and the stage in the application process. Further meetings have been provisionally set on:

- Wednesday 26th October 2016
- Wednesday 30th November 2016.

5.0 Approval of Terms of Reference:

5.1 These Terms of Reference are approved by T-LAG and its members at the T-LAG meeting on 6th July 2016, with further review 10th August 2016

5.2 Members joining T-LAG post-approval are expected to abide by these Terms of Reference and support their review as instigated by the group.

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APPENDIX 3

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

EXECUTIVE SUMMARY

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

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

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

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

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

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

1. RECOMMENDATIONS:

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

2. INTRODUCTION AND BACKGROUND:

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

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

3. ISSUES, OPTIONS AND ANALYSIS OF OPTIONS:

The Vision Development Process (March to September 2013)

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

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

Details of the community engagement:

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

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

The draft vision for Tilbury:

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

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

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

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

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

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

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

There are already a number of schemes underway which include:

Private Housing Developments

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

Transforming Homes Programme

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

Boarded up Homes Programme

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

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

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

There are already a number of schemes underway which include:

Tilbury Job Shop

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

Adult Learning:

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

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

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

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

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

Community Empowerment

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

Influencing the role of retail in local communities

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

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

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

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

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

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

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

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

There are already a number of schemes underway which include:

Development of a Community Hub:

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

Treatment Services:

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

3.20 Tilbury will have a vibrant economy because we will:

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

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

There are already a number of schemes underway which include:

London Distribution Park

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

Relocation of Tilbury Market

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

3.21 Tilbury will be even safer because we will:

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

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

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

4. REASON FOR RECOMMENDATION:

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

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

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

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

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

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

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

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

Create a great place for learning and opportunity

Encourage and promote job creation and economic prosperity

Build pride, responsibility and respect to create safer communities

Improve health and well-being

Protect and promote our clean and green environment

7. IMPLICATIONS

7.1 Financial

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

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

7.2 Legal

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

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

7.3 **Diversity and Equality**

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

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

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

N/A

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

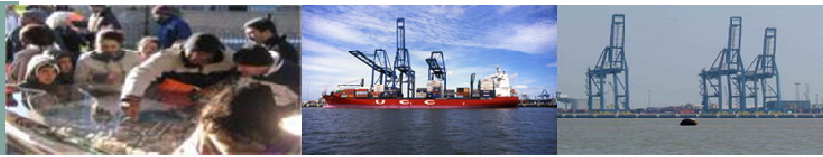
- Thurrock Community Regeneration Strategy (Feb 2012)
http://www.thurrock.gov.uk/regeneration/pdf/regenerating_thurrock_201202.pdf

APPENDICES TO THIS REPORT:

None.

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DEVELOPING A VISION FOR TILBURY Key Stakeholder Workshops

REPORT ON THE FINDINGS 28th June 2013

Based on;

the output from three workshops with key stakeholders, following the “Let’s Talk About Tilbury Survey Report” to develop a single shared vision for Tilbury.

Submitted by
Amanda Murrell Associates Ltd
28th June 2013

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Introduction

Background

Tilbury is an international gateway with a rich heritage and strong community which has made a positive contribution to local, national and international development. Tilbury is home to Tilbury Port which has continued to grow since its creation in 1886 and was recently recognised as being Britain's Greenest Port; Tilbury boasts the world's best maintained Star Shaped Fort which is maintained by the English Heritage (where Queen Elizabeth made her famous "have the heart and stomach of a king, and of a King of England too" speech) and Tilbury welcomed the Empire Windrush in 1948.

Thurrock Council's Community Regeneration Strategy (adopted in February 2012) and supporting Implementation Plan (adopted in December 2012) identify Tilbury as one of five Growth Hubs alongside Purfleet, Lakeside, Grays and London Gateway.

The Growth Hubs are those parts of the Borough which are expected to see the vast majority of housing and/or jobs growth and which Thurrock Council has prioritised through the regeneration programme to secure maximum local benefit.

To help focus and coordinate the Council's work in Tilbury a Programme Board has been established. Its initial focus is to build partnerships with the local community; local businesses and other stakeholders to develop a single, shared vision for Tilbury and through this process identify and develop projects which will deliver that vision.

Some small projects have already been delivered within Tilbury. But a much larger project, The Port of Tilbury Expansion will deliver more than 1,000 new jobs by significantly expanding its dry-side activities into Tilbury Marshes. The Port in its 127th year and is Thurrock's largest employer.

Wards and communities within Tilbury that are affected are: Tilbury Riverside and Thurrock Park and Tilbury St Chads.



The Tilbury Port Expansion

Tilbury's wards have high levels of deprivation and some of the highest in Thurrock with some clear health inequalities. The area 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 a programme which seeks to provide opportunities for local people to benefit from this growth whilst also tackling some of the town's wider environmental and social issues.

Extract from 13th March 2013 cabinet report: 14-01104189-Tilbury growth hub.

The Councils vision is; to involve communities in shaping where they live and their quality of life and that Thurrock should be a place of opportunity, enterprise and excellence where individuals, communities and businesses flourish.

As part of that vision the Council are committed to the consultation process and following on from surveys previously completed to gather opinions about Tilbury as it is currently and about its potential for the future.

Independent Review

Amanda Murrell Associates (AMA) Ltd was commissioned to develop and design a deliberative process to enable key stakeholders to inform a vision for Tilbury, via a series of workshop events.

The independent team comprised of; Amanda Murrell - Project Manager and Gillian Ormston – Consultant, both are experienced and skilled facilitators who work predominantly with key stakeholders.

A total of three half-day workshops were held, two at the Tilbury Riverside Arts and Activities Centre (TRAAC), Ferry Road, Tilbury and one at Civic Offices, New Road, Grays, RM18 7NF on 13th and 14th June.

Thurrock Council invited all key stakeholders to attend the workshops, some of those that attended were from the Council, partner organisations; Tilbury Riverside Project, Port of Tilbury, South Essex College, C2C Rail Ltd, Ngage, Basepoint, Thurrock Lifestyle Solutions, NHS, Fruitful Lands, POD Housing, Tilbury Community Forum and elected members. In total there were 35 attendees at the workshops.



Independent Workshops

AMA Ltd was commissioned to:

- Design the workshops and content with the Councils Project Manager
- Facilitate and co-ordinate the workshops
- Design a summary document for stakeholders to use and take away for info
- To report on the findings to identify key issues for inclusion in a regeneration vision for Tilbury.

AMA Ltd has over 20 years experience and expertise in working with key stakeholders, communities and community groups on regeneration, health and community issues.

Throughout the whole process there was regular dialogue between AMA Ltd and Council Officers ensuring that the objectives for these workshops were achieved. We have continued to recognise, draw from, and build on good practice.

Workshop Aims:

- To enable stakeholders to have a say, input and influence the consultation.
- For the Council to understand their views and concerns for the future of Tilbury and what improvements they would like to see in the short, middle and long term.
- To ensure that stakeholders remain involved and engaged with the process.
- To bring to life the responses from the survey to enable the Council to get a clear vision of what stakeholders want the vision of Tilbury to be.

The outputs from the workshops will feed into the consultation and form the basis of an action-plan, to identify the future role of Tilbury and what that could look and feel like.

By adopting a deliberative dialogue approach the broad aim was to reach an agreed view or set of recommendations through deliberation, which is set out in this report.

By adhering to the principles of a deliberative engagement process the workshops enabled the review to:

- Encourage open discussion between participants
- Work with a wide range of people and information sources
- Have an understanding of different people's view points
- Have a clear task and purpose
- Listen to other people without bias
- Allow time for people to have their say

This type of event builds and improves relationships between participants as well as helping to improve the perception of the Council.

Approach and Methodology

Workshops were delivered on:

Figure 1

June 13 th pm 2013	Key Stakeholders	Council and organisations
June 14 th am 2013	Key Stakeholders	Council and organisations
June 14 th pm 2013	Key Stakeholders	Council and organisations

See appendices for more detail

The workshops were specifically designed to be deliberative. Deliberation is an approach to decision-making that allows participants to consider relevant information, discuss the issue and options and develop their thinking together before coming to a view.

To enable the attendees at the workshops to have the opportunity to fully explain their vision for the regeneration of Tilbury, each table had a maximum of 10

participants with a facilitator for each table. Every person around the table encouraged to have a voice and to give their views by the facilitators. Output and

quality of the workshops was constantly monitored and reviewed, throughout the life of the project, tweaking as required, ensuring at all times that the content was appropriate for the audience.

A presentation was delivered to participants in bite-sized pieces during the workshop, with enough information to stimulate discussion and thought within the groups. They were then allowed enough time (thirty minutes) to 'deliberate' and comment on a discussion point, with three in total. All participants' comments were recorded onto flip chart paper by a facilitator and all data fed into a database.

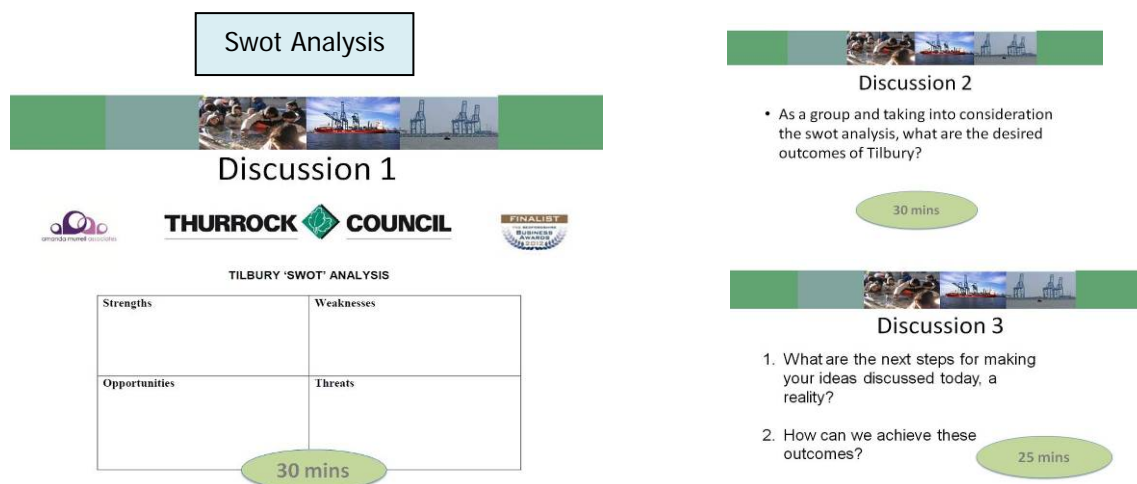
Workshop Structure

The workshops were approximately 3hrs duration with refreshments.

Figure 2

Presentation	Responsible	Time
Intro	AMA Ltd	5 Min
1 st Presentation	Council	15 Min
Discussion 1- Tables	Facilitators	30 Min
2 nd Presentation	Council	15 Min
Discussion 2- Tables	Facilitators	30 Min
Break		10 Min
3 rd Presentation	Council	15 Min
Discussion 3- Tables	Facilitators	25 Min
Q&A	Council	30 Min
Close	AMA Ltd	5 Min
Total		3Hrs

The discussion topics for the workshops were as follows;



Summary of Discussions and Recommendations

Swot Analysis

Strengths

- A strong community and the community spirit plus a willingness to progress the regeneration and improve Tilbury.
- The forums and faith areas are strong and working
- The Heritage – lots of it, Windrush etc.
- Infrastructure – good and a strong growth area
- Education - Gateway academy – great asset
- Transport - Cruise terminal/Port
- Location - Proximity to London/Southend
- Living - Affordability to live – low council tax
- Environment - Lots of potential – in green spaces and unused land, wind turbines, park areas
- Capitalise on tourism from cruise ships
- The water front – make more of it

Opportunities

- Heritage - Promote the heritage - huge PR and marketing opportunity - statue of Queen Elizabeth, Fort.
- Graffiti boards could provide a colourful timeline in pictures related to heritage.
- Iconic spaces for events, use Olympic sites.
- Location - Maximise on location to bring in tourists.
- Good links to rural areas
- Environment – walkways, bicycle scheme, sponsor roundabouts, flowers, green spaces, allotments, parks, marshlands
- Health – initiatives and education
- Community - Involve and engage with more young people – what do they want?
- Leisure/Facilities - Develop leisure facilities and create new ones,
- Increase the market offer/farmers markets etc.
- Transport - Build on the cruise industry and waterfront and port, massive opportunity to for the area to have an identity.
- Community - Hubs – for skills/community/education, large workforce
- Regeneration.

Weaknesses

- Health - system – complex, inaccessible
- Leisure/Facilities - No shopping centre, poor choices, poor facilities - not having a post office or a market
- Community - Perception and reputation of Tilbury, made up of people who are 'stuck' here, new communities - no cohesion and grew too quickly, different expectations
- Transport - Access to waterfront to make the most of it, cost and availability, roads into Tilbury – poor state, unwelcoming
- Communication - on what is happening/on offer/going on
- Environment – disused buildings give run-down feel

Threats

- Finance - Lack of funding/finances – Tilbury last on list for funding
- Living - Lack of social housing
- Community - Areas of poor community behaviour, lack of confidence in anything changing, lack of aspiration in some groups – young, unemployed
- Bureaucracy – admin process tired
- Environment - is not conducive to change/progress, poor and run down in parts, marsh/clay land
- Health – increasing obesity, lack of health awareness, low exercise in residents, too many fast food outlets?
- Transport – Tilbury is not a 'through' place – doesn't attract passing trade
- Leisure/facilities – Lakeside drains Tilbury

Desired outcomes

- Improved – healthcare, facilities, education, leisure, retail, housing, perceptions, environment, transport, infrastructure, green spaces
- Agree regeneration/neighbourhood plan with secured funding to support it
- Communication, feedback and honesty
- Maximising existing facilities – museum, port, fort, heritage sites
- Better joint working with agencies and with other local towns – sharing of events, joint promotions etc
- Meet needs of all groups of community and involve them in everything
- Attract tourists
- Retain residents – bring back ownership of the town
- Introduce more Information Hubs
- Actions must be taken to reduce threats and weaknesses
- Make more of the cruise ship landing and look to retain passengers.
- More opportunities for communities to socialise and increase community cohesion.

Next steps:

Short term –

- Community – involve all groups in sharing information, promoting events, new events; create a clear vision, involve the council – introduce a council event manager? encourage resourcefulness
- Education – look at education to incorporate desired outcomes i.e. health
- Transport – what can be done to the port quickly to improve it,
- Environment – make changes to damaged areas, find ways to improve perception of crime/safety – police presence/PCSOs' ? , roundabout adoption, community competition to design a roundabout.
- Leisure/facilities – hold a summer celebration, look at ideas for events and places for young/sporty/musical/older people, look at offering free Wi-Fi
- Communication – develop a PR strategy, start to promote events on social media, create information hub, market events on billboard and in local press – promote Tilbury wherever and however possible as a place to work, stay and play
- Finance – identify different sources of funding to support these ideas, money from community Levy?

