

Tending Economic Strategy

A Report by Regeneris Consulting



Tendring District Council and
Partners

An Economic Strategy for Tendring

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Regeneris Consulting Ltd

www.regeneris.co.uk

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1. Introduction

- 1.1 This document sets out a 10 year Economic Strategy for Tendring. It was developed by Regeneris Consulting following detailed research and consultation during the summer of 2013. It captures the commitment of Tendring District Council and its partners to create the conditions to stimulate economic growth and to deliver changes in Tendring's economy that will benefit businesses, residents, the workforce and visitors over the next 10 years and beyond.
- 1.2 The need for an Economic Strategy in Tendring is clear. While there are some excellent businesses and highly resourceful residents locally, the district's economy is not performing as well as it could - employment, job numbers and business formation have all been static or shrinking in recent years. In addition to this, levels of inward investment and skills achievement are not currently meeting the expectations or aspirations of partners.
- 1.3 **Despite significant challenges, Tendring has the potential for growth.** Regional forecasts¹ already suggest that by capturing the benefit of its economic potential, Tendring could potentially create thousands of jobs over the next decade. This strategy is designed to realise this and ensure that new jobs and investment provide a stimulus for a new era of economic prosperity in the district.

How the Strategy Supports Long-Term Sustainable Growth

- 1.4 The focus of the document is long term systematic change, with the aim of ensuring that economic growth is sustained beyond the 10 year lifespan of this document. This means setting strong foundations and adopting new approaches to embed long-term change. This Strategy seeks to do this by:
- **Promoting diversification within the local business base**, recognising the need to target new sector specialisms which can support a more buoyant and resilient economy.
 - **Recognising and promoting Tendring's role in regional and national economies** and celebrating the district's contribution.
 - **Valuing places within Tendring** and ensuring that they are able to evolve as modern and effective economic locations.
 - **Recognising the importance of Tendring residents** to the area's economic future; ensuring that they have necessary skills and aspirations to participate in the areas economic evolution.
 - **Recognising that it is Tendring's businesses who will deliver economic growth** in the next decade and beyond. Collaboration with businesses is fundamental to the

¹ East of England Forecast Model -

<http://www.cambridgeshire.gov.uk/business/research/economylab/Economic+forecasts.htm>

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Strategy's success.

- **Promoting improved partnership working**, particularly between Tendring DC, regional partners and the business community.
- **Recognising that difficult decisions will have to be made and risks taken** to secure future economic success.

Companion Documents

1.5 This strategy is part of a suite of three documents; it is accompanied by a Socio-Economic Baseline and an Action Plan:

- **The Socio-Economic Baseline** sets out a detailed assessment of Tendring's economy, drawing together all available research on the district and its places. This not only provides the statistical base that has helped develop this strategy, but will also provide the evidence which will help make the case for resources to deliver projects and interventions.
- **The Action Plan** provides detail on recommended projects and how partners can work together to deliver this strategy. It provides an outline of specific interventions, as well as new delivery approaches that should be adopted to help support growth in Tendring.

Structure of the Strategy Document

1.6 The remainder of this document is structured in the following way:

- **Tendring's Economy in Context** - summarises some of the key challenges identified within the Socio-Economic Baseline as well as introducing the strategic and political context within which this strategy is delivered.
- **Defining the Approach, Vision and Objectives** - sets out the overall direction of the strategy, as well as providing an outline of the vision and approach which underpins this document.
- **Objective 1: Supporting Tendring's Growth Locations** - outlines the vision for target locations over the next 10 years. Based on the evidence available and consultation with stakeholders, initial target locations are Harwich, Clacton and the West of Tendring.
- **Objective 2: Targeting Growth Sectors** - outlines the approach to supporting growth in target sectors in the district. The two key target growth sectors for Tendring are Offshore Energy and Care & Assisted Living.
- **Objective 3: Ensure Residents Have the Skills and Information to participate** - outlines the need to support residents so that they have the skills and aspiration to participate in the opportunities promoted within this strategy. This includes recommendations on education, skills provision and employment.
- **Objective 4: Support Modernisation, Diversification and Growth within the**

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Business Base – outlines the approach to creating a more dynamic, diverse and future facing business base in Tendring. Improvements in business liaison, innovation and inward investment are the focus of this objective.

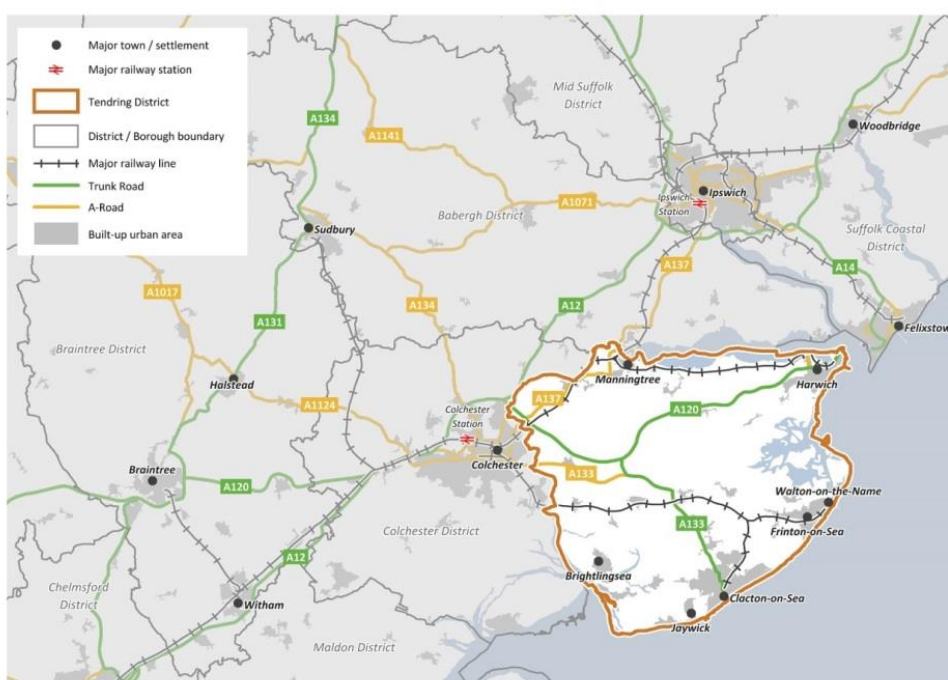
- **Objective 5: Facilitate population growth where this supports economic objectives** – recognises the link between population and economic growth in Tendring and outlines how some housing development could stimulate economic growth in the future.
- **Delivery and Tracking Success** – introduces some of the main considerations for delivery (which are outlined in more detail in the Action Plan), as well as outlining measures of success and important next steps.

2. Tendring's Economy in Context

- 2.1 To support economic growth, it is important that Tendring DC and its partners respond to an evidenced need within the local economy. Equally, given the significant change in policy over the last few years, it is imperative that any economic strategy is delivered in the context of regional and national objectives. This section, based on the detailed Socio-Economic Baseline, outlines some of the challenges this strategy must overcome, along with the policy context which partners must deliver within.

Tendring's Location

- 2.2 The district of Tendring is located in the north-east of Essex. The district has a long coastline, stretching for around 60km from Brightlingsea to Manningtree, with the east of the district facing onto the North Sea and the north of the district onto the River Stour. To the west and northwest, Tendring is bordered by Colchester and Babergh.



- 2.3 Clacton is the primary population and economic centre within the district. Clacton, along with Walton and Frinton, developed as a coastal resort and continues to perform a function in this regard. Harwich is home to Harwich International Port – one of the district's major employers. To the west of the district, the economy and labour market of Manningtree is influenced by its relative proximity to Colchester and good transport links to London. The interior of the district is largely rural and is characterised by a high quality environment, interspersed with small settlements.

Tendring's Socio-Economic Characteristics

- 2.4 The Socio-Economic Baseline that accompanies this strategy provides a detailed compendium of the characteristics of Tendring and its localities. This evidence base underpins the objectives set out within this Economic Strategy and the projects set out

within the Economic Action Plan.

- 2.5 The ten most distinctive characteristics of Tendring's economy, as identified within the evidence base are:

Tendring Socio-Economic Baseline: Ten Distinctive Characteristics

- 1: Economic Trajectory.** Over the past decade, Tendring's economy has performed less well than neighbouring areas, with fluctuations in the number of jobs and declines in the size of the business base and in enterprise performance.
- 2: Sectoral Structure.** Nearly half of all jobs in Tendring are in relatively low value added sectors which largely service the needs of the local population (Retail, Education and Health). Concentrations of employment in higher value added and knowledge intensive industries are currently low.
- 3: Economic Opportunities.** Opportunities have been identified for Tendring to develop strengths in two of the UK Governments target growth sectors – Offshore Wind and the Care & Assisted Living sector. This reflects existing employment and infrastructure strengths in both and opportunities for future sector evolution identified by local partners.
- 4: Out-commuting.** There is a net out-flow of commuters from Tendring of around 12,000 people. This suggests a mismatch between the number and type of jobs available within the district and the characteristics of the local labour market.
- 5: Population.** The results of the Census suggest that the population of Tendring contracted slightly (by 500 people or 0.4%) between 2001 and 2011. Tendring was one of only 15 local authorities nationally which did not experience population growth over that period.
- 6: Demography.** Tendring has a relatively old population, with over a quarter of the population aged over 65. Reflecting this, the Tendring working age population is relatively small, with a particularly small cohort of 16-44 year olds.
- 7: Economic Participation.** Tendring is characterised by relatively low levels of economic activity, whilst unemployment is high. Levels of economic participation are particularly low in Clacton and Jaywick and have worsened considerably in the last five years.
- 8: Skills.** A relatively high proportion of local residents have no qualifications (34%), whilst a low proportion have higher level qualifications or are employed in managerial, director, professional, and associate occupations (32%).
- 9: Young People Attainment and Education.** Attainment in Tendring's schools remains below average. Tendring also has a higher than average proportion of young people not in education, employment and training. Levels of progression to higher education are also relatively low.
- 10: Deprivation.** Whilst some areas of Tendring are relatively prosperous, others are very deprived. Severe concentrations of relative deprivation exist in Jaywick (the most deprived locality in the country) and parts of Clacton.

- 2.6 These headline findings from the Socio-Economic Baseline are outlined in more detailed below.

