

Tendring Economic Strategy Action Plan

A Report by Regeneris
Consulting



Tendring District Council and
Partners

**Tendring Economic
Strategy Action Plan**

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1. Introduction

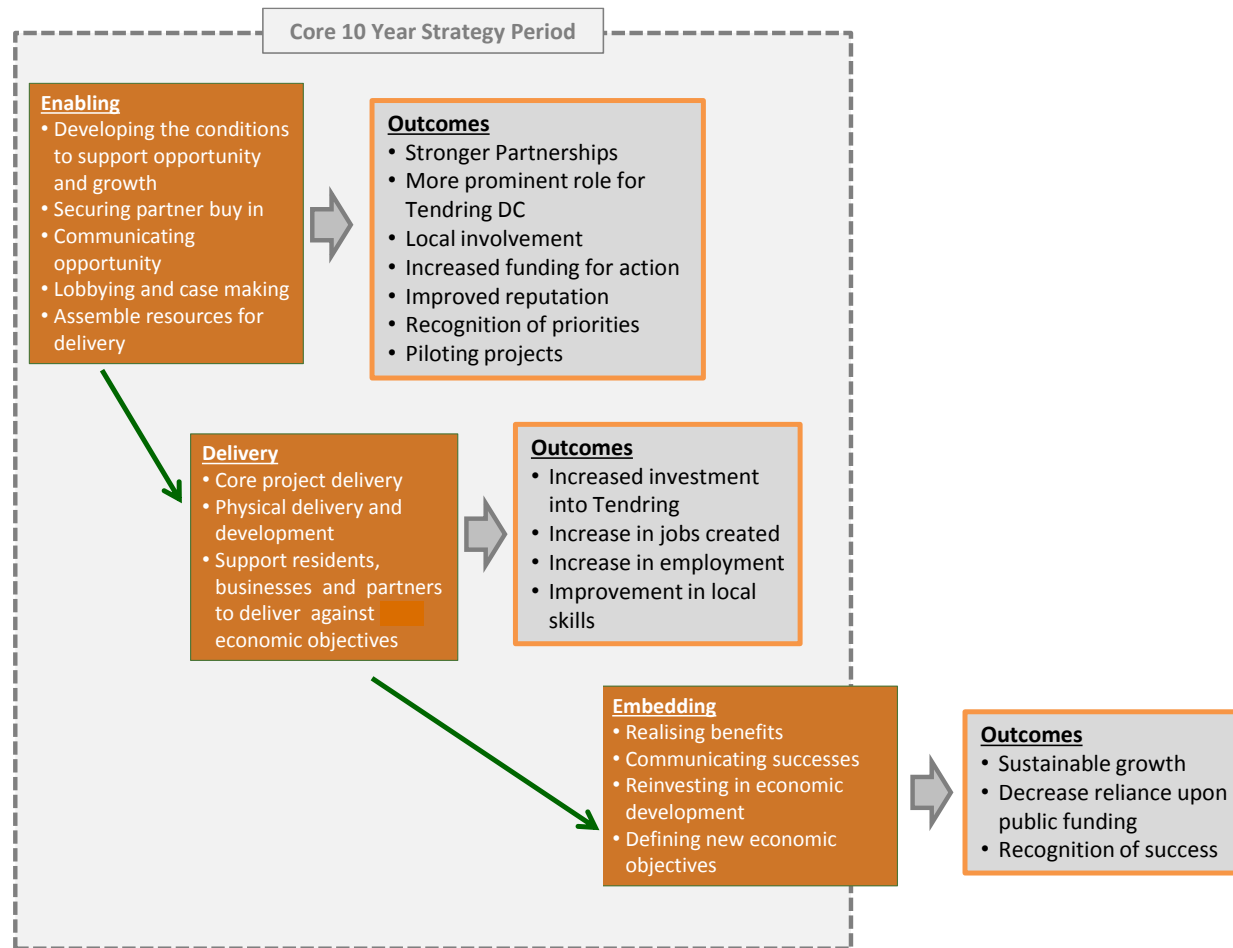
- 1.1 This Action Plan has been developed to support (and should be read in conjunction with) Tendring District Council's Economic Strategy. It was developed with recommendations from Regeneris Consulting in 2013 and is designed to guide the activity of partners to ensure that over the next ten years as Tendring evolves into a more diverse, competitive and resilient economic location.
- 1.2 The **Economic Strategy** itself outlines the overarching vision for economic growth and sets the parameters and aspirations for Tendring DC and partners for the next decade. This is accompanied by a detailed **Socio-Economic Baseline** which underpins the strategy, as well as providing the basis for the interventions within this Plan.
- 1.3 This Action Plan includes over £20m of potential projects for delivery in Tendring. It is intended to outline the activities, roles and responsibilities which will ensure that the most efficient, high impact approach is taken to achieving the Economic Strategy's objectives. It is however, not intended to be seen as just a list of projects for delivery, but also as a vehicle for improved partnership working and more effective deployment of resources.

Approach to Delivery

- 1.4 The strategy outlines the importance of a long term focus. It is designed to be iterative and delivered over a 10 year period and it is important that plans and aspirations are developed with this in mind.
- 1.5 To support a long term focus, the strategy assumes three broad delivery periods; **Enabling, Delivery** and **Embedding**. These are not rigid, sequential periods of focus, but structuring the response in this way should provide a clearer pathway to change can be established.
- 1.6 It is envisaged that the early stages of strategy implementation focus upon **enabling** the opportunity within Tendring, developing strong foundations for intervention. This will include important activities such as the gathering of further evidence; case making; development of partnership roles; lobbying partners (including Government, South East LEP and Essex County Council); and attracting funding for delivery. Investing time in this phase of the strategy will be critical to achieving long term, sustainable outcomes.
- 1.7 Having established a strong basis for growth and intervention, the core **delivery** phase should be a concerted period of activity targeted against the five objectives outlined within this strategy. In the longer term, it will be important that partners continue to study the local economy and respond to opportunities as and when they emerge, **embedding** success to maximise local impact.

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1.8 The general 'logic chain' for this delivery approach is outlined below:



1.9 It is assumed that within the ten year period of the Strategy, activity will be largely focussed upon enabling and delivery interventions; as such, the actions within this Plan focus on these two periods.

Strategy Objectives and Project Links

- 1.10 The Economic Strategy is designed to capitalise upon new opportunities as well as building upon existing economic assets. The strategy is not designed to supersede existing activity, but to provide new focus and priorities which will support growth and diversification through more efficient and targeted delivery.
- 1.11 The strategy is built around 5 objectives. These are outlined below alongside links to projects outlined within this plan.

