

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

# Cabinet

The meeting will be held at **7.00 pm** on **8 November 2017**

**Committee Rooms 2 & 3, Civic Offices, New Road, Grays, Essex, RM17 6SL.**

## Membership:

Councillors Robert Gledhill (Chair), Shane Hebb (Deputy Chair), Mark Coxshall, James Halden, Deborah Huelin, Brian Little, Susan Little and Aaron Watkins

## Agenda

Open to Public and Press

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**Queries regarding this Agenda or notification of apologies:**

Please contact Kenna-Victoria Martin, Senior Democratic Services Officer by sending an email to [Direct.Democracy@thurrock.gov.uk](mailto:Direct.Democracy@thurrock.gov.uk)

Agenda published on: **31 October 2017**

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# DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

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

## Helpful Reminders for Members

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

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

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



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

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

Disclosable Pecuniary Interests shall include your interests or those of:

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

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

A detailed description of a disclosable pecuniary interest is included in the Members Code of Conduct at Chapter 7 of the Constitution. **Please seek advice from the Monitoring Officer about disclosable pecuniary interests.**

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

### Pecuniary

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

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

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

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

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

### Non- pecuniary

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



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

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

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

**1. Create** a great place for learning and opportunity

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

**2. Encourage** and promote job creation and economic prosperity

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

**3. Build** pride, responsibility and respect

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

**4. Improve** health and well-being

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

**5. Promote** and protect our clean and green environment

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

**Minutes of the Meeting of the Cabinet held on 11 October 2017 at 7.00 pm**

**The deadline for call-ins is Monday 23 October at 5.00pm**

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**Present:** Councillors Robert Gledhill (Chair), Shane Hebb (Deputy Chair), Mark Coxshall, James Halden, Deborah Huelin, Brian Little, Susan Little and Aaron Watkins

**In attendance:** Councillor Oliver Gerrish, Chair of the Corporate Overview and Scrutiny Committee  
Lyn Carpenter, Chief Executive  
Sharon Bayliss, Director of Commercial Services  
Sean Clark, Director of Finance & IT  
Steve Cox, Corporate Director of Environment and Place  
Roger Harris, Corporate Director of Adults, Housing and Health  
Jackie Hinchliffe, Director of HR, OD & Transformation  
Rory Patterson, Corporate Director of Children's Services  
Karen Wheeler, Director of Strategy, Communications and Customer Service  
David Lawson, Deputy Head of Legal & Monitoring Officer  
Kenna-Victoria Martin, Senior Democratic Services Officer

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

**37. Minutes**

The Minutes of Cabinet, held on 13 September 2017, were approved as a correct record.

**38. Items of Urgent Business**

There were no items of urgent business.

**39. Declaration of Interests**

There were no declarations of interest.

**40. Statements by the Leader**

The Leader addressed Portfolio Holders informing them of the sad news that former Tilbury Councillor Ken Barrett had passed away. He commented that Ken was a lovely man who wouldn't have said a bad word about anyone and had continued to work hard for the people of Tilbury.

Councillor Gledhill asked that a one minute silent be held.

The Leader notified Members of the Civic Awards which took place once every two years and were an opportunity to thank and reward our neighbours who quietly went about supporting their community and were often unnoticed. He continued to state this was the chance to take a few minutes to show appreciation and nominate those local heroes for one of the nine Civic Award Categories. Members were advised information on the awards could be found online with nominations opening on Monday 16 October.

Members heard that Councillor Halden has been shortlisted for the Finance and Transformation Award and Councillor S.Little for the Health and Care Award, the Leader wished them all best at ceremony.

Councillor Gledhill advised that since April, in just 7 months the council had collected nearly 1,000 tonnes of rubbish, this was the equivalent to 1,000 cars and 9,100 acres of grass being cut which was 18 times the size of the Olympic Park in London.

He continued to state that great work was continuing to take place in Grays, including regular action days with different organisations such as the Police and Enforcement Officers. Members were advised:

- On the 28 September, 4 people had been witnessed to be breaking the PSPO, had alcohol confiscated and were banned from the area for 48 hours;
- 10 businesses had been visited regarding their trade waste duty of care documents and;
- 26 more Fixed Penalty Notices have been issued for not picking up dog mess.

The Leader mentioned that four cases of fly-tipping in Grays and Tilbury had resulted in FPNs totalling £1,600 in September.

Lastly Councillor Gledhill advised that since the Council had been authorised to remove vehicles that were parked on the highway without the correct road tax on behalf of the DVLA.

Members heard that in two weeks the Council had removed 38 vehicles, of which 19 vehicles had been claimed by owners who had paid the release fee. The remaining vehicles remained unclaimed by their owners. It was commented that this was one of the many ways the Council was looking to improve the street scene in Thurrock.

The Leader continued to advise Members there were a significant number of abandoned vehicles reported in the borough each year; though a number of these turned out to be poorly parked, vehicles parked for a few days or those on private land where arrangements with the owner allowed such parking of an untaxed vehicle.

It was commented that the Council would make information available to residents about the service as it settled in, however if they believed a vehicle had been left on public land they could report it on-line to the DVLA.



Councillor Gledhill finally mentioned the Council had received enquires about foreign registered vehicles that appeared untaxed. He stated Officers were looking into legislation and would provide Members with a briefing note in due course on how it may be tackled.

**41. Briefings on Policy, Budget and Other Issues**

The Leader commented that, further to his statement at Full Council where he suspended the Ground Maintenance Fees, he had sought advice from colleagues within the Legal and Housing Departments and formally asked the Housing Overview and Scrutiny Committee to review the fees and to bring a report of their findings back to Cabinet.

**42. Petitions submitted by Members of the Public**

There were no petitions submitted.

**43. Questions from Non-Executive Members**

The Leader of the Council advised that no questions had been submitted from Non-Executive Members.

**44. Matters Referred to the Cabinet for Consideration by an Overview and Scrutiny Committee**

The Leader of the Council informed Members that there was one matter arising from an Overview and Scrutiny Committee, which was the Call-In of the Communication Strategy. He continued by inviting Councillor Gerrish, Chair of the Corporate Overview and Scrutiny Committee, to present the report to Cabinet.

Councillor Gerrish addressed Cabinet Members commenting that the Call-In had not been speedy. He continued by stating that Members would be aware of the Committee's concerns, in that one element was not best for the Council's relationship with media colleagues.

The Chair of the Corporate Overview and Scrutiny Committee mentioned that no communication strategy would be perfect, however the work undertaken by the Director of Strategy, Communications and Customer Service had eased Members' concerns and they therefore agreed and suggested to Cabinet the amended wording at 3.2-3.4 of the report.

Councillor Hebb, Portfolio Holder for Finance, stated he gave his commitment to the process at the last meeting of Full Council on such topics as social media within the strategy. He continued to state the idea behind the communication strategy was to codify what currently wasn't codified and with that he supported the recommendations.

The Leader of the Council commented the Call-In process demonstrated the good work that Overview and Scrutiny Committees completed. He further stated it was clear to see work which had been included in the strategy.

**RESOLVED:**

- 1. That Cabinet note the decision made by the Corporate Overview and Scrutiny Committee to refer the decision back to Cabinet.**
- 2. That Cabinet agree to the amended wording at 3.2 - 3.4 and reflected within the updated Communication Strategy 2017-20 at Appendix 1.**

**45. Quarter 1 Corporate Performance Report 2017/18**

Councillor Huelin, Portfolio Holder for Performance and Central Services, presented the report which provided a progress update in relation to the performance of Key Performance Indicators, including a focus on some specific highlights and challenges.

She continued to state that she was pleased with the recent results as 64% were on or above target, with the borough having cleaner streets and better schools. Councillor Huelin informed Members of the Citizen Engagement Award which was won for supporting people to get online including use of My Account.

Councillor Halden commented on focus area 2 stating that for this academic year more children were offered their first choice of preference school. On top of which Corringham Primary, East Tilbury, St Clere's and The Ockendon School had all received confirmation to expand their schools.

He continued to inform Members that moving forward the Council would be completing three Free Schools which had received funding up to £60million from the Government.

Councillor S.Little mentioned that for the first quarter there had been no permanent admissions of young adults to residential care home, meaning the target was achieved.

Councillor Watkins remarked on focus area 1 advising Members it was the first inspection completed by Keep Britain Tidy. He continued by stating he felt Clean it, Cut it and Fill it was working well and improving the cleanliness of the borough.

He touched on focus area 4 commenting that additional communication would be sent to residents on recycling and what could and could not be recycled. Councillor Watkins stated he felt work was moving in a positive direction.

The Leader of the Council observed the general satisfaction of tenants receiving services from the Housing department was at 71.2%, although this

was an improvement on previous outcomes, he stated that the target did not include the 'fair' rating which if included would bring the target to 89.3%.

Councillor Huelin summed up by announcing the Council won the national SOCITM Citizen Engagement Award for Thurrock Online which enabled residents to transact with the council digitally. She continued to express her congratulations to Gary Staples and all involved.

**RESOLVED:**

- 1. To note and comment upon the performance of the key corporate performance indicators in particular those areas which are IN FOCUS**
- 2. Cabinet identified and discussed areas which required additional consideration**

**46. Medium Term Financial Strategy Update (Decision 01104440)**

The Portfolio Holder for Finance and Legal Services addressed Members providing an update on the work of the Council Spending Review Panel and the wider ambitions on becoming a self-sufficient authority by 2020. Councillor Hebb commented that he touched on this item at the last Full Council meeting and included comments from the external auditors, the LGA and the peer review team who had all looked at what the Council was doing and the way it was completing such works.

He continued that the report was about raising what we could as a Council, as it was known the Revenue Support Grant Funding from the Government would not be available in 3 years, as the country continued to manage the overspend of the public sector. The Portfolio Holder for Finance remarked it was not for the Council to change its role as a Local authority but instead to raise what it could, so to continue to offer the services residents required and care about.

Councillor Hebb stated the Cabinet had committed to present a budget in February and for this to include a further increase to the reserves to the full amount of £10million.

The Leader thanked all Group Leader for attending the Council Spending Review Panel; he further thanked the Section 151 Officer for all of his work throughout the budget setting process.

**RESOLVED:**

- 1. That Cabinet note the MTFS set out in appendix 1 and draft service impacts set out in appendix 2;**
- 2. That Cabinet support an investment approach alongside the principles set out in the report; and**
- 3. That officers submit a report to Council in October that enables this approach.**

Reason for Decision – as stated in the report  
This decision is subject to call-in

**47. Tilbury Master Planning (Decision 01104441)**

Councillor Gledhill, Leader of the Council, mentioned that although he had no interests to declare on this item, he was a former resident of the town and had family who still lived in Tilbury.

Councillor Coxshall introduced the item notifying Cabinet Members the report set out a suite of core principles which had been developed into a refreshed masterplan, providing a clear framework to be used as a reference point for all future development. He continued to comment upon the new health services which would be provided for the community of Tilbury before the year 2020.

The Portfolio Holder for Regeneration mentioned there were a number of significant drivers of change which presented opportunities for the town such as the new Lower Thames Crossing, the expansion of the Port of Tilbury and new Power Generation facilities.

Councillor Halden thanked the Portfolio Holder for his report and commended him on the wider vision and masterplan for the regeneration of Tilbury which was what the town required and deserved.

The Leader commented on the formation of the Local Action Group, which showed residents and communities working together to improve significant issues within the town.

