

Hub



Heart



Heritage



TILBURY TOWN INVESTMENT PLAN

TILBURY TOWN DEAL BOARD

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FOREWORD BY

PETER WARD

CHAIRMAN OF TILBURY TOWN DEAL BOARD:

Signature: 

In 1886 the East and West India Dock Company purchased the land at Tilbury to build a new port to cater for the increasing growth in vessel size and the advent of steam ships. This over time led to the decline of the London Docks.

Tilbury became London's docks eventually and the town of Tilbury grew alongside the port. Both remain intrinsically linked through their maritime heritage and growth and development on the Thames.

I first arrived in Tilbury to start work in the port in 1983. Arriving at Tilbury Town Station felt like arriving into an extension of East London where I grew up. Like the East End Tilbury was in urgent need of regeneration.

The Port in 1983 was also lacking in investment and in need of regeneration. Over the last 30 years it has been transformed into one of the largest multi-purpose ports in the UK and is continuing to expand and bring economic prosperity to Tilbury and Thurrock. I have witnessed this transformation as my own career has progressed within the port environment.

The town itself however has not prospered in the same way. Whilst there have been changes and improvements, not least in local education where local schools have improved significantly, the town remains run down, uninspiring and has not benefited from the opportunities on its doorstep. This is despite the close links and support the port provides to the local community and other significant business investments, like the Amazon fulfilment centre. Tilbury will be seen in more detail in the TIP as a deprived area in number of ways and has suffered from a distinct lack of investment for decades.

When I was asked to chair the Towns Fund I was excited by the once in a lifetime opportunity to build on the close links between business, the town and its diverse community. To use the potential funding, along with other already agreed match funding, to transform the town into a great place to work and live.

The projects the board has put forward in this bid are fully supported by the residents, local politicians and local business and are, I believe, truly transformational.

I look forward to five years' time, when all these projects are implemented to arrive at Tilbury Town Station into a great public area where the town's maritime history is celebrated alongside a thriving town gateway.

As I walk or cycle to the town centre I can pass regenerated green spaces that reinforce this history and provide a sense of place.

On arriving into the centre of the town at the Civic Square I will be impressed by the Integrated Medical Centre providing 21st century medical facilities and amenities for local people that is making a significant difference to the health and wellbeing of the town. There will be a new community space serving all of the local community where events can take place and people can come together to celebrate the unique community spirit which exists in the town and can be built on to bring back a sense of civic pride to residents.

There will also be an extension to the library; which provides adult education facilities in partnership with large local business to ensure the right skills are learnt and linked to local business needs, helping to reducing unemployment in the town and providing further job opportunities.

Alongside all of this will be enhanced public spaces where people can pause and stop and interact, with facilities that most inner city areas now take for granted.

Enhanced Digital connectivity will also allow people to access faster networks and utilise the technology that is now part of our everyday lives and will be enhanced in the key areas of the town.

Beyond the Civic Square the area opens up into the Anchor Fields; an area of green space in the centre of town. This will have been transformed by the new youth facility which is the bedrock for the town's recovery. Feedback from our engagement indicated that some 93% of local residents supported the need for better youth facilities for young people and delivering a state-of-the art-facility for young people up to the age of 18 will be significant in raising aspiration levels as well as providing local employment and training opportunities. Local business will provide support, fund and engage with young people to forge strong links, highlighting real career path opportunities bringing greater prosperity to the area.

I can then cycle and walk from the Civic Square following the new wayfinding system and pathways down to the River and Tilbury Fort. This area will be radically transformed as a leisure destination. The exciting addition of the Thames Clippers stop provides river access directly into Central London as well as making Tilbury a destination for tourists, with the crown jewel of Tilbury Fort one of its unique attractions; famous as the rallying point for Queen Elizabeth I in the face of attack from the Spanish Armada.

I can then stop and pause at the famous Tilbury Cruise Terminal for a coffee and to view the facility which brought the Windrush generation to the UK and began the transformation of the UK into a truly multicultural society. This is celebrated by the annual Tilbury Carnival where local people can rejoice in the diversity, history and culture of Tilbury.

Port Towns are often made up of diverse and transient communities which make them unique communities to be celebrated. Immigration and migration are significant parts of our local history. Local children learn about the Windrush Generation and marvel at the fact you could have travelled to Australia as a £10 Pom to start a new life!

The Tilbury Town Fund board is made up of people who work and live at the very heart of the Tilbury community. They are passionate about the opportunity to achieve their vision for their town as a great place to live, work and spend time. I am very excited about the prospect of what we can achieve and the significant difference we can make together.

Tilbury Town's Fund

<http://tilburytownfund.co.uk/>

FOREWORD BY

JACKIE DOYLE-PRICE
MEMBER OF PARLIAMENT FOR THURROCK & VICE
CHAIRMAN TILBURY TOWN BOARD:

Signature: 

For more than a decade I have said that Tilbury needs some love. This Town Deal gives us that opportunity.

When the Romans founded the Port of Londinium on the Thames, that became the foundation of our wealthy capital city. As the docks moved East, Tilbury became ever more important as a Port centre. Today, despite its proximity to the Capital and the increasing significance of its logistics sector, Tilbury Town falls well below its potential. Indeed of the 100 towns chosen for the Towns fund, Tilbury ranks highest in terms of deprivation.

In drawing up this Investment plan we have embraced Tilbury's strongest attributes – its strong sense of community and its unique maritime heritage. This Investment plan will deliver new facilities for the residents to enjoy.

Investment in new public buildings around the Civic Square will bring the street environment up to a standard that the people of Tilbury deserve.

Our plan involves investment to enhance open space and open up access to the riverside. And it will enable new opportunities for river transport towards Kent and London.

This plan reflects the demands of local residents. By far the most important priority is something for young people. To that end a new OnSide Youth facility is the centrepiece of the bid. This significant investment in facilities for young people builds on the huge improvements in education provision delivered by the Gateway Learning community Academy Trust over the last decade.

Today Tilbury is known for being a modern Port and logistics centre, but it has played a significant role in our Island story throughout the centuries. Most notably Elizabeth I gave her famous speech to the troops at Tilbury. Tilbury fort and the riverside offers a great opportunity to celebrate that history and open up new green space for the community to enjoy.

A ferry service between Tilbury and Gravesend has been in operation since 1304 and ferries offer a great opportunity to link the North and South banks of the Thames. Investment in the jetty will enable new opportunities for river transport on the most significant waterway in the Country.

Tilbury has an amazing past and an amazing future. This plan will make a real difference to the people of Tilbury and I look forward to making it all happen.



FOREWORD BY

ROBERT GLEDHILL
LEADER OF THURROCK BOROUGH COUNCIL

Signature: 

I have lived in Tilbury for 20 years, and most of my family still live in the town, so I am excited to be involved with the proposals that Tilbury Town Board has put forward. The proposals will be transformational for the area: they will breathe new life into the Heritage Quarter and connect Tilbury Fort, the River and the proposed new jetty for the Thames Clippers, and bring improvements around the railway station - Tilbury's "hub".

And I am particularly impressed with proposals to bring new life into the heart of Tilbury, in the area around the Civic Square. The plans for a "state-of-the-art" youth facility for the young people of the area is really needed and I expect this will revolutionise the aspirations of all people growing up in Tilbury. And the proposals build on our plans for a new Integrated Medical Centre, which will bring hospital-quality services directly into the heart of Tilbury.

Over the last 10 years, schools have improved significantly in Tilbury, and new opportunities have come forward for skilled workers from our ports, including the opening of the UK's newest port at Tilbury 2. But for too long, the people of Tilbury have felt as if they have been ignored, and have missed out on the good, skilled jobs in the ports for which the town was originally built. The fantastic projects being put forward in the Tilbury Town Investment Plan will change that. Soon, Tilbury residents will be able to have a highly-skilled job, watch their children enjoy high-quality youth facilities and play on the great facilities in our parks, visit and learn about our great heritage attractions and also benefit from receiving great medical care - all within 10 minutes from their homes.

I can only finish by saying that the Tilbury Investment Plan is one of the last pieces in the jigsaw to make Tilbury a great place to live, work and play. It will make Tilbury a place we can all be proud of!





Cruise ship docked at the London International Ferry and Cruise Terminal

Executive Summary



Tilbury is an historic town on the River Thames, in Thurrock, Essex.

Thurrock is a major hub for the country's global trade and logistics, with three major international ports. The Port of Tilbury is at its heart, providing a key gateway to London, European and International markets. Tilbury is also home to the London International Cruise Terminal, which welcomes some 100,000 visitors to the UK ever year.

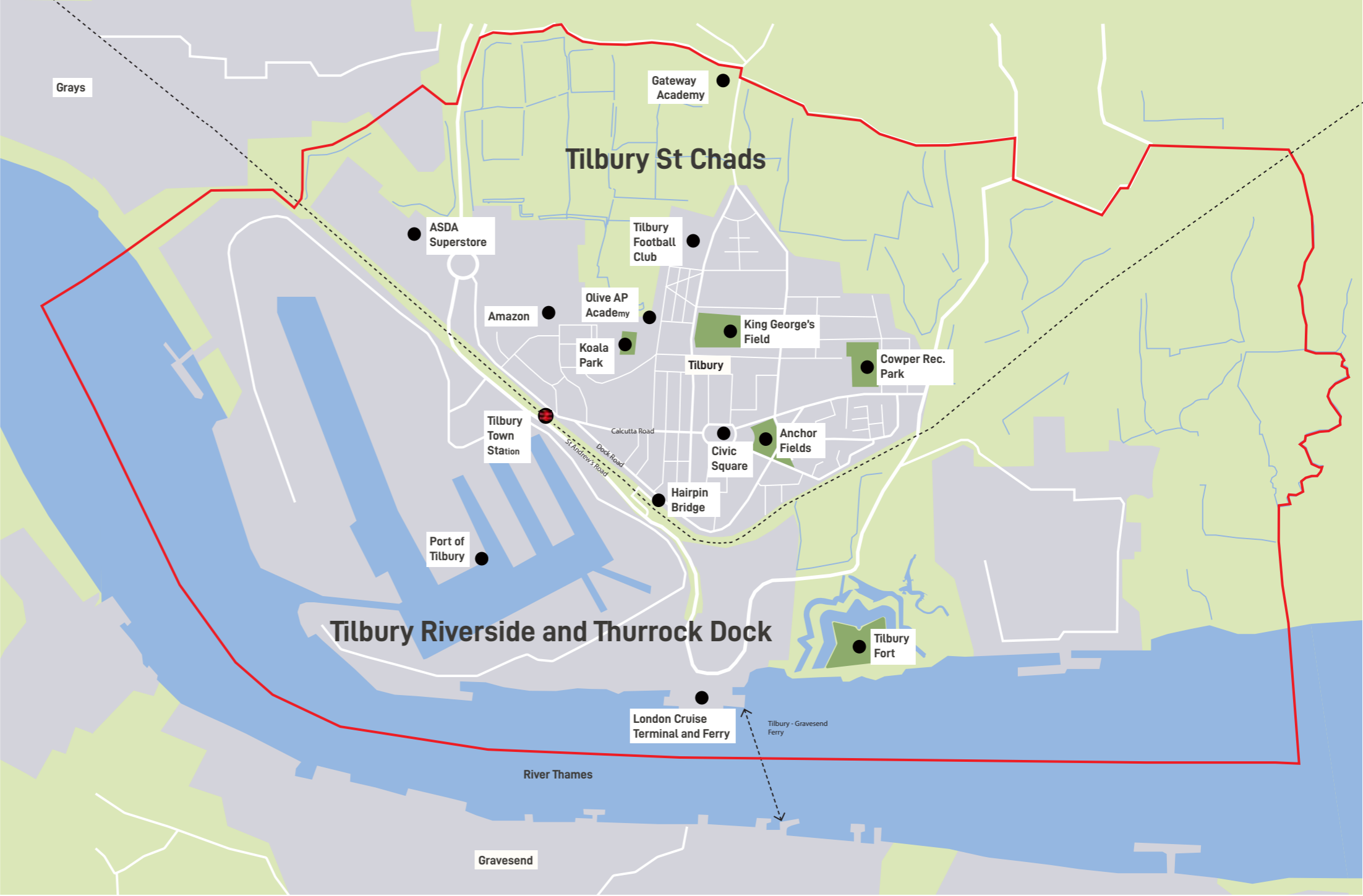
Tilbury is characterised by its rich and varied maritime heritage and diverse community. It is home to the unique Tilbury Fort on the banks of the River Thames (where Queen Elizabeth I gave her famous speech in 1588, encouraging her forces to successfully repel the Spanish Armada), and the Cruise Terminal where the SS Empire Windrush brought the first generation of migrant workers from the Caribbean to England in 1948.

There is a lot to be proud about; but the town and its community are facing significant challenges.

Tilbury is the most deprived part of Thurrock, one of the most deprived towns in the UK and of the other 100 towns prioritised by the Government for the Towns Deal Fund. Even before the impact of the COVID-19 pandemic, Tilbury suffered from some of the highest levels of deprivation, unemployment and poor health in the Borough and UK. Whilst the Port is thriving and growing, the local community is disconnected from the Port's economy and residents feel cut off from the River and the Port, and experience low levels of skills, training and qualifications which is further impacting on their opportunities.

It is against this background that we - the Tilbury Town Deal Board - have prepared the Town Investment Plan (TIP). We have worked closely with Thurrock Borough Council and have consulted widely with Tilbury's diverse community, including its youth, businesses and other stakeholders who all have a vested interest in the future success of the town as a place to live, work, shop, study and play.

The extent of the Town Fund Boundary Area is shown on the plan and covers Tilbury's two main wards - Tilbury St Chads and Tilbury Riverside and Thurrock Park - with a total estimated population of just over 14,000. Together, these wards include Tilbury Town Centre in its entirety, the riverside, the port and port land, Tilbury Fort and the railway station.



Tilbury Town Investment Plan boundary

Shaped by wide-ranging research and stakeholder engagement (see Appendix 1), our TIP sets our shared vision for Tilbury:

“Maritime heritage has anchored the town and port of Tilbury as a centre for goods, people and ideas for over 160 years.

Connected by a network of footpaths and cycle ways, the modern transport hub of Tilbury links the heart of the town down to the riverside; where river and port connect the town to economies and visitors from across the globe, and link Tilbury’s heritage to our national story.

The community has helped create the positive healthy aspects of the local lifestyle, inspiring pride and aspiration through work and play across the generations.

By leveraging its cultural significance as the site of Queen Elizabeth I’s Tilbury speech and the home of the Windrush, Tilbury draws on the stories and identities of its diverse roots and communities.

A town whose people thrive, and celebrate the true meaning of the local motto:

“By Thames, to All Peoples of the World”

Vision statement





Our over-arching vision is to connect, transform and revitalise Tilbury's **'Hub, Heart and Heritage'**.



Thurrock 2017 Development Framework 'arc' drawing



Update of the 'arc' showing the Hub, Heart and Heritage and connections

-  **The Hub** is focussed on arrival in the town - the railway station and surrounding area.
 -  **The Heart** is centred on the Town's Civic Square, where plans are already underway for a new Integrated Medical Centre.
 -   **The Heritage** covers Tilbury's key and unique assets on the banks of the River Thames; including the International Cruise Terminal and Tilbury Riverside Station; the jetty; 'Tilbury Beach' and Tilbury Fort.
- Our vision is aligned with and develops Thurrock Council's 2017 Development Framework, the Council's Corporate Strategy and other policies and strategies focussed on Tilbury and the wider area.

Our vision was developed through comprehensive stakeholder engagement and contextual analysis, leading to 10 inter-related strategic objectives that respond to, and address the needs identified by our stakeholders. These objectives focus on long-term opportunities to maximise the economic, social, environmental benefits for Tilbury, its community, businesses and all other stakeholders.

In response to the impact of COVID-19, we have used innovative approaches to engage with our communities, to ensure everyone in Tilbury has a voice in helping to shape its future. For example:

- We set up our own dedicated **Tilbury Towns Fund Website** that will continue beyond the submission of the TIP and help inform the delivery of the prioritised projects;
- We formed the **Tilbury Advisory Group (TAG)**, comprising representatives from different business, resident and community groups and organisations across Tilbury that are not represented on the Town Board; and
- We have run a series of **digital workshops**, one-to-one meetings and surveys throughout the TIP process, including with Tilbury's young people.

A long-list of projects was identified at an early stage in the TIP process and a number of these are already being delivered through Accelerated Fund monies.



Following critical testing based on Towns Fund-specific criteria, a short-list of projects has been identified and agreed, through collaboration between the Towns Fund Board, TAG, local community and key stakeholders.

The inter-related projects are fully aligned with the requirements of the Towns Fund. Together they will help to deliver our vision to regenerate and transform Tilbury's 'Hub, Heart and Heritage'. These projects are summarised in the figure below and are described more fully in our TIP (Sections 1 and 2).

In brief, they comprise:

- **The Hub – Station Gateway:** a package of works to transform this critical gateway into Tilbury. For many, the station provides their first impressions of the town and area; including those visitors and tourists arriving via the International Cruise Terminal. But the environment is poor and unsafe, and disconnected from the town centre, the port and riverside; which impacts adversely on the local economy, investment and civic pride.
- **The Heart – Civic Square:** works to ensure the Civic Square fulfils its potential and is restored once again as the 'heart and soul' of Tilbury. Capitalising on the Square's central location, and building on existing proposals for a £20m Integrated Medical Centre (IMC), this project will introduce diverse new uses that will transform it into a vibrant centre of community and commercial activity.
- **The Heart – Youth Facility:** responding to the stakeholder engagement (this exciting project receiving support from 93% of consultees engaged with the development of our TIP) this project sets out a clear ambition to support Tilbury's large and growing youth population through the delivery of a dedicated modern facility. This project is critical to raise the aspirations and opportunities for our young people, fitting well with the purpose of the Towns Fund - to level up economic and social inequalities.
- **The Heritage** - seeks to harness the environmental, social and economic value of Tilbury's riverside and its nationally significant heritage assets by delivering a range of linked interventions and opening up the river for sustainable transport through the extension of the Thames Clippers service to Tilbury. It will provide a high-quality environment for the local community to enjoy, play and relax; helping to raise local pride in their area and improve overall health and wellbeing. It will also attract tourists and visitors from further afield, with significant benefits for the local economy and beyond.

Our total Towns Fund Ask is £25.991m to help deliver our vision and the priority projects.

The match funding is equivalent to £29.338m; demonstrating significant value for money and showing how we plan to maximise funding opportunities to improve Tilbury for our residents and businesses.

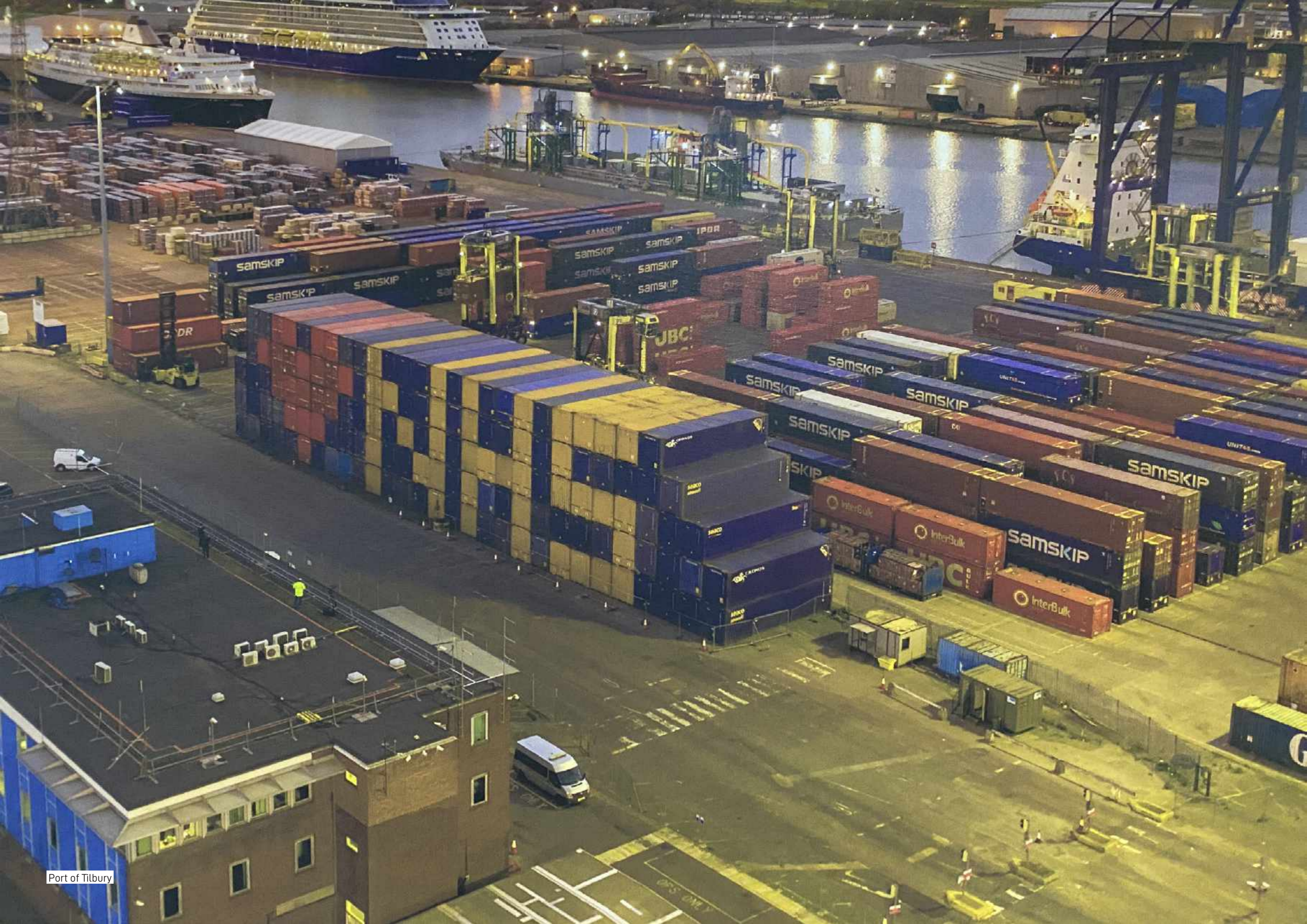
The projects we put forward for the Towns Fund complement other regeneration and investment opportunities for Tilbury and the Borough. Interventions have been developed to align with the visions and outcomes of existing plans, policies and strategies of partners such as Thurrock Council, the South East Local Enterprise Partnership (SELEP) and Thames Estuary Growth Board as well as the ongoing Consultation about Freeports. This helps us to build on existing public-private sector partnerships and funding streams, identify opportunities for match funding, and generate good value for money by future-proofing and rationalising public investment around key local priorities.

Finally, although the projects forwarded by our TIP are all necessarily focussed on Tilbury, there is no doubt that they will have wider positive benefits for the region and the wider UK economy.

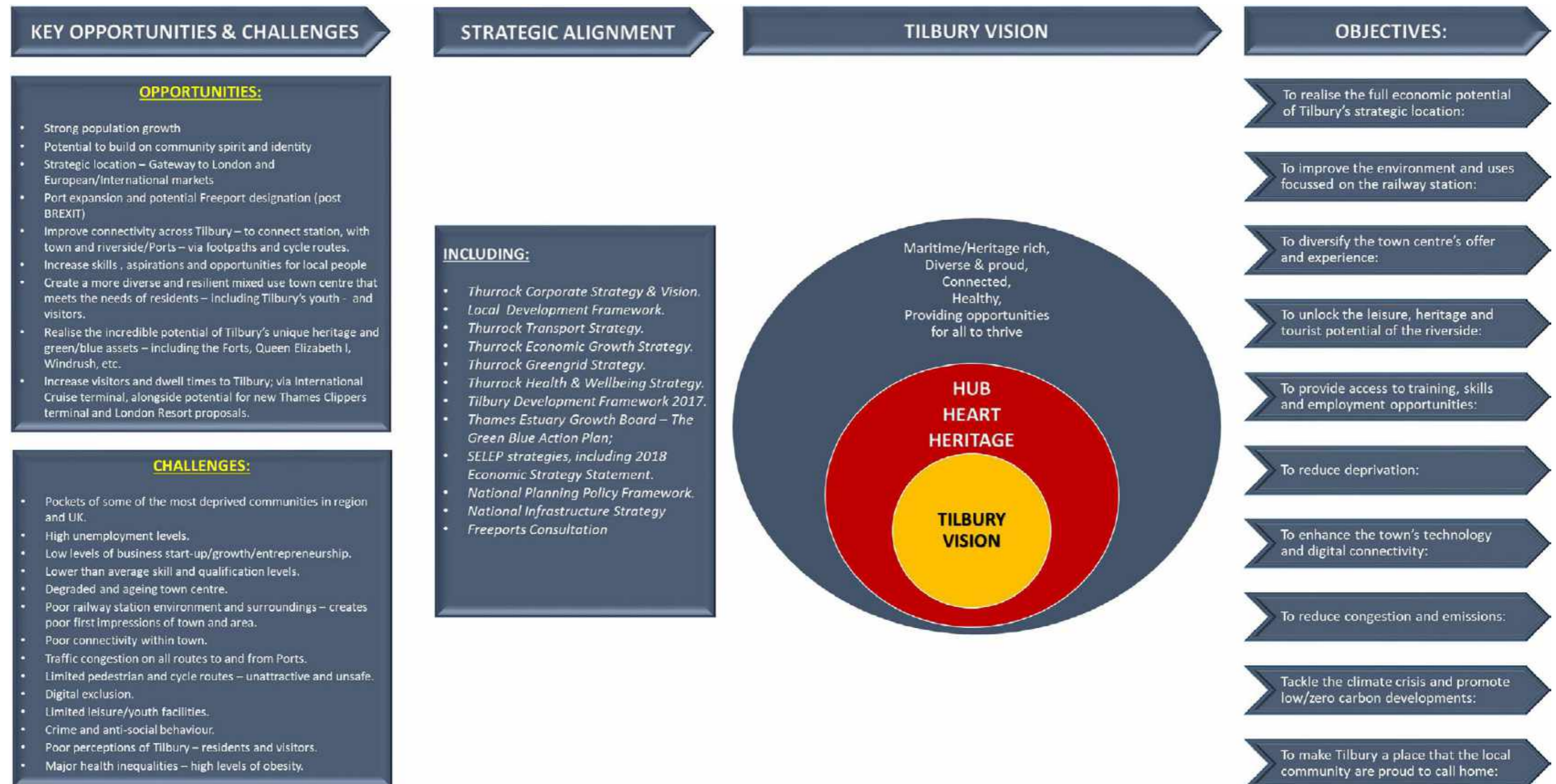
Working with Tilbury's community and other partners, we believe we can make a significant difference to the future development and regeneration of Tilbury, and can build a stronger, more resilient community. The Towns Fund will help us to deliver exciting, meaningful and transformational change at this critical early stage in our journey.

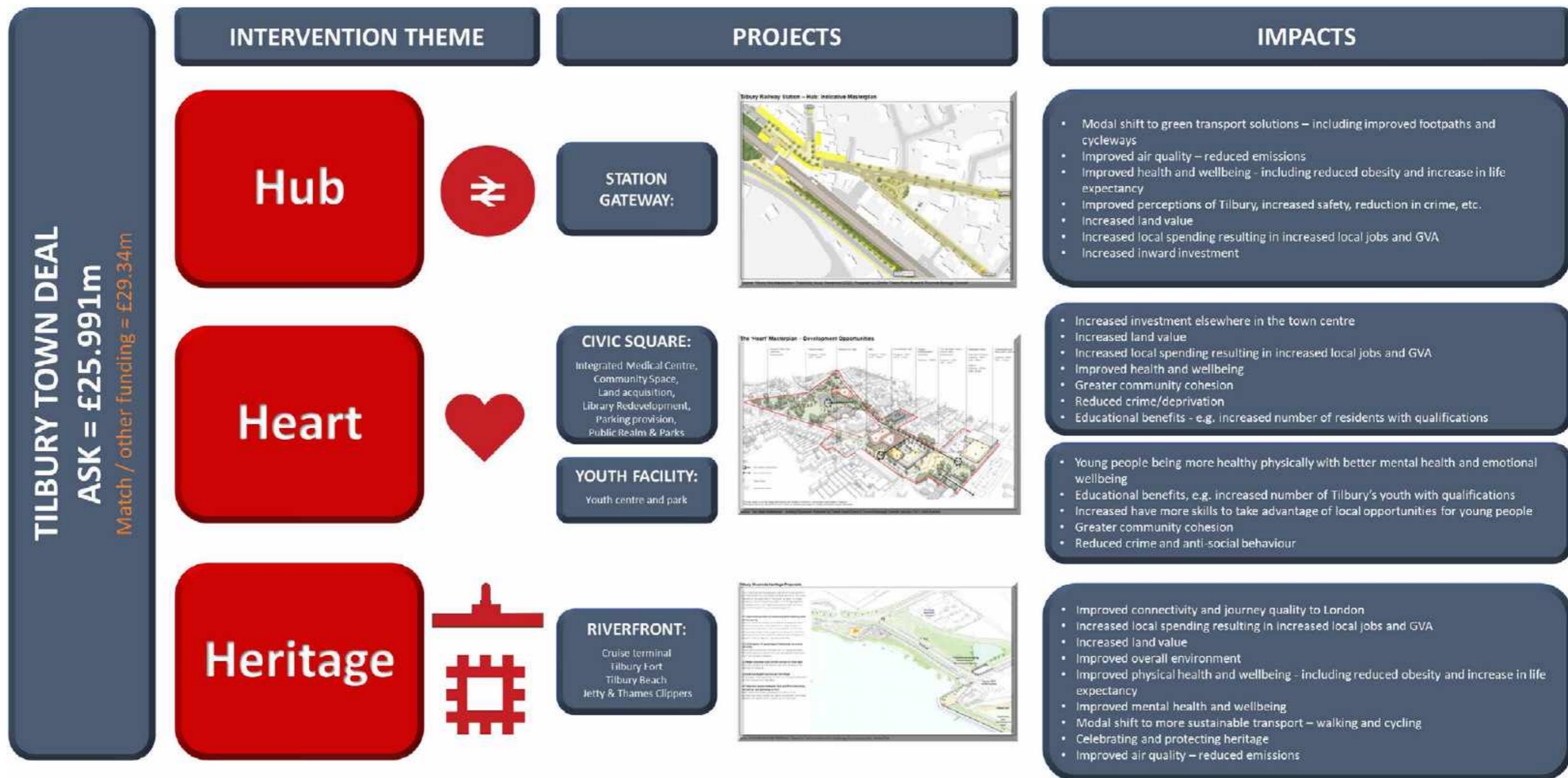
Tilbury: Key Indicators





Town Investment Plan: Summary Figure





Chapter 1 : Introduction:

Our Town

Our Community

Our Story



Our Town, Our Community, Our Story

Tilbury is an historic town with a rich heritage and diverse community. It is located in the borough of Thurrock on the north bank of one of the world's greatest rivers, some twenty miles to the east of London. To the west of Tilbury is the town of Grays. Gravesend is located to the south on the other side of the Thames, connected to Tilbury by a ferry. The town benefits from good road and rail transport connections to London and the rest of the UK, and yet it feels disconnected from the Capital City that relies so much on the goods coming through Tilbury's docks.