Long term –

- Community – develop long term neighbourhood plan,
- Heritage – negotiate support from English Heritage to take this forward
- Infrastructure – look at future sewer and road requirements against housing plan
- Education – develop a creative portfolio for whole education system from start to finish of school years
- Transport – look at logistics park for area, to be best in UK
- Location – look at joint working with other local towns to share big events
- Living – review housing plan against living experience, accommodate aging population
- Environment – review air pollution, power stations, retain 60% green belt
- Health – review against housing plan and anticipated numbers of new residents, consider aging population
- Leisure/facilities – cafes at Port, café in a boat,
- Communication – build on marketing from short term actions, use communication hub to combined and oversee all progress/initiatives
- Regeneration – long term 20/20 project

DISCUSSION 1 – Tilbury SWOT Analysis

Strengths	Opportunities	Weaknesses	Threats
<p>Community: There is a very good and vibrant community within Tilbury, who are very passionate about restoring the town to its former glory.</p> <p>The Forums and faith centres have people within them that are willing and able with a “can do” attitude to help move things forward.</p>	<p>Community: Involve the community at every step, especially the youth, making the changes happen through the children. Use art projects to include them, e.g. graffiti hoarding with heritage timeline along the Fort road.</p> <p>Increase awareness and involve local people in delivering services through the local hubs.</p> <p>Maximise the opportunity for a caring community, there is already a willingness to care for each other and neighbours. ‘Pride in Tilbury’.</p> <p>Developing communities through Neighbourhood plans and engaging with diverse communities; BME, 3rd generation travellers, faith groups etc.</p> <p>There is a huge workforce from boats and hotels that we could tap into, plus a large incoming population that visit from the cruise ships.</p>	<p>Community: Whilst some areas have a good vibrant community, others do not and therefore more events that encourage communities to come together should be investigated. These pockets of community spirit mean that there is a fractured view and opinion.</p> <p>New incoming populations and different cultures can create a divide and more needs to be done to rectify this.</p> <p>The speedy influx and numbers of immigrants has meant that some communities have not integrated well, which has caused some hate crime in places. For those existing communities there is a fear of change. Different cultures have different expectations, education and information on what is available in Tilbury is crucial.</p> <p>Many people feel that there has been no co-design of any previous development in the town and feel that they have been “done to” over the last 10 years. This could mean some apathy and a reluctance to become involved. There is a lack of belief that change will happen.</p> <p>Many people commute out of Tilbury, more should be done to draw them in and retain them once in Tilbury.</p>	<p>Community: Without including the community, will take away a sense of ownership and a lack of understanding, with the result of contrasting views to some of improvements, which could be blocked by residents e.g. people vandalizing the swings.</p> <p>Taking things away from Youths with nothing to do will only make things worse.</p> <p>There is very low esteem and aspirations within the community and low expectations.</p> <p>There is no sense of pride, many of the areas are in decline and run down.</p> <p>There is a lack of a good network to signpost people and publicise what is happening in Tilbury.</p> <p>Residents do not want change or change imposed on them.</p> <p>There are a large amount of young people with un-channelled energy and not a lot to do.</p> <p>The environment doesn’t reflect the strong community and creative ideas.</p>

<p>Heritage: Tilbury is full of heritage and this is something that should be exploited. For example the Fort and Windrush. Many of the buildings are historical with interesting architecture i.e. the station and the town-scape.</p>	<p>Heritage: Use PR to promote and market Tilbury as a destination venue specifically around the heritage.</p> <p>Extend the opening times of the Fort and use it to promote the history of the local area, potentially using the moat as a boating lake and the grounds around for picnics etc.</p>	<p>Heritage: No signage to highlight points of interest.</p> <p>Non-exploitation of tourists and visitors and opportunities provided by the port.</p>	<p>Heritage: There is history linked to and wrapped all around existing buildings, which prevents development.</p>
<p>Infrastructure: The infrastructure of Tilbury is very good with a vast range of industry and employment and is a huge growth area.</p> <p>The town centre has plenty of space and openness which is comfortable and not oppressive or crowded with huge potential for re-development.</p> <p>The port is a huge strength and brings with it plenty of job opportunities, including the Dubai port, and the massive footfall from the cruise terminal.</p> <p>The transport links are good including the ferry, station and road network with good access points. (Some attention to the roads around the Port need to be investigated). The proximity to Southend and London mean that people can visit easily with a good and frequent rail network.</p>	<p>Infrastructure: Transport links are good and transport is available 24hrs per day, however there is an opportunity to review the pricing structure and also to extend the Oyster zones.</p> <p>Renovation of the old station and introducing cafes and a social hub will help to rejuvenate the area.</p> <p>There is an opportunity to build innovative housing – as per the American way of building on marshland via raft foundation prefab.</p> <p>More could be done to encourage people to stay and building hotels and restaurants could help the situation.</p> <p>Dubai Port is the largest port in Europe, there is an opportunity to up-skill local people for a take up in employment locally.</p> <p>With large warehouses e.g. M&S plenty of job opportunities locally.</p>	<p>Infrastructure: Tilbury is quite fragmented and has almost two town centres, that don't quite gel together, without an identity.</p> <p>Far too many derelict and empty buildings do not give the right impression and it feels very run down.</p> <p>The cost of train travel is an issue and the lack of regular busses</p>	<p>Infrastructure: Not enough security when dark for access to the Gateway Academy.</p> <p>Lakeside expansion has resulted in creating an increase in low end and charity shops, which causes difficulties for Tilbury to build market economy.</p> <p>The variable property cost could be a threat but it could also this could be an opportunity too) But does it exclude local people? Needs to be something for everyone.</p> <p>administrative processes are suffocating continue to recreate same tired administrative processes</p> <p>inability to enable change to happen through bureaucratic processes</p>
<p>Environment: Tilbury is very green in terms of energy and also the amount of green space. The many wind turbines generate saleable energy.</p> <p>The waterfront is a real asset (though access is an issue)</p>	<p>Environment: Tilbury is well placed to provide excellent walk ways and cycle tracks and in particular along the river- front (which is owned by the Council) and green open spaces. There is potential to operate a bicycle scheme.</p> <p>There are some quick links to rural areas and there is the opportunity with plenty of marsh</p>	<p>Environment: Tilbury is not a drive through place , you have to be going there as there is no-where to go onto.</p> <p>No access to the waterfront.</p> <p>There is always a smell from the sewage</p>	<p>Environment: No Access to the riverfront.</p> <p>Pollution and flooding are real threats.</p> <p>Tilbury sits on Marsh land and clay.</p>

	<p>land, to introduce nature trails etc.</p> <p>Enhance the park areas similar to Grays, to provide amenities which could include; cafes, public conveniences and event spaces to encourage more people into the parks.</p> <p>Providing sponsorship for the roundabouts on the approach to Tilbury would enhance the area and introduce some colour.</p> <p>Improving the station approach and dock wall would make such an impact and could be a quick win early on.</p> <p>Many people would like the opportunity to have allotments; this could be an opportunity to also educate the community on healthy eating initiatives.</p> <p>If parents and children are involved in developing the open spaces it will educate them in understanding the natural environment and being respectful of nature.</p> <p>The two power stations generating main power and supplying district heating will be seen as an opportunity for some but not others.</p>	works and power station.	
<p>Education: The Gateway Academy is a great asset and with its visionary leadership means that everyone wants to send their child there.</p>	<p>Education: Replicating the Gateway Academy offer will assist in a positive profile for Tilbury.</p> <p>The Manor school is linked to the Royal Opera House and more should be made of that</p> <p>There is no evident strategy for the marketing and PR of Tilbury and people need to be more aware of what Tilbury can offer, there is a real need to educate people about Tilbury.</p> <p>Listing all of the exciting things to do in Tilbury; i.e. guided walks, tours around the fort and</p>	<p>Education: There should be more information provided about the services/facilities at the Gateway Academy.</p>	<p>Education: Lack of educational awareness means people do not access opportunities.</p> <p>There is a lack of ability to navigate the complex health system.</p>

	<p>iconic buildings etc. could be publicised and sold on the cruise ships. Increasing the knowledge of passengers.</p> <p>Simplify the health and social care opportunities and investigate how to do things better.</p> <p>If there was provision for a skills hub (like Canvey Island) for adult education as well as a community hub, it would help to up-skill the community and could also act as an information centre.</p>		
<p>Affordability: Residents within Tilbury benefit from low council tax and affordable housing.</p>	<p>Affordability: There are opportunities to transform affordable housing, but the quality must not be compromised.</p>	<p>Affordability: There is high unemployment in the area and low income.</p> <p>People stay in Tilbury because they cannot afford to move away.</p> <p>There is a lack of Social Housing</p>	<p>Affordability: There is a variable property cost (this could be an opportunity too) But potentially it could exclude local people? Housing must be developed to fit the needs of everyone.</p> <p>Tilbury appears to be at the bottom of the list for priority funding.</p> <p>Poor quality Housing must be addressed.</p>
	<p>Leisure facilities: There is a lot of open space to be able to do something innovative. Expanding and understanding fully some of the ideas generated will help to deliver value for money solutions.</p> <p>Involve the community when making decisions regarding leisure facilities. Involve local children/schools to generate ideas for the use of the Olympic site. It could house the BMW pavilion etc.</p> <p>More could be done to highlight the diverse nature of Tilbury. Introducing a variety of restaurants to reflect the different cultures would be good.</p>	<p>Leisure facilities: There is a lack of leisure facilities which has an effect on the health of the community.</p>	<p>Leisure facilities: There is a lack of night life, with only one normal pub and three member only clubs, which creates community isolation.</p> <p>The increase in obesity which can be attributed to low activity and exercise for most residents, and the loss of the leisure centre and facilities, with no transport to reach other leisure facilities does not help the situation.</p>

	<p>Increasing the number of pubs and places for people to meet would encourage community cohesion and opening up the fort as well as identifying potential sites for open air concerts and outdoor performances would appeal to many people.</p> <p>There is the potential to open a Butterfly farm, community farm or a rare breeds or petting farm on the Salvation Army land.</p> <p>There is a great opportunity to enhance the dock area and making it into a mini Venice or the like, with small niche shops, cafes, restaurants could encourage cruise passengers to stop in Tilbury.</p> <p>There is an opportunity to investigate the viability of a water bus and to make more of the beach and waterfront, as the river development in Grays with a splash zone, play area, swings and slides.</p>		
	<p>Retail Offer: The market is such an asset to local people and it also generates additional income for those retail outlets close by.</p> <p>More of a diverse offer was requested e.g. farmers markets and a variation on days, Potentially with the market undercover.</p>	<p>Retail Offer: No local diverse businesses for shopping and no shopping centre. There are 60 shops but no real offer.</p> <p>The market is underutilized.</p> <p>There are far too many fast food outlets, which ties into obesity.</p>	<p>Retail Offer: District offer and regional offer (Lakeside) is different but Lakeside is perceived to be draining the life-blood out of Tilbury.</p>

Discussion 2 – What are the desired Outcomes for Tilbury?

Community	Leisure	Infrastructure	Other
<p>The creation of an environment that people want to live and work in.</p> <p>Give people ownership of initiatives – to encourage hard work to achieve desired outcomes i.e. Earn money through cleaning public areas.</p> <p>Let young people lead the regeneration in Tilbury to create a legacy for themselves throughout their life. Give young people projects funding to make improvements.</p> <p>Give the unemployed young people some of the local assets e.g. boarded up buildings and training to develop those i.e. gardening apprenticeships etc.</p> <p>Encourage young people to research real world projects that could be brought back into Tilbury so they can invent the new Tilbury.</p> <p>Have a vision that everyone can buy into e.g. Young people are revered for their contribution to their community e.g. Venezuelan touring orchestra.</p> <p>Select local representatives for the area and include them as part of programme board - involving them in co-design and co-production of plans to help manage expectations.</p> <p>The appearance of Tilbury must be improved and how Tilbury appears as you come into it. Engage the local community in capturing the</p>	<p>Morning trips from Cruise ships to market square, there must be decent amenities to encourage visitors.</p> <p>Heritage signs on roads - e.g. Fort opening times/direction signs, might encourage visitors.</p> <p>Promotion of Queen Elizabeth 1 history, with medieval banquets at the Fort, statue, celebration of births/deaths, Armada day.</p> <p>Maintaining the heritage of Tilbury and improving/increasing awareness and tourism will provide opportunities to increase GDP with people being proud to be part of Tilbury and becoming ambassadors.</p> <p>Must have a drop in centre/hub - to tell people about regeneration to spread news and information, similar to the South Ockenden Hub (£400k) and give part of that hub to young people to run with help from other hub workers teachers etc.</p> <p>Provide more for young people and improved promotion of what is already there e.g. cinema in Gateway Academy etc.</p> <p>Connect to WiFi in Tilbury to encourage people to stay in area.</p> <p>Bring the 'T Fest' to Tilbury - move it around from Grays etc.</p> <p>Riverside café/restaurant offers developed to encourage more footfall.</p> <p>Develop a play area with splash zone for children.</p>	<p>Improve the road from the station to the riverside e.g. schools to create timeline along dock wall, flowers on roundabouts. Maybe create a dual carriageway. It is very grey and needs more colour, flowers in flower beds, fountains and trees would help. Plus improve street furniture and green spaces. Erect a ship sign to signify the port maybe "Welcome to Tilbury Port".</p> <p>Encourage local businesses to sponsor/adopt roundabouts.</p> <p>Utilise the stretch of road around the civic square for the market i.e. close some of the road off.</p> <p>Connect other areas of Thurrock.</p> <p>Agree a regeneration plan and secure the funding to put into action all recommendations.</p>	<p>Create a complete offer of businesses and services which creates a unique selling point to draw new communities to the town.</p> <p>A good retail offer and decent food outlets</p> <p>There must be decent healthcare provision, education is key and would help to lower obesity.</p> <p>The ideal would be to see more people shopping, with full shops and leisure available.</p> <p>Calcutta Road must have improved shopping facilities, bringing out culture through restaurants, redesign area e.g. property improvement, planting flowers, involve schools.</p> <p>Everything is shut so not good for the perception of Tilbury.</p> <p>Education in Tilbury must be improved. Large employers suffer from the standard of those applying.</p> <p>See what other organisations are doing. Lots of agencies working in lots of different projects, try to encourage joint working.</p> <p>Look at ways to bring different cultures together to improve community cohesion in the whole area.</p>

<p>appearance that they want.</p> <p>Develop a Tilbury neighbourhood plan steered by what the local community actually need.</p> <p>Do things which mean that Tilbury residents see Tilbury as theirs. Harness the energy to then earn money to make improvements. Ensure that Tilbury residents have the confidence to make a difference and empowering them to take control of their local area.</p> <p>The community forum must be representative of all communities.</p> <p>The Council must action honest outputs from this consultation and feedback to increase resident's confidence and improve motivation to get involved. Ensure honest feedback on actions that can't be achieved and why.</p> <p>Develop a community database/Central Intelligence Agency to see what is in community? What groups are there? What initiatives are going on? Creative analysis.</p> <p>Include contact numbers/web pages/Facebook/twitter. Use for purposes of consultation/ open/transparent consultation showing what has been consulted on.</p> <p>Create a Tilbury action plan to capture aspirational vision. Involve the community in partnerships and delivery of the action plan - collective decisions.</p>	<p>Tilbury Arts and Activity Centre is not accessible.</p> <p>More events could be planned e.g. firework night by riverside. Family attractions - boat show, open concert similar to T-Fest.</p> <p>Improve the use of open spaces i.e. Picnics (big lunch), skate park, fishing opportunities, family days e.g. teach how fish, Air show similar to Southend.</p> <p>Make more of the waterside, with a small village feel.</p> <p>Look at the possibility of a Boat restaurant.</p> <p>Have a museum so show the history of the docks and riverbank.</p> <p>Cycle ways and walk ways need to be more prevalent.</p> <p>Organise carnivals and street parties.</p>		
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Discussion 3 – What at the next steps, how can we achieve them?