**RESOLVED:**

- 1. Cabinet are asked to approved the proposed Masterplan for Tilbury set out in this report**
- 2. Cabinet are asked to approved the integration of this Masterplan into the new Local Plan for Thurrock.**

Reason for Decision – as stated in the report  
This decision is subject to call-in

**The meeting finished at 7.40 pm**

Approved as a true and correct record

**CHAIR**

**DATE**

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Democratic Services at [Direct.Democracy@thurrock.gov.uk](mailto:Direct.Democracy@thurrock.gov.uk)**

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<b>8 November 2017</b>		<b>ITEM: 10</b> (Decision 0110442)
<b>Cabinet</b>		
<b>Grays Town Centre: Civic Offices Project</b>		
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Key	
<b>Report of:</b> Councillor Mark Coxshall, Portfolio Holder for Regeneration		
<b>Accountable Assistant Director:</b> Gary Staples, Strategic Lead Transformation		
<b>Accountable Director:</b> Steve Cox, Corporate Director of Environment and Place		
<b>This report is Public</b>		

## Executive Summary

The Grays Town Centre report, presented elsewhere on this agenda, sets out an exciting vision for Grays and four themes around which that vision will be delivered. Central to that are the Council's own plans for the Civic Offices.

This report sets out options for the refurbishment and development of the Civic Offices in Grays. It proposes the building of an extension to CO2 to provide space for a new council chamber, democratic functions and reception area as well as providing the flexibility to consider relocating other council services such as the library and registrars. The extension will free up the CO1 site which will act as an enabler for further options to be developed including residential uses.

The Civic Offices Project will deliver and contribute towards the following objectives:

- Residents channel shift towards self-service
- Taking 'digital by design' to the very core of its building design
- Maintaining and enhancing the Council's civic presence in Grays
- Embedding modern and adaptable ways of working for staff
- Supporting the aims of the Grays Masterplan
- Obtaining best value for money and making revenue savings

### 1. Recommendations that Cabinet are requested to:

- 1.1 Authorise officers to proceed to the detailed design stage of an extension to CO2 and the refurbishment of the ground floor of CO2
- 1.2 Authorise officers to prepare detailed plans for the redevelopment of CO1 and consider delivery options.

**1.3 Note the high level costings in paragraph 4.2 and that a detailed business plan for the CO2 extension and redevelopment of CO1 will be prepared as part of the detailed design stage.**

## **2. Introduction and Background**

- 2.1 The way our residents are accessing council services is changing in scope and nature. This change requires a modern centre of operations which supports and enhances residents channel shifting towards a digital interaction as well as embedding modern and adaptable ways of working for staff within its infrastructure. At the same time regeneration of the Grays area will require the Council to use its assets efficiently and effectively in order to play its part in shaping Grays into a high quality place in which to live and work.
- 2.2 The existing vision for Grays aims to build on the strengths of the town centre as a chartered market town and as a centre for cultural and civic services. This is reflected in a masterplan for the town. A key element of the strategy is to replace the level crossing of the rail line with a pedestrian rail crossing linking the High Street to the south side of the town. Funding for the pedestrian rail crossing, including £10.8m from Government, has been secured which means it can now progress forward.
- 2.3 The Civic Office plans will support the delivery of the Grays Masterplan and the pedestrian rail crossing scheme, together creating a high quality public realm along Grays High Street and gateway into the town from the station.
- 2.4 Lambert Smith Hampton (LSH), working with Tony Fretton Architects, were commissioned in January 2017 to develop options for the ground floor of CO2 and the whole of CO1. The siting of the council chamber was identified as the keystone to any potential development due to its spatial requirements.
- 2.5 LSH were asked to explore options around building an extension to CO2 which has the following benefits;
- A purpose built location can be provided for democratic functions and a new reception area keeping these functions securely in the heart of Grays
  - There are strong links to the Masterplan objective of continuing the High Street to the south side of the railway
  - The CO1 site can be vacated and freed up for further development options
  - The extension space can be built as large or as small as necessary providing the flexibility to consider relocating other council services such as the library and/or the registrars to the new building.
- 2.6 In considering possible uses for the CO1 site, LSH carried out appraisals that considered various land use options (e.g. office, hotel, recreation/leisure).



Preliminary studies suggest a residential option may be viable, but further investigation is required.

2.7 Using the CO1 site for a new theatre was also considered as the Council is separately considering options around the Thameside Complex which might have been supported by the availability of the CO1 site. However this option has been discounted on a number of grounds including problematical access for large vehicles on New Road/Derby Road Bridge junction and the high costs of building a new theatre on that site. (Note: this does not prevent other Thameside uses being accommodated in a CO2 extension building as described above.)

### 3. Issues, Options and Analysis of Options

3.1 Consultants have worked with officers to develop options which will maximise the utilisation of Council assets in the Grays area to support a number of Council ambitions including;

- Residents channel shift towards self-service
- Taking 'digital by design' to the very core of its building design
- Maintaining and enhancing the Council's civic presence in Grays
- Embedding modern and adaptable ways of working for staff
- Supporting the aims of the Grays Masterplan
- Obtaining best value for money and making revenue savings

3.2 The options developed by LSH are shown in the summary table with indicative costings.

CO2 extension, CO2 & CO1	(Affordable Element)	Cost	Net Income	Existing Budget	Additional capital required
New build - public facing		£6.84m			
Refurbished - civic		£1.14m			
New build residential	Policy Compliant		(£2.8m)		
Existing Civic Offices refurbishment budget				(£4.8m)	
<b>Total</b>					<b>£0.38m</b>

3.3 Including planned capital works, a budget of £4.8m is still in place for original refurbishment works of the ground floor of CO2 and the whole of CO1. Therefore, the total new capital required for the extension of CO2 is £380k

assuming a large size extension and a policy compliant affordable housing scheme on CO1.

- 3.4 Land assembly costs are not included in the above calculations as they have previously been allowed for in the Grays Pedestrian Rail Crossing scheme.

#### **4. Reasons for Recommendation**

- 4.1 Along with the new pedestrian rail crossing, a new Civic extension and the freeing up of the CO1 site are key enabling elements to the regeneration of Grays Town Centre and demonstrates to the private sector and other public sector partners that the Council is willing to invest in the Town's future.
- 4.2 As detailed earlier in this report a number of Council objectives are achieved and/or supported by the proposed development.

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

- 5.1 Staff and Senior Management have been made aware of the project through presentations at the Corporate Workforce Group, Staff Forums and DMT meetings. Feedback around specific requirements and service needs have been noted and will be taken into account during the design stage of the project.

Progression of the chosen option will include further stakeholder engagement.

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

- 6.1 This project will deliver/contribute to the delivery of the objectives of:
- Agree the future of the Civic Offices
  - Deliver channel shift to support council digital and customer services strategies
  - Housing New Build (if deemed the highest and best value of the options being considered)

Depending on the services accommodated in the new CO2 extension it will also support the following;

- Review of options to replace Thameside functions

- 6.2 Other partners have expressed an interest in co-locating with the council in order to provide a multi-agency facility for the public from a single location. These partners include Essex Police, Citizens Advice Bureau, DWP/Job Centre+ and NELFT. Existing partners in CO1 and Thameside have also indicated a desire to remain co-located with the council subject to space availability.

6.3 Whilst the main purpose of reconfiguring the Civic Offices is to optimise the use of council owned assets in the Grays area and is therefore focused on rationalising council usage of those assets, existing partners might potentially be accommodated in CO2 which would have obvious benefits including the sharing of running costs. This can further explored in line with the chosen option.

## **7. Implications**

### **7.1 Financial**

Implications verified by: **Laura Last/Mark Terry**  
**Management Account/Senior Financial Accountant**

The immediate financial commitment of this project is the capital cost of building an extension for CO2, £7.98m, less £4.8m of funds previously allocated for the completion of the refurbishment of the Civic offices and a return of £2.8m on housing development  
 $£7.98m - (£4.8m + £2.8m) = \mathbf{£0.380m}$

High Level cost estimates have been provided for each of the options outlined in this report. Once a preferred option is chosen further detailed costings will be carried out on which additional financial comments will be given.

### **7.2 Legal**

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

Further detailed legal comments can only be provided once a preferred option for the rest of the scheme has been identified. As the project progresses further specific legal advice will be sought to ensure that the Council meets its obligations and acts lawfully in accordance with the Constitutional and relevant statutory provisions.

### **7.3 Diversity and Equality**

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

The Grays Town Centre: Civic Offices project is currently at high-level concept stage and is looking at building 'footprints' on existing sites rather than the specifics of design. However, all new build and interior design will meet or exceed current access and use standards. Diversity and Equalities issues will need to be addressed through a Community & Equality Impact Assessment

informed and developed by appropriate stakeholder engagement during the design stage.

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

- None

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

- None

9. **Appendices to the report**

- None

**Report Author:**

Vincent Waddams  
Senior Project Manager  
Corporate Programme Team

<b>8 November 2017</b>		<b>ITEM: 11</b> <b>(Decision 0110443)</b>
<b>Cabinet</b>		
<b>Grays Master Plan</b>		
<b>Wards and communities affected:</b> Grays Riverside, Grays Thurrock	<b>Key Decision:</b> Key	
<b>Report of:</b> Councillor Mark Coxshall Portfolio Holder for Regeneration		
<b>Accountable Assistant Director:</b> Andy Millard, Assistant Director for Planning and Growth		
<b>Accountable Director:</b> Steve Cox, Corporate Director of Environment and Place		
<b>This report is Public</b>		

## Executive Summary

Grays is identified in the Economic Growth Strategy and the Adopted Local Plan as one of the Growth Hubs in the Borough where regeneration and growth is to be concentrated.

A number of projects referenced in the existing vision and implementation plans for Grays have or are being implemented, including the opening of South Essex College and the Old Courthouse business centre in the former Magistrates Court. Work has also begun on the removal of the one-way system as part of the town centre transport improvement package. The Grays Town Partnership which continues to promote the town centre through the 'Love Grays' campaign. All these projects have helped diversify the local offer and attract additional footfall into the town. In addition growing market interest in Grays from the private sector continues to provide clear opportunities to further enhance the role of the town centre and its riverfront.

A key barrier to the regeneration of Grays remains the railway line which bisects the town and in particular the increasing frequency and duration of closures of the pedestrian level crossing. The Council has been working with Network Rail, C2C and other stakeholders for some time to develop proposals to close the existing level crossing and replace it with a new pedestrian rail crossing which will allow the free flow of pedestrians through an underpass regardless of railway operations. The announcement of over £10.8m funding from Government via the Local Growth Fund to secure the pedestrian crossing was reported to Cabinet in April 2017 and means that the Council is now progressing plans for the implementation of the scheme

which will further enhance the town centre and offer new opportunities for commercial development and for connection to the riverfront.

Given the progress made in recent years and the opportunities that will be presented by private sector investment, a new approach to Council service delivery and to asset management it is an appropriate time to refresh the Framework to guide the next stage of growth and regeneration in Grays. In July of this year Planning, Transport and Regeneration Overview and Scrutiny Committee reviewed the progress that has already been made in delivering the Council's Programme for Grays and the new opportunities which have prompted the need for a review of the Development Framework and agreed a two staged approach to undertaking this refresh. This report considers the first stage refresh.

## **1. Recommendation(s)**

- 1.1 Cabinet are asked to approve the proposed Grays Town Centre Framework Refresh appended to this report.**
- 1.2 Cabinet are asked to recommend to planning committee that this Framework is integrated into the new Local Plan for Thurrock.**
- 1.3 Cabinet are asked to note that a strategy will be prepared to publicise progress on implementing the refreshed Grays Town Centre Framework.**

## **2. Introduction and Background**

- 2.1 Grays is an important market town and the civic and administrative centre of Thurrock. The town has been identified in the Council's Economic Growth Strategy and in the Local Plan as one of six growth hubs in the borough – areas where regeneration investment and growth activity are to be concentrated. The Council, through an extensive public and stakeholder consultation exercise, has developed the following vision for Grays.

