

THE GREEN BLUE WORKPLAN

July 2021



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GOOD PLACE.
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The story so far

- In 2018, The Thames Estuary 2050 Growth Commission published an ambitious vision for this region comprising north Kent, south Essex and east London.
- In the Government's response, it agreed a new governance structure was needed to drive forward this vision and realise the untapped potential of the Estuary.
- In October 2019, Kate Willard OBE was appointed Estuary Envoy. The Envoy acts as Chair of the Thames Estuary Growth Board which receives government funding to drive forward this work.
- In July 2020, the Board published its plan 'The Green Blue' to set out how it would begin to deliver the Commission's findings.



How we work

The Thames Estuary Growth Board combines private and public sector representatives from the worlds of government, industry, commerce, infrastructure, law, energy and creative production.

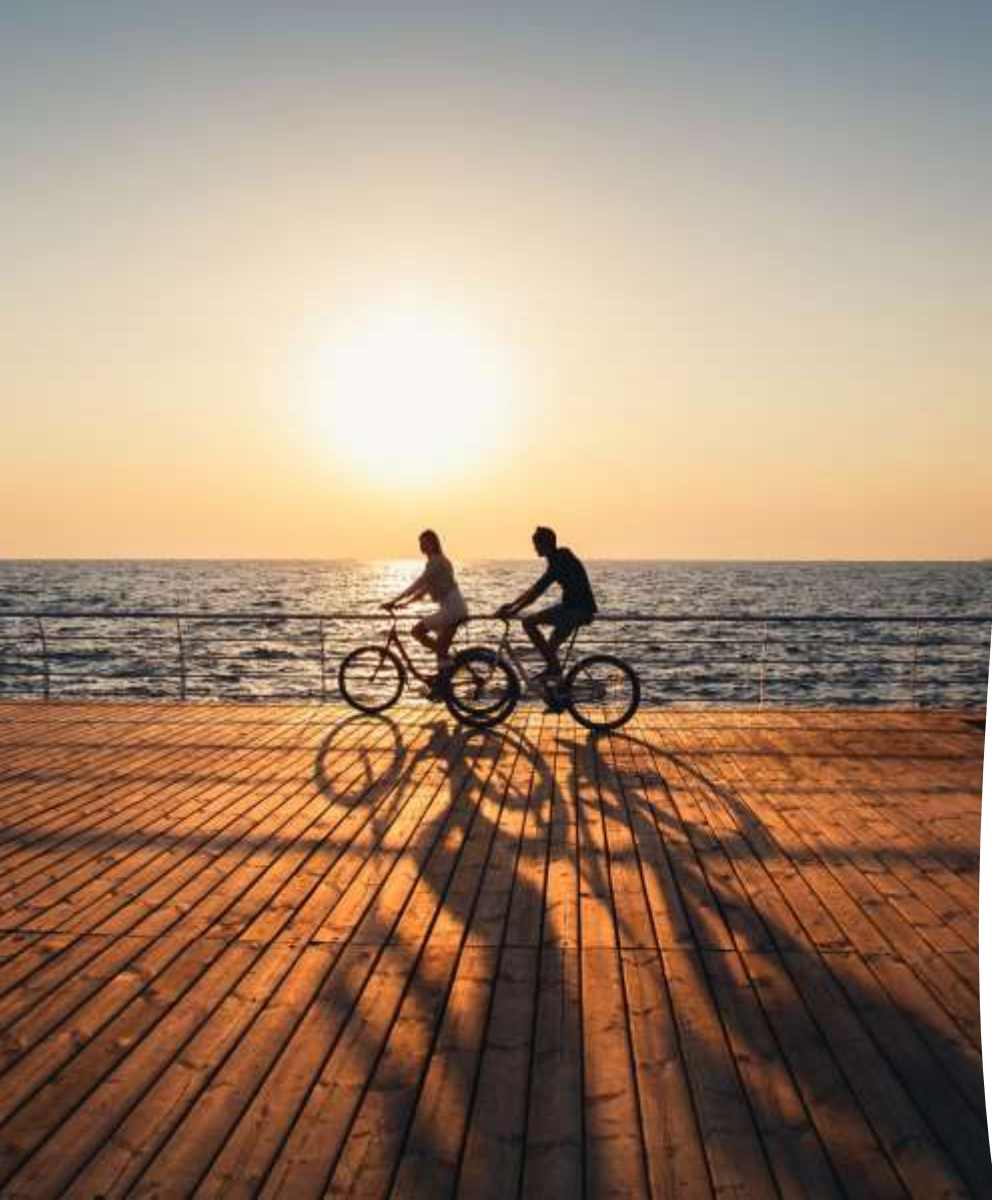
Its purpose is described in three ways:

