

Key Decision Required:	YES	In the Forward Plan:	YES
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CABINET

7 NOVEMBER 2012

REPORT OF THE REGENERATION PORTFOLIO HOLDER

A.6 Economic Development Strategy & Implementation Plan
 (Report prepared by Tom Gardiner, Regeneration Manager)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT
The purpose of this report is to secure Cabinet approval to proceed with the procurement of consultants to prepare: a detailed Social and Economic Baseline Assessment of the district; an Economic Development Strategy; and an Implementation Plan setting out the interventions necessary to secure the sustainable economic growth of the district.

EXECUTIVE SUMMARY
<p>Officers have been requested to prepare a specification to commission consultants to develop a broad-ranging Economic Development Strategy and Implementation Plan for the Tendring District. The Strategy will provide the means through which the Council will diversify and strengthen Tendring’s economy and create the right economic conditions to deliver sustainable economic growth. The Strategy will identify the key actions to be undertaken by the Council and its partners and, via an Implementation Plan, ascribe the sequence in which these interventions should be delivered.</p> <p>The Strategy will be catalytic in its approach and will seek to secure cross sector support from the range of public, private and voluntary sector organisations operating in and adjacent to the district.</p> <p>The Strategy will address issues such as sector development, infrastructure, land and property, image and perception, inward investment, business support and workforce development and will fully integrate with the Council’s corporate goals together with its extant and emerging policy framework.</p> <p>The Strategy will establish a framework for bolstering and encouraging existing industries within the district (including Ports, Logistics/Distribution, Renewable Energy [off-shore wind & solar energy] and Tourism) whilst also looking at options for attracting new employers to the area and ensuring that local people have the right skills to access jobs and provide for the needs of business.</p>

RECOMMENDATION(S)
<p>Cabinet agrees that:</p> <ol style="list-style-type: none"> 1. The scope and content of the Specification of Requirements attached at <u>A.6 Appendix A</u> 2. The procurement of consultants in line with the Council’s established policies and procedures; 3. The selection and appointment of consultants against the cost and quality

criteria attached at **A.6 Appendix B**;

4. The use of up to £75K from the general Regeneration Budget to meet the costs of this commission and any subsequent and/or ancillary costs associated with project development and delivery.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The proposals in this report respond directly to the Council's ambition to improve the lives and opportunities of residents and businesses in the district. Specifically the Baseline Assessment, Economic Development Strategy, and Implementation Plan will respond to:

Corporate Goal 3: Help children and adults achieve their full potential;
Corporate Goal 4: Address deprivation; and
Corporate Goal 6: Coastal opportunities and protection.

The Baseline Assessment, Strategy and Implementation Plan will (taken together) enable the Council to better prioritise its interventions and focus its Regeneration Service (financial and human resources) on securing the economic growth and diversification of the district's economy. The Strategy will also strengthen the Council's ability to promote its investment priorities with County (Essex County Council), Sub-Regional (Haven Gateway Partnership) and Regional Partners (South East Local Enterprise Partnership) and to compete more effectively for external resources.

FINANCE, OTHER RESOURCES AND RISK

Finance and Other Resources

It is estimated that this work could cost in excess of £40K. However there is a competitive market for this type of work and so costs will be controlled via the procurement process and through pre-appointment negotiations with the preferred provider. The costs for this work will be met from currently uncommitted resources from within the Council's Regeneration Budget. Value for money will be secured via the Council's procurement and project management processes and by ensuring that the appointed provider responds comprehensively to the requirements of the Council's specification of requirements.

A general Regeneration Budget of £91K was carried forward from 2011/12 which is proposed to be use to fund this strategy and associated work.

The procurement of consultants will be administered by the Council's Regeneration Manager in concert with the authority's Procurement Team.

The commission (once allocated) will be managed by the Council's Regeneration Manager with support from the Economic Development Strategy (EDS) Project Team. The EDS Project Team will comprise representatives of the Council's Regeneration and Planning Services. Wider departmental participation will be secured as and when required and via the consultative stages of this commission.

Risk

Financial Exposure

The selected consultants will be appointed on a fixed fee contract with no opportunity to incur additional costs without the prior express approval (in writing) of the Regeneration

Manager. Work will be advanced against agreed sequential stages. The Council will retain the right to terminate the contract at the end of each sequential stage, without having to compensate the provider the full contract sum. Payment will be made in arrears on the successful completion of each stage. 30% of the total contract sum will be withheld pending the successful completion of the commission to the satisfaction of the Regeneration Manager.