The River Thames has shaped Tilbury's history, character, people, industry and identity for centuries (see Appendix 2). It is key to Tilbury's past and will be critical to its future.

Thurrock is the Ports capital of the UK, comprising Tilbury, London Gateway (Shellhaven) and Purfleet Ports.

Tilbury's Port opened in 1886 and provides a key gateway to London, European and international markets.

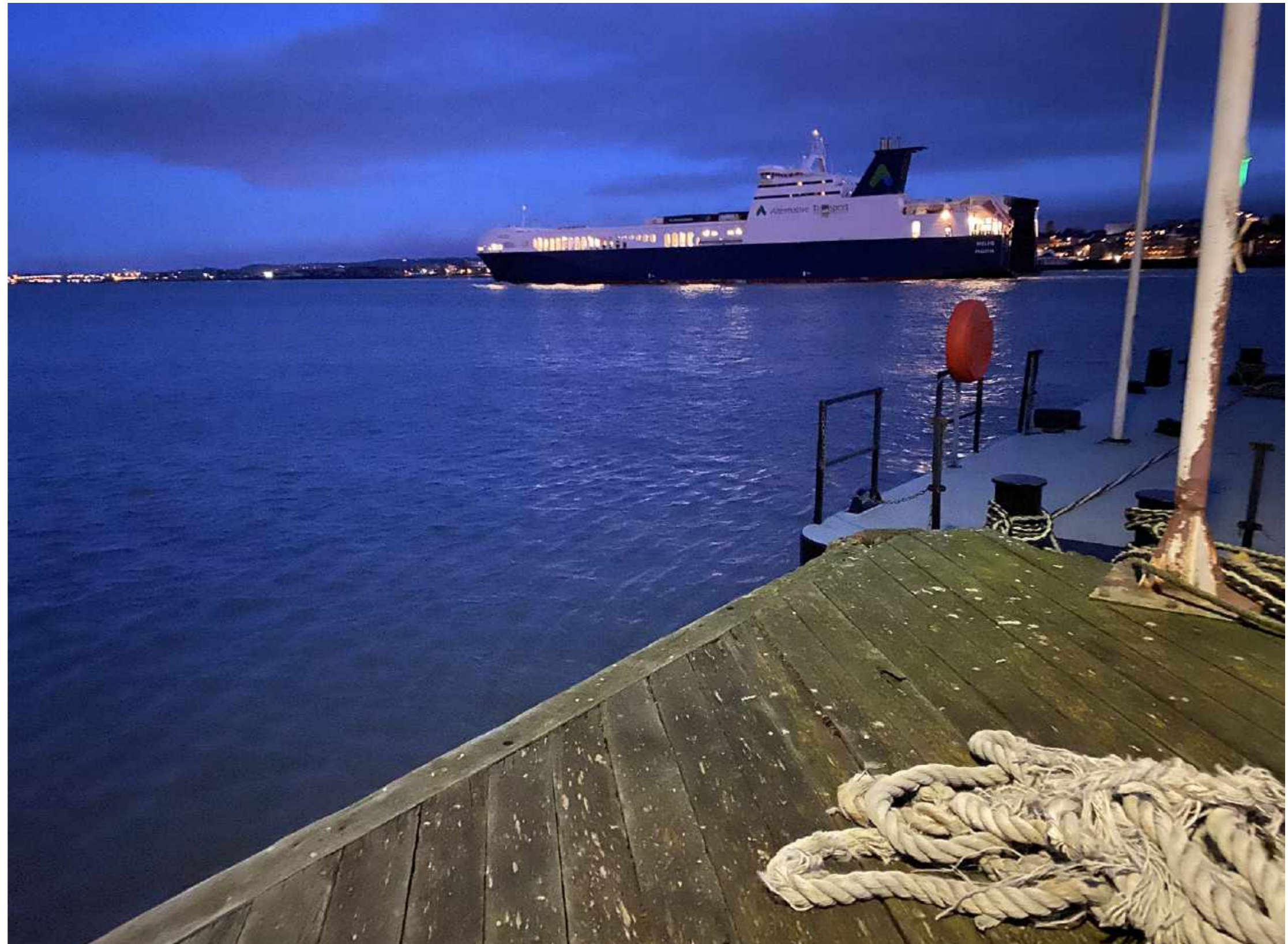
Recognised as Britain's Greenest Port, it is a hugely important economic asset and dominates the town and surrounding area.

The Port is home to high-tech berths and warehousing, and a major distribution centre, which includes the Amazon Fulfilment Centre; the largest in the UK.

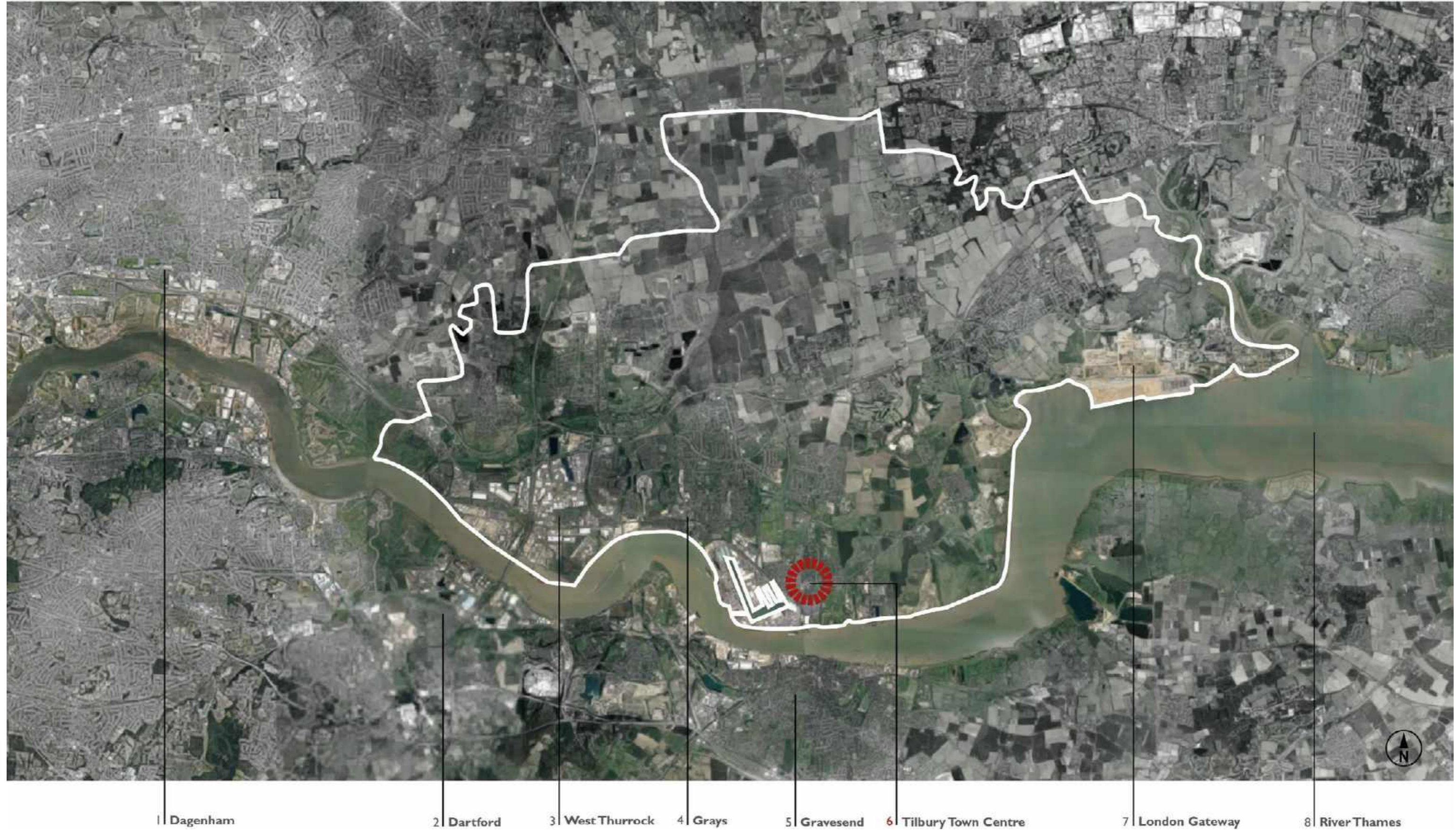
There are significant plans for expansion, including **Tilbury 2** (T2) which is 50% operational.

The Thames Estuary Freeport bid will also generate significant benefits, if granted by the Government, which will extend beyond the town and Borough.

Notwithstanding its success, it is recognised that there is a need to create stronger economic, physical and social connections between the Port, the town centre and Tilbury's community.



Tilbury's relationship with The Thames is synonymous



Tilbury's location in context

The town's growth has been built on its rich **maritime heritage**.

Tilbury Fort and Coalhouse Fort situated on the banks of the river are unique attractions. Tilbury Fort is famous as the site of Queen Elizabeth I's speech in 1588 to her assembled forces before successfully repelling the expected invasion by the Spanish Armada:

"...I know I have the body of a weak, feeble woman; but I have the heart and stomach of a king, and of a king of England too..."

The London International Cruise Terminal opened in 1930 and today welcomes some 100,000 visitors to the UK every year from around the world.

It is home to the Grade II listed Tilbury Riverside Station, which was the gateway for emigrants to Australia and the Commonwealth. It is most famous for welcoming the SS Empire Windrush in 1948, which brought the first generation of migrant workers from the Caribbean to England. This played an integral part in the origins of multi-cultural Britain that still resonates today.

Tilbury's other strengths and assets include its town centre¹ and Civic Square, the various open spaces and parks in and around the town, and the railway station which is an important gateway to the town, ports, riverside and heritage assets. All are valued by the local community, but all would benefit from new investment.



Historic image of The London International Cruise Terminal (source: <http://tott.org.uk/history>)



Inside Tilbury Riverside Station (source: <http://tott.org.uk/history>)



Tilbury Library and War Memorial in the heart of Tilbury town centre



Railway station arrival in to Tilbury on Dock Road

The town has a diverse and active community with events such as the Tilbury Carnival, first held in 2019, showcasing the cohesion and spirit of the local community. There is significant potential to build on this community spirit, particularly as Tilbury (like other towns) seeks to encourage existing and new visitors back after the impacts of the COVID-19 pandemic on its vitality and viability.

Tilbury is a priority area for social and economic regeneration, because there are a series of challenges requiring Government investments, including in transport, skills and the built environment. It is at the heart of the Government's growth strategy for the Thames Estuary and it is one of Thurrock Borough Council's five key Growth Hubs.

In addition to the expansion of the ports, the town could benefit from significant investment in major new infrastructure and developments. These include:

- **River Bus service:** Thames Clippers have an aspiration to extend their service to Tilbury. This would provide direct access to London within one hours' travel time. The *"tube of the Thames"* includes Canary Wharf, Greenwich and Central London terminals on its route, extending as far as Putney Pier in the West. To facilitate the delivery of this service, extension mooring and passenger infrastructure at Tilbury will need to be improved.
- **London Resort:** proposals for a *"world-class entertainment resort"* on the Swanscombe Peninsula in North Kent to include two theme parks, retail and dining, four hotels and a conference/convention centre. It will be served by new road, rail and river infrastructure, and will benefit from access to Ebbsfleet International Station. The submitted Development Consent Order (DCO) identifies land in Tilbury for extended car parking and a *"park-and-glide"* facility, comprising new floating-ferry terminals on both sides of the river, to be operated by Thames Clippers. Subject to planning, works on the site are scheduled to start in 2022, with a potential opening in 2024.

The proposed **Lower Thames Crossing (LTC)**, promoted by Highways England, could represent a further opportunity, subject to design amendments and suitable mitigation measures to help maximise the benefits for the Borough and its residents².



Tilbury Carnival in 2019



Tilbury Carnival in 2019



Illustration of the proposed London Resort (source: <https://londonresort.info/consultation/>)



Thamesclipper boat service (source: www.thamesclipper.co.uk)

There are clearly fantastic opportunities to transform Tilbury. The Town Fund proposals aim to capture and build on these, ensuring that Tilbury and its residents can take full advantage of their benefits.

However, Tilbury is also facing significant social, economic, environmental and health challenges that currently represent barriers to growth.

For example, Tilbury is the most deprived part of Thurrock and one of the most deprived towns in England. Even before the impact of the COVID-19 pandemic on communities and economies, Tilbury was characterised by some of the highest levels of deprivation, unemployment and poor health in the Borough and UK. This was recognised by the Government in its selection of Tilbury as one of the highest priority towns for the Towns Deals Fund³. The connections between the Port economy and local community are also not as strong as they should be due to inequalities in local skills, training and qualifications.

Opportunities clearly need to be created for Tilbury's local people – particularly Tilbury's youth – to ensure the benefits from any future growth address the underlying health, social and economic challenges. This needs to be aligned with tackling some of the town's wider environmental challenges; including high levels of congestion and air pollution.

It is in this context that we were delighted to be invited to be part of the Government Towns Fund Deal launched in 2019 to *"unleash the full economic potential of over 100 places and level up communities throughout the country"*⁴.

From the outset it was recognised by the Tilbury Town Deal Board (TTDB) that there was a real need to build stronger relationships with the community as many, particularly the young, felt disenfranchised and disconnected from the changes occurring on their doorsteps.

Working with Tilbury's community and other partners we believe we can make a positive contribution to the future development and transformation of the town. The Towns Fund will build on existing initiatives and investment and deliver the projects that are needed over the short, medium and long term. Our Towns Fund will act as a catalyst for other transformational projects and help to unlock other projects, funds and inward investment.

This is our story and it is not over. A new exciting chapter is just beginning, and Tilbury's community and youth cannot wait for it to start!

"Tilbury has such a rich history and so much to offer, it's time that we fulfil our potential, our heritage is shown to the world"

Cylcia Manwa (Youth Cabinet)

"I cannot wait for the development on Tilbury to finally commence. This place will become very beautiful and stunning! It has been an honour to participate in the making of this town"

Ibitokun Alaka (Youth Cabinet)

"I am not saying the wide array of shops do not make Tilbury special,

Or the railway station although it seems fundamental,

In just 50 words I want to make it completely clear, I live in a town with such potential,

A town with historic events that are incredibly monumental,"

- Chinemerem Okwunonu

Direct quotes from Tilbury's Youth Cabinet



Tilbury Carnival 2019 in The London International Cruise Terminal

Chapter 2 : Context



This chapter provides the contextual analysis that has informed the preparation of our Town Investment Plan (TIP). It describes Tilbury's key strengths and assets, the challenges it is facing, and the opportunities for sustainable economic growth and regeneration over the next 5-10 years and beyond.

This analysis has shaped the vision and strategic objectives set out in Chapter 3, along with the prioritisation of key projects that we strongly believe will help to transform Tilbury Town Centre as a place to live, work, shop, play and visit.

Critically, the analysis has been informed by wide-ranging engagement with all those stakeholders with a vested interest in Tilbury's future, including its local community. It is fully aligned with all relevant plans, strategies and policies.

We briefly summarise our approach below, before we describe the findings of our SWOT analysis.

2.1 ALIGNMENT WITH RELEVANT PLANS, VISIONS STRATEGIES

The Tilbury TIP is framed by the sustainable communities⁵, growth and regeneration agenda at the national, regional and local level. The figure opposite shows some of the relevant evidence-based visions, strategies and plans reviewed. A full list is set out in Appendix 1.

Thurrock is one of the UK's top priorities for social and economic regeneration. It is also key to the Government's "levelling up" agenda. There are significant opportunities for future growth that will have a positive impact on Tilbury's economy and community, as well as on the wider Borough and UK economies. Some of these key opportunities include:

- The need set out in the Council's development plan to provide 23,250 new homes and 26,000 new jobs across the Borough by 2026;
- The expansion of Port of Tilbury and the potential Thames Estuary Freeport designation, including London Gateway;
- The proposals to extend the Thames Clippers to Tilbury and the London Resort; and
- The Lower Thames Crossing (LTC)⁶.



Local and national guidance used to inform the Town Investment Plan

The Council's Corporate Vision for Thurrock (adopted in January 2018⁷) envisages: **"An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future"**. The Council's priorities are focussed on "people, place and prosperity".



| Our priorities | |
|--|--|
| People – a borough where people of all ages are proud to work and play, live and stay. | |
| This means: | |
| <ul style="list-style-type: none">• high quality, consistent and accessible public services which are right first time• build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing• communities are empowered to make choices and be safer and stronger together | |
| Place – a heritage-rich borough which is ambitious for its future. | |
| This means: | |
| <ul style="list-style-type: none">• roads, houses and public spaces that connect people and places• clean environments that everyone has reason to take pride in• fewer public buildings with better services | |
| Prosperity – a borough which enables everyone to achieve their aspirations. | |
| This means: | |
| <ul style="list-style-type: none">• attractive opportunities for businesses and investors to enhance the local economy• vocational and academic education, skills and job opportunities for all• commercial, entrepreneurial and connected public services | |

Reflecting on the impact of the CV19 pandemic the Council has restated that Thurrock's level of ambition to drive growth that benefits local people is stronger than ever. The Council is determined that -

"...growth in Thurrock is infrastructure-led, community driven and of high quality" and "...must deliver real benefits for our residents and for our business community who have shown a commitment to Thurrock by investing in the area"⁸.

At the Borough level, Thurrock's growth is being managed and driven forward by the Council's Local Development Framework (LDF) and a suite of evidence-based strategies. The emerging new Local Plan supports the Corporate Strategy and sets out a vision of what the Borough will be like in 2038⁹.

The Council's overarching vision for Thurrock is also reflected by the visions and strategies that underpin the Borough's adopted and emerging policy framework¹⁰.

"By 2038 Thurrock will have grown into a more prosperous, attractive and sustainable place to live and work, with improved quality of life and thriving communities. Galvanised by a generation of planned investment in the Borough's transport infrastructure and enhanced by continually improving educational attainment, the Borough will have secured its position as the economic powerhouse of South Essex with a flourishing economy driven by port related industries, the logistics sector, new technologies and innovation, recognised for and characterised by a highly skilled, inclusive working population.

The delivery of high quality, desirable and affordable housing, tuned to local need and demand, has greatly stimulated what is now a buoyant housing market. More sustainable patterns of living will have been achieved throughout the Borough as a result of the successful development and expansion of its economic hubs, the successful creation of new mixed-use developments, sustained environmental enhancements and key improvements to the public transport network.

The inherent quality of Thurrock's natural and built environments including the riverfront areas will have continued to be celebrated and enhanced, creating places that people can be proud of, that build on the Borough's distinctive and unique character through bold, imaginative and inclusive design".

Thurrock Local Plan – Issues and Options Stage 2: Vision (December 2018). pages 28-29

Thurrock Local Plan vision for 2038

By 2026 Thurrock will be: "...a place where residents are provided with the education and skills to capture a wide range of jobs is expanded to provide high quality employment with facilities and places that all members of the community can use and enjoy"

Thurrock Core Strategy

To improve the health and well-being of Thurrock people "to avoid years to life and life to years". The 5 goals include providing healthier environment and quality health care services, and creating opportunities for all through better education and access to employment

Health and wellbeing

Providing good quality housing is key to enabling the Borough's residents to live healthy and happy lives

Housing

To create a transport system that is fully inclusive and meets the social needs of residents; is integrated to provide seamless multi-modal journeys; is accessible for everyone, safe and attractive to us; delivers sustainable community regeneration and growth; and reflects the exceptional circumstances of Thurrock as an international centre for logistics and commercial development

Transport

For Thurrock to be a place where "every child has the same chance to achieve his or her potential; attends a good school; has ready access to a range of leisure, cultural and sporting opportunities; and no child lacks food or the basic necessities of family life, or lives in poor housing, or in families where parents are unable to work"

Child poverty

Tilbury is identified as one of five key growth hubs in the Borough and is recognised as a key location for new port-related jobs. These Growth Hubs will collectively form the locations for employment growth and together will provide the engines for Thurrock's economic development and regeneration.

But this growth will create significant challenges for local infrastructure and services. It will also need to go hand-in-hand with ensuring local communities can achieve their ambitions and aspirations, through education and training.

Critically, future growth and development will need to be balanced with tackling the climate crisis and achieving significant reductions in traffic, congestion and emissions¹¹.

These challenges and opportunities are all considered and addressed by our TIP. Together they will help to develop a more sustainable, viable and resilient town centre, and promote greater community cohesion.

Our TIP is also closely aligned with the 2017 *Development Framework*, which identified that Tilbury: “...**possesses a once in a lifetime opportunity for inward investment, job creation and environmental transformation**”.

A vision was agreed following wide-ranging consultation to maximise the advantages offered by Tilbury's location, assets and existing infrastructure as well as emerging proposals.

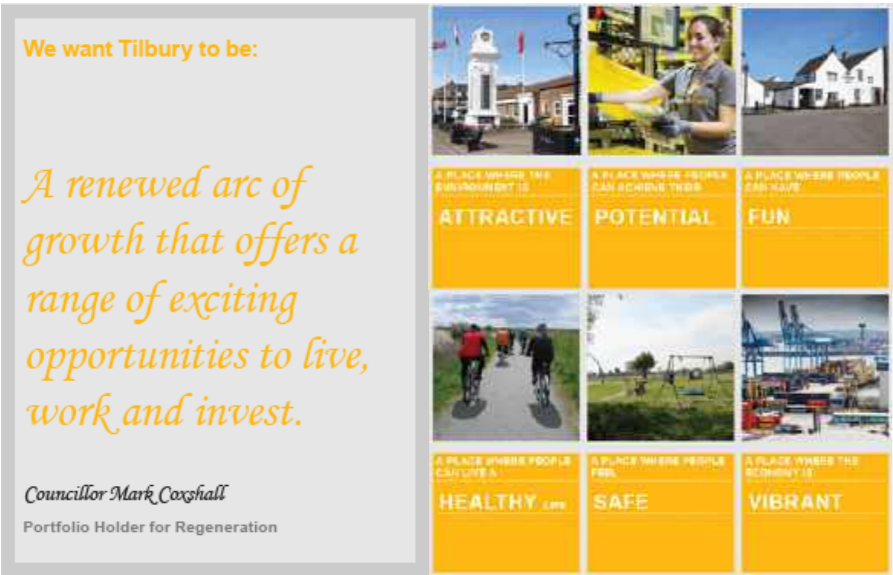
Our TIP builds on the engagement, momentum and interventions that have flowed from this Framework.

Our TIP is also aligned with the ambitions and objectives of *South East Local Enterprise Partnership* (SELEP)¹², incorporating Opportunity South Essex¹³, the Thames Estuary and Association of South Essex Local Authorities (ASELA)¹⁴:

- SELEP was established to drive economic growth across Thurrock, East Sussex, Essex, Kent, Medway and Southend. It has already invested nearly £600m through its Growth Deal (2015-2021), with the aim to deliver 78,000 jobs and 29,000 new homes over its lifetime. The Economic Strategy Statement (2018) - ‘*SmarterFasterTogether*’ - has two core aims: (i) to increase productivity and realise potential; and (ii) to allow all communities to contribute to and benefit from economic prosperity.

- The Thames Estuary, with Tilbury at its heart, is backed by the Government as the UK's number one growth opportunity. The dedicated **Thames Estuary Growth Board** (TEGB) is seeking to make the most of the region's unique assets and unparalleled location to turn its potential into good, green growth for the local area and the national economy¹⁵. The Growth Board's Action Plan – “*The Green Blue*” – seeks to maximise the unique benefits and opportunities of the River Thames. The ambitions include support for a Freeport, providing new infrastructure, promoting digital connectivity, developing business skills, creating new jobs, attracting inward investment, promoting active travel and investing in green energy infrastructure.

The Council, SELEP, TEGB and other partners - alongside Tilbury's local community and other key stakeholders – have all had a critical input to the preparation of our Town Investment Plan, and will be critical to its deliver post-submission.



2017 development framework - vision and aspirations



Local ferry boat service across The Thames to Gravesend



Cruise ship docked at Ferry and Cruise Terminal

2.2 Stakeholder Engagement

Our TIP has been informed and shaped by and for the people of Tilbury. This is the critical “golden thread” that binds the TIP together and resonates with the Government’s guidance:

“If communities feel heard and are invested in the success of the project(s), this should ultimately help develop a sense of pride and connectivity to place and community. And for some towns, the existing sense of pride and identity in their town can be a valuable resource for change”¹⁶.

In this context, the TIP vision, strategy and priority projects are principally formed from listening to the views of all key stakeholders.

Our detailed Stakeholder Engagement Plan (SEP) is set out in full in Appendix 1. It describes the “who, how, when and why” of our engagement with key stakeholders; ranging from local residents, representatives of community/voluntary organisations and Tilbury’s youth, to businesses and third-party stakeholders. We have “tested and challenged” their feedback in an iterative way to ensure that the TIP will be supported and is deliverable. The TIP has ultimately been developed to meet the needs of the many and not just the few.

Engagement will not stop after the TIP is submitted. The SEP sets out future engagement plans, to ensure long-term buy-in, commitment and involvement from all key stakeholders and partners.

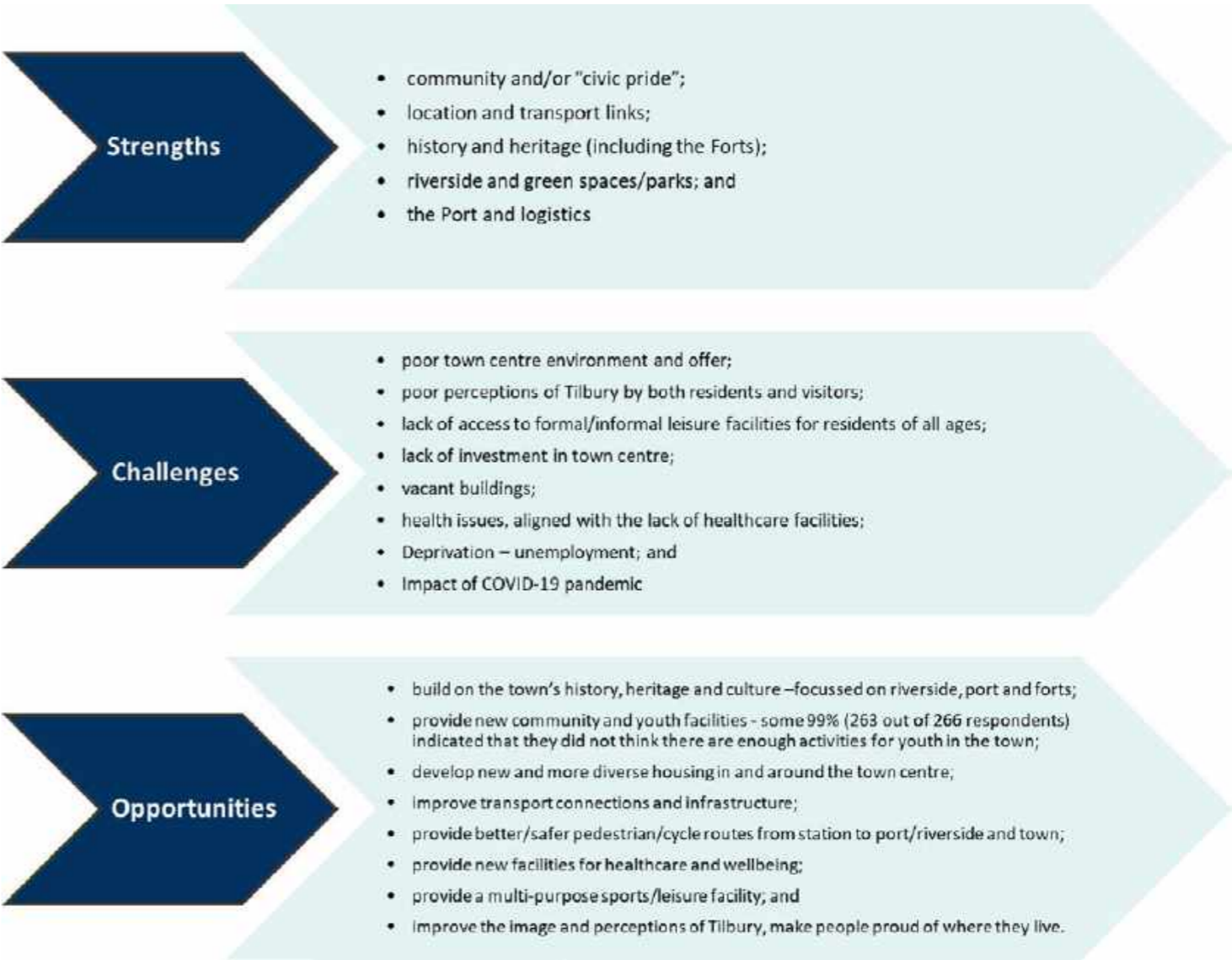
The impact of COVID-19 has inevitably impacted on the approaches we have been able to effectively use since March 2020 to engage with key stakeholders. Notwithstanding this, we believe the approaches we have adopted and adapted to inform the preparation of this TIP are robust and far-reaching.