- **Advocate** – It champions, promotes and markets this place as the UK's number one growth opportunity.
- **Convene** – It brings together people from all sectors to realise the Estuary's potential.
- **Partner** – It develops and nurtures wide-ranging partnerships to get things done.



From vision to action

- The Thames Estuary is backed by the Government as the UK's number one growth opportunity.
- The purpose of the Thames Estuary Envoy and Growth Board is to capitalise upon the region's unique assets and its supreme location to convert its potential into good, green growth for the local area and the national economy.
- "[The Green Blue](#)", is our ambitious vision to transform the Thames Estuary region of north Kent, south Essex and east London.
- This workplan describes the practical steps we will take to realise this vision and the indicators we will use to measure it.
- Our measurement framework acknowledges the Government's levelling-up agenda and the Estuary's circumstances and needs.



Supporting national policies

Our work chimes with numerous Government objectives around:

- Building back better and recovery.
- Capitalising on Brexit to catalyse inward investment.
- Levelling up wealthier and poorer regions.
- Developing cleaner energy and meeting net zero targets.
- Stronger digital connectivity to meet future needs.
- Successful Freeports for wide-ranging growth.
- Delivering skills and opportunities from new and emerging industries.
- Responsible and respectful house building.
- Estuary's circumstances and needs.



Our themes, workstreams and impacts

Net Zero

- Hydrogen
- Green Water

Build Back Better

- Freeport
- Digitally Brilliant
 - Skills

Places and Spaces

- Green Places
- Green Spaces
- Creative Estuary

Accelerating Investment

- Strategic Investment Partner
- Inward Investment
 - Major Projects



Each workstream will aim to deliver these impacts:

Economic: increased vitality of economy – economic scale and value; vitality of place.

Social: improvements in social and economic participation and wellbeing for Estuary residents.

Environmental: increased resilience of environment and environmental credentials.

Commercial: enhanced levels of investment and value across the Estuary's places.

NET ZERO



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Activities

Theme and Objectives	Activities	Outcomes Targeted	Impacts Targeted
<p>1. Hydrogen</p> <p>Laying the foundations for the Estuary as one of the UK's leading hubs for hydrogen.</p>	<p>Phase One: Develop a hydrogen investment strategy and delivery plan which identifies projects and opportunities to deliver a hydrogen ecosystem. The strategy will embed hydrogen in broader Estuary Net Zero strategies.</p> <p>Phase Two: Drive the delivery of the investment strategy and opportunities to level up.</p>	<p>Phase One:</p> <ul style="list-style-type: none"> Investment strategy delivered, outlining how the Estuary will become one of the cornerstones of UK hydrogen infrastructure and with a strong international profile as a leading hub for hydrogen. Clear plan in place to match the goals of the hydrogen investment strategy with opportunities to drive levelling up across the Estuary. <p>Phase Two:</p> <ul style="list-style-type: none"> First investments identified and progressing. International profile enhanced. Long term establishment of recognised hydrogen 'cluster'. Specific projects and workstreams identified with allocated owners, timeframes and resource allocated, to deliver hydrogen-linked levelling up. 	<p>Economic: increased vitality of economy – economic scale and value; vitality of place.</p> <p>Social: improvements in social and economic participation and wellbeing for Estuary residents.</p> <p>Environmental – increased resilience of environment and environmental credentials.</p> <p>Commercial – enhanced levels of investment and value across the Estuary's places.</p>
<p>2. Green Water</p> <p>Encouraging a modal shift to the river for both freight and passengers.</p>	<p>Phase One: Establish ambition for the Estuary to become one of smartest estuaries in the world in terms of how it works its river, including development of commercial models that will deliver a modal shift, with an initial focus on light freight from road to river.</p> <p>Phase Two: Develop a strategy to increase passenger use of the river beginning with a primary focus on road/car to river.</p>	<p>Phase One:</p> <ul style="list-style-type: none"> New investment opportunities for waterborne light freight identified. Clear plan in place to match the goals of the waterborne light freight investment strategy with opportunities to drive levelling up across the Estuary. <p>Phase Two:</p> <ul style="list-style-type: none"> New investment opportunities for waterborne passengers identified. Clear plan in place to match the goals of the waterborne passenger strategies with opportunities to drive levelling up across the Estuary. 	