Tendring's Economy

- 2.7 One of the fundamental motivations behind the production of this economic strategy is Tendring's historic relatively poor performance in relation to core economic indicators. Over

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the past decade, the district economy has performed less well than neighbouring areas and the regional average:

- The growth rate of Tendring's GVA over the period 2003-11 was 25%, below the growth seen in Essex (29%) and England (32%).
- Whilst employment has fluctuated from year to year over the past decade, it has not risen above the figure of 36,000 jobs recorded in 2003 and currently stands at 600 jobs below that particular baseline (-2%).
- The Tendring business base has also performed comparatively poorly in recent years, having declined by 6% (-300 businesses) since 2008.
- The number of business start-ups and business survival rates have both declined in recent years.

2.8 In general, Tendring is characterised by high levels of employment in sectors which are generally seen as relatively low value adding. Health, Retail, and Education are the largest sectors in terms of the number of jobs, and together represent 45% of the district's total employment. These sectors are also closely linked to servicing the needs of the local population. By comparison, employment levels in higher value sectors and professions are comparatively low. The economy also exhibits high levels of part-time employment (41% of all jobs in the district).

These characteristics summarise at a high level the findings of a rigorous assessment of the Tendring Economy, which is presented in Chapters 3, 4 and 5 of the Tendring Socio-Economic Baseline.

Implications for the Strategy:

Tendring's recent economic performance is not as good as it could or should be. This strategy responds by targeting an increase in the number of businesses and jobs operating in higher value parts of the economy. Supporting business growth and more productive churn within the local economy is also highly important to enable a more resilient and competitive economy.

The Tendring Labour Market

2.9 Creating an active, aspirational and skilled workforce is important, not only to drive local prosperity and inclusion, but also to make the case to companies to invest in Tendring. Currently, there are issues which hinder Tendring's development in this respect.

The Population

2.10 Tendring currently has a population of around 138,000. Since 2001 the population has remained largely static (compared to national population growth of 8%). The population is also skewed towards the older age groups. In 2011, 27% of Tendring's population was aged 65+. This figure is significantly higher than that of comparator areas, including Essex (18%) and England (16%).

Supply of Labour

- 2.11 Reflecting Tendring's position within a strong economic sub-region, the size of the labour market across the district's functional economic area is relatively large. **Within 45 minutes' drive of the centre of Tendring, there are over half a million economically active people** and over 460,000 people in employment. This is positive in terms of Tendring's offer to investors, but also means that Tendring residents have to compete in a highly competitive job market.
- 2.12 In 2011, 57% of Tendring's population was of working age, a relatively low proportion. Linked to this, the district's economic activity rate is also relatively low at 62% (compared to 71% across Essex). The unemployment rate in the district stands at around 10.4% (or 6,200 unemployed people); this is the second highest rate within Essex and is also above the national average (8.0%).
- 2.13 In line with the demographic profile, 37% of Tendring's residents who are in employment are above the age of 50. Whilst not necessarily an issue, this represents a long term threat to the size of the labour market unless replacement supply can be found.
- 2.14 **Labour Market Skills**
- 2.15 The perception amongst partners is that education, skills and aspiration are a significant barrier to Tendring's competitiveness. Statistics suggest that this concern is not unfounded.
- 2.16 **A relatively high proportion of local residents have no qualifications (34% compared to 22% nationally)**, whilst a low proportion have higher level qualifications or are employed in managerial, director, professional, and associate occupations (32% compared to 41% nationally).
- 2.17 There are particular challenges for young people in Tendring. The district has a higher than average proportion of young people not in education, employment and training, and levels of progression to higher education are relatively low. Only 36% of residents aged 16 – 24 in Tendring are enrolled as full-time students, compared to 47% nationally and 40% in Essex.
- 2.18 Education performance is also currently below average in the district. Since 2005 Tendring's proportion of **pupils achieving Level 4+ in Maths and English at key stage 2 has been comparatively low**. There has been some improvement in education performance overall, but the proportion (53%) of Tendring pupils achieving five or more A*- C GCSEs (including English and Maths) is still below the national average (57%) and that of neighbouring Colchester (59%).

These findings summarise a full assessment of the characteristics of the Tendring population and labour market which is provided in Chapter 6 of the Tendring Socio-Economic Baseline.

Implications for the Strategy

Tendring's current labour market performance is potentially the most pressing economic issue for the district. Addressing these issues is a critical component of this strategy. Improved education and skills performance should be seen as a key measure of success.

Living in Tendring

- 2.19 Evidence suggests that the experience of living in Tendring is mixed. Whilst some areas are relatively prosperous, others are very deprived. Severe concentrations of deprivation exist in the district, the highest being in Jaywick (the most deprived locality in the UK) and parts of Clacton, which are within the 10% most deprived in England. More generally, weekly pay for both residents and workers remain below regional and national averages.
- 2.20 Increasingly, there are challenges regarding the supply and affordability of housing locally. Whilst house prices are lower on average in Tendring than in Essex and the UK as a whole, around 23% of all households in Tendring are still unable to afford market accommodation of an appropriate size. It is also estimated that 8% of households are living in unsuitable property.

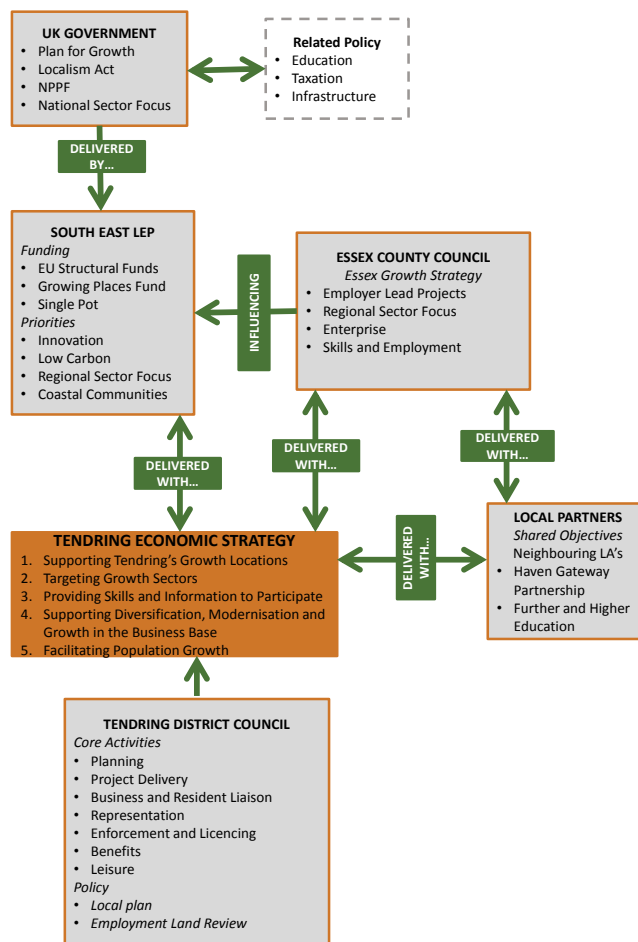
These findings summarise a full assessment of Tendring quality of life factors which is provided in Chapter 7 of the Tendring Socio-Economic Baseline.

Implications for the Strategy:

Whilst this strategy goes on to outline some significant opportunities for growth and prosperity for Tendring, the polarisation of the district and challenges that some residents face need to be addressed. It is important that partners use this strategy to connect local people to opportunities stimulated by a growing economy.

Overarching Policy Context

- 2.21 Tendring DC cannot deliver economic growth and prosperity alone. This document has been designed to specifically position Tendring in the context of current and emerging regional and national policy, not least that of South East LEP and Essex County Council. The diagram below summarises this Economic Strategy's position in relation to national and regional policy:



2.22 To assist partners, summaries of relevant strategic documents are outlined below.

National Policy Context

2.23 Following the 2010 election, the Coalition Government's **Plan for Growth² (2011)** was published with the stated aims of achieving strong, sustainable and balanced economic growth throughout Great Britain. This was based upon the assessment that the national economy has become too focused on a small number of sectors and concentrated around a few regions of the country. Its four ambitions are to:

- Create a more competitive tax system;
- Make the UK one of the best places in Europe to start, finance and grow a business;
- Encourage investment and exports to make a more balanced economy;
- Create a more educated workforce.

2.24 The Government aims to achieve these ambitions and create new jobs through the introduction of several changes in the planning system, including a presumption in favour of any development considered to be sustainable. The **National Planning Policy Framework³ (2012)** states that planning has a role to play in building a strong, responsive and competitive economy, by ensuring that sufficient land of the right type is available in the right places and at the right time to support local growth and innovation.

2.25 In addition to these changes, the Government is also advocating a greater shift towards localism. The **Localism Act⁴ (2011)** aims to provide 'a substantial and a lasting shift in power away from Central Government towards local people'. Government policy identifies *Local Plans* as the key to delivering development that reflects the vision and aspirations of local communities.

2.26 The Localism Act aims to give Councils and Local Authorities more freedom to have a leading role in improving local life and supporting the local economy to grow. This Act gives Councils the ability to offer business rate discounts to help attract firms, investment and to create more jobs in the local area. It also seeks to improve accountability by giving Local Authorities everywhere a greater confidence to get on with their job and to respond to what local people want by making it easier for them to take over local amenities and to keep them as part of their local community.

Implications for the Strategy:

Given that national policy increasingly supports local authorities to achieve local economic growth, the strategy needs to be ready to capitalise upon this. It also responds to the Localism challenge, acknowledging the uniqueness of key economic locations and responding with appropriate local solutions.

² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/31584/2011budget_growth.pdf

³ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6077/2116950.pdf

⁴ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/5959/1896534.pdf

Regional Policy

- 2.27 At a sub-national level, the most significant strategic development in recent years has been the abolition of the Regional Development Agencies and the creation of **Local Enterprise Partnerships** (LEPs) as part of the localism agenda.
- 2.28 **The South East LEP** covers Essex, Thurrock, Southend, Medway, Kent and East Sussex. The SE LEP has set a vision for the sub-region to be “*the most enterprising economy in England*” and to achieve this has set two core priorities of “*exploring and creating opportunities for enterprise*” and “*addressing the barriers to growth*”. **At the time of writing the South East LEP is producing its own growth plan and a prospectus for the 2014-2020 EU Programme.**
- 2.29 Whilst not located within its boundaries, the activities of the neighbouring **New Anglia LEP** (covering Norfolk and Suffolk) are also of relevance to Tending. The NA LEP has identified a number of priorities which have synergies with the Tending economy including tourism, energy and the green economy.
- 2.30 The **Haven Gateway Partnership** is also important within the sub-regional context. The Partnership was established in 2001 and covers an area which includes Tending, Colchester, Ipswich, Babergh and Suffolk Coastal. The Partnership states objectives of building upon the areas location as a key international gateway to the UK and helping to deliver the potential for significant growth and regeneration in the area.

