



Community-Led Local Development Strategy

Tilbury Local Action Group



August 2016

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1 Introduction

- 1.1 Tilbury is an historic town and designated growth zone of just over 13,000 people on the north bank of the Thames, twenty miles to the east of London. It is made up of two wards, Tilbury St Chads and Tilbury Riverside & Thurrock Park, in the borough of Thurrock.
- 1.2 The town is at the heart of the UK government's new growth strategy for the Thames Gateway and is home to a major deep water port which effectively functions as London's port and is an important part of England's national infrastructure. In summer 2016, Amazon announced plans to open a major warehouse and distribution centre, creating 1,500 permanent new jobs and underlining our importance as a logistics hub.
- 1.3 Through private investment and local partners' commitment to major public service and environmental improvements, we have a once-in-a-generation opportunity to revitalise the local economy, bring opportunity to our most deprived residents, and regenerate the heart of our community.
- 1.4 We are already committed to an ambitious long-term programme that will:
 - Generate over 500 new jobs in and around the port;
 - Reconnect the port economy with the local workforce and local businesses by dismantling their barriers to opportunity that they face;
 - Create a new Civic Square at the heart of Tilbury that will offer a range of health, skills and employability services to local people; and
 - Improve radically the physical appearance and connectivity of the town.
- 1.5 We will do this through the combined commitment and investment of public, private, and voluntary sector partners.
- 1.6 Through Community-Led Local Development (CLLD) we see an opportunity to go even further and faster: getting even more people into work; reaching to our most deprived and highest need citizens; and delivering even greater environmental and transport improvements.
- 1.7 CLLD is based on four principles which we have embraced in Tilbury:
 - It is bottom-up and targeted at local areas of greatest need;
 - it is about finding innovative ways of addressing local challenges and opportunities;
 - It is based on Local Development Strategies and led by Local Action Groups; and
 - It brings together different types of activity in different sectors into a coordinated Strategy.
- 1.8 **Tilbury is the poorest part of Thurrock. Over half of the neighbourhoods in the town are in the 20% most deprived in England.**

- 1.9 In council properties in the town, 45% of residents of working age are currently not in employment and 53% are eligible for housing benefit.
- 1.10 There is a stark mismatch between the jobs that are available in Tilbury and the local workforce. There are 787 more jobs than there are employed residents. Unemployed residents do not, in general, have the skills required to access many of the jobs being created in and around the port in particular. Meanwhile, the number of people employed in low-skilled elementary occupations are significantly higher than the national average.
- 1.11 In terms of health, Tilbury is facing a “crisis in primary care”, with levels of under-doctoring and under-nursing that are amongst the worst in England.¹ Almost one third of residents are obese, and Tilbury is the top quintile nationally for teenage conception. Rates for premature mortality in under 65s are higher than the Thurrock and national averages.
- 1.12 In many cases, we are looking to address complex, interconnected and long-term problems. The barriers faced by our poorest citizens were erected a long time ago and have grown higher over time.
- 1.13 **However, we see enormous potential and opportunities in Tilbury.**
- 1.14 Our town is a designated growth area, and we have put in place a Vision for Tilbury with a commitment to invest £10m in the Civic Square alone over the next ten years. The port economy is set to continue its rapid growth, generating 500 jobs over the next five years, and is fully committed to the revival of the town.
- 1.15 If we can reconnect the micro-economy of the port with the local workforce, we can ensure the port has a ready-made workforce on its doorstep, and improve the income, skills and ultimately life prospects of the local community.
- 1.16 We have a vibrant and active voluntary sector which will continue to make a significant contribution to the development of Thurrock. We will continue to deliver a programme of community engagement and capacity building, through which we support and up-skill people to source solutions to local issues.
- 1.17 **Our approach throughout is to build on what has worked well and learn from what has worked less well.**
- 1.18 A number of initiatives and interventions have been tried in Tilbury, all too often with limited success. In the community, this has led to disengagement, low levels of trust in some local agencies, and little faith that things can change.
- 1.19 The lack of impact in the past was often due to the lack of meaningful community voice and leadership in what was happening. Things were done to local people, rather than with and through them.
- 1.20 **We therefore see the opportunity to have an even greater impact in Tilbury through CLLD.**

¹ Tilbury Integrated Health Living Centre: Case for Change, NHS Thurrock CCG, April 2016

- 1.21 The opportunities and ideas set out in this strategy have been developed through extensive community engagement. Over many years, local people have identified the issues they want to address and the opportunities they want to explore.
- 1.22 Over the five-year period of this strategy, with the community in the lead, we will have:
- Supported 245 local people to gain the skills to enter the labour market;
 - Enabled 87 people to gain further skills to advance in the labour market;
 - Enabled 466 of the highest need households to move closer to the labour market;
 - Supported the development of 100 new SMEs, social enterprises and micro-enterprises;
 - Helped 40 existing businesses to grow;
 - Helped 33 shops to develop their business skills and improve their frontages;
 - Created 35 new jobs through the business support elements of the strategy;
 - Equipped 260 people to gain new skills and enter the labour market by making available sustainable transport; and
 - Enabled a further 260 people to volunteer in order to gain skills and experience to enter the labour market.
- 1.23 We will do this by ramping up the pace and scale of delivery of local action, reaching out to the most deprived members of our community, and driving innovative solutions to long-standing problems. These activities will add value to existing initiatives within Tilbury, including those funded by ESF and ERDF. We set out how this will happen in figure 19 which details consistency, complementarity and synergy.
- 1.24 Our approach to delivering these goals will be to invite organisations with local knowledge to deliver groups of outcomes. Project delivery agents will be expected to identify and bring match funding as part of their delivery arrangements. References to match funding in this strategy are indicative only; they are not commitments. Delivery will be overseen by a team made up of Programme Manager and three project officers.
- 1.25 We will also require funding bids to include robust monitoring and evaluation arrangements so that we can identify good practice as well as barriers to progress. We will use this intelligence to refine our approach and ensure we are helping those in greatest need in particular. Further detail on delivery arrangements including evaluation can be found in section 9.
- 1.26 **Our activity is targeted at a scale that will allow us to make a lasting difference.**
- 1.27 We have deliberately focused our activity on the area where need is greatest and most concentrated. However, in the spirit of learning from what we do, the lessons from Tilbury will often be applicable to the rest of Thurrock and beyond. Within Tilbury, this is an inclusive, all-age strategy.
- 1.28 Our proposed expenditure of £6.6m, including 50% public sector match funding and additional private sector support. We are seeking £2m from ESF and £1.3m from ERDF. This balance reflects

the need for people-focused action to tackle barriers to work, which has been prioritised by the Local Action Group (LAG) and validated through community consultation.

- 1.29 Our expenditure is proportionate to the population of just over 13,000 people with severe pockets of deprivation. We want to have maximum impact through focused, coordinated action, rather than spread investment and activity more thinly over a much wider area. Not only will this make a difference to the lives of local people, it will reduce the pressure on local services through more effective prevention of issues. This will free up resources to spend on the wider community.
- 1.30 We are realistic about the challenges we face in Tilbury, but confident that the strengths within the community and the passion for place amongst residents can be galvanised to regenerate the town for current and future generations. Some families do lead chaotic lives. Some services fail to meet the needs of those who need them most. Too many streets and shopfronts tell a story of disregard and disrepair.
- 1.31 **We are also hugely ambitious about the potential of the town.**
- 1.32 Tilbury has a growing port, a young population, underused buildings and other physical assets. It has an active voluntary sector which reflects people's pride in Tilbury, and a vibrant local heritage with the potential to help build stronger ties across different communities. There are exciting plans for a brand new Civic Square with a state-of-the-art healthy living centre which will link with wider community initiatives.
- 1.33 Through CLLD we can ensure that everybody in Tilbury will benefit from these improvements.

2 Definition of the area and population

Local Super Output Areas (LSOAs)

- 2.1 Tilbury is comprised of two local wards, which contain eight LSOAs. The town is the poorest part of Thurrock. Of the eight LSOAs, five are in the 20% most disadvantaged in England. These are highlighted in red in the table below.
- 2.2 LSOAs that are not in the 20% most deprived are included as they are important local employment sites and form part of the area that local residents recognise as Tilbury.
- 2.3 Tilbury is a coherent and contiguous unit in geographical, economic and social terms with a recognised and historical identity. By focusing on the town as a whole we minimise the risk that potential beneficiaries are excluded unintentionally.

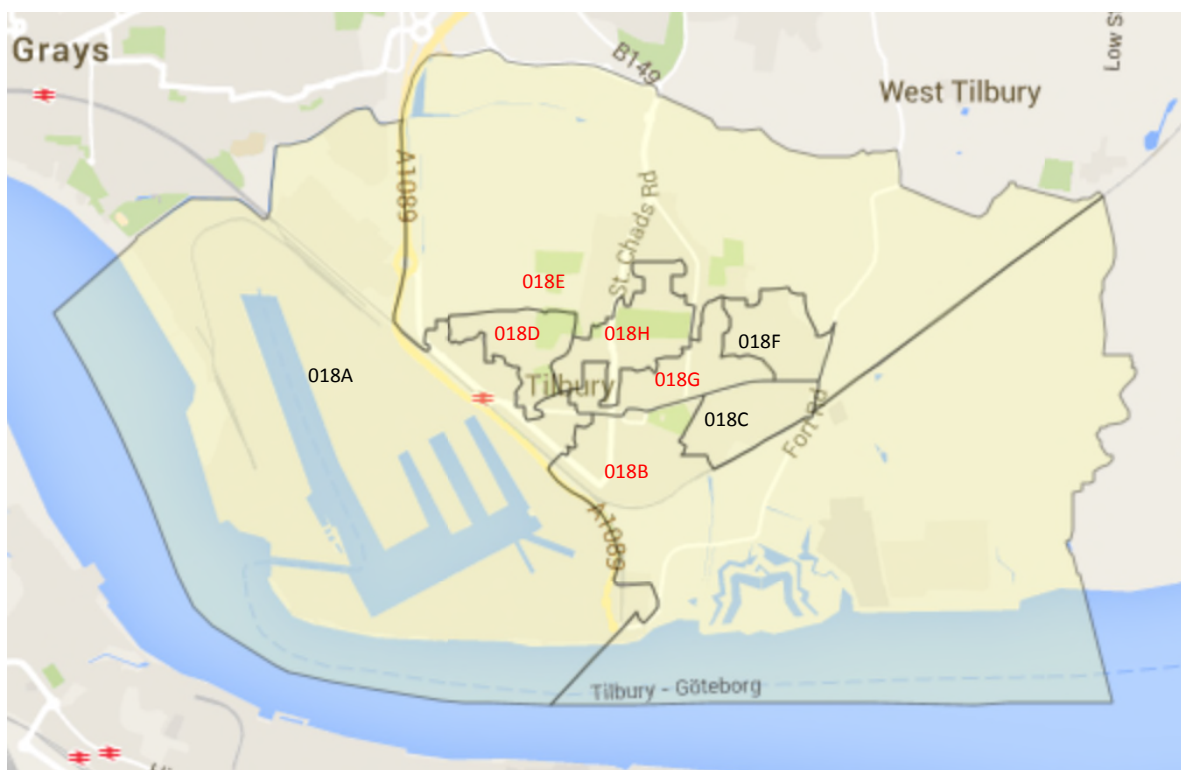
Figure 1: LSOAs in Tilbury

LSOA Code	LSOA name	Ward	2011 Census	2010 IMD Data*
E01016010	Thurrock 018H	Tilbury St Chads	1,457	4.79
E01016006	Thurrock 018D	Tilbury Riverside & Thurrock Park	1,694	5.60
E01016007	Thurrock 018E	Tilbury St Chads	1,489	6.86
E01016004	Thurrock 018B	Tilbury Riverside & Thurrock Park	1,662	10.96
E01016009	Thurrock 018G	Tilbury St Chads	1,707	18.12
E01016005	Thurrock 018C	Tilbury Riverside & Thurrock Park	1,556	29.50
E01016003	Thurrock 018A	Tilbury Riverside & Thurrock Park	1,996	38.98
E01016008	Thurrock 018F	Tilbury St Chads	1,524	45.38

- 2.4 * The Index of Multiple Deprivation (IMD) is a combination of a number of indices that measure different aspects of deprivation to give an overall score for the relative level of multiple deprivation experienced in every neighbourhood in England. As Figure 1 shows, 5 of Tilbury's 8 LSOAs are in the top 20% most deprived in England, with Tilbury St Chads the most deprived (with an IMD score of 4.79).

- 2.5 The three LSOAs (018A, 018C, 018F) that are not in the most deprived 20% are directly adjacent to LSOAs that are, as shown on the map below.

Figure 2: Map of Tilbury showing LSOA boundaries



Population

- 2.6 The population of Tilbury 13,085. Of the population, 8,099 people (61%) live in the 20% most deprived areas of England.

3 Local Social and Economic Context

- 3.1 This section sets out the local social and economic context. In most cases, we have provided data for Tilbury. In a few cases, where data is not available at the lower level, we provide the data for Thurrock and suggest a sensible inference for Tilbury.

Age structure

- 3.2 The town has a younger population than Thurrock overall. As set out in figure 3, Tilbury has a lower average mean and median age, and as set out in figure 4, has more people in the younger age brackets.

Figure 3: Mean and median age of residents

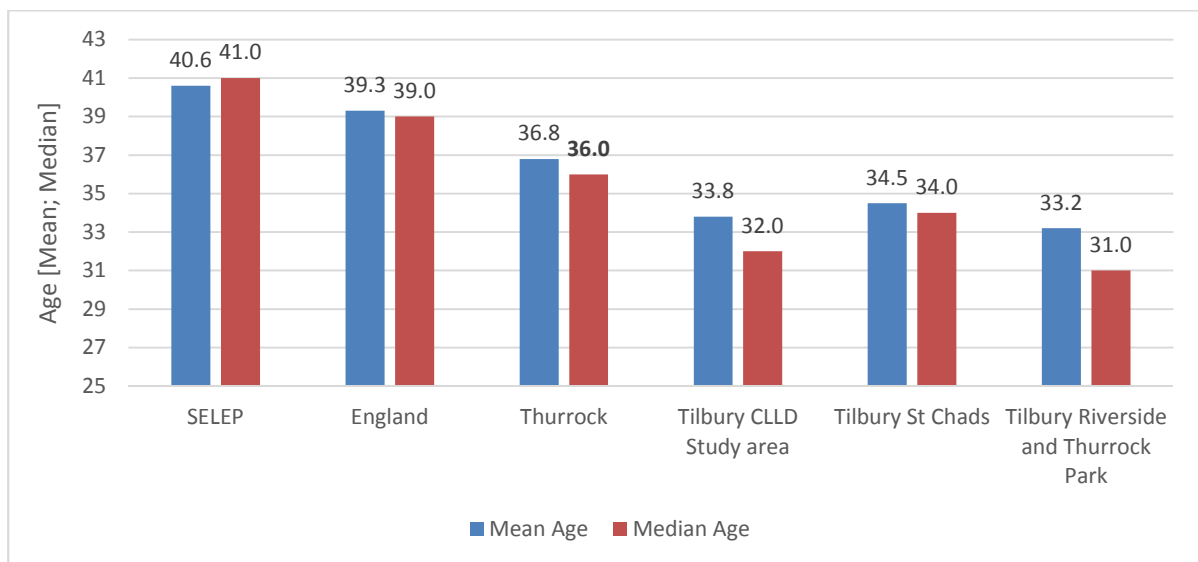
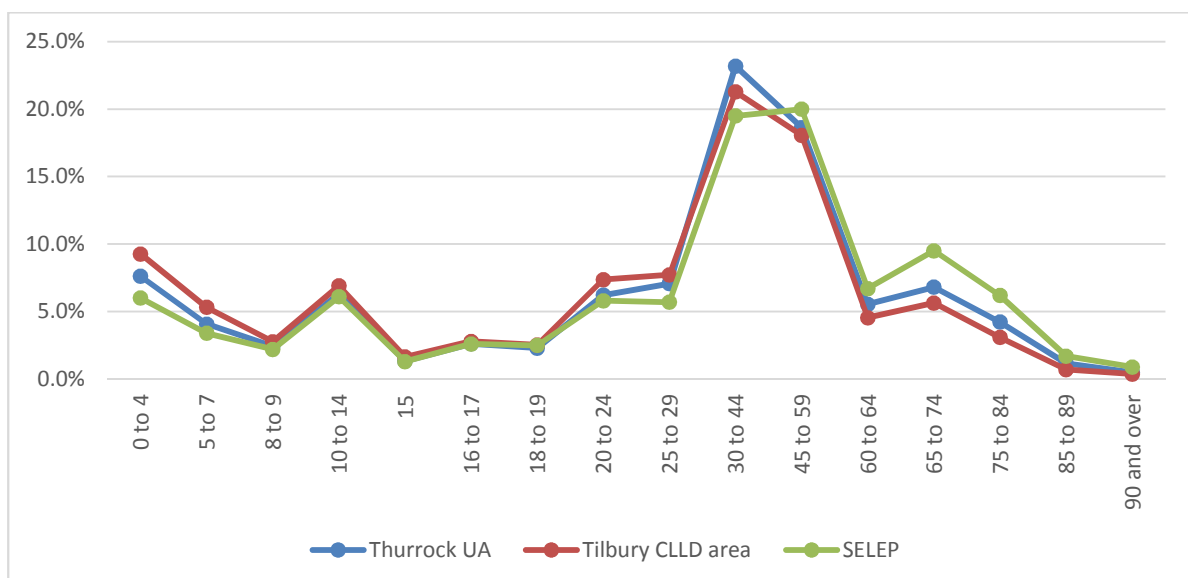


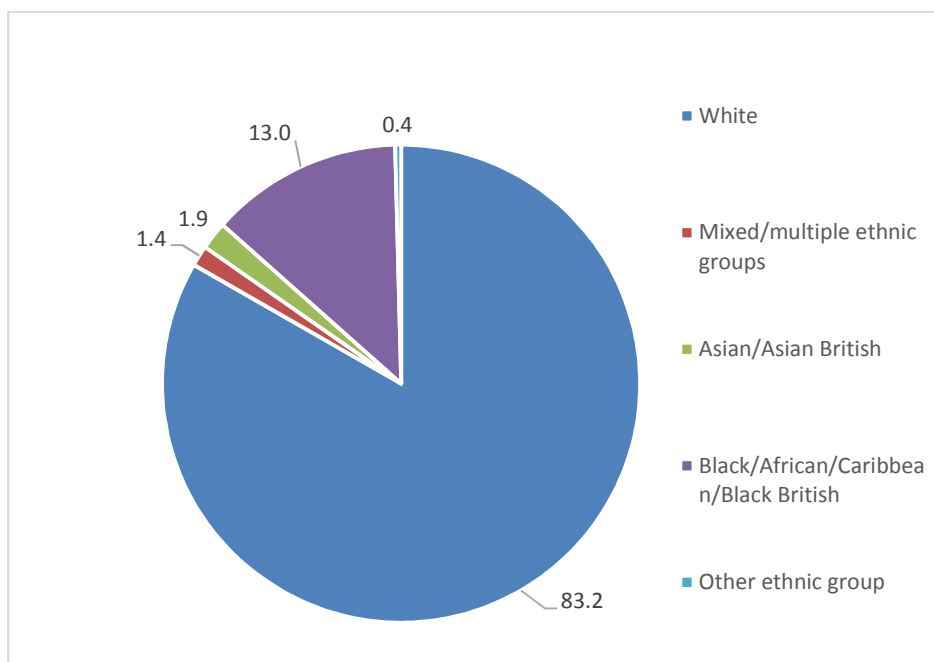
Figure 4: Age structure of Tilbury within Thurrock and SELEP



Ethnicity

- 3.3 In terms of ethnicity, Tilbury has a slightly lower proportion of 'white' and 'white British' residents than the England average. This is in contrast to Thurrock as a whole, which has slightly higher proportions of 'white' and 'white British' residents than England.
- 3.4 The non-white ethnic groups are disproportionately made up of one ethnic group ('Black: African') in Tilbury, which has six times the proportion seen in England. Thurrock as a whole also has a higher concentration of the Black: African group, at just over four times the proportion seen in England.
- 3.5 All other non-white ethnic groups (Mixed, Asian and 'Other') are underrepresented in Tilbury relative to the England averages.