Themes	Short Term	Medium Term	Long Term/Ongoing
Communication	<ul style="list-style-type: none"> • Use social media to promote events • Council contact lists to be clear and accessible • Use video from other towns to show what can be achieved • Use cinema adverts to communicate • Advertise on billboards • PR strategy/marketing • Invest Essex to promote Tilbury 	<ul style="list-style-type: none"> • Introduce theme days to raise awareness for health, finance, planning, jobs, education – info and advice sharing 	<ul style="list-style-type: none"> • Use posters on bus stops to advertise what is happening • Use letters/public meetings/drop ins to keep community informed of what is happening
Community	<ul style="list-style-type: none"> • Engage community, business and council in planning Picnic in the Park • Create hubs for information • Involve local schools in promoting events • Encourage community spirit through strong, clear vision, build on momentum of workshops • Close feedback loops • Champions for areas • Community forums, surgeries, workshops • Involve young people • Police presence PCSOs • Perception/crime • Use Ngage volunteer bank as ambassadors for more volunteers • Encourage community to be resourceful 	<ul style="list-style-type: none"> • Community needs to provide capacity and resource • Create hubs for better partnership working • Engage community in timely discussions • Communities to get children to interact – mix cultures • Responsibility of all to reconnect • Community capacity building – increase community involvement 	<ul style="list-style-type: none"> • Join up all initiatives through community hubs e.g. community hub, ABCD, LAC, growth hubs • Community rep onto programme board
Education	<ul style="list-style-type: none"> • College outreach 	<ul style="list-style-type: none"> • Ensure a creative portfolio for children through the school years • Education on starting a business • Joint working/ education about disability/ volunteers 	<ul style="list-style-type: none"> • Provide schools with practical experience on their doorstep through raising awareness of heritage and national sites
Environment	<ul style="list-style-type: none"> • Repair fences and get grass cut • Pollution being investigated • Develop port area – footpaths and green spaces • Roundabout adoption- local businesses or community competition • Tilbury marshes – small green space connecting ASDA and small park 	<ul style="list-style-type: none"> • Celebrate wildlife centre 	<ul style="list-style-type: none"> • Long term regeneration – 2020 • PowerStation • Air quality – ventilation that filters pollution

Finance	<ul style="list-style-type: none"> • Encourage local press and business to sponsor adverts/activities for young people • Identify different sources of govt/grant funding 	<ul style="list-style-type: none"> • Achieve funding • Access monies from community infrastructure levy 	
Health	<ul style="list-style-type: none"> • Safeguarding people • Escorting vulnerable people 	<ul style="list-style-type: none"> • Exercise • More education on health • Health and well being 	<ul style="list-style-type: none"> • Aging population – care at home, health facilities • Healthcare provision – constant churn
Heritage		<ul style="list-style-type: none"> • Increase support from English heritage 	
Infrastructure	<ul style="list-style-type: none"> • Free wifi in key places 		<ul style="list-style-type: none"> • Maximise on developments • Sewers/roads requirements
Leisure/Facilities	<ul style="list-style-type: none"> • Summer party/celebration • Talent Show – young people • Youth football team • Create an annual event for Tilbury • Tilbury brass band 	<ul style="list-style-type: none"> • Library in café in town centre • Create potential for social events i.e. a Jamie Oliver style school project 	<ul style="list-style-type: none"> • Café in port/café boat in port
Living	<ul style="list-style-type: none"> • Money off booklet sponsored by business with news of events • Brand Tilbury as a place to work, stay and play 	<ul style="list-style-type: none"> • Neighbourhood plan • Identify areas for neighbourhood plan 	<ul style="list-style-type: none"> • Issue of housing, living experience • Projected 18,000 houses/200,000 people in 10 years
Location	<ul style="list-style-type: none"> • Link Tilbury port with Grays projects 		<ul style="list-style-type: none"> • Develop national logistics park
Transport	<ul style="list-style-type: none"> • Oyster card – extend area 		



Conclusions & Recommendations

Conclusions & Recommendations

The three workshops were delivered over two days with a duration of half day per workshop. The attendees are provided at Appendix 2.

The main conclusions from the workshops was an overwhelming feeling that people were keen to become involved however they felt that they wanted to see some quick wins and to see action. Regular feedback to the community is so important to show what is happening and to keep them engaged.

There was a positive feeling from the workshops, most attendees really wanted to exploit the heritage of Tilbury and encourage more visitors, in particular the cruise terminal and surrounding area could be enhanced with cafes, restaurants and niche shops to encourage passengers to linger, and with good signage and marketing more could be done to encourage passengers to want to see other landmarks within Tilbury.

Communication and the flow of information could be improved to identify what is happening in Tilbury, a communication, marketing and PR strategy needs to be developed.

A lot needs to happen to improve the perception of Tilbury and the short, medium and long term plan on page 17 explains how this might be achieved.

There are things that can be done to improve the appearance in the short term for example; add some colour to Tilbury with flower beds etc, clean up the litter and look at sponsorship for the roundabouts.

Education featured highly in every workshop, there is a need for the provision for adult education and up-skilling the community. The lack of educational awareness means people don't access the job opportunities available.

The riverfront is such an asset but is underutilized due to the access; it is an area that needs to be on the priority list for improving Tilbury.

Tilbury needs to have an identity, there are many reasons why visitors may be attracted to the area but these need to be publicised.

In order for local people to remain in the area, housing needs to be developed in line with community needs and affordable but without compromising the quality. Neighbourhood planning may help to achieve this.

Transport is good but could be improved, especially the bus service, and the cost of rail travel, including extending the Oyster service may help.

There are many good ideas within the outcomes for Tilbury and the Swot analysis within the report. For the project to succeed it will be necessary to bring communities along with developments, opportunities for them to be engaged with the process is important and feedback at all times is crucial for this to happen.

APPENDICES

Appendix 1



Discussion 1



TILBURY 'SWOT' ANALYSIS

Strengths	Weaknesses
Opportunities	Threats

30 mins



Discussion 2

- As a group and taking into consideration the swot analysis, what are the desired outcomes of Tilbury?

30 mins



Discussion 3

- What are the next steps for making your ideas discussed today, a reality?
- How can we achieve these outcomes?

25 mins

Appendix 2

Attendance – 13th June

13 th June 13 pm TRAC	
1	Annie O'Brien (<i>Tilbury Riverside Project</i>)
2	Lynda Viccars (<i>Port of Tilbury</i>)
3	Wendy Barnes (<i>VP South Essex College</i>)
4	Chris Atkinson (<i>Communications Manager C2C Rail Ltd</i>)
5	Ngage
6	Michelle Stapleton (<i>Director Adult Services SWest Essex Comm Svcs (NHS)</i>)
7	Marsha Williams (<i>Assistant Centre Manager BasePoint</i>)
8	Perola (<i>Thurrock Lifestyle Solutions</i>)
9	Theresa (<i>Thurrock Lifestyle Solutions</i>)
10	Liam (<i>Thurrock Lifestyle Solutions</i>)
11	Thomas (<i>Thurrock Lifestyle Solutions</i>)
12	Deborah Myaki (<i>Intern Regeneration Team and Chadwell resident</i>)

Attendance – 14th June (am)

14 th June 13 am TRAC	
1	Fruitful Lands
2	Ngage
3	Bill Sergeant (<i>Housing Office Manager Chadwell and Tilbury</i>)
4	Matt Lane (<i>Head of Royal Opera House Thurrock and Thames Gateway</i>)
5	Ricky Smart (<i>Manor Primary School</i>)
6	Stephen & Debbie Quick (<i>Tilbury Community Forum</i>)
7	Wendy Springham (<i>Locality Manager</i>)
8	Brid Johnston



Appendix 2 Cont.

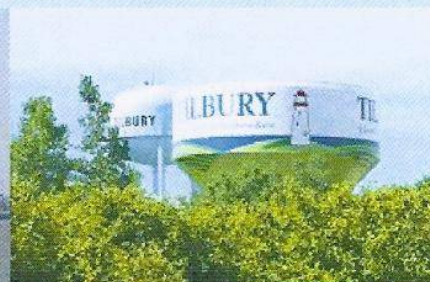
Attendance – 14th June (pm) 2013

14 th June 13 pm Civic Offices	
1	Alison Campbell (Principal Landscaping Officer Thurrock Council)
2	Tiffany Bright (Employer Engagement Officer)
3	Richard Hatter (Strategic Planning Manager)
4	Fiona Cane (Pod/Housing)
5	Terry Brown (Tilbury Community Forum)
6	Cllr Steve Liddiard
7	Elozona Umeh (Public Health)
8	Kristina Jackson (TCRS)
9	Rita Ezeh
10	Morgan Slade (Planning)
11	Jim Nicholson

A range of Photographs from the Workshops



THURROCK COUNCIL
www.thurrock.gov.uk



A Vision For Tilbury

What is today about?

- This is one of three workshops.
- Output from this will feed into the consultation.
- The basis for a regeneration action-plan.
- We are here to develop the future role of Tilbury.

We will not discuss specific detailed issues

How Can You Help?

Us:

- Use the outputs to draft a shared vision.
- Understand your view for the future and what you think Tilbury should be like.

You:

- Use insight to influence the consultation.
- Have your say and stay involved.

What happens today?

- We will give you information in bite sized chunks
- We will follow this with discussion groups
- We will listen, capture your ideas and feedback to the Council

Who are we?

- Independent from the Council
- Taking your insight and feeding it back
- We're here to help



amanda murrell associates



COMMUNITY LED LOCAL DEVELOPMENT TILBURY SURVEY

Peer to Peer Survey of the views of Tilbury Residents
on the barriers to employment

July 2016

The aim of the survey is to allow the Tilbury Community Led Local Development Board to better understand the views of residents regarding the barriers to employment and the activities that could help breakdown these barriers.

The survey, in the main is being carried out by local residents who have been trained as part of this scheme. We believe that people will respond more willingly if the survey is carried out by local residents for the benefit of local residents.

The first two pages of the attached survey enable us to check that we have been able to obtain the views of a wide cross-section of the community, including age range, health issues, gender, ethnicity, employment and religion. *The first three pages will be removed from the survey answers and will not be used to identify personal answers.*

Results of this survey will be published in August 2016 and will be available on the Thurrock CVS websites; hard copies will also be available from The Tilbury Community Hub.

Please complete the following details about yourself.

These next 2 pages will be removed from the rest of the questionnaire so you will not be connected to your answers!

1. Name

1a. What is your postcode?

2a. What age bracket do you fit into? (Please ☒ one box)

15 or under <input type="checkbox"/>	16-25 <input type="checkbox"/>	26-35 <input type="checkbox"/>	36-45 <input type="checkbox"/>
46-55 <input type="checkbox"/>	56-65 <input type="checkbox"/>	66+ <input type="checkbox"/>	

2b. Do you have a diagnosed or recognised medical condition? Yes / No (Please circle)

Physical disability <input type="checkbox"/>	Learning Difficulty <input type="checkbox"/>	Sensory Impairment <input type="checkbox"/>
Long term Medical Condition <input type="checkbox"/>	Mental Health <input type="checkbox"/>	Other

2c. Do you consider yourself to have a medical condition that prevents you from working?

ii. **If yes**, please ☒ the most appropriate category

Physical disability <input type="checkbox"/>	Learning Difficulty <input type="checkbox"/>	Sensory Impairment <input type="checkbox"/>
Long term Medical Condition <input type="checkbox"/>	Mental Health <input type="checkbox"/>	Other

2d. How would you describe your ethnicity from the list below? (Please ☒ the most appropriate)

White British <input type="checkbox"/>	White European <input type="checkbox"/>	Black African <input type="checkbox"/>
Black British <input type="checkbox"/>	Asian <input type="checkbox"/>	Asian British <input type="checkbox"/>
Black Caribbean <input type="checkbox"/>	Irish Traveller / Roma <input type="checkbox"/>	Other <input type="checkbox"/>

2e. What is your nationality?

--

2f. What is your first language?

Spoken?	
Written?	

2h Gender? (*Please circle*) Male / Female / prefer not to say

2i. Do you work? – If Yes -

Full Time <input type="checkbox"/>	Part Time <input type="checkbox"/>	Seasonal <input type="checkbox"/>	Volunteer <input type="checkbox"/>
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2j. If not..

Carer/Parent <input type="checkbox"/>	Retired <input type="checkbox"/>	Unemployed <input type="checkbox"/>	Other
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<p><u>These first 3 pages will be removed from the rest of the questionnaire so you will not be connected to your answers!</u></p>

If you wish to be entered into a prize draw for one of 3 £30.00 shopping vouchers for completing the whole questionnaire please give your contact details below.

Name _____

Address _____

Phone No or email address _____

If you wish to receive a copy of the completed report please tick box ☐

If you answered yes to Q5c please tick this box ☐

(You have to supply an email address if you have ticked either of the above boxes)

CLLD is funded by the European Structural and Investment Funds (ESIF).

Tilbury Peer to Peer Survey 2016.

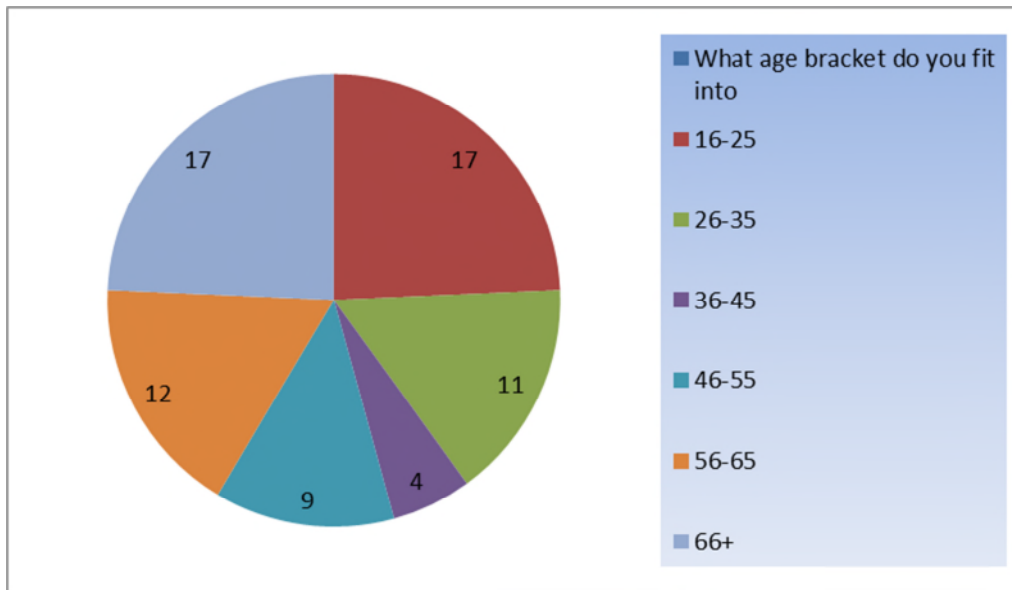
Following on from the success of the 2014 Peer to Peer Survey conducted in Belhus on the barriers to employment the same principle was rolled out in Tilbury as part of the CLLD. Conducted in the main by volunteers working out of the new Tilbury Hub the survey centred on local residents asking their neighbours and visitors to the Hub questions around their health, working lives, type of work they were looking for and how long they had lived in Tilbury and whether they liked the area.

The benefit of using local people to carry out the survey rather than official pollsters is that respondents tend to open up more when they are having a conversation with someone who is part of the same community.