LEGAL

The procurement of consultants will be secured in line with the Council's established procurement policies and procedures.

OTHER IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of the following criteria and any significant issues are set out below:

The procurement of consultants will be undertaken in line with the Council's established protocols. The appointed provider will reflect the Council's approach to: Crime and Disorder, Equality and Diversity, Health Inequalities, Consultation, Public Engagement, as these criteria impact upon the requirements of this commission. The specification of requirements requires that the Baseline Assessment, Strategy and Implementation Plan identifies and responds to district, ward and sub-ward priorities.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

A high level assessment of the economic conditions impacting upon the District (using social and economic data provided via ONS and Local Futures) and the corporate imperative to facilitate the sustainable economic growth of the District, informs the need for a comprehensive Economic Development Strategy and Implementation Plan.

CURRENT POSITION

The timing of this work is critical because the study's key outputs will inform: the Council's approach to economic development and regeneration; the Council's investment priorities; the work of partner agencies (i.e. the response of Invest Essex [ECC] to inward investment enquiries); and the re-refresh of Essex County Council's Integrated County Strategy, which is currently underway. Given that the Integrated County Strategy informs the funding priorities of both the County Council and the South East Local Enterprise Partnership it is critical that this work is commissioned without delay.

FURTHER HEADINGS RELEVANT TO THE REPORT

N/A

BACKGROUND PAPERS FOR THE DECISION

There are no background papers linked to this report.

APPENDICES

A.6 Appendix A – Specification of Requirements
A.6 Appendix B – Cost and Quality Assessment Criteria

A.6 APPENDIX A

TENDRING DISTRICT COUNCIL

SPECIFICATION OF REQUIREMENTS

**BASELINE STUDY
ECONOMIC DEVELOPMENT STRATEGY
IMPLEMENTATION PLAN**

OCTOBER 2012

1.0 INTRODUCTION

Tendring District Council (the Council) is seeking to commission Consultants to develop a broad-ranging Economic Development Strategy and Implementation Plan for Tendring. The Strategy will provide the means through which the Council will diversify and strengthen Tendring's economy and create the right economic conditions to deliver sustainable economic growth. The Strategy will identify (with justification) the key actions to be undertaken by the Council and its partners and as part of the Strategy's Implementation Plan ascribe the sequence in which these interventions will be delivered.

Tendring enjoys a diverse economic base supported by the following industries: Manufacturing; Transport & Communications; Finance, IT & Business Activities; Distribution Hotels & Restaurants; Public Administration, Education & Health; and Tourism. Many of these industries generate low skilled, low paid work. If the Council is to deliver sustainable economic growth then it will need to diversify the District's employment base in order to deliver a wide range of higher skilled, value added jobs which local people can aspire to and which will attract higher wage earners to the area.

To achieve the step change required the Strategy will need to be catalytic in its approach and will require cross sector support from the range of public, private and voluntary organisations operating in the area.

The Strategy will need to address issues such as sector development, infrastructure, land and property, image and perception, inward investment, business support and workforce development and will need to fully integrate with the Council's established and emerging policy framework.

The Strategy will need to establish an ambitious framework for bolstering and encouraging existing industries within Tendring (including Ports, Logistics/Distribution, Renewable Energy [off-shore wind & solar energy] and Tourism) whilst also looking at options for attracting new employers to the area and ensuring that local people have the right skills to access jobs and provide for the needs of business.

Consultants will need to examine the opportunities afforded by new sectors and define the industry or industries which are best placed to achieve the economic diversification required.

The Strategy will be an organic tool and not just an inert policy document. A key element of this commission will be the development of an Implementation Plan setting out the short, medium and long term interventions, to be carried out by the Council and its partners, which will bring about the required step change and growth in the District's economy.

This will require collaboration between a range of local, regional and national partners and other stakeholders (an indicative list is shown at [Appendix C](#)) and it is important that, where appropriate, their ambitions for the District's economy are reflected within the Strategy. It is critical therefore that the Council's partners support its economic vision for Tendring and commit to leading and/or participating in the delivery of specific elements of work. Consultants will therefore need to engage on a comprehensive basis with the Council's partners and other key stakeholders as part of this commission.

Completing this commission to the required standard will require extensive relevant experience and a good understanding of the issues impacting on Tendring, the wider Haven Gateway, greater Essex, and the areas defined by the South East and New Anglia Local Enterprise Partnerships. It will also necessitate experience in economic analysis, appraisal

and forecasting, sectoral analysis, image promotion, labour market/skills assessment, inward investment, business support, infrastructure and land & property.