BUILD BACK BETTER



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Theme and Objectives	Activities	Outcomes Targeted	Impacts Targeted
<p>1. Freeport</p> <p>Supporting the establishment and long term success of a Freeport in the Estuary.</p>	<p>Phase One: Promote a Freeport in the Thames Estuary.</p> <p>Phase Two: As part of the Thames Freeport Board, ensure the Estuary-wide benefit and aspirations in the Freeport submission are realised.</p>	<p>Phase One:</p> <ul style="list-style-type: none"> Freeport established in Thames Estuary. Clear plan in place to match the aspirations of the Freeport with great, green growth opportunities and levelling up across the Estuary. <p>Phase Two:</p> <ul style="list-style-type: none"> Specific projects and workstreams identified with owners, timeframes and resource allocated to deliver Freeport linked levelling up. 	<p>Economic: increased vitality of economy – economic scale and value; vitality of place.</p> <p>Social: improvements in social and economic participation and wellbeing for Estuary residents.</p>
<p>2. Digitally Brilliant</p> <p>Delivering a step-change in digital connectivity across the Estuary, enhancing the resilience and quality of digital infrastructure.</p>	<p>Phase One: Develop a digital infrastructure investment strategy which will underpin the delivery of strategic opportunities to deliver great, green growth and levelling up.</p> <p>Phase Two: Drive the delivery of the investment strategy and levelling up.</p>	<p>Phase One:</p> <ul style="list-style-type: none"> Investment strategy delivered, laying foundations for the Estuary to become one of the best digitally connected locations for businesses and communities. Major projects requiring digital strategies identified. Clear plan in place to match the goals of the digital investment strategy with opportunities to drive levelling up across the Estuary. <p>Phase Two:</p> <ul style="list-style-type: none"> Design of tender process/es for digital infrastructure investment complete and process/es for procurement launched. Specific projects and workstreams identified to deliver digital-linked levelling up, with a focus on communities which have suffered consistent and significant deprivation. 	<p>Environmental – increased resilience of environment and environmental credentials.</p> <p>Commercial – enhanced levels of investment and value across the Estuary's places.</p>
<p>3. Skills</p> <p>Providing the skills for new opportunities in the Thames Estuary Production Corridor (TEPC).</p>	<p>Phase One: Initiate thinking and debate around the cultural and creative sectors skills agenda and how employer leadership of skills could help de-risk delivery of the Production Corridor.</p> <p>Phase Two: Develop an employer led skills programme linked to the Production Corridor.</p>	<p>Phase One:</p> <ul style="list-style-type: none"> Production Corridor opportunities identified linked to ambitious TEPC commission to shape and deliver the next phase of the Thames Estuary Production Corridor. <p>Phase Two:</p> <ul style="list-style-type: none"> Employer-led skills programme funded and underway. 	