They range from virtual workshops and one-to-one meetings where possible, to interactive digital platforms; including the responses to the #mytowns campaign (<https://mytown.communities.gov.uk/town/tilbury/>) and our own dedicated Tilbury Towns Fund website (<http://tilburytownfund.co.uk/>).

Our engagement has also referenced and reinforced some of the key findings and messages of other consultation exercises carried out by the Council and other key bodies over recent years. This includes the ‘Your Place, Your Voice’ campaign run by the Council to help inform the preparation of the new Local Plan.

The feedback from the different stakeholder engagement exercises has helped us to better understand what people “like” and “dislike” about Tilbury and, given the opportunity, how they would like it to change for the better. The figure below summarises some of the most frequently mentioned “strengths”, “challenges” and potential “opportunities” to transform Tilbury over the next 5-10 years.

We aligned and tested this local perspective against existing evidence-based strategies and the available research to test whether it could be robustly evidenced and supported. From this review we have identified the following 5 key themes that provide the structure for our contextual assessment. We consider each of these below in more detail.



Strengths, challenges and opportunities in Tilbury



5 key themes covered by the contextual analysis for Tilbury

YOUR TILBURY~YOUR VOICE

PLACE STORYBOARD



Tilbury Town Investment Plan - Stakeholder Engagement included:



Tilbury #MyTown Campaign

Suggestions received: 24
Comments received: 344



Tilbury Advisory Group

Members: 32 representing businesses, public bodies and community organisations

Ran a series of visioning and project digital workshops; carried out one-to-one meetings; shared drafts of TIP for review and comment.



<http://tilburytownfund.co.uk/>

**Launched in Sept 2020.
4 Press releases / social media campaign**

Website users/hits: 398
Completed Surveys: 19
News subscribers: 62



Business Engagement

30 businesses

via Thurrock Council community engagement team



Newsletters

Towns Fund included in following Newsletters:

Thurrock News (87,368 subscribers)
Business Buzz (2,807 subscribers)
#TeamThurrock 2 (2,154 subscribers)
Housing News (1,635 subscribers)
#TeamThurrock (2,154 subscribers)



Schools & Youth Organisations

**Students: 66
Youth Stakeholders: 30+**

Engaged with pupils at 3 schools – Gateway Academy, Gateway Primary School & Olive Academy

Notes: Refer to detailed Stakeholder Engagement Plan in Appendix 1 for more background information and analysis



2.3 Economy, Jobs and Skills

The Port of Tilbury (PoT) is **London's major port** and one of the largest multi-purpose ports in the UK, providing fast and modern distribution services to European and international markets for a full range of cargoes (including paper, grain and building materials). Together with London Gateway it has established Thurrock as the logistics capital of the country¹⁷.

The Port makes a significant contribution to the UK economy¹⁸; its estimated GVA (£550m), represents some 13% of the Borough's total GVA (c.£4.1bn). By 2020 the port had also invested £1bn in core infrastructure and capacity, offering specialised facilities for key strategic industries in the region.

The port is continuing to expand, and its role is set to become even more important post BREXIT.

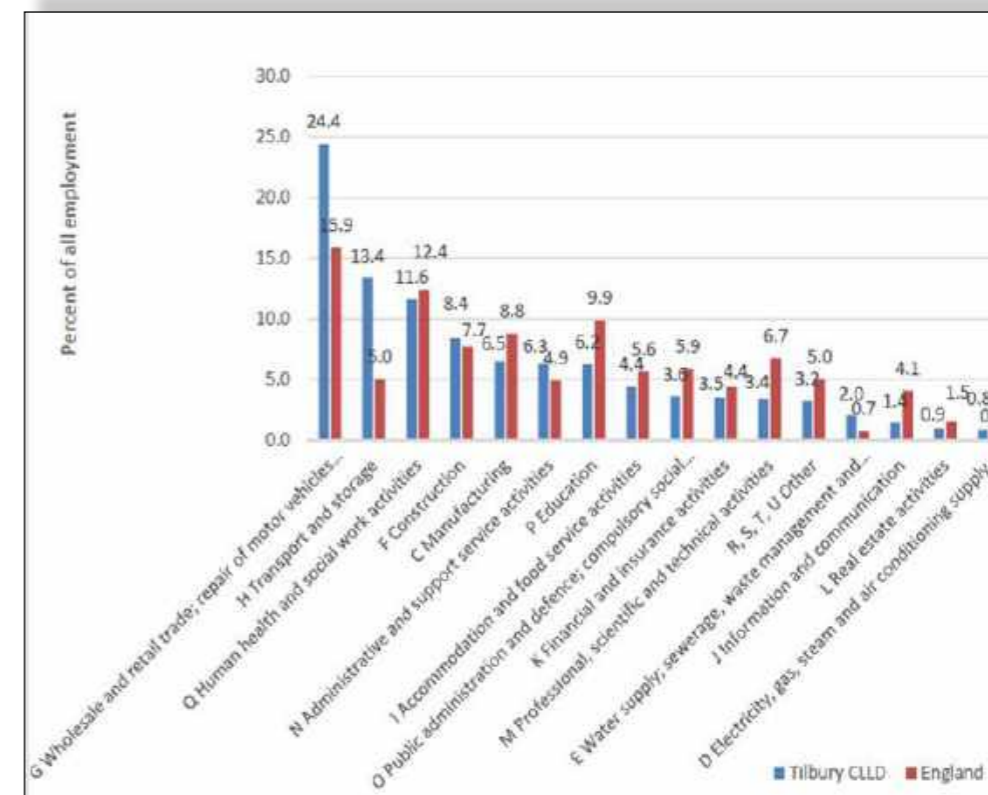
The Port's expansion - known as **Tilbury 2** ('T2') - on the former 152-acre Power Station site is 50% operational and will help to meet the forecast increase in trade and demand for space. The new satellite terminal and deep-water jetty opened in May 2020 and provides a state-of-the-art "roll-on/roll-off" ('Ro-Ro') terminal; the largest unaccompanied 'Ro-Ro' terminal in the UK. The phased start-up of the CMAT ('Construction Material Aggregate Terminal') will begin in 2021 and will provide the largest aggregate facility in the UK, supporting new infrastructure projects across the country.

The London Distribution Park (LDP) located to the east of the Port is a major asset providing new industrial, warehousing and distribution facilities across a 70-acre site. It is home to the 20,000 sqm **Amazon Fulfilment Centre ('FC')** which opened in Spring 2017. It is the largest FC in the UK and the second largest in the world; generating some 4,000 new jobs to meet the demand for online purchases.

The port is also home to **Tilbury Green Power** ('TGP'), a 40MW power station that generates electricity by burning recycled waste wood. All power goes direct to the grid - enough to power 70,000 homes. A planned Phase 2 extension will provide another 40MW plant that will burn baled waste.



Tilbury's existing port location and new Tilbury2 location



Employment by sector in Tilbury

Port of Tilbury: 'At a Glance'

| | | | | | |
|-----------------------------------|-------------------------|-----------------|----------------------------|-------------------------------------|-----------------------|
| London's Major Port | Britain's Greenest Port | 1,100 acres | Good access to M25 | Over 10km of quay | 56 operational berths |
| Home to London Container Terminal | 31 working terminals | 7km of roadways | 5m saft of warehouse space | 100 apprenticeships in last 3 years | 2 railway terminals |

Tilbury 2: Benefits and Impacts

| | | | |
|---|---------------------------------------|---|---|
| Largest 'Roll-on / Roll-off' Terminal in the UK | Supporting up to circa 1,000 FTE jobs | Increasing access to education, skills & training | Providing boost to local housing market |
| Largest aggregate facility in the UK | Providing new infrastructure | Promoting apprenticeships and "reach out" days | Increasing qualifications and incomes |



Tilbury Green Power Station



Amazon Fulfilment Centre in Tilbury



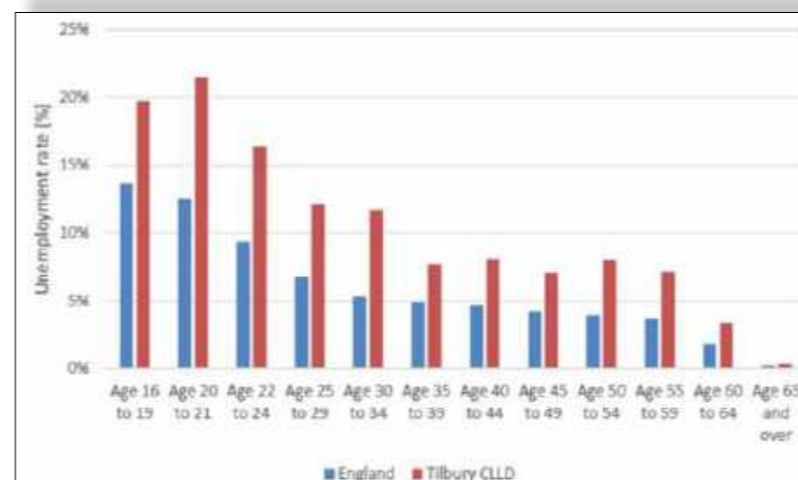
Inside the Amazon Fulfilment Centre in Tilbury



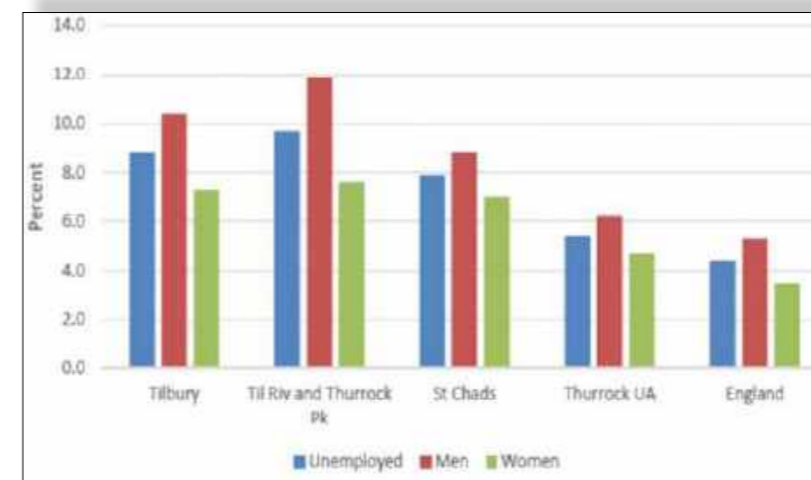
Challenges

Tilbury is also facing some critical economic challenges, including:

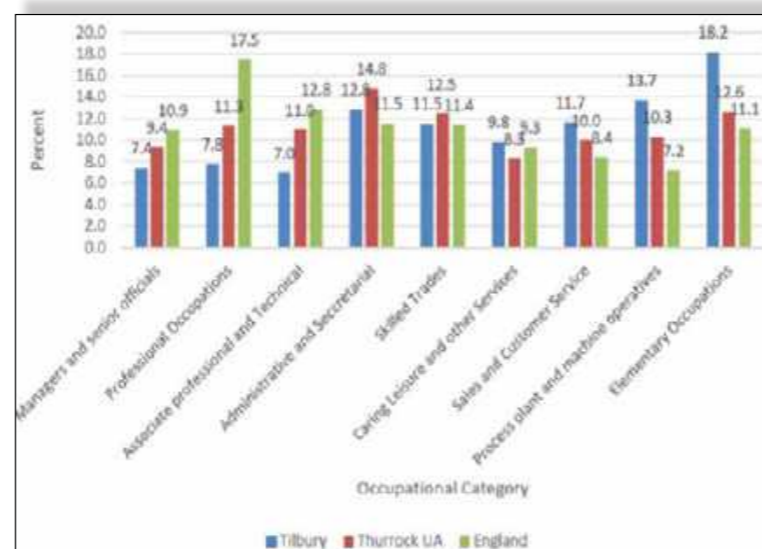
- **High unemployment rate** - Pre COVID19 Tilbury's unemployment rate (9.2%) was higher than for Thurrock (5.5%) and almost double that for England (4.7%). Unemployment rates were also significantly higher for Tilbury's youth. Although port-related employment has been relatively resilient to the impact of COVID19 compared with other sectors, there has been an increase in unemployment levels across Tilbury during 2020.
- **Limited economic diversity** - The high unemployment rates show that many of the local job opportunities are not being accessed by the local workforce, particularly in the Ports and associated businesses.
- **Skills gap** - A smaller proportion of Tilbury residents are employed in higher-waged jobs compared with the averages for Thurrock and England, and more people are in lower-skilled, lower-waged sectors. The relatively easy access to low-skilled jobs acts as a disincentive to achieving higher level qualifications and, in turn, this depresses opportunities for career progression and wage increases.
- **Qualification gap** - Tilbury's residents also have fewer qualifications than the Thurrock and England averages. More than one in three people in Tilbury do not have a single qualification.



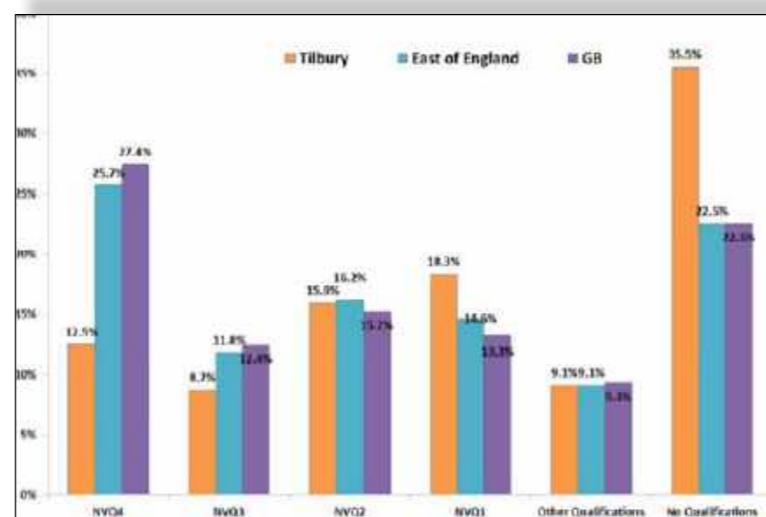
Tilbury unemployment rates - age



Tilbury unemployment rates - men and women



Tilbury workforce employed by occupation



Tilbury qualification profile

The inequalities in skills and qualifications, and the high unemployment levels, are having an adverse impact on the community's health and wellbeing as we describe below.

The poor physical links between the railway station, the town centre and the riverside are also deterring potential investment and economic growth.

Opportunities & Needs

"As we look beyond the unprecedented disruption caused by the Covid-19 pandemic, we are more determined than ever to boost our economy, level up our country and strengthen our Union. In seizing the opportunities of leaving the European Union, we want the new Global Britain to be a hub for international trade and investment, partnering with our friends around the world as an independent trading nation. Revitalising our port regions through an ambitious Freeport policy is a key component of realising this vision and unlocking the deep potential of all nations and regions of the UK"

Foreword by Rt HON RISHI SUNAK MP, Chancellor of the Exchequer:

Freeports - Response to the Consultation. Presented to Parliament by the Chief Secretary to the Treasury by Command of Her Majesty (October 2020).

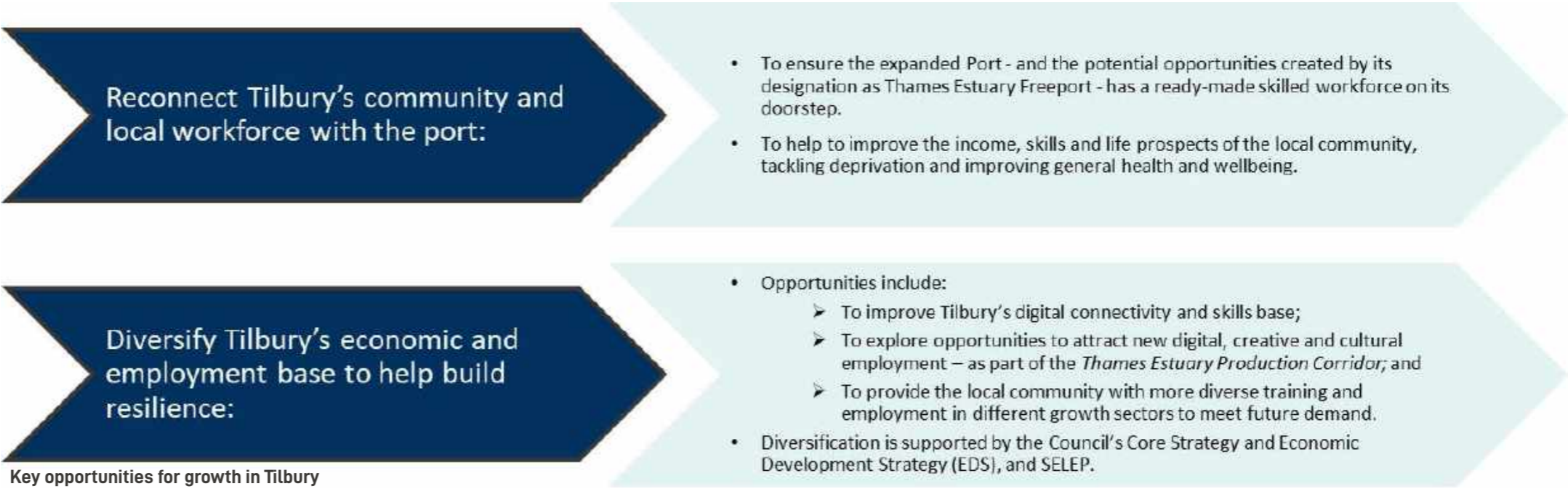
The South Essex EDNA and SELEP have identified that transport and logistics is a key growth sector; pivotal to the region's future economy. This growth will principally be driven by Thurrock and, it follows, Tilbury's Ports.

Brexit also represents a significant opportunity to strengthen the important role and economic benefits the Ports bring to the town, the Borough and nation.

New initiatives and investment will have a significant positive impact on the local economy and employment opportunities over the next decade and beyond, including:

- **Ports Expansion:** T2 will help to increase economic activities, qualifications and average income levels in Tilbury¹⁹. There are further plans for investment on the back of T2, including: new logistics and manufacturing hubs to support supply chains throughout the region; a second London Distribution Park; and plans for a T3 site.
- **Thames Estuary Freeport:** up to 10 Freeports are to be created in the UK "...to turbocharge growth" and ensure towns benefit from Brexit trade opportunities²⁰. Freeports will support the Government's 'levelling up' agenda; with the opportunities generated benefitting some of the most deprived communities in the UK. The significant pockets of deprivation in Tilbury and across Thurrock could be transformed through investments linked to a Thames Estuary Freeport (covering the Tilbury and London Gateway ports). The Government has confirmed that the first Freeports in England will be "open for business" in 2021.

Against this background of strong growth in the Ports, some of the key opportunities for Tilbury include:



2.4 Transport and Connectivity

Strengths & Assets

Tilbury's growth and economic success is founded on its strategic waterfront location, its ports and its strong transport links by road, rail and river.

- These include the good road links to the A13 and M25;
- The railway station which provides regular services between London and Southend;
- The ferry service that links Tilbury to Gravesend²¹.

Apart from the expansion of the ports, the town could benefit from significant investment in new transport infrastructure and development projects.

A key intervention is the aspiration by **Thames Clippers** to extend the existing River Bus service to Tilbury Port and Gravesend; subject to the provision of the required mooring and passenger infrastructure. This service will provide cruise passengers and residents direct access to central London within 60 minutes (see route map).

The service is planned to commence during commuter peak hours and will run every 30 minutes. The aim is to include off-peak services to align with the delivery of the new riverside heritage assets, as well as meet the needs of the cruise ships' passengers and attract day-trippers. Thames Clippers would develop the services further if London Resort opens, with cross-river services proposed to the scheme and enhanced connections to London.

Other schemes include the **Lower Thames Crossing (LTC)**, promoted by Highways England, which is the largest single UK road investment project since the M25²². It is planned to significantly reduce congestion on the Dartford Crossing, which is currently the busiest river crossing in the country (see figure).

Although Thurrock Borough Council has maintained a position of objection to the LTC, it does recognise that with design amendments and suitable mitigation measures it could provide economic benefits for the Borough, including Tilbury²³.



Tilbury Town Railway Station: trainline route



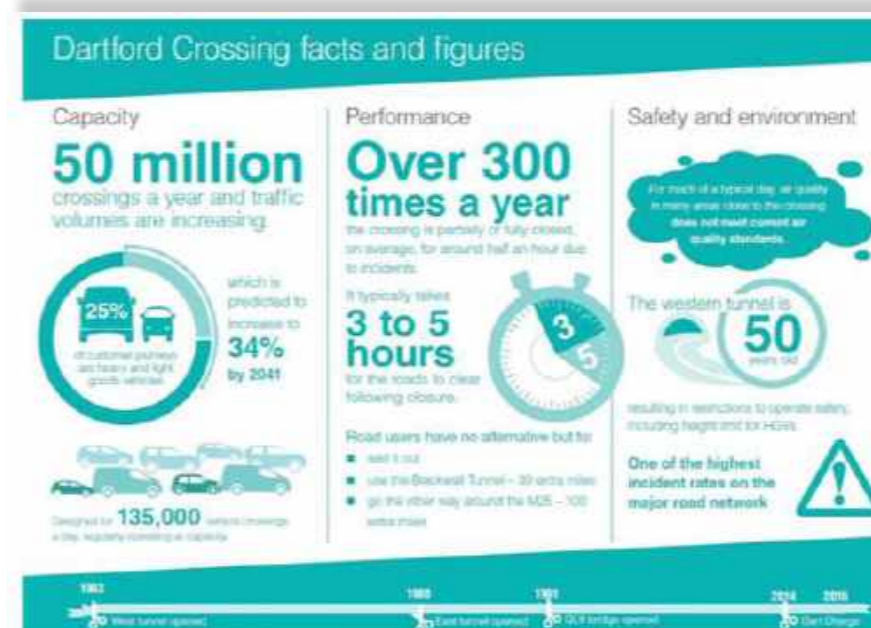
Tilbury: major road network



Thames Clippers: existing and proposed route map



Lower Thames Crossing proposed route (source: LTC - Mitigation benefits non technical summary (January 2021) Thurrock Borough Council)



Dartford Crossing facts and figures overview



View across Tilbury Port overlooking Dock Road, Railway Station and St Andrew's Road

Challenges

We consider the challenges for Tilbury in terms of both physical connectivity (local transport) and digital connectivity.

"...the ability to move physically within the Borough is key; whilst the Borough is highly accessible from other parts of both the UK and Europe, due to its good external transport links, movement within the Borough itself can sometimes be difficult"

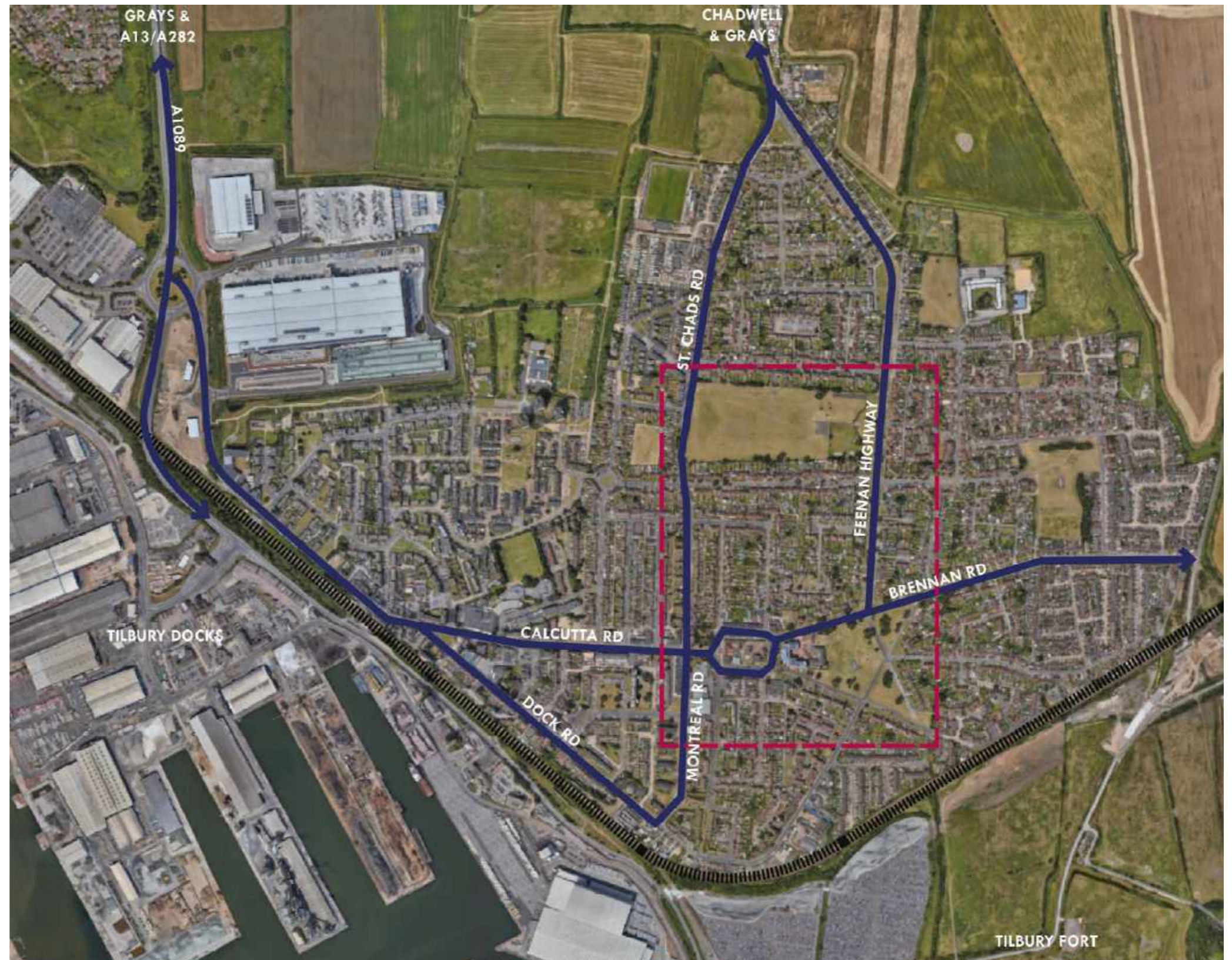
Thurrock Economic Development Strategy
(paragraph 2.13)

Local Transport

Access to Tilbury is predominantly from the north via Dock Road/Calcutta Road, St Chads Road and Feenan Highway (see plan). Tilbury is a relatively compact and level town and, in theory, it should be easy to walk and cycle; but the railway line presents a major barrier to north-south movement, as do high levels of traffic (including HGVs) and congestion. Access from the East is also limited, with B roads providing links to East Tilbury and Linford.

The key challenge is to improve connectivity and movement across Tilbury, and make walking and cycling an easy, safe, enjoyable and preferred mode of travel. This will also help to reduce the proportion of people who prefer to travel by car (40%), further reducing congestion and harmful emissions. Some of the key challenges and impacts include:

- **Congestion on the major approaches to the town centre and port:** particularly at peak hours, has a negative impact on Tilbury's economy, environment and residents, and generates high levels of air pollution²⁴.
- **Impacts on the safety of cyclists due to Tilbury's limited cycle network:** relatively short routes connecting the station, town centre and port/riverside can be dangerous. There are also 'gaps' in some of the routes around Tilbury. This deters cyclists, who choose to drive, further exacerbating the congestion and pollution issues.

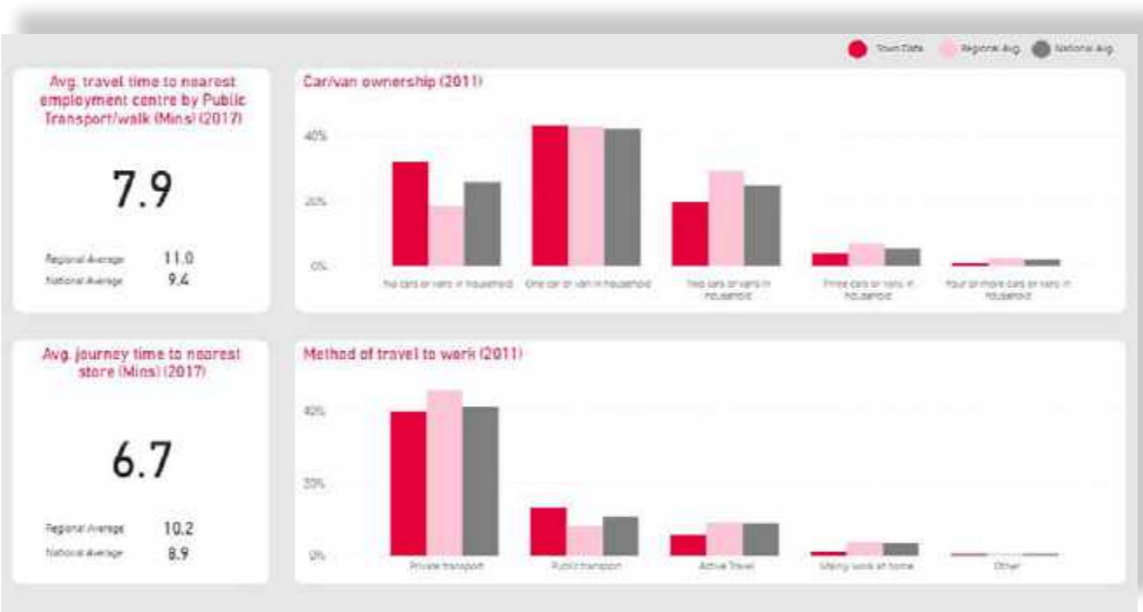


Road structure for access and egress in to Tilbury

- **Impact on the railway station environment:** The station is a key gateway to the town, Port and wider heritage attractions; but the environment around the station is poor and unattractive - described as *“run down”* and *“having very little sense of place or local character”*²⁵.
- The car dominates the streets outside the station, and high traffic flows and street clutter combine to create a poor-quality environment in which ease of movement for pedestrians and cyclists is restricted, impacting on travel times.
- Addressing this issue is particularly important as Amazon has a strict policy restricting car-borne travel.
- The sense of arrival to the town at the station is very poor and this creates a bad first impression for people visiting the town for the first time, including tourists arriving via the International Cruise Terminal.
- This is having a negative impact on the town and its economy, deterring inward investment and repeat visits. It also has negative impact on how the local community view their town.