Figure 5: Ethnic groups in Tilbury



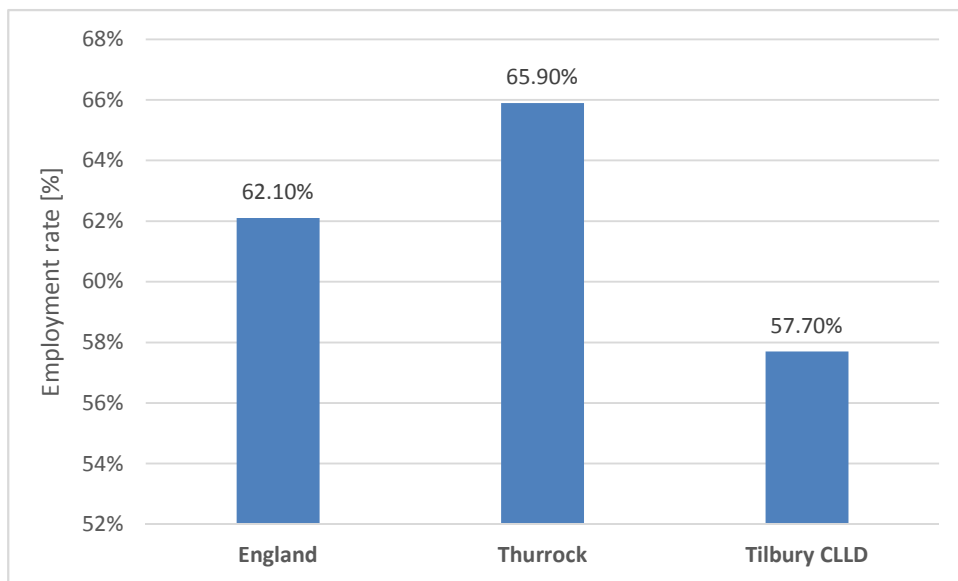
Employment

- 3.6 The working age (16-64) population of Tilbury is 8,394.

Employment by sector

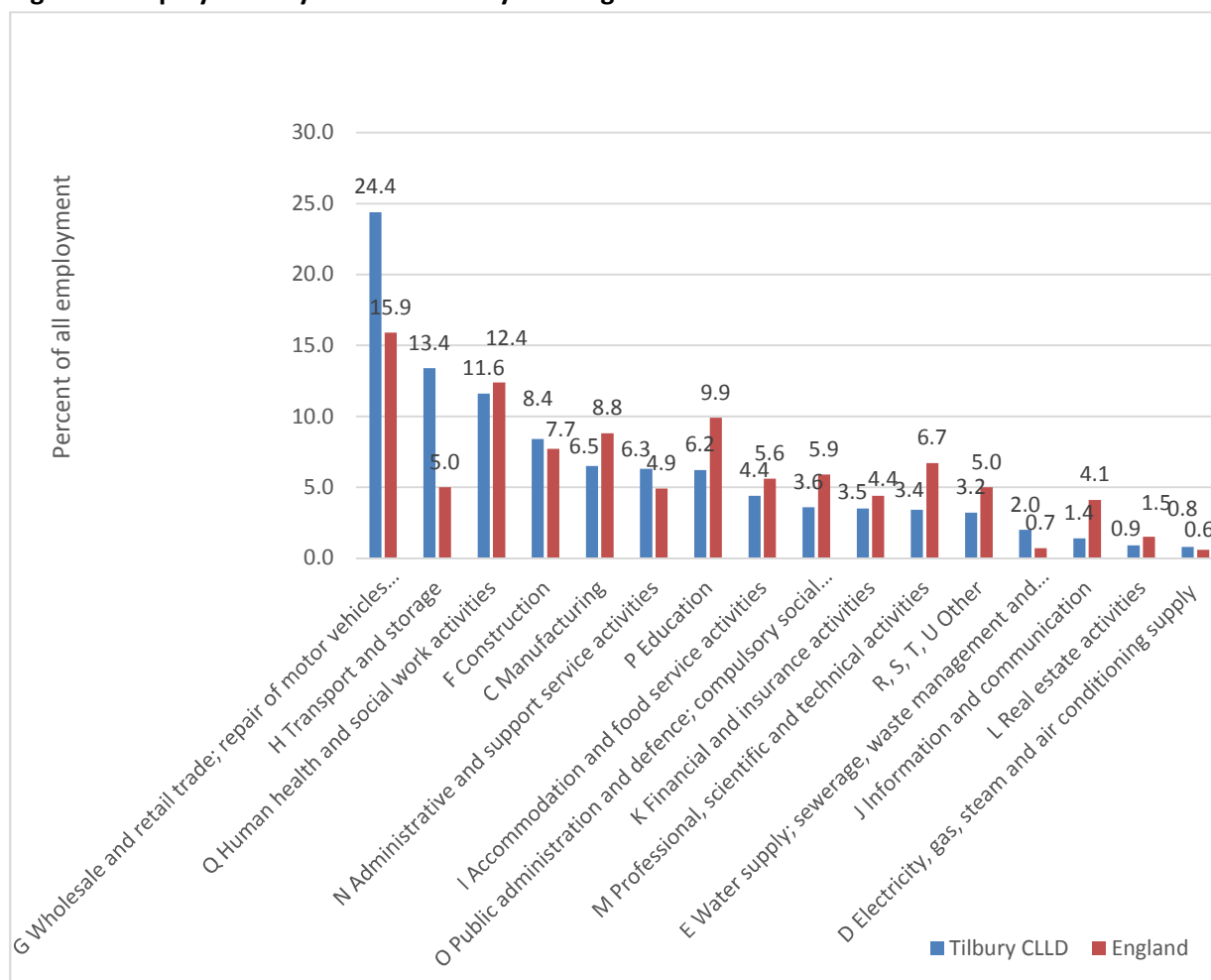
- 3.7 Overall, 5,268 residents in Tilbury are in work, giving an employment rate of 57.7%, compared to the Thurrock rate of 65.9% and the national (England) rate of 62.1% in 2011. These figures are derived from the 2011 Census 16-74 employment rate dataset, as opposed to 16-64.

Figure 6: Employment rate in England Thurrock and Tilbury



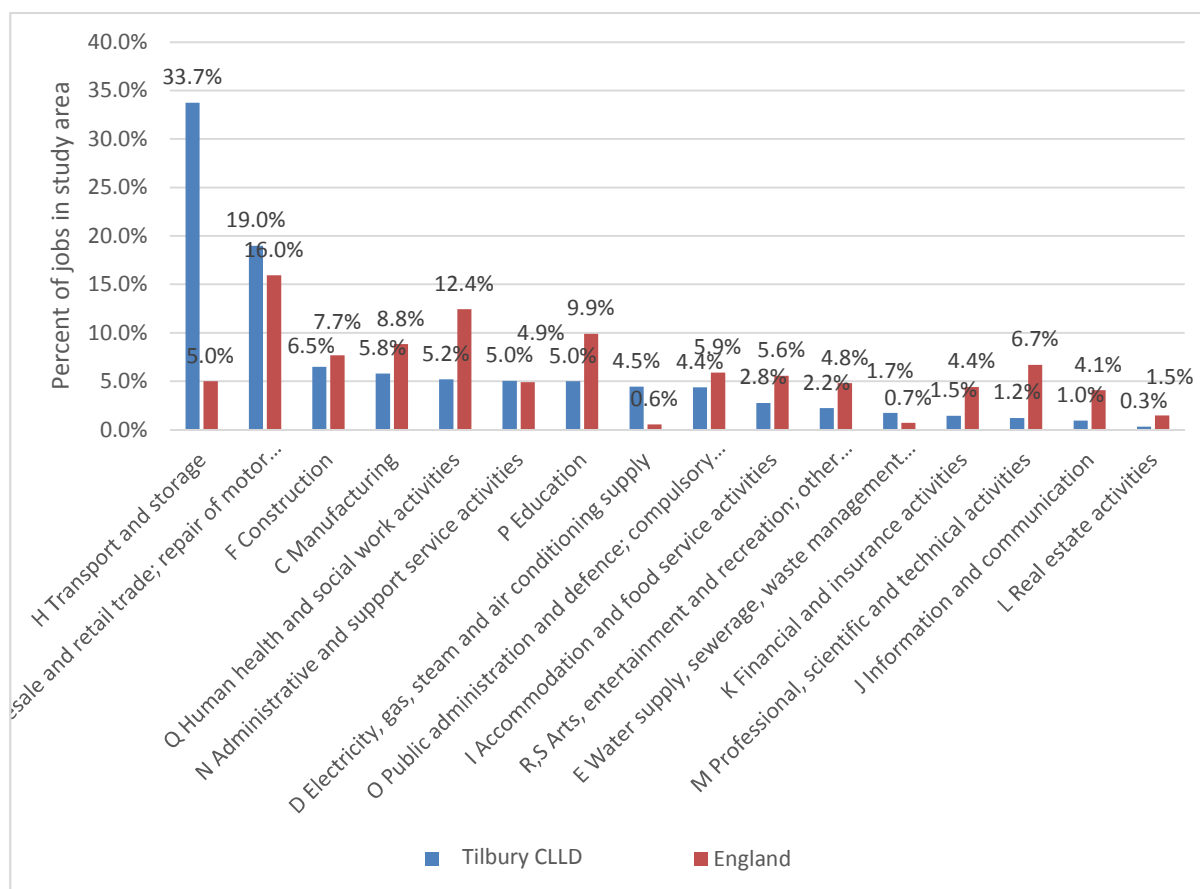
- 3.8 In order for the employment rate in Tilbury to match the English employment level, an extra 402 people would need to be in employment. To reach the Thurrock level, 749 people would need to be in work.
- 3.9 All other things being equal we would expect to see a marginally higher employment rate than Thurrock based on the local jobs density. **However, there are 787 more jobs than employed residents in the area, suggesting that local residents are not able to access those opportunities.**
- 3.10 The sectors local residents are employed in are shown below, contrasted against the percentages in England.

Figure 7: Employment by sector in Tilbury and England



- 3.11 The largest employment sector in Tilbury overall is wholesale and retail trade. 1,331 residents work in this sector.
- 3.12 The sector which has the largest number of jobs compared to the England average is transport and storage, reflecting the importance of the port economy. **However, most of the jobs in this sector are filled by people from outside Tilbury.**
- 3.13 The graph below shows the numbers of residents in work and number of jobs in Tilbury by sector in absolute numbers. In total there are 5,454 employed residents, and 6,241 'jobs' based in the area.
- 3.14 As set out above, there 787 more jobs than there are employed residents in Tilbury. Clearly many local opportunities are not being accessed by Tilbury residents.

Figure 8: Numbers of people in work and numbers of job by sector in absolute terms



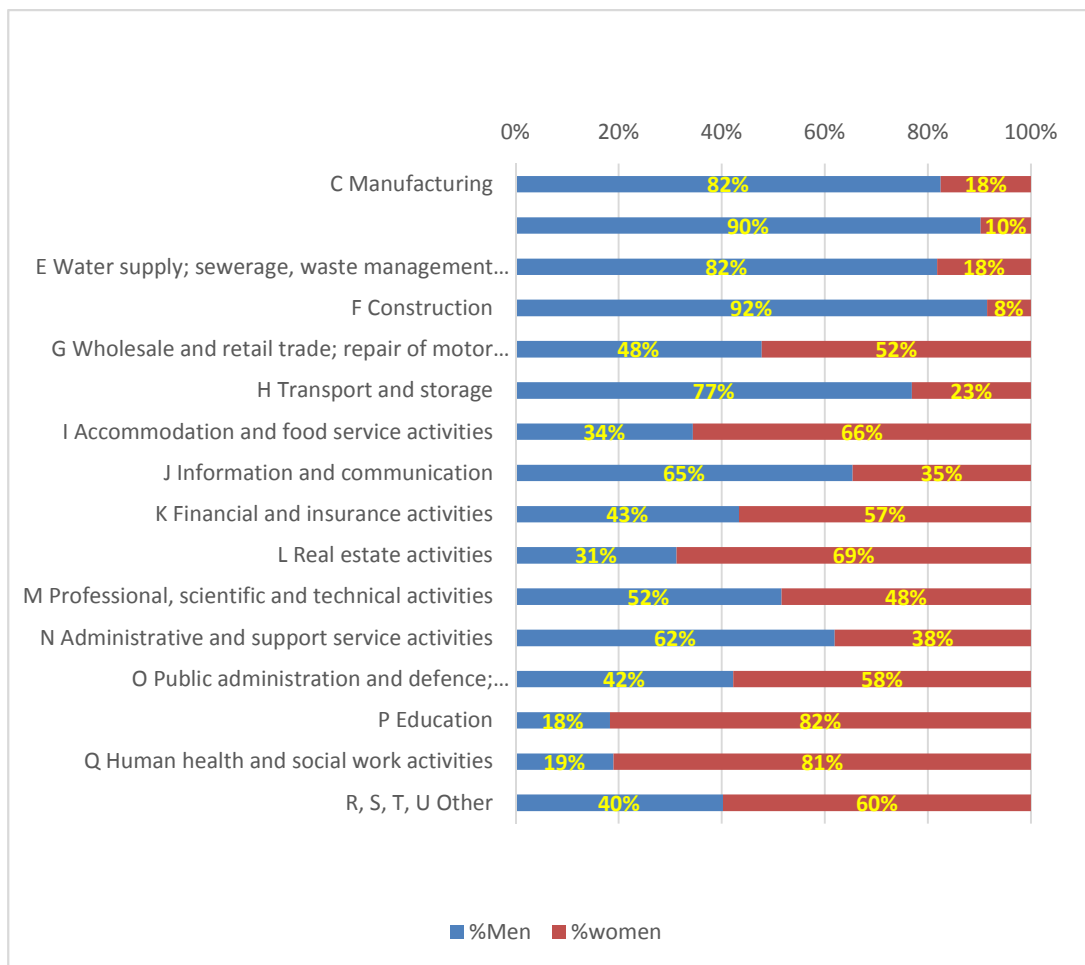
Growth of transport, storage and distribution

- 3.15 In summer 2016, the global online retailer Amazon confirmed that it will open a new ‘fulfilment centre’ delivery warehouse in Tilbury in spring 2017. The development will create 1,500 permanent new jobs and underlines the town’s importance as a logistics hub. The new jobs will include pickers, operations managers, engineers, and IT and human resources workers.
- 3.16 The centre will have four floors, covering 2m sq ft of internal floor space, and includes a two-storey office block. Inside the facility, the warehouse will utilise Amazon’s latest robotics technology in order to speed up product selection and delivery.

Employment by gender

- 3.17 The graph below shows the gender representation within each industry sector. These figures are broadly comparable to national averages.

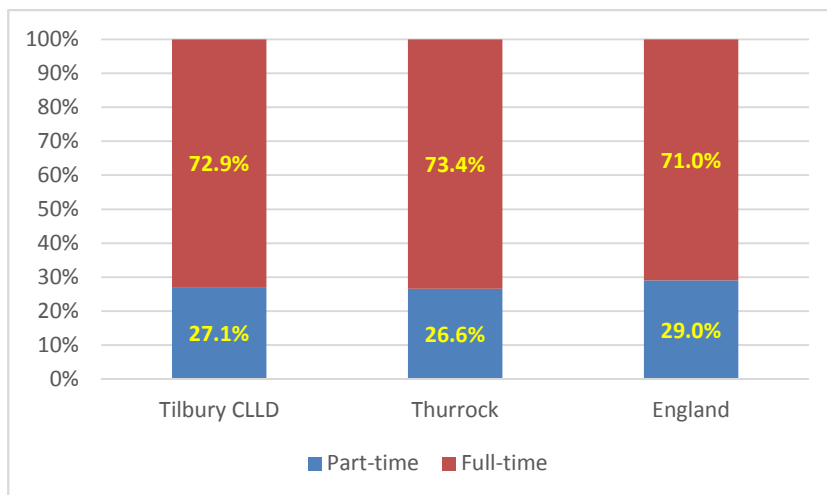
Figure 9: Percentages of employment in industry sectors by gender in Tilbury



Full- and part-time employment

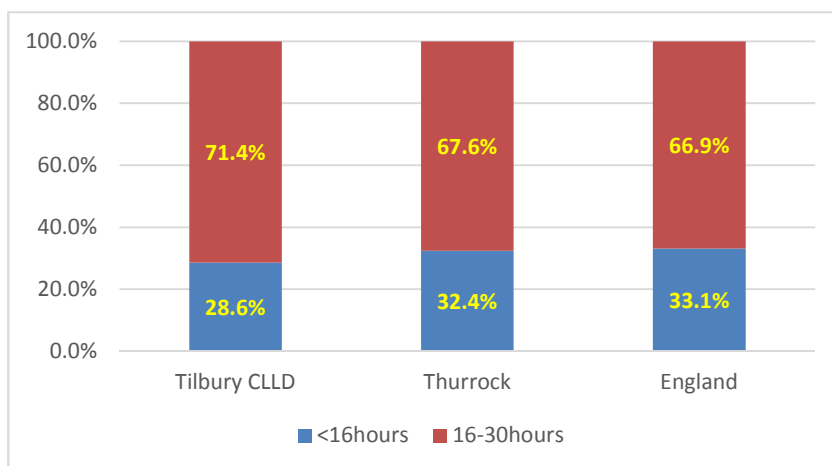
- 3.18 Of people in work in Tilbury, 72.9% are in full-time employment. This is slightly higher than the England proportion, but slightly lower than that of Thurrock.