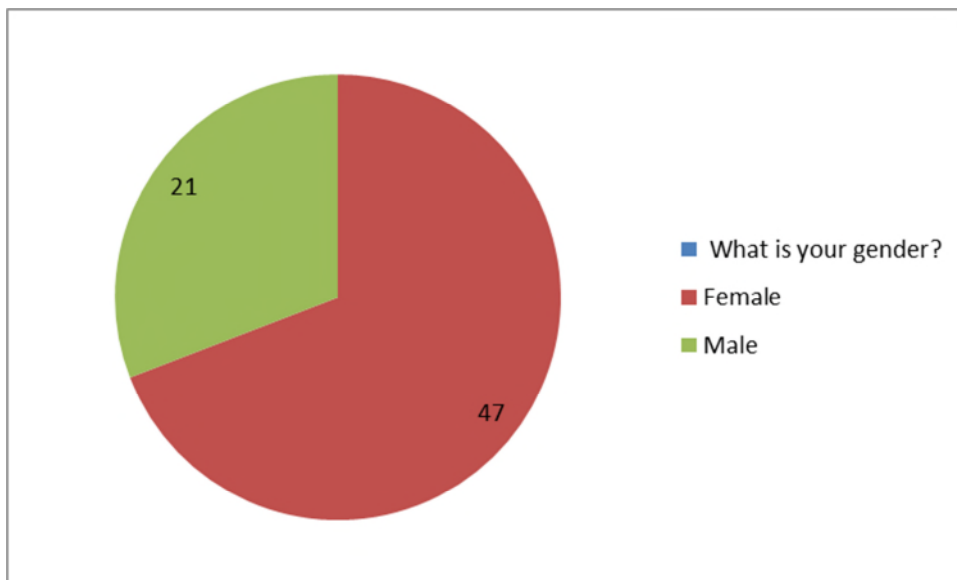
Whilst the number of responses are lower than we would have liked people were not pressured into taking part, this on the whole leads to a more accurate response as only those that are truly interested take part and the consultation period was shorter than we would normally recommend.. Efforts were made to obtain a representative response of the demographics of Tilbury by requesting organisations with varied client bases act as pollsters.

Whilst Tilbury is often perceived as a place which experiences more than its fair share of social and economic problems thus making it appear to outsiders a less than desirable place to live this is not the view taken by the majority of the respondents. The following charts give an overview of the results of the survey and hopefully will contribute to the CLLD.

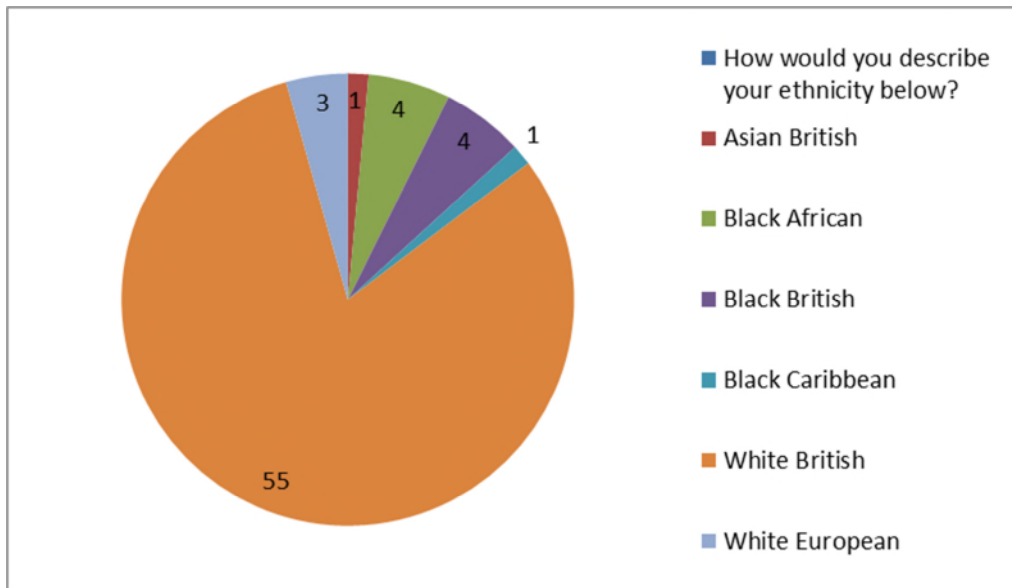
A full breakdown of the results can be found on the Thurrock CVS website from 16 September. The following pages give a graphical presentation of the basic responses with some comments. Drilling down into the data to ascertain linkages between such items as age, gender, and employment and how they influence, if at all, the satisfaction levels or the type of help that is requested is another piece of work. The data collected will be made available in its raw form on the Thurrock CVS website to enable interested parties to diagnose linkages that are relevant to their own particular needs.



The chart above indicates that the number of opinions captured from both the youngest and the oldest age ranges are in balance, also the 26-35 and 56-65 ranges are virtually identical. This data however has not been compared to the demographic's of the area surveyed .

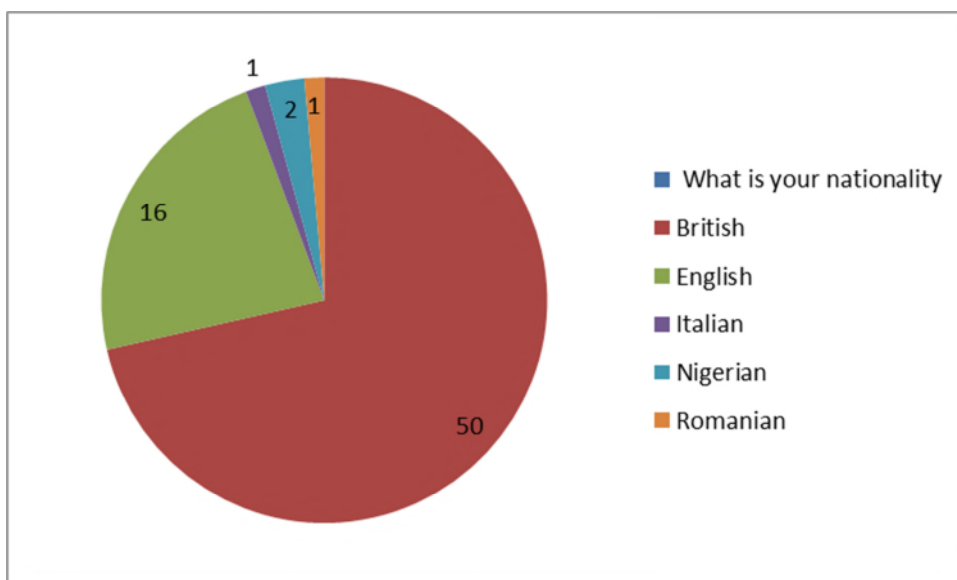


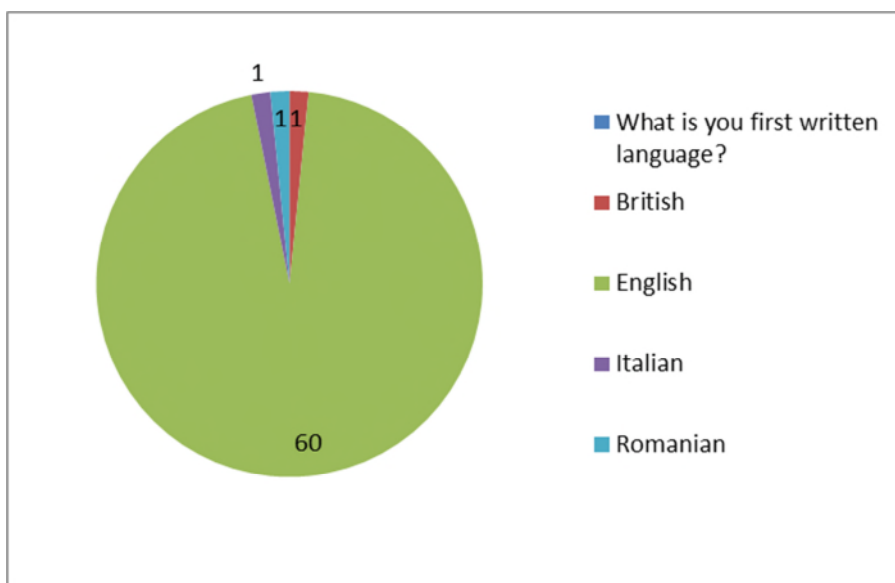
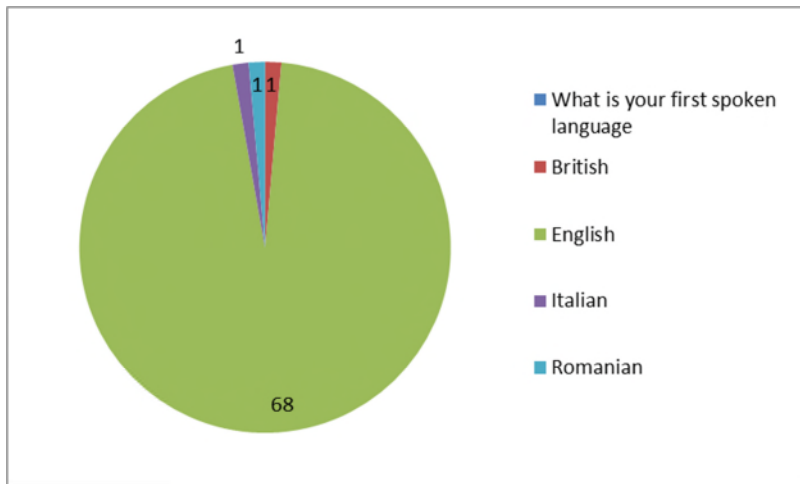
On previous surveys carried out using this method we have found that women appear to be more willing to open up to this type of survey there are also more organised activities social activities organised for women, for example Knit & Natter groups or Toddler Groups whereas organised male activities tend to be less conducive to surveys for example football .



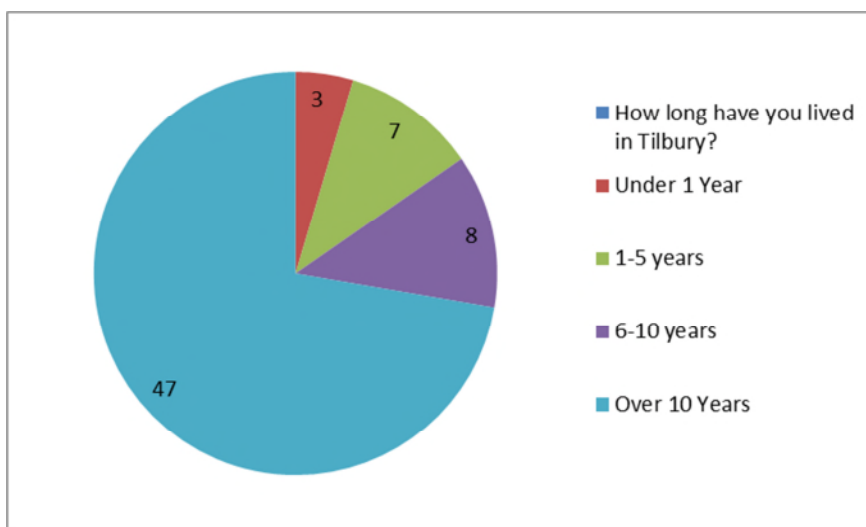
The total percentage of those that responded as being from ethnic backgrounds other than white British was 19% which compares to the Thurrock demographics so would appear to be representative.

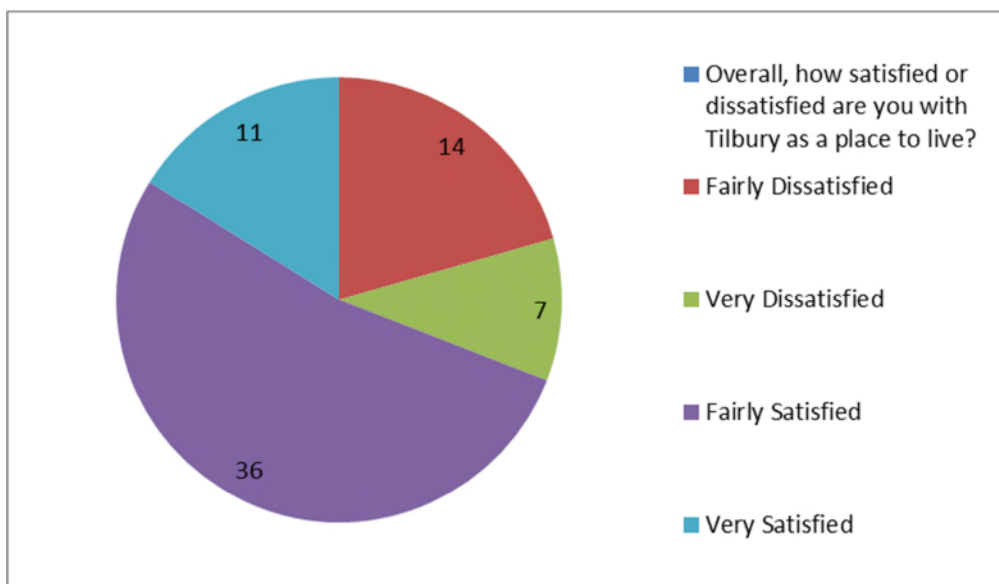
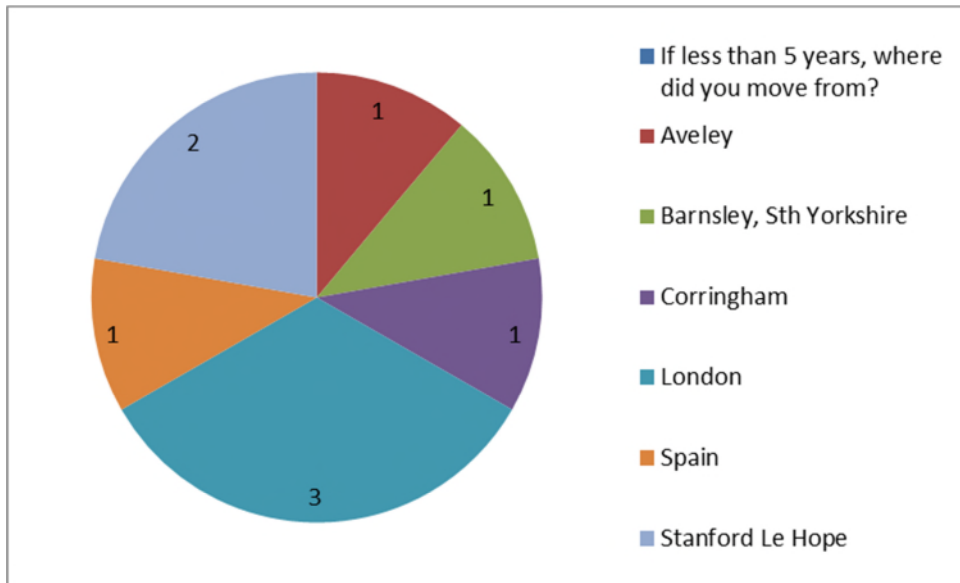
As can be seen from the three charts above the overwhelming number of respondents identify as being British/English and also have English as their first spoken and written language.