Objective 1: Supporting Tendring’s Growth Locations

- 1.12 This outlines the vision for target locations over the next 10 years. Based on the evidence available and consultation with stakeholders, the initial target locations are Harwich, Clacton and the West of Tendring.

| Relevant Projects | Outcome and Contribution to Tendring Economic Vision |
|---|---|
| R8 - Embed Principles of Growth and Economic Development within the Planning System | Improved processes to use Planning as a tool to encourage development where this supports improvement and growth within target locations. |
| R9 - Establish a Taskforce for Clacton and Jaywick | A focussed response to persistent socio-economic issues preventing participation and economic growth in Clacton. |
| EN1 - Officer Resource for Harwich | Coordination to capitalise upon the Offshore Energy opportunity in Harwich, culminating in a prospectus to support investment and action. |
| EN2 - Seafront Planning for Clacton - Holland Haven | A clear set of proposals to capture the economic benefits associated with coastal defence improvements in Clacton. |
| EN3 - Harwich Incubation Centre Feasibility Study | A definitive position on the structure, scale and scope of a new facility within Harwich. |
| EN4 - Inward Investment and Marketing of Harwich’s Offshore Energy Offer | Development of a stronger market position for Harwich to support inward investment associated with Offshore Energy. |
| EN5 - West of Tendring Growth Area Concept Development | A clearer understanding of the economic opportunities associated with development in the West of Tendring, alongside stronger partnerships to articulated and capture benefits. |
| D1 - Coastal Marketing | Targeted marketing to secure greater breadth of visitors to the Tendring coast, in particular Clacton. |
| D2 - Delivery of the Harwich Enterprise and Training Centre | A new facility to capture local benefit of the Offshore Energy Sector in Harwich. |
| D5 - Clacton Seafront Cooperative | An independent entity to manage and capitalise upon improvements to the seafront in Clacton. |

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| | |
|-------------------------|--|
| D12 - Inward Investment | Clearer messages and organisational arrangements to support inward investment in Tendring's target locations. Ultimately this will increase investment and jobs in Tendring. |
|-------------------------|--|

Objective 2: Targeting Growth Sectors

1.13 This outlines the need to support growth in specific target sectors in the District. Based on the evidence within the baseline and consultation with partners, this objective focusses upon supporting the **Offshore Energy** and **Care & Assisted Living** sector in Tendring.

| Relevant Projects | Outcome and Contribution to Tendring Economic Vision |
|---|--|
| R10 - Establish Sector Steering Groups | Strong partnerships to support evolution of the sector offer and support in Tendring. |
| EN2 - Officer Resource for Harwich | Coordination to capitalise upon the Offshore Energy opportunity, culminating in a prospectus to support investment into the town. |
| EN3 - Harwich Incubation Centre Feasibility Study | A clear position on the value of an incubation centre to support the growth of the Offshore Energy sector. |
| EN4 - Inward Investment and Marketing Harwich's Offshore Energy Offer | A clearer, sector specific proposition for companies within the Offshore Energy supply chain. |
| EN 5 - Establish the Tendring Care Trailblazer | Recognition of Tendring as a national centre of excellence for the Care and Assisted Living Sector. |
| EN9 - Sector Apprenticeship Pilot | Clearer pathways to careers in target sectors for Tendring residents. |
| D2 - Delivery of the Harwich Enterprise and Training Centre | A new facility to capture local benefit of the Offshore Energy Sector in Harwich. |
| D3 - Energising Harwich Project Extension | A more significant set of interventions to address skills deficits within the Offshore Energy Sector, as well as improved pathways for Tendring residents to access new opportunities within the sector. |
| D4 - Exemplar Care Facility | An innovative facility demonstrating innovation and new technology for the Care and Assisted Living Sector. |
| D6 - Workforce Training Advice | Improved recruitment and retention practices for businesses, particularly in the Care and Assisted Living Sector. |
| D7 - Targeted Innovation in Care | An increase in Tendring businesses participating in innovative activities within the Care and Assisted Living supply chain. |
| D12 - Inward Investment | Clearer messages and organisational arrangements to support inward investment in Tendring's target sectors. Ultimately this will increase investment and jobs into Tendring. |

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Objective 3: Ensure Residents Have the Skills and Information to Participate

1.14 This objective outlines the need to support residents so that they have the skills and aspiration to participate in the opportunities promoted within the Strategy. This includes recommendations on education, skills provision and employment.

| Relevant Projects | Outcome and Contribution to Tendring Economic Vision |
|---|---|
| R11 - Continue to Develop Principles for Community Leadership | Improved partnerships, enabling locally derived responses to local issues relating to skills, employment and participation. |
| R12 - Continued Communication of County Employment and Training Initiatives | Increased take-up of County and LEP sponsored initiatives to improve skills and increase employment. |
| R13 - Provide Young People with an Opportunity to Influence Delivery | Increased participation within employment and training initiatives amongst local young people. |
| EN7 - Enhanced School Involvement in the Local Economy | Improved understanding of opportunities as well as increased optimism and aspiration amongst young people in Tendring. |
| EN9 - Research into Physical Barriers to Employment and Training | Greater understanding of where transport and physical isolation are preventing local residents from accessing employment, training and education. |
| D3 - Energising Harwich Project Extension | A more significant set of interventions to link local people to emerging opportunities within the Offshore Energy Sector. |
| D5 - Clacton Seafront Cooperative | Locally developed mechanisms to support local people to access training and employment emerging from seafront improvements in Clacton. |
| D6 - Workforce Training Advice | Improved recruitment and retention within local businesses, leading to a decrease in reliance on part-time and agency work. |
| D8 - Jobs Brokerage | More efficient pathways to employment for local people alongside a decrease in recruitment costs for local businesses. |
| D9 - Community Transport to Employment and Training | Improved physical access to education/training infrastructure and employment locations in Tendring and neighbouring areas. |

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

1.15 Objective 4 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.

| Relevant Projects | Outcome and Contribution to Tendring Economic Vision |
|---------------------------------|---|
| R14 - Improved Business Liaison | Improvement in the ability of Tendring DC to support local businesses in achieving their ambitions to grow. |

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| | |
|--|--|
| R15 - Map Business Contact by Tendring DC and Partners | Consistent corporate position from Tendring DC when communicating with local businesses. |
| EN 10 - Resource for Business Liaison and Sign-posting | More efficient support and targeted referral for Tendring businesses to relevant support. |
| D7 - Targeted Innovation in Care | An increase in Tendring businesses participating in innovative activities within the Care and Assisted Living supply chain. |
| D8 - Jobs Brokerage | More efficient and lower cost local recruitment for Tendring businesses. |
| D10 - Targeted Enterprise Support | An increase in entrepreneurial culture locally and the number of local people choosing to start a business. |
| D11 - Interns for Growth | Low cost, intensive support for Tendring businesses to enable growth and diversification. |
| D12 - Inward Investment | Clearer messages and organisational arrangements to support inward investment, ultimately supporting greater diversity within the business base. |

Objective 5: Facilitate Population Growth where this Supports Economic Objectives

- 1.16 This recognises the link between population and economic growth in Tendring and outlines how some housing development could stimulate economic opportunity and growth in the future.

| Relevant Projects | Outcome and Contribution to Tendring Economic Vision |
|--|---|
| R8 - Embed Principles of Growth and Economic Development within the Planning System | Improved processes to use Planning as a tool to encourage development where this supports improvement and growth within target locations. |
| R16 - Ensure Flexibility within the Tendring Local Plan to Accommodate Future Growth | A more flexible position for Tendring DC, ensuring that any opportunities to support economic growth can be responded to effectively. |
| R17 - Improved Developer Liaison | Improved partnership working to deliver infrastructure and housing to support sustainable economic growth in Tendring. |
| EN6 - West of Tendring Growth Area Concept Development | A clearer understanding of the economic opportunities associated with development in the West of Tendring, alongside stronger partnerships to realise them. |
| D12 - Inward Investment | Clearer messages and organisational arrangements to support inward investment into Tendring. |

Early 'Wins' and Priorities

- 1.17 It is strongly recommended that the focus of initial activity is on ensuring that Tendring DC makes best use of the resources at its disposal to support

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the long term evolution of the strategy. In addition to this, there are a number of specific actions which could ensure early successes, generating momentum for the long term delivery of the strategy. These include:

- Building upon and expanding existing successful pilot projects (in particular the JCP Pilot, Family Solutions Pilot and Energising Harwich).
- Establishment of a new partnership to support the evolution of the District's offer (and particularly Harwich) in relation to the Offshore Energy offer.
- Improved liaison between Tendring DC and the business community, communicating strategy objectives and demonstrating the Council's commitment to being a more supportive partner.
- Robust and direct response to persistent issues in Clacton and Jaywick through a visible Task Force.
- Promotion of economic opportunity within local schools, providing improved career education and links to the business community.