*“Building on its strengths as a Chartered Market Town, Grays will be an exciting, high quality destination for people to live, work, learn, shop and socialise. Reconnected to the River Thames, Grays will support growing resident, student and business communities throughout the day and entertain a diverse and vibrant population through the evening.*

*Cafés, bars, restaurants, shops and markets will combine with culture, entertainment and events in unique venues to provide a safe and attractive place for communities to meet and businesses to thrive.”*

- 2.2 The vision was distilled into four themes around which the regeneration programme was developed. The progress made against each theme is summarised in the following paragraphs;

2.3 *Theme a - Building the local economy which would be based on a diverse retail and leisure offer, supply of housing and of business accommodation:*

- South Essex College Grays Campus has been completed and opened in September 2014;
- The former Grays Magistrates Court has been converted into business units. The Old Court House – as it is now known - opened in January 2015. 78% of the 37 units available are currently occupied by a range of businesses;
- The Grays Town Partnership which draws together local retailers and other key stakeholders to promote and improve the town centre has been established and is driving the 'Love Grays' campaign;
- The Council has appointed a Town Centre Coordinator to work closely with the Grays Town Partnership and with other stakeholders to drive improvements in the town centre and promote Grays to local residents;
- The market has been recognised as an important asset in Grays Town Centre and improvements have been made to the offer which will be built on later this year with the introduction of more specialist markets and a greater range of products on offer;
- A development framework to guide regeneration of the town centre was agreed in March 2016;
- The Council has worked with the private sector to secure the acquisition of the State Cinema by JD Wetherspoon who propose to open a restaurant and public house;

2.4 *Theme b - Making it easier to travel in to and move around the town centre:*

- Work has started to remove the one way road system and improve access to and around the town centre, with phase 1a of the Grays Town Centre Traffic Management Scheme completed at the junction of Clarence Road and Stanley Road;
- In April 2017 Cabinet received a report outlining progress in developing proposals for the replacement of the level crossing of the railway line with a pedestrian crossing. The report highlighted the recent £10.8m award of funding from the Local Growth Fund which completes the funding package for the scheme;

2.5 *Theme c - Enhancing the quality of the public realm:*

- The South Essex College facility has made a significant enhancement to the public realm and urban design quality in the New Road area.
- Work on the replacement of the railway pedestrian crossing recognises the key role that this will have in improving the public realm in this area.
- The Councils own plans to extend its buildings to the high street will further enhance the public realm, completing the setting of the church, South Essex College and the new railway pedestrian crossing.

2.6 *Theme d - Supporting Thurrock's communities through opportunities for community activities:*

- The Grays Town Partnership has worked with the Council and South Essex College to host Christmas and other events which now form part of the 'Love Grays' campaign promoting the town centre.

**3. Issues, Options and Analysis of Options**

3.1 Positive progress has been made in revitalising Grays Town Centre. Whilst the regeneration programme as previously articulated is by no means complete new opportunities driven by Council service reviews and private sector interest are now being identified. There is a clear need for these new opportunities to be coordinated with the wider approach for the town centre and to ensure that they deliver the maximum benefit for Thurrock residents. Planning Transport & Regeneration Overview & Scrutiny Committee supported a two staged approach to the review;

- a. Refresh and update the Area Concept Plans within the current Development Framework to reflect the emerging opportunities discussed above and to provide a Framework that can guide the next phase of regeneration in Grays town centre.
- b. A more detailed review to follow as part of the process required for the new Local Plan and to ensure compliance with planning policy and regulations relating to the formulation of Local Plans including requirements for stakeholder engagement.

3.2 Planning Transport & Regeneration Overview & Scrutiny Committee further supported an approach that focussed on five key issues;

- a. Exploiting maximum benefit from private sector development
- b. Taking advantage of opportunities from revised Council Service delivery
- c. Making it easier to travel in to and to move around the Town Centre
- d. Enhancing the public realm
- e. New opportunities such as those identified in the Connected Thurrock Digital and ICT Strategy

3.3 The first stage refreshed Framework is appended. The vision and objectives remain the same as the original framework. The approaches to delivering the objectives set out on page 5 of the attached Framework have been updated to reflect the circumstances that have led to the refresh. The Plan retains the remaining proposals from the original Framework and addresses each of the five key points as follows;

**Exploiting maximum benefit from private sector development**

3.4 There are clear indications of increasing market interest in Grays town centre from nationally recognised brands such as Costa Coffee and J D



Weatherspoon. Further private sector proposals for residential development on sites close to the town centre are expected to come forward in the near future. The Framework identifies private sector sites where development would be supported by the strategy where that would support the Council's regeneration aspirations. The framework also supports development for a range of town centre commercial uses including retail, leisure and offices.

### **Taking advantage of opportunities from revised Council Service Delivery**

- 3.5 The Council has a clear strategy to consolidate civic functions where possible and to provide customers with a modern and digital based offer. A review of Council assets including the Thameside Complex, Civic Offices, Mulberry Square and Grays Beach has the potential to transform Grays town centre. With this focus on using Council assets the revised Framework has included three options for locations for a theatre, including Grays Beach, the Civic Offices 1 site, or provision on the Thameside Complex site together with the adjacent car park. These options are broadly stated in the Framework and will be the subject of detailed review and separate reports to Cabinet. The Framework identifies the importance of the existing theatre remaining open while these options are considered.
- 3.6 The Framework includes a number of Council sites including Hogg Lane South and car parks in Darnley Road, Agent Street and Thames Road, and around the rail station as potential development sites. This supports the cabinets approval in April 2017 of the funding package for the underpass which included the use of returns from development of Council land.

### **Making it easier to travel in to and to move around the Town Centre**

- 3.7 Proposals to replace the level crossing of the rail line will improve connectivity between north and south Grays and creates an opportunity to extend the town centre towards the riverfront. The refreshed Framework reflects the decision of Cabinet in April 2017 to proceed with the underpass project. The Framework also reflects the opportunity presented by this project to enhance the transport interchange provided by the rail station, bus stops, taxi ranks, and provision for cyclists in the town centre.
- 3.8 The refreshed framework supports the further phases of the Grays Town Centre Traffic management Scheme to replace the one way road system and to improve accessibility for cyclists and pedestrians.

### **Enhancing the public realm**

- 3.9 A range of development opportunities in and around the town centre have been highlighted in the Framework. Whilst all the highlighted opportunities are positive for the Town Centre there is a risk of significant changes being brought forward in a piecemeal fashion. The Framework provides a clear context for a holistic approach to enhancing the public realm. A town centre design strategy that is being procured with the design for the underpass and

public squares will build on the Framework to provide design guidelines that can be applied to all projects affecting the public realm thereby securing a properly coordinated and higher quality approach.

### **Digital Thurrock**

- 3.10 Building on the current initiatives which include town centre Wi-Fi provided by the new market operator and the social media presence of the Town Partnership, the scale of change proposed in the Framework presents opportunities to incorporate digital/ICT in to regeneration projects. The potential is identified in the Framework including the Council's approach to rationalising its services and opportunities for providing infrastructure in construction projects on land owned by the Council and projects funded by the Council.

### **Next Steps**

- 3.11 A summary of the delivery programme of projects in the Grays programme is;
1. Underpass
    - a. Delivery structures, design, stakeholder engagement, and consents  
Phases: by summer 2020.
    - b. Construction phases: by spring 2022.
  2. One way System
    - a. Phase 1a completion September 2017.
    - b. Phase 1b: Bridge Road priority working upgrades including traffic signal control and changes to New Road access-Winter 2017/18.
    - c. Phase 2: Stanley Road/Orsett Road junction: Spring 2018.
    - d. Consultation on change to two way operation: For inclusion in the 2018/19 Highways Capital Programme.
  3. Civic Offices: Programme to be included in a separate report to Cabinet.
  4. Thameside Complex: Programme to be included in a separate report to Cabinet.
  5. Public Realm Strategy:
    - a. Procure design team: Autumn 2017.
    - b. Consultation, production of guidance and adoption Summer/Autumn 2018.
  6. Feasibility appraisal and project development for other schemes in the Framework.
  7. Stage 2 review to integrate the Framework in to the new Local Plan.

3.12 It is also proposed that promotion and publicity is undertaken throughout the implementation of the Framework to inform the community and businesses about progress. Methods used will depend on the stage of implementation but could include one or more of the following;

- Public meetings and drop in sessions for residents to find out more.
- Leaflets and posters produced to explain the Grays Framework and what it means for residents and businesses.
- Use of council buildings in Grays and the wider area to promote the works.
- Branded hoardings around building sites and sites acquired by the Council for the programme.
- Use of council communication channels – social media, web, and press releases.

#### **4. Reasons for Recommendation**

4.1 The Council identifies Grays as one of the Borough's Growth Hubs where housing and employment growth are to be concentrated. Grays Town Centre faces significant pressures for development and growth and whilst opportunities exist there is a need to develop a coordinated approach to ensure that benefits are maximised. The current Framework has provided a framework which has secured significant improvements in Grays. These successes now need to be reflected in a new baseline which also takes into account the changed economic climate. The recommended action would provide a framework that builds on previous success, that can be incorporated in to the Local Plan and that provides clear and up to date context for the Council's ongoing planning and regeneration activities.

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

5.1 Planning, Transport and Regeneration Overview and Scrutiny Committee in July 2017 supported a two staged approach to refreshing the development framework. The next stage will be as part of the Local Plan, the programme for the local plan will include a stakeholder engagement strategy.

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

6.1 The Council's Economic Growth Strategy and LDF Core Strategy identify Grays as a Growth Hub where regeneration activity will be focussed. The Council approved a vision for Grays town centre in 2013. The Framework will provide a current framework for the Council's regeneration activity in the area and will support the emerging Local Plan.

## **7. Implications**

### **7.1 Financial**

Implications verified by: **Mark Terry**  
**Senior Financial Accountant**

The cost of producing the Refreshed Framework has been funded from existing departmental budgets and the second stage review as part of the Local Plan process will also be funded from departmental budgets.

The implementation of the Framework will be subject to further Cabinet reports and may be funded from several sources including the Council's Capital Programme, Grants, returns on development of Council land holdings, and S.106 funds.

### **7.2 Legal**

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

None at this stage. The second stage Framework will need to adhere to the statutory provisions in the Town and Country Planning Act for Local Plans. Project implications will be reported to Cabinet in respect of each project

### **7.3 Diversity and Equality**

Implications verified by: **Natalie Warren**  
**Community Development & Equalities Manager**

Diversity and Equalities issues will need to be addressed through a Community & Equality Impact Assessment informed and developed by appropriate Stakeholder Engagement during the Local Plan stage of review. Each project will also require its own stakeholder engagement strategy

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

- None

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

- Cabinet Report: Delivering the new Pedestrian Rail Crossing. Decision 01104419 April 2017.
- Cabinet Report: Grays Development Framework. Decision 01104368 March 2016.
- Grays Development Framework 2016

## **9. Appendices to the report**

- Appendix 1 - Grays Town Centre Framework Refresh 2017

### **Report Author:**

Brian Priestley  
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Regeneration

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# GRAYS TOWN CENTRE FRAMEWORK REFRESH







# GRAYS TOWN CENTRE FRAMEWORK REFRESH

OCTOBER 2017

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# 01 INTRODUCTION

## ABOUT THIS PROJECT

This report sets a framework for the physical and social regeneration of Grays Town Centre. Its purpose is to provide a spatial concept for the town centre that will guide development and enhancement in the future.

This document is an update of the Council's 2013 'Vision for Grays' and 2016 'Grays Development Framework'. Over the years positive progress has been made to revitalise the town centre. Several exciting and potentially transformational projects have been delivered or progressed.

The key achievements are summarised below:

- The Council has successfully secured £10.8 million of funding from the Local Growth Fund to progress a new pedestrian rail crossing at High Street;
- South Essex College's distinctive and attractive new building opened in 2014 - this important facility sits in the heart of the town on one of the town's most prominent sites and is centred around a new public space (College Campus Fields);
- The former Magistrates Court (now known as the Old Court House) has been converted into small business units;
- Grays Town Partnership has been formed which has launched the 'Love Grays' Campaign (<http://www.lovegrays.co.uk>) to support and promote businesses and events in the town centre;
- The Council has appointed a Town Centre Coordinator to work closely with the Grays Town Partnership and with other stakeholders to drive improvements in the town centre and promote Grays to local residents;
- The potential to provide river boat services from Town Wharf;
- Work has started to implement the removal of the one-way road system on Orsett Road to improve access to and around the town centre;

- The market has a new operator in place and now offers a wider range of markets, better quality products and town centre WiFi; and
- A well known leisure operator has acquired The State cinema building and the council is working with them to see this attractive building brought back in to use.