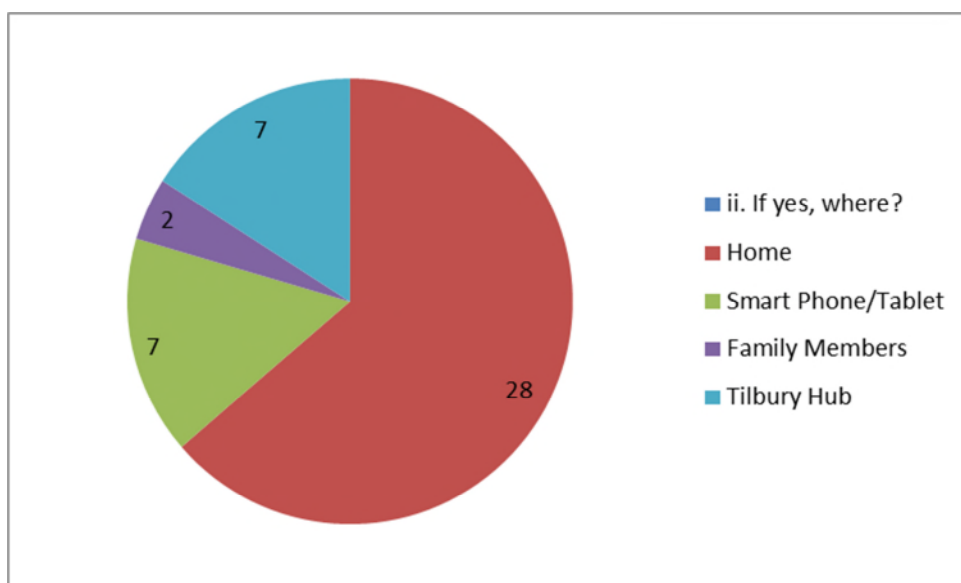
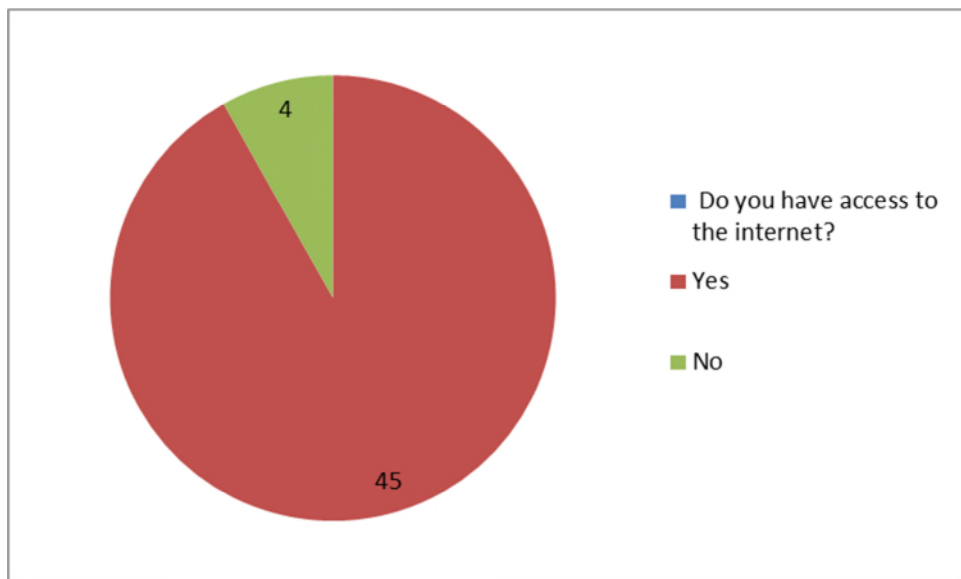
The majority of those that responded were long term residents of Tilbury, the report author can't state whether Tilbury is a transient community but indications are is that the population on the whole seems to be stable.





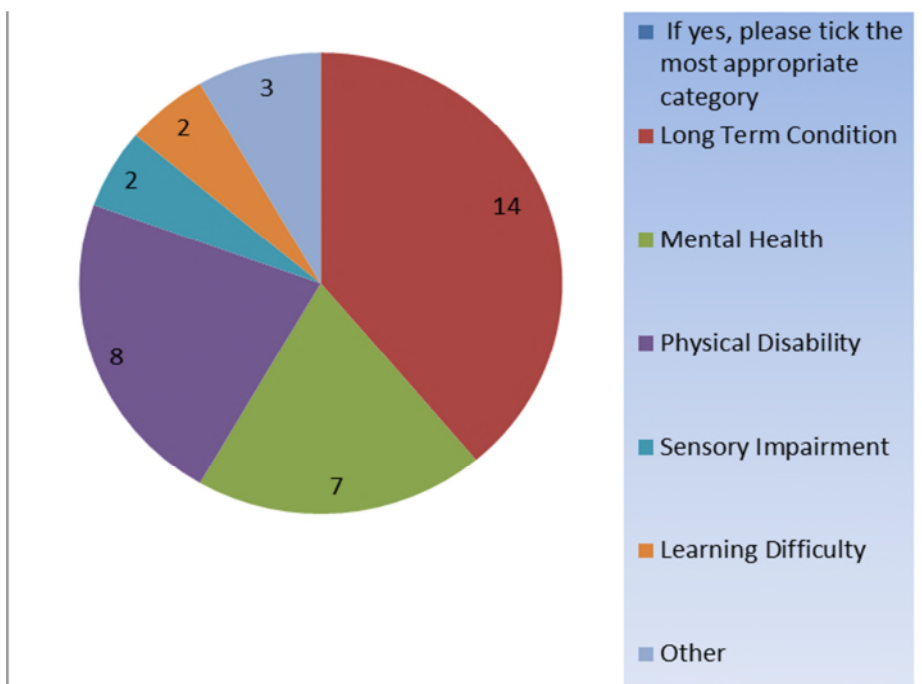
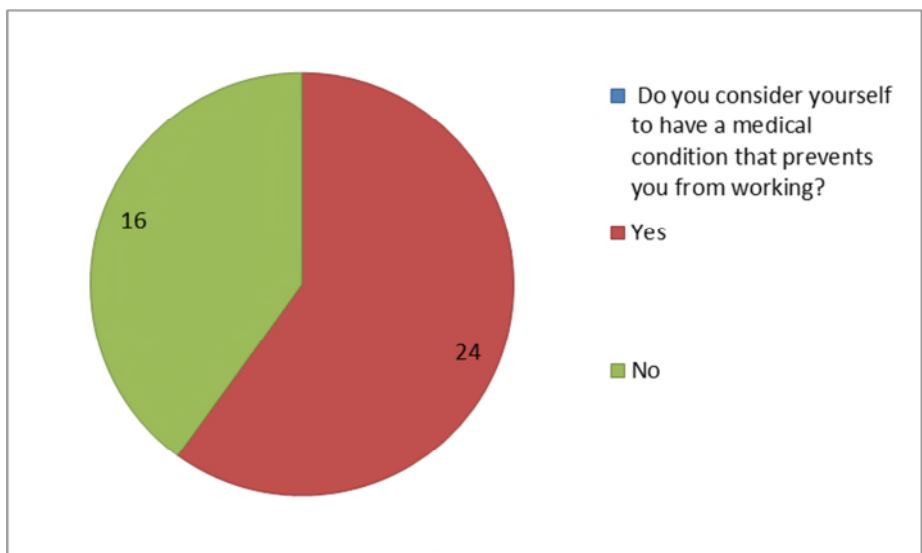
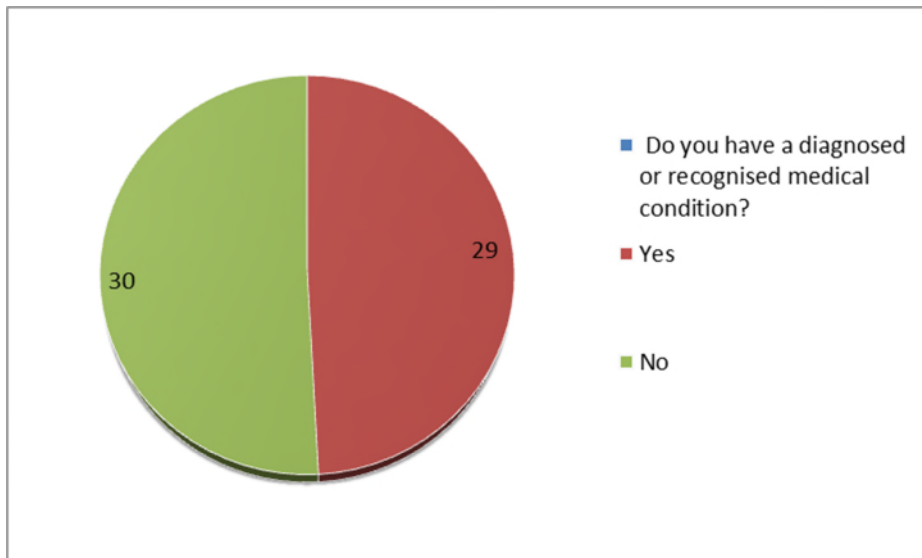
The satisfaction levels expressed by those surveyed indicated that whilst general public opinion from outside the area has a negative view of Tilbury the majority of the residents just under 70% were either satisfied or very satisfied with Tilbury as a place to live, with only 10% being very dissatisfied.

Over 81% of those that responded to the question regarding internet access were able to access it with the 19% that responded in the negative when questioned were not interested in using the service.

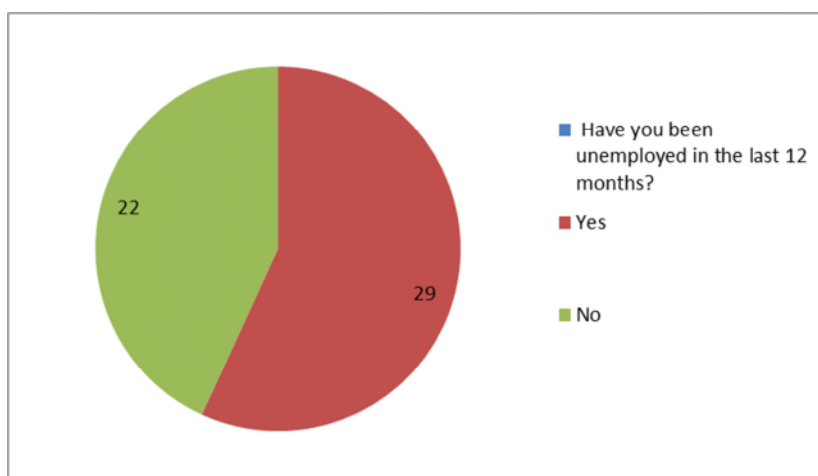
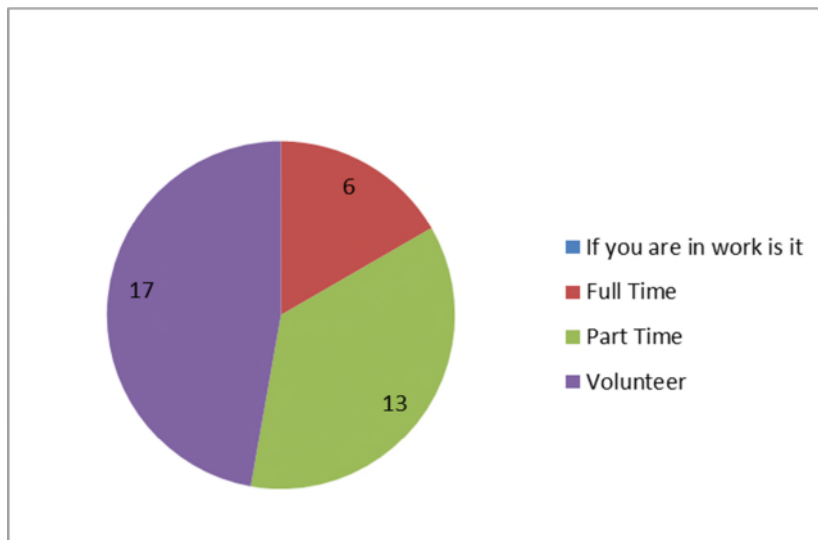


With regards to unemployment/employment and the capability of respondents to work, 30 people stated they had a recognised medical condition and 24 felt their condition prevented them from working.

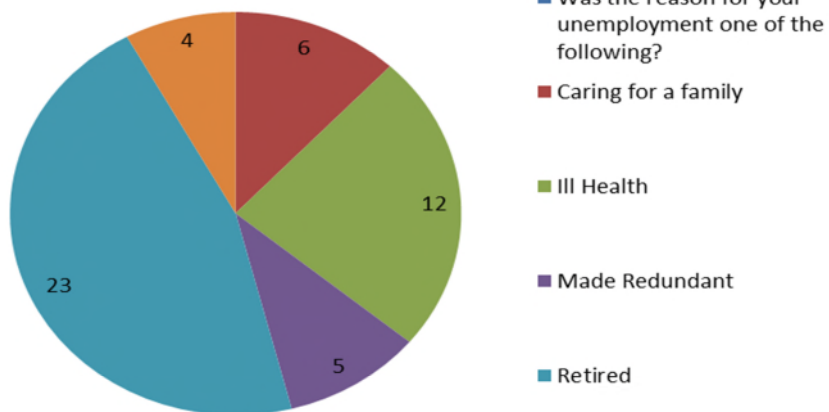
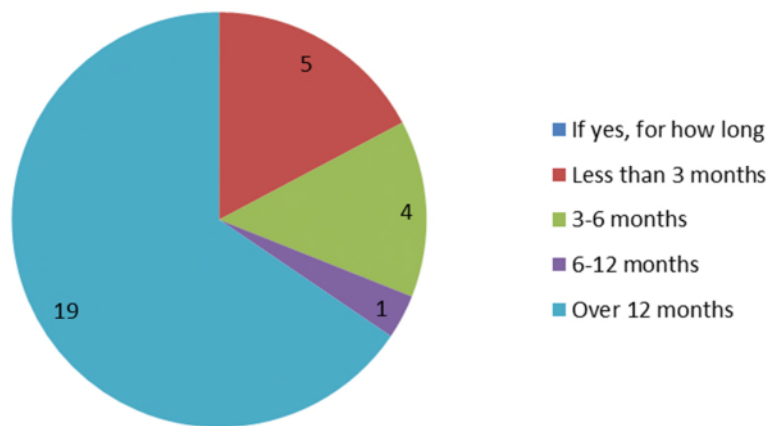
A long term medical condition presented as being the biggest barrier to employment mental health and a physical impairment being the equally responsible for the second highest barrier. The charts on the following page give more detail.