Project Description Structure

- 1.18 One of the key functions of this document is to support partners in developing and delivering the projects which have emerged during the development of the Economic Strategy. Strategic partners, delivery organisations, Elected Members and businesses have all had the opportunity to provide ideas, which have ultimately formed the projects outlined in this plan. The specific actions in the following sections bring together these and other recommendations.
- 1.19 The projects outlined in sections three and four are allocated as either **enabling** or **delivery** actions. To support the process of commissioning they are described in the following way:
- **Objectives:** This provides a link to the five objectives of the Strategy.
 - **Project Description:** A short outline of the project and its potential components.
 - **Evidence from the Socio-Economic Baseline:** Outlines relevant evidence from the baseline and consultation which can be used to make the case for investment.
 - **Outcomes:** Outlines what the project seeks to achieve and how partners will know it has been successful.

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- **Timescale:** An indication of when, ideally, the project will be delivered.
- **Risks or Challenges:** Risks or challenges partners need to be aware of when planning interventions and taking action.
- **Action owner and Partners:** Indication of who is best placed to take lead responsibility for the action. This also provides an indication of external partners who should participate.
- **Resources and Funding:** Gives an indication of headline costs (indicative at this stage) associated with the actions.

1.20 Specific actions are outlined in sections three (Enabling) and four (Delivery). Section two outlines where positive action can be taken by using (and in some cases refocusing) existing resources.

2. Better Use of Resources to Support Economic Growth and Support

- 2.1 Given the relative scarcity of funding for delivery, it is important that partners do as much as they can with existing resources. Within the strategy document, there are a number of recommendations which relate more to the refinement of principles, practices and partnerships, than to the development of new projects. In many cases, these actions could be accommodated by the re-profiling of existing (primarily Tendring DC) resources and activities for a limited net increase in funding.
- 2.2 Outlined below are a number of opportunities to intervene by ‘bending’ existing Tendring DC resources to support the delivery of the strategy. Each is outlined in relation to the objectives of the strategy. On the whole, these activities should all be considered as part of the **Enabling** phase, although continued activity will also support the long term **Embedding** of economic growth in Tendring.

General Delivery of the Strategy

R1 - Establish a ‘Local Economy Board’ for Tendring

- 2.3 Establish a Local Economy Board to oversee the delivery of this Strategy and the on-going monitoring of the Tendring economy. This should be a small group, bringing together relevant elected members, senior officers and local business representation, meeting on a quarterly or six-monthly basis. Activities could include a high-level review of project delivery; review available data; and respond to emerging partnership and funding opportunities. In addition to this formal monitoring function, this group should also play an important role as ambassadors for Tendring and its evolving economy.

R2 - On-going Lobbying

- 2.4 Continue to lobby Central Government, the South East LEP and Essex County Council on issues of importance relating to the Strategy. This could include making the case for project resources in the short term and securing major investment in infrastructure over the longer term. All lobbying should be built (and evidenced) around the narrative for the long-term evolution of Tendring’s economy.

R3- Improved Dialogue with the South East LEP and Essex County Council

- 2.5 The South East LEP and Essex County Council will be important partners in the delivery of this Plan. It is critical that Tendring continues to be a visible and willing partner, demonstrating the achievement of regional objectives within local delivery.

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R4 - Leading on the Development of Multi-partner Bids for Funding

- 2.6 Bids for funding to support the delivery of the Strategy will stand a greater chance of success if they involve a variety of partners. Where possible, Tendring DC should show leadership in developing funding bids, acting as a conduit to the securing funding for all organisations with an interest in the district (Further details in relation to funding are included in Section 6 of this Plan).

R5 - Modelling of the Financial Returns from Economic Growth

- 2.7 Given the potential revenue which could be derived from taking a more growth-focused approach to economic development (retention of growth in non-domestic rates, New Homes Bonus, CIL / S106, Council Tax), Tendring DC should undertake long term financial forecasting of the benefits which could accrue as a result of development and growth. **Where possible, a proportion of this should be ring-fenced to reinvest in the delivery of economic projects.**

R6 - Communicating Tendring's Success

- 2.8 An important role for Tendring DC is to ensure that positive messages about the District and its economy are communicated to a wider audience. Promotion of business successes; improvement in the District's economic conditions; and new investments into Tendring, will all help develop momentum and generate investor confidence.

R7 - Collect, Analyse and Communicate Data and Evidence

- 2.9 The Socio-Economic Baseline which accompanies this Action Plan and the Strategy sets the basis for evidence-based interventions in Tendring. Much of the data in the baseline is recalculated on a yearly (and in the case of claimant count, monthly) basis, and will need to be updated and recommunicated to partners at appropriate junctures.

Objective 1 - Supporting Tendring's Growth Locations

R8 - Embed Principles of Growth and Economic Development within the Planning System

- 2.10 The Planning system is a key mechanism for delivering economic development. When making decisions on planning, elected members should be supported to understand the economic benefits of any given development (particularly in the three identified growth locations). Officers should facilitate members' understanding of the potential economic impacts (and delivery against strategic objectives) as planning applications are considered for determination.

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- 2.11 To support and facilitate future economic growth, it will also be important that adequate infrastructure planning is undertaken. Whilst Tendring's current Infrastructure Development Plan, outlines relatively modest needs, the potential growth trajectory of the District could create further infrastructure demands. These could include IT infrastructure to support innovation at certain locations; improvements to the A133 and A120; and temporary or permanent housing to meet the needs of the workforce in potential growth sectors. These potential requirements will need to be reviewed on an on-going basis in both the Economic Strategy and Local Plan periods.

R9 - Establish a Taskforce for Clacton and Jaywick

- 2.12 The perception and economic performance of Clacton and Jaywick is a consistent barrier to growth and investment in the District. Tendring DC should establish a Taskforce to take a robust 'whole place' approach to fundamental issues in these areas. In particular, this should identify opportunities to use the Council's enforcement and licencing powers to address issues of Anti-Social Behaviour, Homes in Multiple Occupation and general issues of dereliction locally.

Objective 2 - Targeting Growth Sectors

R10 - Establish Sector-Based Steering Groups

- 2.13 A steering group should be established to support growth in both the Offshore Energy and Care & Assisted Living sectors. With initial leadership from Tendring DC these groups should oversee the development of specific sector plans and prospectuses prepared in the Enabling stage of the Plan.

Objective 3 - Ensure Residents Have the Skills and Information to Participate

R11 - Continue to Develop Principles of Community Leadership

- 2.14 Through Tendring Potential and the Tendring Job Centre Plus Pilot, Tendring DC has already made progress in addressing issues relating to employment and training. This has been achieved through a 'Community Leadership' approach which brings together different partners for project delivery under shared local objectives and pooling of resources. It is important that the evolution of this approach is supported fully as part of this Action Plan and particularly as part of Objective 3.

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R12 - Continued Communication of County Employment and Training Initiatives

- 2.15 The new **Essex Skills and Employment Board** will take responsibility (on behalf of the business community) for the delivery of new skills and employment interventions. It will be important that Tendring DC supports the transfer of information to and from the board and its steering group to the local business community, so that local companies become fully engaged in new projects.

R13 - Provide Young People with an Opportunity to Influence Delivery

- 2.16 Ensure that a role is given to the **Tendring Youth Assembly** to provide perspectives on projects, whilst ensuring that their needs are given consideration in developing relevant interventions.

Objective 4 - Support Modernisation, Diversification and Growth within the Business Base

R14 - Improved Business Liaison

- 2.17 Although this document includes specific projects related to business support, on-going liaison with the local business community is a critical element of the Economic Strategy. Where possible, resources should be made available to support this and bring Tendring officers closer to the business community.