The Grays Town Centre Framework Refresh has been prepared to build upon what has been achieved so far and progress other key priorities for the regeneration of the town. The Council will prioritise the following projects to support the Framework;

- The detailed design and delivery of the pedestrian underpass, associated public spaces and transport interchange;
- The reconfiguration of the Civic Offices to deliver enhanced customer services;
- The development of enhanced theatre and cultural services through the redevelopment of the Thameside Complex either on its existing site, as part of a redevelopment of the Civic Offices or on the Riverside - the existing complex must remain up and running until a new facility opens.

- The continued improvement of the movement network to facilitate enhanced access in to and around the town centre;
- Support the delivery of Connected Thurrock - the Council's digital and information technology strategy; and
- A town centre public realm strategy.

This framework alone will not achieve all of the aspiration set out in the vision and objectives for Grays. Other complementary plans and strategies will be developed as required.



Logo from the Grays Town Partnership's 'Love Grays' Campaign



The Council has been progressing improvements to the town's market



Exterior shot of the Old Courthouse - small business spaces within the former Magistrates Court



Interior shot of the Old Courthouse

## 02 OUR VISION

In July 2013 the Council, through an extensive public and stakeholder consultation exercise, developed the following vision for Grays. This vision (below) remains relevant and shall continue to shape development in the town centre.

To achieve this vision four key objectives have been set. These are listed on Page 5 of this document.

### OUR VISION:

**“Building on its strengths as a Chartered Market Town, Grays will be an exciting, high quality destination for people to live, work, learn, shop and socialise. Reconnected to the River Thames, Grays will support growing resident, student and business communities throughout the day and entertain a diverse and vibrant population through the evening.**

**Cafés, bars, restaurants, shops and markets will combine with culture, entertainment and events in unique venues to provide a safe and attractive place for communities to meet.**





**BUILDING A LOCAL ECONOMY  
BASED ON:**

- Markets, convenience and specialist retail, cafés, leisure and events during the day;
- Entertainment, culture and places to eat and drink during the evening;
- Maximising the benefit to the town centre from opportunities to develop high quality housing and commercial buildings; and
- Creating space for businesses to grow.

**IMPROVE MOVEMENT AND  
ACCESS TO THE TOWN BY:**

- Delivering a high quality pedestrian underpass to facilitate easy pedestrian and cycle movement across the railway connecting the town centre and the River Thames;
- Enhancing the transport interchange around the rail station; and
- Improving road, bus, cycle and pedestrian links into and around the town centre.

**SUPPORTING THURROCK'S  
COMMUNITIES BY:**

- Improving Council owned assets such as the Thameside Complex and Civic Offices to provide a better facilities - whilst maintaining continuity of cultural and community services;
- Creating opportunities for community activities and Pop up uses;
- By ensuring that regeneration activity meets the needs of local communities;
- Supporting existing businesses; and
- Building upon the existing character of the town and making the most of its assets.

**ENHANCING THE QUALITY  
OF THE PUBLIC REALM BY:**

- Creating public squares and greener spaces;
- Creating active spaces for markets, street cafés, and events;
- Taking advantage of the river frontage; and
- Identifying priority areas for landscape improvements in conjunction with improvements to road, bus, cycle and pedestrian links.



LINK TO THE RIVER

# 03 THE FRAMEWORK

## THE DESIGN CONCEPT

As described in Section 01 the process of regenerating Grays has already begun. However, there is still a significant way to go before the full potential of the town can be realised. The updated Framework Plan includes several important projects that are critical to the long term success of Grays. These are summarised below and reflected in the Concept Plan (Figure 3.1).

A comprehensive public realm strategy for the town centre should be produced to accompany this framework. This should set out a strategy that delivers a cohesive landscape across all key routes and spaces and ensures the seamless integration of the new underpass underpass and the other priority projects into the wider townscape (see Section 06).

### A DELIVER GRAYS GATEWAY / TRANSPORT INTERCHANGE

One of the most important ambitions of this framework is to create an attractive gateway for the town around the train and bus station. This should:

- Provide an underpass that brings the town centre and riverside closer together and helps overcome the historic segregation caused by the railway line;
- Enable the comprehensive remodelling of the built environment around the station to create a better arrival experience and improved bus and rail interchange;
- Create new public spaces to the north and south of the tracks; and
- Provide new mixed use buildings with new retail floorspace to enliven and define the Grays Station Gateway.

### B ENHANCE THE TOWN CENTRE

The High Street to the north of the railway and its side streets form the commercial heart of Grays town centre and is key to the identity of the town. The framework proposes to:

- Significantly enhance the public realm to create an attractive pedestrian space as the focus for civic life, markets and events;
- Expand the retail and convenience offer in the

- town centre including cafés and restaurants;
- Redevelop the Thameside Complex to provide improved theatre and civic facilities on its existing site or at the Civic Offices or by on the riverside- the existing complex must remain up and running until a new facility opens;
- Support for the redevelopment of the State Cinema; and
- Shopfront improvements.

### C DEVELOPMENT AROUND THE CIVIC OFFICES AND HIGH STREET SOUTH

The momentum generated with the building of the South Essex College should support further the growth of the town centre along the High Street towards the riverside.

One of the greatest opportunity sites in this area is Mulberry Square to the west of the Civic Offices. Development here could create a new frontage on to the High Street and animate the route to the River. The Council is currently looking at options for this site - which could include an extension of the Council's own premises to create improved public services in the very heart of the town centre.

Other development in the area should:

- Provide a high quality public realm, linking with the Grays Town Wharf to the south and the town centre to the north;
- Deliver new mixed use buildings with active uses to help enliven the southern High Street; and
- Enhance the setting of the local heritage such as Grays Parish Church and historic public houses.

### D IMPROVE THE MOVEMENT NETWORK - ORSETT ROAD

The framework proposes to strengthen Orsett Road as an affordable location for smaller, independent shops and businesses. The reintroduction of two way traffic and improved service access will help support these businesses. Public realm improvements will enhance the environment and the historic high street character. The provision of short term parking will attract passing trade and support the continuing vitality of this street.

### E IMPROVE THE MOVEMENT NETWORK - DERBY ROAD

Derby Road bridge is an important pedestrian connection between the town centre and the riverside. It is proposed to:

- Enhance the public realm on Derby Road and Sheffield Road and provide better pedestrian and cycling facilities;
- Bring forward new development on opportunity sites that help animate and define the street space; and
- Consider options for a vertical pedestrian connection between Crown Road and Derby Road Bridge.

### F IMPROVE THE MOVEMENT NETWORK - WALKING AND CYCLING ROUTES

The framework aims to improve the walking and cycling connections with the residential hinterland to make access to the town centre more attractive, convenient and safe.

### G DELIVER AN ATTRACTIVE RIVERSIDE

South-facing, with long views up and down the river, Grays riverfront is an underused asset of the town centre with the potential to become a new destination for leisure and recreation.

To unlock the riverfront it is proposed to:

- Deliver improved pedestrian connections from the riverfront to the town centre;
- Establish an attractive riverfront promenade along the river from Town Wharf to Grays Beach;
- Consolidate existing open spaces at Kilverts Field and Grays Beach to form a single waterside park;
- Investigate the potential of a pier to enable ferry access to Grays;
- Explore the potential to create leisure destinations along the riverfront to animate the riverside; and
- Deliver new residential development on opportunity sites to bring vitality to the area, overlook the new park and enhance the image of Grays.



NEW CORE RETAIL



ATTRACTIVE SPACES



A NEW UNDERPASS

Figure 3.1: The concept plan

## H ENHANCE SEABROOK RISE ESTATE

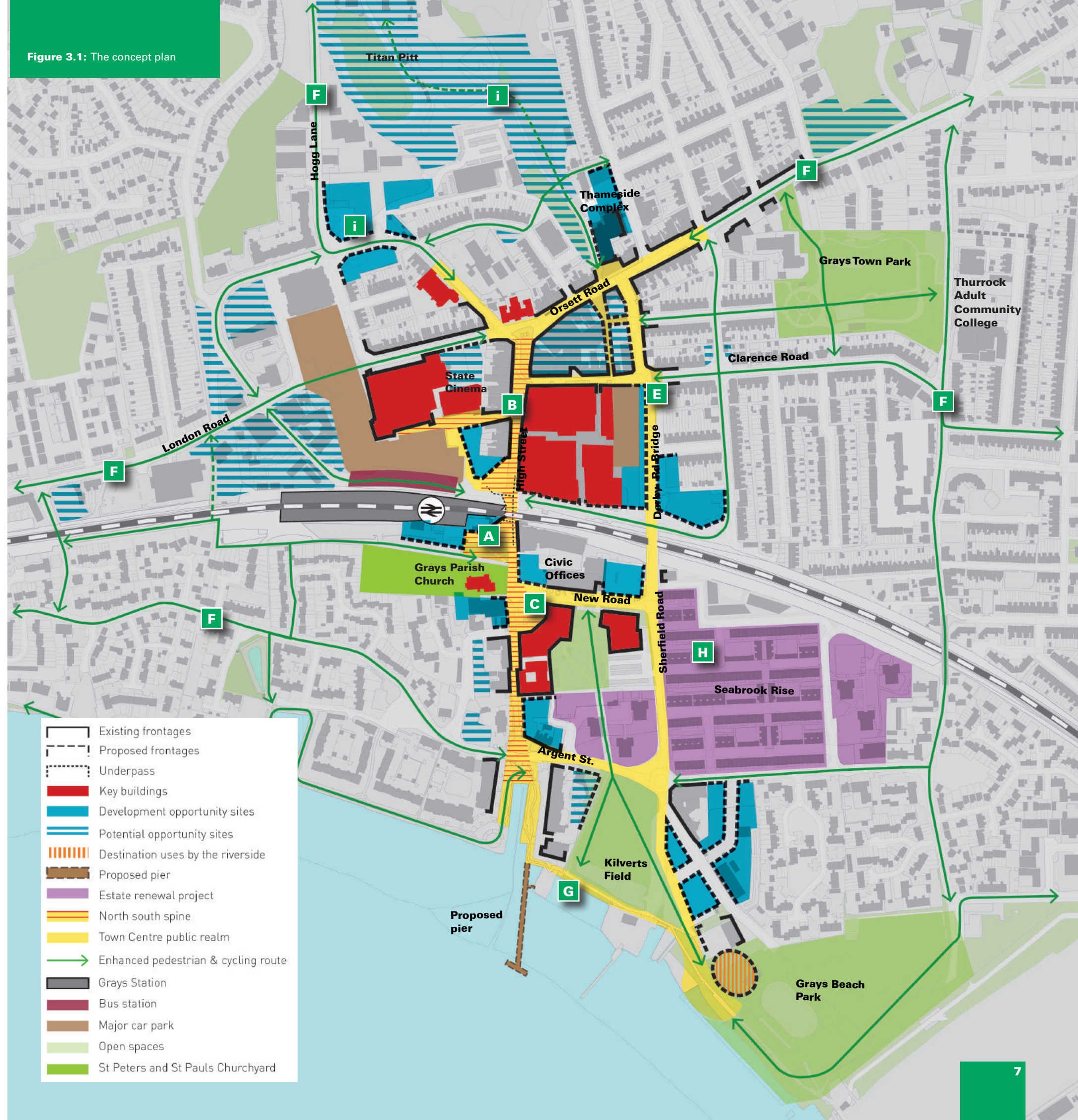
The Council is considering plans for environmental improvements in the Seabrook Rise Estate. These will also aim to improve wayfinding around the estate and improve connections between the town centre and the river.