PLACES AND SPACES

Activities

Theme and Objectives	Activities	Outcomes Targeted	Impacts Targeted
<p>1. Green Places Promoting good, green growth and beauty in the Thames Estuary.</p>	<p>Phase One: Deliver a growth focused Infrastructure study with Homes England, targeting activities to accelerate critical infrastructure delivery, the promotion of good design and placemaking.</p> <p>Phase Two: Champion delivery of key infrastructure investments.</p>	<p>Phase One:</p> <ul style="list-style-type: none"> Infrastructure study making case for investment balancing jobs, homes and green spaces delivered. Enhanced reputation of Thames Estuary for good design and innovation. <p>Phase Two:</p> <ul style="list-style-type: none"> First Green Places infrastructure linked investments identified and progressing. Increased investment in social & community infrastructure across the Estuary, with high quality benchmarks. 	<p>Economic: increased vitality of economy – economic scale and value; vitality of place.</p> <p>Social: improvements in social and economic participation and wellbeing for Estuary residents.</p>
<p>2. Green Spaces Protecting and enhancing the Estuary's natural assets while supporting appropriate access and growth.</p>	<p>Phase One: Promote and support the development of an Estuary wide walking and cycling path.</p> <p>Phase Two: Develop strategy to work with agencies, businesses and visitor marketing organisations to increase visitor numbers and higher spending directly linked to promotion of Green Spaces.</p>	<p>Phase One:</p> <ul style="list-style-type: none"> Estuary wide walking and cycling path developed through collaboration with and support for Estuary 2021. <p>Phase Two:</p> <ul style="list-style-type: none"> Clear approach established to support and protect the Estuary's natural assets while enabling appropriate access and visitor enjoyment. 	<p>Environmental – increased resilience of environment and environmental credentials.</p>
<p>3. Creative Estuary Delivering the Thames Estuary Production Corridor to support jobs and growth in the creative sector.</p>	<p>Phase One: Support Thames Estuary Production Corridor and Creative Estuary programmes, identifying key TEGB priorities to support vision for growth.</p> <p>Phase Two: Support of clear investment programme delivering jobs and skills in the UK's pre-eminent production corridor.</p>	<p>Phase One:</p> <ul style="list-style-type: none"> Identification of “outrider” projects including Estuary 21, the Medway City of Culture and an employer/skills pilot Support of major TEPC commission identifying major sector investment opportunities. <p>Phase Two:</p> <ul style="list-style-type: none"> Delivery of outrider projects and TEPC commission. Promotion of investment opportunities through inward investment strategy. 	<p>Commercial – enhanced levels of investment and value across the Estuary's places.</p>

ACCELERATING INVESTMENT



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Activities

Theme and Objectives	Activities	Outcomes Targeted	Impacts Targeted
<p>1. Strategic Investment Partner</p> <p>Developing a new model of operation securing a step-change in investment and growth across the Estuary.</p>	<p>Phase One: Develop new models for the successful delivery of private/public strategic investment in great, green growth and levelling up.</p> <p>Phase Two: Develop new ways for UK based growth zones to collaborate to accelerate growth.</p>	<p>Phase One:</p> <ul style="list-style-type: none"> • Pilot 'Strategic Investment Partner' with private investors and Government as a new model for investment. • New ways of measuring impacts of investment in great, green growth and levelling up established. <p>Phase Two:</p> <ul style="list-style-type: none"> • New partnerships and working protocols established between UK estuaries and other growth zones. • Growth accelerated. 	<p>Economic: increased vitality of economy – economic scale and value; vitality of place.</p> <p>Social: improvements in social and economic participation and wellbeing for Estuary residents.</p>
<p>2. Inward Investment</p> <p>Establishing Thames Estuary as a destination of choice for businesses and investment.</p>	<p>Phase One: Develop an inward investment strategy to profile the Estuary as a location of choice for investors.</p> <p>Phase Two: Clear plan in place to match the goals of the investment strategy with opportunities to drive levelling up across the Estuary.</p>	<p>Phase One:</p> <ul style="list-style-type: none"> • Key relationships with Government and investors established. • Investment strategy in place, laying foundations for the Estuary to become highly successful at securing new inward investment. <p>Phase Two:</p> <ul style="list-style-type: none"> • First major investments secured. 	<p>Environmental – increased resilience of environment and environmental credentials.</p> <p>Commercial – enhanced levels of investment and value across the Estuary's places.</p>