Figure 10: Part- and full-time split of employment in Tilbury



3.19 Of part-time workers, residents in Tilbury are more likely work fewer than 16 hours per week than Thurrock and England. This is set out in figure 11.

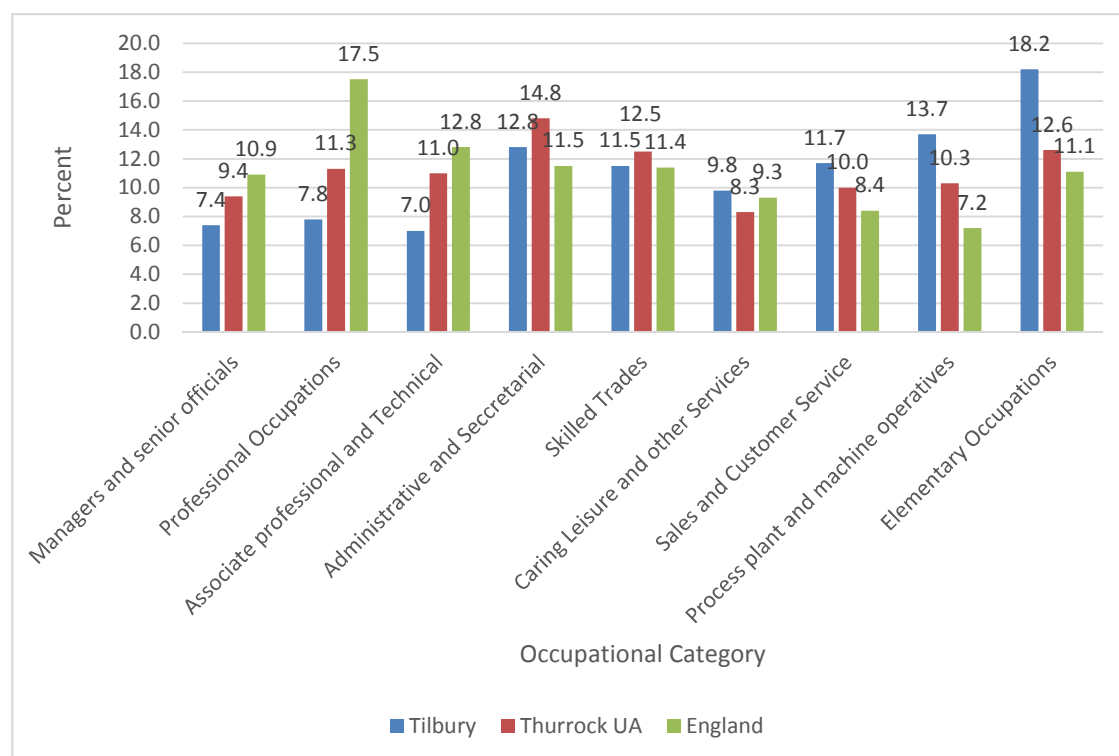
Figure 11: Hours worked part-time in Tilbury, Thurrock and England



Workforce skills and qualifications.

3.20 There are far fewer Tilbury residents in higher-waged managerial professions compared to Thurrock and England, and correspondingly more people in lower-skilled, lower-waged sectors. This is reflected in the graph below.

Figure 12: Percentages of workforce employed by skill levels of occupation



3.21 In line with the findings above regarding occupation type, people in Tilbury have fewer qualifications than the Thurrock and England averages. More than one in three people in Tilbury today do not have a single qualification.

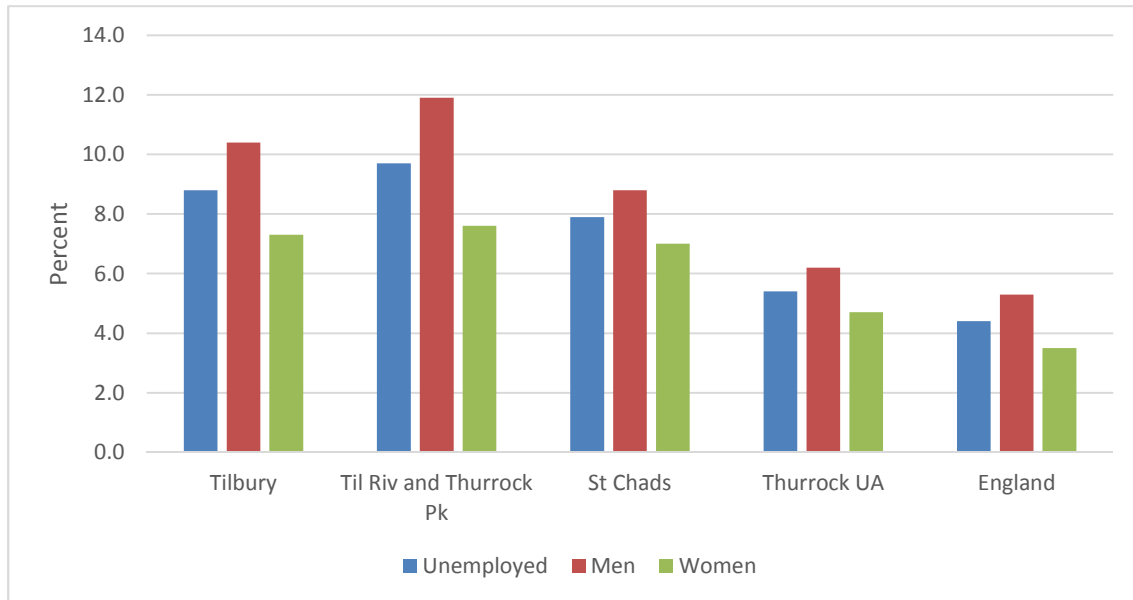
Figure 13: percentages of residents aged 16+ by qualification type



Unemployment

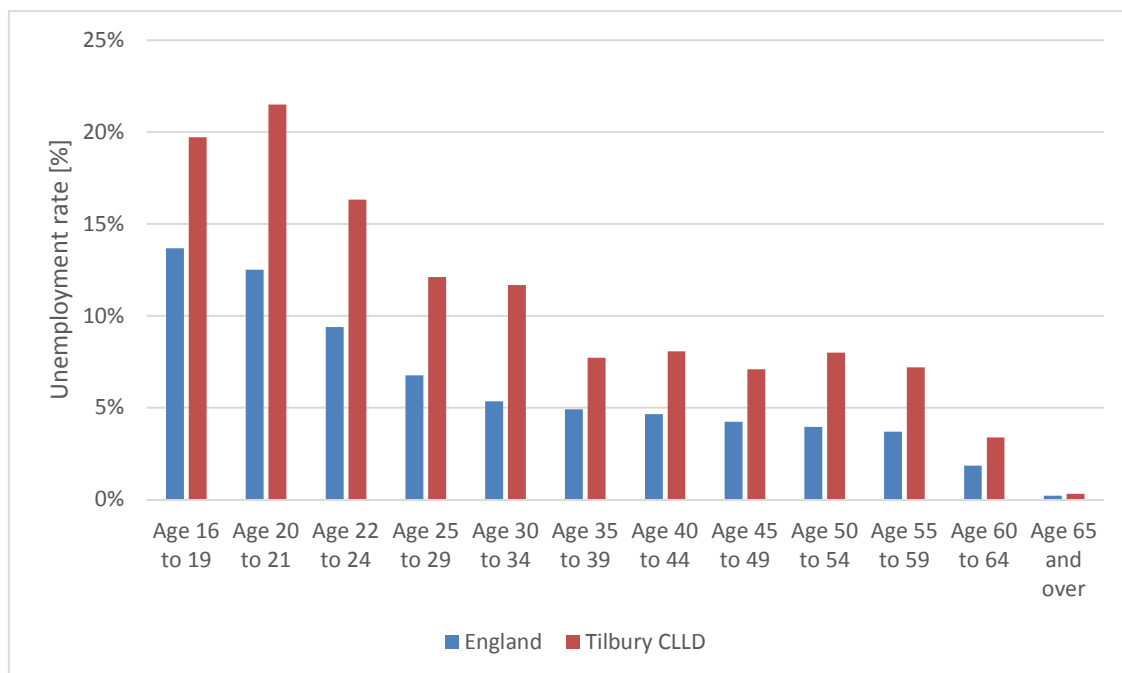
- 3.22 The unemployment rate in Tilbury (9.2%) is almost double that for England (4.7%). Men are more likely than women to be out of work. This reflected in the chart below.

Figure 14: Unemployment rates for men and women



- 3.23 Unemployment by age in Tilbury is broadly in line with the national pattern, as reflected figure 15.

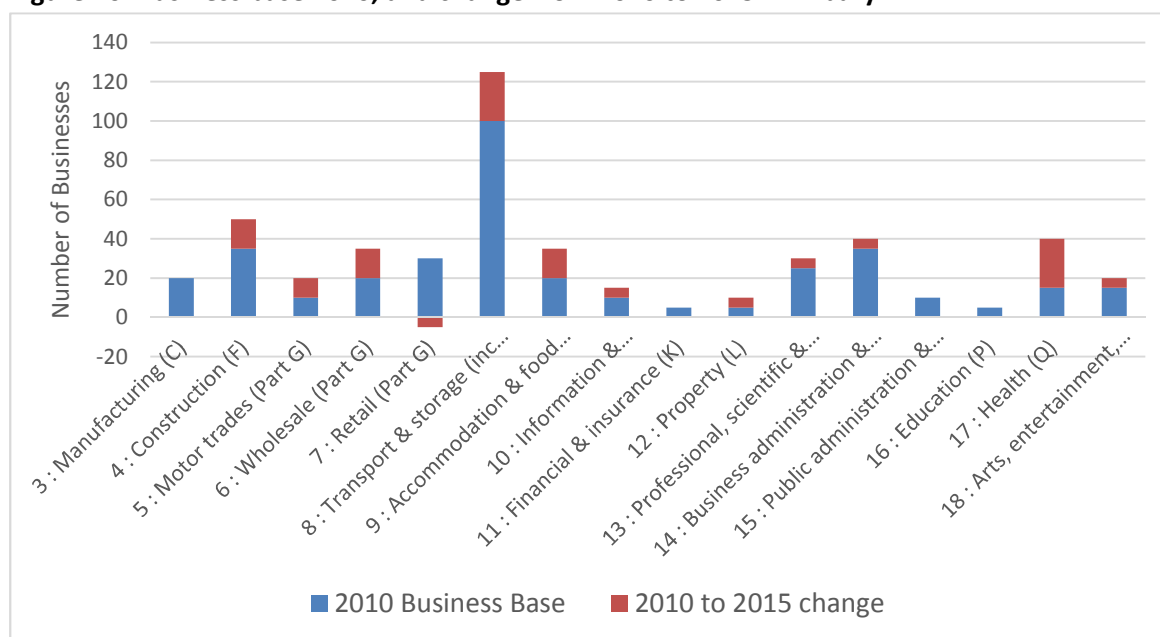
Figure 15: Unemployment rate by age in Tilbury compared to England



Business base

- 3.24 Between 2010 and 2015 the number of businesses in Tilbury grew by 32.4% - from 370 businesses to 490 businesses. This compares to an England-wide rate of 14%. This is broken down by sector in figure 16. Retail is the only sector showing negative growth in the period, with the transport and storage, and health sectors showing displaying the strongest absolute growth in the number of new businesses. It is difficult to be precise about business births, deaths and sizes as a significant amount of local economic activity is in the “informal economy”, while many local businesses are sole traders who are not registered in the same way as larger companies.

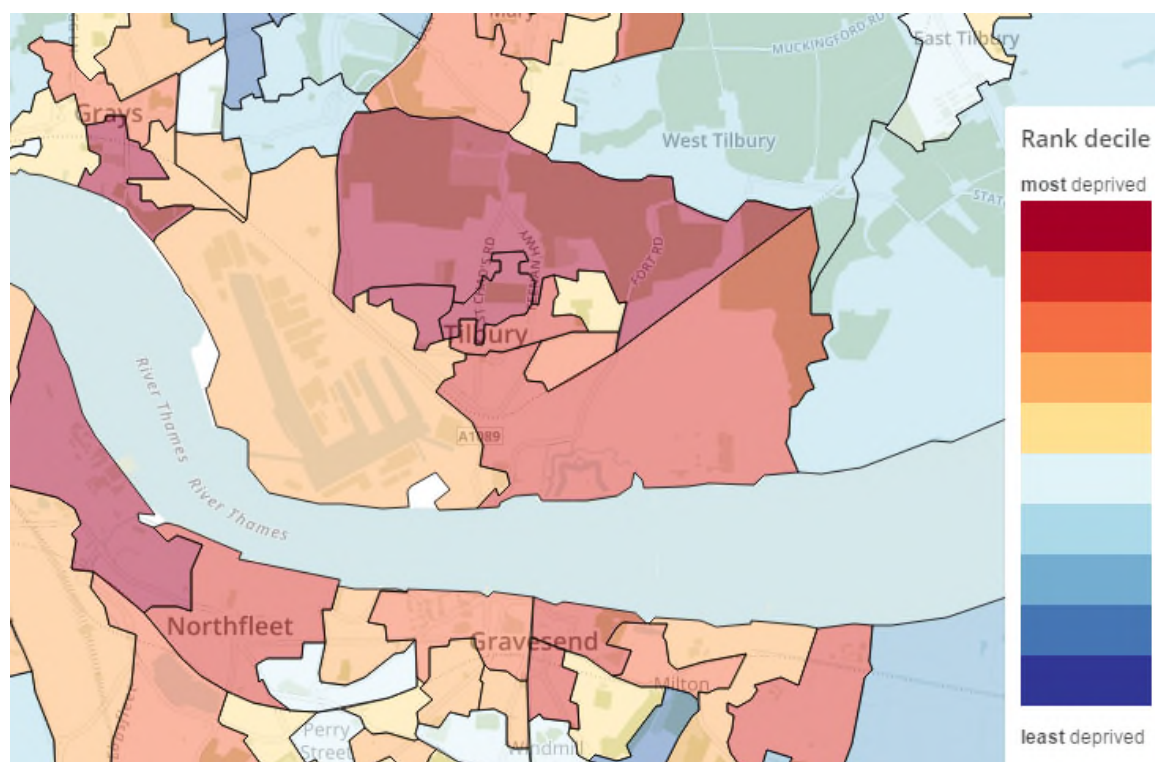
Figure 16: Business base 2010, and change from 2010 to 2015 in Tilbury



Deprivation

- 3.25 As set out above, of the eight LSOAs within the study area, five are in the 20% most deprived in England. Indeed, three of those five are in the 10% most deprived in England. The other LSOAs are adjacent to those in the 20%. This is set out in figure 17.

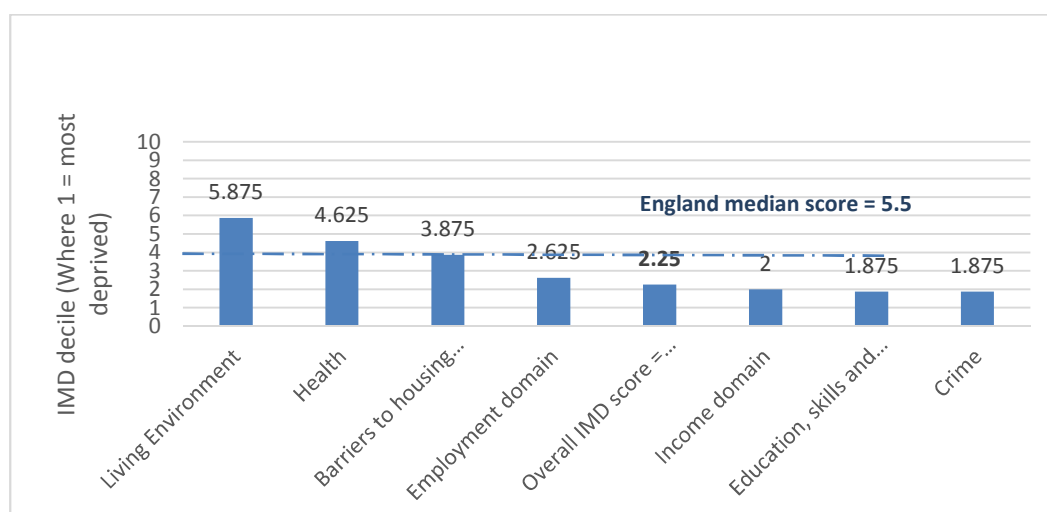
Figure 17: Decile rank of LSOAs in Tilbury



Source: Census DataShine

- 3.26 The Index of Multiple Deprivation also measures deprivation on the seven 'domains' of: living environment; health; housing; employment; income; education and skills; and crime. The level of deprivation in Tilbury is higher than the England average on six out of the seven domains and consequently for the overall IMD ranking. This is set out in figure 18.

Figure 18: Index of deprivation domain in Tilbury



4 Local infrastructure, provision and access to services

- 4.1 This section details local infrastructure, provision and access to services as they relate to the ESIF objectives.