Panoramic view of Dock Road, Tilbury Train Station and The Port of Tilbury



Car ownership, other methods of travel and related statistics



The challenge is to make walking and cycling a good experience



Opportunities and Needs

Local Transport

There is a need to reconnect the town's residents to the river, ports and heritage assets from an economic, social, environmental and health perspective.

Beyond this, there is a need to connect the community to existing and new opportunities across the Borough, region, London and the UK.

Some of the key opportunities and needs are outlined in the figure opposite.

The need to improve the railway station, reduce congestion, provide safe pedestrian and cycle routes and improve air quality are all key national, regional and local objectives²⁶. For example:

- SELEP has already committed £6m from Local Growth Fund investment to improve the Thurrock cycle network; and
- T2 is creating new paths, cycleways and wayfinding that our Towns Fund Bid is seeking to build on.

Invest in the Railway Station Hub to provide an attractive Gateway to the Town Centre, port and heritage assets:

- To invest in the station environment (on the port and town side) to improve connectivity and deliver sustainable growth.
- To create a “sense of place” and generate “local pride” amongst the community and business.
- To help attract inward investment to the wider area.

Provide new cycling/walking routes to link the town with the port, riverside and heritage assets:

- To address the challenges of barriers to movement across Tilbury and “fill gaps” in missing routes.
- To provide new, high quality and safe routes (mainly off-road) to attract potential cyclists who are currently forced to drive relatively short distances.
- To increase day-to-day walking and cycling - with the positive impacts on movement and air quality across Tilbury, and to address health and wellbeing inequalities.

Support the delivery of the new Thames Clippers River Bus Service:

- To promote a more sustainable mode of travel;
- To attract new visitors and tourists to the area with significant benefits for the local economy and people of Tilbury.
- To form an integral part of the wider investment in the town's riverside and heritage assets, the port and town centre.

Improve digital connectivity to build resilience in the local economy and to benefit the local community:

- To help deliver local economic benefits, but also wider social, health and wellbeing benefits.
- To provide better and faster digital connectivity – particularly following the impact of COVID-19 on shopping, work, leisure and learning.
- To help delivery the Government's target of achieving a minimum of 85% gigabit capable coverage by 2025, with the aim to get as close to 100% as possible.

The positive benefits of the proposed **Thames Clippers** service extension would also be wide-ranging: from promoting a more sustainable mode of travel, to providing the potential to attract new visitors and tourists to the area.

Thames Clippers already has a dry-docking maintenance facility within the Port and this will expand with the construction of new vessels (see attached pictures) to create new employment opportunities and apprenticeships. The new vessels will have capacity to carry up to 400 people and will be the latest hybrid-marine technology.

It is forecast that commuting alone to and from the Ports would generate up to 500,000 passengers per year within the first three years of operation. This is forecast to increase to over one million per year should the cruise, leisure and London Resort opportunities develop further.



Thames Clipper bus boat being lowered into The Thames



Thames Clipper Uber boat in Central London on The Thames



Uber Boat service provided by Thames Clipper



Digital Connectivity

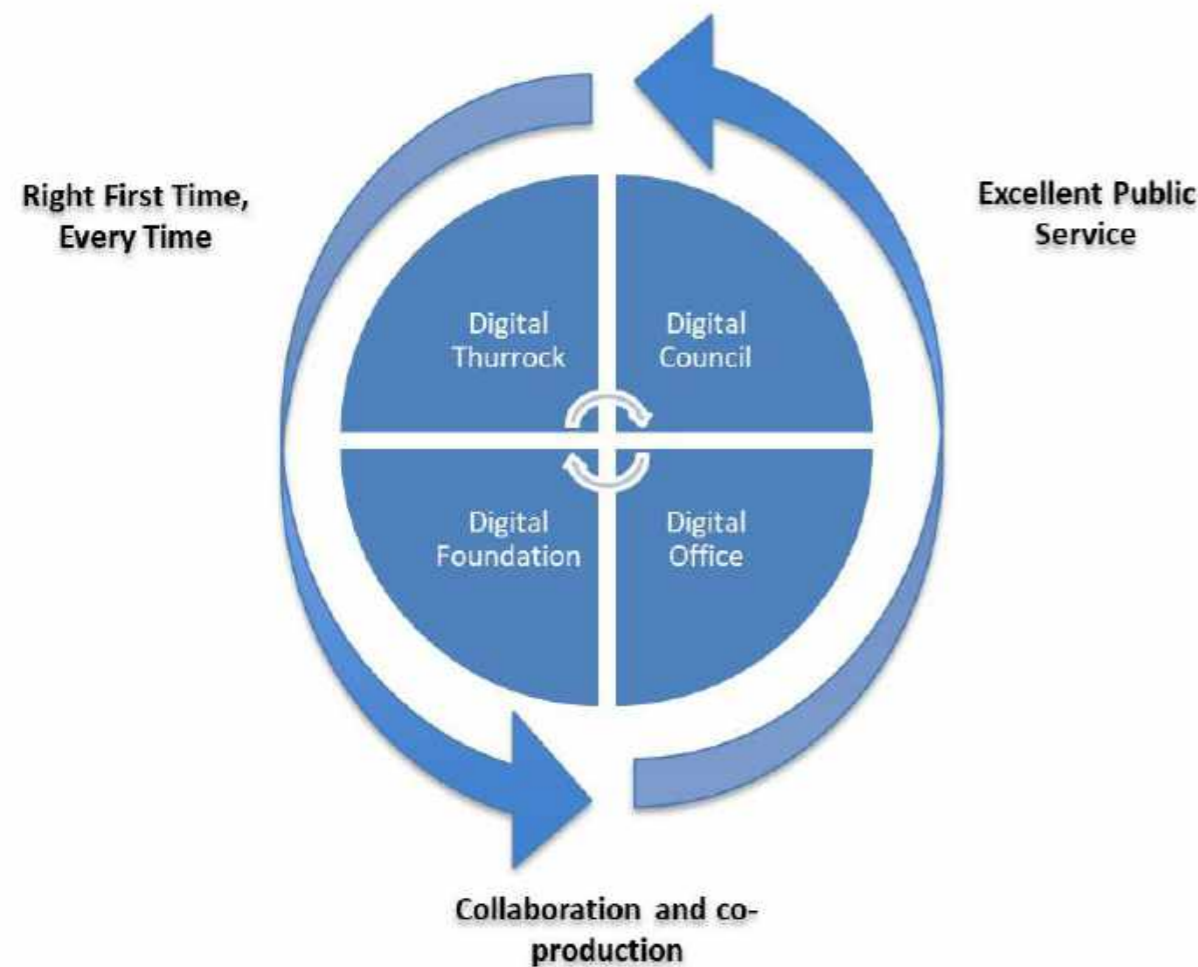
The impact of the COVID19 pandemic has been to force even more households to use the internet for a wide range of essential day-to-day activities. This has further reinforced the need for better and faster broadband and digital connectivity. At present Tilbury has limited coverage and the challenge is to ensure that everyone has access from their homes, businesses, schools and other organisations. Without this wider digital coverage and access for all it is inevitable that inequalities in

The Government's *National Infrastructure Strategy* (2020)²⁷ also identifies that new technologies can significantly improve the environment and the people's daily lives; ranging from the transition to electric vehicles, to take-up of hydrogen heating systems and faster broadband connectivity.

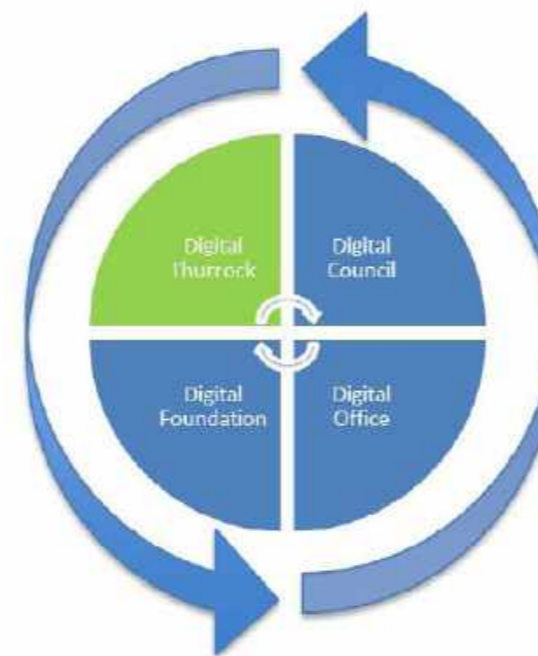
One of SELEP's key priorities over the next five years is to respond to new technology and changing work patterns; including through 'smart place' initiatives and better digital communications²⁸.

At the local level, Thurrock's emerging Digital Strategy - '*Connected Thurrock*' - is principally designed to meet community needs and create economic growth opportunities.

Connected Thurrock Thurrock's Digital and IT Strategy



Digital Thurrock



We will create a connected place where technology brings people together, generates economic growth, improves quality of life and contributes to place shaping.

We will work with our partners to create new infrastructure and connectivity such as ultra fast broadband and widely available Wi-Fi. We will also share our existing infrastructure, technology and data to redesign our services and enable a broad range of solutions to be developed that better meet community priorities and needs.

Intended digital outcome

- Thurrock becomes a smart place that is connected to the Internet of Things
- More people in Thurrock have better access to the Internet
- Thurrock has a digitally capable population who can access the jobs of tomorrow and employers can access a locally grown technology savvy workforce
- Thurrock develops a vibrant digital business sector that contributes to the economic growth of the Borough
- New developments are designed for a digital future





Aerial view of Civic Square looking south west

2.5 Town Centre

Strengths & Assets

Tilbury is defined as a local centre in the Core Strategy²⁹.

The Civic Centre represents the town's Primary Shopping Area - extending along Calcutta Road and Montreal Road. Dock Road, adjacent to the railway station, comprises the Secondary Shopping Area.

The town plays an important role at the heart of community life. It shapes people's perceptions of the area.

The peace memorial at Civic Square outside the library provides a sense of place and local identity and is well-liked by the community. The benches and flower boxes also provide an attractive setting and a better-quality environment than in other parts of Tilbury.

The town centre is served by two large parks - Anchor Fields and King George's Field (aka Daisy Fields) - and smaller pockets of green space and parks (e.g. Koala Park) that help to improve the environment and make an important contribution to the health and well-being of local residents.

New residential developments on sites in the town over recent years have helped to increase the local (catchment) population and to improve the quality and choice of homes in the heart of the town.



Calcutta Road shops, services and amenities



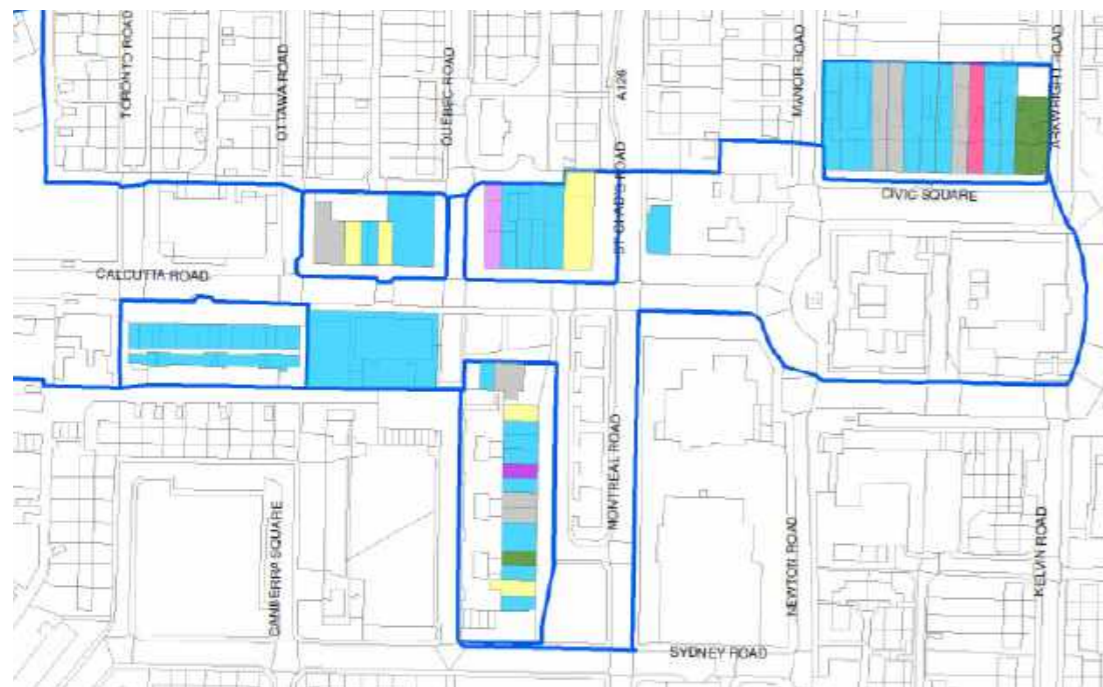
Recent residential development on the west side of Civic Square



King George's Field (aka Daisy Field's): existing



King George's Field (aka Daisy Field's): proposed



Tilbury primary shopping area



Tilbury secondary shopping area



Civic Square and King George's Field in 'the heart' of Tilbury



Dock Road leading to the town centre from the Railway Station



Civic Square in the heart of Tilbury Town Centre



Challenges

The town centre has suffered from decline, neglect and a lack of investment over a number of years. It is facing a myriad of challenges, including:

- **An unattractive town centre environment**, characterised by poorly maintained shop frontages and empty buildings, and poor gateways to the town. This has created poor perceptions of the town that will be difficult to break, alongside increases in reported crime.
- **Attraction of other larger neighbouring shopping and leisure destinations** with a more diverse offer, including Grays and Lakeside.
- **A high vacancy level of 18.3% in 2018**, significantly above the national average³⁰. The primary shopping area experienced the most significant rise in vacancies between 2013 (7.8%) and 2018 (17.6%). The secondary shopping area's vacancy rate of 19.4% is the highest of all the Borough's Local Centres.
- **A lack of diversity of uses across the town centre**, which is having a significant adverse impact on the vitality and viability of the town, and its resilience to economic and market trends.
- **Limited dedicated youth and community facilities**, to help create diversity and support a vibrant daytime and evening economy.
- **Impact of online shopping**, which has been further accelerated by the impact of COVID19.
- **Poor pedestrian and cycle connections** between the Civic Square, railway station, port and riverside limit the potential for linked trips and longer "dwell times".
- **Pockets of older, poor quality housing**. This acts as a disincentive to potential employers and employees settling in the town. The limited supply of quality affordable housing also limits the growth of a skilled workforce.

"Focus should be on place-making; making Tilbury an attractive place for everyone to enjoy"

"Tilbury Town has been underserved culturally and lacks quality art spaces"

"It genuinely all looks poorly kept"

"Tilbury feels unloved – need to make Tilbury loved"

"We need somewhere that the community can come together and make it a nicer and safer place!"

"We need somewhere that the community can come together and make it a nicer and safer place!"

"Make it somewhere people will enjoy living".

"Bring pride to the town, somewhere families can gather".

"the town centre needs to be used and made a focal point of the town"

Nothing to do

No banks Nowhere to sit

Not enough places to eat 🍷🍕🍔🍹

Lack of business

👉🤔 4 🧑 (More money for the youth)

Excited about the Thames Clipper

Lack of shops

Never any drastic change McDonalds only restaurant

There are no shops that sell 👗👠👢👔 Tilbury is drab and boring

Quotes from direct engagement with Tilbury's youth

"People need to ... spend money in the town but there is nowhere nice to spend money"

"We need the heart put back into our community"

Responses to Tilbury Town's Fund website survey (Q7): Town Centre

Opportunities & Needs

The town centre should be the ***"heart and soul"*** of the community, meeting the different needs of the young and old, families, Tilbury's strong workforce and visitors.

But it does not currently fulfil its potential.

There is potential to provide a more attractive, vibrant, competitive, diverse and "smarter" town that is more resilient to future economic and market trends.

"Embedding the benefits of economic growth is related in part to the nature and quality of public realm and public space. Quality public spaces will help to encourage good health and economic participation generally and will also act as part of the incentive structure to both draw in and retain skilled individuals and their families"

Thurrock Economic Development Strategy
(paragraph 3.105)

The "town centre first" policy objective to help maintain and strengthen the vitality and viability of centres has been a priority for the Government and Thurrock Borough Council for decades.

More than ever our towns are facing significant challenges to their future economic health. This issued identified by the Government's *National Infrastructure Strategy*³¹ apply to the challenges facing Tilbury.

"Some towns face specific disadvantages that reduce growth and productivity. This can be a mix of economic deprivation, characterised by high concentrations of low-skilled workers, social deprivation, poor employment and low health outcomes. This can be exacerbated by poor transport and digital connectivity. Places that face these challenges need targeted support to help boost their local economies, support local leadership and maximise their potential"

National Infrastructure Strategy (page 37)

In response, some of the key opportunities for Tilbury town centre include:

Support the town's daytime and evening economy:

To support and provide a more diverse range of attractive and active services, uses and facilities in the town centre

To promote greater diversity to help build resilience as Tilbury recovers from the impacts of COVID19.

Improve the town's environment, public realm, buildings and parks:

To provide a more attractive centre as part of wider place-making objectives that is used and valued by its local community and visitors.

To help improve the health of local communities, strengthen local economies and attract inward investment.

Strengthen the pedestrian and cycle routes across the town centre:

To provide stronger, more attractive and safer routes to help connect the town centre with the station, port and riverside.

To help promote alternative modes of travel to the care and reduce carbon emissions.

To help address physical and mental health inequalities.

Provide a wider choice of homes in the town centre:

To meet the different needs of the existing and growing population and workforce, including an aging population.

To provide a mix of housing types that will attract and retain high skilled individuals and their families in the town to support a more diverse economy.

To prevent business relocating or redirecting investment to other locations.

Provide better and faster digital connectivity coverage:

To support increased home-working, study and other activities in response to longer term trends and the impact of the COVID-19 pandemic.

To replace vacant shops with flexible uses and promote new opportunities for modern business growth; including incubator space, meanwhile uses, pop-ups, etc.

2.6 People, Health and Well-Being

Strengths & Assets

The stakeholder engagement conducted to help inform and shape the TIP has confirmed that Tilbury's community is one of the town's key strengths. It is a diverse, vocal and close-knit community, with a vested interest in the future transformation of the town centre.

Tilbury's community has good access to parks in the town centre and these are highly valued (although they are in need of investment). Educational opportunities have been transformed over the last decade, with all its schools currently graded as "good" by Ofsted. Tilbury also benefits from the first academy and multi-academy trust to be established in Essex – The Gateway Academy - which has been the catalyst for the significant improvements in education provision across Tilbury.

Tilbury Football Club has played an important role at the heart of the community for over 100 years. It is set to benefit (subject to planning) from a significant £5m private sector investment in its facilities; including a new purpose-built 4,000-capacity community football stadium, all-weather pitch, clubhouse and gym, multi-purpose hall and car parking.

The port has a long-term relationship with Tilbury town and is active in many community-led initiatives. The historical connection to the town is also shown through Britain's oldest police force, which is funded by the port and has 15 warranted officers.

Challenges

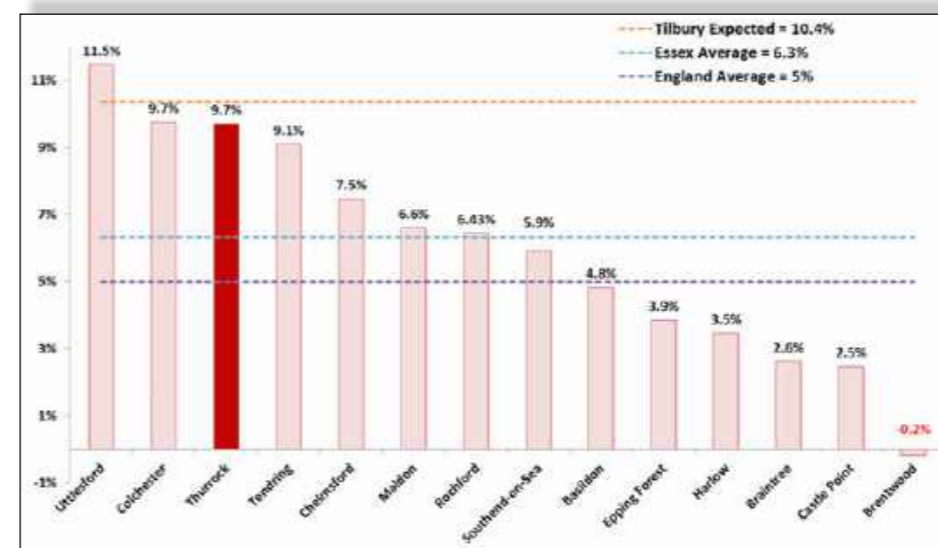
Tilbury is facing several challenges that will place pressures on its infrastructure and services, including on healthcare and education. This will have wider repercussions for its community, and particularly Tilbury's young; potentially exacerbating the current issues with deprivation, health, income and crime. Together these challenges and inequalities are having a significant impact on community aspirations and opportunities.

- **Young age profile:** 27% of Tilbury's population in 2011 was aged 15 or below; significantly above the average for the Borough (22%) and England (19%). More recent forecasts by the ONS indicated that 27.4% were aged 14 or under in 2018 and 12.6% were aged 15-25 years³². This combination of population growth and age profile is a critical driver of our TIP.
- **High crime levels:** The Tilbury account for some of the highest numbers of recorded incidences of violence with injury against young people (aged 10-24 years) in Thurrock over the last two years.

- **High population growth:** Over the next decade Tilbury's community is forecast to grow by over +10%; above the growth forecast for Thurrock (+9.7%) and Essex (6.3%). This will have an impact on the need for new homes, schools, jobs, and services, as well as on other infrastructure, including digital.

- **Most deprived part of Thurrock³³:** 60% of people living in the town's two wards are classified as being in the 20% most deprived areas of England, and some are in the 10% most deprived³⁴. Tilbury also has significantly higher deprivation rates for crime, education, income and employment benchmarked against the East of England.

- **Low Social Grade profile:** A significant proportion (41.7%) of Tilbury's population is classified in lower Social Grade DE, which is almost double that of East of England (22.8%) and GB (25.5%).
- **Poor health:** Tilbury has high levels of obesity³⁵ and smoking compared to the rest of England. Life expectancy is eight years less than for those living in more affluent areas, and people living in Tilbury are dying at relatively younger ages. This is further compounded by the fact that Tilbury has some of the worst levels of healthcare provision in Thurrock and England³⁶.



Population growth statistics in Essex



Index of multiple deprivation in Tilbury



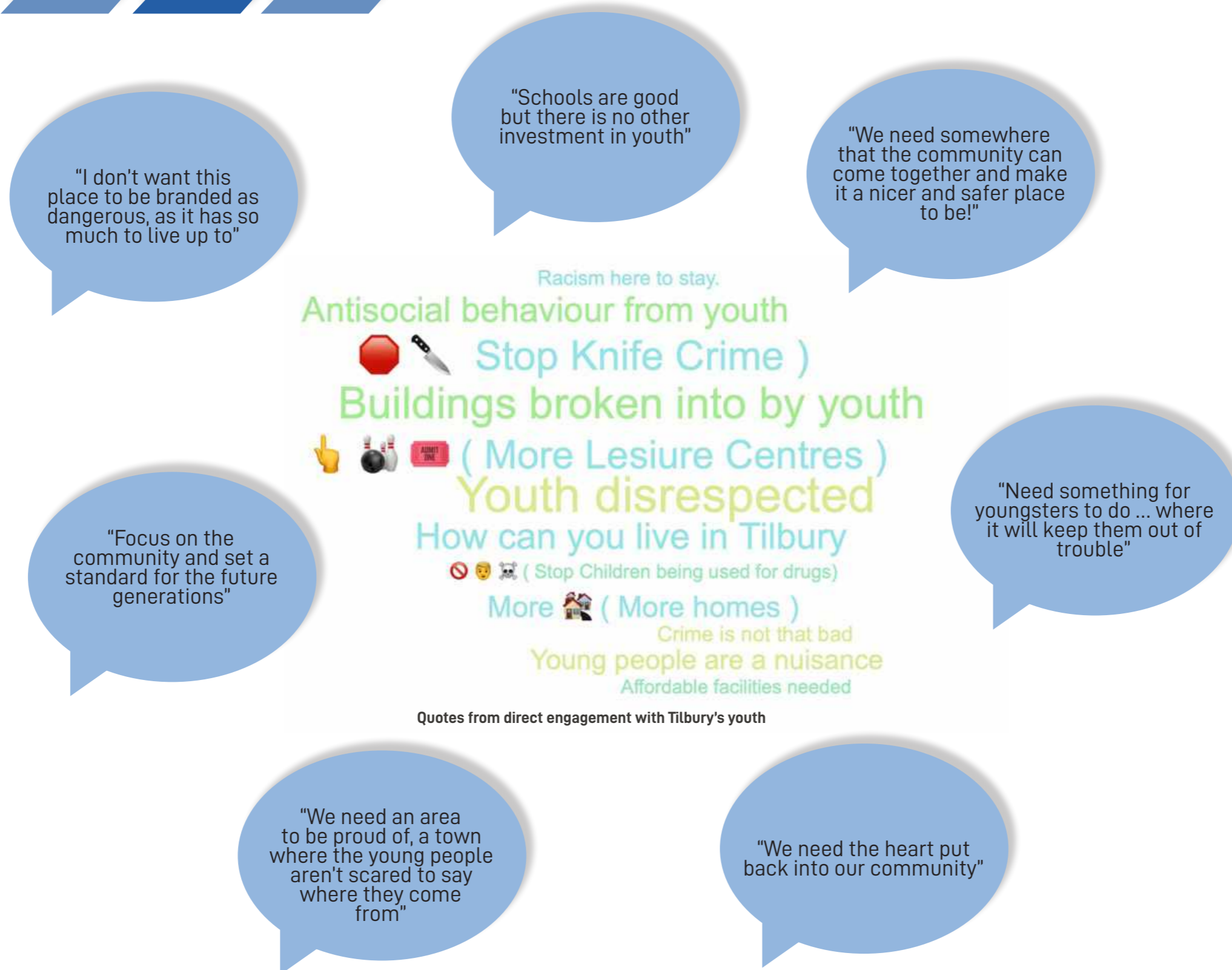
Tilbury's social grade profile



The Gateway Academy



Images taken by The Gateway Academy students





Simulator to replicate port activities



School children using a lorry simulator



School children participating in Tilbury Carnival in 2019



Port of Tilbury providing work opportunities for local people



Opportunities and Needs

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

Thurrock Economic Development Strategy
(paragraph 3.96)

The persistent economic and health inequalities in Tilbury are acting as barriers to economic and social mobility, as well as limiting the life chances and opportunities of many local people. Improving health and wellbeing is therefore a priority.

It is also aligned with national, borough-wide and local policy objectives. The Thurrock EDS, for example, identifies that economic growth is more likely to be achievable and have long-lasting benefits where local communities can take advantage of new opportunities and: *"...do not face unnecessary barriers to participation"* (paragraph 3.94). The emerging new Local Plan also recognises that new housing and population growth across the Borough, and in Tilbury specifically, will place pressures on existing services and resources, which will generate opportunities for new provision and infrastructure.

It is recognised that maintaining and improving the town's parks, public realm, paths, cycle routes, community/youth/sports facilities, etc., can make a significant contribution to the quality of life of communities, and to physical and mental health. The *Thurrock Transport Strategy*²⁷ 2013-26, for example, supports the introduction of pedestrian and cycle routes in Tilbury, with: *"...priority being influenced by prevailing levels of obesity and deprivation. In addition to delivering accessibility, this will improve physical fitness and health, as well as community vibrancy, sociability and cohesion"*. This need has been further highlighted by the impact of COVID-19 on health and wellbeing generally, and mental health specifically.

For Tilbury, some of the opportunities to "break" these economic and health inequalities include:

Provide new multi-functional facilities:

To provide new community facilities (including libraries, museums, community/youth centres, etc.) to help diversify Tilbury's daytime and evening economy
To meet the varied needs of the local community – young and old - including providing opportunities to engage in learning and develop new skills.

Maintain and provide green infrastructure:

To improve the attraction, quality and distinctiveness of the local environment.
To improve the quality of life of Tilbury's community
To tackle health inequalities – including high levels of deprivation, obesity and mortality – through investment in new safe and accessible pedestrian and cycle routes.
To improve community vibrancy, sociability and cohesion.

Provide dedicated spaces, facilities and opportunities for Tilbury's youth:

To address the need identified by both the contextual analysis and the stakeholder engagement – this was a top priority for all stakeholders.
To address the skills challenge in the town to support Tilbury's young people.
To improve health and wellbeing amongst the young, raise aspirations and civic pride

Provide a new Integrated Medical Centre (IMC):

To help to address the identified deficit in healthcare provision. This is supported by the Council in its Core Strategy (Policy CSTP11) and Economic Development Strategy.
To be located in the heart of the town centre.