## I PROVIDE FOR TOWN CENTRE LIVING

Grays town centre offers significant opportunities for residential growth. This will support the vitality of the town centre, provide animation outside business hours, support local businesses and concentrate housing where it is well served by public transport and facilities. Opportunity sites, including on infill and intensification sites within the town centre, at Hogg Lane and at the London Road gyratory and support the longer term delivery of new residential development on the Titan Pit site.

## THE CONCEPT PLAN

The concept plan for Grays town centre (Figure 3.1) establishes a coherent spatial strategy that delivers the objectives described above. The detail of the overarching strategy is set out by topic in the sections that follow.



- Existing frontages
- Proposed frontages
- Underpass
- Key buildings
- Development opportunity sites
- Potential opportunity sites
- Destination uses by the riverside
- Proposed pier
- Estate renewal project
- North south spine
- Town Centre public realm
- Enhanced pedestrian & cycling route
- Grays Station
- Bus station
- Major car park
- Open spaces
- St Peters and St Pauls Churchyard



RETAIL CORE



SECONDARY RETAIL



WATERSIDE LEISURE



NEW HOUSING

# 04 USES AND ACTIVITIES

## A CHANGING TOWN CENTRE

The success of Grays town centre, as with many similar sized towns, will depend on its ability to see beyond its retail function and to strengthen its role as the social and cultural meeting place for the community, as well as the place for businesses, employment and enterprise.

*'Town centre/high street plans must encompass a complete community hub solution incorporating; health, housing, education, arts, entertainment, business/office space, manufacturing and leisure, whilst developing day time, evening time and night time cultures where shops are just a part of the total plan.'* The Grimsey Review: an Alternative Future for the High Street', September 2013

The Framework aims to strengthen the town centre by concentrating mixed use activities in established parts of the town centre and promote the intensification of residential accommodation in and around the centre. This will establish a larger, more densely populated area in short walking distance from the station, and will help support the vitality of Grays town centre and its provision of shops and facilities for the local community.

The framework further aims to enhance Grays' appeal as a visitor destination by:

- Improving Council owned assets such as the Thameside Complex and Civic offices;
- Improving the quality of the environment and public realm through out the centre (see Section 07 of this document);
- Establishing an attractive waterfront and pier;
- Continuing to improve the market; and
- Hosting festivals and events.

## COMMUNITY, CULTURE AND LEISURE USES

The Council-owned Thameside Complex accommodates a theatre, museum, library and registry office. The Council is currently considering options for the future of this building. These options could include:

- A** The redevelopment or refurbishment of the building on its existing site/car park; or
- B** The construction of a brand new facility for the theatre, library and registry office as part of the redevelopment of the Civic Offices; or

**C** The construction of a brand new theatre facility at the riverside.

As part of the envisaged Grays riverside regeneration a new waterfront destination should be developed. Footfall and associated activities will enliven the riverside, provide overlooking to open spaces and make it feel a safer and attractive place.

With any of the the above options the existing Thameside Complex will remain open until a new service is up and running.

**D** The former 'State Cinema' on George Street is an iconic Art-deco building and important landmark for Grays. The Council will support the owners in bringing this building back in to use.

**E** New development around the station could provide a critical mass of prominent units to attract further national food and drink retailers to the town. This could include a small cluster of restaurants overlooking the new station square and Grays Parish Church.

### Other Leisure and Community uses

Other leisure and community uses should be encouraged through out the town centre. These could include a range of facilities such as an independent gym, dance studio or yoga club, but also community spaces and faith based institutions. These could make use of vacant or underused buildings or be located in spaces above shops. This will help re-enforce the role of the town centre as the meeting place for the local community.

**F** Leisure uses should be encouraged by the river to help create an anchor destination to animate the riverfront - this could include the new theatre

Health and social care institutions should be retained and concentrated in the town centre where they can be easily reached by the local community.

In recent years branded A3 –A5 uses have opened in the town. Brands such as Costa and Burger King have introduced a greater range of mid market uses to the town and helped to attract a wider customer base.

South Essex College and Thurrock Adult Community College are valuable assets that should be retained within the town/

## OFFICES AND EMPLOYMENT USES

The largest occupier of office space in the town centre is the public sector. Thurrock Council, South Essex College and Thurrock Police Station all occupy premises in the town centre.

**G** The Council is currently considering changes to way in which it provides services from the Civic Offices. This could see the development of a new public service hub and main entrance to the Local Authority on the High Street, as well as development of any surplus assets for a mix of residential and retail use.

Most of the remaining office provision is small scale, often in converted housing stock. These provide Low Threshold Enterprise Space (LTES) that serve as valuable stepping stones for start-ups and small businesses at low cost (but often poor quality space).

The Old Court House which provides small, managed business space has recently opened. It has experienced a successful level of the take up and the Council would support further provision of this type of use or other office uses within the town centre.

**H** Along Orsett Road and London Road the conversion or net-loss of existing retail or office space should be resisted to retain the capacity of these areas as employment source for the town centre.

## RETAIL

The framework identifies two distinctive retail areas in the town centre.

**I** A retail core located in the area of the greatest footfall along the High Street to the north and south of the railway line; and

**J** A secondary mixed use area focussed along Orsett Road and the southern tip of the high street - this is characterised by smaller independent business use at ground floor level.

The framework estimates a capacity of between 1,500 and 2,500 sqm of retail floor space. This has been placed in the core retail area on sites facing the High Street, around the Station and South Essex College, where the footfall will



Figure 4.1: Proposed land uses

help to attract new retailers. The expectation is that the development of new retail spaces will act as a catalyst for investment into existing premises, including shop front improvements that will enhance the image of the town centre.

### HOUSING

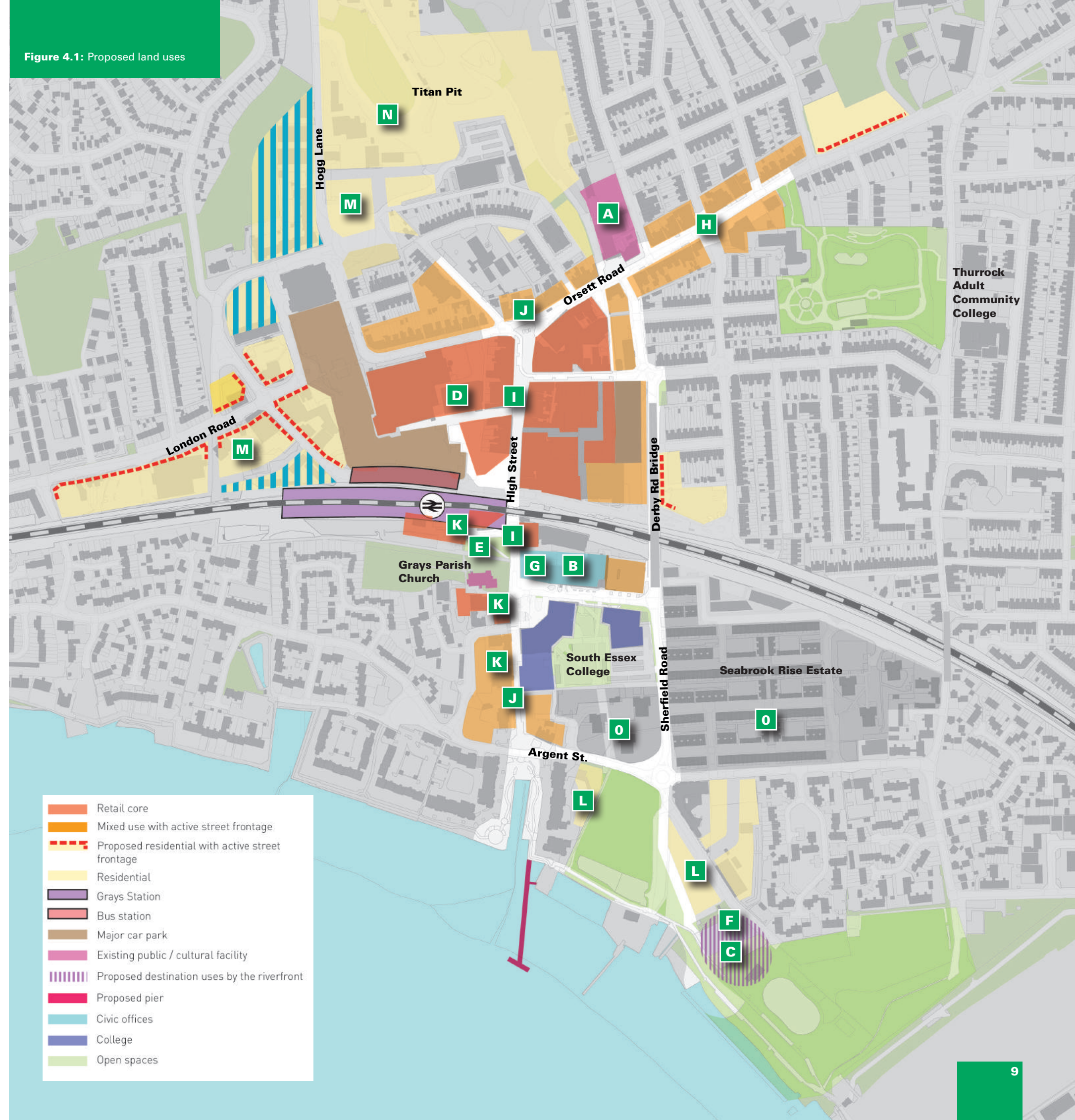
The town centre offers significant opportunities for residential intensification in an area well served by public transport and facilities. An increase in the residential population will support the vitality of the centre and local businesses. New residential uses or conversions will be encouraged at upper floors in both the core secondary retail areas.

The framework identifies several opportunity sites for mixed use or residential development in the town centre, at Hogg Lane and London Road, and at the riverside. A majority of the new homes should be apartments to maximise the amount of people living within walking distance of shops, services and transport links. More peripheral sites, such as the northern end of the Titan Pit site can be lower density.

The framework plan estimates that Grays town centre has the potential to accommodate a total of 566 new homes. These can be broken down:

- K** Town Centre mixed use area: 297 homes (excluding Civic Centre site);
- L** Riverside: 269 homes;
- M** Hogg Lane and London Road: 96 homes;
- N** Titan Pit: (number to be established); and
- O** The Seabrook Rise Estate will be improved

The Grays Town Management Partnership, led by a new dedicated resource, from the Council has developed a portfolio of activity with the aim of making the town centre a more attractive and vibrant place. This activity is designed and implemented by town centre traders who have come together to make a positive difference. This partnership will be key to delivering many of the non-physical elements of this framework.



# 05 HERITAGE, CHARACTER AND BUILT FORM

## HERITAGE

Grays history goes back over 900 years, however few remnants of its illustrious past remain today. Poor quality design and planning in the immediate post war period has seen the destruction of many of the older buildings and the fragmentation of the town centre.

The regeneration of the town centre offers the opportunity to repair the urban fabric, and to re-establish an urban realm with well defined, enclosed and animated streets in the town centre.

The remaining historic fabric should be integrated, preserved and enhanced. This includes the listed Grays Parish Church, the State Cinema, the former Bingo Hall and the War Memorial, but also historic public houses, the fine grain shop frontage on the High Street and Orsett Road, as well as open spaces such as Grays Town Park, Grays Beach and Town Wharf. These buildings and spaces provide an important source of local identity and significantly contribute to the character and appeal of Grays. New development should respond sensitively to the historic fabric, enhance views to special landmarks and feature and provide an appropriate setting.

## CHARACTER

The framework identifies five character areas in Grays. These are:

- Town Centre Core;
- Town Centre North;
- Grays Riverside;
- London Road and Hogg Lane Fringe; and
- The Seabrook Rise Estate\*.

A description and key recommendations for development and built form are given across these pages.

**E** \*The physical environment around the post war Seabrook Rise Estate will be improved to facilitate better way finding around the estate and stronger links between the town centre and riverfront

## BUILT FORM AND DEVELOPMENT PRINCIPLES

### A TOWN CENTRE CORE AND STATION QUARTER



**Description:** This vibrant area is the heart and focus of the town centre. It is characterised by a range of town centre activities, the station gateway, an attractive pedestrianised shopping area, quality new spaces and an interplay of older and newer development that offer strong sense of history and identity.