R15 - Map Business Contact by Tendring DC and Partners

- 2.18 A key element of improving Council-to-Business relationships will be ensuring that all lines of communication are understood and, where necessary, improved. Communicating positive messages to the business community and sharing Tendring's successes is a key element of this.

Objective 5 - Facilitate Population Growth where this Supports Economic Objectives

R16 - Ensure Flexibility within the Tendring Local Plan to Accommodate Future Growth

- 2.19 Much of the strategy is underpinned by a need to capitalise upon opportunities to support growth as and when they emerge. To support future uplift and diversification in the local population it is important that policy gives members the flexibility to respond where necessary.

R17 - Improved Developer Liaison

- 2.20 Establishing a clear view of the development pipeline over the next ten years will be crucial for economic planning. It will be important to maintain regular dialogue with developers over the strategy period, in particular, to understand the likely timeline for delivery of new commercial and housing development and (associated infrastructure). Closer, more proactive relationships with developers will be crucial to ensuring that Tendring secures improved outcomes from physical development.

3. Enabling Actions

- 3.1 Enabling actions tend to be those which are delivered early in the strategy period (c. 2013 - 2016). These interventions will help ensure that efficient and effective long term decision making takes place.
- 3.2 The projects below are a mix of research, planning and pilot activities which will help to position Tendring to maximise its economic potential. Where activities are more research focussed, It is important that partners seek (in the first instance) to use internal resources to undertake these tasks. Only where specific technical skills are required to support these processes should external expertise be used to support their delivery.
- 3.3 Each project is outlined with evidence from the Socio-Economic Baseline, whilst (where relevant) the green boxes beneath each project outline relevant examples and insight to support the further development of interventions - these are not always directly replicable, but are worthy of consideration.

| Obj. | Action | Evidence from Socio-Economic Baseline and Consultation | Outcome | Timescales | Action Lead & Partners | Risks/challenges | Resources and Funding |
|---------|---|--|---|--|---|---|---|
| 1 and 2 | <p>EN1 - Officer Resource for Harwich</p> <p>Provision of specific officer resource to oversee the evolution of the Offshore Energy sector within Harwich. Acting primarily as a project manager, this individual would be responsible for:</p> <ul style="list-style-type: none"> • Liaising with partners • Lobbying on CORE status and new infrastructure • Promotion, marketing and inward investment • Development of a prospectus for Harwich outlining proposals to support development over the next decade • Facilitating new development which adds value to the sector (including site assembly, marketing etc.) | <ul style="list-style-type: none"> • Under performance in energy sector (300 jobs) to date • Lack of partnership activity to support sector's development • Strong commitment to action amongst partners • Offshore Energy identified as a National sector priority - 35,000 | <ul style="list-style-type: none"> • Stronger partnerships to deliver upon the opportunity in Harwich • Increase in the funding and resources available to deliver related projects • Recognition of Harwich as a location for Offshore Energy (and ideally CORE status) | <ul style="list-style-type: none"> • Given the immediacy of the opportunity, this needs to be implemented as soon as possible | <ul style="list-style-type: none"> • Tendring DC • Essex County Council • EEEGR • Haven Gateway Partnership • SELEP • Department for Energy and Climate Change • Renewable UK | <ul style="list-style-type: none"> • Achieving rapid partner buy-in • No suitable candidate emerges • Competitiveness of UK Offshore Energy market | <ul style="list-style-type: none"> • Full salaried position as senior project manager as well as recruitment costs. • c.£70,000 pa (including on costs) |

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| Obj. | Action | Evidence from Socio-Economic Baseline and Consultation | Outcome | Timescales | Action Lead & Partners | Risks/challenges | Resources and Funding |
|---|---|--|---|---|---|---|---|
| | <ul style="list-style-type: none"> Attracting new funding and investment | <ul style="list-style-type: none"> jobs and £138bn investment in the next decade Essex Growth Strategy sector priority | <p><i>*Should this be successful, partners may wish to establish a similar model for the Care & Assisted Living sector.</i></p> | | | | |
| <p>A key initial priority of any new officer will be lobbying for CORE status for Harwich and developing a prospectus for activity. Great Yarmouth and Lowestoft produced the following document http://www.newanglia.co.uk/Assets/Files/Content/Energy%20coast Presentation%20final.pdf</p> | | | | | | | |
| 1 | <p>EN2 - Seafront Planning Clacton - Holland Haven</p> <p>Development of complementary projects to ensure the long term economic potential of coastal defence improvements is realised. This could include:</p> <ul style="list-style-type: none"> New beach huts New beachside accommodation Improved public realm New facilities providing a series of links and character areas Community facilities New commercial facilities and potential for revenue generation Opportunities to involve local people, creating employment and training opportunities. | <ul style="list-style-type: none"> Weaker than expected performance within the Tendring tourism sector (Location Quotient vs. UK = 1) Strong jobs focus in holiday parks, limited economic diversity in culture and visitor offer within Clacton Need to respond to changing markets (in particular at a local level) | <ul style="list-style-type: none"> A clear and agreed plan Increased private sector investment in Clacton Realisation of economies of scale in the construction process A genuinely unique visitor attraction as the basis of the future offer Increase in visitors in the longer term | <ul style="list-style-type: none"> Planning required as soon as possible to ensure that any physical projects be delivered alongside coastal defence works | <ul style="list-style-type: none"> Tendring DC Essex County Council Environment Agency Seafront businesses | <ul style="list-style-type: none"> Perception of 'strategy overload' in Clacton Lack of investment to support identified improvements | <ul style="list-style-type: none"> Initial high level scoping and consultation could be undertaken internally. £20 - £40,000 for initial study, with additional resources required for long term intervention |
| <ul style="list-style-type: none"> Littlehampton delivered the world's longest bench, a piece of public art to encourage people to use more of their seafront http://www.odditycentral.com/pics/the-soon-to-be-worlds-longest-bench-of-littlehampton.html. This, complemented by the East Beach Café http://eastbeachcafe.co.uk/ added diversity to the coastline Bournemouth City Council has invested significant resources in developing a strategy to increase visitor numbers and to encourage them to use the whole 5 miles of its seafront http://www.dorsetforyou.com/media.jsp?mediaid=178836&filetype=pdf | | | | | | | |
| 1 and 2 | <p>EN3 - Harwich Offshore Energy Business and Training Centre Feasibility Study</p> | <ul style="list-style-type: none"> Skills mismatch for environmental | <ul style="list-style-type: none"> Understanding of the demand for and | <ul style="list-style-type: none"> Given the immediacy of | <ul style="list-style-type: none"> Tendring DC Essex County Council | <ul style="list-style-type: none"> Defining potential mix of uses | <ul style="list-style-type: none"> £25,000 for initial study |