2.0 KEY REQUIREMENTS

The required outputs for this commission are detailed in Section 4 (Key Outputs). However, there are a number of key requirements and expectations which Consultants should bear in mind when preparing their tender submissions. In short the Council requires the appointed Consultants to:

- Establish a definitive baseline appraisal of the economic conditions within Tendring including detailed analysis of the District's labour market, its sectors, employers, and business accommodation (the quality, affordability and availability of the business estate) as well as an assessment of the District's professional and vocational skills. Consultants are also required to provide detailed commentary on the pathways to FE/HE and Adult education and on the opportunities for workforce development and work based learning.
- Assess the existing economic drivers to establish their future prospects, the work required to consolidate and expand their interests and their potential for contributing to the District's economic growth. Identify the barriers which may prevent future growth.
- Assess the impact of developments proposed within the District's plans and strategies and within the emerging Local Plan, including inter alia: Bathside Bay; Pond Hall Farm; Horsley Cross; Harwich Town Centre (Quay Side and Navy Yard); Dovercourt, Walton and Clacton Town Centre (Seafront (including coastal defence work and the potential boat haven), Pier Avenue and Civic Quarter), on the Tendring economy. In addition, assess the economic issues associated with these developments and determine their potential to contribute towards the District's economic growth. Identify the barriers which may obstruct development and ways in which the District Council can address them.
- Assess the opportunities provided via the renewables sector (in particular off-shore energy) and make recommendations as to how the District should prepare and position itself in order to maximise investment and secure economic growth through industries linked to this sector.
- Study and report upon the existing 'Tendring offer' in terms of workforce, business accommodation, environment, business support together with the District's inward investment offer.
- Assess and subsequently establish what sector or sectors could feasibly locate in Tendring and define the conditions (economic, infrastructure, workforce and land & property) which would encourage these relocations to take place.
- Assess whether or not the supply of housing is a limiting factor in securing the District's economic growth.
- Assess the merits of establishing an Enterprise Zone(s)/Enterprise Area(s) and or utilising a Local Development Order(s) to attract new businesses to the District.

- Establish a coherent set of short, medium and long term actions, with appropriate justification, to deliver the required conditions to allow the existing businesses of Tendring to prosper and encourage inward investment.
- In consultation with key partners, assign these actions to relevant sectors and organisations to either deliver directly or assist in the delivery in partnership with others.
- To develop a set of indicators based on readily available information to baseline and benchmark the Tendring economy over the lifetime of the Strategy.

3.0 STRUCTURE OF THE STRATEGY

The Economic Development Strategy will have three key foci:

- A clear and accurate Baseline Appraisal of the existing Tendring economy providing a clear understanding of its strengths, weaknesses, opportunities and threats;
- An identification of the potential economic growth areas and a clear appraisal of the factors which will need to be addressed/considered in order to maximise the District's growth potential (the Strategy); and
- A sequential delivery plan identifying the specific actions to be taken in order to achieve delivery (the Implementation Plan).

Consultants are invited to comment upon this structure and to propose an alternative(s) as part of their tender submission.

4.0 DETAILED INFORMATION AND REQUIREMENTS

RELEVANT DOCUMENTATION

The development of the District's Economic Development Strategy and Implementation Plan should be guided by:

- The background information at Appendix A;
- The primary information sources listed at Appendix B;
- Key partners and other stakeholders identified at Appendix C;
- The study boundary shown at Appendix D; and
- Land use proposals contained within the District's emerging Local Plan and approved Area Master Plans.

A copy of the Council's emerging Local Plan will be made available on request. Technical studies and reports used to inform the emerging plan are available on the Council's website: www.tendringdc.gov.uk/planning/local-plans-and-policies/planning-policy/technical-studies

General information about the District can also be found at: www.tendringdc.gov.uk/business/regeneration

DURATION AND TIMING

The Council wishes to have the Baseline Assessment, Economic Development Strategy and Implementation Plan finalised by **Friday 29th March 2013**, with the necessary procurement processes undertaken to deliver against this deadline.

The principal outputs required as part of this commission are detailed within this specification. It is envisaged that a staged methodology will be required with earlier analysis informing proposals which later go forward to shape the Strategy and Implementation Plan. Consultants are invited to comment upon this and prepare a sequential programme, based upon the completion of key stages, within their tender submission.