Essex County Council

- 2.31 At the county level, Essex County Council has published the **Essex Integrated County Strategy⁵ (2010)** and the **Essex Economic Growth Strategy⁶ (2012)**, which together set out overarching economic objectives for the county.
- 2.32 The Integrated County Strategy aims to create a highly performing and competitive economy which makes a significant contribution to UK economic growth and recovery, whilst providing for the successful regeneration of Essex communities and a high quality of life for its residents and employees. Similarly the Economic Growth Strategy’s vision is to make Essex an economically vibrant and successful entrepreneurial county where businesses and residents can grow and fulfil their potential.
- 2.33 The Essex Economic Growth Strategy states that Essex is very well placed to achieve significant economic growth. Sectors identified as having significant potential to deliver this include:
- Advanced manufacturing and technology;
 - Transport, port activities and logistics;
 - **Renewable energy and low carbon; and**
 - **Health and care.**

⁵ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/5959/1896534.pdf

⁶ <http://www.essex.gov.uk/Your-Council/Strategies-Policies/Documents/Economic-Growth-Strategy.pdf>

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- 2.34 Both strategies identify the skills gap as a major issue throughout the whole of Essex. It is noted that within Essex there is often unmet demand for school leavers and graduates with the appropriate attitude towards work. It also suggests that future skills improvements should be aligned with proposals for sector development in particular improving local skills in the renewables and ports and logistics sectors.

Implications for the Strategy:

This strategy has been designed to respond specifically to the objectives and aspirations of regional strategy, in particular the Essex Growth Strategy and South East Growth Plan. The strategy provides the framework for Tending to be a more active participant within the LEP, ultimately making a stronger case for government and EU investment into the district. Like the Essex Growth Strategy, it is recognised that there is a need to focus on growth and target those locations and sectors which will deliver the most significant added value to the District (and indeed County).

3. Approach, Vision and Objectives

3.1 Given the performance of the Tending economy over the last decade, it is important that bold action is taken and new approaches to the economy are considered. **Central to this (and in line with regional policy) should be a refocusing of activities to target economic growth.**

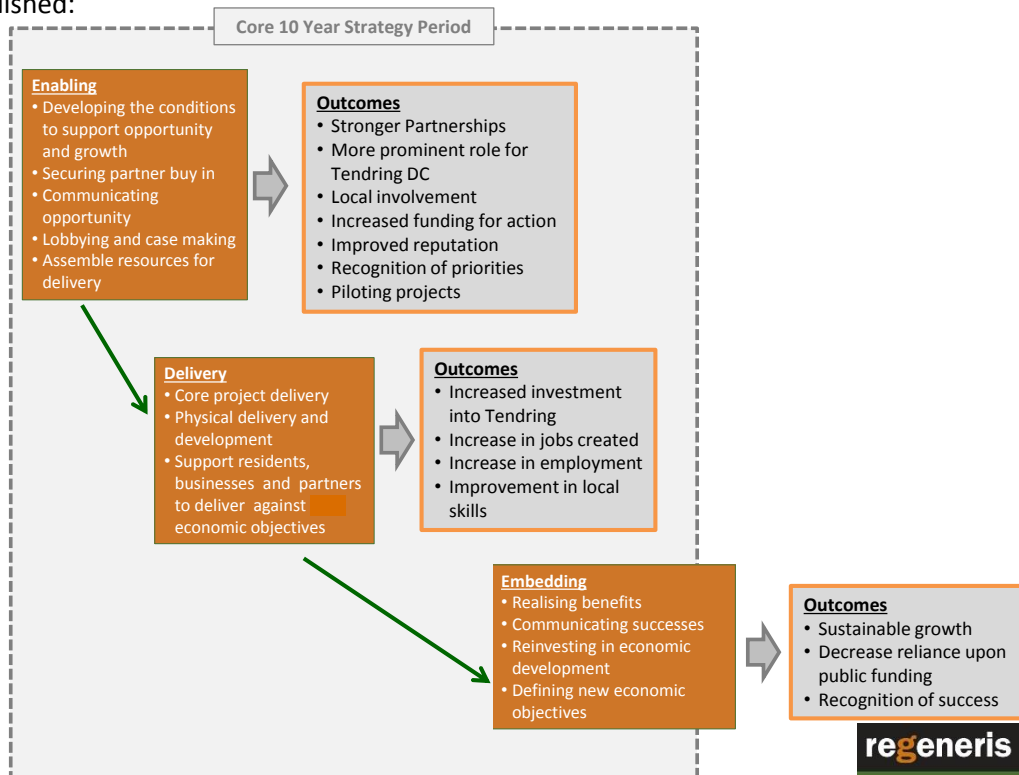
Why is this approach different?

3.2 In the past Tending’s strategies have tended to focus on ‘bottom-up’ objectives; the ultimate objective being to mobilise the existing population and business base to develop their skills and take advantage of local opportunities. Whilst this should remain an important part of any economic strategy (see objective 3), it needs to be balanced by interventions which encourage **new investment, new development, new infrastructure and new communities** in Tending; it is this (demand-side) focus, which sets this strategy apart from previous work.

3.3 Tending (and locations within the district) are increasingly operating within a more competitive environment for both public and private investment. This strategy is built upon the premise that to respond to this challenge, **a more outward looking focus on growth, building upon the district’s strengths, is the most effective way to generate prosperity and to support broader outcomes.**

Long Term, Sustainable Growth

3.4 Achieving long term growth, prosperity and resilience will not happen overnight; **it is important that this strategy is seen as an iterative process, focussed upon long term sustainable transformation.** To support this, actions relating to this strategy are organised into three distinct phases; Enabling, Delivery and Embedding. These are not rigid periods or phases, but by structuring the response in this way a clearer pathway to change can be established:



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- It is envisaged that the early stages of strategy implementation will focus upon **enabling** the opportunity within Tendring. This will include important activities including: changing perceptions of Tendring; developing partnerships; lobbying partners (including Government, South East LEP and Essex County Council); piloting new approaches; and attracting funding for delivery. Investing time in this phase of the strategy will be crucial to achieving long term, sustainable outcomes.
- Having established a strong basis for growth and intervention, the core **delivery** phase will be a concerted period of activity, targeted against the five objectives outlined within this strategy. This will include the roll out of major projects and physical development, as well as the more formal marketing of Tendring to target investor markets.
- In the longer term, it will be important that partners continue to study the local economy, responding to opportunities as and when they emerge, **embedding** success and local impact.

3.5 The first two phases of delivery outlined above provide the focus for interventions and the **action plan** which accompanies this Strategy.

New Economic Principles for Tendring District Council

3.6 An economic strategy should not just be a list of objectives and projects for partners to deliver; it also needs to support a new culture amongst members, officers and partners. Importantly, it needs to influence Tendring District Council's **corporate objectives**, ensuring that all council services respond to the challenges and opportunities associated with economic growth.

3.7 Over the next ten years, there will inevitably be difficult choices to be made and some measured risks to take. By adopting a set of agreed principles, partners will be better positioned to respond in a considered and consistent manner, enabling and embedding economic growth in Tendring:

Principles for the Tendring Economic Strategy

- **Prioritisation:** Target locations and sectors where there is the best opportunity to secure growth, recognising that *it is not possible to do everything*.
- **Pro-Active:** Be vigilant, identifying opportunities and responding early to these; show leadership in relation to target sectors and locations.
- **Flexibility:** Aim to be flexible, listening to, and working with partners, businesses and residents to adapt to new opportunities and challenges.
- **Communication and Partnership:** Tendring DC cannot deliver more jobs and opportunity alone. Commit to new relationships with businesses, investors and residents who can support sustainable economic growth.
- **Effective use of Assets:** Given reductions in funding to directly support economic development, it

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is important that Tendring DC and other public sector partners look at their existing assets and how these could be used to achieve the objectives of this strategy.

- **Support Mobility:** Recognise that Tendring exists in a changing regional and national economy. Support the local population to access employment and business opportunities, even if that is outside of the district.
- **Quality:** Recognise that higher quality can mean higher returns. Where realistic, set high standards for Tendring in terms of place making, demonstrating the benefits of taking this approach.
- **Evidence:** More so than ever before, evidence and information is critical to making the right economic decisions. Ensure that economic performance is effectively monitored, enabling informed decision making.
- **Long term Investment:** Seek to make long term investments in the district's future, focussing beyond political and funding cycles to deliver against long term objectives.

Communicating Tendring's Message and Celebrating Success

- 3.8 Perhaps the most important role of the Council will be ensuring that internal and external partners understand and share ambitions for the district. To achieve success Tendring needs to be a place that is much more widely recognised and respected for its economic achievements. **Celebrating what is done well will be an important part of a distinctive offer to potential new investors, business and residents.**

Vision

- 3.9 As outlined above, this is an iterative strategy and it is important that the vision remains flexible enough to respond to the challenges and opportunities which Tendring will inevitably face over the next decade.
- 3.10 To support the evolution of the strategy, a vision for the next **two, five and ten years** is set out below.

The Two Year Vision

- 3.11 By 2015, the groundwork for sustainable economic growth will be well underway. Relevant Council services will have been reconfigured to deliver the objectives of the strategy, with a strong focus on **improved relationships with the business community**. Plans will be in place for Harwich and Clacton, whilst the emerging opportunity to create a new growth node in the West of the District will have been considered in detail.
- 3.12 Government, the South East LEP and Essex County Council will increasingly recognise Tendring as a **centre of excellence for Offshore Energy and the Care & Assisted Living sectors**, with clear plans in place to support education and training in these and other business areas. A clear and consistent lobby will have been established, making a strong case for improved infrastructure; in particular improvements to the A120, A133 and public transport in and out of the district.
- 3.13 Tendring DC will already have been successful in supporting local businesses and

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partnerships to **access funding to support the delivery of the economic strategy** over the next decade.

The Five Year Vision

- 3.14 By 2018, the impacts of this Economic Strategy will be clear. The future of Tendring's key locations (Harwich and Clacton) will be acknowledged by investors, with development underway. New facilities in **Harwich will provide a fulcrum for the East of England's evolving Offshore Energy offer** and will have built upon its position as the busiest offshore energy port in the country. New facilities will have been established for the Care & Assisted Living sector with **new exemplar projects generating national exposure for Tendring**.
- 3.15 In Clacton, investment linked to new coastal defences will support improved cultural and visitor infrastructure, encouraging a broader visitor group to come to the town and enjoy the east coast's finest seafront. Plans will also be developed to create a genuine economic growth point to the west of the district, with a clear understanding of the non-residential uses which will define its economic identity.
- 3.16 **Local companies will begin to see an improvement in productivity**, whilst local people will benefit from new jobs created on the back of these initial successes. The first signs of the Tendring skills base being positively skewed towards key employment sectors will be apparent, whilst clear pathways will be evident from school to employment or higher education.