Address deficiencies in leisure and sporting facilities:

To help meet the need identified by the Council (eg. Core Strategy - Policy CSTP9).
To be addressed, in part, by the proposed investment in a new community football stadium and facilities.



View across Tilbury Beach towards Tilbury Fort, The Worlds End pub and Fort Road

2.7 Heritage, Culture and Tourism

Strengths & Assets

There is nowhere in the country that can rival Tilbury's unique maritime heritage. It is the town's USP and is nationally significant. The key assets include:

- **Tilbury Fort:** Associated with England's national defence, and more specifically the defence of London, since the sixteenth century. The repeated alteration and updating of the Fort over time means that its features uniquely illustrate aspects of military history over the last 500 years. It is described by Historic England as: *"England's most spectacular surviving example of a late 17th century coastal fort"*. A small blockhouse fort was first built on the site by King Henry VIII and reinforced in 1588 in response to the threat of invasion by the Spanish Armada. It is famous for being the location of Queen Elizabeth I's speech to the assembled force at Tilbury Camp. The Fort continued to be essential for the defence of London up until the WW2, after which it was demobilised in 1950. Today the unique star-shaped Fort is a Scheduled Monument operated by English Heritage and attracts over 16,000 visitors per annum. Although located outside of the Tilbury TIP area, Coalhouse Fort is also a unique attraction that is popular with visitors and tourists.
- **London International Cruise Terminal (ICT):** Tilbury operated as London's passenger liner terminal until the 1960s and has a rich history. It is most famously known as the port of entry for many immigrants to the UK; including HMT Empire Windrush which docked at the Tilbury Riverside landing stage in 1948 with some 450 people on board, many of whom had served in the war and had come to Britain for work. This is now considered an iconic moment in the modern-day black history of our country. A heritage plaque commemorating the 60th anniversary of this event is displayed in the Cruise Terminal beneath Jeremy Deller's banner, which was entered for the Turner Prize in 2004. For many people Tilbury was also their point of emigration to Australia; known as the *'Ten Pound Poms'* many embarked on to ships such as RMS Mooltan as they set off for a new life. The passenger landing stage was reopened by the Port of Tilbury group, as the London Cruise Terminal in 1995. The historic passenger terminal building has been rebuilt and refurbished over subsequent years and now welcomes over 100,000 visitors every year. The old Tilbury Riverside Station building (no longer served by a railway connection) has also been refurbished.

The popular Grade II listed World's End Inn is also located on the riverside between the Forts and the ICT.

"My loving people,

We have been persuaded by some that are careful of our safety, to take heed how we commit our selves to armed multitudes, for fear of treachery; but I assure you I do not desire to live to distrust my faithful and loving people. Let tyrants fear. I have always so behaved myself that, under God, I have placed my chiefest strength and safeguard in the loyal hearts and good-will of my subjects; and therefore I am come amongst you, as you see, at this time, not for my recreation and disport, but being resolved, in the midst and heat of the battle, to live and die amongst you all; to lay down for my God, and for my kingdom, and my people, my honour and my blood, even in the dust.

I know I have the body but of a weak and feeble woman; but I have the heart and stomach of a king, and of a king of England too, and think foul scorn that Parma or Spain, or any prince of Europe, should dare to invade the borders of my realm: to which rather than any dishonour shall grow by me, I myself will take up arms, I myself will be your general, judge, and rewarder of every one of your virtues in the field.

I know already, for your forwardness you have deserved rewards and crowns; and We do assure you in the word of a prince, they shall be duly paid you. In the mean time, my lieutenant general shall be in my stead, than whom never prince commanded a more noble or worthy subject; not doubting but by your obedience to my general, by your concord in the camp, and your valour in the field, we shall shortly have a famous victory over those enemies of my God, of my kingdom, and of my people."



Queen Elizabeth I

Queen Elizabeth I's speech at the Tilbury Camp



The London International Cruise Terminal building facade



Empire Windrush's docked in Tilbury on June 22nd 1948



Empire Windrush's arrival at Tilbury Ferry and Cruise Terminal



DNA logo



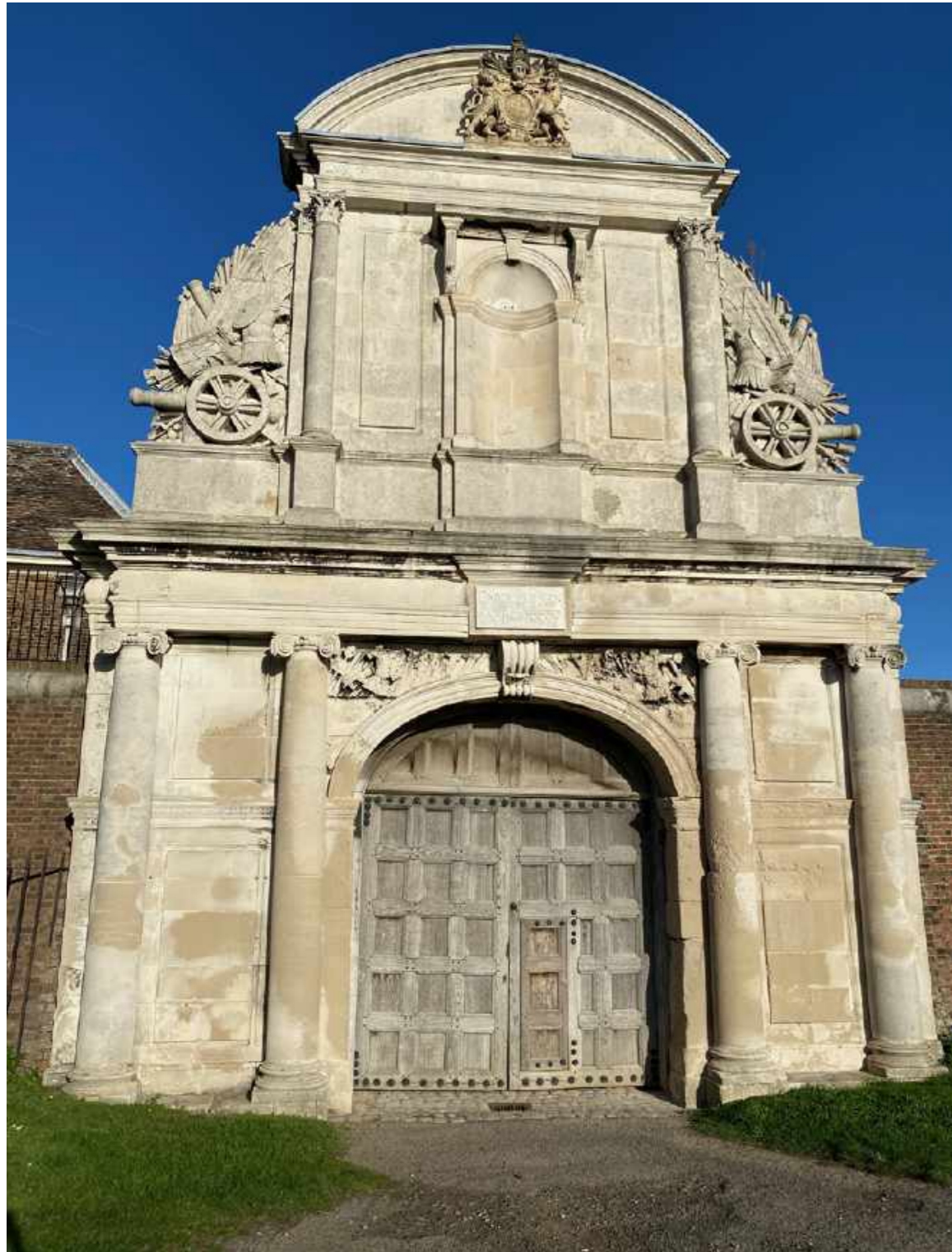
June 22nd is Windrush Day celebrated in Tilbury with 2020 marking 72 years



Events and performances taking place in the Ferry and Cruise Terminal



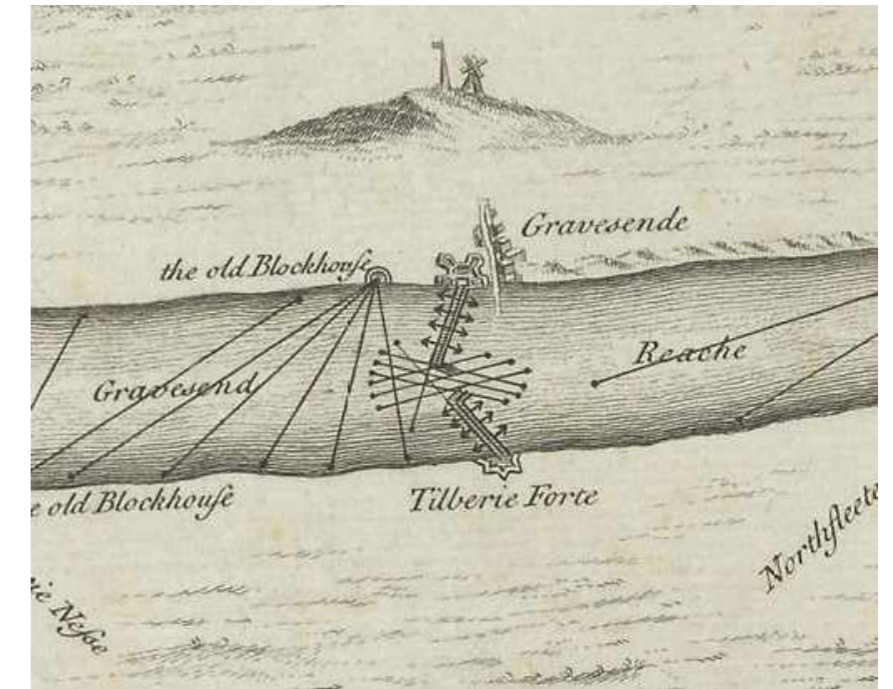
Re-enacting Windrush on arrival in Tilbury



Main entrance to The Fort



Tilbury Fort heritage designations



19th century copy of 1588 engraving, showing Tilbury Fort and the boom



Entrance and public realm to Tilbury Fort



Aerial view overlooking The Fort towards the east



Challenges

Tilbury is not realising its true potential as a visitor and tourist destination. This is mainly because:

- Its attractions are not widely known and/or promoted.
- The connections, signage and wayfinding between the station and town, down to the port and riverside are poor.
- The pedestrian and cycle routes along the riverside from the port and Cruise Terminal to the forts are also poor and unattractive, and do not allow for easy and safe movement.
- Most visitors to the port, terminal and forts travel by car, and there is little evidence of linked trips with the town centre and other assets.
- The ferry does not run on Sundays, which limits trips from south of the Thames.



Response to Tilbury Town's Fund website survey (Q2): Heritage, Arts and Culture

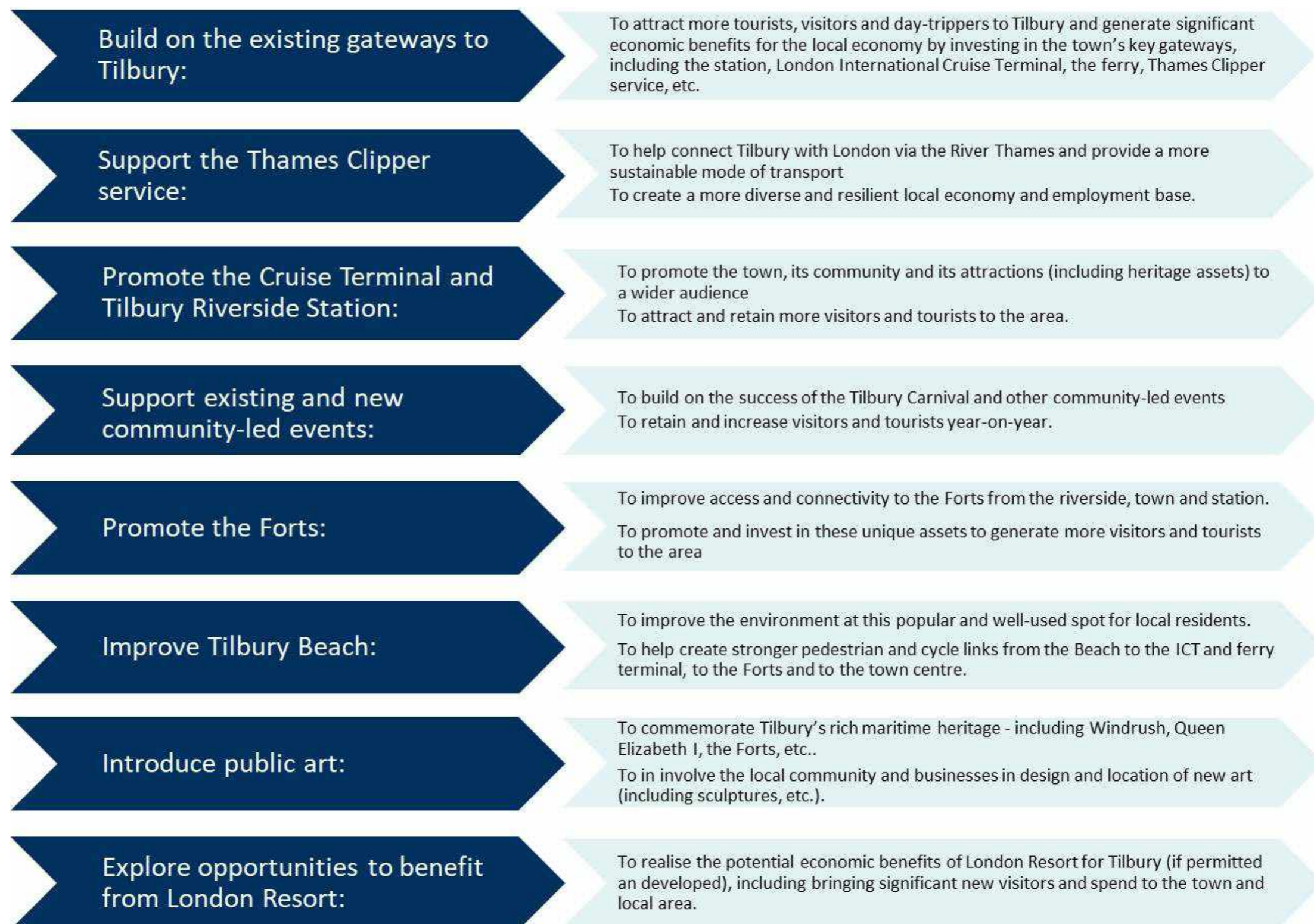
Opportunities & Needs

The stakeholder engagement identified that there is a significant aspiration amongst the local community to improve and promote access to Tilbury's heritage and cultural attractions, specifically focussed on the riverside.

These local aspirations are supported by the Core Strategy, which identifies the need for improvements to public access and informal recreation along the riverside.

The *Thurrock Economic Development Strategy* also identified that recreation and leisure provide other opportunities to help to broaden and diversify economies and employment.

There are therefore significant opportunities to promote and develop Tilbury's unique attractions, and introduce new attractions, that will draw more local people and generate day-trippers and tourists from across London, the UK and from around the world. These opportunities include:



2.8 Summary

The figure opposite summarises our analysis of the Tilbury's strengths, the challenges it is facing and the opportunities for growth and transformation.

The contextual analysis underlines the findings of both the research and stakeholder engagement; namely that Tilbury faces complex, inter-connected and deep-seated social and economic challenges, but also has significant potential for growth over the next decade and beyond.

| | STRENGTH & ASSETS: | CHALLENGES: | OPPORTUNITIES: |
|---|--|---|---|
| Heritage, Culture & Tourism: | <ul style="list-style-type: none"> Riverside Fort Windrush Cruise Terminal Marshlands | <ul style="list-style-type: none"> Poor perceptions of town – both locally and from visitors. Poor connections between station, town centre, riverside and fort. Heritage attractions and assets not known outside of Tilbury Restricted access to Fort – English Heritage members only. | <ul style="list-style-type: none"> Attract more day-trippers and tourists via Thames Clipper and Cruise Terminal Introduce stronger connections between town centre/station and port/riverside. Heritage walks, art, etc. The Forts London Resort - potential to generate linked trips if developed. |
| Transport & Connectivity | <ul style="list-style-type: none"> Strategic location Good connections by road, rail and river. Tilbury-Gravesend Ferry. | <ul style="list-style-type: none"> Poor Station Gateway Congestion across town. Limited cycle infrastructure. Air pollution. Digital exclusion, linked to limited wi-fi. | <ul style="list-style-type: none"> Station Gateway Thames Clipper Lower Thames Crossing Digital Connectivity New, improved and joined-up cycle and pedestrian network. Improve connections between station, town centre and port. |
| Economy, Jobs & Skills | <ul style="list-style-type: none"> Port of Tilbury London Distribution Park Above average logistics and port-related employment Amazon fulfilment centre | <ul style="list-style-type: none"> High unemployment rate Limited economic diversity Skills & qualification gap | <ul style="list-style-type: none"> Tilbury 2 / Freeport Building on the already thriving port economy and other growth sectors. Stimulating the growth of local businesses / start-ups. 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. |
| Town Centre: | <ul style="list-style-type: none"> Local Centre Focus for community War memorial Parks | <ul style="list-style-type: none"> High vacancy rates. Poor building quality. Poor environment. Few leisure facilities. Limited places to congregate and meet socially for young. Crime / poor perceptions of safety Poor quality housing Limited/no evening economy. | <ul style="list-style-type: none"> Potential to provide a range of new uses and facilities to increase diversity & offer, and build resilience, including IMC, youth centre, community centre, etc. Improve town centre environment / public realm. Improve pedestrian/cycle links to station, port and riverside. Increase trips and footfall Create stronger daytime economy, and evening economy. Reduce crime / perceptions of crime. |
| People, Health & Well-being | <ul style="list-style-type: none"> Strong population growth. Good community spirit & identity Strong voluntary sector Education assets – such as the Gateway | <ul style="list-style-type: none"> Tilbury is poorest part of Thurrock. High deprivation levels for crime, education, income and employments. Low Social Class grouping High levels of obesity & other health problems. Below average life expectancy | <ul style="list-style-type: none"> Population growth will increase need for new homes, schools, jobs and services. Capitalise on benefits of planned IMC facility. Improve parks and green spaces – safety, access & facilities. Improve housing stock. New Youth and Community facilities Access to riverside and Forts |

Strengths, assets, challenges and opportunities identified



View across Tilbury Beach towards Tilbury Fort from The London International Cruise and Ferry Terminal

Chapter 3 : Vision, Strategy and Projects



This chapter sets out the vision, objectives, strategy and inter-related (priority) projects that we believe will provide the catalyst for the sustainable transformation and growth of Tilbury over the next decade and beyond.

Since its formation the Town Deal Board members have placed great weight on engaging with all key stakeholders, supported by Officers from Thurrock Council, and have developed strong relationships and alliances to with the local community, businesses and other key organisations to ensure that the TIP addresses the most critical interventions needed now to act as a catalyst for long term change, and to harness the many assets and opportunities that exist.

3.1 STRATEGIC OBJECTIVES AND SPATIAL STRATEGY

Drawing on the key opportunities and potential areas for intervention, we have agreed the following 10 inter-related strategic objectives to help drive Tilbury's vision and spatial strategy:



The strategic objectives are articulated and illustrated by our spatial strategy. This has been informed by, and develops on the 2017 *Tilbury Development Framework* (TDF), which identified a “strategic arc” (shown by the pink arrow in figure) that linked the key spine of Tilbury to the riverside, including the port and fort.

The interventions and improvements along this “strategic arc” were identified at the time as having the most potential to “...form a transformative foundation for later actions based on the key principles of the place-making led approach”.

We have reviewed, tested and updated the “strategic arc” based on the latest research evidence and the feedback from the stakeholder engagement.

We have subsequently identified three main opportunity areas for intervention focussed around Tilbury’s “**Hub-Heart-Heritage**”. This is because the long-list of projects identified initially for the TIP were all located in one of these areas:



Thurrock 2017 Development Framework ‘arc’ drawing



Update of the ‘arc’ drawing showing the Hub, Heart and Heritage and connections

Focussed on the Station Gateway and including the key pedestrian/cycle routes to the town centre via Dock Road/Calcutta Road, and to the port and riverside via St Andrews Road.

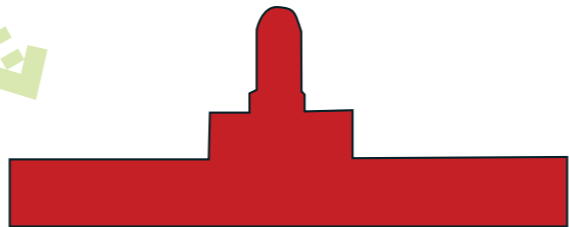
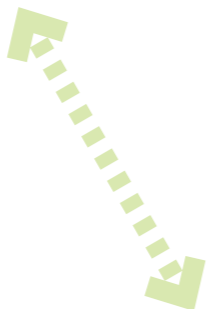


The Hub

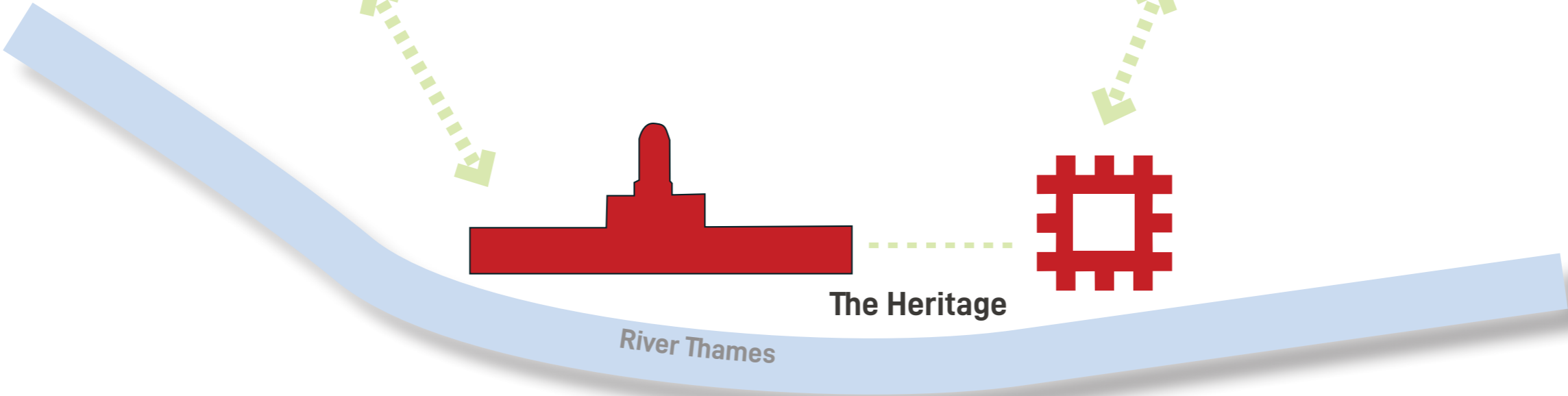
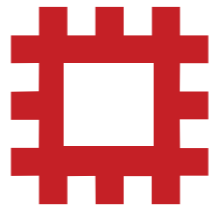


The Heart

Focussed on the uses and buildings in the Town Centre, and principally the Civic Square, the IMC, and town parks.



The Heritage



River Thames

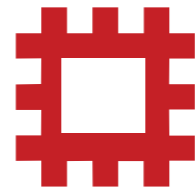
Focussed on the riverside, including the International Cruise Terminal and Tilbury Riverside Station, the jetty, 'Tilbury Beach', Tilbury Fort and the routes that connect these main assets and attractions along the river, to the port, station and Civic Square.



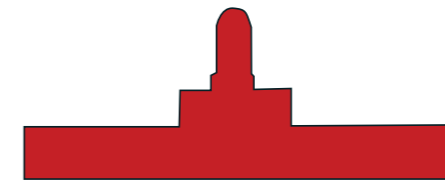
Entrance to Tilbury Railway Station on Dock Road



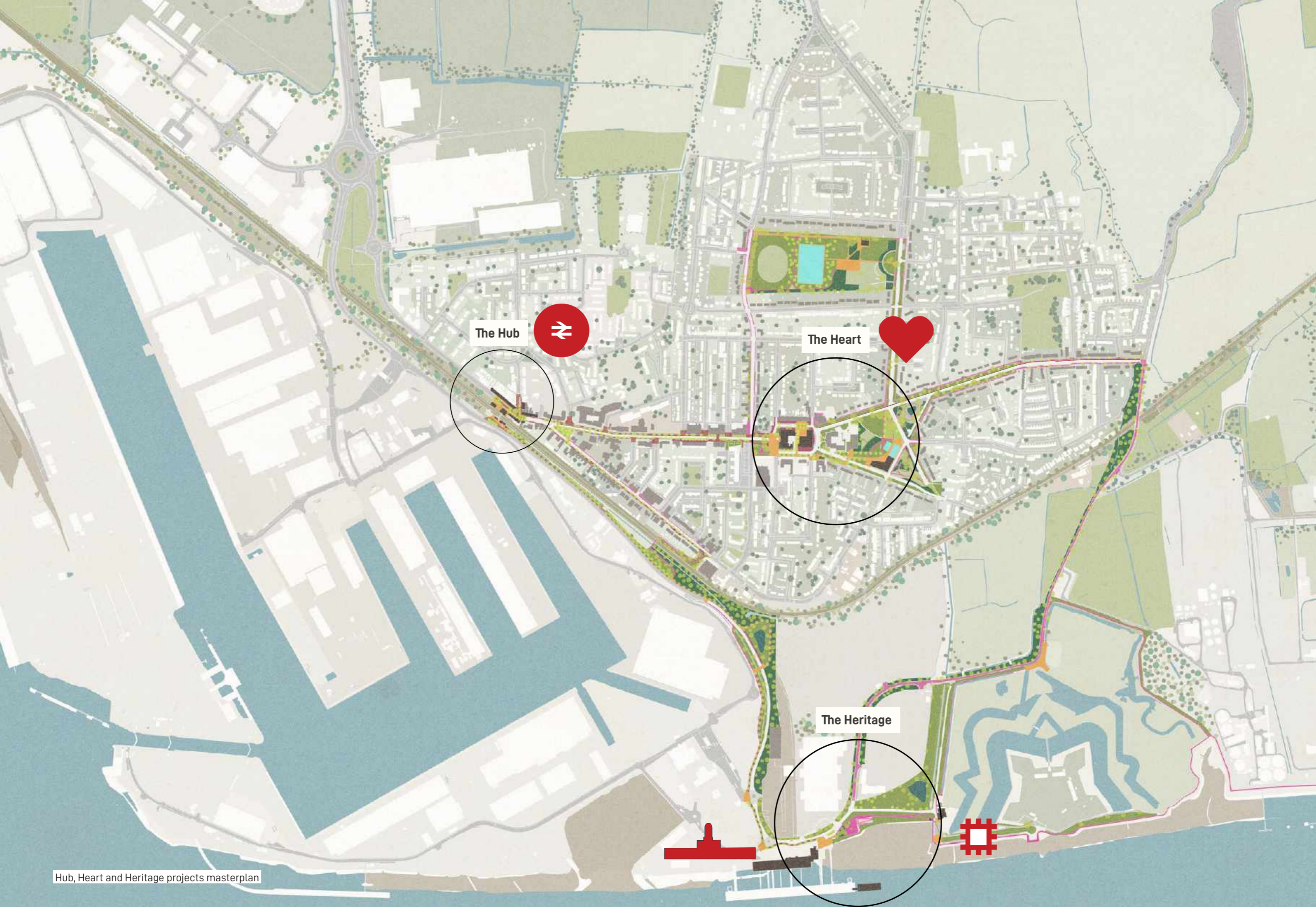
Tilbury Library and war memorial on the east side of Civic Square



Tilbury fort entrance and public realm



Riverside public realm between Ferry and Cruise terminal and Tilbury Fort



The Hub

The Heart

The Heritage

3.2 Our Shared Vision

Our vision for Tilbury responds to and is informed by inter-related strategic objectives and the spatial strategy.

The vision has evolved and been tested during the preparation of the TIP through collaboration and wide-ranging engagement with key partners, organisations, businesses and the community.

It also draws on different layers of engagement and consultation carried out over the last 5 years by the Council and other organisations.

Taken together this engagement has confirmed the common needs, wants and aspirations of Tilbury's community and all stakeholders.

Our shared vision for 2030 builds on the town's rich maritime heritage, the ports and Tilbury's diverse community. It seeks to reconnect the town's station gateway ('hub'), with the town centre ('heart') and the riverside ('heritage') to create a thriving and vibrant community and local economy.

The quotations opposite highlight some of the headline comments from the stakeholder engagement and the common words forwarded to describe Tilbury's potential future that have helped shape the vision and strategy.

Our vision is also aligned with and builds on existing visions and ambitions for the town centre prepared by Thurrock Borough Council and others, as described in Chapter 2.

This is because transformation of Tilbury will not be delivered by the Towns Fund alone. It will require commitment, partnership-working and investment from other public and private sector bodies to help maximise our collective resources and work towards a common goal to deliver positive and sustainable social, economic, health and wellbeing benefits for Tilbury's community.

Our vision for Tilbury by 2030

“Maritime heritage has anchored the town and port of Tilbury as a centre for goods, people and ideas for over 160 years.

Connected by a network of footpaths and cycle ways, the modern transport hub of Tilbury links the heart of the town down to the riverside; where river and port connect the town to economies and visitors from across the globe, and link Tilbury's heritage to our national story.

The community has helped create the positive healthy aspects of the local lifestyle, inspiring pride and aspiration through work and play across the generations.