The Council's project team will require regular liaison meetings with the Consultants throughout the commission. An outline timetable for these meetings should feature in the Consultants tender submission.

The Council's Regeneration Portfolio Holder, Cabinet and cross party representatives will wish to play an integral part in the preparation of the Economic Development Strategy and Implementation Plan and consultants should demonstrate how Member participation will be accommodated within their project timetable. It is suggested that the Portfolio Holder for Regeneration, Cabinet and cross party representatives are linked to the initiation and completion phases of each stage of the commission.

In addition, the Council requires:

- An inception report, one week from the start of the project;
- An interim report and presentation to the Council's Client Team and Management Team at the completion of each key stage;
- A draft final report by **Friday 15th March 2013**; and
- Final report and presentation to the Council's Client Team and Management Team/Senior Members by **Friday 30th March 2013**.

These dates should be reflected within the Consultant's proposed programme.

PROGRAMME OF WORK

Consultants should specify the processes to be used in the completion of each stage of this commission. The Consultants should also consider (and identify) any anticipated risks and constraints in achieving the programme of work and outline their proposed solutions to mitigate these factors. Any further general measures identified that may assist in achieving the objectives of this work should be identified separately.

PERFORMANCE AND QUALITY

The Council expects all work commissioned from Consultants to be of the highest quality in terms of content and presentation. Consultants should include with their submission a Quality Plan or Statement demonstrating how they will achieve high quality outputs and who will be accountable for the review of outputs prior to their submission to the Council.

STUDY AREA

The study area for this commission comprises the District of Tendring.

KEY OUTPUTS

The Baseline Appraisal, Economic Development Strategy and Implementation Plan will form a critical part of the Council's corporate policy framework and, together with its emerging Local Plan and extant Area Master Plans, will underpin the delivery of its economic growth agenda for the District.

This necessitates a broad brief incorporating a range of discreet work within the early stages of the study, which will inform the actions to be defined within the Implementation Plan. The broad areas of work are outlined below:

Desktop Research & Baseline Appraisal

The appointed Consultant will be expected to:

- Undertake a comprehensive desktop review of existing plans and strategies and of all of the research material listed within the appendices to this specification of requirements as relevant to the Economic Development Strategy.

Consultants will not be expected to undertake extensive primary research as part of this commission, although this might be necessary in some critical areas. Consultants will be required to:

- Identify areas where additional research or analysis is necessary to meet the requirements of this specification, and
- Provide details on how the costs for unforeseen work will be determined.

SWOT Analysis

At the earliest opportunity, Consultants should undertake a SWOT analysis of the District in terms of its location as a place for new and existing businesses to flourish. This should take into account all relevant factors including: location, infrastructure, land and property, workforce, skills, image and perception, environment, proposed developments and wider economic issues, which may impact upon the District, such as economic growth elsewhere in the Haven Gateway, Suffolk, Essex and beyond (as relevant to the District and the Economic Development Strategy).

Assessment of Existing Core Sectors

As described elsewhere in this specification the District enjoys the benefits afforded by some key industries/sectors, however the District's economy is largely fragmented and subject to local, national and international shock. Some key industries (tourism) are weakening and showing signs of significant decline. Consultants are required to:

- Undertake a comprehensive review of the logistics/distribution sector within Tendring, including Harwich International Port, as it relates to the rest of the Region, Nationally and Internationally. This will need to take account of proposals for development at Bathside Bay, but should also be set against port expansion elsewhere in the region (Felixstowe, London Gateway and the Port of Tilbury).
- Undertake a comprehensive review of Tendring's industrial estates and business parks to establish their relative *'health'* in terms of occupation levels, their position within the economy and the prospects for future development.
- Undertake a comprehensive review of Tendring's service industries (Hotels; Restaurants; Transport & Communications; Finance & IT; Social Care, etc) determining their strengths and weaknesses as well as the extent and quality of the sector's offer (its scope) and its reach beyond the District's boundary.
- Undertake a comprehensive review of Tendring's public administration offer and (given the current economic climate and the state of public finances) determine the scope for future growth and the use of public services to drive town centre renewal (Clacton Civic Quarter).