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| Obj. | Action | Evidence from Socio-Economic Baseline and Consultation | Outcome | Timescales | Action Lead & Partners | Risks/challenges | Resources and Funding |
|---|--|--|---|---|---|---|--|
| | <p>Study to understand the potential for a new centre to support growth in the Offshore Energy sector in Harwich. This should consider:</p> <ul style="list-style-type: none"> • Demand for small business space in Tendring and the sector specifically • Likely skills-needs for the sector and spatial requirements • Potential needs of inward investor companies • Models for delivery of incubation space applied elsewhere in the UK • Infrastructure requirements • Likely fit-out and delivery costs • Potential revenue delivered from a facility | <ul style="list-style-type: none"> • industries (20 vacancies per skill achievement) • 34% residents with no qualifications • Low and declining levels of enterprise • Low levels of self-employment in Harwich • Lack of take-up of business support locally • This is already identified within the Essex Integrated County Strategy | <ul style="list-style-type: none"> • impact of incubation and training facilities in Harwich • Clear plan for implementation • Increased business creation and inward investment in the long term • Focal point for Offshore Energy Activity in Harwich | <ul style="list-style-type: none"> • the Offshore opportunity, initial work should commence at a very early stage • Identification of potential funding streams should take place immediately | <ul style="list-style-type: none"> • EEEGR • Haven Gateway Partnership • SELEP | <ul style="list-style-type: none"> • Balancing the current needs of Tendring and the wider Offshore Energy sector | |
| <ul style="list-style-type: none"> • Orbis Energy Centre in Great Yarmouth provides incubation space, office facilities and conference space for the Offshore Renewable Supply Chain http://www.orbisenergy.net/ • London & Partners Touchdown Centres offer free desk spaces in business centres as a conduit for inward investment http://www.londonandpartners.com/business/our-services/touchdown-london • Increasingly new models of incubation facilities are emerging. This tends to be free-to-use in the first instance, with support (solicitors, accountants, sector specialists) in a shared space. Central Working http://www.centralworking.com/ is a successful example of this. | | | | | | | |
| 1 and 2 | <p>EN4 - Inward Investment and Marketing Harwich's Offshore Energy Offer</p> <p>Coordinated development of a marketing plan and materials to inform national and international promotion of Harwich as a key location for the Offshore Energy sector</p> | <ul style="list-style-type: none"> • Under-performance in energy sector (300 jobs) • Lack of partnership activity to support sector development • National sector priority - 35,000 jobs and £138bn | <ul style="list-style-type: none"> • Improved partnership working alongside clear, consistent messages • Increased inward investment into Harwich | <ul style="list-style-type: none"> • If possible, this should be implemented at an early stage (with EN1: Officer Support for Harwich) | <ul style="list-style-type: none"> • EEEGR • Essex County Council • Tendring DC • SELEP • NALEP • Haven Gateway Partnership • East of England Energy Zone | <ul style="list-style-type: none"> • Competitive market within the UK with a number of locations competing for investment • Establishing a consistent message will be important | <ul style="list-style-type: none"> • Roughly £10-20,000 for initial materials. £30,000 pa for on-going promotion (including internal marketing resources) • Ultimately, this will be dictated by the perceived |

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| Obj. | Action | Evidence from Socio-Economic Baseline and Consultation | Outcome | Timescales | Action Lead & Partners | Risks/challenges | Resources and Funding |
|---|---|--|---|---|---|--|---|
| | | <ul style="list-style-type: none"> investment over the next decade Lack of recent inward investment activity in Tendring | | | | | needs of new a Harwich / Offshore Wind partnership |
| <ul style="list-style-type: none"> A number of locations are already undertaking intensive marketing for the Offshore Energy sector. Neighbouring East of England Energy Zone is a good example http://www.theenergyzone.co.uk/ and http://www.newanglia.co.uk/Assets/Files/Content/WEN15%20p45-75.pdf Britain's Energy Coast (Cumbria) is a more established example of specific sector/location marketing http://www.britainsenergycoast.co.uk/ | | | | | | | |
| 1 and 5 | <p>EN 5 - West of Tendring Growth Area Concept Development</p> <p>Development of 'growth area' concept for West of Tendring, focussing specifically on employment uses and infrastructure which could be delivered as part of any development. This should include:</p> <ul style="list-style-type: none"> Scale and type of development Potential sector specialisms Economic impact for Tendring Additional interventions required to maximise impact Links to Higher Education Potential development's role in Essex and the South East | <ul style="list-style-type: none"> Lack of population growth in Tendring over the last decade Small working age population (57% v 65% for UK) Future deficits in population aged 20-40 identified Potential to create up to 5,000 new jobs through enhanced housing development (SHMA) | <ul style="list-style-type: none"> Clear plans and consistent messages on the West of the District More modern, viable employment space in the district New social and physical infrastructure | <ul style="list-style-type: none"> Further initial dialogue required before undertaking a formal study | <ul style="list-style-type: none"> Tendring DC Colchester BC Haven Gateway Partnership Local Landowners University of Essex Essex County Council | <ul style="list-style-type: none"> Uncertain short-term demand Making the case for non-residential land uses Making the case for priority delivery of infrastructure and employment space | <ul style="list-style-type: none"> Cost depends upon the nature of study. Initial concept development cost would be in the region of £10,000 Full masterplan or Area Action Plan would be in the region of £80 - 150k |
| <p>Cherwell District Council is currently at the development stages of a new mixed use development on the outskirts of Bicester. The key selling point of this development has been the provision of low carbon housing an business space http://nwbicester.co.uk/about-nw-bicester/masterplan/</p> <p>As a response to previous policy the Town and Country Planning Association produced useful worksheet guidance to support eco-town development http://www.tcpa.org.uk/pages/economy.html</p> <p>In terms of employment uses, The London Sustainable Industries Park has become a centre for Clean Tech industries in the South East http://www.londonsip.com/</p> | | | | | | | |

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| 2 | <p>EN 6 - Establish the Tendring Care Trailblazer¹ Work with local businesses and HE partners to develop a prospectus for the Care & Assisted Living sector. Use this to communicate (particularly to government) Tendring's commitment to being an exemplar for the sector's evolution nationally.</p> | <ul style="list-style-type: none"> Health and Care is the largest employer in Tendring (c. 6,500 jobs) 1/5 Essex care homes are in Tendring National and regional demand is very strong Potential capacity for innovation within the sector | <ul style="list-style-type: none"> Increased profile of Tendring as a centre for the sector Opportunities to bring partners together to support the sector A stronger platform to support innovation | <ul style="list-style-type: none"> Initial dialogue with Government at an early stage Sector prospectus should be fully developed within the first 18 months of the Strategy | <ul style="list-style-type: none"> University of Essex Tendring DC Haven Gateway Partnership Essex County Council Anglia Ruskin University Department of Health | <ul style="list-style-type: none"> Uncertainty over formal policy position of Care Trailblazers Enthusiasm / involvement from sector businesses Prioritisation of Care & Assisted Living sector by Government Competition from other locations targeting the sector | <ul style="list-style-type: none"> Initial budget will be required to support partnership development (c. £5-£10,000 for the first year) with additional funding as required (according to the needs of the sector) |
| 3 | <p>EN 7 - Enhanced School Involvement in Local Economy Provide additional resources to improve the interface between schools and the local economy focussing upon:</p> <ul style="list-style-type: none"> A greater number of aspiration events Improved links between businesses and schools Pre-apprenticeship and pre-employment support Provision of information for key sectors and particularly opportunities relating to Science Technology Engineering and Manufacturing (STEM) | <ul style="list-style-type: none"> 10% of 16-24 year olds in Tendring have never worked Lower than average performance at GCSEs (English and Maths) Lower than average post-16 progression Inability to recruit local people cited as an issue by businesses | <ul style="list-style-type: none"> Increased knowledge of career options Improvement in progression to FE and employment Higher aspirations and engagement | <ul style="list-style-type: none"> Initial partnership work already progressing (through existing Job Centre Plus pilot) All schools to be contacted within the first year of the Strategy's delivery | <ul style="list-style-type: none"> Tendring Education Trust Schools Tendring DC Essex Country Council Sector Representatives/Businesses Careertrack | <ul style="list-style-type: none"> Lack of statutory provision to influence school provision Flexibility within provision Aspiration amongst learners | <ul style="list-style-type: none"> Full time school liaison would cost 1 salary p.a. This could be reduced by partnering with Essex County Council to deliver a more intensive service, based upon existing County mechanisms |