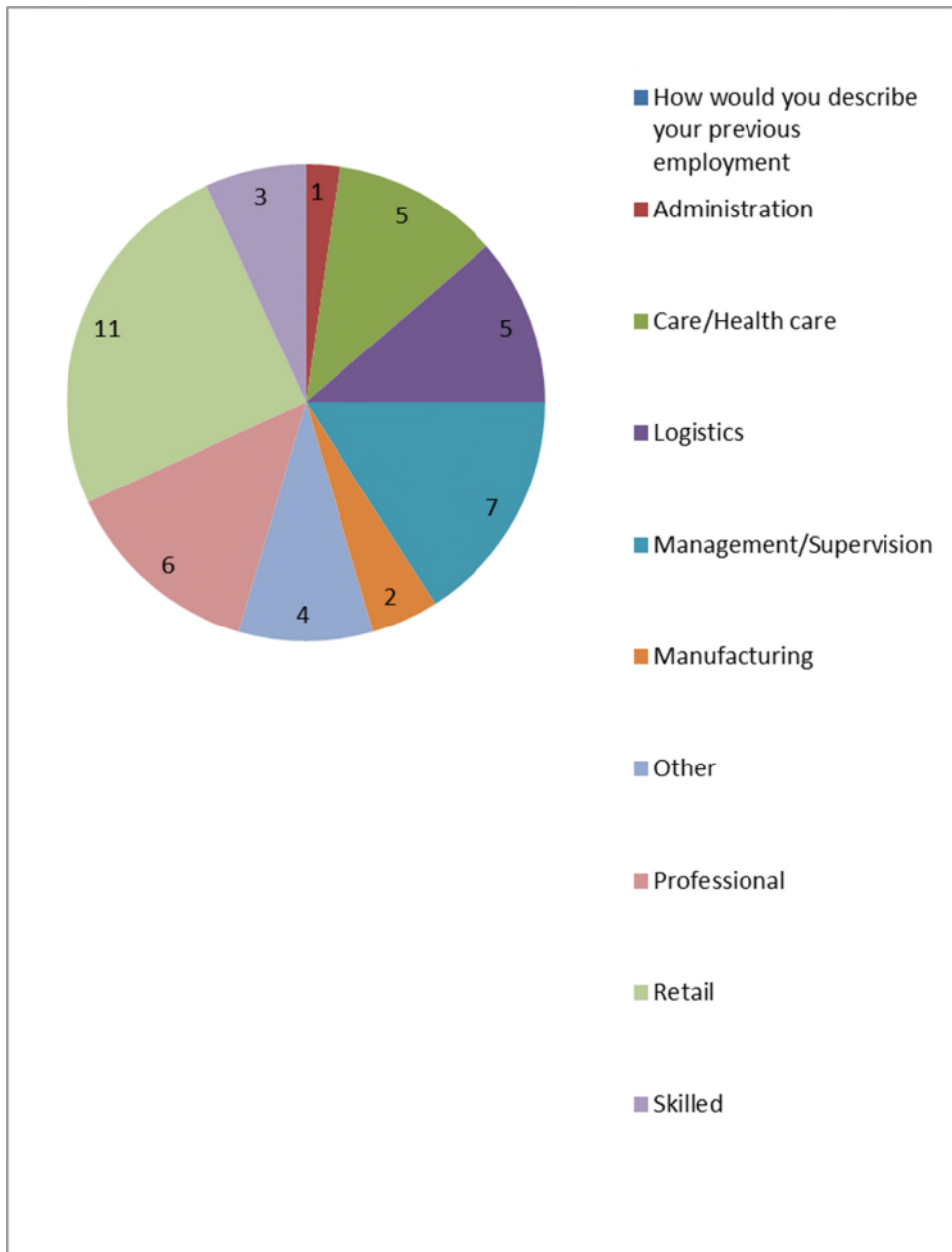


Only 6 of the people in work at the time of the survey were in full time employment with a further 13 working part time, the question of whether part time employment was by choice was not asked and on reflection clarification on this point should have been sought. 17 people were carrying out voluntary work which would be an advantage when seeking employment.

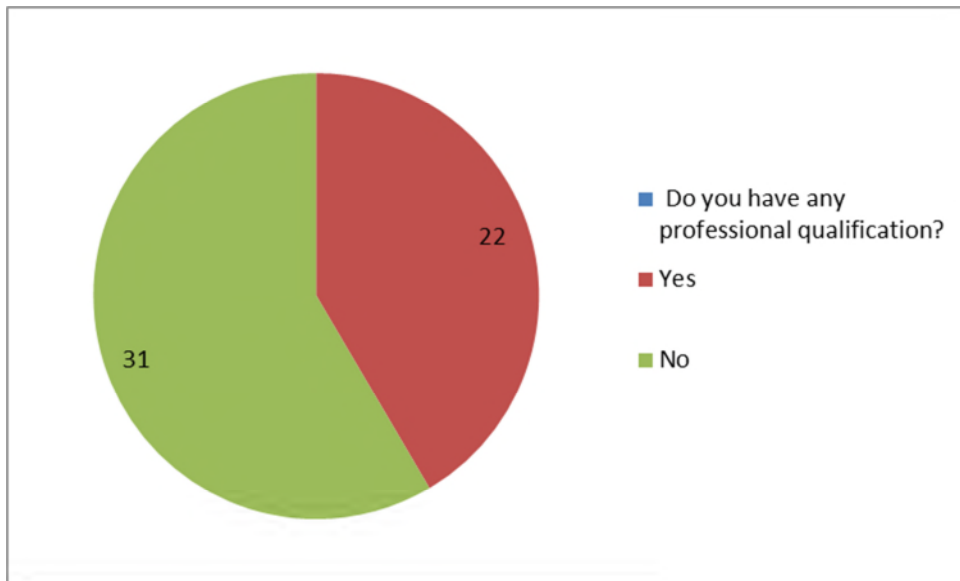


Over 56% had been unemployed in the past 12 months with majority being out of work for over 12 months. Reasons given for being unemployed other than retirement were ill health, caring for a family member or being made redundant.

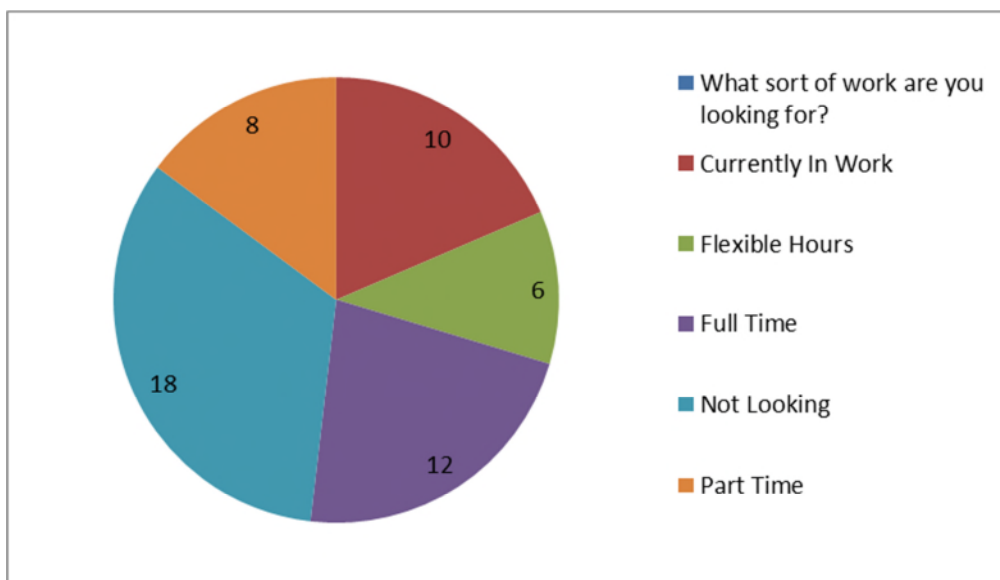


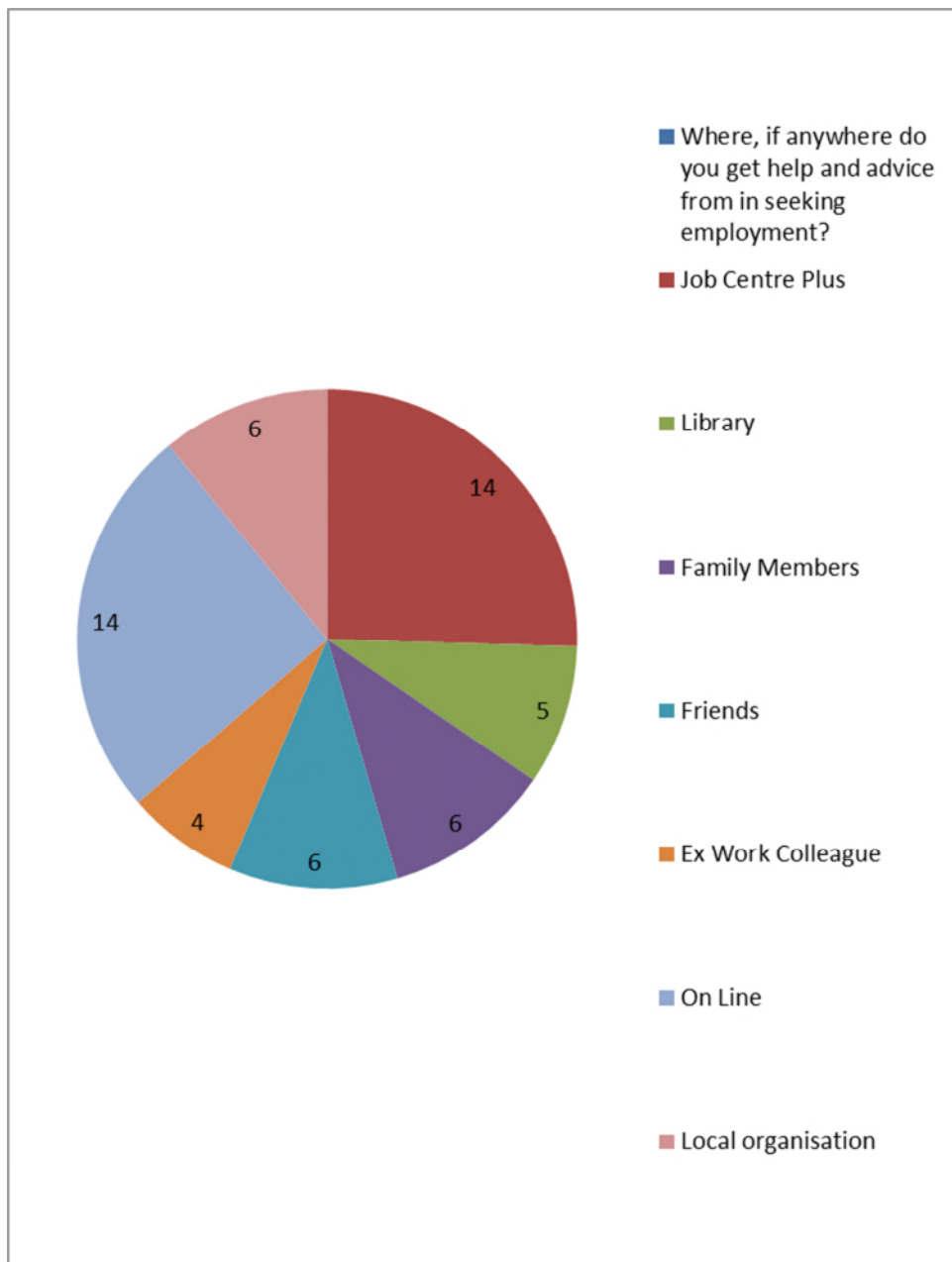


With regard to previous employment Retail came top with Management/supervision along with Professional jockeyed for second place. This could explain the 22 respondents who said they had a professional qualification; however we had not sought clarification on the level of qualification.



Of those actively seeking employment order of preference was for full time work followed by part time and then flexible hours.





As can be seen from the chart above Job Centre Plus along with on line searches rank top however it is not certain if there may be some double counting within these sections as Job centre Plus is accessible on line. The remaining options are very equally shared.

People identified a number of tools that they felt could help them gain employment, top along with training was more information on local job opportunities, something that should be easily rectified in the short term.

■ What would have helped you in the efforts to get back into employment?

■ CV Writing

■ Job Club

■ More information on jobs in Tilbury

■ Basic IT Training

■ Interview Skills

■ Work Trials

■ Training

■ Childcare

■ Confidence Skills

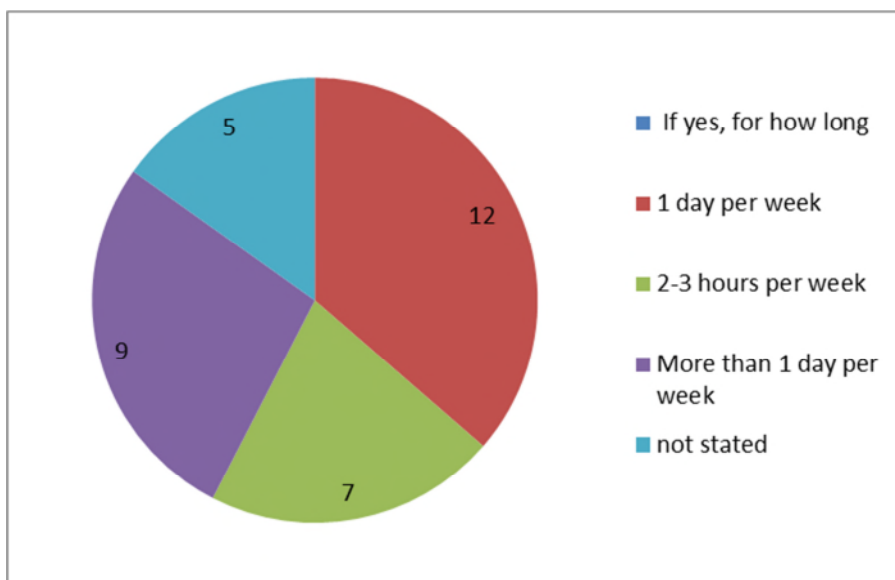
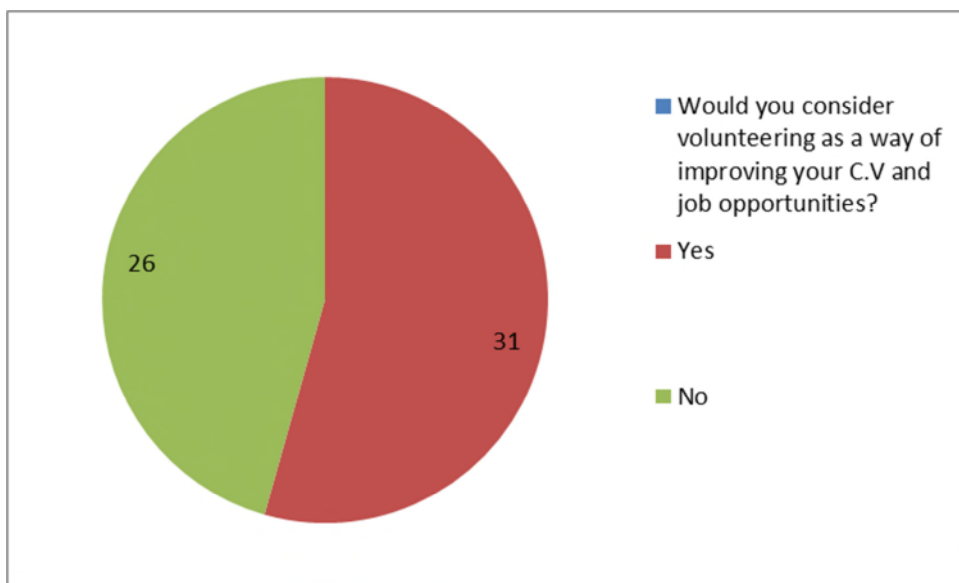
■ Independent Courses

■ Free /subsidised transport



It is accepted that volunteering is an effective way of gaining new skills at the same time as demonstrating to potential employers a good work ethic. It was encouraging that over 50% of those that responded to the question, "Would you consider volunteering as a way of improving your CV and job opportunities responded positively. This not only bolsters the good work that voluntary sector organisations deliver in the short term but also indicates a desire to find employment in the long term.

The desire to volunteer for 1 day or more per week by over 60% of the respondents to improve their work prospects is encouraging and every opportunity should be taken to assist people with back into employment.





COMMUNITY LED LOCAL DEVELOPMENT TILBURY SURVEY

3a. How long have you lived in Tilbury? (Please ☒ one box)

Under 1 year <input type="checkbox"/>	1-5 years <input type="checkbox"/>	6-10 years <input type="checkbox"/>	Over 10 years <input type="checkbox"/>
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3b. If less than 5 years, where did you move here from?