- Undertake a retail study covering all of the major centres within the District, (Clacton, Harwich & Dovercourt, Manningtree, Frinton, Walton and Brightlingsea) with (where relevant) reference to proposals contained within the Council's Area Master Plans and emerging Local Plan. This should include an assessment of the vitality and viability of the various centres, consideration of the effects of supermarket development in Walton, Manningtree (and possibly Harwich/Dovercourt), consideration of the effects of retail developments in competing local, sub-regional and regional centres and an assessment of the need for additional retail floor space.
- Undertake a comprehensive review of Tendring's tourism offer, and determine the scope for diversification and future growth.
- Undertake a comprehensive review of the District's Manufacturing and Construction based industries. Determine the strengths and weaknesses of these industries and the scope for diversification and future growth.
- Undertake a review of the District's Low Carbon economy and assess the opportunities for growth and the use of new technologies.

Assessment of the Existing Labour Force

With reference to the Baseline Appraisal and in consultation with relevant partners the appointed Consultants will be required to:

- Assess the existing labour force within the District with regard to qualifications, skill levels and standard occupation classifications. This analysis should be used to test the prevalent assumptions that the labour market is typified by low skilled, low paid workers.
- Assess the qualifications and skills of the migratory labour force to test the assumptions that the mobile labour force is typified by higher skilled, higher paid workers.
- Assess the existing efforts to improve skills levels, including: mainstream education, FE/HE & Adult Education; vocational & work based training; JobCentre Plus & Work Programme Schemes; and projects delivered by the Voluntary Sector, and highlight key issues likely to emerge.
- Assess the perception of the workforce among existing employers within the District.
- Determine the opportunities for linking a refreshed FE/HE and Adult Learning offer to support sector development in the District.

Infrastructure Assessment

Assess whether the District's infrastructure (road, rail, utilities) has a positive or negative impact upon Tendring's economic performance and make recommendations (as necessary) where investment/improvements in the quality of provision might enhance the opportunities for sustained economic growth.

Assessment of the Areas Image (Core Settlements)

The Council aims to diversify the District's economy to provide a broader economic base, offering a greater range of value added jobs. Developing and maintaining a strong investment image is critical to attracting new sectors and bolstering existing businesses. Consultants are required to:

- Assess perceptions of Tendring/its core settlements as a place to do/locate business amongst firms already located in the District and amongst those likely to relocate to the area.
- Assess the internal/external perception of Tendring/its core settlements as a business location.
- Establish realistic and defined actions which could be taken to improve the District's image/the image and perception of Tendring's core settlements to assist in attracting new sectors.
- Identify practical examples of measures which have been undertaken elsewhere, which could realistically be translated to reflect the growth requirements of Tendring/its core settlements.

Business Support and Inward Investment

Business retention and development is vital to ensure that the District is not just 'treading water' in its efforts to support indigenous businesses and to accommodate jobs growth. In consultation with partners Consultants are required to:

- Identify active business support, inward investment, skills development and training organisations within and/or serving the District and define the range of services which they provide.
- Assess the performance of these organisations in so far as they relate to tangible outputs on the ground.
- Identify and assess any gaps or shortfalls in provision and make practical recommendations for improvements in service delivery.
- Identify and assess reasons for the low levels of business start-up and survival rates and make practical suggestions as to how this problem could be addressed.

Sector Profiling and Analysis

It is unlikely and possibly undesirable that the District's existing key sectors will be able to accommodate the required economic growth in isolation. Therefore, it is likely that new sectors will be required. It is impractical to apply inward investment efforts to all sectors regardless of their requirements and so Consultants are required to provide a 'credibility check' and refine the target audience so that the Council and its partners can be sure that inward investment efforts will be directed at sectors which are receptive to locating in Tendring.

A pivotal element of this commission is therefore:

- Undertake a detailed International, National, Regional and, where relevant, sub-Regional examination of sector development to establish general trends and identify

new, expanding or transient sectors which could feasibly be accommodated within the District. The appointed Consultants will need to consider the full range of options however areas of interest to the Council include growth in: logistics and distribution; commercial leisure and tourism; green energy technologies (off-shore wind and solar energy); the arts and creative & cultural industries; information and digital media based industries; public sector; generic office; and retail.

- Assess which of the SME representing sectors already in the District could benefit from further investment and/or development to form a cluster and/or support sector in the supply chain serving larger industries.
- Identify the factors which would be required in order to attract new sectors, or to encourage growth in existing sectors. This element of work will need to include issues such as the environment, accommodation (land and property) staff, infrastructure, culture, leisure and housing.