Activities

Theme and Objectives	Activities	Outcomes Targeted	Impacts Targeted
<p>3. Major Projects Championing the delivery of game-changing projects within the Estuary.</p>	<p>Phase One: Identification of projects, partnerships and potential support, working with Council Leaders to develop a 'critical mass' approach to the promotion of significant projects.</p> <p>Phase Two: Clear plans in place to help deliver and maximise the benefits of Lower Thames Crossing, London Markets relocation, London Resort, Crossrail to Ebbsfleet, HS1, Thamesmead and others.</p>	<p>Phase One:</p> <ul style="list-style-type: none"> • Support and promotion of Crossrail to Ebbsfleet (C2E). • Commissioning of LTC wider benefits study. • Support of study making case for additional high-speed rolling stock to level up the Estuary. <p>Phase Two:</p> <ul style="list-style-type: none"> • Delivery of key studies above and clear "acceleration" programme developed. • Ongoing support programme for major projects defined. 	<p>Economic: increased vitality of economy – economic scale and value; vitality of place.</p> <p>Social: improvements in social and economic participation and wellbeing for Estuary residents.</p>
<p>4. Partnerships & Promotion Building partnerships and networks and making the case for the Estuary.</p>	<p>Cross cutting work across all these to bring together partners and to establish a clearer and louder voice for the Estuary.</p>	<ul style="list-style-type: none"> • Establishment of new networks, partnerships and ideas. • Leverage of further public sector and private sector resource. • Decisions and delivery bought forward/accelerated. 	<p>Environmental – increased resilience of environment and environmental credentials.</p> <p>Commercial – enhanced levels of investment and value across the Estuary's places.</p>

Our approach to understanding impact and change

1. TRACKING CHANGE ACROSS THE ESTUARY AND ITS PLACES

What? short list of core indicators against which change can be tracked & benchmarked. Consistent over time.

Why? To understand need and opportunity and to focus delivery. Competitive positioning & levelling up within the Estuary and across UK

2. UNDERSTANDING THE IMPACT OF THE BOARD & ITS DELIVERY ACTIVITIES

What? Highly bespoke output and outcome indicators directly linked to delivery themes and activities. Measures will change over time.

Why? To understand the effectiveness and efficiency of the Board; voice, influence and legitimacy.

Indicators we will use

1. Bottom up Measures (bespoke evidence collection to understand the impact of Board activity)	2. Top Down Measures (use of government data to track change long term area change)
<p>A. DELIVERABLES</p> <ul style="list-style-type: none"> • Studies undertaken; partnerships and collaborations; delivery programme commissioned. <p>B. RESULTS</p> <ul style="list-style-type: none"> • Investment in digital infrastructure; speed and resilience and take up. • Investment in transport infrastructure; light freight movements on river. • Scale of partnership working, collaboration and investment in hydrogen sector. • Establishment of Freeport, associated economic value, profile of the Estuary and Envoy. • Scale of investment in Thames Estuary Production Corridor and other destination focused projects; economic benefits associated with these. • Speed/scale housing delivery, investment in affordable homes, investment in social and community infrastructure. • Networks established, public sector funding leveraged. <p>C. LONG-TERM OUTCOMES</p> <ul style="list-style-type: none"> • Overall jobs and business numbers. • Levels of inwards investment. • Size and value of target sectors – e.g. creative and cultural production, and logistics, hydrogen. • Scale of research and innovation economy. • Carbon reduction. • Profile and reputation of Thames Estuary as a cohesive place. 	<p>ECONOMIC</p> <ul style="list-style-type: none"> • E1. Economic density (jobs per working age resident). • E2. Productivity (GVA per job). • E3. International investment (FDI)*. • E4 Enterprise (business start-up rates). • E5. Access to internet. <p>SOCIAL</p> <ul style="list-style-type: none"> • S1. Employment (Resident employment rate). • S2. Income (% households below national average). • S3. Skills levels (% with NVQ4+). • S4: Young people participation (% NEET). • S5. General health of local people. <p>ENVIRONMENT</p> <ul style="list-style-type: none"> • EN1. Energy efficiency for new housing. • EN2. Air quality (PM 2.5/PM10). • EN3. Waste management (recycling rates). • EN4. Active travel/public transport (% who walk or cycle). <p>FINANCIAL AND COMMERCIAL</p> <ul style="list-style-type: none"> • F1. Land value (average house price). • F2. Business revenue potential (amount of rateable space). • F3. Housing delivery (# new homes). • F4. Welfare costs (total benefit expenditure per person). <p>OUTCOMES</p> <ul style="list-style-type: none"> • O1. Proportionate contribution to UK output. • O2. Life satisfaction of residents. • O3. Overall CO2 emissions. • O4. Overall reputation / perception of place*.

THANK YOU.

For further information please contact:

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