By leveraging its cultural significance as the site of Queen Elizabeth I's Tilbury speech and the home of the Windrush, Tilbury draws on the stories and identities of its diverse roots and communities.

A town whose people thrive, and celebrate the true meaning of the local motto:

“By Thames, to All Peoples of the World”



Tilbury Carnival 2019: outside cruise and ferry terminal

PLEASE JOIN US ON FRIDAY 22ND JUNE, 1PM - 6PM
AT THE LONDON CRUISE TERMINAL, TILBURY

The Windrush disembarked its passengers at Tilbury in 1948 and became an important landmark event in the history of modern Britain. To mark the anniversary The Tilbury Riverside Project, Thurrock Council and The Port of Tilbury are hosting a free community event that celebrates how Caribbean culture has become a vital part of British society and transformed aspects of British life.



Windrush a historical landmark for Tilbury



"I really would like to see the riverfront opened up to all"

"To make Tilbury a destination it needs to have a wide range of attractions – create an environment where people want to invest time & money"




"We need somewhere that the community can come together and make it a nicer and safer place to be"

" ...
We need an
area to be proud of; a
town where the young
people aren't scared
to say where they
come from"




"Make it somewhere people will enjoy living"



"Make Tilbury a great place"

"In
10 years Tilbury
will be a more
vibrant place, where
residents are proud,
and people come to
enjoy and relax"

"The focus should be on place-making: make Tilbury an attractive place for everyone to enjoy"



"Celebrate Tilbury's History"

"Tilbury should be a destination in its own right"

"The riverfront could be turned into something exciting and interesting .. Where people go for an afternoon/day-out...visiting the parks and Forts" like to see the riverfront opened up to all"

"The Town Centre needs to be used and made a focal point for the community"

"Tilbury feels unloved
– need to make Tilbury
loved"

"Focus on the community and set a standard for future generations"
Tilbury's History"

"Need something for youngsters to do – where it will keep them out of trouble" but it is not discussed and not enough local people are aware of it, let alone potential visitors and tourists"

"Bring pride to the town – somewhere people can meet and gather"

[illegible]

Headline comments from all stakeholder engagement meetings

3.3 Project Prioritisation

The Towns Fund represents a huge opportunity for Tilbury to address some long-standing and critical challenges to its growth and transformation.

We used the process opposite to identify and prioritise projects.

The long-list of projects are shown in the plan opposite. They include a mix of interventions that were already committed, planned or proposed for Tilbury when the Town Board was first formed (such as, for example, the IMC in the Civic Square). Other projects were put forward by members of the Board and TAG, and/or were derived from our stakeholder engagement with the local community and businesses, voluntary organisations and Tilbury's youth.

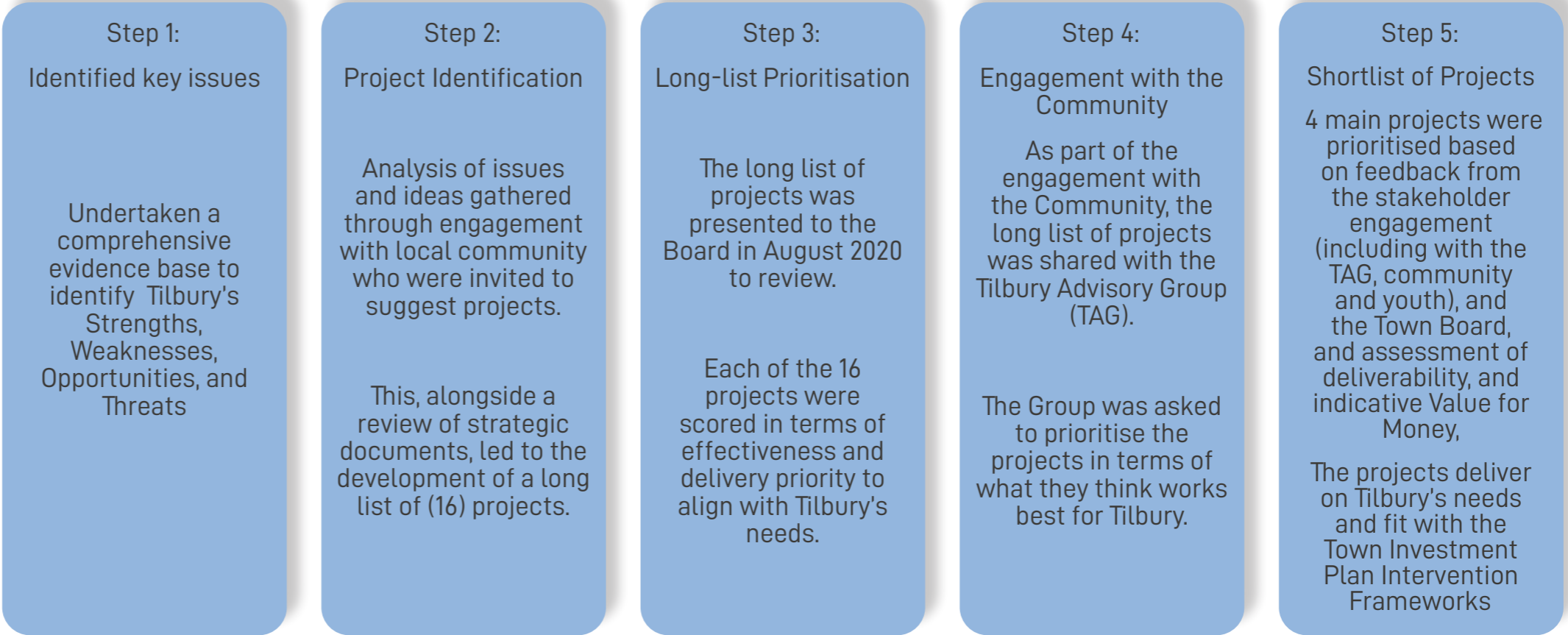
A number of these projects have not been delivered to date for a variety of reasons; for example, some are still at the planning stage; others had been stalled due to the impact of market trends and the COVID-19 pandemic on demand; and others were "missing" the public-private sector funding needed to kick-start development.

Some of the projects involved the redevelopment and/or re-purposing of sites for alternative mixed uses to help build a more diverse, resilient and viable town centre economy: including the potential for new healthcare, new homes, workspace, community and youth space.

Other interventions were focussed on improvements to the station and the town's environment, public realm, parks, leisure and heritage assets.

All the projects were linked by the need to improve local transport (focussing on joined-up and safe pedestrian and cycle routes) and digital connectivity across the town to help reduce congestion and emissions, promote more active and healthy lifestyles, and ensure the sustainable economic future of the town, the ports and Tilbury's natural and heritage assets.

Following the project prioritisation process, four 'core' projects were selected for the *"Hub-Heart-Heritage"* that meet the key requirements of the Towns Deal Fund and fit with the Government's three key intervention areas.



5 stage project prioritisation process

Key

- H1** Tilbury Hub / Tilbury Town Station Gateway (Thurrock Council 2020)
 - New public realm
 - Public art
 - Street furniture
 - Shopfronts
 - Walking and cycling connections
- H2** Tilbury Heart / Civic Square project (Thurrock Council 2020)
 - New medical centre
 - Youth centre
 - Community and recreation centre library cafe
 - Public realm
- H3** Tilbury Heritage / riverside public realm (Thurrock Council 2020)
 - New public realm along the Thames
 - Tilbury Beach and Tilbury Fort
 - Public art
 - Walking and cycling route

Buildings

- B1** Riverside Youth Centre - Refurbishment
- B2** Tilbury Football club new stadium, training pitches and housing

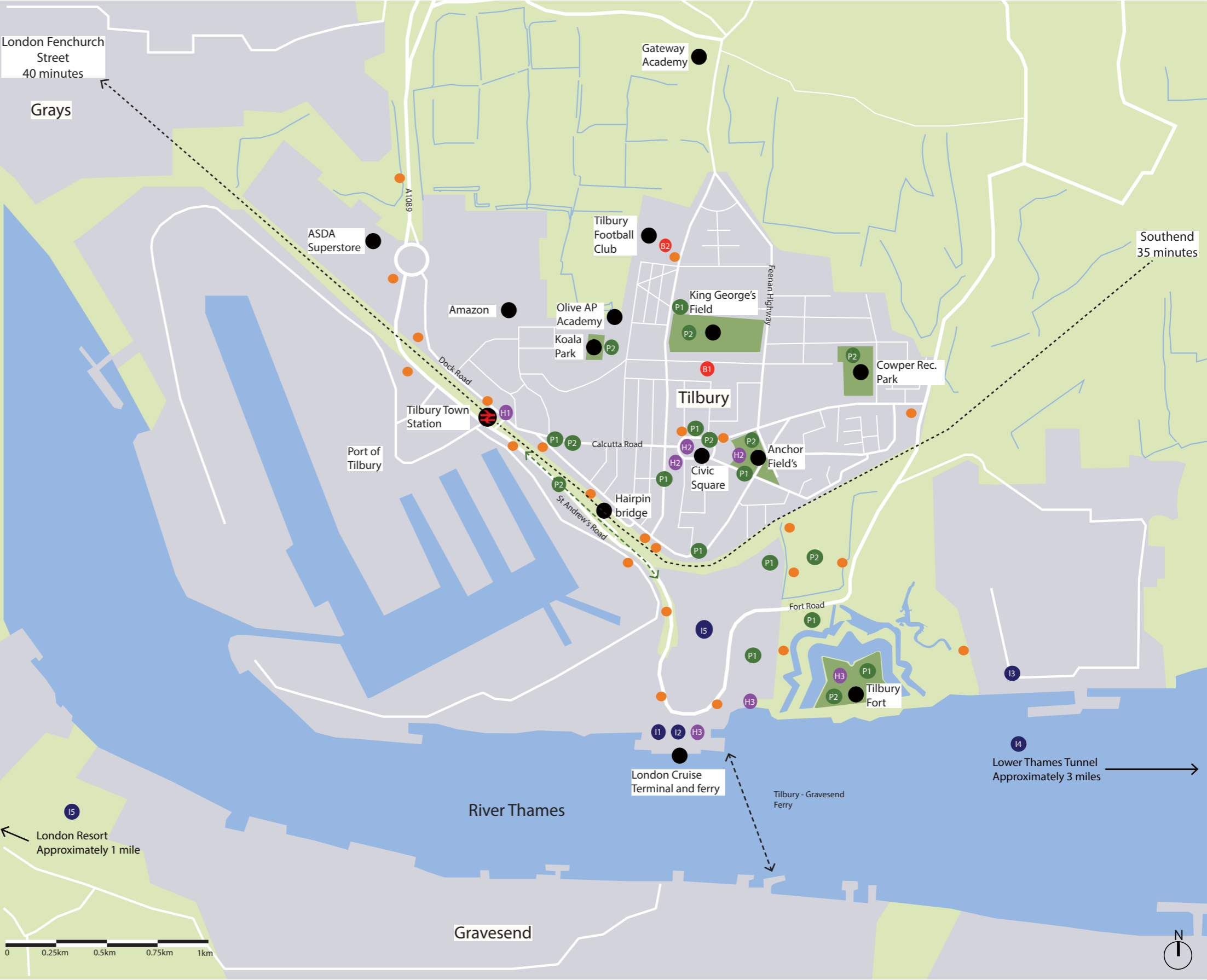
Public Realm

- P1** Development Framework (Thurrock Council 2017)
 - New development in opportunity corridors
 - Proposed new links from the town to the waterfront
 - Public realm proposals
 - Improvements to King George's Field
- P2** Tilbury Public Realm Improvements (Thurrock Council 2020)
 - Tilbury beach and station connection
 - Tilbury Fort improvements and Fort Park extension and bridge
 - Streetscape improvements on main thoroughfares
 - Improvements to Civic Square

Infrastructure

- I1** London Cruise Terminal proposed arts and culture attraction utilising Tilbury Riverside Station
- I2** Thames Clipper service to Grays and central London
- I3** Tilbury 2 port
- I4** Lower Thames Crossing
- I5** London Resort

- Wayfinding - Totems and finger posts

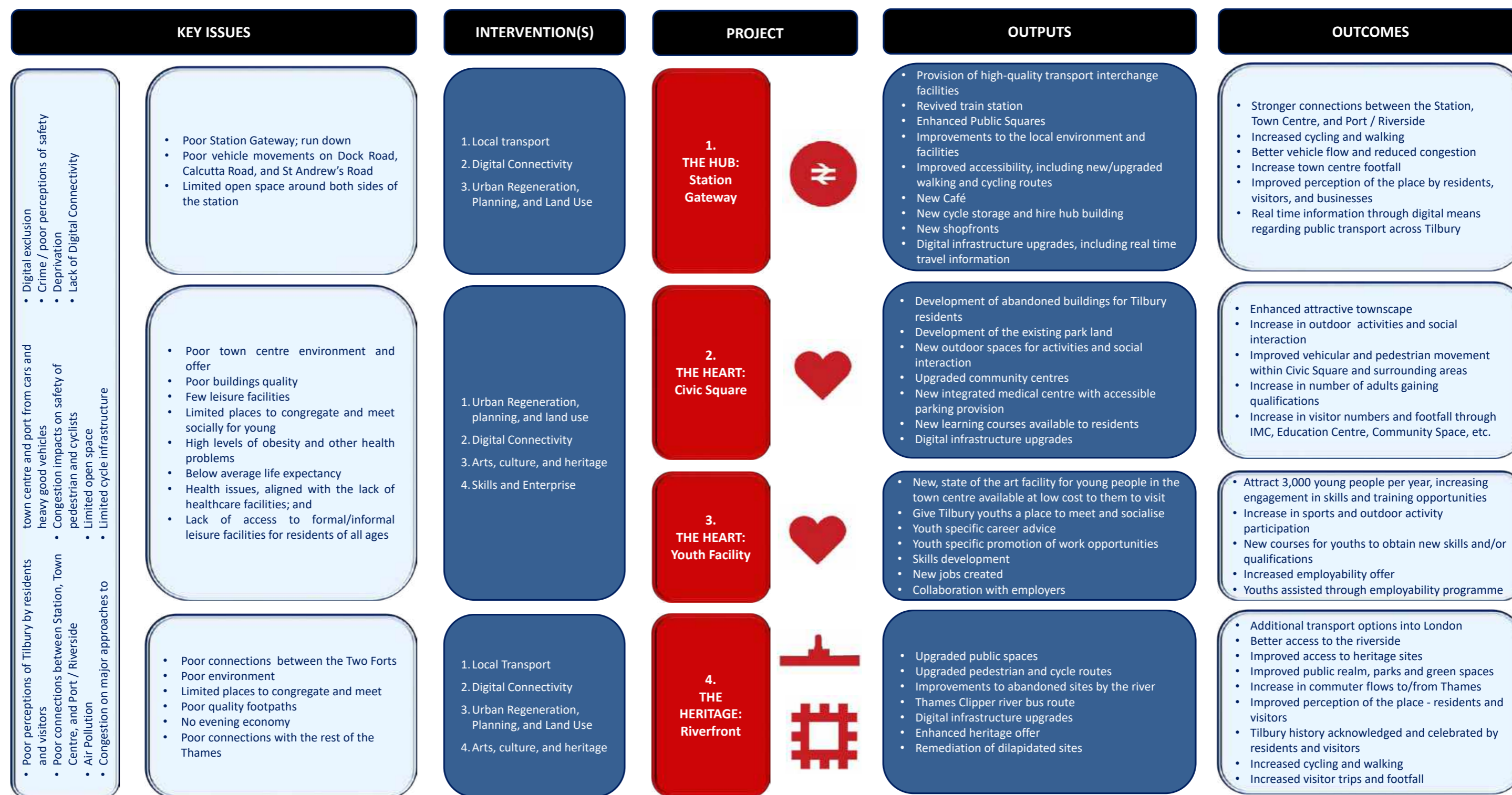


Projects within Tilbury and the wider area

3.4 Overarching Theory of Change

To show how the prioritised projects presented in TIP Section 2 will help to address Tilbury's challenges and capitalise on the major opportunities outlined in this TIP, we have completed a 'programme level' theory of change model for our investment plan.

This shows the relationship between key issues and interventions; and identifies the prioritised projects and the outcomes they aim to deliver, given the requested ask and support from the Towns Fund.



Programme level theory of change model

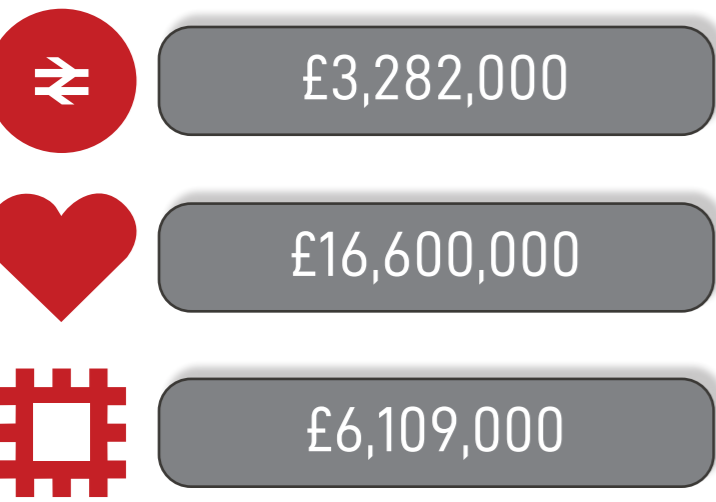


Aerial view over Tilbury Fort and The Thames towards Gravesend

3.5 Towns Fund Ask

The different projects and costs for the “Hub-Heart-Heritage” are set out in detail in the table opposite.

Our total ask from the Towns Fund is £25,991,000. This is broken down as follows:



The Board recognise that this funding request is above the proposed £25m budget envelope, however, we believe this is the funding required to ensure delivery of the projects and their transformational outputs.

As Jackie- Doyle Price, our MP and Vice-Chair highlights in her foreword, Tilbury “needs some love” and investment is needed.

The Board is committed to ensuring the high-quality prioritised projects are deliverable and transformational, hence the total ask is slightly over £25m. It should be noted that this also includes match funding of up to £30m for a number of the projects and interventions.

We set out below a summary of the key projects and interventions, and the logic maps for each detailing:

- Context
- Inputs
- Outputs
- Outcomes
- Impacts

Section 2 of our TIP provides more detail in compliance with the MHCLG's requirements.

| PROJECT DESCRIPTION | | Total Project Cost £M | Co/Match Funding £M | Towns Fund Ask £M | |
|---------------------------------------|--|---|---------------------------|-------------------------|-------|
| THE HUB | | | | | |
| 1 | STATION GATEWAY | Enhance the pedestrian and cycle links from the station to the port and wider riverside, and to the town centre. To help connect the port's economy and wider riverside heritage potential with the town and its community. To improve the area around Tilbury train station to create a stronger gateway to Tilbury and help attract inward investment, etc. | £3.03 | £0.00 | £3.03 |
| 2 | DIGITAL CONNECTIVITY | Free, fast public Wi-Fi around the station gateway within street and public realm furniture accommodating Wi-Fi units. A range of digital wayfinding technologies for residents and tourists giving real time information for transport linking information at all transportation hubs | £0.25 | £0.00 | £0.25 |
| THE HUB: SUB TOTAL | | £3.282 | £0.000 | £3.282 | |
| THE HEART - CIVIC SQUARE | | | | | |
| 3 | COMMUNITY SPACE | Development of a flexible community space for uses for community groups, event, bookable hall space, consultations etc. also to explore synergies with existing space in the Town Centre e.g. dance studio | £4.00 | £0.00 | £4.00 |
| 4 | LAND ACQUISITION | Acquisition and demolition of parade of businesses in the centre of Civic Square to enable extension of the current library building to accommodate the new Education Centre | £0.75 | £0.00 | £0.75 |
| 5 | EDUCATION CENTRE | Creation of an employment, digital and skills hub to help meet the employment training needs of the local community. Potential to link with port and other businesses in town centre. Classes for the provision of Adult Education in the day and evening. | £2.40 | £0.00 | £2.40 |
| 6 | TILBURY INTEGRATED MEDICAL CENTRE | The education service will provide adult education including courses in English, maths, English for Speakers of Other Languages, and engagement courses. The courses will be focussed on supporting people to gain the skills they need to progress into employment, higher level qualifications, and/or volunteering. The engagement courses will help the most vulnerable with support for their wellbeing including mental health, confidence building, family learning, and entry level employability skills. | £20.06 | £20.06 | £0.00 |
| 7 | CAR PARK PROVISION | Creation of Integrated Medical Centre for Tilbury. The building will have a new flagship library (relocated), council offices, and numerous NHS services. (£150,000 of this is from Accelerated Funds). | £0.50 | £0.00 | £0.50 |
| 8 | KING GEORGE'S PARK / DAISY FIELDS AND KOALA PARK | Improve the public spaces and including enhanced, smart signage and facilities to support a range of cultural events and activities | £0.50 | £0.00 | £0.50 |
| 9 | DIGITAL CONNECTIVITY | Area identified at the side of Civic Square as potential site for additional car park spaces for people with mobility issues and critical / on-call IMC staff (40 spaces) | £1.14 | £0.14 | £1.00 |
| | | In addition to works carried out with accelerated funds (Accelerated funds £137,300), upgrade of the recreational offer in the park addressing the needs of the community promoting health and wellbeing and enabling events and activities to improve the health of residents. Improve the sports offer in the area and allow the park to have tournaments and matches attracting visitors to the town that will support the local economy. | £1.11 | £0.60 | £0.51 |
| | | CHANGING & STORAGE BLOCK - Addition of a small building to provide support facilities for the park - changing room space, toilet facilities and storage to Sports England specification. This will enable increased use of the park and provide the community with a recreational provision. The provision of this building will enable the Council to apply for up to £600,000 match funding for 3G pitches. | £0.25 | £0.00 | £0.25 |
| THE HEART - CIVIC SQUARE: SUB TOTAL | | £30.708 | £20.798 | £9.910 | |
| HEART - YOUTH FACILITY | | | | | |
| 10 | YOUTH CENTRE | Development of a youth centre either through ONSIDE or similar provider to meet needs of youth in Tilbury for place to socialise, interact, play and learn. | £8.40 | £4.20 | £4.20 |
| 11 | ANCHOR FIELDS | Annual Revenue Costs of £1.3m to run the facility | £5.20 | £4.21 | £0.99 |
| | | Improvement to the park to provide much needed recreational space within the area to a higher standard, a space to enable recreation and improving health and wellbeing (additional sum to mitigate against youth facility using open space). | £1.50 | £0.00 | £1.50 |
| THE HEART - YOUTH FACILITY: SUB TOTAL | | £15.100 | £8.410 | £6.690 | |
| HERITAGE | | | | | |
| 12 | TILBURY RIVERSIDE STATION / CRUISE TERMINAL / HERITAGE/BEACH | Promote the heritage value of the Tilbury Riverside Station (within the Cruise Terminal) and opening this up to the public to promote the heritage offer along the river. Promoting the heritage offer of this site increasing the offer along the Thames to attract residents and visitors | £2.75 | £0.00 | £2.75 |
| 13 | TILBURY FORT | Making the Tilbury Beach area more accessible by maintaining and enhancing the river front area with the potential inclusion of sculptures or art work linked to Queen Elizabeth 1 and Windrush enhancing the public path with interpretation and path enhancements along the Thames to the Two Forts way and providing the heritage link between Tilbury Fort to Coalhouse Fort. | £0.93 | £0.13 | £0.80 |
| 14 | JETTY & THAMES CLIPPER | Possible visitor centre/exhibition space being discussed with English Heritage (EH) for Tilbury Fort. Looking at reinstating the bridges at the front to enable access. The Towns Fund will build upon existing funding provided for by the Port already contributed towards enhancing the visitor attraction through S106 (£130,000) | £2.31 | £0.00 | £2.31 |
| 15 | DIGITAL CONNECTIVITY | EH are also looking at other funding streams from elsewhere to increase the potential of this visitor centre / exhibition space. | £0.25 | £0.00 | £0.25 |
| | | Thames Clippers has an aspiration to extend their service to Tilbury. This would provide direct access to London within one hours' travel time. Monies to extend the River Front pier to include a provision for a Thames Clippers service. | £0.25 | £0.00 | £0.25 |
| | | Free, fast public Wi-Fi along the heritage strip of the community within street and public realm furniture accommodating Wi-Fi units. A range of digital wayfinding technologies giving real time information for transport linking information from the Station, Ferry and Thames Clipper providing travel timetables, tidal times, flood warnings, upcoming local events for the town. | £0.25 | £0.00 | £0.25 |
| HERITAGE: SUB TOTAL | | £6.239 | £0.130 | £6.109 | |
| TOTAL: | | £55.329 | £29.338 | £25.991 | |

PRIORITY PROJECTS - Description Towns Fund Ask and Match Funding



Project 1: The Hub - Tilbury Station Gate

The Hub Project is focussed on Tilbury Town Station, which is a key gateway to the town, port and riverside.

The area covered is shown on the plan. It comprises Dock Road and Calcutta Road on the north side of the station, leading to the town centre and Civic Square; and the section of St. Andrew's Road to the south of the station leading to the Port and riverside.

For many visitors the station and surrounding area is their first impression of Tilbury; including those arriving via the Ports and International Cruise Terminal. At present it is a very poor and unattractive environment that does no justice to the town, its community or its assets. It also has an adverse impact on the local economy and the potential to attract inward investment.

This project will transform the town's Hub. It will create spaces where people want to spend time, that inspire local community pride, that reflect the area's heritage and help to attract new investment. The environment will improve the legibility of the area and wayfinding, ensuring that Tilbury's assets are easy to find by foot and bicycle.

- Specifically, this project will:
- Improve the area around Tilbury train station to create a more attractive gateway, improve first impressions of the town and surroundings for first time visitors (including those disembarking from the International Cruise Terminal).
 - Enhance the pedestrian and cycle links connecting the station to the port, riverside and town.
 - Connect the port's economy with the town and its community.
 - Improve digital connectivity across the town through the provision of free and fast public Wi-Fi embedded within street furniture and the public realm, and including a range of digital wayfinding technologies for residents and tourists giving real-time information at all transportation hubs (linked, for example, to the proposed Thames Clippers service– see Project 4: Heritage).



The Hub Station Gateway 3D visual



1 St Andrew's Square looking south on St Andrew's Road



2 Station Square looking north on Dock Road



3 Calcutta Park looking north east

| CONTEXT | INPUT | OUTPUT | OUTCOME | IMPACT |
|---|--|---|---|--|
| <ol style="list-style-type: none"> Poor Station Gateway ; run down Poor connections between Station and Town Centre and Port / Riverside Congestion across town / poor vehicle movements on Dock Road, Calcutta Road, and St Andrew's Road Limited open space around both sides of the station Limited cycle infrastructure Air pollution Digital exclusion / linked to limited Wi-Fi Poor perceptions of Tilbury by residents and visitors Lack of Digital Connectivity | <p>Capital investment to create a:</p> <ol style="list-style-type: none"> Positive relationship between the station and the town that welcomes visitors and allows them to orient themselves More pedestrian-friendly environment for the station that celebrates the history of Tilbury Welcoming green space which waymarks the route from the station to the town centre | <ul style="list-style-type: none"> Provision of high-quality transport interchange facilities Revived train station Enhanced Public Squares Improvements to the local environment and facilities Improved accessibility, including new/upgraded walking and cycling routes New Café New cycle storage and hire hub building New shopfronts Digital infrastructure upgrades, including real time travel information | <ul style="list-style-type: none"> Stronger connections between the Station, Town Centre, and Port / Riverside Increased cycling and walking Better vehicle flow and reduced congestion Increase town centre footfall Improved perception of the place by residents, visitors, and businesses Real time information through digital means regarding public transport across Tilbury | <ul style="list-style-type: none"> Modal shift to green transport solutions Improved air quality – reduced emissions Improved health and wellbeing, including reduced obesity and increase in life expectancy Increased land value Increased local spending resulting in increased local jobs and GVA |

The Hub logic map



Project 2: The Heart - Civic Square

The Heart – Civic Square will ensure that the Civic Square fulfills its full potential and is restored once again as the *'heart and soul'* of Tilbury. Capitalising on the Square's central location, and building on existing proposals for a £20m Integrated Medical Centre (IMC), this project will introduce diverse new uses that will transform it into a vibrant centre of community and commercial activity.

This project is closely linked with **"Project 3: The Heart – Youth Facility"**.

To help inform the Towns Fund bid a high-level feasibility masterplan was commissioned to assess the development options and mix of uses to help: (i) realise the opportunities identified by the local community and key stakeholders; (ii) provide the fundamental building blocks for a strong local economy; and (iii) future proof and rationalise public investment around key local priorities.

The development opportunities are set out in the plan. The key uses identified for this project comprise:

- New Education Centre;
- New-build Community Space;
- Open community space on existing parks and spaces; and
- Tilbury Integrated Medical Centre (match-funded), with associated parking provision (planning/parking policy requirement);

The new uses will provide easy access to skills development and recreation opportunities, and will set a benchmark for urban design and sustainability. Increased footfall from these new uses will support existing local businesses, encouraging further economic growth and inward investment.