Property Market Analysis and Modelling

There is consensus amongst partners that Tendring does not currently have an appropriate offer in terms of land and accommodation to support new sectors. There is a severe shortage of quality office accommodation in the District and the neighbouring Borough of Colchester has a strong and growing offer in this sector. The appointed Consultants will be expected to:

- Analyse current National, Regional, sub-Regional and, where necessary, Local property market trends to establish what developments are likely to impact on the District.
- Assess the demand for new accommodation against the supply of land and accommodation in the context of the District's economic growth.
- Assess where there are likely to be gaps in the type and quantum of accommodation which the market is not likely to fill. This should include the size, nature and location of the built stock.
- In the event that Consultants deem there to be limited or no demand for new accommodation, particularly in the case of office accommodation, the Council will require the Consultants to assess how a market may be generated with relevant case studies where applicable.

Consultation with Key Partners and other Stakeholders

The Council will need to work in close partnership with a range of organisations, to ensure that the objectives of the Economic Development Strategy are achieved. Consultants are required to:

- Develop and deliver a programme of consultation and involvement to be used within the development of the Baseline Assessment, Economic Development Strategy and Implementation Plan.
- Have due regard to the views and opinions of partners and be able to, where required, justify the inclusion or departure from those views.

- Ensure that partners are able to comment on relevant elements of the emerging Baseline Assessment, Economic Development Strategy, and Implementation Plan at key points within the commission.

Action Planning/Strategic Actions

The success of this commission depends on the ability of Consultants to develop a cohesive set of actions and projects which will deliver the growth required to meet the Council's aspirations for the District. This is not intended to be just a static Strategy, but rather a business plan and lobbying tool to secure the investment required to deliver the scale of change required.

It is crucial that the findings of the earlier investigative work and baseline assessment is presented in a coherent Implementation Plan identifying short, medium and longer term actions. In this critical part of the commission, Consultants will be required to:

- Identify the interventions required to ensure that the existing economic drivers within Tendring remain strong and thrive.
- Identify the growth sectors from both within and outside the District which represent the best possible opportunity to meet the Council's employment growth aspirations for the District.
- Develop a comprehensive set of short, medium and longer term actions that will bring about the conditions to attract investment to the District and ensure that local people are able to benefit from the opportunities created. This should include everything from image development, to investment in infrastructure, new developments, business support and training for the existing and potential workforce.
- Assign agreed actions to relevant partners and other stakeholders and define the drivers and owners of these activities.

Economic Performance Indicators

A stand-alone element of the commission will be to develop a set of indicators which the Council (and its partners) can use to track the development of the local economy over the lifetime of the Strategy and the Implementation Plan. These should be informed by the results of the various pieces of work listed above in that they will seek to monitor the elements of the economy upon which the Council's interventions will have a bearing.

The indicators should be derived from readily available sources which can be updated regularly (by the Council) so that progress and trends can be monitored over time. Ideally the indicators should be available by sector and for sub-District areas so that analysis of specific parts of the District can be undertaken. This work may benefit from the use of a geographical information system and consultants are invited to suggest mechanisms which would enable this.

Consultants are therefore requested to establish milestones, economic beacons and other relevant benchmarks against which delivery of the key actions within the Economic Development Strategy and Implementation Plan can be measured and the general development and health of the District's economy can be assessed over time and/or on a quarterly/annual basis as required.

APPENDIX A

BACKGROUND INFORMATION

Tendring sits at the north east corner of Essex and is known for its international port at Harwich (Parkeston Quay) with its regular passenger service to Holland and international freight services to locations across the globe. The coastal resorts of Clacton, Frinton and Walton are typical of Britain's coastal towns, suffering the effects of economic decline and long term under investment following the migration of tourists to competing destinations.

Clacton is Tendring's primary residential centre and is located on the South East coast of the District, 70 miles from London.

The District is 33,740 hectares in size (approximately 130 square miles), with 60km (circa 37 miles) of coastline.

Over the last 20 years the population has grown by 10%. The area has been growing steadily for the last two decades although the 2011 census suggests that the population has declined (from circa 146,000 [mid-term projection] to 138,000).

At 1 in 3, the District has the highest proportion of pensioners in the East of England. 1 in 7 people live in a deprived area and 1 in 5 children live in poverty.

The 2010 Index of Multiple Deprivation placed Tendring 86th out of 326 Local Authorities in England. Whilst in the top third most deprived areas, this classification masks significantly higher levels of deprivation prevalent at a smaller scale. For example, the Lower Super Output Area (LSOA) covering Jaywick is the most deprived area in the country (according to the IMD and other measures).