Education and skills

- 4.2 Tilbury is served by four primary schools within the area and the Gateway Academy (which also offers primary provision) just outside the area boundary.
- 4.3 The Gateway Academy is larger than the average-sized secondary school, with 982 pupils on roll. The academy is part of The Gateway Learning Community partnership of schools sponsored by the Ormiston Trust. About half of the pupils come from disadvantaged backgrounds and are therefore eligible for support through additional government funding, known as the pupil premium. This proportion is much larger than average, as is the proportion of pupils in the care of the local authority.²
- 4.4 The proportion of pupils from minority ethnic groups and those who speak English as an additional language is below the national average. At around a fifth, the proportion of disabled pupils and those who have special educational needs is above the national average. A below-average proportion of pupils join or leave the academy part way through their secondary education.³
- 4.5 As a whole, Thurrock's residents have access to an extensive range of FE/HE provision, from Entry Level 1 through to Level 7 qualifications in subjects that are useful for local/national employers. All of the FE/HE providers, delivering in Thurrock, offer/deliver their courses to Tilbury residents. As well as South Essex College, Thurrock Adult Community College (TACC) provides a service to residents who are driven to return to education/training but who are nervous about the prospects for doing so.
- 4.6 Thurrock Council works closely with all relevant partners to enable pathway programmes so that residents can begin employment in a chosen sector and know exactly how to secure promotion. An example of this is the Port of Tilbury's traineeship programme, now in its 5th year, with 75+% success rates for all age participants that complete into long term employment with training. Another robust example of provision delivered in Tilbury is Academy First. This is a football academy that has been created by couple who grew up and live in Tilbury. They provide a structured programme for youth into the sport and leisure industry. Initially this was self-funded, but with support, they are now accessing various Government funding pots.
- 4.7 However, it remains difficult for some residents of Tilbury to access these opportunities, due to the cost and practical factors like arranging childcare.

² 2015 OFSTED report

³ 2015 OFSTED report

- 4.8 The nearest job centre to Tilbury is in the centre of Grays, a neighbouring town. The Jobcentre is in Grays town centre. In recognition of difficulties people face in certain areas, Jobcentre Plus is already running a successful local pilot in Ockendon which offers community based, tailored, work coach services to the long term unemployed. They are planning a job-shop in Tilbury to help job ready people gain employment, with the potential to work with Skills Funding Agency training providers to offer recruitment solutions with appropriate pre-employment training (sector based work academies).
- 4.9 Jobcentre Plus are grant funding a local 'access to logistics' project for long term unemployed people (open to all ages 18+) which works with local employers and offers mentoring and employability support. The first cohort has achieved a good job entry rate.
- 4.10 These should have an impact, but there will remain a need for intensive support for people facing multiple barriers to entering the labour market. This is one of the key issues we will address through this strategy.
- 4.11 In early 2016, the South East Local LEP launched a new 'escalator of opportunity' to improve skills and employability including support for skills in local growth industries. The escalator will serve both unemployed people wishing to upskill and those in more vulnerable groups to help them move closer to the labour market. The escalator will be delivered through skills programmes across the LEP area to be delivered by networks of local providers with ESIF funding.
- 4.12 Outside of the public sector, there are a number of community and voluntary organisations which offer additional and more tailored services. However, they do not have the capacity to do that for more than a small number of clients.
- 4.13 **In summary, the limited level of skills provision in Tilbury does not help reconnect the port economy and the community, and does not meet the needs of the more deprived parts of the community.**

Childcare

- 4.14 Thurrock Borough Council completes an annual childcare sufficiency assessment. The latest report (2015) showed there was an adequate supply of childcare across the Borough and actually predicted a surplus of places by September 2016. Thurrock has seen an increase in the take-up of childcare element of working tax credit (+0.5%) against a decline nationally (-2.9%).
- 4.15 The eligibility rules for free childcare/early education for two-year olds are changing from September. Unlike the offer for three- and four-year olds, this provision will be targeted based on income. The issue in Tilbury is the lack of nurseries and registered childminders. Consequently, while parents might be eligible for free childcare for their two-year old(s), they may struggle to find a place in Tilbury.
- 4.16 Overall, childcare remains out of the reach of the poorer parents in Tilbury. Thurrock Borough Council promotes the fully funded offer for 3-4 year olds and the targeted offer for two year olds to parents. There is also a need to help parents better understand the value to their child of early years education (development, social skills). In Tilbury there needs to be sufficient easily accessible childcare settings and places (without having to travel wider to access this offer) to enable parents

with young families to change their own lifestyles whilst being confident their two- to four-year olds are safe and developing.

- 4.17 Whilst the council does not operate any of its own childcare provision, its website it does signpost to a range of registered and non-registered childcare options in the borough. This includes a Family information service featuring the family services directory 'Ask Thurrock' which provides free and impartial information about Ofsted registered childcare in Thurrock.

Health and leisure

- 4.18 **Tilbury has some of the worst levels of under-doctoring and under-nursing in both Thurrock and England.** Almost 13 additional full-time equivalent GPs and 2 additional full-time equivalent practice nurses need to be employed locally to meet the needs of the existing population, without taking into account any population growth.
- 4.19 There are three GP practices in Tilbury, with two having been closed down recently following inspections by the Care Quality Commission (CQC). NHS England and NHS Thurrock CCG have put temporary special measures in place in order to ensure continuity of primary care to the residents of Tilbury. The two practices closed by CQC are now being managed on a fixed term 12-month contract, by an independent provider.
- 4.20 Patients find it difficult to get an appointment and local partners believe this is having an impact on the use of accident and emergency services. Significant amounts of activity at accidents and emergency could be more appropriately dealt with in a primary care setting.
- 4.21 With the exception of one practice, rates of access to the Primary Care Out of Hours Service were greater than for Thurrock as a whole. Rates of access to the minor injuries unit at Orsett are also greater than the Thurrock mean, which is likely to be a reflection of the inadequate numbers of FTE GP services in Tilbury.
- 4.22 The quality of the existing primary care estate is also poor with the majority of it not fit for purpose.
- 4.23 As a consequence, in part, of this under-provision, we face a number of public health challenges in Tilbury. Obesity and smoking are both significantly more prevalent compared to the rest of England. Across Thurrock, the variation of life expectancy is eight and a half years, with people living in Tilbury dying youngest.
- 4.24 A further contributing factor to these problems is that Tilbury lacks high-quality green spaces, cycling infrastructure, public spaces where people can gather and socialise, and shops and restaurants where people can buy affordable and healthy food. This encourages people to stay at home to eat and drink, which evidence shows tends to encourage unhealthy habits.

Substance misuse

- 4.25 Substance misuse is a challenge in Tilbury. Tackling this is a priority as the port employers operate a 'zero tolerance' policy on drugs and alcohol intake. Effective drug treatment also brings other benefits. From national research, we know that every £1 spent on drug treatment saves local public services £4.

- 4.26 The council's adult and young person's drugs service helps clients to access treatment and delivers preventative work including through schools. The service also prepares clients for employment as part of their aftercare and has thus developed strong links to Jobcentre Plus. What works to get people back into employment is increasing their confidence and skills. At the moment, most people receiving treatment in Tilbury engage in voluntary work as a stepping stone (back) into employment.
- 4.27 The adult service has also trained social workers and housing officers to have the knowledge and confidence to deliver brief advice on alcohol misuse, specifically to older people and those in sheltered housing.

Housing

- 4.28 Tilbury contains pockets of older, poor quality housing. One in three houses across Tilbury (32.5% in Tilbury Riverside and Thurrock Park ward and 34.51% in Tilbury St. Chads) are socially-rented, including 175 sheltered units. This is the highest percentage across Thurrock. Tilbury Riverside has the lowest percentage (45.5%) of privately owned homes in Thurrock.
- 4.29 Thurrock as a whole has experienced a significant increase in the number of households living in Houses of Multiple Occupation (HMOs) over the past ten to fifteen years, while 45% of homes across the borough fail to meet the UK's decency standard.
- 4.30 The majority of housing in Tilbury was built between the 1930s and 1960s and some of the stock is starting show its age. Some homes are less energy efficient, due to their age, with increased levels of damp and mould, potentially increasing health risks and fuel poverty for tenants.
- 4.31 **The poor quality of parts of the housing stock in Tilbury acts as a disincentive to potential employers and employees settling in the town.**

Environment

- 4.32 **Local environmental factors can present a barrier to employers starting up in or moving to Tilbury.**
- 4.33 Tilbury has a history of surface water flooding problems from a number of sources including sewer flooding, overland surface water flows, lack of maintenance of drainage ditches / watercourses and issues with tide locking of existing drainage channels. Tilbury is located in a topographic low point and the surface water system discharges into watercourses which have a very shallow fall to largely gravity outfalls. When tide locking and a storm coincide, water backs up through the local drainage system and floods highways and properties.
- 4.34 Ground conditions in Tilbury are generally very wet with a high groundwater table and limited infiltration capacity all year-round. Summer storms with high volumes of runoff generated in a short period can overwhelm the drainage system in some areas. Recent flooding incidents occurred in October 2014 and August 2015.
- 4.35 Tilbury also experiences high levels of air pollution, as result of road traffic including local HGV movements, the business of the port including large ships. In response, the council declared an Air Quality Management Area in 2014 which should reduce levels of nitrogen dioxide in particular.

Transport

- 4.36 Partners in Tilbury have plans to further increase accessibility and opportunity for residents in the near future, seeking to remove barriers for access to employment. The area has a railway station, five bus services, and a ferry service linking Tilbury to Gravesend. In addition, investment in sustainable transport infrastructure has seen an increase in dedicated space for cycling. Tilbury is also well connected to key distributor roads linking to the A13 and beyond.
- 4.37 Investment in the Tilbury area has seen further transport services secured. Growth at the port in Tilbury has seen funding secured for the Gravesend to Tilbury Ferry for a further seven years, as well as an accompanying bus service providing transport to and from the development. The Passenger Ferry service is funded by Kent County Council and Thurrock Council, and runs a half-hourly service between Gravesend and Tilbury Port Monday to Saturday, with the final journey at 7pm. The service provides a key opportunity for Tilbury residents to access jobs in the north Kent area via easily accessible rail and bus links near the landing point.
- 4.38 The council was recently awarded £5million to enhance cycle infrastructure across the borough. Key route improvements and route creation will include Tilbury, such as on-road and off-road cycle paths on Calcutta Road, as well as a link from Dock Road through to St Chads Road. An additional route is a new cycle way which will go from Tilbury Town station through to Thurrock Parkway and cut through towards Grays, significantly reducing the distance of the existing available route while improving the safety of users. The Council is also seeking to work with Highways England to improve the existing cycleway alongside the A1089, which will be further improved once the HE has removed existing lay-bys along the route.
- 4.39 The Council is also working on upcoming funding bids to help bring additional sustainable transport initiatives to the Tilbury area. These funds will help to improve access to employment, education and skills, and facilitating community travel initiatives. Measures which the Council would seek to achieve will include the increased participation of residents in active travel – walking & cycling – so that Tilbury residents are less reliant on private car travel. This will improve health and economic deprivation. Measures could include journey planning help for residents to inform them how journeys can be made via walking, cycling and public transport to key destinations such as the workplace, and offering travel incentives such as free bus travel or cycle hire.
- 4.40 Some of this activity will be focused on those who are not currently in employment, helping job seekers with information on how to travel to work, and support in attending job interviews. Other improvements could include more secure cycle parking at Tilbury Town station, and measures to create a safer and more welcoming active travel environment. Such funding bids also look to leave a legacy of skills in the local area, including teaching local communities to lead programmes such as cycle maintenance and led walks and cycle rides.

Troubled families

- 4.41 Around 60 households in Tilbury are designated as ‘troubled families’. Troubled Families are defined as those that have problems and cause problems to the community around them, putting high costs

on the public sector. They often demonstrate patterns of poor parenting, drug use, anti-social behaviour and criminality.

- 4.42 Tilbury participates in the UK government's Troubled Families Programme, which is designed to help those families turn around their lives. Through the programme, local services provide a bespoke service tailored to the family's needs in the form of a team around the family working to support them.
- 4.43 One of the services that partners provide is the parental outreach and family support workers. They help with directing families towards specific, targeted support from highly trained professionals e.g. help with health, legal issues, housing or financial matters.
- 4.44 The Troubled Families Team also has an embedded work coach known as the Troubled Families Employment Adviser, who is on secondment from the Department of Work and Pensions. The role of the Employment Advisor is to help and support them back into work. This could be by helping them strengthen their CV or by offering training programmes, which would make individuals more employable.

Community cohesion

- 4.45 Thurrock has a changing demography and increased community cohesion is especially important in Tilbury. Between the years 13/14 and 14/15 there was a 13% increase in hate crime in the town. This led to a multi-agency response and a focused action plan to help decrease hate incidents and crime, as well as increase confidence in reporting.
- 4.46 Example of the actions taken included developing local Hate Crime Incident Reporting Centres (HIRSCS), increased support for victims through housing and victim support, awareness raising and leadership within schools and an increased Hate Crime Awareness campaign.
- 4.47 Tilbury Fun Day has been developed as an annual opportunity to bring people from different backgrounds together. Many different community and faith groups also support a wide range of opportunities where people can celebrate local heritage, and share common concerns and aspirations across different cultural and age groups.
- 4.48 Increasing opportunities for integration and understanding of different cultures is something which is explored through all opportunities and CLLD can only add to our work in this area.
- 4.49 Hate Crime reporting across the two Tilbury wards reduced in 2015/16 although an increase has been recorded in other wards. Ongoing monitoring will track the situation, whilst a campaign to raise awareness of hate crime and the need to report incidents will continue.

5 Strengths, Weaknesses, Opportunities and Threats (SWOT)

- 5.1 This section sets out Tilbury's strengths and weaknesses alongside the opportunities and threats that we face. The analysis underlines the message that while Tilbury faces complex social problems it also has significant growth potential.

Developing the SWOT analysis

- 5.2 To avoid 'consultation fatigue' we used the evidence that we had already gathered from the local community in order to develop the Vision for Tilbury, which was formally adopted in late 2013. This involved extensive engagement with the local community. Having agreed the high-level objective of reconnecting the port economy with the community, we updated and augmented the SWOT to more closely reflect this ambition and ESIF priorities.
- 5.3 We have been clear about the weaknesses of the area and the threats we face, while also emphasising the strengths of our community and the opportunities that are at the heart of this strategy.

SWOT analysis

Strengths

- A strong community spirit and identity
- A shared willingness to progress the regeneration of the town
- Tilbury is a designated growth area with access to funding opportunities as a result
- Education assets such as the Gateway Academy
- Location, including proximity to London and Southend
- An environment with lots of potential, in terms of green spaces, unused land, wind turbines, and park areas
- A good place to start and grow a business, particularly in relation to the port and related supply chains
- Current significant investment in improving local health and education services including the youth employment initiative and healthy living centre
- Recent establishment of a community hub which is valued by residents and a local area coordinator in place
- A thriving voluntary and community sector with a strong track record in delivering support led by the needs and potential of the community
- Importance as a logistics hub

Weaknesses

- Under-supply of primary care including mental health within the town, requiring people with complex health needs travel to different places
- Few leisure facilities and few places to congregate and meet socially
- Lack of access to healthy food and predominance of take-away
- Limited local transport infrastructure e.g. there is no local cycle infrastructure and no direct route to key sites such as the closest hospital or shift work
- Disused buildings give run-down feel
- Some work programmes are focused narrowly on younger people, excluding older unemployed people, when what is needed is a balanced and inclusive 16 – 64 approach
- Lack of ongoing support to access adult education
- Low levels of skills and gaps in skills development and work readiness provision – including a lack of coordination between providers to create pathways for individuals to progress
- Poor quality housing
- Insufficient affordable childcare
- Digital exclusion, linked to limited wi-fi availability

Opportunities

- Rejuvenation of the Civic Square
- Further use of regeneration grants to improve the look and feel of the town
- Improving environmental assets including walkways, bicycle scheme, sponsor roundabouts, flowers, green spaces, allotments, parks, marshlands
- Building on the already thriving port economy and expanding the waterfront and cruise industry
- Potential to create a ready-made, skilled, local workforce for the port economy and other growth sectors
- Learning about what has worked in local community-led employability activity
- Stimulating the growth of businesses including social and micro-enterprises
- Scope to use better wi-fi connectivity and improved digital skills to help people access public services, job opportunities and get involved in the local community
- New jobs and onward investment opportunities created by new Amazon fulfilment centre

Threats

- Local feeling that Tilbury is “out of sight, out of mind” and “at the end of the line” in terms of funding allocations
- National policy changes limiting scope to invest in existing and develop new social housing
- Change does not lead to improved confidence or aspiration
- Public service reform does not lead to better and more accessible services able to meet local needs
- Environmental threats, notably flooding
- Increasing obesity and persistence of other health problems

Measuring performance

- 5.4 The CLLD guidance asks for SMART targets to be attached to the priorities emerging from the SWOT analysis along with “relevant baseline indicators that can be used to measure performance”. We set out these priorities with SMART targets and baseline indicators in the following section where we describe our strategy and objectives.

Prioritisation

- 5.5 We are clear that our strategy is not a ‘wish list’ of everything we would like to see happen in Tilbury. We cannot tackle every weakness or mitigate every threat through this strategy. Therefore, after augmenting the analysis, we prioritised what we felt were the key opportunities which could drive sustainable change and growth in Tilbury.
- 5.6 The connecting theme is the strategic opportunity to reconnect the port economy and the community through a series of measures to enable individuals and businesses to participate in the future growth and prosperity of the town.
- 5.7 In particular, we are ambitious about helping those households who have been out of work for several generations and have not been helped by multiple previous interventions. We are confident that the combination of partners we have on the LAG, the evidence we have gathered and with the support of ESIF funding we can tackle these most difficult cases.
- 5.8 This translates into **five issues for priority action**:
- Action A: Supporting local people who are in or close to the labour market, but need additional support to gain higher-levels skills and therefore access the labour market or advance to better-paid jobs. There are particular opportunities to achieve this in and around the labour market of the port.
 - Action B: Providing more intensive and sustained support to households that are facing lifestyle and practical barriers to developing their skills and moving closer to the job market. This requires action to tackle household factors, such as low levels of

skills, chaotic lifestyles, and better coordination of public services. The ambition should be to move these households closer to the job market.