Heritage and Townscape	<ul style="list-style-type: none"> <li>• The Grade II listed State Cinema should be refurbished and brought back in to use</li> <li>• Respond sensitively to listed buildings and their setting, most notably Grays Parish Church, the State Cinema, the War Memorial, as well as non-listed historic buildings</li> <li>• De-clutter and enhance the historic fine grain High Street frontages</li> </ul>
Frontages	<ul style="list-style-type: none"> <li>• New development should generally front onto the street, respond to the historic building line and establish a continuous street frontage and a strong and legible townscape especially around the new public spaces at the Station Gateway</li> <li>• Active ground floor uses should be provided throughout the centre, and blank walls and inactive street corners or gable ends avoided</li> <li>• Shop front improvements should be encouraged</li> </ul>
Heights	<ul style="list-style-type: none"> <li>• Typically 4-5 storeys</li> <li>• Height may need to step down to respond to local heritage and its setting</li> <li>• Potential for buildings of up to 7 storeys with exceptional design quality, where they do not impact adversely on the existing townscape, historic character, and amenity of existing uses;</li> <li>• Generally the last floor of new development should be within the roof structure of the building or provide a clearly articulated set-back behind the parapet line</li> </ul>

### B TOWN CENTRE NORTH



**Description:** This area is centred around Orsett Road - the town's secondary high street. It is characterised by its traditional shopfronts. Public realm and shop front improvements will enhance the image of the street, encourage street activity and strengthen it as an attractive location for smaller, independent businesses.

Heritage and Townscape	<ul style="list-style-type: none"> <li>• The traditional fine grain high street pattern should be preserved</li> <li>• Shop front improvements should enhance the consistency and character of the street</li> <li>• Views to the war memorial and Magistrates Court should be safeguarded</li> <li>• Pocket spaces outside the Thameside and on Cart Lane should be retained and designed as places to rest, meet and observe street activities</li> </ul>
Frontages	<ul style="list-style-type: none"> <li>• New development should generally front onto the street and respond to the historic building line (except at pocket spaces)</li> <li>• Pocket spaces should be better defined and animated by development</li> <li>• Active ground floor uses should be provided along Orsett Road and blank walls and inactive street corners or gable ends avoided</li> </ul>
Heights	<ul style="list-style-type: none"> <li>• Typically 2-3 storeys in keeping with the existing height on Orsett Road</li> <li>• Potential development on the Thameside site could increase heights up to 5 storeys, where it is set back from the street front and does not undermine the intricate scale of the street</li> <li>• Generally the last floor of new development should be within the roof structure of the building or provide a clearly articulated set-back behind the parapet line</li> </ul>

### C GRAYS RIVERSIDE



**Description:** Grays Riverside offers a major opportunity to establish an attractive and lively river front for Grays. Contemporary new development will overlook and animate the enhanced Riverside Park and promenade. A new destination use will attract people to the river and become a proud new landmark for the town.

Heritage and Townscape	<ul style="list-style-type: none"> <li>• Enhance and sensitively respond to the historic open spaces of Grays Beach and Town Wharf</li> <li>• Enhance the setting and prominence of the light mast of the 'The Gull'</li> <li>• Maximise views to the river and its activities, as well as the green shore opposite</li> <li>• Create a distinct riverfront by delivering lively new development and attractive open spaces</li> <li>• Create a more attractive setting for the historic public houses (The Theobald Arms and White Hart) at the southern end of the High Street</li> </ul>
Frontages	<ul style="list-style-type: none"> <li>• Establish a strong urban frontage onto the Riverside Park and the river with development that provides overlooking and passive surveillance</li> <li>• Provide a visitor destination in a widely visible location from approaching routes and the river, with a distinct form and architecture that becomes a prominent landmark for Grays</li> <li>• Buildings should establish an active interface with the street space and avoid blank walls or exposed car parking areas.</li> </ul>
Heights	<ul style="list-style-type: none"> <li>• Typically 4-6 storeys with height stepping down towards historic buildings</li> <li>• Potential for slightly taller buildings of exceptional quality overlooking the Riverside</li> <li>• Generally the last floor of new development should be within the roof structure of the building or provide a clearly articulated set-back behind the parapet line</li> </ul>

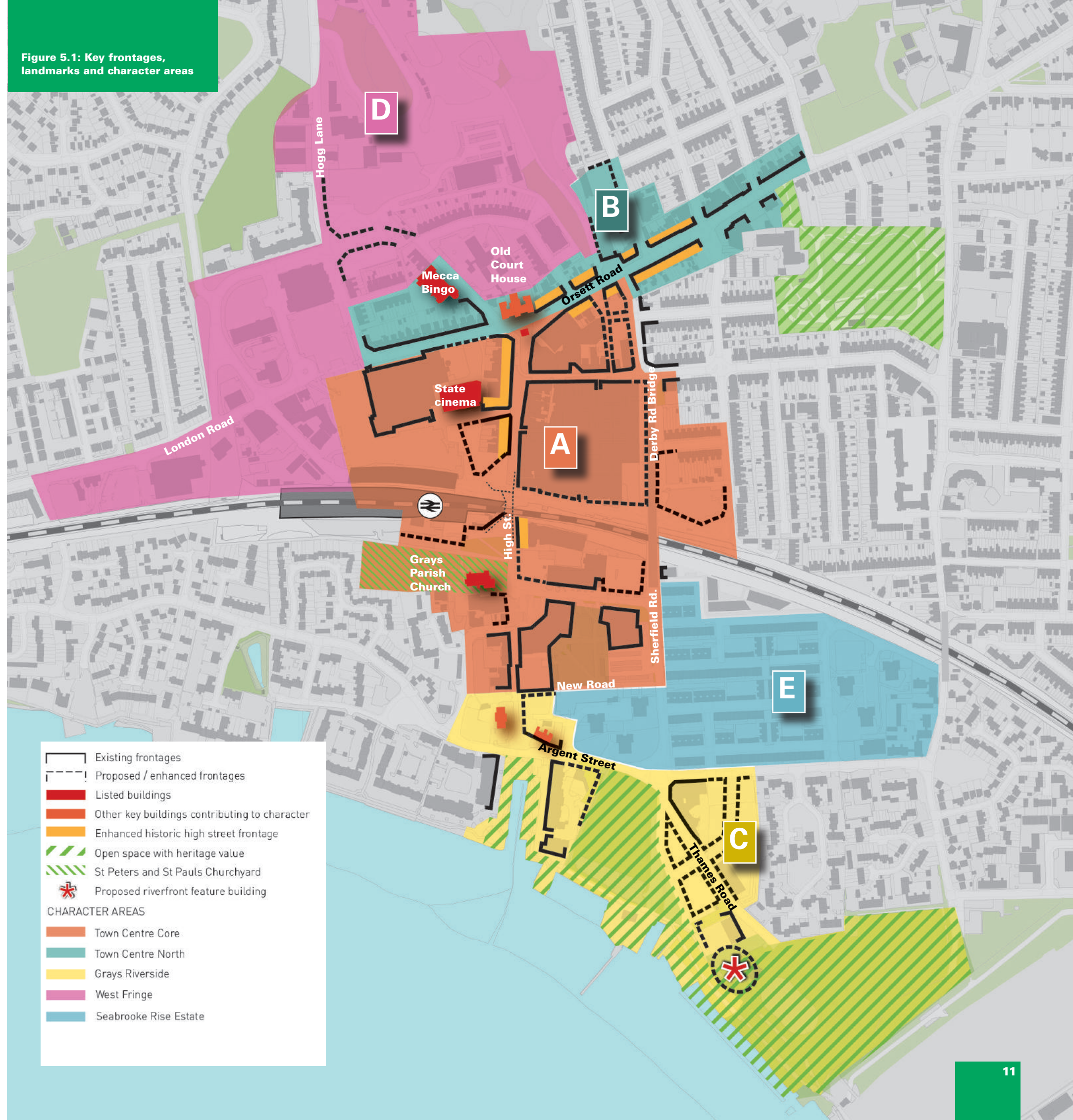
**D** LONDON ROAD / HOGG LANE FRINGE



Description: This area offers the opportunity to develop the immediate hinterland of the town centre and create a lively urban quarter. This will be characterised by street blocks with well enclosed and defined streets, with active frontages onto main streets, and enhanced public realm and a mix of housing.

Heritage and Townscape	<ul style="list-style-type: none"> <li>• Development to establish an attractive setting and overlooking to two new town centre gateways - at London Road and Hogg Lane</li> <li>• Integrate Historic development on London Road and Maidstone Road should be integrated by new development and contribute to the character</li> <li>• New development to be brought forward comprehensively and not in piecemeal fashion</li> <li>• Development to be of a high quality and contribute to a strong character</li> </ul>
Frontages	<ul style="list-style-type: none"> <li>• Buildings to front onto the street space and follow a consistent building line</li> <li>• Residential buildings should establish a well defined privacy strip to ensure the amenity of ground floor units</li> <li>• Blank walls and gables should be avoided</li> </ul>
Heights	<ul style="list-style-type: none"> <li>• Typically 2-4 storeys</li> <li>• Key corners could be emphasised by increasing the height by one floor</li> <li>• Generally the last floor of new development should be within the roof structure of the building or provide a clearly articulated set-back behind the parapet line</li> </ul>

Figure 5.1: Key frontages, landmarks and character areas





A NEW UNDERPASS



BETTER BUS STOPS



IMPROVED STATION



BETTER STREETS

# 06 TRANSPORT AND MOVEMENT

## MOVEMENT OBJECTIVES

Building on what has been achieved so far this framework proposes a number of interventions across the town centre to balance the competing uses of street space across the town. These are described on the following pages and aim to:

- Enhance the quality of the streetscape to support walking and cycling and enhance accessibility in to the town for all users;
- Enhance the quality and reliability of bus service provide and improve the interchange at the bus/ train station;
- Improve way finding across the town centre and links to the riverside;
- Discourage through traffic on town centre roads whilst facilitating direct and legible access to town centre car parks; and
- To apply a holistic approach to infrastructure that considers the wider role of street space, its relationship to adjacent development and the regenerative impact.

## STREET NETWORK

To achieve these objectives the Framework proposes the following changes to the street network:

### A Orsett Road

- Reintroduce two way working between Derby Road and Stanley Road to increase the legibility of the town, reduce journey time and lessen the traffic impact of vehicles on adjacent development;
- Provide formal pedestrian facilities at key junctions and a street design that encourages low travel speed and enables safe informal crossing;
- Create single surface areas at key junctions to slow traffic and improved public realm along Orsett Road ; and

- Provide parking and loading bays on both Orsett Road and adjacent side streets to support local businesses.

The Council is in the process of developing these proposals. If feasible they will be consulted on for inclusion in the 2018 / 2019 Highways Capital Programme.

### B Crown Road

Since 2016 the Council has removed the bus lane in Crown road to allow general traffic in both directions to reduce traffic flow on Orsett Road, open up access to the town centre car parks and animate Crown Road. Further improvements to as part of this framework include:

- The realignment of the Crown Road carriageway as part of the delivery of the pedestrian underpass; and
- The delivery of a segregated east-west cycle route (after the road is re-aligned).

### C London Road Gateway

- A review of the one-way system at Maidstone Road/London Road - to free up land for development to the north of the junction to create a better first impression of the town; and
- The removal of the gyratory system with a signalised crossroad junction or similar.

### D Hogg Lane Gateway

- Consider highway improvements that could facilitate the release land to the north east of the junction for development; and
- Facilitate a new walking connection from Hogg Lane, Eastern Way with Quarry Hill.

### E Grays Park Lane

- Deliver a new connection linking Thames Road and Manor Way to help local circulation, provide better access to the riverfront and create an edge to the proposed park.