Seven of the Lower Super Output Areas within Tendring are in the top 10% most deprived in the country. The urban centres of Clacton and Jaywick, Harwich and Walton have been identified by the Council and its partners as being areas in the greatest need of social, economic, housing and environmental intervention.

Tendring is the weakest District in the East of England in terms of its economic performance and high levels of deprivation, which is not helped by low levels of income, which are significantly below the regional average.

As at June 2010, Tendring was ranked 405th out of 407 districts nationally on skills and qualifications with 16,100 people holding no qualifications; almost double that of the regional average. 75% of Tendring residents are economically active but with 22% holding no qualifications and only 45% qualified to NVQ Level 2. Since June 2010 there has been some improvement with the level of residents with no qualifications drop to 12,500 (15%) and the level of NVQ Level 2 attainment rise to 55%.

In 2009 62% of young people did not achieve 5+A* - C GCSE's indicating the need to provide alternative pathways to education. There is a high proportion of NEETs in Tendring (13.1%) the majority of whom are not catered for through the current educational offer. Greater access to vocational training could help address this problem.

Colchester Institute, the University of Essex and the University Campus Suffolk are located in close proximity to the District. Some FE level provision is provided by Colchester Institute at three satellite locations in Clacton and Harwich. However FE level progression is generally poor and access to the main campus facilities in Colchester and Ipswich is hampered by the District's poor transport infrastructure.

Tendring is thought to be an ideal location for UK and Europe based trading and investment, given its proximity to the Haven Ports, London and Stansted airport. However, the District fails to attract institutional investors and is yet to realise its potential.

APPENDIX B

PRIMARY SOURCES OF INFORMATION

As part of this commission the appointed consultants will need to consider, inter alia the following documentation, plans and strategies:

- National Planning Policy Framework – DCLG – March 2012
- National Infrastructure Plan – HMT - 2011
- Integrated Development Plan – Haven Gateway Partnership (HGP) – December 2008
- Haven Gateway Regeneration Study – HGP – November 2005
- Strategic Residential and Infrastructure Study – HGP – November 2005
- Marine Leisure Industry Skills Report – HGP – 2006
- Marine Leisure Economic Impact Report – HGP - 2006
- Haven Gateway Creative & Cultural Industries Mapping – HGP – August 2007
- Driving the Haven Gateway Forward: The Economic Impact of the Ports and Logistics Sector – HGP - 2010
- Economic Growth Strategy – Essex County Council (ECC) – September 2012
- Integrated County Strategy and Investment Plan – Essex County Council – 2010
- Whole Essex Community Budget/Essex Deal For Growth – ECC – October 2012
- Tendring District Local Plan – Tendring District Council – December 2007
- Tendring Life (Corporate Plan) – Tendring District Council – 2009 – 2016
- Strategic Delivery of Corporate Goals – Tendring District Council – 2012 - 2013
- Tendring Life, Regeneration Strategy – Tendring District Council – 2010 – 2016
- Tendring Life, Transforming Tourism – Tendring District Council – 2010 - 2016
- Tendring Local Investment Plan – Tendring District Council – 2011
- Harwich Master Plan – Tendring District Council – July 2005
- Harwich Quayside Design Statement – October 2007
- Dovercourt Rediscovered – Tendring District Council – March 2011
- Clacton Town Centre Vision – Tendring District Council – April 2009
- Celebrate on Sea – Tendring District Council – August 2010
- A Breath of Fresh Air – Tendring District Council – April 2012
- Walton-on-the-Naze Regeneration Framework – Tendring District Council – January 2010
- Tendring Employment Study – Part 1 – Roger Tym & Partners – May 2009
- Tendring Employment Study – Part 2 – GVA Grimley – April 2010
- Draft Tendring District Local Plan – Tendring District Council – September 2012