3c. Overall, how satisfied or dissatisfied are you with Tilbury as a place to live?
(Please ☒ one box)

Very satisfied <input type="checkbox"/>	Fairly satisfied <input type="checkbox"/>	Fairly dissatisfied <input type="checkbox"/>	Very dissatisfied <input type="checkbox"/>
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3d. Please explain why you gave this answer?

4a Have you been unemployed in the last 12 months or are you unemployed now? Yes / No

If yes for how long

Less than 3 Months <input type="checkbox"/>	3 to 6 Months <input type="checkbox"/>	6 to 12 Months <input type="checkbox"/>	Over 12 Months <input type="checkbox"/>	Never Worked <input type="checkbox"/>
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4b Was the reason for your unemployment one of the following?

Made redundant <input type="checkbox"/>	Started a family <input type="checkbox"/>	Ill health <input type="checkbox"/>	Caring for a family member <input type="checkbox"/>	Other <input type="checkbox"/>
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4c If other please state below.

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4d Do you have any professional qualifications? Yes No

If yes, please state below: _____

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4e How would you describe your previous employment.

Management/ Supervision <input type="checkbox"/>	Skilled <input type="checkbox"/>	Administration <input type="checkbox"/>	Professional <input type="checkbox"/>	Logistics/ transport <input type="checkbox"/>
Retail <input type="checkbox"/>	Care/ Healthcare <input type="checkbox"/>	Manufacturing <input type="checkbox"/>	Other (please state)	

4f Are you looking for:

Full time <input type="checkbox"/>	Part Time <input type="checkbox"/>	Flexible Hours <input type="checkbox"/>	Not Looking <input type="checkbox"/>	Currently in work <input type="checkbox"/>
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4g Would you consider training if it was available?

Locally in Tilbury <input type="checkbox"/>	In Grays <input type="checkbox"/>	Further afield <input type="checkbox"/>
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4h. Where, if anywhere, do you get help and advice from in seeking employment?.

Job Centre Plus <input type="checkbox"/>	Library <input type="checkbox"/>	Family members <input type="checkbox"/>	Friends <input type="checkbox"/>	Ex work colleagues <input type="checkbox"/>
Online networks <input type="checkbox"/>	Local organisation support (Please state where?) <input type="checkbox"/>			

4j.. Do you have access to the internet? (Please circle) Yes / No

ii. If yes, where?

Home <input type="checkbox"/>	Smart phone / tablet / ipad <input type="checkbox"/>	Family members <input type="checkbox"/>	Friends house <input type="checkbox"/>	Tilbury Hub/Library <input type="checkbox"/>	Other
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iii. If no

Would you like to have access to the internet? (Please circle) Yes / No

5a. What would or would have helped you in your efforts to get back into employment?
(Please ☒ the **3** most appropriate)

C.V. Writing	
Job Club	
More / better information about jobs in Tilbury available locally	
Basic I.T Training	
Interview Skills	
Work trials or taster sessions with local employers	
Training	
Childcare	
Independent Training course fees (Please give examples e.g. HGV/LGV)	
Confidence skills	
Free / subsidised transport	

5b. If there is some other form of help that is not mentioned above please let us know below i.e: drug and alcohol substance support, health support.

--

5c Would you consider volunteering as a way of improving your C.V. & job opportunities?

(Please circle) Yes No

5d If yes for how long?

2-3 hrs per week <input type="checkbox"/>	1 day per week <input type="checkbox"/>	More than 1 day per week <input type="checkbox"/>	Other amount
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If you would like to be informed of opportunities please tick box on sheet 3

5e Have you volunteered in the past and if so do you think it helped in obtaining employment?

(Please circle) Yes No

6a Is there something that you feel strongly about in Tilbury that given the opportunity you would get involved in to make a difference.

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Thank you for taking part in this survey.

If you wish to receive a copy of the completed report please tick box on sheet 3 on the other form so that we can contact you.

CLLD is funded by the European Structural and Investment Funds (ESIF).

**EQUALITY & DIVERSITY
SCHEME
For
Community Led Local
Development in Tilbury and
Tilbury Local Action Group**

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Equality and Diversity Scheme (EDS) Background

The Policy Statement:

Tilbury Local Action Group values the diversity of its residents and staff and recognises that equality of opportunity is fundamental to maximising engagement from the community and the performance of its people to deliver high quality services. Tilbury Local Action Group strives to create a positive environment through education and awareness-raising of equality and diversity throughout the borough.

Introduction

This Equality and Diversity Policy (EDS) for Tilbury CLLD sets out our vision to eliminate unlawful discrimination and to promote equality of opportunity for all residents and staff.

This scheme describes our commitment to ensuring that the services we provide and our employment practices are fair, accessible and appropriate for the diverse communities we serve and the workforce we employ.

This document sets out how Tilbury Local Action Group will meet public duties to promote Equality and Diversity set out in current equalities legislation. We recognise and embrace the need to lead by example and in adherence to our legislative obligations such as:-

- Monitoring and evaluation of the demographic composition of our residents
- The creation of a Fairness Commission to conduct research and have conversations with residents to tackle the borough's social and economic challenge
- Monitoring and evaluation of the demographic composition of our staff including their pay, conditions and benefits
- The creation of a detailed Action Plan to implement improvements/change

Equality and Diversity is a key driving force in Government policy. The Equality and Human Rights Commission (EHRC) has raised the profile of Equality and Diversity

Tilbury Local Action Group has a vital role to improve residents, staff and partner's understanding and tolerance of an increasingly diverse community by ensuring fair and equal practices enable access to high quality services and provision. For staff, Tilbury Local Action Group has a series of policies* that provide a framework for equality and diversity in the workplace from recruitment to mechanisms for challenge. The Thurrock Fairness Commission is an independent body set up to examine inequalities in Thurrock; to make Thurrock a fairer place to live, by listening to the views and opinions of local people, promoting good work that takes place in Thurrock, making recommendations for public service strategies, encouraging closer

working between partner organisations. The Commission looks at real local issues, including income, education, work, health, housing, families, community and safety. The Commission reports progress to the council's Corporate Overview and Scrutiny Committee. Commission members are representatives from the public, private, voluntary and community sectors.

*Policies that set out staff obligations to ensure adherence to legislation such as the Race Relations Act, 1976, Sex Discrimination Act, 1975, Work and Families Act 2006, The Carers (Equal Opportunities) Act 2004, Employment Equality (Age) Regulation 2006/2008, the Race Relations (Amendment) Act, 2000, the Disability Discrimination Act, 1995, 2005, the Human Rights Act, 1998, and the EU Employment Equality Regulation, 2003 (Sexual Orientation, Religion or Belief 2006 Age) and the Equality Act 2010.

There are longstanding barriers and complex issues that can hinder progress.

These include fewer opportunities for people with low skills, a skills mismatch, deprivation, discrimination, low individual expectations, lack of life chances.

Tilbury Local Action Group aims to address these issues by supporting national agendas and working with our partners.

Our staff and our services aim to address the following:-

- Tackle barriers to employment
- Improve the skills of the workforce
- Address the barriers that affect various disadvantaged groups
- Address discrimination and promote diversity in the workplace

Our EDS sets out our policies and procedures that demonstrate how we promote equality of opportunity and address all inequality issues.

Our Commitments

Tilbury Local Action Group recognize the important of the Equality Act 2010 and the related Public Sector Equality Duty and are committed to having due regard to the three aims of this duty, namely:

Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act;

Advance equality of opportunity between people who share a protected characteristic and those who do not;

Foster good relations between people who share a protected characteristic and those who do not.

Tilbury Local Action Group is committed to ensuring an inclusive borough, that is free from harassment and enables residents to achieve their potential through fair and non-discriminatory employment.

We will continue to provide a comprehensive framework of human resource policies and procedures in order to ensure equality and protect staff from discrimination on the grounds of race/ethnicity, gender,

age, disability, sexual orientation, pregnancy and maternity, gender reassignment and religion in recruitment, promotion, employment relations and training and development.

We will continue to provide high quality services that are tailored to the needs of a diverse and constantly changing population.

We will consult with our partners, on further developing our E&D practices and services.

We will maintain monitoring data and record keeping activities so that we can be more responsive to our residents' needs.

We will ensure that the principles of equality and considerations of diversity are built in to the business planning process.

Tilbury Local Action Group will continue to ensure that its recruitment and selection policy, procedures and practices are inclusive, non-discriminatory and reflect best equality and diversity practice.

We will ensure all staff and participants of Community Led Local Development alike benefit from the application of this Equality and Diversity Policy

We will continue to support initiatives/programmes that support local people to access local jobs by working with partners such as Jobcentre Plus.

Tilbury Local Action Group will continue to ensure that staff can work in an environment free from bullying and harassment from work colleagues, managers, or members of the public.

Tilbury Local Action Group will continue to promote good collective and individual employment relations to support high quality service delivery.

We will continue developing a culture of learning within Tilbury Local Action Group. Our support for staff includes the provision of a wide range of education, learning and development opportunities including, for example, Apprenticeships, in-house courses and external training.

Tilbury Local Action Group ensures equal access to learning and development and develop the knowledge and skills of all staff required to be successful in their roles.

Tilbury Local Action Group ensures that the diverse cultural and religious needs of residents and staff are supported, wherever possible.

Tilbury Local Action Group monitors decisions in recruitment, employment, including disciplinary action, promotion, access to education, learning and development and dismissals and take any necessary action to address any inequalities.

We will monitor our progress towards our key Equality and Diversity objectives, including monitoring the representation and performance of different groups (such as sex, race, disability and age).

We will communicate this policy to staff, participants and suppliers, including sub-contractors as necessary.

Impact Assessment Activity

To ensure that equality is considered as part of mainstream planning, employment and service delivery Tilbury Local Action Group undertakes community and equality impact assessments (CEIA's). Tilbury Local Action Group conducts assessment activity on all key policies to ensure that there are no differential or adverse impacts to individuals or sections of the community that we serve.

Where an adverse impact is identified, we investigate the causes and take remedial action.

We seek to identify and implement best practice.

Training in the principles of Equality and Diversity

Training is a vital part in meeting Tilbury Local Action Group commitment to the equality and diversity agenda. It is important that staff have the skills and knowledge to fulfil their obligations and meet equality requirements in their work within the borough.

E&D is integral within Tilbury Local Action Group Induction and staff understanding of how to apply their learning in the workplace, is discussed on a monthly basis.

Training modules include:

- Understanding Equality and Diversity
- The benefits of a diverse workforce
- Management practices and principles
- Legal framework and Key Principles
- Who is protected by legislation?
- Case Law and implications – wider implications to Tilbury Local Action Group
- Public Duties – our responsibilities
- Challenging inappropriate behaviour and discriminatory remarks

1.1

1.2 The commitments set out in this Scheme will be progressed through regular review and action planning. This work is led by Organisation Development and Workforce Planning and is actively supported by the Senior Management Team.

1.3 This will be provided by Thurrock Council as the Accountable Body and will be available to all members of the Steering Group of the Tilbury Local Action Group

Our Vision for Equality and Diversity

Our society and Thurrock's community is a diverse one. To achieve our vision, we must continue with staff training, monitoring, discussion with residents and action planning to improve social inclusion and community cohesion.

To be successful Tilbury Local Action Group needs to understand the constantly changing society in which it operates; be clear about the impact of our policies and operations on that diverse society; and conduct our business with sensitivity and respect for people's different needs, vulnerabilities and perspectives on life. We will do this best if we ourselves reflect that diverse society.

Encouraging and valuing diversity among our own staff and key partners is critical to our success and the success of our residents. We are a fair and inclusive organisation, respecting what each person brings to our business and recognising the value they add, but will continually strive to be more effective.

Where we are now

Tilbury Local Action Group demonstrates a very positive approach to diversity and believe that this makes our services more responsive, dynamic and better able to reach and engage all residents.

It is in our interests to lead by positive example, observing best practice in equal opportunities policy, and to ensure that we are not only compliant with legislation and codes of practice, but to provide a positive, adaptive and welcoming environment for all.

Our delivery partners and sub-contractors are required to be compliant with relevant legislation including Equality and Diversity. A formal legal framework is in place to ensure that contracts/ service level agreements contain formal monitoring and performance reviews.

Tilbury Local Action Group policies cover all aspects of our business.

Vacancy & Promotion

Decisions about recruitment or promotion will be taken in accordance only with each person's merits, qualification and ability to perform the relevant duties required by the particular vacancy.

Staff promotion takes place on the basis of objective assessment of the specific abilities, skills and knowledge required for the post.

Promotion opportunities are advertised so that they are accessible to all staff, whether full time, part time, or home workers.

Training and development needed to support career development and progression will be identified and agreed as part of the performance review process.

Disciplinary Procedures

Our current disciplinary procedure is summarised below:- The Disciplinary procedure applies to all employees.

The procedure is designed to ensure we achieve satisfactory standards of behaviour.

Managers are responsible for clarifying standards of behaviour and dealing with minor shortcomings informally. This can include giving informal warnings.

Disciplinary action will not be taken until the issue has been investigated and a hearing has been held.

Staff will be given information about the complaint together with an opportunity to prepare and state their case. In addition, they will be entitled to bring a work colleague as a representative to the disciplinary hearing.

If, following the investigation and/or the hearing, disciplinary action is warranted, penalties may be imposed.

Staff can appeal against a disciplinary penalty provided that they do so within 10 working days. An appeal hearing will then be held.

In some circumstances, staff may be suspended pending the outcome of a disciplinary process.

Staff will not normally be dismissed for a first breach of discipline unless they have committed an act of gross misconduct.

Gross misconduct covers a wide range of serious conduct issues. Some examples of these are set out below. This list is not exhaustive

- Serious breach of the Tilbury Local Action Group standards, financial regulations or the employee's Code of Conduct
- Serious misuse of the Tilbury Local Action Group's property or name
- Dishonesty, theft and falsification of records;
- Physical violence
- Serious insubordination

- 1.4 We ensure that members of staff involved in the disciplinary process are trained appropriately so that they undertake these duties by objective and justifiable means and in adherence with the relevant procedures.

Grievances

Our current Grievance Resolution Procedure is summarised below:- The Grievance Resolution Procedure applies to all employees.

The aim of the procedure is to resolve grievances, which staff may have about their employment in a fair and prompt manner and as near as possible to their point of origin.

The grievance procedure has been designed to resolve matters informally in the first instance.

Where this is not appropriate, the grievance procedure is then used to deal with matters on a more formal basis.

The grievance procedure is, wherever possible, intended to focus upon resolution and organisational learning rather than blame or punishment.

Day to day issues should normally be resolved through dialogue between staff and their line managers.

The formal procedure will only operate when staff are not satisfied with the outcome of the dialogue with their manager.

The Grievance Resolution Procedure has three stages:

Stage 1

At the first stage staff must write to their manager and inform them of their grievance. If the grievance is against their manager it should be sent to their line manager.

A copy should also be sent to the Human Resources Manager.

The manager will record the issues of concern, investigate and hold a meeting to explore potential resolution of the issues.

The manager will write to the appropriate member of staff to confirm what action will be taken and by when.

If the action taken by the manager does not resolve the grievance or if no action is taken or reply received, staff should proceed to the second stage.

Stage 2

Staff will be prompted to send a written statement to the manager of the person who handled the first stage within 2 weeks of receiving a written reply from the manager who dealt with the first stage.

A copy should also be sent to the Line Manager/Human Resources Manager.

The manager dealing with the second stage will hold a meeting and reply to you.