- Action C: Supporting all enterprises (including social- and micro-enterprises) to start up, survive and thrive in Tilbury. This should include support to enterprises to help tackle social problems in the town.
- Action D: Augmenting our ambitious plans for the comprehensive re-development of the Civic Square with a cycle hub. The hub would make bikes and other forms of sustainable and accessible transport available to local residents to help them travel to places of education and work.
- Action E: Supporting civic pride, action and volunteering to enable local residents to gain skills and experiences to help them access the labour market.

5.9 In terms of the **hierarchy of objectives**, we see **Action B** as the primary objective. Households that are furthest from the labour market need the more intensive and sustained support and are currently least well served by existing provision.

5.10 We set out in the section below how we will take action on those priorities.

6 Strategy objectives and action plans

- 6.1 In the context of these exciting opportunities, and long-standing barriers, set out in the above section, we want to deliver the maximum lasting positive impact for as many people as possible in Tilbury.
- 6.2 As we explored earlier in our profile of Tilbury, too many people in the town are currently unable to access jobs in the port economy. This is due to inadequate skills, limited work experience, substance misuse and practical barriers, such as the lack of affordable and flexible childcare for parents.
- 6.3 We will address these barriers in a joined-up way by taking action in five areas to:
- Action A: Support local people to access local jobs and develop their skills
 - Action B: Tackle the barriers facing people furthest from the labour market
 - Action C: Stimulate local businesses, SMEs, micro-enterprises and social enterprises
 - Action D: Improve local infrastructure for residents and businesses
 - Action E: Encourage local civic action, pride and volunteering as routes into work
- 6.4 We are already committed to delivering an ambitious and wide-ranging package of activities under each of these strands. **With additional support, we will be able to fill gaps in current service provision and do more to engage households who need the most support to get into work.**
- 6.5 For each of these areas for action, we set out below the current picture of needs and opportunities; our current comments; the objectives we would pursue with ESIF support; and the proposed actions outputs that we will deliver.

Funding

- 6.6 We set out our funding strategy in more detail in the relevant sections of this strategy. However, it is worth noting two points at this stage.
- 6.7 For each action, we set out a proposed financial allocation with related outputs that include 20% for management and administration. This includes up-front investment in engaging and energising the local community.
- 6.8 Following LEADER good practice, our approach to delivery will be to issue calls for proposals to deliver the outcomes and outputs set out in this strategy. We will require those proposals to include the required level of match funding from appropriate sources. At this stage, for each action, we list potential sources of match funding which the LAG has already identified with the relevant partners.

Link to the South East LEP Growth Deal

- 6.9 The South East LEP's growth deal proposes 41 projects from across East Sussex, Essex, Kent, Medway, Southend and Thurrock totalling investing of £229m and creating 73,500 jobs.

- 6.10 Our strategy will help deliver the growth deal and benefit the town by ensuring that Tilbury's residents have the skills to help deliver the projects and will ensure local businesses are well positioned to benefit from the local procurement of services to deliver the growth deal.
- 6.11 This strategy also supports delivery of the SELEP ESIF strategy, which proposes investment of the £165m SELEP area on: placing employers at the centre of support infrastructure; developing the very best independent skills and careers advice and guidance; and increasing take-up and adding value to apprenticeship and vocational provision to upskill the SE LEP workforce, ensuring support for those wishing to gain a job but who are currently several steps removed from the employment market.

Action A: Supporting local people to access local jobs

Where we are now – local needs and opportunities

- 6.12 Our economy is growing and we are creating more jobs, led by the port, than many other parts of England. The opening of the new Amazon fulfilment centre distribution warehouse will create a further 1,500 new permanent jobs. However, too many people in Tilbury do not have the right skills or qualifications to access locally-created jobs. They need specific additional support to access jobs in and beyond Tilbury.
- 6.13 Currently, there is a disconnect between the work club programmes that are provided by the public and voluntary sector in Tilbury, while the specific employment offer within the port economy and related sectors is not signposted clearly. A stronger port presence and offer in Tilbury is needed. If these could be brought together, a more targeted and bespoke intervention would have greater impact

Where we want to be – objectives

- 6.14 We want all local people to have the necessary skills, qualifications, experience and confidence to enter the jobs market in Tilbury and beyond.

What we are already doing – current commitments

- 6.15 We are already committed to delivering an extensive package of support to local people to access local jobs, including: the expansion of local employment coaching, mentoring and advice in community venues; delivering free training to potential employees at the port; implementing the 'On Track Thurrock' youth employment scheme; delivering the 'Get Into' programme with local partners; and piloting new ways to support people outside the youth target category to develop their skills and gain confidence to enter or re-enter the labour market.

What more we will do - proposed actions, outputs and results

- 6.16 We have allocated £1.2m including indicative match funding to deliver Action A. We would use this to deliver:
- Employment readiness and skills support delivered in Tilbury aimed at individuals facing specific barriers to employment or training. **This would cost £700k and help 245 people over the five years of the strategy.**
 - Training and support delivered in Tilbury for people who are currently in work but are looking to develop their skills and progress. **This would cost £250k and help 87 people over the five years of the strategy.**
 - Further promotion of and outreach through existing services, costing £50k, alongside the promotion of and outreach work through Action B.
- 6.17 The remainder will be accounted for by management and administration costs.
- 6.18 This will result in more people from Tilbury moving and staying into the labour market, advancing in the labour market, and earning more money which can be spent in the Tilbury economy.
- 6.19 Potential sources of matched funding could include:

- Port employers' spend on training, apprenticeships and work experience for Tilbury residents
- Expenditure on Tilbury children's centre and development of a new crèche
- Council spend on learning and skills programmes
- Match funding sourced by The Prince's Trust to support additional 'Get Into' programme delivery in Tilbury

Action B: Tackling the barriers facing people furthest from the labour market

Where we are now – local needs and opportunities

- 6.20 Some households face multiple barriers to getting into training and employment. These include personal factors, such as a lack of basic skills, chaotic lives, and substance misuse, alongside structural barriers such as unaffordable childcare and lack of transport. This includes a cohort of young people who are currently not in education, employment or training.
- 6.21 For those furthest from the jobs market, the links between different agencies and interventions need to be strengthened. For example, the connections between Thurrock's Troubled Families programme and the support available from public health, mental health and social care partners need to be further developed. The 'Active Tilbury' programme is funded by Sport England and its outputs are based on level of participation in physical exercise. It does not capture or recognise the health benefits associated with this, whereas a previous programme 'Active sport for life' which ended in March 2016 had a stronger public health focus.
- 6.22 These households need more intensive, tailored, sustained support to move them into or closer to the labour market. The community should expect joined-up and holistic provision irrespective of delivery agencies.
- 6.23 If we can proactively move these households closer to the labour market, they will benefit from less chaotic and more prosperous lives, and partners will save significant expenditure of reactive services.

Where we want to be – objectives

- 6.24 We want integrated local services to do more to help those furthest from the market into to get into work, access training, develop their skills, and benefit from volunteering.

What we are already doing – current commitments

- 6.25 We are already committed to: improving care pathways and developing ongoing, tailored packages of support to help people overcome complex and inter-locked barriers; delivering the Integrated Healthy Living Centre; completing delivery of the Active Tilbury programme in partnership with Sport England; and continuing to support the Tilbury Credit Union, hosted by One Community Development Trust, helping people to overcome debt and other financial barriers. Jobcentre Plus and the Skills Funding Agency are administering a local grant-aided provision 'Access to Logistics' which offers personal support and mentoring and works with employers in the port. Individual mentoring for young people further from the job market is also provided through National Lottery-funded 'Talent Match' programme, of which The Prince's Trust is one of the delivery partners.

What more we will do - proposed actions, outputs and results

- 6.26 We have allocated £2.56m including indicative match funding to deliver Action B. This is the highest allocation of our proposed programme of action and reflects the need for intensive and sustained action when working with households who have complex and interlocking needs. We would use this to deliver:

- Bespoke training, mentoring and work readiness activity delivered in Tilbury to support individuals who face multiple and complex barriers to employment or training; and building local capacity to deliver personal advocacy and local service brokerage to address physical and mental health, social care, substance abuse, chaotic lifestyle issues as barriers into work. **These complementary streams of work would cost £2.51m and will help 466 of the highest need households over the five years of the strategy.**
- Further promotion of and outreach through existing services, costing £50k, alongside the promotion of and outreach work through Action A.

6.27 The remainder will be accounted for by management and administration costs.

6.28 This will result in the people with highest need living more stable, fulfilling and rewarding lives, increasing their confidence and skills levels, and reducing the pressure on public services by decreasing dependence.

6.29 Potential sources of matched funding could include:

- Council spend on adult social care
- Council spend on the Local Area Coordinator (the role of which is described in figure 19)
- Associated voluntary and community sector investment and commitments
- Public health expenditure

Action C: Stimulate local businesses, SMEs, micro-enterprises and social enterprises

Where we are now – local needs and opportunities

- 6.30 There are huge opportunities in Tilbury to further stimulate local businesses, SMEs, micro-enterprises and social enterprises in response to local growth, including the expansion of the port.
- 6.31 In particular, we see a greater role for micro-enterprises and social enterprises to help people into work by, for example, supporting people to start driving schools that will help more local people gain a driving licence to help get a job.

Where we want to be – objectives

- 6.32 We want to see many more enterprises of all kinds creating new jobs for people in Tilbury, and social enterprises and micro-enterprises helping people furthest from the labour market toward work.

What we are already doing – current commitments

- 6.33 We are already committed to the Business Essex growth hub, which has supported 7 business in Tilbury, while our local micro-market project aims to find out more about local providers, what works well for them currently and the challenges they face. The next step will be to work with local agencies, organisations and services to find different ways of offering local providers the support, advice, information, products and training that they need.
- 6.34 Beyond such interventions, however, there is limited business support infrastructure.

What more we will do - proposed actions, outputs and results

- 6.35 We have allocated £0.8m including indicative match funding to deliver Action C. We would use this to deliver:
- A new business advice and support programme and associated small start-up grants scheme. **This will cost £0.3m and support 100 new SMEs, social enterprises and micro-enterprises across the five years of the strategy.**
 - Dedicated provision of education, training, advice and support, delivered in Tilbury, to existing businesses around digital, tendering and procurement, business planning, low carbon, marketing and other business needs. We will also create a small grants scheme for business growth. **This will cost £0.4m and will help 40 businesses across the five years of the strategy.** This will be split approximately £0.2m for general support training, advice and support; £0.1m for procuring specialist support for e.g. digital skills development; and £0.1m for small grants.
 - A shopfront improvement scheme to match-fund the capital costs of physical improvements to the condition and display of local shopfronts. **This will cost £0.1m and will help 33 shops across the five years of the strategy.**
 - **Together, these actions will create 35 new jobs.**
- 6.36 The remainder will be accounted for by management and administration costs.

6.37 This will result in a stronger Tilbury local economy, including higher levels of job creation, powered by more start-ups and more sustainable and growing businesses.

6.38 Potential sources of matched funding could include:

- Section 106 expenditure in Tilbury
- Micro-market project spend in Tilbury
- Council support for promotion of job opportunities in the port economy

D: Improving local infrastructure for residents and businesses

Where we are now – local needs and opportunities

- 6.39 Some parts of the physical infrastructure have been neglected, creating a run-down and unwelcoming impression. Improving these parts would increase community confidence and make the town more attractive to businesses.
- 6.40 As part of the wider physical regeneration of Tilbury, which we are already committed to delivering, and the creation of the new Civic Square in particular, we see an opportunity to create a new cycling hub with ESIF support.
- 6.41 As well as improving people's health, it would help people into work by creating opportunities to learn new skills and overcome transport barriers. Currently, some people do not have available transport options that would help them access shift-work, which make up a significant number of jobs in Tilbury. Bikes could be an affordable, sustainable and healthy way for people to access jobs, services and local amenities.

Where we want to be – objectives

- 6.42 A physically more attractive town, with far fewer boarded-up and dilapidated properties, and a rejuvenated Civic Square at its heart.
- 6.43 A new cycling hub, offering low-cost bikes, electric bikes, mopeds and others forms of more accessible transport to help residents gain new skills and enter the job market.

What we are already doing – current commitments

- 6.44 We are already committed to delivering a programme of physical improvements to the built infrastructure including the development of the new Civic Square. The Civic Square is a critical but under-performing part of the local infrastructure. The plans for a new Integrated Healthy Living Centre in the square will improve health outcomes and catalyse the physical regeneration of the wider town centre.
- 6.45 The Healthy Living Centre will include a variety of services with the potential for up to seven GPs in a wholly new building occupying approximately 5,000 square metres. It will deliver a range of services which may include physiotherapy, baby and children's health, mental health, dentistry, sexual health and contraception, and speech and language therapy.
- 6.46 At the same time, we will deliver improved cycle infrastructure in Tilbury that will link the port and related logistics sites with residential areas and the main high street of the town. The improvements will also better connect Tilbury to the national cycle network.

What more we will do - proposed actions, outputs and results

- 6.47 We have allocated £0.6m including indicative match funding to deliver Action D. We would use this to deliver:
- A new fit-for-purpose cycling hub, including renovation of a building, stock and equipment purchase, business infrastructure and the delivery of training to local

people. **This will deliver support that will move people closer to work to 260 individuals across the five years of the strategy.**

- 6.48 The remainder will be accounted for by management and administration costs.
- 6.49 This would result in greater mobility in Tilbury, with more people able to access jobs and educational opportunities, and a healthier town where cycling is the first choice for getting around.
- 6.50 Potential sources of matched funding could include:
- The Department for Transport Access Fund

E: Encouraging local civic action, pride and volunteering as routes into work

Where we are now – local needs and opportunities

- 6.51 Tilbury has a strong civic identity, a proud heritage and an active voluntary and community sector.
- 6.52 This sector will play a central role in the delivery of service and support at the new Civic Square.
- 6.53 By working through community groups, we will better advertise local jobs, skills, training and volunteering opportunities. By engaging and energising people, we will increase their confidence and motivation to take those opportunities.

Where we want to be – objectives

- 6.54 We want significantly more people taking part in civic action and volunteering in order to gain the skills and experience that will help move them closer to the labour market. Volunteers will also help to improve the delivery of public services as their knowledge of the local community will help partners to engage local people.

What we are already doing – current commitments

- 6.55 We currently invest in community capacity in Tilbury and fund a Local Area Coordinator to engage the local community, targeting those most in need, and coordinate local service delivery. We will continue to do this so that communities can lead local development in Tilbury.
- 6.56 The new Civic Square will include a new multi-use shared space for delivery of actions under A – D including business start-up, support, mentoring, and incubation, and health and social care outreach and assessment.

What more we will do - proposed actions, outputs and results

- 6.57 We have allocated £0.5m including indicative match funding to deliver Action E. We would use this to deliver:
- A programme of outreach and capacity building to enable residents to volunteer and take other forms of civic action that will enable them to gain job-relevant skills and experience. **This will deliver support to 260 people across the five years of the strategy.**
- 6.58 The remainder will be accounted for by management and administration costs.
- 6.59 This will result in more people benefiting as individuals from volunteering, in terms of their skills and experience, and a community that is even better equipped to work together and take action for themselves.
- 6.60 Potential sources of matched funding could include:
- Ongoing investment in the Local Area Coordinator and local voluntary and community sector infrastructure

Summary table of SMART objectives

6.61 Across the five years of the strategy, we will:

- Support 245 local people to gain the skills to enter the labour market;
- Enable 87 people to gain further skills to advance in the labour market;
- Enable 466 of the highest need households to move closer to the labour market;
- Support the development of 100 new SMEs, social enterprises and micro-enterprises;
- Help 40 existing businesses to grow;
- Help 33 shops to develop their business skills and improve their frontages;
- Create 35 new jobs through the business support elements of the strategy;
- Equip 260 people to gain new skills and enter the labour market by making available sustainable transport; and
- Enable a further 260 people to volunteer in order to gain skills and experience to enter the labour market.

6.62 We set out in the following section how these actions will reinforce existing and planning activity.

Consistency, complementarity and synergy

- 6.63 In the table below, under each of our five areas for action, we set out:
- relevant initiatives in Tilbury which are consistent, complementary or in synergy with what we are trying to achieving through ESIF;
 - The outputs and outcomes those initiatives will deliver; and
 - The additionality that ESIF will deliver.
- 6.64 As the table makes clear, we are already committed to the economic, social and physical revitalisation of Tilbury. With the support of ESIF funding, we will be able to go even further and faster.
- 6.65 The mapping we undertook also shows that a lot of the activity is not coordinated and the CLLD priority of reconnecting with the port economy with the community is not an explicit focus. There are also gaps in provision. In particular, much of the activity around helping into work is focused on younger people and misses out other age groups.
- 6.66 The intention with CLLD, therefore, is to identify the contribution each of these projects and programmes makes to these broader objectives and, more importantly, identify the gaps that currently exist and need to be filled.