The Ten Year Vision

- 3.17 **By the end of 2023 indicators relating to employment, business creation, population and job creation will all be demonstrating strong improvement. Perceptions of Tendring will have completely changed, with the district being recognised as a dynamic location where people want to live, work and visit.**
- 3.18 Harwich will be Europe's fastest growing location for servicing the Offshore Energy sector having successfully encouraged longer term investment in manufacturing and assembly. These investments will anchor higher value careers in Harwich, providing visible **opportunities for Tendring's young people to commence long and rewarding careers**. Increased economic activity will have stimulated complementary development on key sites including Bathside Bay, whilst the A120 will have become recognised as a route of significant importance to the South East's economy.
- 3.19 Initial phases of development in the west of Tendring will have brought together high quality, low carbon residential development, with new business, education and Research and Development functions - this will form Tendring's third growth node.
- 3.20 New cultural and leisure infrastructure in Clacton, alongside unique new visitor accommodation will have increased the breadth of Clacton's offer, with the town being recognised as a key regional leisure destination as well as a place to enjoy a unique short break. An increase in the local population will have supported growth in the local business base, with a noticeable increase in the quality of the high street and town centre.
- 3.21 Manningtree, Brightlingsea, Frinton and Walton will all be benefiting from increased footfall

in their high streets, whilst new high quality developments will have started to attract families to the district, supporting the improvement in schools and infrastructure across Tendring's towns.

Strategy Objectives

- 3.22 To achieve these visions for the district, five objectives have been established (through consultation with partners, members and officers) to structure Tendring's response. These are split into two groups; **Targeting Objectives** and **Cross-Cutting Objectives**.

Targeting Objectives

- 3.23 The following two objectives are designed to ensure a focus on local strength, supporting the aspiration to redefine and diversify the Tendring economy. These objectives focus on the creation of stronger identities and specialisms as the basis for future economic growth:
- **Targeting growth locations** – Intervening in locations where the potential for growth is highest and there is a strong case for intervention.
 - **Targeting growth sectors** – Focussing activity on the sectors which are most important not only to Tendring, but also to Essex and indeed the UK economy.

Cross-Cutting Objectives

- 3.24 Actions relating to the following three objectives will ensure a more general improvement in Tendring's economy. They are designed to ensure that economic growth in the district is as impactful and inclusive as possible:
- **Ensure residents have the skills and information to participate** – Work with education providers, training organisations and businesses to ensure that Tendring residents have the means to access opportunities in Tendring and beyond.
 - **Support Modernisation, Diversification and Growth within the Business Base** – As well as targeting specific growth sectors, work with existing businesses to ensure that they are given support to grow in Tendring.
 - **Facilitate population growth where this supports economic objectives** - Support an increase in population and housing, where this creates demand for Tendring businesses and employment as well as supporting the delivery of new infrastructure.

Cross-Objective Linkages

- 3.25 It is also important that the objectives above are not viewed in isolation; the challenges and opportunities they respond to are interlinked. The following table outlines these linkages:

Objective	Links to Other Objectives
Objective 1: Targeting growth locations, especially Harwich, Clacton and the West of Tendring	<ul style="list-style-type: none"> • Objective 2 - The Offshore Energy Opportunity is directly linked to the evolution of Harwich. • Objective 5 - Housing and population growth will be a key element of place making in target locations.

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Objective	Links to Other Objectives
Objective 2: Targeting growth sectors, especially Offshore Energy and Care & Assisted Living	<ul style="list-style-type: none"> • Objective 1 - Evolution of sectors will be dependent upon Tendring providing spaces for their growth in target locations. • Objective 3 - For this strategy to be successful, local people must benefit from opportunities in target sectors.
Objective 3: Ensure residents have the skills and information to participate	<ul style="list-style-type: none"> • Objective 1 - Intervening to improve education and employment outcomes will be crucial to Clacton and Harwich's evolution. • Objectives 2 and 4 - To achieve growth in Tendring's business base and increased investment, a more skilled workforce will be critical.
Objective 4: Support Modernisation, Diversification and Growth within the Business Base	<ul style="list-style-type: none"> • Objective 2 - Targeted activity for growth sectors will be a critical element of the business support and inward investment offer. • Objective 5 - Managed increase in the population will stimulate business growth and diversity within the local economy.
Objective 5: Facilitate population growth where this supports economic objectives	<ul style="list-style-type: none"> • Objective 1 - The identification of the West of Tendring as a potential future growth point. • Objective 3 - Increased population and development will provide opportunities to improve local skills and education facilities. • Objective 4 - More people (and a more balanced demographic profile) in Tendring will stimulate demand and diversity within the business base.

3.26 The remainder of this document outlines in detail each of the five objectives.

4. Objective 1: Supporting Tendring's Growth Locations

- 4.1 **Securing economic growth in Tendring will, in part, be dependent upon businesses, investors (both public and private), residents and visitors believing in the potential of Tendring's economic locations.** Promoting and facilitating effective place making in the district's towns and industrial areas is a core element of this strategy.

Prioritising Growth Locations

- 4.2 Tendring's towns are unique and will all play individual roles in the district's economic evolution, as well as ultimately being the most visible manifestation of the strategy's success. Given the resources available and the evidence within the Socio-Economic Baseline, it is recognised that it is not possible (and in some cases not necessary) to focus on all locations in Tendring in the strategy period. As a result, two tiers of location have been identified to help guide future activity.

Tier One Locations

- 4.3 Tier one locations are those places which have the most potential for economic growth and where the case/need for public sector intervention is strongest. These are:
- **Harwich** - A major port, Harwich is widely recognised as providing a significant opportunity for the Offshore Energy sector and associated uses.
 - **Clacton** - Tendring's biggest centre of population and employment and still a popular summer visitor location. Despite some improvement, Clacton and surrounding areas (Jaywick in particular) have continued to experience persistent deprivation over the last two decades.
 - **West of Tendring** - A potential long term opportunity to create a growth point of new housing and employment for Tendring.

Tier Two Locations

- 4.4 **Tier two locations should by no means be considered less important.** Based on the information available, however, there is less of case for partners to invest significant resources in these areas in this current strategy period. The tier 2 locations which should still be monitored are **Frinton & Walton, Brightlingsea, Manningtree** and Tendring's wider **Rural Hinterland** (including Elmstead Market, Weeley, Thorpe Le Soken, St Osyth, Little Clacton, Great Bentley and Alresford).

Visions and Activities for Tendring's Growth Locations

- 4.5 Each town in Tendring is different and therefore will require a unique response. As such, economic visions and responses have been developed for each of Tendring's growth locations.

Harwich

Current Position

- 4.6 In the mid-20th Century Harwich was a highly successful port and maritime centre, employing several thousand local people. Over the last two decades this has declined to a point where less than 1,000 people are now working in Port and Logistics industries in the town. Despite this, with limited coordination and development, Harwich has become an important centre of Offshore Wind activities, presenting a significant opportunity for the next decade.



Orbis Energy, Lowestoft

Vision for Harwich

- 4.7 **Harwich should aim to build upon its existing strengths to become the UK's most important Offshore Energy Port.** This is arguably Tending's biggest opportunity; one that (based on forecast growth in the UK as a whole) could create a significant number of jobs in Tending over the next two decades.
- 4.8 To realise its potential, the town (and district as a whole) will need to attract a broad range of companies across the energy and maritime supply chain and ensure that space exists to accommodate their activities. Harwich will need to become a hub for new start-ups, globally significant Research & Development activity and new education and training facilities.
- 4.9 In addition to activity in the town, the Harwich opportunity has the potential to stimulate demand along the A120 and, perhaps most importantly, at Bathside Bay. Although it is unlikely to be realised within the lifespan of this strategy, the future development of Bathside Bay remains a significant opportunity for job creation and business growth in Tending. It is recognised that to realise this opportunity Harwich (and the Port specifically) must become a more successful commercial location, demonstrating its viability and importance to East of England and UK economies – currently, Offshore Energy represents the best opportunity to support this diversification.
- 4.10 To accommodate and capitalise upon this increase in commercial activity, both Harwich and neighbouring Dovercourt will need to evolve as more effective locations, catering for an increase in both permanent and temporary workforces. New housing, shops and services will be required, all of which will need to be developed in a way which builds upon Harwich's heritage and maintains the town's identity.



Harwich Offshore Activity



Wind farm manufacturing in Rostock



Harwich's strong maritime Heritage

Taking action in Harwich

- 4.11 In conjunction with the specific sector interventions outlined in Objective 2 (Supporting Growth Sectors), there are a number of areas for action in Harwich.
- 4.12 It is critical to make sure that the opportunity in Harwich is understood by all partners. The first phase of doing this should be to seek designation as a new Enterprise Area (as per the Essex Growth Strategy) and one of the UK's CORE (Centre for Offshore Renewable Engineering) Ports. This recognition will help to make a more compelling case to support delivery and investment to enable development on relevant sites, as well as improvements to infrastructure such as the A120.
- 4.13 A prospectus for Harwich (developed in partnership with Essex County Council, the Haven Gateway Partnership, the SELEP and the East of England Energy Group) will help to frame activity and market the town to appropriate investors. Alongside this, partners should work together to ensure that the conditions are created to welcome new companies and their employees to Harwich over the next decade. Specifically, it is important that sites in and around Harwich International Port are presented to the market in a coherent manner.
- 4.14 Harwich's long term success will be dependent upon addressing weaknesses within the local labour market. Building upon existing projects, focus should be placed, not only on involving local people, but also addressing national skills gaps within the UK offshore energy supply chain. Building upon the initial success of the 'Energising Harwich' programme, a physical centre for training, enterprise and sector growth would be a useful addition to the town and would act as a strong focal point for investors and employees alike.
- 4.15 To accommodate ambitions for investment and job growth in Harwich, it will be important to ensure that the homes, social infrastructure and amenities exist to accommodate a growing workforce. In line with activities outlined within Objective 5 (Facilitate population growth where this supports economic objectives), partners should support the evolution of Harwich and Dovercourt, to ensure that the local housing and service offer meets the needs of incoming workers.

Clacton

Current Position

- 4.16 Clacton is Tendring's biggest settlement and contains more jobs and businesses than any other location in the district. It is well documented that the town's tourism offer has declined over the last 30 years, meaning the town is now more reliant on its economic role as a local service centre, rather than as a visitor location.
- 4.17 The wider Clacton area (including Jaywick) is home to some of the most deprived populations in the UK and one third of the district's benefits claimants. Clacton has been cited by the Centre for Social Justice (July 2013)⁷ as an archetypal disadvantaged seaside

⁷ <http://www.centreforsocialjustice.org.uk/UserStorage/pdf/Pdf%20reports/Turning-the-Tide.pdf>

town, while the Office for National Statistics (August, 2013)⁸ ranked Clacton second behind Blackpool in terms of coastal deprivation.