APPENDIX C

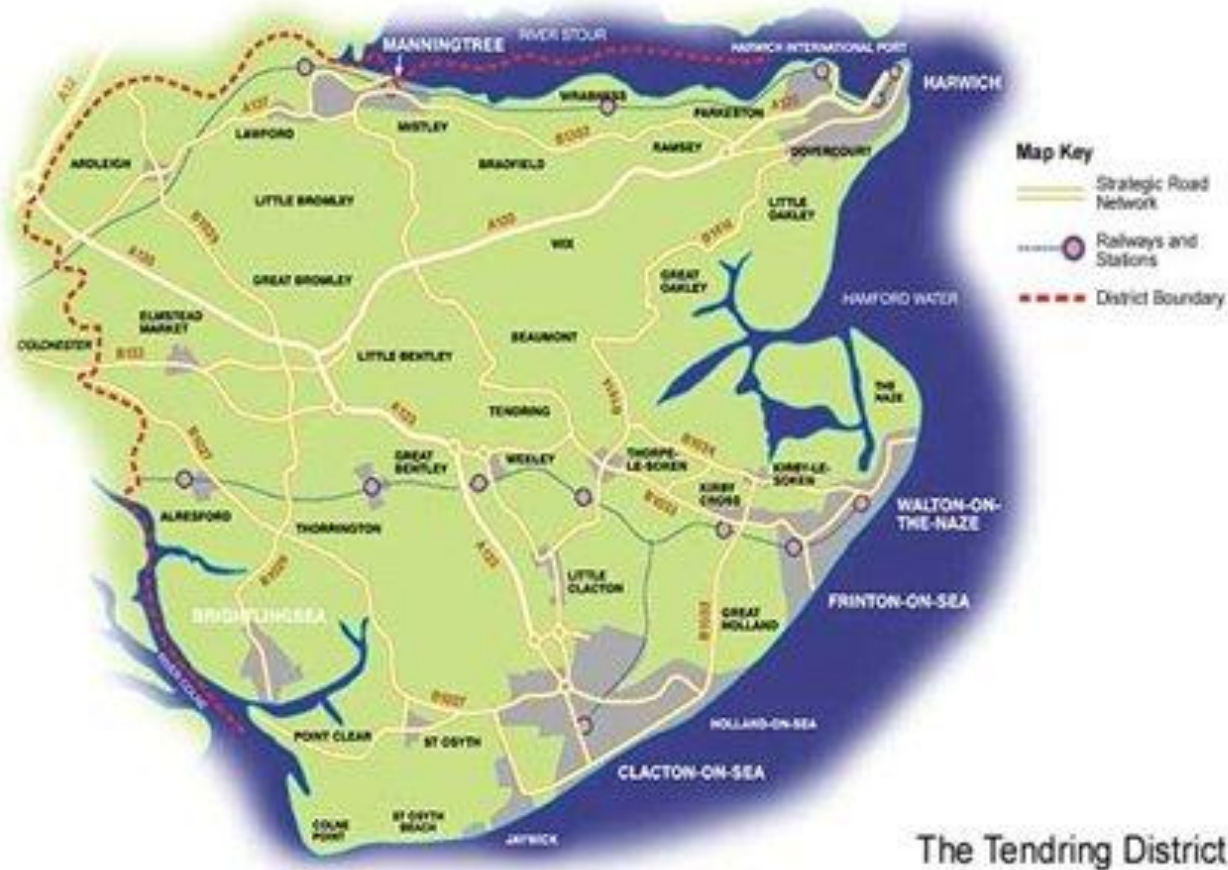
NATIONAL, REGIONAL AND LOCAL PARTNERS / KEY STAKEHOLDERS

This Consultation should include as broad a range of partner organisations as possible including, but not exclusive to, the following:

- Department for Communities and Local Government
- Department for Business, Innovation and Skills
- Department for Transport
- Homes and Communities Agency
- Environment Agency
- Highways Agency
- Network Rail
- Greater Anglia (Rail Operator)
- South East Local Enterprise Partnership
- New Anglia Local Enterprise Partnership
- Haven Gateway Partnership
- Essex County Council (ECC)
- Invest Essex (ECC)
- Highways Authority (ECC)
- Colchester Borough Council
- Ipswich Borough Council
- Colchester Institute
- University of Essex
- Anglia Ruskin University
- Harwich International Port
- Harwich Haven Authority
- A J Woods Engineering
- A comprehensive list identifying the District's Businesses will be provided after the selection and appointment of consultants as part of the project initiation stage.

APPENDIX D

STUDY BOUNDARY Map Showing the Tendring District Boundary



A.6 APPENDIX B

COST AND QUALITY ASSESSMENT CRITERIA

ASSESSMENT CRITERIA
A clear understanding and interpretation of the tasks identified within the Specification of Requirements.
Robustness and suitability of the proposed approach / methodology.
Relevant knowledge, skills and experience of the team and experience within the team of undertaking (successfully) similar commissions.
Proven track record of delivering high quality work in the preparation of economic development strategies and implementation plans and evidence of bringing originality and freshness of approach to this type of work.
Management proposals for sub-contractors and suppliers.
Suitability of the proposed project management and quality control arrangements.
Cost