Figure 19 – Consistency, complementarity and synergy – the additional impact that ESIF will deliver

Action A: Supporting local people to access local jobs

What is already happening?	What is being delivered?	What additional impact will ESIF have?
For 19-29 year olds living throughout the Borough, 'On Track Thurrock' provides intensive mentoring and support targeted at getting NEETs into employment. It is delivered by Thurrock Borough Council and a delivery partner TCHC and funded by European Social Fund, Youth Employment Initiative and Thurrock Borough Council with total value £3.75m.	'On Track Thurrock' is in delivery currently to 31/12/18 across the Borough including Tilbury. On Track Thurrock could be used to test and pilot approaches to engagement which could inform the CLLD strategy.	<ul style="list-style-type: none"> • Will enable greater targeting • Will enable greater tailoring of activity • Will bring activity to the 'harder to reach'
<p>For 16-25 year olds living throughout the Borough, 'Get Into' programmes provide a short sector-specific employability taster led by the Princes' Trust for young people who are work ready but lacking in specific skills or experience.</p> <p>This typically comprises:</p> <ul style="list-style-type: none"> • Two weeks relevant training / qualifications plus • Two weeks work experience placement with an employer. <p>Ideally the employer will have apprenticeships or entry level employment opportunities which the young people can go on to apply for. Six months' progression support is provided post programme.</p>	<p>'Get Into' programmes are delivered subject to available funding and employer partners.</p> <p>Recent Thurrock programmes included:</p> <ul style="list-style-type: none"> • Get into Construction (in partnership with Thurrock Council Housing, Investment & Development). • Get into Retail (in partnership with M&S) • Get into Healthcare (in partnership with NHS). <p>'Get Into Logistics' programme will run in November 2016. As part of CLLD, this could be widened and/or targeted to Young people within the 2 Tilbury wards.</p>	<ul style="list-style-type: none"> • Will speed up / bring forward delivery • Will increase scale of activity • Will fill a gap in targeting / activity <p>With further targeted ESIF funding, specific 'Get into programmes' could be developed. These would focus on sectors T-LAG would like to encourage Tilbury young people to consider, e.g.:</p> <ul style="list-style-type: none"> • Get into healthcare.
A job shop is being developed within the Tilbury Community Hub. It will differ from the model used recently and successfully at the South Ockendon hub	JCP currently deploys work coaches at South Ockendon Hub who provide customised support to individuals through 1-1 sessions,	<ul style="list-style-type: none"> • Will enable more partners to become involved to provide finance, and health

What is already happening?	What is being delivered?	What additional impact will ESIF have?
within the Borough in that its focus will be on employment. The Ockendon initiative also worked with the long term unemployed while activity in Tilbury will be focused on job-ready people including lone parents from the area. This work is led by DWP and JCP in partnership with Thurrock Borough Council.	group sessions & presentations. Key programme elements include: <ul style="list-style-type: none"> • Employment • Finance • Health & Wellbeing • CV, interview preparation and career support 	and wellbeing support <ul style="list-style-type: none"> • Will speed up / bring forward delivery • Will increase scale of activity • Will fill a gap in targeting / activity
One Community Development Trust has supported local residents into work since 2011.	Advice and support on employment, finance, health and wellbeing, and practical help on matters like CV writing and interview preparation.	<ul style="list-style-type: none"> • Will enable more partners to get involved • Will speed up / bring forward delivery • Will increase scale of activity • Will fill a gap in targeting / activity

Action B: Tackling the barriers facing people furthest from the labour market

What is already happening?	What is being delivered?	What additional impact will ESIF have?
Tilbury Hub's objectives are to 1) reduce demand on statutory services by working with communities to design more holistic and effective community based solutions to issues in their area. 2) Build stronger communities that are better equipped to support	A programme is being developed at the Tilbury Hub to support people into employment, improve community safety and tackle loneliness.	<ul style="list-style-type: none"> • Will increase scale of activity • Will fill a gap in targeting / activity • Will enable greater targeting of activity

What is already happening?	What is being delivered?	What additional impact will ESIF have?
<p>people locally, galvanise community spirit and unleash community led action to achieve a locally agreed vision for communities. 3) Articulate an area's vision and priorities, supporting public services plan effectively between residents, councillors, public services and business.</p>	<p>Whilst break-out and shared-use space is currently limited, the site already offers the opportunity to test and pilot activity that will form part of any future CLLD programme. Going forward this could then be expanded as part of the Civic Square Masterplanning.</p>	<ul style="list-style-type: none"> • Will bring activity to the 'harder to reach' <p>ESIF will enable the community hub to grow, by increasing the amount of multiple-use shared space, whilst augmenting the revenue stream that will expand the hubs activity.</p>
<p>Programmes currently provided and hosted by One Community Development Trust: 1) Volunteer Investment Programme, 2) Work club programme and 3) Essex Savers Credit Union. 4) Mentoring and 5) Advocacy.</p>	<p>These programmes are currently operating in Dock Road Tilbury and target those tackling barriers to employment, through: 1) Building skills and capacity of Tilbury residents in preparation for volunteering 2) Supporting individuals facing wider barriers to accessing employment including mental health, disabilities, caring responsibilities and 3) Supporting individuals facing wider barriers to becoming economically active, including debt management.</p>	<ul style="list-style-type: none"> • Will increase scale of activity • Will fill a gap in targeting / activity • Will enable greater targeting of activity • Will bring activity to the 'harder to reach' <p>ESIF provides an opportunity to further harmonise the existing and complementary community support provided by One Community Development Trust and through programmes promoted by Tilbury Hub, and to optimise and expand this through strengthened partnerships.</p>
<p>Integrated Healthy Living Centre & Civic Square master planning: NHS-led in partnership with Thurrock Borough Council. At the centre of this will be a new >£10m building in the heart of Civic Square,</p>	<p>The project is currently being developed and is expected to move into delivery from 2017 onwards. Whilst the building specification is still in development, it is foreseeable that the</p>	<ul style="list-style-type: none"> • Will fill a gap in targeting / activity • Will bring activity to the 'harder to reach'

What is already happening?	What is being delivered?	What additional impact will ESIF have?
Tilbury.	ground floor could include further shared multiple use space which could support or augment any activity planned within CLLD.	Focus would be on augmenting the health and social care interventions that are needed to support the most entrenched and 'hard to reach' members of the community - to tackle health and social issues before they are ready to begin to access the employment market.
Active Tilbury: Delivered by Thurrock Borough Council, funded by Sport England £200k over 3 years.	In delivery currently: 01/08/14 to 31/07/17 Provides a varied programme of sport and exercise sessions at community venues throughout Tilbury 7 days per week- free at point of use.	<ul style="list-style-type: none"> • Will increase scale of activity <p>Focus would be on reviewing this programme to make stronger and more strategic links with improving health and wellbeing of Tilbury residents, to overcome tackle health and social issues, for example health prescriptions.</p> <p>Homelessness and Housing is a big issue with people maintaining tenancy. There is also no regular drug and alcohol support directly in Tilbury currently, yet this is recognised by employers at the Port as a significant issue.</p>
Local Area Co-ordinator. An existing role in Tilbury funded by Thurrock Borough Council.	In delivery: The Local Area Co-ordinator is a single, local, accessible point of contact in the community supporting around 60 households at any other time.	<ul style="list-style-type: none"> • Will enable greater targeting of activity • Will bring activity to the 'harder to reach'

What is already happening?	What is being delivered?	What additional impact will ESIF have?
	<p>Level 1 support is the provision of information and/or limited support. There is no assessment or intake process. Anyone can contact the Local Area Coordinator for Level 1 support. Although information and advice is often given and no further support is needed at that time, a connection has been made that may be of benefit in the future.</p> <p>Level 2 support is a longer term relationship supporting people (children and adults); who are vulnerable due to physical, intellectual, cognitive and/or sensory disability, mental health needs, age or frailty and require sustained assistance to build relationships, nurture control, choice and self sufficiency, plan for the future, find practical solutions to problems etc.</p>	<p>ESIF provides an opportunity to build on the range of interventions available which the Local Area Coordinator can signpost people to, thus increasing capacity.</p> <p>Furthermore, people who work may not have access to advice and signposting, so the information and advice offer could be expanded to late night / very early / weekends.</p>
<p>Troubled Families Programme. An existing programme across the borough funded by Thurrock Borough Council.</p>	<p>In delivery: In order for the Troubled Families worker to commence work with a family they would need to meet a minimum of 2 of the set criteria:</p> <ul style="list-style-type: none"> • Parents and Children involved in crime or anti-social behaviour. • Children who have not been attending school regularly. • Children who need help. • Adults or young people out of work or at risk of financial exclusion. 	<ul style="list-style-type: none"> • Will enable greater targeting of activity • Will bring activity to the 'harder to reach' <p>As above, ESIF provides an opportunity to consolidate on the range of interventions available, and to improve the linkages and relationships between agencies, to improve the pathways and referrals</p>

What is already happening?	What is being delivered?	What additional impact will ESIF have?
	<ul style="list-style-type: none"> Families affected by domestic violence. Parents and Children with a range of health problems. 	<p>routes, and to augment capacity there this is needed.</p>
<p>Further programmes led by the Princes' Trust delivered within schools or other education providers for young people (ages 11-25) disengaged or at risk of disengaging with education, or facing barriers to entering education, training or employment:</p> <ul style="list-style-type: none"> Get Started Development Awards Team Talent Match mentoring 	<p>Although these programmes are widely available, they are not taken up to the extent that they could be in Tilbury.</p>	<ul style="list-style-type: none"> Will increase scale of activity Will fill a gap in targeting / activity Will enable greater targeting of activity Will bring activity to the 'harder to reach' <p>As above, ESIF brings the opportunity to map these interventions and pilot them more pro-actively with the Tilbury community, engaging local employers and training providers.</p>
<p>DWP (Jobcentre Plus) have a mix of nationally contracted provision and local grant aided provision, which are open to any claimant aged 18+.</p>	<p>In delivery: Recognising that many Tilbury claimants were not ready to access and make a success of these programmes, they have created a local grant aided provision 'Access to Logistics' which offers more personal support and mentoring, and works with the Port employers.</p>	<p>There is a good success rate from the first cohort in securing jobs at the Port, but as many people have disclosed recreational drug use. This reinforces the need for more capacity in locally tailored programmes.</p>

Action C: Stimulate local businesses, SMEs, micro-enterprises and social enterprises

What is already happening?	What is being delivered?	What additional impact will ESIF have?
<p>BEST (Business Essex, Southend and Thurrock) Growth Hub programme of business support in Essex http://www.bestgrowthhub.org.uk/ funded by Regional Growth Fund until April 2018.</p> <p>Since starting in September 2015 BEST has engaged with 47 Thurrock Businesses of which 7 were from Tilbury.</p>	<p>A service operates across the whole of Greater Essex to support business start-up, business growth, business finance and workforce development. This includes a Business Engagement Officer post.</p> <p>BEST growth hub will continue and will have an element of workshops available to Tilbury businesses from social media courses to building a website, marketing, business planning etc. These courses will run through Essex and a number will be run in Thurrock. The contract is being put together and we hope that the workshops will start October 2016.</p>	<ul style="list-style-type: none"> Will fill a gap in targeting / activity <p>Although business support and growth advice and support is available in Tilbury, it is a universal service offering. ESIF brings the opportunity to increase penetration into the business community in Tilbury.</p>
<p>A small recently closed project entitled 'QUAD' provided more intense one-to-one support to businesses. It received referrals from BEST and was funded through business rates.</p> <p>10 businesses were engaged and supported in the project, of which 3 were from Tilbury.</p>	<p>Due to no funding being available in the coming year this project has stopped. However, it will be looked at again next year.</p>	<ul style="list-style-type: none"> Will fill a gap in targeting / activity <p>As above – If the needs basis of further more intense one to one business support is identified in Tilbury, ESIF brings the opportunity to offer this to the business community in Tilbury.</p>
'Explore Enterprise' and 'Better off in Business'	These programmes are not currently being	

What is already happening?	What is being delivered?	What additional impact will ESIF have?
<p>operated by Princes Trust provide tailored support for 18-30 year olds interested in self-employment.</p> <p>This typically provides:</p> <ul style="list-style-type: none"> • 4 days training in key business considerations. • 2 years Support from a Business Mentor to develop a business plan and progress into business. • Opportunity to apply for a start-up loan on favourable re-payment terms. 	<p>delivered in Thurrock. However, they are available for the SELEP area and are funded by ERDF.</p> <p>The Princes Trust has strong links with NWES and the Growth Hub who have an ERDF contract to deliver enterprise support in the South East LEP area.</p>	<ul style="list-style-type: none"> • Will increase scale of activity • Will fill a gap in targeting / activity • Will enable greater targeting of activity • Will bring activity to the 'harder to reach' <p>Potential to respond to need in the Tilbury area with this existing project.</p>
<p>Social Enterprises: Thurrock Borough Council current works with Thurrock Lifestyle Solutions and other organisations within Thurrock to bring together a number of different events aimed at social enterprises throughout the year.</p> <p>Thurrock council also runs the Thurrock business website for up to date events in Thurrock and courses that are aimed at supporting Social Enterprises as well as small businesses.</p> <p>http://www.thurrockbusiness.net/social_enterprise</p>	<p>As an example of one of the events:</p> <p>https://www.eventbrite.co.uk/e/thurrock-soup-tickets-26721472644?aff=erelpanelorg</p>	<ul style="list-style-type: none"> • Will increase scale of activity • Will bring activity to the 'harder to reach' <p>As with previous headings, although a universal offering is available for Tilbury, CLLD could bring the opportunity for further targeting and tailoring of activity, for example the creation of a cycling hub.</p>

What is already happening?	What is being delivered?	What additional impact will ESIF have?
DWP's New Enterprise Allowance Scheme offers a business mentor / weekly allowance when trading starts and a loan to help with start-up costs for those who are eligible.	In delivery: This a nationally administered scheme which could be access by entrepreneurs in Tilbury.	<ul style="list-style-type: none"> • Will bring activity to the 'harder to reach'

Action D: Improving local infrastructure for residents and businesses

What is already happening?	What is being delivered?	What additional impact will ESIF have?
<p>Civic Square Masterplanning and Public Realm. The Integrated Healthy Living Centre (IHLC) and associated improvements to the public realm in Civic Square and surrounding area, through 5 public realm 'packages'.</p> <p>These typically include: aesthetically improved street scene; tree planting; better/revised car parking including priority parking; cycling infrastructure provision; better curbs, ramps and accessibility</p>	<p>The IHLC is at the early scoping of requirements stage and is not expected to be completed before 2020 earliest.</p> <p>However the associated improvements to the public realm of Tilbury are not dependent on this and can proceed separately funded under Section 106 monies.</p>	<p>There are no direct links to ESIF as T-LAG is not requesting spend of monies against this action area.</p> <p>However, the join up of this and the next action could act as a catalyst to the formation of a cycling hub for Tilbury.</p>

What is already happening?	What is being delivered?	What additional impact will ESIF have?
features; and fences and railings.		
<p>Thurrock Park – Curzon Drive bridge and cycleway: This is the previously mentioned capital project idea to construct a bridge over the railway line at the end of Curzon Drive towards Thurrock Park, then associated improvements at the A1089 Asda Roundabout, which could include a new route under St Andrews Road just to the south of the Roundabout. This would make it easier for people to walk/cycle from Tilbury to Asda, and thence Grays.</p> <p>More work at this roundabout will now be needed due to the significant number of new jobs created at the new Amazon site adjacent to the Asda roundabout.</p> <p>These improvements will create a cohesive route which will improve National Cycle Network route 13 which runs through Thurrock.</p>	<p>Not currently in delivery, but included within Section 106 monies. The aspiration is that with a stronger cycle link between Grays and Tilbury, further routes and links can be added to form a network.</p>	<p>ESIF funding could be matched to 'Access Fund' monies to develop a cycling hub for Tilbury, and associated revenue activity – awareness raising, bike prescriptions, employment-linked bike hire schemes and so forth.</p>

Action E: Encouraging local civic action, pride and volunteering as a route into work

What is already happening?	What is being delivered?	What additional impact will ESIF have?
Tilbury Riverside Project: a local programme delivered in Tilbury, involves people in learning about and	Comprises of a series of guided walks and tours, developing a memory box and	Scale up activity, involve more people, enable targeting at harder-

What is already happening?	What is being delivered?	What additional impact will ESIF have?
celebrating local history and culture, building local pride in the community.	arranging themed events including a Christmas event in Civic Square.	to-reach people within the community to engage them in these programmes.
The programme operated by One Community Development Trust (OCDT) in Tilbury: supports people to live more independently, up skill and develop transferrable skills.	The Volunteer Investment Programme connects people with their local community and local assets. OCDT have also supported a neighbourhood improvement programme – inviting local people to be more vocal and involved in suggesting improvements to their community.	Scale up activity, involve more people, enable targeting at harder-to-reach people within the community to engage them in these programmes.
Pastor Abraham's Faith Group.	Lease of the Anchor Pub as a general community venue, as well as faith work. Organising and running a number of community events that bring the community together.	Scale up activity, involve more people, enable targeting at harder-to-reach people within the community to engage them in these programmes.
Tilbury Forum. A residents group that meets monthly in a community venue and invites guest speakers from key local organisations e.g. Thurrock Borough Council, Health, etc.	Helps to involve people in local decisions and provides a space for them to hear about local developments and influence these. Played a key role in establishing a community covenant at the Brannan Road development which will see its future use as a crèche, as well as naming the building 'Centenary Flats' to celebrate 100 years of local history.	There is potential to improve its reach, appeal and representation as attendance is currently predominately from age 50+ members of the community.
Riverside Youth Club, specific activities and facilities for example Martial Arts Club and the recording studio.	Engages the Youth in Tilbury, encourages participation in activities: builds discipline and respect etc.	Scale up activity, involve more people, enable targeting at harder-to-reach people within the community to engage them in these programmes.

7 Equality, sustainability, innovation, customer journey

Equality

- 7.1 The diversity of the LAG membership will be monitored and the Community Development and Equalities Manager will advise the LAG Coordinator on how to ensure that all groups are represented and are able to participate fully in the process (such as advice on accessibility of venues, timing of meetings, additional assistance, and childcare provision).
- 7.2 We will continue to ensure equality and prevent discrimination on the grounds of: race/ethnicity; gender; age; disability; sexual orientation; pregnancy and maternity; gender reassignment; marriage and civil partnership status; and religion.
- 7.3 If particular groups are under-represented, the LAG Coordinator will actively work to find new members and ensure a good representation across all sectors of the community. As well as encouraging a diverse membership on the LAG, the LAG will also be encouraged to ensure diverse community engagement through its work. Once an initial action plan is agreed, this will be subject to a Community and Equality Impact Assessment to ensure that positive steps are taken to encourage diversity through membership and wider engagement.
- 7.4 The LAG Coordinator will ensure that all meetings take place in a supportive environment and that all members are able to speak out confidently without fear or discrimination or prejudice. The terms of reference for the group will make it very clear that any discrimination will not be tolerated, and an equality and diversity statement will be agreed by the Group as a founding principle to inform its future work.
- 7.5 As set out throughout this strategy, the focus of our programme is on the most deprived wards in Thurrock. Through delivery of this strategy, we will engage with communities in greatest need and work in an integrated way to those needs.
- 7.6 Please see our equality and diversity scheme in the appendices for further detail.

Sustainability

- 7.7 The LAG is dedicated to sustainable development and aims to both minimise our own environmental impact, as well as promoting a sustainable future.
- 7.8 To ensure we deliver on this commitment we will take a number of steps to ensure we minimise our negative environmental impact and continually monitor our resource use throughout the CLLD project.
- 7.9 Please see our sustainable development implementation plan in the appendices for further detail.