Vision for Clacton

4.18 Clacton will remain Tendring's most important and busiest service centre. **The town will evolve with an emphasis on quality; providing excellent, cultural, retail, educational and public services.** The quality of the town will be a key attractor for new residents and businesses to locate in the area. New cultural infrastructure will support increasing regional demand from Essex's growing populations and will act as a stimulus for increased year round use of Clacton town centre.

4.19 The role of Clacton's coastal location and visitor economy should not be overlooked. Indeed, the proposed £30m in coastal works and beach creation (between Clacton and Holland Haven) provides a once in a generation opportunity to re-think a significant proportion of Tendring's coastline and provide a significant uplift in visitor experience. This investment needs to be complemented by a higher quality visitor offer, serving Essex and the wider South East. In 10 years' time, Clacton should aspire to be recognised as a distinctive, quality destination by a broad range of visitor groups.

4.20 Given the importance of the local service economy to Clacton, sensible planned housing development and population growth should be seen as a core component of the town's evolution. Not only will this support improvement, diversification and quality in the town, it will drive business creation, satisfying demand for local people to establish and grow their businesses.

Actions for Clacton

4.21 Tendring DC is playing a lead role in the South East LEP's Coastal Communities Group, something which should form a strong foundation for future responses in Clacton. In addition to this, the 'Celebrate on Sea' Framework (2010) already provides an agreed direction of travel, which will help realise some of the opportunities outlined above.

4.22 Having secured the funds to deliver an improved physical seafront between Clacton and



Unique beach side accommodation



Clacton's Beach



Boscombe Seafront



New cultural centre in Southend

⁸ http://www.ons.gov.uk/ons/dcp171766_324196.pdf

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Holland Haven, a targeted plan to realise the potential economic benefits is essential. This should not only focus on the creation of innovative visitor infrastructure, but should also seek to create significant local training, employment and apprenticeship opportunities.

- 4.23 Alongside this specific seafront opportunity, partners should continue to work to develop Clacton as a quality local service and cultural centre. Addressing gaps in the broad cultural offer will increase Clacton's sphere of influence, as well as creating a more diverse economic base and year round employment. As this offer develops, it will be important to undertake targeted marketing of Clacton to encourage more people to live in and visit the town.
- 4.24 Given the scale of persistent deprivation in town, partners must take action to address Clacton's fundamental barriers to improvement and growth. Through a local task force, Tendring DC should use the influence of partners (regional and national government) and the political levers available (licencing and planning in particular) to address issues of exclusion, dilapidation, anti-social behaviour and multiple occupation.
- 4.25 For local people, highly targeted interventions have been shown to be the most effective. It will be important to target resources to build upon the successful Family Solutions and Job Centre Plus pilot projects, as the basis of the approach to support those furthest from the labour market.
- 4.26 To ensure more positive activity in the future, targeting local schools and FE providers will ensure that young people are actively involved in the delivery of the strategy (see objective 3). In the longer term (and subject to demand), supporting new FE and HE functions in the town (potentially linked to the Care & Assisted Living Sector), will provide new opportunities for learning.

West of Tendring

Current Position

- 4.27 The area to the West of Tendring (and east of Colchester) is primarily rural although it benefits strategically from proximity to the A120, A133 and the University of Essex. Whilst there is no current designation, the potential for development here has been identified previously, most recently in the Tendring Strategic Housing Market Assessment (SHMA) and Strategic Housing Land Availability Assessment (SHLAA, 2013).

Vision for the West of Tendring

- 4.28 In the next ten years **there is an opportunity to deliver a significant new growth node in the West of Tendring**. Based on growing demand and strong strategic transport links; and responding to issues of demographic balance and deficits in infrastructure, there is potential to create a location which brings together high quality housing development with unique employment spaces and new education infrastructure.

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4.29 The delivery of any potential development at this location is clearly at an early stage. However, (in line with the principles set out in Section 3) an opportunity exists to undertake pro-active planning to deliver a significant driver for growth and employment in the district.



Clean-tech industrial park, Singapore

4.30 To ensure that any future development is unique and impactful, options to exploit new techniques in low carbon construction should be explored (potentially driving demand within Tendring's Construction sector). It will be important to define desirable options for employment space which could complement the evolution of target sectors, but which may also provide an opportunity to bring new types of business into the district. Proximity to the University of Essex will also provide opportunities to accommodate educational activities, high technology spin out companies and new start-up businesses. Excellent transport links will attract businesses and residents alike.



Next generation zero carbon homes, Netherlands

4.31 Development in the West of Tendring will also help to generate demand for new infrastructure, strengthening the case for improvements to the A120 and A133, improved public transport (into Tendring) and the delivery of a more varied educational offer. Achieving this strong new infrastructure should be seen as a fundamental part of the West of Tendring strategy.



Quality Housing in Tendring

Actions for the West of Tendring

4.32 It will be important to work with landowners and Colchester Borough Council to test feasibility and ultimately develop a strategy for the release of land on the Tendring and Colchester border. Assuming agreement on a way forward, it will be important to test the demand for potential employment uses and desirable infrastructure (physical and social) for inclusion within evolving plans.



New educational facilities

4.33 In the longer term, having established a clearer view on how the West of Tendring could develop (and the benefits for the district), more direct work with the University of Essex and Essex County Council will help to ensure a strong educational and business presence in the future, ensuring that development benefits the Tendring labour market and economy.

Tier Two Locations

4.34 Over the period of this strategy it will be important to remain alert to challenges and

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opportunities in tier two locations, ensuring that where necessary, partners are ready to respond.

Manningtree (including Lawford and Mistley)

- 4.35 Partners should ensure that Manningtree continues to function as a pleasant and prosperous location with a strong service offer for its local community. More specifically, it is important to continue to monitor the performance of businesses on the Lawford Industrial Estate as well as ensuring that any future opportunities to service the Offshore Energy and Low Carbon markets at Mistley Quay are realised.

Brightlingsea

- 4.36 Brightlingsea should also be supported to maintain its position as a small but successful local centre. In addition to its role as a strong residential location, attention should be paid to ensuring that it remains an attractive location for R&D and Operations and Maintenance as part of Tendring's wider Offshore Energy offer. The opportunities to reinforce the town's reputation as a leisure port should also be monitored.

Frinton on Sea & Walton on the Naze

- 4.37 Frinton and Walton should be supported to be as successful as they can be in providing a positive visitor experience. In Walton, objectives to regenerate the town centre (outlined in the previous Walton Regeneration Framework⁹, 2010) remain relevant, whilst it is also important to be proactive in discussions with land owners and developers in relation to potential developments on the Walton Mere and Estuary.

Rural Tendring

- 4.38 Whilst the rural part of the district (taken as a whole) is an important business and employment location, it is not envisaged that there will be significant economic growth over the next decade. Maintaining a dialogue with agricultural businesses will ensure that they are connected to the best sector and business support available. More generally it will be important to ensure (in line with Objective 3) that rural residents are not prevented from accessing economic opportunities as a result of a lack of physical or IT connectivity.

⁹[http://www.tendringdc.gov.uk/sites/default/files/documents/business/regeneration/walton/Walton%20Regen%20F'work%20-%20Exec%20Summary%20Final%20\(Low%20Res\).pdf](http://www.tendringdc.gov.uk/sites/default/files/documents/business/regeneration/walton/Walton%20Regen%20F'work%20-%20Exec%20Summary%20Final%20(Low%20Res).pdf)

5. Objective 2: Targeting Growth Sectors

- 5.1 This strategy is underpinned by an agreed need to focus on a small number of economic sectors which are best placed to support growth and job creation within Tendring's economy. With close links to the broader aspirations of the South East LEP and Essex Growth Strategy, it is recommended that Tendring should focus upon the Offshore Energy and Care & Assisted Living Sectors. This is not to say that businesses in other parts of the local economy (such as tourism and retail) are any less important, but these two are the best placed to support additional growth and diversification in Tendring over the next decade.

Offshore Energy

- 5.2 **Offshore Energy is already acknowledged as being one of the UK's most significant and immediate economic opportunities.** It is estimated that the sector could create over 35,000 new jobs nationally by 2021¹⁰, with the Offshore Wind market being worth over £138bn by 2020. The Government has already outlined its commitment to local investment through the Centres of Offshore Renewable Engineering (CORE) locations (which does not currently include Harwich¹¹).

- 5.3 Regionally and locally there is a strong feeling amongst partners that the Offshore Energy sector in is Tendring's most distinctive opportunity. Harwich is already one of the UK's busiest ports servicing the sector, as well as having the natural conditions and location to support further growth. Whilst this is acknowledged locally, there is a feeling that Harwich (and Tendring as a whole) has not previously done enough to market its potential and engage with partners and investors within the Sector.

- 5.4 The opportunity is an immediate one for the UK and, if the sector is to be a driver of long term sustainable growth, immediate action is required. In particular, it will be critical to address weaknesses within the skills base and the perception of the UK amongst international businesses within the sector. While Energising Harwich is already delivering innovative provision as part of the Employer Ownership of Skills pilot, there is clearly scope to do more to prepare local people for the opportunity which could emerge over the next 10 years.



Tendring companies are already playing a major role in the UK Offshore Energy sector.

¹⁰ <http://www.renewableuk.com/en/publications/reports.cfm/Working-for-a-Green-Britain-Volume-2>

¹¹ Current CORE areas are Tyneside, Teeside, the Humber, Great Yarmouth & Lowestoft and Sheerness https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/31730/11-1393-centres-for-offshore-renewable-engineering.pdf

Vision for Offshore Energy in Tendring

- 5.5 In the next five to ten years, Tendring will evolve into one of the most important locations in in the UK for the manufacturing, installation and operation of the Offshore Energy sector. This will create thousands of jobs, encourage new investment and create new businesses across the District.
- 5.6 This activity will become the prime economic function of Harwich as well as continuing to support important activity at Brightlingsea and Mistley. The sector will act as a stimulus for education and training, offering Tendring residents the opportunity to participate in a sector which is genuinely innovative and of vital importance to the Essex and UK economies.
- 5.7 Stimulating demand at Harwich will support the long term development of key sites, as well as strengthening the case for improvements to the eastern A120. A partnership approach will give Tendring a stronger voice within South East LEP and East of England Energy Group, ensuring that the government and the industry itself are aware of the opportunity and the potential of the area.