¹ The Government has identified the need to establish Care sector 'Trailblazer' to support the evolution of the sector nationally 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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| | <ul style="list-style-type: none"> Potential involvement of parents in provision to embed a culture of learning Delivery of broader objectives of Tendring Potential | <ul style="list-style-type: none"> Very low participation in HE | | | | | |
| <ul style="list-style-type: none"> The UK Commission for Employment and Skills has provided the following briefing note to assist partners in developing policy relating to businesses and schools http://www.ukces.org.uk/assets/ukces/docs/publications/business-and-schools-building-the-world-of-work-together.pdf Ofsted, identified St Marylebone School as a best practice in this area (Whilst this is delivered in a different context to Tendring, the principles remain the same) http://www.ofsted.gov.uk/sites/default/files/documents/surveys-and-good-practice/s/St%20Marylebone%20CofE%20School%20-%20Good%20practice%20example.pdf | | | | | | | |
| 3 | <p>EN8 - Sector Apprenticeship Pilot</p> <ul style="list-style-type: none"> Building upon the existing Job Centre Plus pilot. Expand delivery of apprenticeships programme to include targeted pathways into Offshore Energy and Care & Assisted Living sectors. | <ul style="list-style-type: none"> Lower than average post-16 progression 10% of 16-24 year olds have never worked One in four businesses keen to do more with apprenticeships | <ul style="list-style-type: none"> Increase in number of young people progressing post-16 Decrease in youth unemployment Increase in skilled workforce to support target sector growth | <ul style="list-style-type: none"> Roll-out to target sectors should follow the establishment of appropriate sector groups and businesses | <ul style="list-style-type: none"> Essex County Council BCT Consortium (Colchester Institute, Careertrack) Tendring DC Sector representatives and businesses UKCES Mayflower Trust | <ul style="list-style-type: none"> Current lack of employment destinations in the Offshore Energy sector Lack of knowledge of apprenticeships within the Care & Assisted Living sector Some evidence of unwillingness to consider apprenticeships in local business base | <ul style="list-style-type: none"> Government covers training costs, with employers required to cover a proportion of apprentice's employment costs Additional budget, potentially in line with other projects (see above) could help develop enhanced pre-apprenticeship provision |
| <ul style="list-style-type: none"> UKCES has identified the need to support schools to prepare for apprenticeships and careers within the Offshore Energy sector http://www.ukces.org.uk/assets/ukces/docs/publications/evidence-report-34-maximising-employment-offshore-wind-vol1.pdf UK Renewables and the National Skills Academy have developed new apprenticeships for Offshore Wind Turbine Operations and Maintenance http://www.power.nsacademy.co.uk/what-we-offer/our-products-services/apprenticeships/types-apprenticeships 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 | | | | | | | |
| 3 | <p>EN9 - Research into Barriers to Employment and Training</p> | <ul style="list-style-type: none"> District employment rate 55% compared to | <ul style="list-style-type: none"> Clear assessment of physical barriers to | <ul style="list-style-type: none"> To be delivered in the first year | <ul style="list-style-type: none"> Tendring DC Job Centre Plus Essex County Council | <ul style="list-style-type: none"> Ensuring that a representative sample of | <ul style="list-style-type: none"> Budget to support training of researchers and |

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| | <p>Survey young people and workless populations to understand barriers to employment. In particular, focussing upon the extent to which transport, accessibility and connectivity is a barrier to involvement in skills and employment.</p> <p><i>*This could use peer research methodologies and train local people to deliver the work themselves. Collaboration with Essex University is also a possibility.</i></p> | <p>national rate of 62%</p> <ul style="list-style-type: none"> • Claimant count in Clacton is 5.2% • 34% of residents have no qualifications • Transport identified as a barrier to participation by a number of consultees | <p>employment and training</p> <ul style="list-style-type: none"> • Understanding of the demand for potential responses • Recommendations for effective responses to issue of isolation and connection | of the Strategy period | <ul style="list-style-type: none"> • Tendring Education Trust • Tendring Youth Assembly • University of Essex | <p>respondents is taken</p> <ul style="list-style-type: none"> • Management of local researchers (should this be the chosen approach) | <p>delivery of surveys c £8,000.</p> <ul style="list-style-type: none"> • External commission of research will be in the region of £10-£15,000 |
| <ul style="list-style-type: none"> • Research into barriers to work and training nationally has been undertaken within the last 12 months http://www.theworkfoundation.com/DownloadPublication/Report/327_Transport%20Policy%20Paper%202.pdf and http://www.defra.gov.uk/crc/files/Barriers-to-education-employment-and-training-for-young-people-in-rural-areas.pdf • Undertaking research of this type could provide an opportunity for peer-to-peer research, supporting young people to deliver the research. This approach was undertaken by British Youth council for previous research http://www.nwrywu.org.uk/wp-content/uploads/2013/07/Myplace-Conference-joint-report-FINAL-080313.pdf | | | | | | | |
| 4 | <p>EN 10 - Qualified Resource for Business Liaison and Sign-posting</p> <p>Provide additional officer resource to focus specifically on liaising with the business community and increasing participation in available support. This should include:</p> <ul style="list-style-type: none"> • Sign-posting to new and existing regional and national business support programmes (MAS, Growth Accelerator, Essex Innovation Programme etc.) • Facilitating business-led funding bids for private sector investment (e.g. Regional Growth Fund) • Linking Tendring businesses to finance programmes funded through the RGF • Coordination of Tendring DC's departments to ensure a more effective relationship between TDC and the business community | <ul style="list-style-type: none"> • Decline in the business base over the last decade • Low and declining levels of enterprise • Lack of take up of business support locally | <ul style="list-style-type: none"> • Increase in companies accessing support • Improved relationship between businesses and public sector • Increase in competitiveness amongst the business base | <ul style="list-style-type: none"> • Initial mapping of business contact and improved liaison should be the short term objectives • More formal referral mechanisms should be developed over the longer term | <ul style="list-style-type: none"> • Essex County Council • Tendring DC • SELEP • Recognised business support provider • Federation of Small Businesses | <ul style="list-style-type: none"> • Improving business-to-Council relationships will take time • Officer knowledge of a changeable business support landscape • Demand for support amongst businesses | <ul style="list-style-type: none"> • Improved liaison with businesses could be accommodated within existing resources, although ideally additional staff salary would be made available alongside around £20,000 for materials to support promotion and referral support • Ideally, partners would support |

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|--|--------|--|---------|------------|------------------------|------------------|---|
| | | | | | | | the recruitment of qualified business advisor at some point (i.e. 1 FTE and on-costs) |
| The New Anglia LEP BizInfo Portal allows businesses to receive tailored support signposting online - http://www.bizinfoportal.co.uk/ | | | | | | | |

4. Delivery Actions

4.1 Delivery actions are the projects which will directly contribute to the growth and transformation of Tendring’s economy. These projects require more significant resources, but will deliver a more significant impact; ultimately leading to an increase in jobs, investment, spending and business profits in the District.