If the action taken by the manager does not resolve the grievance or if no action is taken or reply received, staff should proceed to the third stage.

Stage 3

Staff will be prompted to send a written statement to the Tilbury Local Action Group chair, the written replies to the grievance should also accompany this.

The Director's resolution to the grievance will be final.

Any individual member of staff who believes that they are being unjustly discriminated against, or that our equality and diversity practices are not being adhered to, has the right to raise the matter as a grievance in the expectation that every effort will be made to resolve issues as effectively and quickly as possible.

The Senior Management Team is responsible for ensuring that all our policies are understood and adhered to by all staff.

All members of staff have personal responsibility for the practical application of this Scheme, which applies to the treatment of residents, suppliers and colleagues.

Anyone found to have breached this scheme will be subject to disciplinary action according to Tilbury Local Action Group disciplinary procedure.

Where we want to be

- An employer of choice
- A provider of choice for the delivery of independent, impartial service
- Encourage employee and key partner commitment to the benefits of a diverse workforce
- Comply with legislative obligation
- Develop staff so their working practices are fair and equal
- Continuous development of processes and partnerships that meet and sustain the requirements of the equality and diversity agenda
- Development of an Action Plan spanning a 3 year period, detailing improvement plans to ensure we meet our legislative duties

What are the demographics of the local population?

With a population of 157,705 (2011 Census), Thurrock lies on the River Thames immediately to the east of London, and is home to some of the most exciting opportunities in the country. Thurrock hosts two international ports, London Gateway and Port of Tilbury, which are at the heart of global trade and logistics and is strategically positioned on the M25 and A13 corridors, with excellent transport links west into London, north and east into Essex and south into Kent

There are many opportunities for growth and the current regeneration programme will once again change the landscape, with the expansion of the retail and leisure offer at Lakeside, the creation of the biggest container port in Europe at London Gateway, High House Production Park which hosts the Royal Opera House production facilities to name a few. All of these will bring new jobs and fresh opportunities for Thurrock's communities

The facts and figures below are taken from the 2011 census. They give a flavour of Thurrock, its people and economy.

- our population is 157,705, an increase of 14,000 (10%) since 2001
- [NB. The Office of National Statistics (ONS) has since released mid-year estimates for 2012 which suggest a further increase to 159,500]
- the largest population increase among 40 to 49 and 60 to 64 age group
- there are 62,400 households, up by 3,915 (6.69%) in the last ten year
- we have a young population compared to other parts of England and Wales
- our average age is 36, the 8th youngest in the east of England
- nearly three-quarters (74%) of the population is economically active
-

-
- more than 2,500 (2.2%) working-age people are long-term unemployed
 - one in five employees work in wholesale, retail and motor vehicle repair
 - one in five employees work in construction, transport and storage
 - our increase in people with 'no religion' (8.5%) is higher than the national trend
 - French, Portuguese and Spanish are commonly spoken European languages

The English indices of deprivation identify the most deprived areas across the country. They combine a number of indicators, chosen to cover a range of economic, social and housing issues, into a single deprivation score for each small area in England. The table below shows how Thurrock's wards compare in terms of deprivation. The higher the rank (i.e. the lower the number), the more deprived the ward is in comparison to other 20 wards in Thurrock. [If viewing in colour red indicates more deprived and green indicates least deprived.]

See IMD rankings by ward over page.

				Indices of Multiple Deprivation (IMD) - RANK								Other comparators						
Ward	Population	% Population in poverty	Total Households	IMDRank	Income	Employment	Health	Education	Housing	Crime	Environment	Average income	Unemployment	Life expectancy	% House Ownership	% Over 65s	Population density	% of population in social housing
Tilbury St Chads	6177	4.7	2469	1	2	3	2	1	8	1	8	£30k	74	79	50.1	29.9	41	29
Tilbury Riverside and Thurrock Park	6878	11.3	3031	2	1	2	3	2	12	2	13	£31k	74	79	45.5	29.9	41	31
Belhus	9780	11.9	4201	3	3	1	1	4	5	4	10	£32k	76	81	56.9	30.2	27.1	21.7
West Thurrock and South Stifford	10478	34.2	4934	4	5	8	8	6	4	3	2	£39k	77	83	53.0	28.6	33.2	25.3
Chadwell St Mary	9865	2.3	4261	5	4	4	4	3	14	8	15	£32k	78	83	57.5	27.6	30.7	24.6
Ockendon	9680	7.7	4493	6	6	5	5	7	11	6	14	£35k	78	83	61.6	28.6	26.7	25.5
Aveley and Uplands	8912	6.1	4076	7	8	6	6	5	6	7	3	£35k	77	85	66.4	28.2	23.5	20.9
Grays Riverside	11695	25.3	5381	8	7	7	9	11	7	5	1	£41k	76	79	47.9	26.4	29.4	21
Grays Thurrock	9150	0	3863	9	10	10	10	10	15	9	4	£36k	77	80	63.7	27.5	17	16.2
Stanford East and Corringham Town	8607	-3.1	3891	10	9	9	11	8	13	17	16	£33k	79	84	68.7	29.7	17.5	17.1
Stifford Clays	6460	3.7	2735	11	11	11	7	14	20	14	12	£35k	79	82	71.5	27.8	15.4	13.8
East Tilbury	6364	-0.9	2722	12	12	13	13	12	10	16	5	£40k	79	80	76.3	29.3	18	14.8
Little Thurrock Blackshots	5770	-3.1	2550	13	13	12	12	13	18	12	11	£37k	79	81	81.8	28.1	14.7	11.3
Stanford-le-Hope West	6379	-4.0	2886	14	14	14	15	9	19	10	7	£38k	82	84	71.1	29.7	15.7	16.8

Corringham and Fobbing	5478	-4.2	2413	15	16	15	16	16	1	19	17	£38k	82	86	88.8	29.6	8.5	7.3
Little Thurrock Rectory	5955	0.15	2817	16	15	16	14	17	17	11	6	£40k	79	82	82.3	26.4	9.4	6.9
Orsett	6115	8.65	2553	17	17	18	17	18	2	13	9	£47k	80	83	84.2	25.6	6.1	5.2
The Homesteads	8507	-6.7	3536	18	19	17	19	15	9	20	18	£41k	81	85	89.5	29.7	13.2	7.3
Chafford and North Stifford	8071	43.3	3045	19	18	19	18	19	3	18	19	£58k	82	81	81.3	24.5	8.2	6.4
South Chafford	7384	148	3003	20	20	20	20	20	16	15	20	£63k	82	81	72.7	24.5	8.2	4

IMD Key: RANK (of 20, where 1 is most deprived)

Income: captures the proportions of the population experiencing income deprivation in an area

Employment: people of working age who are involuntarily excluded from the world of work, either through unemployment, ill health or family circumstance

Health: relatively high rates of premature death or whose quality of life is impaired by poor health or who are disabled

Education: two sub-domains: one relating to lack of attainment among children and young people and one relating to lack of qualifications in terms of skills. **Housing:** two sub-domains: 'geographical barriers' and 'wider barriers' which includes issues relating to access to housing such as affordability

Crime: rate of recorded crime for four major crime themes – burglary, theft, criminal damage and violence - representing the occurrence of personal and material victimisation at a small area level

Living Environment: two sub-domains: the 'indoors' living environment which measures the quality of housing and the 'outdoors' living environment which contains two measures about air quality and road traffic accident.

Our child population in Thurrock is more ethnically diverse than the all age population.

There is a lower proportion of White residents in the 0-17 population and a higher proportion of Asian, Black and Mixed ethnic groups. Wards in the west of the borough have the highest proportion of school children from minority ethnic groups, with the highest proportion residing in Grays Riverside (54.5% of their child population), and the lowest proportion of children from minority ethnic groups living in Corringham and Fobbing (5.1%).

There are some factors known to influence child poverty, which include family size and structure, the age and educational qualifications of parents, low earnings, ethnicity and lack of employment. Lone parent families are particularly vulnerable to poverty and teenage mothers are three times as likely to suffer poverty compared with older mothers. Disabled adults of working age are twice as likely as non-disabled adults to live in poor households and more than half of families with disabled children live on low incomes. In all parts of the country, people from ethnic minorities are, on average, more likely to live in low income households than white British people. TC has a Child Poverty Strategy to reduce inequality and improve residents' opportunities.

Characteristics of the UK workforce

In the 2011 Census approximately 11 million residents identified themselves as ethnic minority residents, an increase of 6% in the ethnic minority population since the 2001 Census.

Recruiting and retaining skilled staff is an important challenge for the UK currently; companies are still experiencing problems recruiting skilled staff. Organisations are also struggling to retain their employees.

Recruitment shortages have raised the profile and benefits of a diverse workforce.

We welcome applications from all sections of the community and have developed "positive action" campaigns to ensure that residents can access our services and our workforce continues to reflect the society in which we work.

Meeting Local Needs

The hardest to reach residents are, by definition, those least likely to engage in our services. Tilbury Local Action Group and partners have the expertise and ability to broker contacts that enables us to effectively target and engage residents, particularly through:

- Children's Centres

-
- Public Health Services
 - JobCentre Plus and Work Programme Providers
 - Public Protection
 - Schools and Colleges
 - Charities

We work to support these residents to ensure they are retained by

- Providing specialist advisers to understand residents' needs
- Providing brokerage which identifies training opportunities appropriate to the resident
- Signposting residents to support groups and wider service
- Regularly conduct self-evaluations and seek ways to improve services
- Working with key partners to ensure that training style, method, delivery (including outreach) and content is appropriate to specific groups

We set targets for engaging residents on education programmes, as well as targets for ensuring that harder to reach learners are retained on the programme.

Tilbury Local Action Group is customer-focused. Our emphasis on understanding residents' needs and this shapes the services that we provide and how we provide them.

Our Ongoing commitment to achievement

We commit to continue the following:

- Train staff in relation to the duties of equality legislation and responsibilities contained within the Scheme
- Enhance our understanding of our community and key partner services to improve the quality of services delivered
- Continued review of our communications so that everyone has equal access to information about our services
- Monitor staff policies to identify any adverse impact
- Work hard to be an organization free from barriers to the recruitment, progression and success of a diverse workforce, utilizing the strengths of all our staff to ensure that we provide an equal and fair service that reflects our society.

Community and Equality Impact Assessments (CEIAs)

We have made a commitment to apply a systematic screening process to both new policy development or changes to services.

This is to determine whether the proposals are likely to have a significant impact on different groups within our community

This process has been developed, together with [full guidance \(PDF\)](#), to support officers in meeting our duties under the:

- Equality Act 2010.
- The Best Value Guidance
- The Public Services (Social Value) 2012 Act

In addition the guidance supports officers to consider our commitments set out in the [Thurrock Joint Compact](#) with the voluntary sector.

As well as supporting you to look at whether there is, or will be, a significant impact, the guidance will also consider ways in which you might mitigate this in the future.

Name of service or policy	
Lead Officer	
Contact Details	

Why is this service or policy development/review needed?

1. Community impact (this can be used to assess impact on staff although a cumulative impact should be considered).

<p>What impacts will this service or policy development have on communities? Look at what you know? What does your research tell you?</p> <p><i>Consider:</i></p> <ul style="list-style-type: none"> National and local data sets – for example, key statistics and ward profiles Complaints Consultation and service monitoring information Voluntary and Community Organisations The Equality Act places a specific duty on people with ‘protected characteristics’. The table below details these groups and helps you to consider the impact on these groups. 					
	Positive	Neutral	Negative	What are the positive and negative impacts?	How will benefits be enhanced and negative impacts minimised or eliminated?
Local communities in general					
Age					
Disability					
Gender reassignment					
Marriage and civil partnership					

Pregnancy and maternity					
Race (including Gypsies, Roma and Travellers)					

Religion or belief					
Gender					
Sexual orientation					
Any community issues identified for this location? <i>See above link to ward profiles.</i> If the project is based in a specific location please state where, or whether Borough wide. Please note any detail of relevance e.g. is it an area with high unemployment, or public transport limited?					

2. Consultation.

Provide details of what steps you have taken or plan to take to consult the whole community or specific groups affected by the service or policy development e.g. on-line consultation, focus groups, consultation with representative groups? <i>This is a vital step</i> – see full guidance (PDF) .

How will you review community and equality impact once the service or policy has been implemented?

*These actions should be developed using the information gathered in **Section1 and 2** and should be picked up in your departmental/service business plans.*

*These actions should be developed using the information gathered in **Section 1 and 2** and should be picked up in your departmental/service business plans.*

Action	By when?	By who?

1.5

It is important the information gathered is used to inform any Council reports that are presented to Cabinet or Overview and Scrutiny committees. This will allow Members to be furnished with all the facts in relation to the impact their decisions will have on different equality groups and the community as a whole.

Take some time to précis your findings below. This can then be added to your report template for sign off by the Community Development and Equalities team at the consultation stage of the report cycle.

Implications/ Customer Impact	
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5. Sign off

The information contained in this template should be authorised by the relevant project sponsor or Head of Service who will be responsible for the accuracy of the information now provided and delivery of actions detailed.

Name	Role (e.g. project sponsor, head of service)	Date

Civic Offices, New Road, Grays
Essex RM17 6SL
30th August 2016

ESIF Applications (CLLD)
Department of Communities and Local Government
2nd Floor
Eastbrook
Shaftesbury Road
Cambridge
CB2 8DF

ESF Applications (CLLD)
c/o Joanne Wright
Department for Work and Pensions
Finance Group
Bedford JCP
Wyvern House
53-57 Bromham Road
Bedford
MK40 2EH

Dear Sirs

Tilbury Community Led Local Development (CLLD) - confirmation of Accountable Body

I write with reference to Thurrock's application for Community Led Local Development (CLLD). As part of the CLLD strategy there is a requirement to confirm that an Accountable Body is identified by the Local Action Group (LAG), and it acknowledges that it will act as the Accountable Body for the programme.

I hereby confirm that Thurrock Borough Council has been identified as the Accountable Body and this is evidenced within the action minutes of the inception meeting of the Tilbury LAG on 26th May 2016 which is appended within the strategy. The strategy document also outlines how Thurrock Borough Council will fulfil this role and outlines the associated governance arrangements.

This is subject to formal political approval that will be undertaken prior to the submission of the individual full ESF and ERDF applications in December 2016, but for the purposes of the CLLD I can confirm that at this stage TBC is happy to serve as the Accountable Body

Yours sincerely,



Matthew Essex
Head of Regeneration and Assets

APPENDIX 8



c/o Tilbury Community Hub
Civic Square
Tilbury, Essex
RM18 8AD

30th August 2016

ESIF Applications (CLLD)
Department of Communities and Local Government
2nd Floor
Eastbrook
Shaftesbury Road
Cambridge
CB2 8DF

ESF Applications (CLLD)
c/o Joanne Wright
Department for Work and Pensions
Finance Group
Bedford JCP
Wyvern House
53-57 Bromham Road
Bedford
MK40 2EH

Dear Sir / Madam

Tilbury Community Led Local Development (CLLD) Strategy – approval by Tilbury Local Action Group.

I write with reference to Thurrock's application for Community Led Local Development (CLLD). I was appointed by the Local Action Group (LAG) as chair, and I represent the Tilbury Community Forum.

I confirm that this strategy was developed with the full co-operation and endorsement of the LAG who have overseen its development from the outset through to its final completion and approval. On behalf of Tilbury Local Action Group I hereby formally approve this submission.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Steve Liddiard', is written below the 'Yours sincerely,' text.

Steve Liddiard
For Tilbury Community Forum and Tilbury Local Action Group