Actions to Support Offshore Energy

Enabling Actions

- 5.8 It is absolutely critical that partners recognise the immediacy of the opportunity within the Offshore Energy sector and work with partners at the East of England Energy Group (EEEGR), Essex County Council, South East LEP and New Anglia LEP to rapidly deploy resources to fast track the development of the offer in Harwich and Tendring as a whole.
- 5.9 Ensuring that the opportunity is realised regionally and nationally is an important first step at the **enabling stage**. Partners should lobby Government to seek Harwich's adoption as a CORE area. This will quickly help to ensure national recognition of the opportunity in Tendring, providing exposure to new markets and investment in the short to medium term. In addition to this, at a regional level, partners should work with Essex County Council to establish Harwich as a Local Enterprise Area, with clear packages to support business growth. Whether or not CORE or Local Enterprise Area designations are achieved, it is important that a prospectus is developed to guide the sector's development.
- 5.10 Having established strong partnerships, Tendring DC should lead upon the development of multi-partner bids for local investment, targeting EU structural funds¹², the Regional Growth Fund and the Green Investment Bank to support the delivery of infrastructure and the assembly of sites necessary to support the sector.

Delivery Actions

- 5.11 Responding to weaknesses within the labour market will perhaps be the single most important factor influencing the long term success of the sector in Tendring. It will be critical that action is taken to deliver targeted education and training relevant to the sector as soon

¹² A significant proportion of the UK 2014-2020 Structural Funds (ERDF, ESF) have been designated to activities which could support the development of the Offshore Energy sector in Tendring.

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as possible. The Energising Harwich project has provided some momentum, but partners should seek to build upon this quickly; focussing specifically upon involving schools to raise awareness and aspirations in relation to the Offshore Energy sector.

- 5.12 In the longer term, consideration should be given to establishing a physical hub to support the sector. This could become the centrepiece for the delivery of a new skills offer, including an FE and HE presence. It could also offer a space for new companies looking to join the Offshore Energy supply chain as well as 'soft landing' space for international companies looking to locate operations within the UK.
- 5.13 More practically, a significant focus of the 'delivery' period should be on Inward Investment. Partners should work together to pro-actively promote Harwich and Tendring to investors, using the prospectus (see above) as the basis of a compelling offer. Tendring DC Planning Service will need to be responsive to future opportunities, fast-tracking planning applications, as well as facilitating discussions between landowners and investors to ensure that any new companies are supported as much as possible to choose Harwich.

Care & Assisted Living

- 5.14 The broad Health and Care sector is Tendring's biggest employer with over 6,500 employees. Around 3,000 of these jobs are within the Care and Assisted Living sub-sector, the vast majority in care homes¹³.
- 5.15 The government have already recognised the growth potential of the sector¹⁴ and its importance to the UK. Economically, at a national level, the sector is forecast to see growth of 16% by 2016, which could equate to around 500 jobs in Tendring. With the proportion of Tendring residents over 65 forecast to rise from 25% to 34% by 2029, it is highly likely that demand will remain high over the lifespan of this strategy.
- 5.16 The real opportunity for the Care & Assisted Living Sector in Tendring is for innovation. The sector offers significant potential for innovation and the development of new technologies, which will ultimately dictate how we care for the elderly in the future (something that has already been recognised nationally by the Government's innovation agency



Innovation and technology are increasingly an important part of the Care sector in the UK



Luxury care facilities at Anchore West Hall in Surrey.

¹³ Tendring has a higher concentration of care homes than any other district in the UK (the district is home to one in five of all of the care homes in Essex).

¹⁴ Caring for Our Future - Reforming the Care Sector (HM Government, July 2012).
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/136422/White-Paper-Caring-for-our-future-reforming-care-and-support-PDF-1580K.pdf

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Technology Strategy Board¹⁵ - TSB). With the support of regional and institutional partners, Tendring is as well placed as anywhere in the UK to capitalise upon this opportunity.

Vision for the Care & Assisted Living Sector in Tendring

- 5.17 Over the next 10 years partners should work to build upon Tendring's existing sector strengths and **make the district a genuinely innovative 'trailblazer' for the UK**. Focussing the support of higher value activities within the sector could make Tendring a genuine exemplar for research, innovation and growth for care activities.
- 5.18 Partner's aspirations should be to support existing local care businesses to develop their offer and particularly to adopt more innovative practices within the services they provide. New providers within the sector should also be targeted to invest in Tendring and generate higher quality jobs to support the sector's evolution.
- 5.19 The role of technology and knowledge transfer will be increasingly important in the sector and it should be recognised that to place Tendring at the cutting edge of care delivery in the UK, partners will need to link more closely with academic institutions. Fortunately, the University of Essex and Anglia Ruskin University both have strong relevant research credentials which could support sector development in the district.

Actions to Support the Care & Assisted Living Sector

Enabling Actions

- 5.20 At an early stage it will be important to undertake mapping of the Care & Assisted Living sector in Tendring; identifying the biggest employers and most innovative companies and involving them in developing more finite plans. An innovation audit, will gauge the potential for companies to develop and implement new ideas which can support sector growth. Where these companies exist, initial signposting and introductions to the TSB and relevant academic institutions will start a local dialogue in sector innovation.
- 5.21 External communication to potential partners and funders is also important. As well as securing general recognition and commitment, Tendring should seek to be adopted as one of the Trailblazer areas, the government pledges to support within its 2012 Care Reform White Paper. At a regional level it will be important to develop a case for including the Tendring Care & Assisted Living Sector in Essex County Council's plans to support the wider Health Sector (as part of the Essex Growth Strategy).
- 5.22 A challenge for all sectors in Tendring is securing a skilled workforce to drive growth; the Care & Assisted Living sector is no exception to this. Notwithstanding some of the sector's barriers to entry, it will be important to work with schools and FE providers, not only to introduce relevant skills into curricula, but also to de-stigmatise the sector and demonstrate the opportunities for career progression. In particular, partners should seek to ensure that a

¹⁵ The Technology Strategy Board is The UK's innovation agency. Its role is to stimulate innovation, working with business and other partners, in order to accelerate economic growth. Healthcare (and Assisted Living specifically) is one of the TSB's target areas.

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significant proportion of the Government's target for apprenticeships in the care sector¹⁶ is realised in Tendring.

Delivery Actions

- 5.23 A strong skills base and workforce will be crucial to higher value growth in the Care and Assisted Living sector. Having assessed issues and capacity within the sector, it may be necessary to support local care business or to invest in enhanced professional development of their staff in order to raise the value of employment within the sector locally.
- 5.24 As a commitment to become a genuine innovator in terms of training and skills development for Care & Assisted Living, partners should target the delivery of a new exemplar facility in the district. Taking its cue from the successful Edge Hotel School¹⁷ (at University of Essex), this could establish facilities demonstrating the next generation of care services within the district as well as providing practical high level qualifications for students and practitioners.
- 5.25 To support on-going innovation, partners should seek to develop targeted programmes of support to galvanise (Care and non-Care) companies in Tendring to participate within the sector supply chain. This could for instance, support diversification into relevant product development or service delivery for a company that had not previously seen this as a growth market. It is likely that this would involve highly targeted business support alongside referral to specific national or regional programmes (such as the Essex Innovation Programme).
- 5.26 Inward investment will also play an important role in the sector's long term evolution; this would revolve around two types of activity. First, working with partners to broaden the Care & Assisted Living offer within Tendring, targeting higher value facilities; and secondly, targeting innovative technology companies within the Care & Assisted Living sector to locate their operation in Tendring.

Other Sectors

- 5.27 A lot can change over a decade and inevitably new sector opportunities will emerge. With this in mind, Tendring DC and its partners must use the data available alongside improved dialogue with businesses (See Objective 4) to monitor the evolution of other sectors.
- 5.28 For example, the baseline showed that Tendring has a significant number of small businesses who are currently working within the **Construction** sector. Should demand for housing increase (see Objective 5); opportunities will almost certainly arise to support growth and diversification in this sector.
- 5.29 The evolution of Clacton, Frinton and Walton may also bring about a change in the **Cultural** and **Visitor** sectors in Tendring. These sectors do remain a highly visible component of the local economy, with the potential to support growth (in particular as a result of new coastal defence and beaches in Clacton/Holland Haven and, in the long term).

¹⁶ The Government is seeking to double apprenticeships in the Care Sector by 2017 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/136422/White-Paper-Caring-for-our-future-reforming-care-and-support-PDF-1580K.pdf

¹⁷ <http://www.edge.co.uk/projects/edge-hotel-school>

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- 5.30 In supporting the on-going delivery of Tendring’s existing Tourism Strategy, it important that partners support the development of a Visitor Sector which meets the needs of the modern consumer; in doing this, the following considerations should be taken into account:

Considerations in Supporting the Tourism and Visitor Strategy in Tendring:

- **Diversification** – as with many coastal areas, Tendring has a relatively seasonal visitor economy, with employment peaks in the summer months and troughs in the winter months. Securing a more diverse visitor offer can help to make the local economy more resilient, making employment opportunities more attractive to residents and increasing levels of income;
- **Protecting Assets** – Tendring’s coastline is its major visitor asset but is affected by high levels of erosion. This can impact on the local visitor economy in a number of ways, including loss of visitor activities (coastal paths) and accommodation. Ensuring that major defence projects such as the proposed Clacton to Holland on Sea project are delivered effectively will therefore be important in protecting the future of the visitor economy in Tendring;
- **Destinations** – in diversifying the sector, the creation of new visitor / cultural destinations is likely to be important. There are a number of potential opportunities in this regard, including the Clacton to Holland on Sea coastal defence project which is likely to result in the creation of new beaches; the proposed St Osyth Priory redevelopment; and the proposed reuse of the Atlanta Building in Clacton. The high quality of the physical environment (both at the coast and away from the coast) remains an overarching asset on which to build;
- **Branding and Identity** – consultation with stakeholders suggests that the seaside resorts in Tendring (particularly Clacton) currently suffer from negative perceptions. Altering this image and developing an improved identity for the area is likely to be important in developing the visitor offer;
- **Labour Market and Skills** – a range of relevant courses to the sector are offered to local residents by providers such as the Colchester Institute. However, evidence suggests that demand for courses amongst young residents is relatively low. Despite this, the visitor economy still offers employment opportunities within Tendring and as such further efforts to engage young people into relevant training are important;
- **Business Support** – as the visitor economy changes, it is important to support local businesses as they seek to access new markets or refresh their offer. Technology is one example of this – in order to survive and compete; small businesses are likely to need support as they strive to keep up to date (e.g. front house technologies; computer booking systems; an internet presence and apps).