4.2 Again, these are outlined with reference to evidence from the Socio-Economic Baseline as well as examples from elsewhere.

| Obj. | Action | Evidence from Socio-Economic Baseline and Consultation | Outcome | Timescales | Action Lead & Partners | Risks/challenges | Resources and Funding |
|------|--|--|---|--|---|--|---|
| 1 | <p>D1 - Coastal Marketing</p> <p>Building upon the recommendations of the Tendring Tourism Strategy, undertake targeted marketing of Tendring’s coastal locations (particularly Clacton), focussing on populations within Essex, reinforcing their role as quality cultural and leisure destinations for those living within a 45 minute drive or train journey. This should include:</p> <ul style="list-style-type: none"> • Focus upon what is modern and different about Tendring’s Coastal locations • Capturing new components of the offer (cultural and visitor) • Focus upon liveability, encouraging people to live in Clacton (in the long term) as well as visit • Using contemporary marketing methods to promote the District’s message • Consideration of the use of specific PR expertise to capture benefits from seafront improvements | <ul style="list-style-type: none"> • Declining visitor numbers in Clacton and Walton • Lack of quality and diversity identified within the offer • Consultees suggest coastal defence improvements represent a ‘once in a generation’ opportunity for Clacton | <ul style="list-style-type: none"> • Increased number of people looking to live in and visit Tendring • Increase in year-round visitor numbers • Improved performance of high street and local businesses • A long term increase in demand to live in Tendring (and coastal locations specifically) | <ul style="list-style-type: none"> • Needs to follow improvement in the offer • Ideally there should be a strong tie-in with the completion of the coastal defence project; this could take place in 2017/18 | <ul style="list-style-type: none"> • Tendring DC • Visit Essex • Essex County Council • Holiday Park operators • Greater Anglia | <ul style="list-style-type: none"> • Failure to deliver high impact cultural offer to meet the needs of the regional population • Negative perceptions of Clacton and Walton as visitor locations in competitive markets | <ul style="list-style-type: none"> • Major marketing campaigns for locations can be costly. With this in mind, early phases should rely upon existing resources, using external resources in a targeted way. • In the case of the Tendring Coast a redesigned web presence could cost £15-£25,000 (including branding and marketing advice) • Targeted web and direct mail campaigns could cost £15-£60,000 depending upon the population and media used |

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| <ul style="list-style-type: none"> In 2009 North Northamptonshire the Development Corporation undertook a 'Northlondonshire' marketing campaign to encourage people from London to move to the area http://www.youtube.com/watch?v=Llnso3s1Ew Clacton's competitor destinations are already marketing themselves based on a broader cultural offer http://www.visitthanet.co.uk/destinations/margate/10537?microSiteId=210 | | | | | | | |
| 1 and 2 | <p>D2 - Delivery of the Harwich Enterprise and Training Centre</p> <p><u>DEPENDENT UPON FEASIBILITY STUDY - EN3</u></p> <p>Physical development of a new centre in Harwich to act as the centrepiece of provision for the Offshore Energy Offer. If this project moves forward, it should include:</p> <ul style="list-style-type: none"> Space for local small businesses Facilities for investor companies considering locating in Harwich Conference facilities Training facilities and sector demonstrator projects On-site business support | <ul style="list-style-type: none"> Skills mismatch for environmental industries (20 vacancies per skill achievement) 34% residents with no qualifications Low and declining levels of enterprise Low levels of self-employment in Harwich | <ul style="list-style-type: none"> Increase in business formation Provision of new facilities which address gaps in the regional offer Visible manifestation of the commitment to the Offshore Energy sector in Harwich | <ul style="list-style-type: none"> Assuming the feasibility study provides a positive outcome and sector partnerships are established, delivery should be targeted within the first 5 years of the Strategy | <ul style="list-style-type: none"> Appropriate Specialist Delivery partner Tendring DC Essex County Council Haven Gateway Partnership Sector partners SELEP | <ul style="list-style-type: none"> Lack of short term demand for facilities Gaining Funding to enable delivery Identifying appropriate sites for delivery | <ul style="list-style-type: none"> A new, fully funded centre reflecting the scale of the Offshore energy opportunity in Harwich could cost in the region of £5-6m |
| <ul style="list-style-type: none"> Orbis Energy Centre in Great Yarmouth provides incubation space, office facilities and conference space for the Offshore Renewable Supply Chain http://www.orbisenergy.net/ The Sparkhouse in Lincoln offers a more general incubation and start-up offer and has successfully operated for over 10 years http://www.sparkhouseincoln.co.uk/about/ | | | | | | | |
| 2 and 3 | <p>D3 - Energising Harwich Project Extension</p> <p>Expansion of the Energising Harwich Project to ensure the local and regional workforce is ready to capitalise upon potential opportunities in the Offshore Energy sector. Expansion could include:</p> <ul style="list-style-type: none"> More specific training to address gaps within the energy supply chain Increased focus upon manufacturing and assembly Work placements and work tasters Satellite provision at other locations within the district (including schools) Facilities to take advantage of broader sector opportunities (such as tidal power and oil and gas decommissioning) | <ul style="list-style-type: none"> Skills mismatch for environmental industries (20 vacancies per skill achievement) 34% of Tendring's residents with no qualifications Under-performance in energy sector (300 jobs) National sector priority - 35,000 jobs in the next decade | <ul style="list-style-type: none"> Increase in skills in the local workforce Improved workforce offer to potential incoming companies Differentiation in competitive offshore energy market Increase in graduation into the labour market | <ul style="list-style-type: none"> Assuming initial pilot is judged a success, expansion of the project should commence as soon as possible Ensure the project is reviewed on an annual basis to inform further expansion | <ul style="list-style-type: none"> Colchester Institute UKCES Sector representatives and businesses Essex County Council Tendring DC Haven Gateway Partnership | <ul style="list-style-type: none"> Potential lack of definitive information on the success of the project to date Some uncertainties over the sector's evolution in Harwich Uncertainty over delivery of outcomes limit | <ul style="list-style-type: none"> Resources will need to be allocated based upon what has worked to date, considering potential front-end capital costs which could allow for further expansion There may be economies of scale in delivering this with a potential new |

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| | | | | | | potential larger-scale delivery | Enterprise and Training Centre (see above) |
| 2 | <p>D4 - Exemplar Care Facility Development of a nationally significant exemplar innovation and training facility for the Care sector providing:</p> <ul style="list-style-type: none"> • Experience-based training • Exposure to new techniques for students and staff • New technology and demonstrator projects • Space for practitioners from across the UK to come together and exchange experience and innovation • Teaching and conference facilities • Links to further and higher education and particularly the Knowledge Gateway at the University of Essex | <ul style="list-style-type: none"> • Health and Care is the largest employer in Tendring (c. 6,500 jobs) • 1/5 Essex care homes are in Tendring • Potential capacity for innovation within the sector | <ul style="list-style-type: none"> • Boosting Tendring's profile as a location for genuine innovation • Increase in value of activities within the Care & Assisted Living sector locally | <ul style="list-style-type: none"> • Initial feasibility and development work will be required along with preliminary partnership development • It should be assumed that any facility would not be delivered until 2018 onwards | <ul style="list-style-type: none"> • University of Essex • Anglia Ruskin University • Colchester Institute • Technology Strategy Board • Essex County Council • SELEP • Tendring DC • Tendring Care & Assisted Living Businesses | <ul style="list-style-type: none"> • Lack of partnership development to date • Innovation capacity within Tendring • Deciding upon a location for any potential facility • Funding for facility • Perceptions of the Care & Assisted Living sector • Sector and business buy-in | <ul style="list-style-type: none"> • Dependent upon feasibility and development work • Potential costs for a newly-built facility could range from £5-£10m based on developments elsewhere |
| <ul style="list-style-type: none"> • Anglia Ruskin University is in the process of developing a £6m Medical Business Innovation Centre in Chelmsford http://www.anglia.ac.uk/ruskin/en/home/news/new_medical_business_innovation_centre_essex.html | | | | | | | |
| 1 and 3 | <p>D5 - Clacton Seafront Co-operative Establishment of a co-operative in Clacton to support the development of seafront improvements between Clacton and Holland Haven. This should be set up with the specific purpose of maximising the local benefits generated from the improvements. The Co-operative could take responsibility for:</p> <ul style="list-style-type: none"> • Construction of new beach huts and beach front accommodation • Delivery of apprenticeships in Construction and Marine sectors • On-going maintenance of seafront landscaping | <ul style="list-style-type: none"> • 1/3 of all benefit claimants in Tendring live in Clacton or Jaywick • Unemployment rate of 5.2% in Clacton • National recognition of economic and deprivation challenges in | <ul style="list-style-type: none"> • Greater variety in the Tendring apprenticeship offer • Increased employment and training opportunities in Clacton • Local ownership and retained local revenue of seafront facilities | <ul style="list-style-type: none"> • Delivered in line with the coastal defence project - 2015 onwards | <ul style="list-style-type: none"> • Tendring DC • Essex County Council • Current Seafront Businesses • Mayflower Trust • Colchester Institute • Job Centre Plus • Local Schools | <ul style="list-style-type: none"> • Initial set-up costs • Potential lack of capacity within the civil society sector • Balancing local objectives with the need to increase revenues (in order to fund on-going | <ul style="list-style-type: none"> • Excluding capital costs of landside improvements to seafront (which would obviously be significant), establishing and early running a co-operative would cost in the region of £250-£500k per year |