Innovation

- 7.10 The innovative element of this package of activity is the ambition to improve the local economy, boost the capacity of the community, improve local services, and transform the physical infrastructure in an integrated and holistic way.
- 7.11 The development of the new Civic Square captures this ambitious approach. Our aim is that, as well offering a wide range of much-needed health services, the new healthy living centre will also be a home public and voluntary agencies that will offer training, job support, debt advice and other services. Next to the healthy living centre, the Tilbury Hub incorporating the library will continue to act as a focal point for the local community. Through the development of the new Civic Square, we will also improve the local environment and transport routes, making it easier to walk and cycle.
- 7.12 The services on offer at the Civic Square will be inclusive, addressing all ages and needs and will be delivered by flexible public, private and voluntary partnerships.

Customer journey

- 7.13 The guidance suggests that we test our intervention logic from the viewpoint of local people in the form of a 'customer journeys'. We set out below a real-life case study of how a local resident was helped to access and advance in the labour market. Such stories from people in Tilbury have helped the group to shape the strategy to understand: the barriers to employment; and the kinds of interventions that will help overcome needs and enable people to develop the skills and confidence and means to access jobs and remain in sustainable employment. Through this strategy, we will increase such activity and help more people, including those furthest from the labour market. Real names have been changed to protect individual anonymity.

In August 2011, I was referred to the One Community Development Trust (locally known as One Community) by the Job Centre in Grays for a CV to be done, as there was no one at the Job Centre able to do this. The Job Centre said as I live in Tilbury, I could go to One Community's coffee and work club drop-in on Monday mornings.

The following Monday morning, I was busy at home finishing my Counselling course work when I realised the time was 11.45am I had almost missed the Work club, I managed to get to the One Community shop in Tilbury just before 12 noon in a complete panic because I was late. I was greeted by one of their job coaches, who reassured me that it was ok and that the time was just a guideline and the One Community is always here to help.

After sitting down talking to the coach about why I was sent and what sort of an outcome I was looking for, she suggested that perhaps I could try volunteering to help me to get to where I wanted to be. I decided to take up the offer of volunteering at the One Community shop and was put on what was their new VIP (Volunteer Investment Programme). It was only after talking to the coach that I realised that I had skills that I could share with others and there was the chance to develop other skills I did not have as well.

Before coming to the One Community, I felt that I would never be able to get a job as I had been unemployed with the Job Centre for way too long. This was in the main due to health reasons as I have back problems and I had also suffered from domestic abuse, which knocked my confidence to the point where I felt worthless. My counselling course helped me gain some of that self-confidence through understanding ways I could cope with what I had been through. However, it was with the help of the One Community that I gained my full confidence and became the person that I am today.

After volunteering at the One Community for three months in a variety of roles, I acquired new skills, became a member, and learnt how to support others at the work club. I was at this point volunteering on a daily basis and helping other people with CV writing, job and interview skills as one of the job coaches.

I was also given the opportunity to attend a training course about domestic abuse, which was helpful as I was able to support others who came into the One Community Shop with similar issues. I have since attended various courses, which have included Health and Safety, and First Aid at work to assisted with my volunteering and set me up for any paid work. One Community saw my potential, believed in me, and encouraged me to become a Board Trustee in November 2011. In March 2012, I applied for a Job as a security guard with G4S working at the Olympics 2012, I got full support from One Community, and got the Job. I was over the moon as I was finally in paid full-time employment, and was offered the role on the Trustee Board as Vice Chair of the One Community Development Trust - 2012 was looking good for me!

In December of 2012, I was starting to get worried my contract with GS4 was coming to end and I did not know what to do. I had enjoyed my job so much that I could not face having to go back to the Job Centre and start over again. Everyone at the One Community was helping me through their Headstart to Employment programme. One day while at work at the Port of Tilbury on the last few weeks of my Olympic contract, I was approached by someone who worked at HDS Personnel Limited, which is a company who supplies and personnel staff to the Port of Tilbury. They had seen me working on the Port and asked what my plans where once the contract ended. I said I will be looking for new employment and I was asked to pop into their offices and speak to a manager for the HDS Securities. After having an informal interview with them the next day, I was asked if I was in a position to start work on the 4th of January 2013, I have worked for the company ever since.

On my days off, I would still pop in the One Community Shop to help with the Work Club and whatever was required. At the end of 2013 around November/December time, the Chair of the One Community stepped down, and I was made the Honorary Chair of the One Community Development Trust. This was a great achievement for someone who was told was 'unemployable'. I am still the chair at One Community, and in paid employment.

None of this would have been possible without the One Community Development Trust, who has always been there for my family and me. No matter what your issues are, there is always someone there to listen and help solve the problem. If it was not for the One Community I would not be where I am today, and for that, I would like to say a massive 'THANK YOU' to everyone past and present at the One Community for helping to empower me to become the person I am today. Without you all, I would not be a strong independent person. I am proud of my achievements as a hardworking individual who enjoys my working life, and who enjoys helping others to achieve their potential.

8 Community involvement in the development of the strategy

Tilbury Local Action Group (T-LAG)

- 8.1 The Tilbury Local Action Group (T-LAG) was developed initially in April 2016 from the key partners who were engaged as part of developing the original application in 2015. These were: Tilbury Hub Working Group; One Community Development Trust; Tilbury Community Forum; and Tilbury Riverside Project. Engagement was made through the council's Regeneration Programme Manager for Tilbury meeting each of these organisations/groups face-to-face throughout March and April 2016 to explain the next steps with CLLD, the potential scope of the programme, and potential roles for community sector partners within the LAG.
- 8.2 The Regeneration Programme Manager engaged the Community Development and Equalities Manager, Economic Growth Manager and the Learning and Skills Manager within Thurrock Borough Council and made further links with other key partners including Thurrock CVS and nGage (a local community development organisation) which had been actively involved in previous consultations in Tilbury.
- 8.3 Links to the private and broader public sector were made via the Economic Development and Skills Partnership. These included: Port of Tilbury; HDS (a recruitment agency based within the port); Agency East; the Department of Work and Pensions; Jobcentre Plus; South Essex College; Thurrock Adult Community College; The Gateway Academy; and The Prince's Trust. Key leads at each of these organisations were contacted and engaged through face-to-face meetings, telephone conversations, and email only where these were not possible.
- 8.4 In consideration of the two purdah periods - leading up to the Local Council Elections on 5th May 2016 and the EU referendum on 23rd June 2016 - it was decided that the Local Action Group inception meeting should be held in the period after the local council election but before the commencement of the second Purdah period on 27th May 2016. The meeting was held on 26th May and the minutes and list of attendees at this meeting are appended with this strategy
- 8.5 The approach to engaging the community was developed through liaison with the key community and voluntary sector organisations based in Tilbury as above. In particular, the following principles were agreed:
- 8.6 In recent years a number of consultations have been undertaken in Tilbury, notably the Vision for Tilbury key stakeholder workshops and resultant vision. These addressed themes which overlap with the purpose and intentions of CLLD. Therefore, it was preferable not to go out with a new consultation. Rather, the outputs of this previous were tested and validated in the community, with a 'you said, we did' approach showing what has already been achieved, such as the refreshed Tilbury Hub, the Civic Square Masterplanning, and other projects and programmes now in progress.

- 8.7 At the same time this exercise provided check and challenge to highlight what Tilbury residents see as the community's still unmet needs around overcoming barriers to employment in particular.

T-LAG meetings

- 8.8 The CLLD geographic area was discussed at the first LAG meeting (26th May 2016) and it was agreed and confirmed by the group that taking the two Tilbury wards in their entirety including all 8 Super Output Areas represented the optimum area of coverage. This brought together a coherent area of significant social and regeneration need with an area of significant opportunity as it encompasses the current port, proposed expansion, and further sites identified for significant ports & logistics related employment growth.
- 8.9 Within the meeting, attendees were invited to self-nominate to become active members of the Tilbury Local Action Group (comprising chair, vice chair and steering group member roles) and also a broader stakeholder or advisory group with non-voting rights. Responses were collated and the mix of public/private/voluntary sector representation checked to ensure compliance with the terms of CLLD, e.g. maximum 49% public sector. Draft terms of reference were devised to cover the remit and purpose of the LAG both during the preparatory phase to 31st August 2016, and the longer-term role of the group, and these were circulated to members and attendees. This was refreshed in an iterative process through subsequent meetings and direct liaison with the Chair.
- 8.10 The second LAG meeting (6th July 2016) was used to present, test and challenge an early draft SWOT, needs analysis and objectives for the CLLD programme. These were built around the outputs of the 2013 Vision for Tilbury work, supplemented with other evidence. The LAG meeting included a facilitated workshop session to test and refine the content within the SWOT analysis and evidence base, and the LAG felt that the original SWOT was correct and still relevant for Tilbury, but that other aspects of Tilbury needed to be included to strengthen the focus around overcoming barriers to employment in Tilbury. The LAG then tested the prioritisation of what the LAG saw as the key high-level outputs/outcomes that Tilbury CLLD should focus on. Chair and Vice Chair of T-LAG were also confirmed, these being a representative of Tilbury Community Forum (a key community sector stakeholder), and the Training Manager at Port of Tilbury (the key private sector stakeholder) respectively.
- 8.11 The third LAG meeting (10th August 2016) was used to further refine and test the detail of the proposed actions and outputs of the strategy (actions A to E) and to confirm that LAG members were in agreement with and endorsed these. The terms of reference of the LAG were also discussed, and it was agreed refine further following submission of this strategy and before the further development of the element ESF and ERDF applications (subject to approval at this stage). Two further T-LAG meetings were established in the autumn of 2016 to this end. This meeting also clarified the route to formal sign-off of the strategy by members of the Steering Group of T-LAG ahead of submission to the managing authorities on or before 31st August 2016.
- 8.12 We have scheduled further LAG meeting beyond August so that, should we progress to the next stage, we would be well-placed to develop, review and refine the final application before submission in December.

- 8.13 Agenda, minutes and sign-in sheets of the three T-LAG meetings held before submission of the CLLD strategy are appended with this strategy, along with the Initial terms of reference document.

Peer to Peer engagement

- 8.14 At the T-LAG inception meeting on 26th May 2016, the group considered how they could best test and validate the strategy, in particular its SWOT analysis and the outline actions and activities proposed with the community. The approach needed to reflect the perception within the community that Tilbury has been 'over consulted', so this work needed to augment the previous SWOT developed in 2013 (see section 5).
- 8.15 'Peer to Peer' was suggested by the community stakeholders as the most effective way of engaging this community, in particular the most marginalised elements. This consists of a survey / questionnaire to be conducted by 20-30 volunteers who interview up to 10 people each. The survey was designed to identify the key barriers to employment, asking Tilbury residents their experiences of employment, and the types of support they access and value. The key advantage of 'Peer to Peer' over more modern approaches such as 'SurveyMonkey' is that it is face-to-face which helps to reassure participants whilst overcoming the digital divide and other barriers to participation, particularly as it was undertaken by the Tilbury Hub on behalf of T-LAG. Thus it had a warmer and broader response than an approach from a local authority etc. as participants were more likely to speak openly about a broad range of issues and challenges to a community advocate compared to someone acting in an 'official' capacity.
- 8.16 The initial 'Peer to Peer' survey ran for three weeks from Monday 11th July 2016 to Monday 1st August 2016, and in total 56 Tilbury residents completed the survey in this time. The outputs were then analysed and are included in full in the document Appendix. It was noted that in the main the participants were in the older age ranges so may not be providing valid data on questions on employment, for example most/many respondents may not be looking for work as they are retired. It was agreed that further engagement would be undertaken with Youth Groups in Tilbury following the same approach, to show the contrast in perceptions and challenges facing a younger audience.
- 8.17 An additional round of peer to peer consultation was delivered between 15th August and 22nd August 2016, and a further 12 Tilbury residents completed the survey, all in the younger age ranges.
- 8.18 The results were amalgamated into the original cohort, resulting in a total of 68 respondents now reflecting a representative sample across the age ranges. In particular the survey now includes insight to the issues faced by 16-25 year olds in Tilbury.
- 8.19 It was also agreed by T-LAG that existing community-facing events should form a key part of consultation wherever possible, rather than establish bespoke new events. To this end the Tilbury Fun Day on 9th August 2016 and other similar events were used to test and validate the ideas in the CLLD strategy, and to hear first-hand what Tilbury residents perceive as the key barriers to participating in employment, and what measures they would value to address these.
- 8.20 An image from the fun day and the questionnaire templates are included in appendix 4.

9 Delivering the strategy

- 9.1 Our approach to delivering this strategy will follow broadly the principles of the LEADER programme where applicable.
- 9.2 Should we progress to the next stage, we would set out a more detailed plan for each activity, setting out how the actions will be sequenced across the five-year delivery timeframe.

Accountable body

- 9.3 Thurrock Borough Council will operate as the Accountable Body for the Programme. The LAG selected the council to be the accountable body as it is fully competent in, and regulated by, national statute in terms of the financial and legal competence to perform this role as a statutory public body. In addition, there were no other organisations with the capacity, financial infrastructure and track record to fulfil this important function. Proof of Thurrock Borough Council's acknowledgement and recognition that it will serve as the accountable body for the delivery of this strategy is provided at appendix 6.
- 9.4 The council will be responsible for employing and hosting the staff team (HR, payroll functions). The council is committed to sustainability in all of its practices including procurement and the promotion of green travel to all employees.
- 9.5 An internal audit team will check the correct project assessment and separation of duties procedures are being carried out, including conflict of interest between Accountable body and LAG and project inspections.

Role and structure of the CLLD Team within the Accountable Body

- 9.6 The proposed CLLD team will comprise of a Programme Manager and three project officers.
- 9.7 The Programme Manager would have overall responsibility for:
- Delivery of the strategy and resulting programme, ensuring deliverables set out with in the strategy are achieved;
 - Maintenance and further development of the LAG;
 - Strategic stakeholder management and relationships with other strategic bodies, to ensure effective co-ordination with the activities and programmes of partners;
 - Ensuring effective processes are in place for leading funding calls and receiving, assessing and awarding contracts to applicants in line with defined criteria;
 - Ensuring procurement processes meet the requirements of the accountable body, the managing authorities, and UK and European legislation; and
 - Management of the project officers.

9.8 Project officer 1 would have responsibility for:

- The day-to-day support and management of the LAG, including the meeting schedule and training;
- Procurement of partners to deliver actions A and B;
- Day-to-day project liaison, management and monitoring of projects to deliver actions A and B; and
- Keeping assigned contract managers within the programmes informed of project progress and where necessary requesting adjustments to spend profiles and prioritisation etc.

9.9 Project officer 2 would have responsibility for:

- Monitoring, audit and evaluation across the programme including regular 'check-in' with the community and local representatives to ensure that evidence of impact with beneficiaries are recorded and recognised;
- Formal reporting, governance and audit of the EU funding, accountable for ensuring the monitoring and management arrangements of the ESF and ERDF programmes are adhered to, as well as other formal recording including that associated with claiming match funding;
- Procurement of partners to deliver actions C and D;
- Day-to-day project liaison, management and monitoring of projects to deliver actions C and D; and
- Keeping assigned contract managers within the programmes informed of project progress and where necessary requesting adjustments to spend profiles and prioritisation etc.

9.10 Project officer 3 would have responsibility for:

- Stakeholder and community engagement and communication, including outreach to the seldom heard / 'hardest-to-reach' groups;
- Communication including website and social media;
- Procurement of partners to deliver action E;
- Day-to-day project liaison, management and monitoring of projects to deliver action E; and
- Keeping assigned contract managers within the programmes informed of project progress and where necessary requesting adjustments to spend profiles and prioritisation etc.

9.11 The team would be hosted by Thurrock Borough Council on behalf of, and accountable to, the LAG on a fixed-term contract basis for the life of the five-year CLLD programme.

9.12 We have allocated 20% of the total strategy budget to management and administration, including staff costs as above plus additional expenses including: direct costs of LAG meeting (room hire,

refreshments); reasonable member expenses (travel, childcare); training for LAG members and officers; consultation costs; and communications website development and maintenance.

- 9.13 Management and administration will account for a maximum of 20% across the five-year period of strategy (equivalent to £184,000 per year) and will be reclaimed as it is defrayed.

Structure and roles of the LAG

- 9.14 The LAG will be responsible for commissioning activities to deliver the outcomes and outputs in the CLLD strategy, approving project applications from potential delivery agents. It will allocate funding in line with clearly stated criteria.
- 9.15 Currently, the LAG is an informal partnership and has no formal legal status. The process of revising the terms of reference following submissions of the strategy will be used to review whether this needs to change. Appropriate expertise and advice will be sought to assist with this process.
- 9.16 The accountable body will manage funding on behalf of the LAG and report on spending, monitoring and evaluation on behalf of the LAG to managing authorities.
- 9.17 Our proposed overall structure for the LAG process is set out below. However, the LAG will continue to review and refresh its detailed role and related terms of reference between now and the end of December 2016.
- 9.18 **A LAG steering group** of seven individuals, and composed of at least 51% representation from the community, voluntary and private sectors, and a maximum of 49% public sector. The group will meet as needed, dictated by the ESIF programme and the stage in the application process.
- 9.19 **A broader Stakeholder Group of advisors, experts and interested parties** which will act as a forum and sounding board to engage a wider spread of local partners and organisations beyond the steering group.
- 9.20 **A grants panel of up to 6 LAG members.** Delegated authority will be given to the grants panel to undertake appraisal and approval of projects that clearly meet the priorities and eligibility criteria set by the LAG. Decisions on all grants will be reported to the LAG and final sign-off will be undertaken by the LAG chair. This will enable LAG meetings to focus on driving-up performance and the strategic direction of the LAG.
- 9.21 The duties of the grants panel will be to develop approaches to the stimulation of applications, to complete a thorough assessment and appraisal of applications, approve applications, providing feedback to successful and unsuccessful applicants. They will also monitor project progress against expenditure and outcomes and mentor projects to ensure successful delivery.
- 9.22 **Sub-groups** will be established to monitor finance and performance, as well as programme development work on behalf of the LAG; they will be chaired by a suitable LAG member. Subgroups may also include members from outside of the main LAG group to contribute specialist expertise and local knowledge. They will include a standing network of individuals with recognised areas of expertise, working as a remote “advisory network”.