- 5.31 Finally, growth in housing and population, should lead to an increase demand and footfall within Tendring’s town centres and subsequently growth and improvement in the district’s **Retail** sector. Again, the performance of the sector should be monitored closely over the next decade.

6. Objective 3: Ensure Residents have the Skills and Information to Participate

- 6.1 Although this strategy is focussed upon supporting growth and opportunity in Tendring, it is important not to lose sight of the fundamental challenges outlined in the Baseline Document. Tendring has some of the most disadvantaged populations in the country and some fundamental issues in terms of skills and educational performance. If these are not addressed, then sustainable and transformational improvements will not be achieved.
- 6.2 Partners must be fully committed to ensuring that this strategy supports local people to participate in future opportunities in Tendring, Essex and the Greater South East.

Why Support Skills and Education?

- 6.3 Employment (and employment and skills for young people in particular) is considered the single most important priority in Tendring. There is a significant body of evidence which helps outline why this is the case.
- 6.4 At the district level, unemployment is high; qualifications and skills held residents are relatively low; and school education performance (particularly in English and Maths) is below national and regional levels. This not only impacts upon the prospects for residents, but also makes Tendring a less competitive location for investment.
- 6.5 Consultation with businesses suggests that the perception exists that the local workforce (and particularly young people) do not have the skills required to meet local demands. In the Tendring Business Survey (2013), one in five of respondents suggested that they struggle to recruit employees with the relevant skills locally. In addition to lack of practical skills, a lack of aspiration and motivation has also been cited by local companies as barriers to recruiting local people.

Commitment to Improvement

- 6.6 **In ten years' time, no one in the district should be disadvantaged because they live in Tendring; the local workforce should actually be a reason why companies choose to locate and grow in the district.**
- 6.7 Businesses currently feel that the existing workforce does not meet their needs. Building upon the success of Tendring's JCP Work Rate pilot, commitment should be sought to work with local companies to ensure that they have the confidence and information they need to recruit local people. When companies choose to locate and grow in Tendring, barriers to them recruiting (and training staff) must also be removed.
- 6.8 Given that Tendring currently relies so extensively upon part-time and flexible working, employability and careers are more important than ever. Educating school aged students about the options available to them is critical. Linked to this, increasing apprenticeships locally (particularly in target sectors) should be seen as an important commitment.

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- 6.9 Where residents are prevented from accessing the labour market because of physical connectivity, Tendring DC should work with transport partners to address these barriers and lobby regionally and nationally for improved services. In the longer term, more physical points of access to learning across the district should be supported to further increase participation.
- 6.10 Fundamentally, partners should recognise that Tendring residents are part of a wider labour market which stretches across Essex, Suffolk and in many cases as far as London. Labour market mobility is important and residents should be supported to access jobs not just in Tendring, but across the South East.

Taking Action

- 6.11 It is important that Tendring continues to develop a response which links closely with the aspirations of the Essex Growth Strategy; specifically, these are:
- Increase the number of apprenticeships;
 - Increase mentoring in schools;
 - Paid work experience programme; and
 - Developing training to local business needs through ‘Skills for Economic Growth’¹⁸.
- 6.12 Tendring DC should reinforce links with Essex County Council to influence regional delivery and ensure that local residents benefit from this. In particular, it will be important that the recommendations of the Essex Skills and Employment Board are communicated to local businesses, to ensure that they are early adopters of new projects and policy.
- 6.13 In addition to greater participation in regional delivery, it is also important that new projects are developed to respond to local needs. With plans for the allocation of the European Social Fund (ESF) for 2014-2020 underway (via the South East LEP’s Strategic Investment Framework), it is important that Tendring formulates strong local proposals to local skills and employment challenges.
- 6.14 Although Tendring DC achieved some notable success influencing local delivery, employment and education are not core statutory responsibilities for the council. Because of this, in delivering the actions below, it is critical that a wide range of partners are involved, including Essex CC, Tendring Education Trust, Schools, Colchester Institute and Job Centre Plus.

Enabling Actions

- 6.15 In the early stages of delivering this strategy, a focus needs to be placed on meeting business needs and increasing the aspirations of Tendring residents. To do this, a number of interventions should be actioned.
- Give employers a more prominent role in education and training; in particular, supporting them to become more involved in mentoring students.

¹⁸ <http://www.weceb.org.uk/projects/economic-opportunity-2/create-an-essex-skills-system>

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- Work with local schools and educational partners to enhance existing curricula with materials relating to careers, employment and new sector opportunities.
- Work with local youth groups to give them a role in articulating their opinions and concerns in relation to work and education; ultimately defining how future projects can best meet their needs.
- Develop better internal and external referral mechanisms within Tendring DC's service offer; ensuring that information regarding skills and employment are embedded within all council and partner communications.
- Work with core HE and FE partners (primarily the University of Essex and the Colchester Institute) to ensure that they are increasingly visible to young people within Tendring.
- Undertake research to understand where transport and connectivity is specifically providing a barrier to accessing work and training.

Delivery Actions

6.16 As the strategy develops (and new funding opportunities arise) partners will be able to develop more significant projects which respond to skills and employment challenges. Whilst these will be specifically defined through enabling work, it is likely that they will include the following:

- Work with Job Centre Plus to expand the breadth and reach of the existing pilot projects, securing opportunities for local people and rebuild local business trust in the local labour market.
- Develop specific mechanisms to match local people to training which addresses gaps (locally and nationally) in the Offshore Energy and Care & Assisted Living supply chains. Apprenticeships will be a key element of this.
- Where demand exists, develop physical centres to support access to skills and employment into target sectors (see Objective 2 - Targeting Growth Sectors).
- Where connectivity remains a barrier to employment and training, establish new models of community transport to address this demand.
- Establish new models of apprenticeship and intermediate labour markets to support links to physical investment into the district (in particular, as part of the wider improvements to the seafront offer in Clacton).

Embedding

6.17 As the population of Tendring grows and evolves (see Objective 5; Facilitate Population Growth), increased demand and funding for local education facilities will be generated. It is important to be pro-active in responding to this opportunity, influencing the offer within Tendring and ensuring that it supports the broader aims of this objective and the strategy as a whole.

7. Objective 4: Support Modernisation, Diversification and Growth within the Business Base

- 7.1 **A diverse and evolving business base is crucial to supporting economic growth.** Economies need businesses to constantly diversify, innovate and modernise to create the dynamism which makes locations more competitive and resilient. Objective 2 outlines two sectors for targeted action, but it is also important that support is provided for the existing business base generally, alongside action to encourage more businesses to locate in Tendring.

Why Support the Evolution of the Business Base?

- 7.2 In the last ten years there has been low business growth and very limited new start-up activity in Tendring. Since 2008, the Tendring business base has declined by 6% and business survival rates have also fallen. Tendring has experienced very low levels of inward investment over the last five years, which has meant rates of churn in the business base have been very low.
- 7.3 A lack of positive activity has limited the number of success stories to demonstrate Tendring's potential, promote the district, and develop a culture of enterprise locally. This, and substantial decreases in budgets for local business support, has impacted upon the ability of Tendring DC and partners to intervene and support growth amongst local companies. Where local support has continued, this has tended to be well received by users, although take-up of regional support (particularly for innovation) has been low.
- 7.4 Despite challenging operating conditions, it should be acknowledged that Tendring's business base is relatively settled and (according to the 2013 Tendring Business Survey), the majority of companies are happy at their current location. The challenge for this strategy is to build upon this and support diversification and innovation to increase high value activities within the Tendring economy.
- 7.5 Government policy (and particularly the potential to retain a proportion of any growth in Non-Domestic Rates) has created as further imperative to support business growth. If Tendring can demonstrate growth in the business base, not only will this create jobs, it will also generate additional revenue for council activities.

Commitment to Improvement

- 7.6 Tendring DC and its partners need to acknowledge that more can be done to support existing businesses to grow and evolve.
- 7.7 Businesses in Tendring want to be involved in strong networks and Tendring DC is best placed to facilitate this. Over the next decade, it will be particularly important to improve dialogue with local companies to support them in their growth ambitions. The council should ensure that every point of contact is as business friendly as possible and that effective means of referral are in place to allow Tendring businesses to access the best possible support (particularly supporting access to finance).

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- 7.8 Investment from the European Regional Development Fund (ERDF), South East LEP and Essex County Council will all provide opportunities to develop new forms of local support over the next decade. A highly targeted focus on innovation and diversification will not only improve business performance, it will create value in the local economy, in line with the wider aims and objectives of the strategy.
- 7.9 In addition to supporting growth within the existing business base, a commitment to start-up and micro business growth will be crucial, particularly as new residents move into the area. Over the course of the next decade opportunities to better use the capacity that exists locally and regionally to facilitate small business growth should be identified. A key element of this offer will be the provision of spaces to support new companies to grow within a flexible and supportive environment.
- 7.10 As well as supporting the flow of information to businesses, it will be important to promote and celebrate success, ensuring that the role that local companies play in the Essex and South East economies is not over looked.
- 7.11 Finally, Inward Investment into the district needs to increase. To achieve this, the local and regional service to promote Tendring will need to better articulate the offer in the district. Where companies do wish to locate into the district, Tendring DC and Essex CC must work together intensively to support a 'soft-landing' and provide appropriate aftercare. In doing this, it will be important to focus on the sectors and locations where there is a commercial rationale for companies to locate in in the district.

Taking Action

- 7.12 Interventions to support business growth should be based on clear evidence and the evolving needs of new and existing companies. Again, it will be important to ensure that Tendring capitalises upon new provision emanating from the Essex Growth Strategy and South East LEP Growth Plan.
- 7.13 In addition to this, a number of interventions have been identified as being important to the local response.

Enabling

- 7.14 Communication with the business community is a recurring theme within this strategy and should form the basis of activity within the enabling period. More specifically, the following actions should be pursued:
- Use new and existing council resources to undertake more effective direct business liaison, referral and sign-posting. The recruitment of a qualified Business Advisor would help to achieve this.
 - Establish regular liaison with the district's most significant employers and growth businesses. This should provide regular access to senior TDC officers and members, giving them a prominent role in the development of the business support offer.
 - Map all contact that departments of Tendring District Council have with local companies to ensure that this is consistent and 'business friendly'.

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- Work with the South East LEP to communicate the needs of the business base, ultimately ensuring that this is adequately addressed within the 2014-2020 EU Programme and South East Growth Plan.
- Agree clearer roles and responsibilities with Essex County Council and partners to undertake targeted inward investment activities, particularly in relation to the core target sectors.