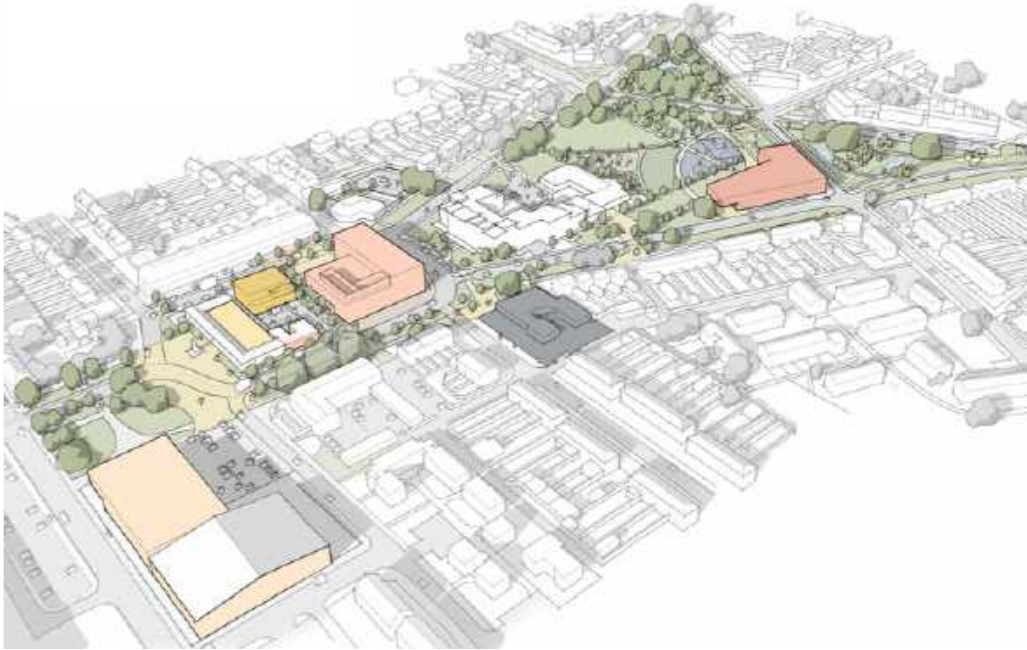
Investment in digital connectivity is also key to the Civic Square project. Free, fast public Wi-Fi will be integrated within the design of street furniture and the public realm. A range of digital wayfinding technologies will provide real-time information linked to the station, riverside and other locations (e.g. to show transport timetables and events information).



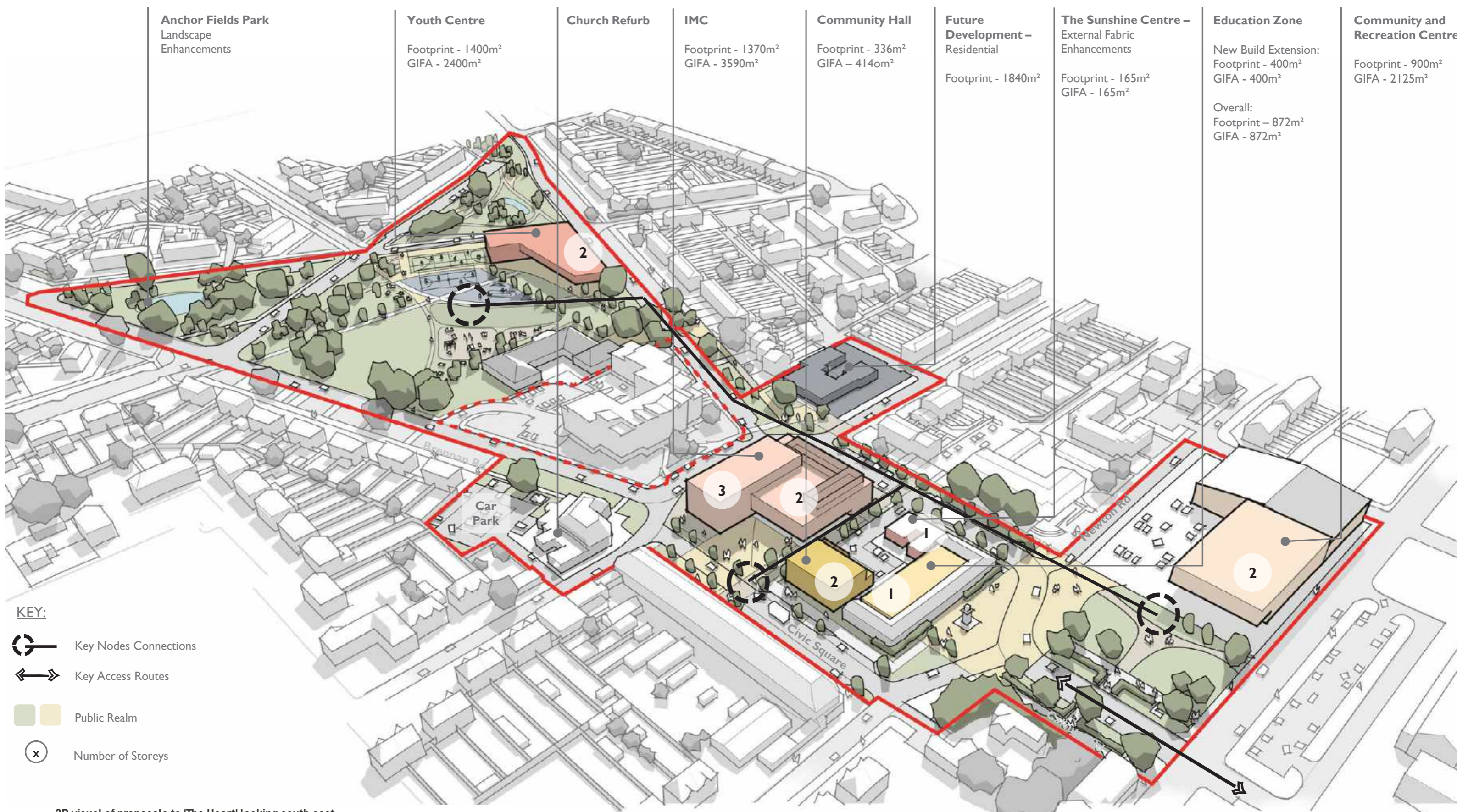
'The Heart's' proposed masterplan

| CONTEXT | INPUT | OUTPUT | OUTCOME | IMPACT |
|---|--|---|--|--|
| <div>1. Poor connections between Civic Square and Station and Port / Riverside</div> <div>2. Congestion across town / poor vehicle movements</div> <div>3. Poor building quality</div> <div>4. Poor environment</div> <div>5. Few leisure facilities</div> <div>6. Limited places to congregate and meet socially for young</div> <div>7. Crime / poor perceptions of safety</div> <div>8. High levels of obesity and other health problems</div> <div>9. Below average life expectancy</div> <div>10. Lack of Digital Connectivity</div> | <div>Capital investment to create:</div> <div>1. A new purpose built state-of-the-art Integrated Medical Centre incorporating Health and Council services, and associated parking requirements</div> <div>2. Reconfiguration and extension of the existing Library to accommodate a purpose built space for Education Centre</div> <div>3. Purpose built areas for play, sports, exercise etc. on existing parks</div> <div>4. New Community Space</div> | <div>— Development of abandoned buildings for Tilbury residents</div> <div>— Development of the existing park land</div> <div>— New outdoor spaces for activities and social interaction</div> <div>— Upgraded community centres</div> <div>— New integrated medical centre with accessible parking provision</div> <div>— New learning courses available to residents</div> <div>— Digital infrastructure upgrades</div> | <div>— Enhanced attractive townscape</div> <div>— Increase in outdoor activities and social interaction</div> <div>— Improved vehicular and pedestrian movement within Civic Square and surrounding areas</div> <div>— Increase in number of adults gaining qualifications</div> <div>— Increase in visitor numbers and footfall through IMC, Education Centre, Community Space, etc</div> | <div>— Increased land value</div> <div>— Increased investment elsewhere in the town centre</div> <div>— Increased local spending resulting in increased local jobs and GVA</div> <div>— Improved health and wellbeing</div> <div>— Greater community cohesion</div> <div>— Reduced crime/deprivation</div> <div>— Increase in number of residents gaining qualifications</div> <div>— Increase in number of residents gaining relevant experience and become "job ready"</div> |

The Heart - IMC logic map



3D visual of proposals to 'The Heart' looking north east



3D visual of proposals to 'The Heart' looking south east



Street view of Integrated Medical Centre exterior



Integrated Medical Centre impression of interior (library)

Project 3: The Heart - Youth Facility

The **Heart – Youth Facility** responds to the stakeholder engagement and sets out a clear ambition to support Tilbury's large and growing youth population through the delivery of a dedicated facility.

The Youth Facility will be provided on Anchor Fields ensuring it is easily accessible to everyone. The Council is committed to improve this park as a mitigation of building on it. It will provide much needed recreational space to a high standard, to enable formal/informal recreation and help improve health and wellbeing.

The Board have visited exemplar facilities and recognise the benefits of developing a high quality, integrated youth offer that delivers a range of services under one roof. The facility will not only accommodate space for recreational, sporting and creative activities, but will provide skills, enterprise and employability programmes to ensure that Tilbury's youth can achieve their full potential and access the economic opportunities that are being delivered in and around the Town. The proposed range of services include:

- Training kitchen; multi-sensory room
- Sports: Sports hall; fitness suite; climbing wall
- Creative: Dance and performing arts studio; arts and crafts areas; music studio, film, and multi-media room
- Outdoor Space: Outdoor 3G kick pitch; small skate-park facility; informal recreation space

Whilst difficult to quantify, the local impact of delivering a project that has received the support of 93% of the people who have engaged with the development of this TIP, should not be underestimated. This project is absolutely critical to raising aspirations and opportunities, going directly to the purpose of this Fund to level-up economic, social and health inequalities.

This project is closely linked with "Project 2: The Heart – Civic Square" and an overall vision combining the two projects has been created as part of the Masterplan for The Heart.



Proposed zones for 'The Heart's' masterplan

| CONTEXT | INPUT | OUTPUT | OUTCOME | IMPACT |
|---|---|---|--|--|
| <div>1. Poor building quality</div> <div>2. Poor environment</div> <div>3. Few leisure facilities</div> <div>4. Limited places to congregate and meet socially for young</div> <div>5. Crime / poor perceptions of safety</div> | <div>Capital investment to create a:</div> <div>1. New facility that provides social, sporting, and artistic spaces for youth</div> <div>2. Recreational space on Anchor Fields</div> | <div>— New, state of the art facility for young people in the town centre available at low cost to them to visit</div> <div>— Give Tilbury youths a place to meet and socialise</div> <div>— Youth specific career advice</div> <div>— Youth specific promotion of work opportunities</div> <div>— Skills development</div> <div>— New jobs created</div> <div>— Collaboration with employers</div> | <div>— Attract 3,000 young people per year, increasing engagement in skills and training opportunities</div> <div>— Increase in sports and outdoor activity participation</div> <div>— New courses for youths to obtain new skills and/or qualifications</div> <div>— Increased employability offer</div> <div>— Youths assisted through employability programme</div> | <div>— Young people being more healthy physically with better mental health and emotional wellbeing</div> <div>— Increased number of residents with skills and qualifications</div> <div>— Increased have more skills to take advantage of local opportunities for young people</div> <div>— Greater community cohesion</div> <div>— Reduced crime and anti-social behaviour</div> |

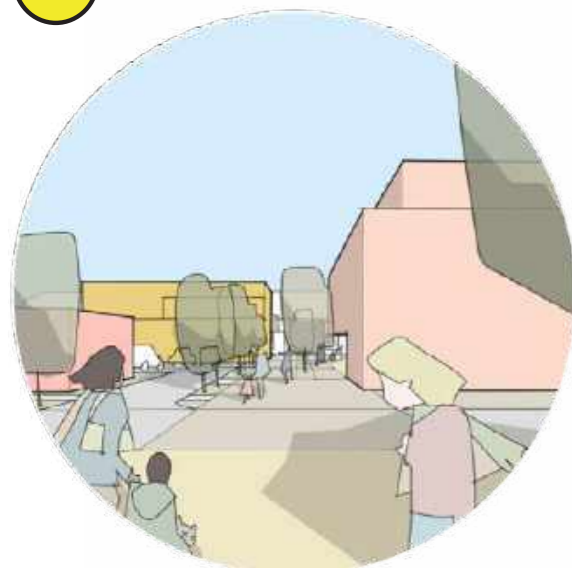
The Heart - Youth Facility logic map



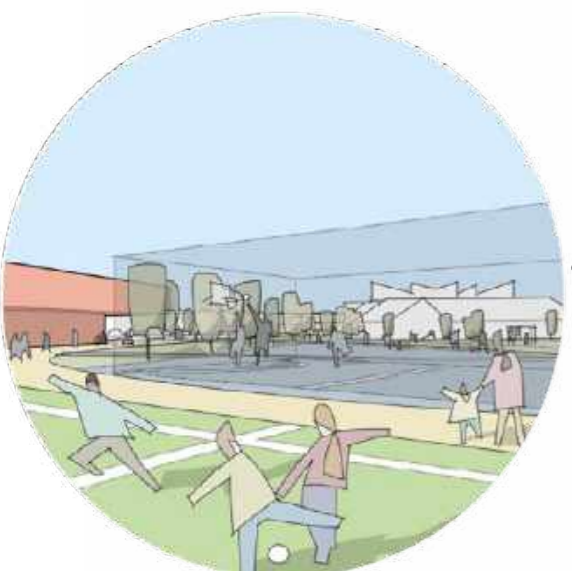
3D visual of Youth Centre proposal on Anchors Field at 'The Heart' looking south west

Key

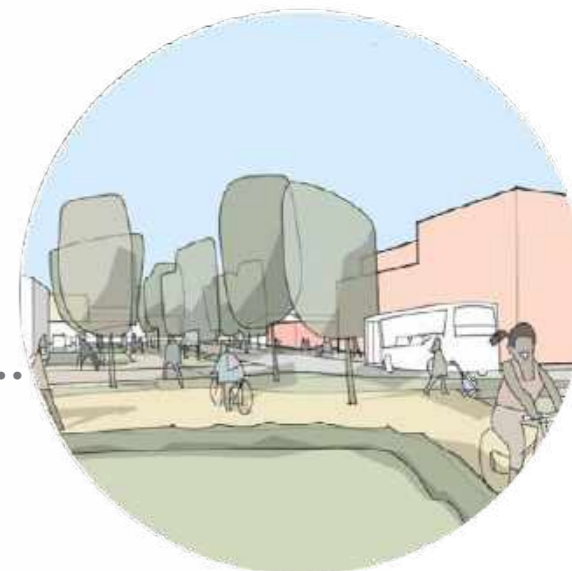
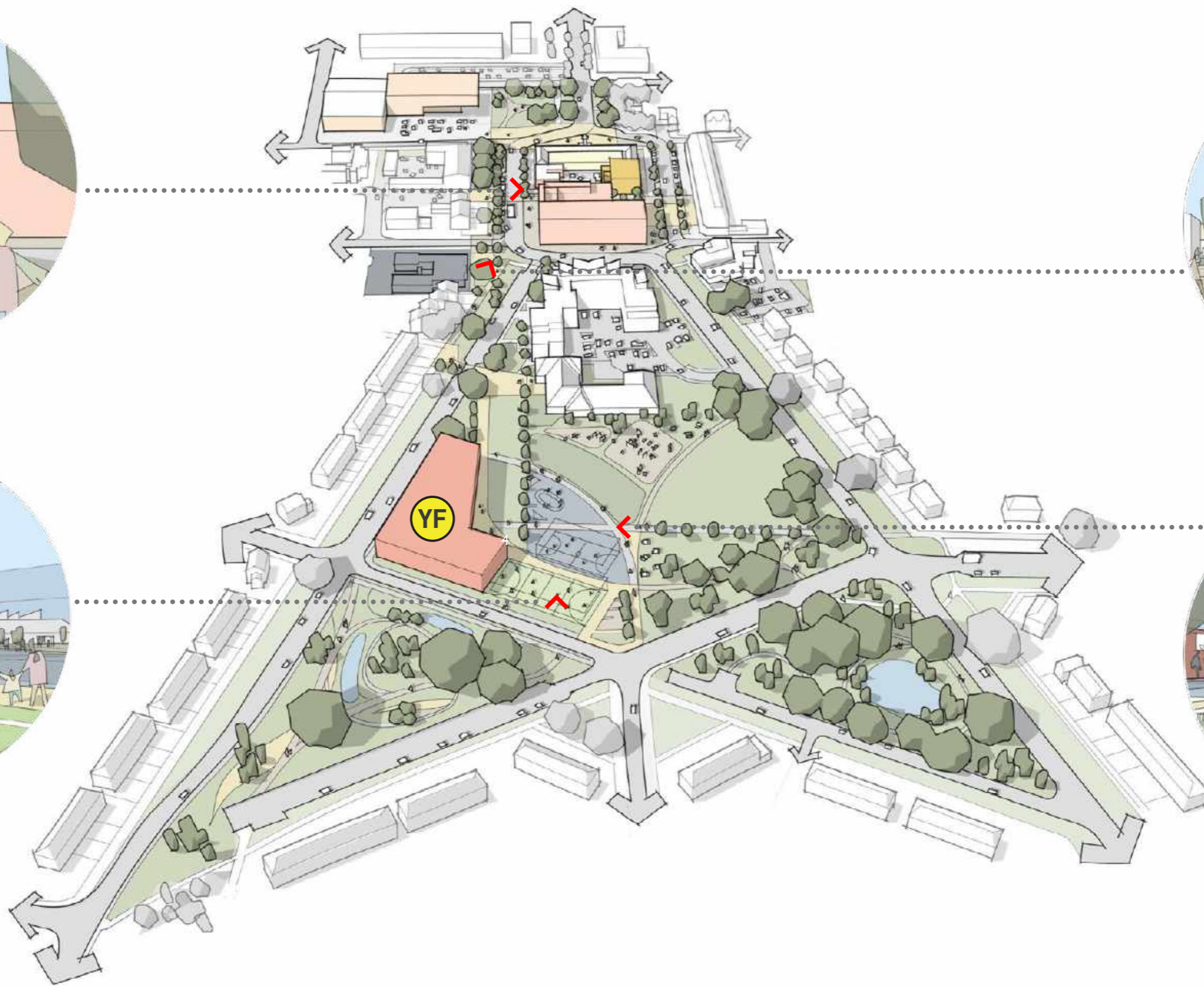
YF Youth Facility



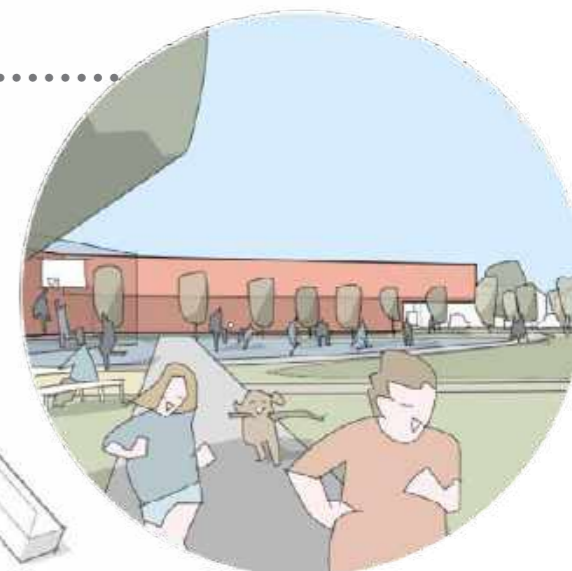
View 1



View 3



View 2



View 4



Anchor Fields Park: existing



Legacy Youth Zone in Croydon



Legacy Youth Zone in Croydon social area and cafe



Unitas Youth Zone in Barnet



Project 4: The heritage

The **Heritage Project** seeks to harness the environmental, social and economic value of Tilbury's riverside and its nationally significant heritage assets by delivering a range of linked projects and opening up the river for sustainable transport.

The overarching strategy is to reconnect the town with its riverside, port and heritage in a way that gives this area of Tilbury a distinct character and USP. This will provide a high-quality environment for the local community to enjoy, play and relax; helping to raise local pride in their area and improve overall health and wellbeing. It will also attract more day-trippers, weekenders and tourists to the area with significant benefits for the local economy; helping to build greater diversity and resilience.

The following interventions will be coordinated to transform this area of Tilbury:

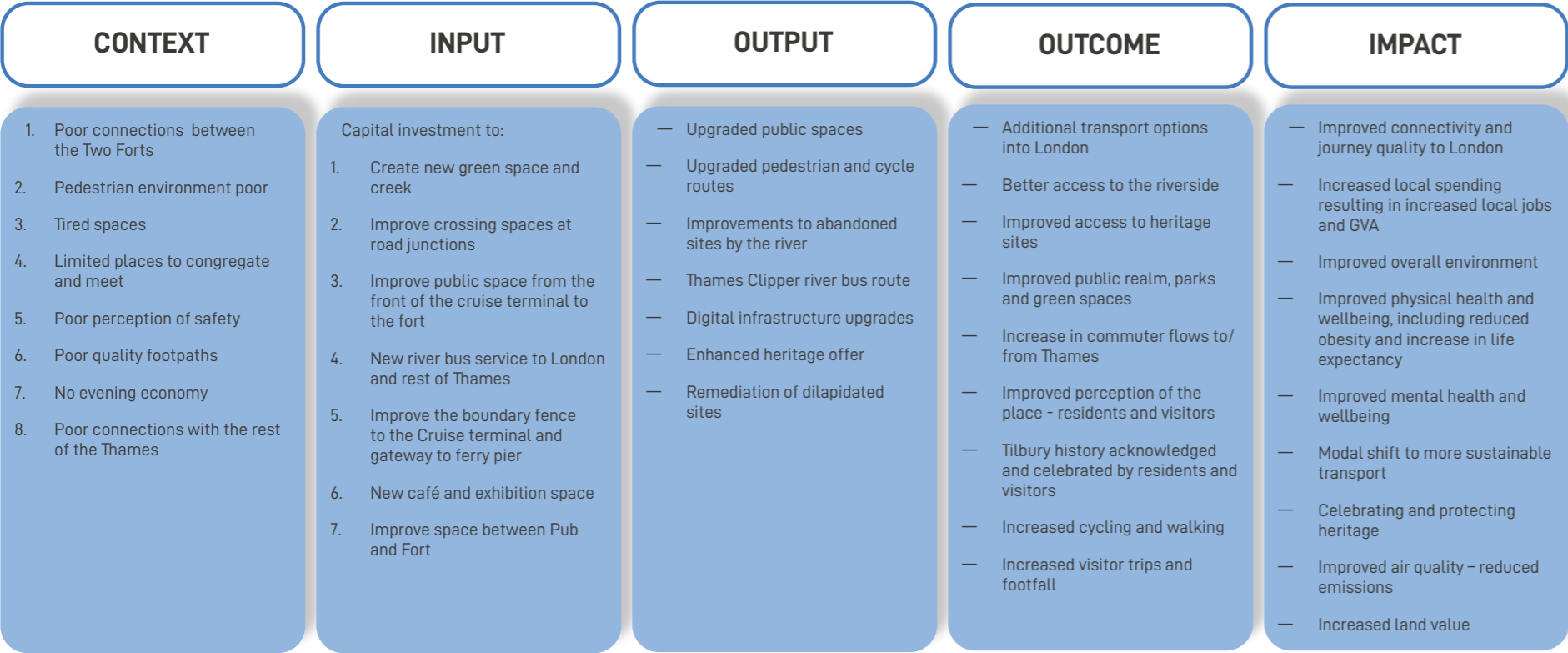
- Thames Clippers: a purpose-built ferry terminal and pontoon to facilitate Thames Clippers' aspiration to extend river bus services to Tilbury. This will open-up the riverside as an important gateway for visitors, tourists and commuters both to and from London. This project will be future-proofed so that London Resort can add further capacity to service cross-river travel

- Tilbury Beach and riverfront: creating access to the tidal beach area via architecturally designed steps and opening-up a new and unique area of public realm, with supporting food and beverage facilities to increase dwell times.
- Tilbury Fort: restoring the historic 'landside' access to Tilbury Fort allowing easier pedestrian and cycle access to this scheduled ancient monument, and to Coalhouse Fort.
- Cruise Terminal: promoting the heritage value of the Tilbury Riverside Station and adding this to the portfolio of heritage assets.

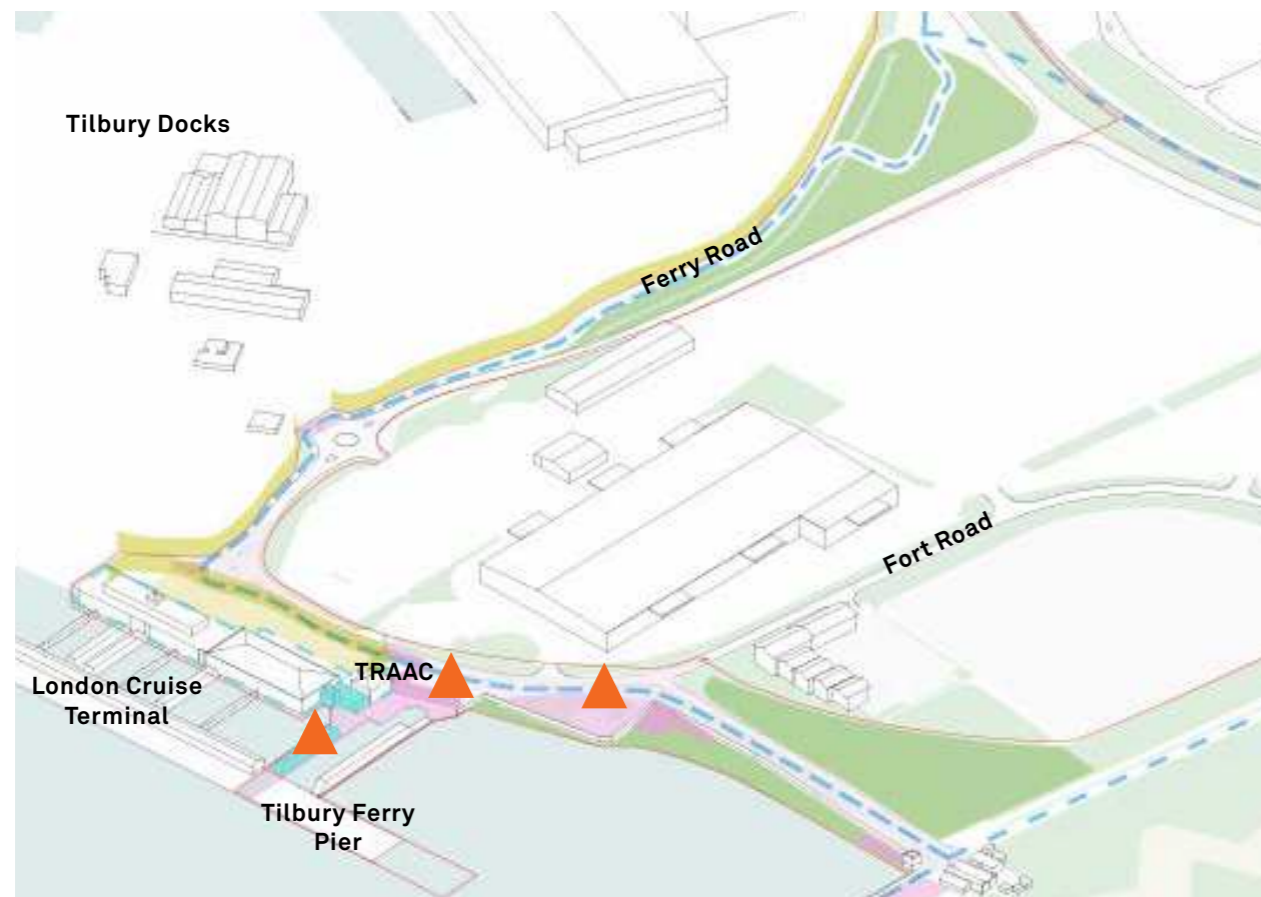
As for the other projects, new digital infrastructure will help to connect the Heritage projects with Tilbury's Hub and Heart. This will include free, fast public Wi-Fi and a range of digital wayfinding technologies for residents and tourists providing travel timetables, tidal times, flood warnings, upcoming local events for the town, etc.



Aerial view overlooking the ferry and cruise terminal towards Gravesend



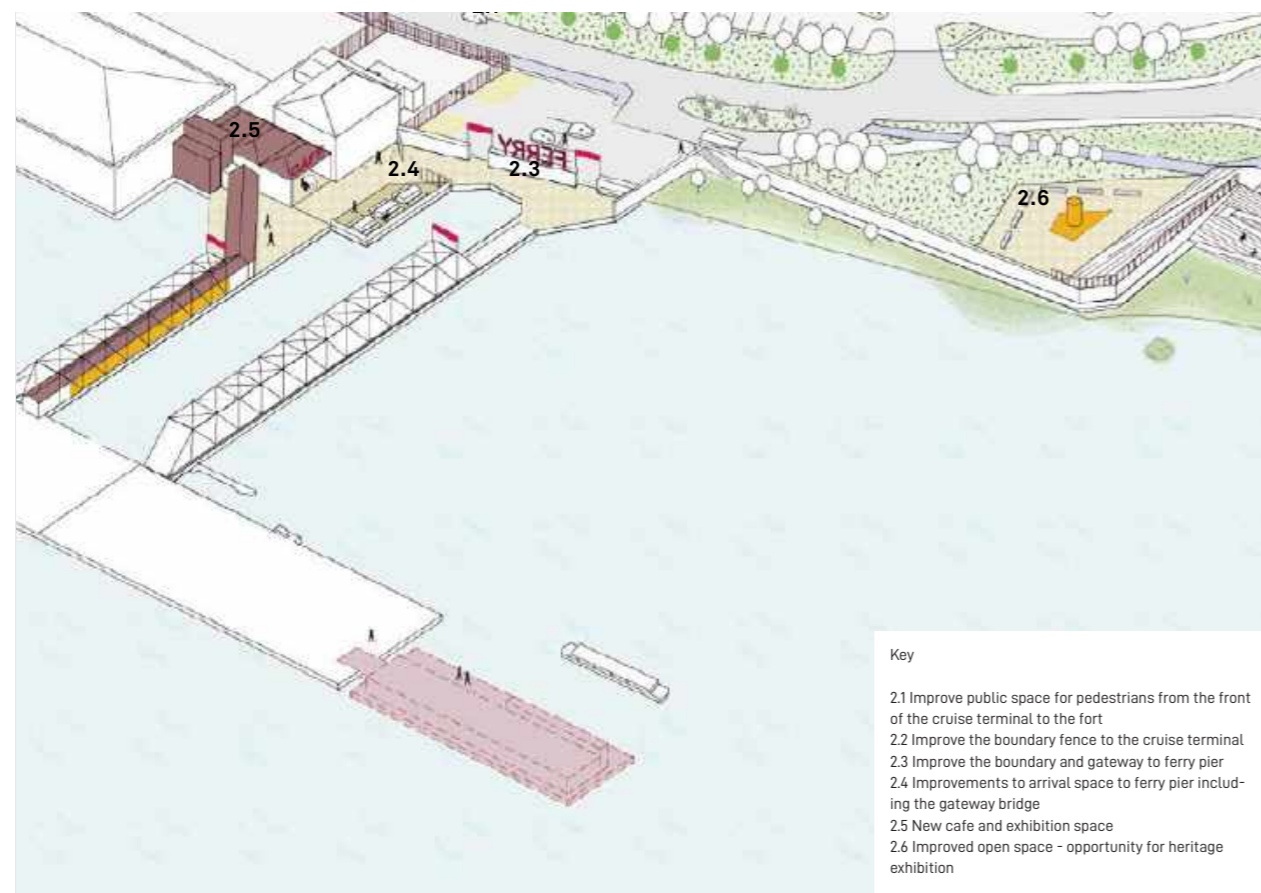
The Heritage logic map



The Heritage: overarching strategy



Tilbury Fort: public realm connections



Tilbury Pier arrival space illustrating landing stage extension location



CGI of proposed extension to the landing strip at the Ferry and Cruise Terminal

Tilbury on The Thames Trust are in discussions with John Studzinski from the Genesis Foundation with regard to Tilbury being the location for a world renowned piece of sculpture and a supporting art project that will work with local young people (see figure).