- 9.23 There is a verbal agreement with Thurrock, Shepway and Hastings CLLD Accountable Bodies that we can utilise LAG members on each other's programmes to independently assess large contract value projects, or those where conflicts of interest are at such scale an independent assessment is prudent. The requirement of independent assessment will be at the discretion of the LAG board and accountable body in each area.
- 9.24 **An open LAG annual review community forum** will be used to involve members of the community in reviewing what the LAG has achieved, the impact it is having through the activity it has commissioned, and what more could be done in future to have even greater impact.

Roles

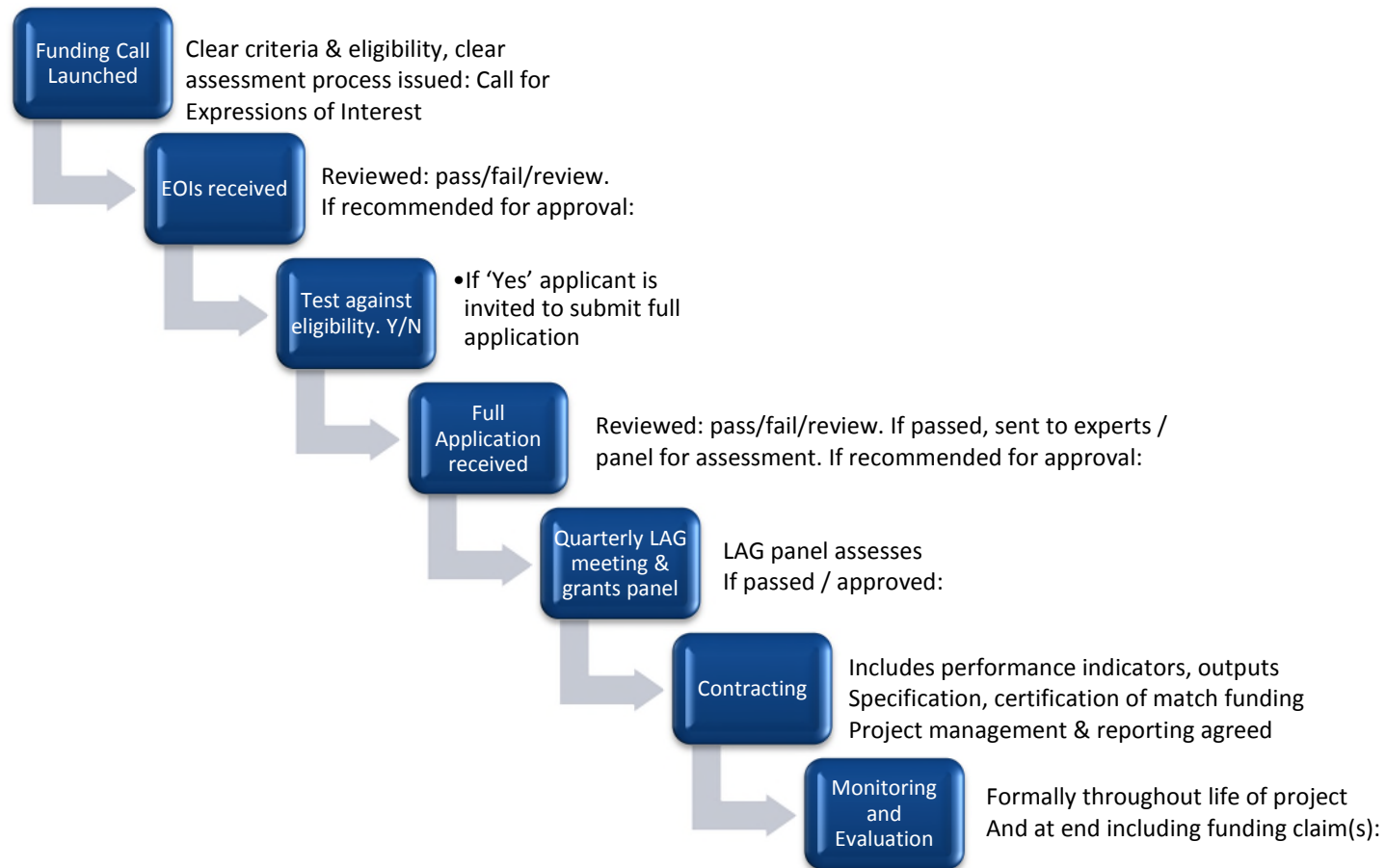
- 9.25 LAG members will individually and collectively:
- Engage, share learning and build the capacity of local communities;
 - Promote, champion and advocate CLLD across the area and its communities;
 - Produce, adhere to and review the terms of Reference of the group;
 - Appoint a Chair and Vice Chairs;
 - Meet monthly for the first 6 months and then bi-monthly;
 - Form sub groups / task and finish groups when necessary to progress key tasks;
 - Contribute to the recruitment/appointment of staff / agree secondments;
 - Support and agree the publishing of calls for projects;
 - Receive and assess projects applications for support;
 - Ensure fit within the CLLD strategy and objectives and contribution to targets when selecting and prioritising projects;
 - Work with the accountable body to present proposals for verification;
 - Work in partnership with the accountable body to achieve outputs and outcomes; and
 - Monitor and evaluate delivery of the CLLD programme.

Project assessment and selection

- 9.26 This will comprise of a properly constituted panel, which will receive and assess grant applications from the community in response to the outputs and outcomes specified in the Tilbury CLLD strategy.
- 9.27 All project selection procedures will be non-discriminatory, open and transparent. Interested applicants will be able to contact the CLLD team informally for initial application. The team will be hosted by the accountable body, and will be able to determine project eligibility at this stage. If projects meet the eligibility criteria for the programme an outline expression of interest (EOI) form will be sent out; if not, consideration will be given as to whether other funding programmes could support the proposal, and they will be signposted accordingly.

- 9.28 Initial assessment by the CLLD team will lead to either rejection or the sending out of a full application pack. When applicants fill out a full application form they will be eligible for help from the CLLD team, working where appropriate with support from the Advisory Panel. The final submission will be passed from the CLLD team to the Grants Panel, which will score projects in advance of the meeting. A group scoring sheet will be used at the meeting to allow moderation in the light of discussion. The application will be accepted, rejected or deferred.
- 9.29 We will assess the project against the strategic priorities for the programme and will consider outputs, outcomes, project impacts and sustainability measures including applicants' ability to satisfy match funding requirements. We also will assess the project against projects already approved to avoid duplication and to ensure maximum value added. Deadweight and displacement effects also will be assessed. All of these assessment characteristics will be set in a comprehensive project evaluation proforma will be developed.
- 9.30 Applications will also need to set out detailed performance indicators, including those specified in ERDF and ESF Operational Programmes.
- 9.31 Projects will be grouped into each of the five areas for action (A – E as detailed above) to ensure some form of balance against these priorities.
- 9.32 A grant offer letter will be issued by the CLLD team to successful applicants who will be invited to a grant set-up and claim workshop (compulsory and run quarterly). Both successful and unsuccessful applicants will be offered feedback.
- 9.33 Project calls will be open at any time of the year. Grant panel meetings will be published well in advance to allow applicants to judge timescales.
- 9.34 An appeals procedure will be put in place for all applicants. We will ensure that all conflicts of interest are identified and managed effectively, and that the Programme is not compromised by undeclared or unmanaged conflicts of interest.
- 9.35 Any procurement of activity will be undertaken by the accountable body in accordance with EU Procurement Regulations. Wherever possible, environmental protection, sustainability, and equality and diversity measures will be considered throughout this process alongside the measure of social return on investment.
- 9.36 Our grant panel decision-making process is set out in the flow diagram below.

Figure 20: Tilbury LAG grant panel decision-making process



Management, monitoring and evaluation

- 9.37 Successful applicants will be required to develop a baseline at the outset of their project, against which to measure the impact of the grant and its value added. This is separate from the programme level evaluation, which the LAG will commission separately. Members of the CLLD team will make all evaluation requirements clear at the outset of projects.
- 9.38 The LAG will require contracted delivery agencies to develop a monitoring and evaluation plan that will include:
- The performance indicators that will be used;
 - Where the information will come from and how often it will be collected;
 - How the monitoring data will be collected, collated and reported;
 - How and when the Local Action Group will monitor and review performance;
 - How performance data and evaluation results will be shared; and
 - The amount of money allocated to these activities.
- 9.39 All projects will be required to complete quarterly monitoring forms, to assess project performance against contracted outputs and expenditure targets. If monitoring forms are not submitted in a timely fashion grant payment may be delayed or suspended. Projects will be required to deliver outputs specified in the grant offer letter as well as meeting criteria for recording match funding, time sheet completion and any other ESIF programme requirements.
- 9.40 We will seek to ensure that only critical data is collected so that the exercise does not become overly burdensome.
- 9.41 The team will be responsible for the recording of outputs and results in order to assist the quarterly financial and technical reporting to the managing authorities. They will establish the system for recording based on departmental requirements.
- 9.42 The team will be also responsible for establishing a monitoring and evaluation framework which will be used to capture progress, lessons learned and achievements, and will report these to the managing authorities in line with the objectives set out in the strategy and funding requirements.
- 9.43 Separate from project evaluation, we will commission an evaluation of the LAG and the programme overall. This could be delivered via an independent third party to provide objectivity, but with some element of self-evaluation, to build local evaluation capacity. This will be funded from within the management and administration line.

Communication and publicity

- 9.44 This function will be led by the CLLD team, directed by and working through members of the LAG. Specialist support will also be available from the local authority communications teams as required.

- 9.45 The purpose of the communications plan is to publicise and raise awareness of the LAG and stimulate the market and encourage eligible applications. It will also give partner organisations programme awareness. Successful applicants will be required to acknowledge CLLD funding in all publicity and materials produced, and use the programme branding guidelines; participate in press and PR events; provide information to the LAG for use in publicity materials, and participate in applicant workshops and 'showcase' events.
- 9.46 The plan will:
- Help applicants understand the support available and what is required of them;
 - Enable effective engagement with stakeholders and other funders;
 - Demonstrate the success of programme funded work to businesses, communities and stakeholders in the LAG and beyond;
 - Ensure businesses, local councillors, the public, communities and other funders understand what the programme is about; and
 - Provide appropriate information to the managing authorities to support national communications and PR activity.
- 9.47 We will carefully identify key messages are tailored to key audiences, ensuring that communication is tailored, relevant and appropriate for each of the audiences. A clear protocol for authorisation and approval processes will be agreed by the LAG for liaison with the press. Named individuals from the LAG will be identified to speak with the press as required, and these will receive support from the CLLD team.

Training and development

- 9.48 The CLLD team and LAG members will be provided with mandatory training enabling them to effectively fulfil the roles and responsibilities laid out in their respective job descriptions. The programme will be reviewed six monthly and updated when new information is distributed. Staff and LAG attendance at both core and refresher events will be monitored to ensure all staff and LAG members receive training.
- 9.49 The training will be tailored to the individual and collective needs of the group and could cover some or all of the following key skills:
- Stimulating ideas and interest in CLLD;
 - Local / sectoral knowledge;
 - Leadership;
 - Communication and marketing;
 - Networking;
 - Using evidence to make effective decisions;
 - Budgeting and financial awareness in relation to viability and sustainability;

- Awareness of underrepresented groups; and
- Governance including strategic planning and risk and performance management

9.50 Each LAG member will be required to maintain and update a person learning and development plan.

10 Financial Plan

- 10.1 We are seeking £3.3m from ESIF. This is made up of £2,037,500 from ESF and £1,262,500 from ERDF. This will be matched by £3.3m of local funding. This will be identified by delivery partners as they come forward with proposals. The total budget for the local development strategy is £6.6m.
- 10.2 We have allocated 20% of the total budget to the management and administration of the programme, including coordination of T-LAG. These costs will be apportioned to the ERDF and will be matched locally.
- 10.3 We have allocated the total of £6.6m across the five action areas as follows:
- Action A - £1.5m
 - Action B - £3.2m
 - Action C - £0.8m
 - Action D - £0.6m
 - Action E - £0.5m
- 10.4 Project delivery agents will be expected to identify and bring match funding as part of their delivery arrangements. References to match funding in this strategy are indicative only; they are not commitments.
- 10.5 61% of ESIF funding will be spent in the LSOAs that are in the most deprived 20% of LSOAs in England. As set out earlier in this strategy, LSOAs that are not in the 20% most deprived are included as they are important local employment sites and form part of the area that local residents recognise as Tilbury. Our action will be focused on the highest need households in Tilbury through community-led local development.
- 10.6 In order to develop these figures, we have:
- Focused our expenditure on supporting households furthest from the job market, recognising the level of need;
 - Drawn on external evidence from similar programmes and projects in order to benchmark intervention 'unit costs';
 - Profiled our expenditure to reflect a concentration of activity in the middle period of the five-year strategy; and
 - Tested the proportionate allocations of funding with the LAG at several stage during the development of the strategy.
- 10.7 Thurrock Borough Council will operate as the Accountable Body for the Programme. It is fully competent in, and regulated by, national statute in terms of the financial and legal competence to perform this role as a statutory public body. A letter confirming this is included in the appendices.

10.8 Detailed financial allocations and related outputs are set out in the tables below.

CLLD Action Plan Part 1: Summary

Types of Activity	Total Expenditure	ESIF Funding			ESIF Outputs			
		ESF (a) (£,000)	ERDF (b) (£,000)	Total (a+b)	ESF		ERDF	
	(£,000)				Ref	Total	Ref	Total
Action A: Support local people to access local jobs and develop their skills	£1,500,000	£600,000	£150,000	£750,000	IP9vi	332	N/A	0
Action B: Tackle the barriers facing people furthest from the labour market	£3,200,000	£1,280,000	£320,000	£1,600,000	IP9vi	466	N/A	0
Action C: Stimulate local businesses, SMEs, micro-enterprises and social enterprises (business supported)	£664,000	£0	£332,000	£332,000	IP9vi	0	C1	173
Action C: Stimulate local businesses, SMEs, micro-enterprises and social enterprises (jobs created)	£136,000	£0	£68,000	£68,000	IP9vi	0	C5	35
Action D: Improve local infrastructure for residents and businesses	£600,000	£0	£300,000	£300,000	IP9vi	0	P11	260
Action E: Encourage local civic action, pride and volunteering as route into work	£315,000	£157,500	£0	£157,500	IP9vi	260	N/A	0

Types of Activity	Total Expenditure	ESIF Funding			ESIF Outputs			
		ESF (a) (£,000)	ERDF (b) (£,000)	Total (a+b)	ESF		ERDF	
	(£,000)				Ref	Total	Ref	Total
(beneficiaries)								
Action E: Encourage local civic action, pride and volunteering as route into work (square feet)	£185,000	£0	£92,500	£92,500	IP9vi	0	P12	150
Total	£6,600,000	£2,037,500.00	£1,262,500.00	£3,300,000.00				

CLLD Action Plan Part 2: ESIF Outputs

2.1 ESF Outputs and Results	Number to be delivered in						
	2017	2018	2019	2020	2021	2022	Total
Output							
Number of participants (Beneficiaries of Actions A, B, and E)	26	93	375	375	189	0	1058
Participants that are unemployed including long-term unemployed (Beneficiaries of Actions A and E)	0	63	202	202	125	0	592
Participants that are inactive (Beneficiaries of Actions B)	0	32	187	187	60	0	466
Participants that are aged over 50 (22% of working age population)	0	25	75	75	33	0	233
Participants that are from ethnic minorities (16.8% of local population)	4	14	70	70	20	0	178
Participants that have disabilities (17% of local population)	4	14	71	71	20	0	180
Result							
Participants in education or training on leaving (Beneficiaries of Action B and one third of Action E)	0	75	187	187	104	0	553
Unemployed participants in employment, including self-employment on leaving (Beneficiaries of Action A and one third of Action E)	0	75	144	137	63	0	419
Inactive participants into employment or job search on leaving (One third of beneficiaries of Action E)	0	9	34	34	10	0	87

Output	More Developed	Transitional	Less Developed	Total
Number of participants	1058	0	0	1058
Participants that are unemployed including long-term unemployed	592	0	0	592
Participants that are inactive	466	0	0	466
Participants that are aged over 50	233	0	0	233
Participants that are from ethnic minorities	178	0	0	178
Participants that have disabilities	180	0	0	180
Result				
Participants in education or training on leaving	553	0	0	553
Unemployed participants in employment, including self-employment on leaving	419	0	0	419
Inactive participants into employment or job search on leaving	87	0	0	87

		Number to be delivered in						
2.2 ERDF Outputs		2017	2018	2019	2020	2021	2022	Total
C1	Number of enterprises receiving support	0	10	24	24	15	0	73
C5	Number of new enterprises receiving support	0	15	35	35	15	0	100
C8	Employment increase in supported enterprises	0	6	12	12	5	0	35
P11	Number of potential entrepreneurs assisted to be enterprise ready	0	50	90	90	30	0	260
P12	Square metres public or commercial building built or renovated in target areas	0	75	75	0	0	0	150

Output Reference	More Developed	Transitional	Less Developed	Total
C1	73	0	0	73
C5	100	0	0	100
C8	35	0	0	35
P11	260	0	0	260
P12	150	0	0	150

3.1 Expenditure	2016	2017	2018	2019	2020	2021	2022	Total
	(£,000)	(£,000)	(£,000)	(£,000)	(£,000)	(£,000)	(£,000)	(£,000)
(a) LAG Management and administration		80	460	460	320	0	0	1,320
(b) LDS Project Expenditure.		320	1840	1840	1280	0	0	5,280
Total LDS expenditure (a+b)		400	2,300	2,300	1,600	0	0	6,600

3.2 Funding	2016	2017	2018	2019	2020	2021	2022	Total
	(£,000)	(£,000)	(£,000)	(£,000)	(£,000)	(£,000)	(£,000)	(£,000)
(a) ESF	0	80	750	750	500	0	0	2080
(b) ERDF	0	120	400	400	300	0	0	1220
(c) ESIF total (a+b)	0	200	1150	1150	800	0	0	3300
(d) Public sector funding	0	200	1150	1150	800	0	0	3300
(e) Private sector funding	0	0	0	0	0	0	0	0
(f) Total match funding (d+e)	0	200	1150	1150	800	0	0	3300
Funding total (c+f)	0	400	2300	2300	1600	0	0	6600

Category of Region	Total Expenditure (£,000)	ERDF (£,000)	ESF (£,000)
More Developed	3,300	2,000	1,300
Transitional	0	0	0
Less Developed	0	0	0