Delivery

7.15 It is unlikely that public investment in business support will be as significant as it has been in the last decade. That said, the 2014-2020 European Regional Development Fund and investments from regional partners will provide opportunities for Tendring DC to co-invest in the delivery of new innovative provision. This could include:

- The development of a web-based tool as a single point of access to link businesses to available finance, advice and resources (such as the Growth Accelerator¹⁹, the Manufacturing Advisory Service²⁰ and the Essex Innovation Programme²¹).
- Build upon work with the University of Essex to develop innovative new internship models to provide additional expertise to support diversification within the local business base.
- Work with the Technology Strategy Board and relevant Higher Education Institutions to support knowledge transfer in Tendring, as well as supporting innovation within the existing business base.
- In line with specific sector aspirations (Objective 2) develop plans to support local companies to become more innovative and to diversify. Whilst these may be structured to meet the needs of target sectors, it should not exclude other companies from support.
- Accommodate the business needs of a growing population by developing new flexible spaces for start-up and micro business growth. Specific facilities for target sectors should form a key element of this.

Embedding

7.16 Over time Tendring DC will become a more active partner for the local business community, working with companies on a daily basis to support their growth. This will, in part, help to develop the investment case for the district, and will provide the basis for communicating (internally and externally) the value of Tendring as a business location. As this offer matures, partners will need to develop approaches further, in particular, identifying opportunities to reinvest revenue secured as a result of growth.

¹⁹ <http://www.growthaccelerator.com/>

²⁰ <http://www.mymas.org/>

²¹ <http://www.investessex.co.uk/services/business-development-support/>

8. Objective 5: Facilitate population growth where this supports economic objectives

- 8.1 One of the most notable trends within the Tendring Socio-Economic Baseline is the fact that in the last 10-15 years the population of Tendring has remained static or even decreased. This, and the fact that older residents make up an increasingly significant proportion of the local population, has a direct impact upon the resilience and competitiveness of the Tendring economy.
- 8.2 Tendring is an excellent place to live, offering a good quality of life; this needs to become a more significant part of the district's economic offer. It is important to think seriously about how to attract people to the area and ultimately, the role that housing plays in the long term future of the economy. With this in mind, sensible, considered population growth is included as the final objective of this strategy.

Why Support Population Growth and Housing Development?

- 8.3 The baseline report suggests that the current demographic profile of the district is limiting its potential for economic growth. Consultation with partners and businesses has also suggested that **housing stock is an important part of investment decisions and employment offer** and that currently this limits Tendring's potential for growth.
- 8.4 Over a quarter of Tendring's population is aged 65+, a significantly higher proportion than comparator areas, including Essex (18%) and England (16%). There is a noticeable gap in terms of the number of 20-40 year olds within the Tendring population, this (alongside the skills issues discussed in Objective 3), severely limits the available workforce for businesses who might locate in Tendring.
- 8.5 More practically, the baseline confirms that the economy is very locally focussed and Tendring businesses are very reliant upon local demand. It is important to recognise that one way to stimulate demand within the economy will be to encourage more people to come and live in Tendring.
- 8.6 Increasingly, national research recognises the links between housing and the economy. Areas such as South Hampshire and Northamptonshire have demonstrated this practically (and successfully) by placing housing at the heart of their economic strategies. Policy also increasingly supports housing growth. New Homes Bonus alongside increased Council Tax and local spending (and hence business rates) will help Tendring DC to be more self-sufficient, as well as providing funds to reinvest in economic development.
- 8.7 Finally, recognising the links between population and jobs, recent forecasts have suggested that Tendring could see jobs growth as a result of increasing housing. Regional forecasts suggest that housing growth at the level outlined in Tendring's Strategic Housing Market Assessment (SHMA) (2013) - c. 10,500 units - could ultimately support an additional 3,000-5,000 jobs in the local economy.

Commitment to Improvement

- 8.8 To realise potential economic benefits associated with population growth, it will be important to work closely with land-owners, developers and businesses to develop shared objectives. As a priority, it will be important to identify and address gaps and imbalances within the population, workforce and business base; considering how new developments can address these.
- 8.9 To help ensure that new development supports economic growth (and the other 4 objectives of this strategy) it will be important to expect more from local developers in terms of their ability to demonstrate local economic impacts. In particular, where this can support:
- A more diverse and skilled workforce to service existing businesses and growing sectors.
 - A more balanced population with an emphasis on encouraging more 20-40 year old skilled residents to move to the district.
 - Higher demand and consumer spending to help stimulate town centres and the cultural and visitor economy.
 - More jobs for local people.
 - New and improved schools and educational facilities.
 - Improved physical infrastructure, in particular, improving internal and external connectivity.
- 8.10 As well as supporting an increase in population, the expectation should also be to increase quality. New development should provide high quality, low carbon housing and infrastructure which differentiates Tendring in the modern family market, ultimately encouraging skilled workers and business owners to move to the district.
- 8.11 Finally, Tendring operates within a wider functional economic geography meaning development in and around the district will have consequences for neighbouring locations. Tendring DC must work closely with neighbouring authorities to ensure developments deliver a mutual benefit for respective economies; nowhere is this clearer than in relation to the emerging opportunity in the west of the district.

Taking Action

- 8.12 Unlike business support, training and employment interventions, increasing population and supporting housing development will take time. To embed long term economic impact, it is important that detailed and effective planning is undertaken. This needs to consider target markets, specifically ensuring that there is space to accommodate growing workforces within target sectors. Actions that could support this are outlined below.

Enabling

8.13 For Tendring DC, the enabling phase of this objective should focus upon planning, research and communication. Specifically working with partners to deliver the following:

- Ensure that Tendring's Local Plan is flexible to accommodate future residential developments where they help to deliver against economic objectives.
- Establish closer links between the Planning and Inward Investment & Growth teams at Tendring DC to ensure economic considerations are given greater prominence within the planning process.
- Work with land owners in Clacton, Walton, and West of Tendring to establish a clear timeline for the evolution of housing in each location. In particular, identifying where (and when) these developments can support the case for new social and physical infrastructure.
- Work with neighbours in Babergh and Colchester to ensure that new development on the borders of Tendring delivers mutually positive economic outcomes.
- Through improved dialogue with the local business community, ensure that any new housing offer meets the current and future needs of the workforce.

Delivery

8.14 Although the physical delivery of potential major new residential development may take place outside the ten-year timeframe of this strategy, long term planning is crucial. This is particularly important for a potential new growth node in the west of the District (see Objective 1). Other projects could include:

- As new developments move through the planning and delivery process, ensure that they physically link effectively to town centres, creating stronger retail hubs.
- Deliver new marketing for Tendring, celebrating the quality of life and encouraging new skilled residents and their families to move to the district.
- Work with developers to support them to deliver high quality, low carbon homes, which will set Tendring apart from other locations in Essex and the South East.

Embedding

8.15 Major housing development and population growth (particularly in Clacton and the West of Tendring) will be delivered towards the end of the strategy period (and in the final five years of the Local Plan). In ten years' time, Tendring will be well positioned to welcome new residents, offering them local economic opportunities, alongside excellent quality of life. It will, however, be important to monitor the evolution of the population and the economy evolution, and to adapt services to meet the changing profile.

9. Delivery and Tracking Success

A Long Term Focus on Delivery

- 9.1 This strategy is accompanied by a separate Action Plan, which sets out in more detail how the objectives and actions outlined in this document will be delivered.
- 9.2 It is imperative that Tendring DC works with public and private sector partners to gain commitment to practical and deliverable actions. In difficult economic conditions, with limited resources available for investment, this will be challenging - a focus on the 'bigger picture' is absolutely crucial.
- 9.3 For some actions, particularly those related to physical development, the end result will be highly visible. For others, especially those linked to aspirations, employment and resident's skills; action is as much about cultural change in the district as it is about measurable results. The impacts of such actions could take a generation or more to embed, but they must not be overlooked.
- 9.4 Given the need for a focus on the long term, a core component of 'enabling' must be to continue the dialogue which has underpinned the development of this strategy. Tendring DC should resolve to work with any partner who can help secure increases in employment, business growth and prosperity in Tendring. Working with regional economic development partners, including the South East LEP, Essex County Council, the Haven Gateway Partnership and neighbouring areas is fundamental.

Measuring Success

- 9.5 One of the key roles of Tendring DC in coordinating the delivery of this strategy will be ensuring that new and existing actions drive measurable success.
- 9.6 The traditional measures of growth in a local area are **jobs** and **GVA** (the economic value of goods and services produced within any given economy). Although fundamental, these indicators are only the 'bottom-line' of future economic success. Given current levels of income inequality and deprivation in Tendring, it is important that measures of success also focus on quality of life, income redistribution and economic participation.
- 9.7 Simplicity will be critical to measuring growth and tracking the success of this strategy's activities. It is recommended that partners adopt a small number of indicators to define and track growth within the district. The following can be easily tracked on a relatively frequent basis:
- Workplace Jobs: The number of jobs within Tendring.
 - Inward Investment: The proportion of Essex's new inward investment which comes to Tendring.
 - Household Incomes: Proportion of Households with Incomes (equivalised) of less than £15,000 per year.

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- New Business Starts: New business registrations within Tendring.
- Employment Rate: Proportion of working age population in work.
- Unemployment amongst 16-24 year olds in Tendring: Number of young people out of work.
- Population: The number of people living in Tendring.
- Population Aged 20-40 years old: The number of people of an 'early to mid' career age living in Tendring.

9.8 In addition to the monitoring of economic conditions, it is important that partners resolve to monitor provision throughout the strategy. A review and stock-take of provision and progress should be undertaken every 2 -3 years within the strategy period.

Priority Next Steps

9.9 As Tendring DC begins the process of delivering actions within this strategy, there are a number of initial steps which will help to build solid foundations for the strategy and particularly the enabling phase:

- Agree and embed the principles of the economic strategy within Tendring District Council.
- Promote the Strategy with Essex County Council and the South East Local Enterprise Partnership to secure early buy in for delivery.
- Consult with businesses within target sectors, establishing appropriate structures for on-going engagement and involvement.
- Commence additional studies to support a new Offshore Energy centre for Harwich and improvements to the Clacton seafront.
- Continue to promote and build the capacity of the JCP employment brokerage and apprenticeship pilots and the Family Solutions project.

9.10 The full range of projects and interventions needed to deliver this Economic Strategy are detailed in the accompanying Economic Action Plan.

regeneris

Regeneris Consulting Ltd

London Office
70 Cowcross Street
London, EC1M 6EJ
Tel: 0207 608 7200
Email: london@regeneris.co.uk

Manchester Office
4th Floor Faulkner House
Faulkner Street, Manchester M1 4DY
Tel: 0161 234 9910
Email: manchester@regeneris.co.uk

www.regeneris.co.uk