"The sculptures for consideration in Tilbury are recently completed large scale bronze sculptures by Canadian sculptor Timothy Schmalz.

The works being installed in St. Peter's Square, Rome, and Washington D.C. are internationally known.

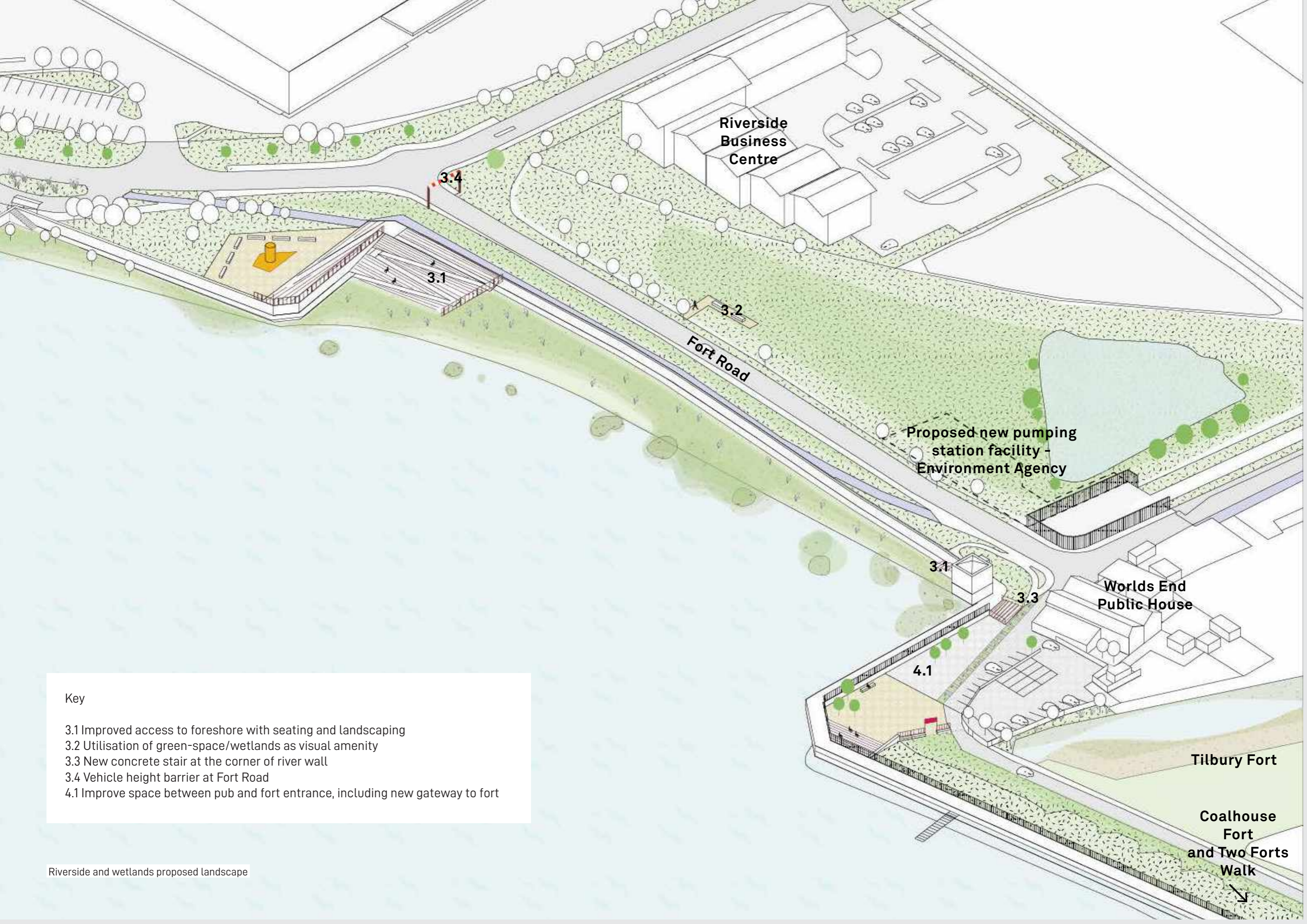
Both the Human Trafficking sculpture – 'Let The Oppressed Go Free' - and the Refugee sculpture – 'Angels Unawares' - celebrate the idea that it is our spiritual duty to show compassion and give help to the marginalised and forgotten in our society.

Although both sculptures show human disperse and struggle, their general message is one of hope and peace and Justice."

Mr John Studzinski: Genesis Foundation

<https://genesisfoundation.org.uk>





Key

- 3.1 Improved access to foreshore with seating and landscaping
- 3.2 Utilisation of green-space/wetlands as visual amenity
- 3.3 New concrete stair at the corner of river wall
- 3.4 Vehicle height barrier at Fort Road
- 4.1 Improve space between pub and fort entrance, including new gateway to fort

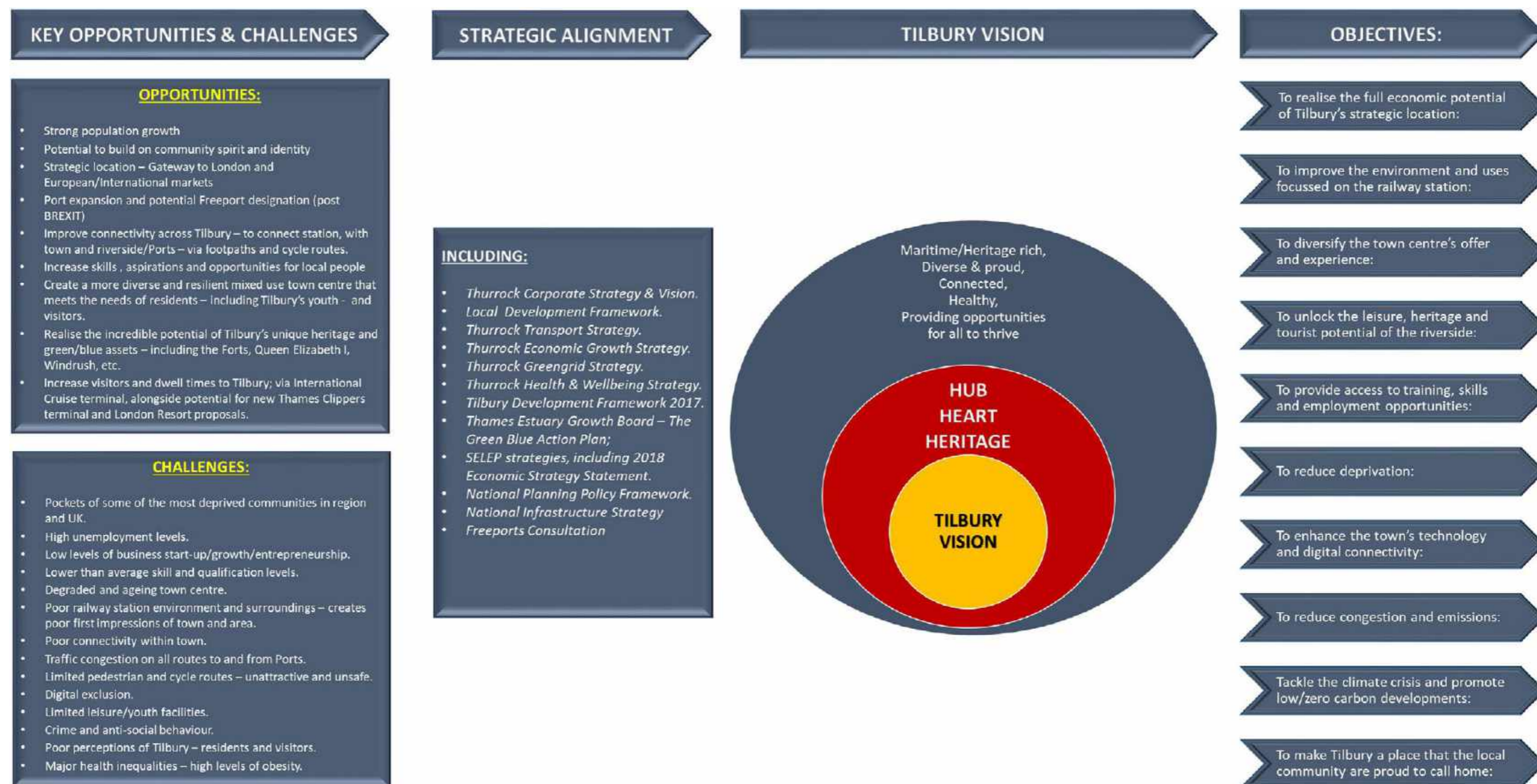


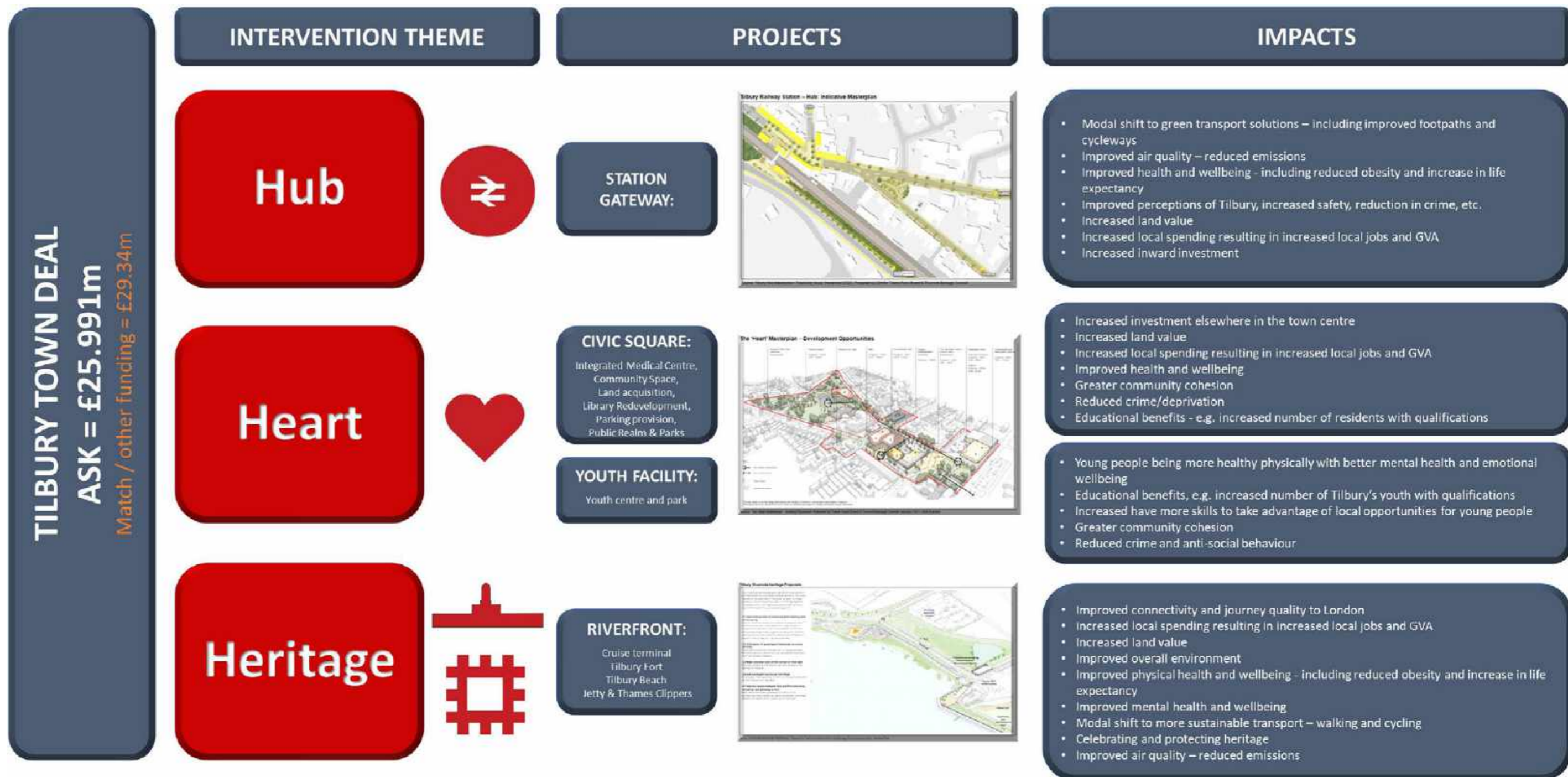
Existing Tilbury Bech and public realm



Proposed improvements to Tilbury Beach and Riverside

Town Investment Plan: Summary Figure





Chapter 4 : Delivery



4.1 MANAGING DELIVERY

We recognise the importance of effective project and programme governance arrangements to help deliver the projects forwarded by our Town Investment Plan.

Given the range of different projects in the plan it would be inappropriate to adopt a 'one-size-fits all approach' to project management.

A centrally managed programme will be established with appropriate methodologies adopted for each project to help set up and deliver them in the most effective and timely way.

This will ensure that the Council (as the accountable body for most projects) can monitor and deliver projects consistently, to address agreed priorities, and government targets whilst retaining some flexibility of approach.

Prince 2 principles and gateway decision stages will be followed, as applies to all major projects introduced by the council.

4.2 PROGRAMME BOARD AND PROGRAMME MANAGEMENT

Our first step will be to re-affirm the role of the already established Town Deal Board, represented by different stakeholders around Tilbury, the Council, and the wider regional organisations that have an interest in Tilbury.

The Board will act as the over-arching 'client' function to lead, manage, and monitor all projects centrally and will be supported by a Project Delivery Officer (PDO) or Officers who would take day-to-day management of delivery of the projects.

4.3 POST TIP SUBMISSION: STAKEHOLDER ENGAGEMENT PLAN

The following sets out our roadmap for stakeholder engagement, ensuring the continued involvement of the local community and key stakeholders as we progress our vision, strategy and projects.

Stage 2 of the Stakeholder Engagement and Communication Strategy will commence once MHCLG confirms that the Town Investment Plan has been successful, and the Board can proceed to the next stage.

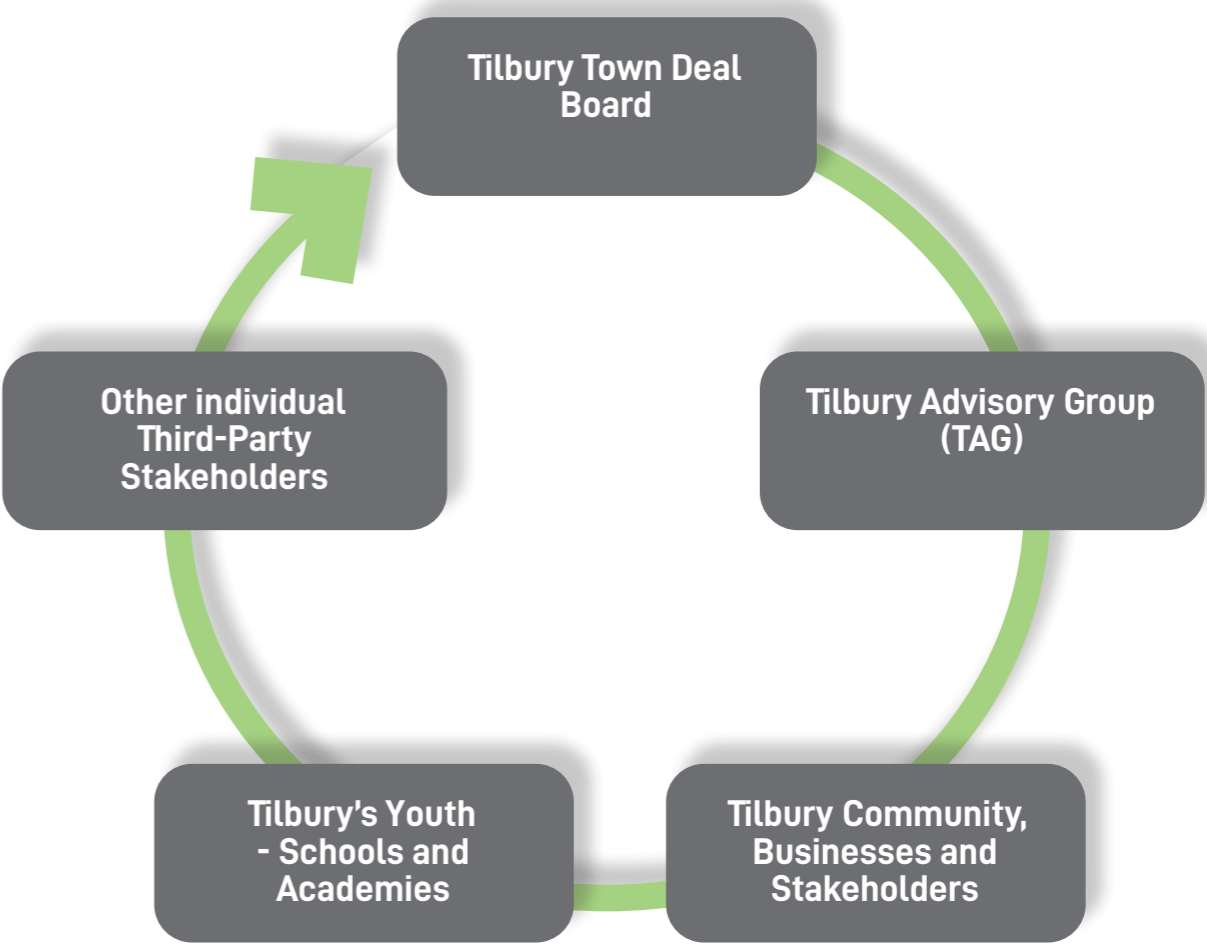
We will issue a press release and website/social media postings, along with direct emails to stakeholders from the Town Board Chair to announce that the bid has been submitted and to highlight some of the aspirational projects that have been put forward.

- Should our TIP be successful, we envisage including:
- An enhanced project specific webpage on the already established Town Fund website;
 - A Communication Plan for each project, to be included in the business case;
 - Regular reporting of progress via social media, with support from delivery partners; and
 - Regular press releases noting the progress of development of each project.

There will also be scheduled interaction with the delivery team and ongoing governance function.

We will review the different stakeholders previously represented as part of this TIP submission to ensure we continue to capture all communities in Tilbury. Representation will be updated and amended where required.

A key aim will be to identify a champion (or champions) for the projects from the community that can communicate with the PDO and help with maintaining support for and the timely delivery of the interventions; by ensuring communication with and feedback from the community and key stakeholders as each project is progressed.



Post TIP stakeholder engagement plan process

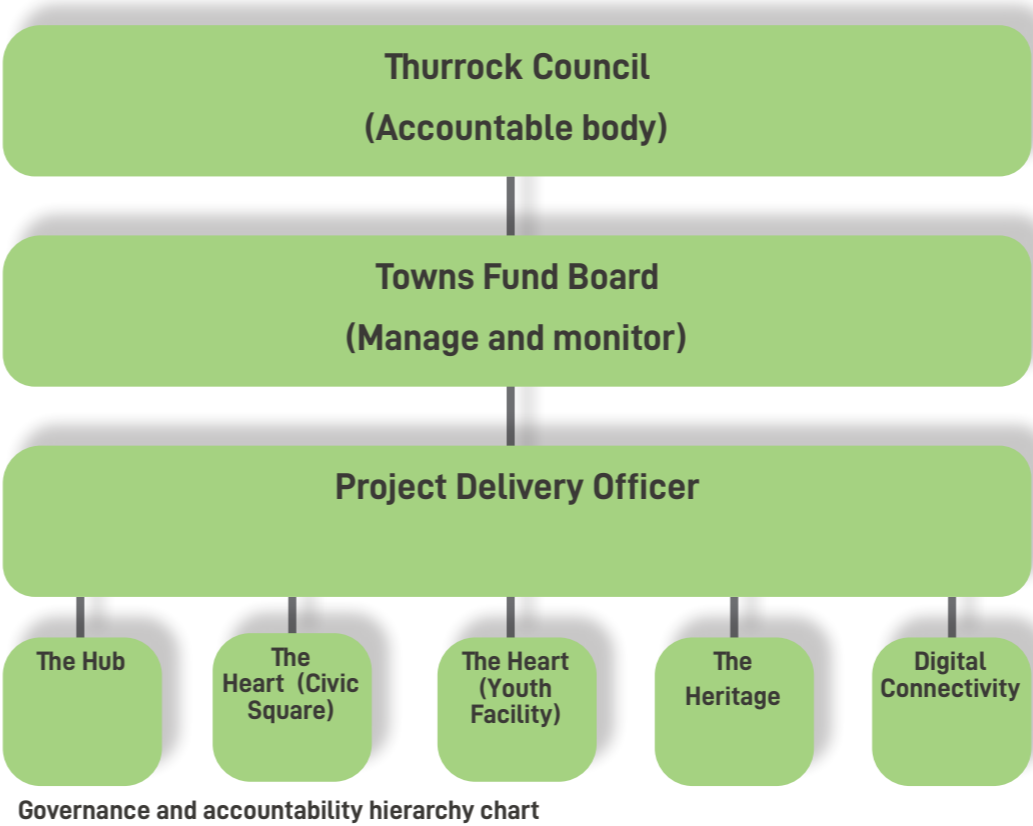
4.4 GOVERNANCE AND ACCOUNTABILITY

Governance and accountability will follow the Council's established approach for managing major projects.

The Treasury's 'Five Business Case Model' process will be followed to secure final business case approval to proceed from the relevant accountable body.

The Council's constitution will guide all governance, due process, and reporting requirements for the programme, including Cabinet approval of key business cases, the publication of decisions and authorisation of delegated authority to proceed with investment.

The relationship between the Council and the Town Board will be managed carefully to ensure that the key principles of public life are enshrined in its governance arrangements. This will ensure transparency of decision making, a code of conduct, a register of members' interests and appropriate management of any conflicts of interest.



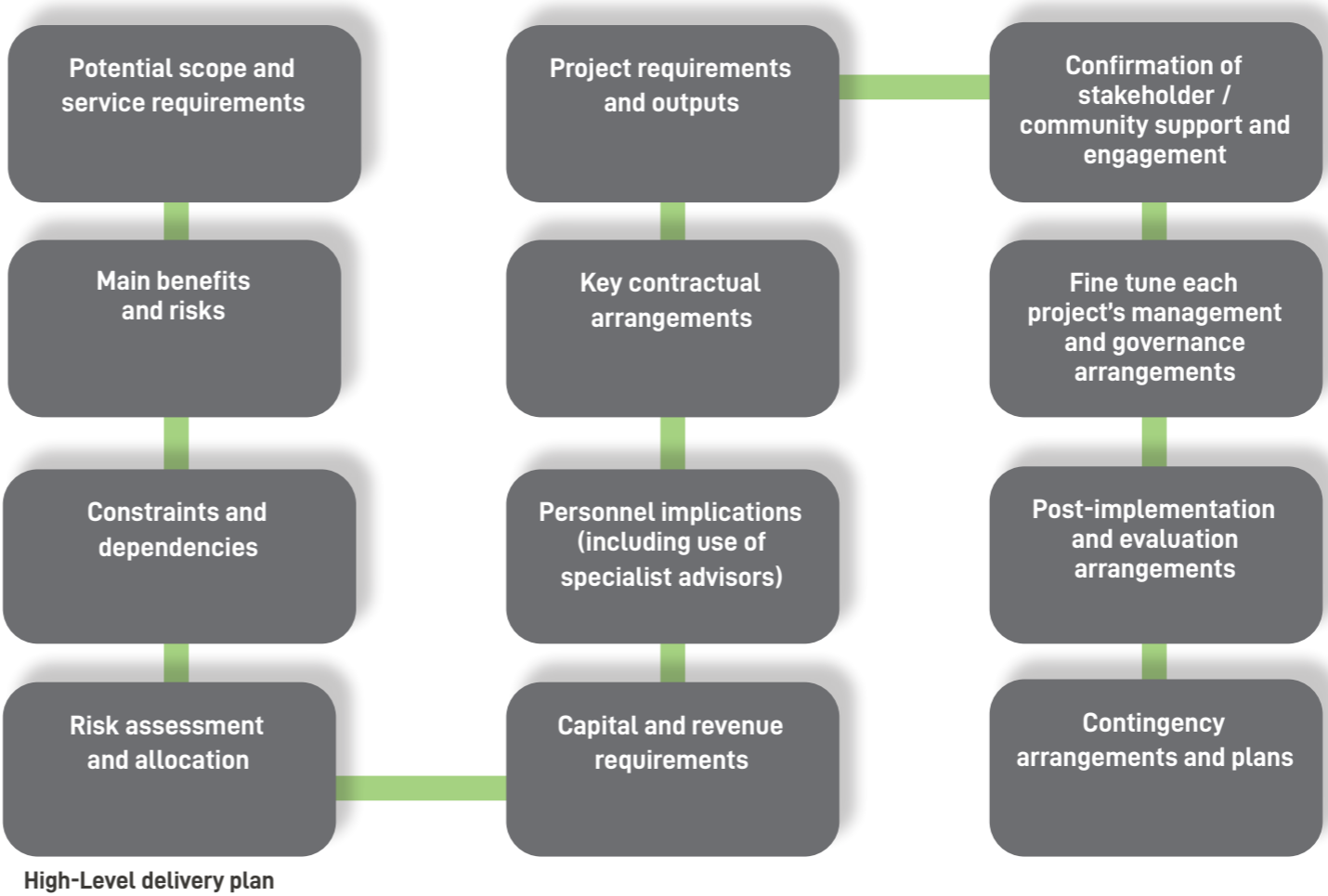
4.5 BUSINESS CASE DEVELOPMENT

Whilst a three-phase Strategic, Outline and Full Business Case approach is normally used for major projects, MHCLG has confirmed that once the TIP is submitted and approved, towns will need to develop one strong business case to secure funding within 12 months of agreeing Heads of Terms.

This will include the right options and scenarios, commercial insights, modelling of economic and social impacts, and a clear strategic narrative throughout the business case. This will be based on the 2020 HM Treasury Green Book Guidance document³⁸.

4.6 HIGH-LEVEL DELIVERY PLAN

With support from the PDO function, the Towns Deal Board will ensure appropriate protocols are followed on all Towns Fund projects. Each project will be expected to follow some, or all the basic requirements outlined opposite:



| Project | month | Jan-21 | Apr-21 | Jul-21 | Oct-21 | Jan-22 | Apr-22 | Jul-22 | Oct-22 | Jan-23 | Apr-23 | Jul-23 | Oct-23 | Jan-24 | Apr-24 | Jul-24 | Oct-24 | Jan-25 | Apr-25 | Jul-25 |
|--|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| The Hub | | | | | | | | | | | | | | | | | | | | |
| Station Gateway | | | | | | | | | | | | | | | | | | | | |
| Digital Connectivity | | | | | | | | | | | | | | | | | | | | |
| The Heart - Civic Square | | | | | | | | | | | | | | | | | | | | |
| Community Space | | | | | | | | | | | | | | | | | | | | |
| Land Acquisition | | | | | | | | | | | | | | | | | | | | |
| Education Centre | | | | | | | | | | | | | | | | | | | | |
| Integrated Medical Centre | | | | | | | | | | | | | | | | | | | | |
| Car Park Provision | | | | | | | | | | | | | | | | | | | | |
| King George's Park / Daisy Fields and Koala Park | | | | | | | | | | | | | | | | | | | | |
| Digital Connectivity | | | | | | | | | | | | | | | | | | | | |
| The Heart - Youth Centre | | | | | | | | | | | | | | | | | | | | |
| Youth Centre | | | | | | | | | | | | | | | | | | | | |
| Anchor Fields | | | | | | | | | | | | | | | | | | | | |
| The Heritage | | | | | | | | | | | | | | | | | | | | |
| Riverside Station / Cruise Terminal / Beach | | | | | | | | | | | | | | | | | | | | |
| Tilbury Fort | | | | | | | | | | | | | | | | | | | | |
| Jetty & Thames Clipper | | | | | | | | | | | | | | | | | | | | |
| Digital Connectivity | | | | | | | | | | | | | | | | | | | | |

Tilbury Town Fund Ask: Indicative project programme and timeline

The next chapter

To be continued...



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