## CAR PARKING

Any future car parking strategy for the Borough should consider the following points for Grays town centre:

- The operation and pricing of car parks should favour short term tariffs to encourage town centre visitors to spend more time in the town centre and combine trips;
- Consider a coordinated tariff structure for the town centre that respects location, time of day and length of stay to achieve efficient use of available spaces;
- Provide clear signage to car parks and real time parking information;
- Provide pay and display parking on surplus road space;
- Redevelop any surplus peripheral car parks for residential to help repair the urban fabric and support the vitality of the town centre;
- A dedicated car park at the Riverside Park; and
- Set realistic car parking standards for new development to reflect levels of access to public transport and the commercial need for development to provide car parking.

## PUBLIC TRANSPORT

The proposed new underpass offer a major opportunity to improve the transport interchange at the Bus Station on Crown Road and Grays Train Station. The framework suggests the following priorities in each area.

### F The train station

- Provide a Kiss and ride facility in proximity to the entrances on either side of the tracks;
- Accessibility around the station should be improved to handle peak flows more effectively; and
- The relocation of the taxi rank to a directly accessible and visible location.

Figure 6.1: Movement Network

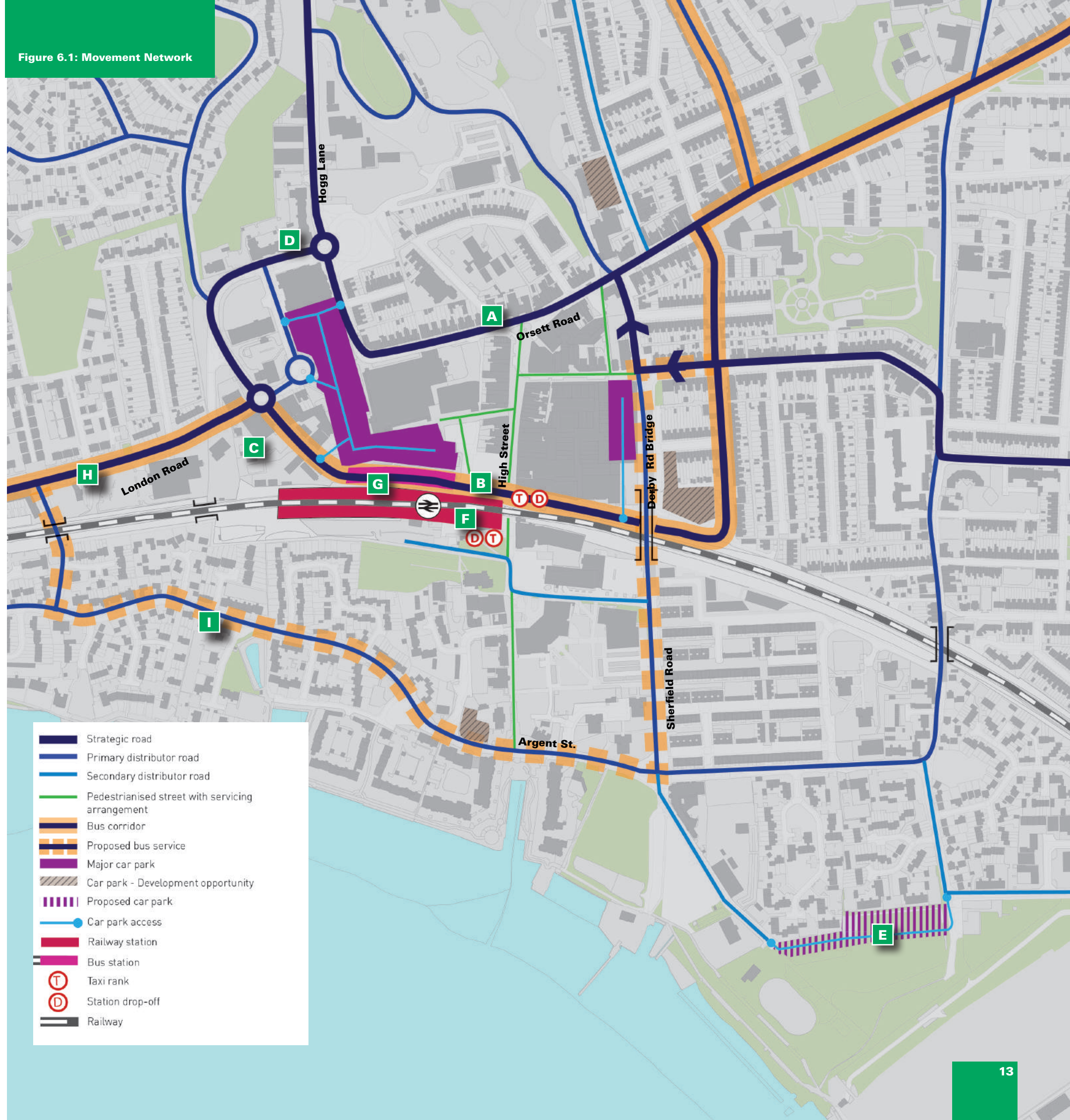
**The bus station and bus routes**

- H** The improvement of the public realm, bus shelters and better signage / information displays;
- I** The creation of high quality bus corridors along the towns main bus route – this should give buses priority to help improve the reliability of the town’s bus service; and
- The provision of a new bus route linking the town centre, Civic Centre and the Riverside – potentially along Derby Bridge Road and Argent Road.

**CYCLING NETWORK**

To encourage the further use of bikes across the town the framework makes the following suggestions:

- The creation of continuous, direct and well signed cycle routes form surrounding residential areas in to the town centre - these should be segregated where possible;
- The existing cycle lane at Hoggs Lane should be continued from the high street to the south along Derby Road linking to Cycle Route 13;
- The provision of well designed and overlooked cycle parking at key entry points in to the centre; and
- The completion of Cycle Route 13 connecting Tilbury and Grays - this will link create a continuous cycle link from Tilbury to London Bridge.



	Strategic road
	Primary distributor road
	Secondary distributor road
	Pedestrianised street with servicing arrangement
	Bus corridor
	Proposed bus service
	Major car park
	Car park - Development opportunity
	Proposed car park
	Car park access
	Railway station
	Bus station
	Taxi rank
	Station drop-off
	Railway



PUBLIC SPACES



THE PROMENADE



IMPROVED HIGH ST.



PEDESTRIAN ZONE

# 07 PUBLIC REALM AND OPEN SPACES

## PUBLIC REALM

To ensure a consistent and high quality public realm throughout Grays the Council should prepare a detailed public realm strategy. This should include:

- Concept design and principles for the public realm in the town centre core;
- Provision of a coherent palette of materials and consistent suite of public realm furniture and lighting; and
- Design codes for specific streets and typical street types in both Grays town centre and its hinterland.

This should support the following priority interventions.

### A HIGH STREET IMPROVEMENTS

Although the public realm on the High Street and the wider pedestrianised area is of a high quality it is dated and could benefit from a makeover. This could include:

- The reduction of street clutter such as guard rail and bollards;
- The provision of a consistent set of modern street furniture including benches, bins and cycle stands, new planting and resurfacing of tired areas;
- Making the environment fully accessible for people with disabilities; and
- A lighting strategy for the pedestrianised area, the underpasses and public spaces.

### B ORSETT ROAD IMPROVEMENTS

With the re-introduction of two-way working on Orsett Road the public realm along this street should be improved. These could include:

- The implementation of a shared space to create greater awareness from drivers and a safer environment for pedestrian;
- The narrowing of the road carriageway to create wider footways and support informal crossing of the street;
- Formal pedestrian crossing facilities on key

junctions and on desire lines;

- The provision of clearly marked parking and loading bays at that could function as an extension of the footway when not in use; and
- The de-cluttering the street by reducing road signs and markings to the statutory minimum.

### C DERBY ROAD IMPROVEMENTS

Derby Road Bridge is a well used connection between the town centre and the riverside and alternative to the High Street. The quality of this route is poor and should be enhanced. This should include

- Development fronting onto the bridge and enclosing the street space;
- Improved public realm including cycling facilities;
- Better pedestrian crossings, especially at the junction with Argent Street;
- A vertical connection with Crown Road to enhance connectivity in the town centre.

### D CORRIDOR PUBLIC REALM ENHANCEMENTS

To encourage a greater share of walking and cycling the public realm and facilities along major corridors into the town centre should be improved. This could include:

- The narrowing of the carriageway, widening of footways and provision of cycle lanes;
- The improvement of the public realm quality and provision of crossing facilities; and
- Tree-planting and greening of the street.

## PUBLIC SPACES

The framework includes recommendations for the design of both new and existing public spaces. These include:

### E GRAYS GATEWAY SPACES

Theses spaces should be established as part of the underpass project and accommodate the ramps and

stairs leading into the underpass as an integral part and feature of the public space design. The new spaces will radically change the experience for passengers arriving by train or bus .

The northern space should

- Be animated by active ground floor uses from new development at its northern edge; and
- Help to guide people from the rail and bus stations into the High Street.

The southern space should

- Enhance the setting of Grays Parish Church;
- Support pedestrian routes from the underpass to the College and riverfront and to the station entrance; and
- Possibly become the focus of a new concentration of restaurant and café uses with south facing sitting out terraces.

### F MEMORIAL SQUARE

Any redesign of this area should:

- Integrate existing tree planting; and
- Provide modern seating and lighting.

### G CART LANE POCKET SPACE

This under-used leftover area on Orsett Road could be transformed by:

- Establishing active frontages animating space; and
- Delivering a shared street space, connecting with the proposed with Grays Town Park.

### H OUTSIDE THE THAMESIDE

The public space outside the Thameside should be retained as far as possible in any future development. The space should:

- Be animated by active ground floor uses ; and
- Be flexibly designed for a range of activities.

Figure 7.1: Public realm and open spaces

**I COLLEGE SQUARE**

- New development on the northern and western side of the space should help to animate the space and provide overlooking.

**J TOWN WHARF SQUARE**

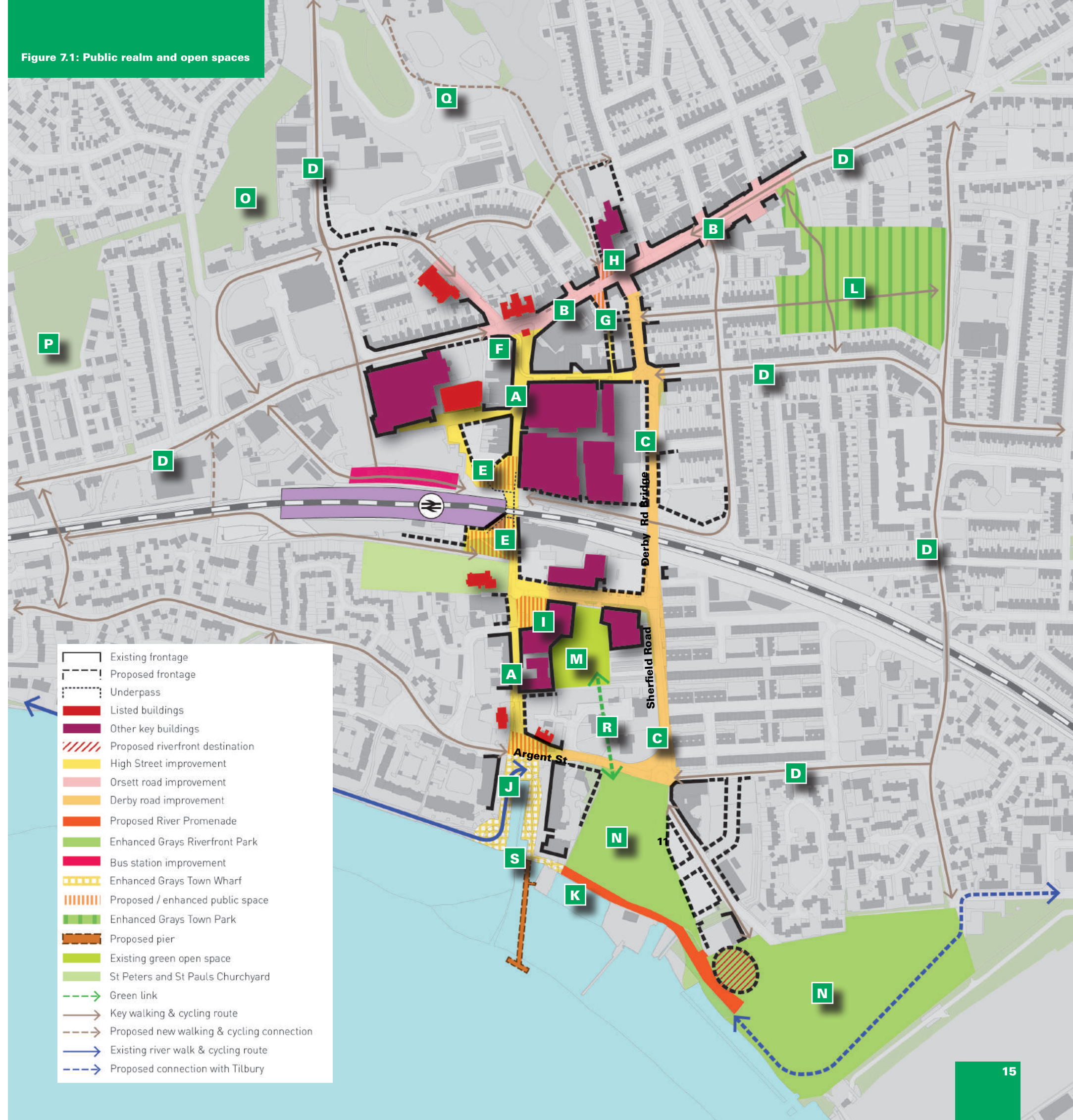
The public space at the southern end of the High Street on Argent Street should be enhanced. Its design should:

- Enhances physical and visual links between Grays Town Wharf and the River Thames;
- Integrate existing trees; and
- Enhance the setting of The White Hart and The Theobald Arms public houses and provide external seating and spill out space.

**K GRAYS RIVERFRONT PROMENADE**

Grays should have a quality promenade that celebrates its waterfront and brings people down to the Thames to enjoy the openness and views. The promenade should be carefully designed to:

- Creatively respond to and integrate the flood defences;
- Provide high quality spaces for sitting out, strolling and play;
- Enable unobstructed views to the river;
- Integrate cycle route 13 from London Bridge to Tilbury; and
- Connect to other open spaces, the proposed Grays pier and the town centre.



	Existing frontage
	Proposed frontage
	Underpass
	Listed buildings
	Other key buildings
	Proposed riverfront destination
	High Street improvement
	Orsett road improvement
	Derby road improvement
	Proposed River Promenade
	Enhanced Grays Riverfront Park
	Bus station improvement
	Enhanced Grays Town Wharf
	Proposed / enhanced public space
	Enhanced Grays Town Park
	Proposed pier
	Existing green open space
	St Peters and St Pauls Churchyard
	Green link
	Key walking & cycling route
	Proposed new walking & cycling connection
	Existing river walk & cycling route
	Proposed connection with Tilbury



GRAYS BEACH



AN ACTIVE RIVER



RIVERSIDE PARK



CYCLE ROUTES

OPEN SPACES

Grays benefits from a number of open spaces that provide valuable amenity spaces for town centre users. The Framework proposes the following enhancement to open spaces:

**L** GRAYS TOWN PARK

This is the oldest park in Grays town centre but it is hidden away behind development. Improvements to the park should focus on enhancing access and legibility of routes into the park from the town centre. A new entrance from Park View Gardens should be considered. The park should establish a positive relation with Bridge Road, providing additional entrances and a better visual relationship with the park.

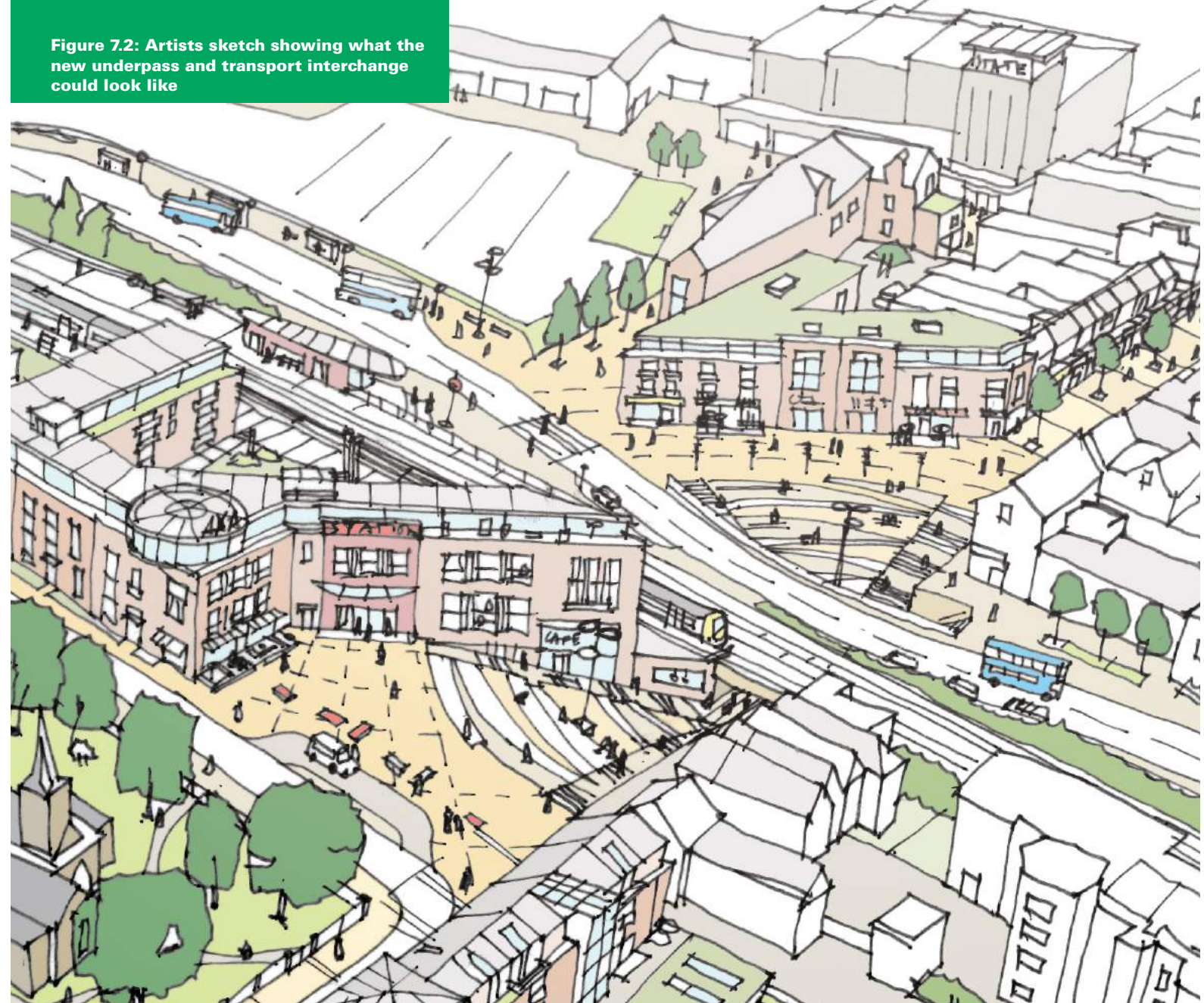
**M** COLLEGE CAMPUS FIELDS

An attractive new green space has been created in the heart of the College Campus. Its primary purpose is to provide outside space to college students and staff, but it also serves as a visual amenity from the right of way that passes through the open space from the Civic Centre to its southern boundary (see College River link).

**N** GRAYS RIVERSIDE PARK

It is proposed to combine the existing open spaces of Kilverts Field and Grays Beach into single community park covering 6.5 hectares. The park should integrate the flood defences and the proposed new promenade. A network of new paths is proposed to connect the park internally and to extend the College River link from Argent Street to the proposed Waterfront Square at Grays Beach. The park should enhance the current playground and provide facilities and different landscape characters that are attractive to the community including children, teenagers, college students and older people.

Figure 7.2: Artists sketch showing what the new underpass and transport interchange could look like



OTHER GREEN SPACE IMPROVEMENTS

If development comes forward on the Titan Pit or on the former gasholder site on London Road, it should contribute to improved access to existing open spaces for both new and existing residents in the area. This could include:

- O** Establishing better access and an internal route network to the natural landscape area to the west of Hogg Lane, its connections with Badgers Dene and the residential development in the Titan Pit and linking up with Grays Chalk Quarry Nature Reserve to the north and to Cromwell Road to the east;
- P** The opening up of the woodland to the back of the former gas holders site and its integration with a public space for the development; and
- Q** The creation of a new public green space as part of the Titan Pit development.

**R** GREEN LINK

A new pedestrian connection and landscaped green link should be established between the College Campus Fields and Kilverts Fields / Grays Riverside Park. The route should be direct and straight, and offer views to the park and the river front. A pedestrian crossing should be provided on Argent Street at the desire-line.

**S** GRAYS TOWN WHARF AND PIER

Grays Town Wharf should be well connected with the proposed promenade and the Town Wharf Square. Opportunities for a use of the water space in the Wharfs should be explored. Grays pier should be more than only a landing stage for boats, but have the qualities of a public space, that invites people to wander out to the end and to view back to Grays and the shore. It should become a destination in its own right.



# 08 NEXT STEPS

## THE WAY FORWARD

The Grays Town Centre Framework Review will be used to guide new development and renew interest in the town.

It provides a clear and up to date context for the Council's ongoing planning and regeneration activities. A more detailed review would follow as part of the process required for the new Local Plan and to ensure compliance with planning policy and regulations relating to the formulation of Local Plans.

The Council will prioritise the following projects to support this framework:

- The detailed design and delivery of the pedestrian underpass, associated public spaces and transport interchange;
- The continued improvement of the movement network to facilitate enhanced access in to and around the town centre;
- The reconfiguration of the Civic Offices to deliver enhanced customer services;
- The development of enhanced theatre and cultural services through the redevelopment of the Thameside Complex either on its existing site, as part of a redevelopment of the Civic Offices at the eastern end, or on the Riverside - the existing complex must remain up and running until a new facility opens;
- Support the delivery of Connected Thurrock - the Council's digital and information technology strategy;
- A town centre public realm strategy: and
- Work with the Grays Town Management Partnership to deliver the non-physical elements of this strategy.

The Grays Delivery Programme sets out the programme for the planning, design and delivery of the Grays Town Centre Framework.

## GRAYS DELIVERY PROGRAMME

	PROJECT	2017	2018	2019	2020	2021	2022
<b>1</b>	<b>Underpass</b>						
	a) Delivery structures, design, stakeholder engagement, and consents phases		█				
	b) Construction phases				█		
<b>2</b>	<b>One-way System</b>						
	a) Phase 1a		█				
	b) Phase 1b: Bridge Road priority working upgrades including traffic signal control and changes to new Road access		█				
	c) Phase 2: Stanley Road/Orsett Road junction		█				
	d) Consultation on change to two way operation: For inclusion in the 2018/19 Highways Capital programme.			█			
<b>3</b>	<b>Civic Offices: Programme to be included in a future report to Cabinet</b>		█				
<b>4</b>	<b>Thameside: Programme to be included in a future report to Cabinet</b>		█				
<b>5</b>	<b>Public Realm Strategy</b>						
	a) Procure design team		█				
	b) Consultation, production of guidance and adoption Summer 2018			█			
<b>6</b>	<b>Feasibility appraisal and project development for other schemes in the masterplan</b>		█				
<b>7</b>	<b>Stage 2 review to integrate the master plan in to the new Local Plan"</b>		█				