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| | <ul style="list-style-type: none"> Management of new café and restaurant facilities (including training and local employment) <p>An emphasis should be placed on developing future revenue streams to support long term delivery</p> | <ul style="list-style-type: none"> Clacton and Jaywick Weaker-than-expected performance within the Tendring tourism sector (LQ vs. UK = 1) | <ul style="list-style-type: none"> Greater variety in the seafront's offer | | | <ul style="list-style-type: none"> maintenance on seafront improvements) | <ul style="list-style-type: none"> The long term aspiration should be that this becomes revenue generating and self-sufficient |
| <ul style="list-style-type: none"> The Hasting's Pier Charity has been successful in taking ownership of the town's pier and has been awarded significant funds to support its redevelopment http://www.hpcharity.co.uk/about-hpwrt/ In Herne Bay 'pop-up' beach huts have been used to encourage people to use the pier, as well as providing a location for local businesses to sell goods http://stevenboxall.wordpress.com/2013/08/06/pop-up-beach-hut-shops-on-sea-side-pier/ In Lambeth, the Streetscape project is a social enterprise which trains local young people in landscape gardening. They subsequently deliver a number of Council park contracts, as well private work for domestic clients http://www.streetscape.org.uk/ | | | | | | | |
| 3 and 4 | <p>D6 - Workforce Training Advice</p> <p>Provision of support (particularly for the Care & Assisted Living Sector where retention and progression have been cited as significant issues) for local businesses to assist them in staff training and professional development. This could include:</p> <ul style="list-style-type: none"> Improved referral to regional support Specific guidance on recruitment including creating job descriptions; interviewing employment policies; staff motivation Effective reward regimes Grants to support businesses to allow them to send staff on relevant training courses On-going provision of information on FE and HE provision in relevant courses | <ul style="list-style-type: none"> Lower than UK average pay for jobs and employees Low satisfaction amongst businesses in terms of local work force skills-set | <ul style="list-style-type: none"> Increase in 'on the job' training and skills Increased job retention and career development Decreased reliance on temporary and part time work Improved skills within the local labour market | <ul style="list-style-type: none"> Potential to pilot in the short-term with larger roll-out around 2015 (following sector partnership development) | <ul style="list-style-type: none"> Appropriate Training Provider Essex County Council UKCES CIPD (Chartered Institute of Professional Development) Tendring DC | <ul style="list-style-type: none"> Uncertainty over demand within the business base Lack of available providers locally | <ul style="list-style-type: none"> Initial pilot to a limited number of companies (c. 20) costing in the region of £25,000 Should the project evolve further, costs would be scalable |
| <ul style="list-style-type: none"> Skills for Care aims to ensure that England's adult social care workforce has the appropriately skilled people in the right places working to deliver high quality social care. To achieve this, they focus on the attitudes, values, skills and qualifications people need to undertake their specific roles http://www.skillsforcare.org.uk/about_us/about_us.aspx | | | | | | | |
| 2 and 4 | <p>D7 - Targeted Innovation in Care & Assisted Living</p> <p>Provision of targeted innovation support to ensure more rapid adoption amongst care businesses and companies who could participate in the Care supply</p> | <ul style="list-style-type: none"> Health and Care is largest employer in Tendring (c. 6,500 jobs) | <ul style="list-style-type: none"> Greater diversity within the sector and business base as a whole | <ul style="list-style-type: none"> Initial partnership development and sector | <ul style="list-style-type: none"> University of Essex Technology Strategy Board Essex County Council | <ul style="list-style-type: none"> Innovation capacity within the sector and business base | <ul style="list-style-type: none"> Elements of the project could be achieved through improved |

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|---|---|--|---|---|--|---|--|
| | <p>chain (i.e. manufacturing, construction). This could include:</p> <ul style="list-style-type: none"> Enhanced referral to the Essex County Council Innovation offer Links to national sector demonstrators Facilitation of links to HE and research New knowledge transfer projects between businesses and higher education institutions Grant and loan support for sector innovation | <ul style="list-style-type: none"> 1/5 Essex care homes are in Tendring Potentially highly innovative sector with regional HE expertise | <ul style="list-style-type: none"> Greater links between higher education and the business community Increase in higher value activity and jobs within the sector Improved care for elderly residents in Tendring | <p>strategy is required</p> <ul style="list-style-type: none"> Early interventions could commence in 2016 | <ul style="list-style-type: none"> SELEP Tendring DC Tendring Care Businesses | <ul style="list-style-type: none"> Lack of local businesses' finance for innovation Uncertainty over short term returns from innovation | <p>relationships between Higher Education, Technology Strategy Board and Businesses</p> <ul style="list-style-type: none"> Further rollout could cost in the region of £25-£50,000 per businesses for full support Additional bespoke interventions should be costed depending upon demand |
| <ul style="list-style-type: none"> Innovative care businesses are already receiving support from the Technology Strategy Board to support improvements in care for the elderly https://www.innovateuk.org/-/bare-conductive-creates-a-buzz | | | | | | | |
| 3 | <p>D8 - Jobs Brokerage - Through Expansion of the existing Job Centre Plus Pilot</p> <p>Support the development of improved mechanisms for jobs brokerage in Tendring, matching companies to employees who have undertaken pre-employment training (such as Essex County Council's Pathway to Work Programme). Any project should be free to use for employers (in Tendring and surrounding areas) reducing the financial burden of recruitment, whilst linking them to high quality local staff. This could evolve to support recruitment into evolving target sectors within the District.</p> | <ul style="list-style-type: none"> Decrease in population in employment since 2004 District employment rate is 55%, compared to national rate of 62% Claimant count in Clacton is 5.2% High proportion of businesses using informal methods of recruitment | <ul style="list-style-type: none"> Decrease in the reliance on word of mouth and other informal means of recruitment Lower recruitment costs for businesses Clearer pathways to work Increase in employment | <ul style="list-style-type: none"> Job Centre Plus pilot is already delivering elements of this project with existing resources Will need to accompany increase in supply in local and regional job markets Delivery could potentially commence around 2016/17 | <ul style="list-style-type: none"> Tendring DC Job Centre Plus Essex County Council Local Employers | <ul style="list-style-type: none"> Lack of job supply in Tendring Demand from employers to be involved within the programme | <ul style="list-style-type: none"> Local job brokerage projects can range from £100,000 to £2m per year. Initial project should focus on the lower end of this scale with provision for a single salary, marketing and administration costs |

• Tendring Economic Strategy Action Plan •

| Obj. | Action | Evidence from Socio-Economic Baseline and Consultation | Outcome | Timescales | Action Lead & Partners | Risks/challenges | Resources and Funding |
|------|---|--|---|--|--|---|--|
| | <ul style="list-style-type: none"> In the London Borough of Bexley, Resources Plus provides a free job brokerage service for all employers in the borough. Candidates are given pre-employment training for specific opportunities, minimising the risk for employers http://www.resourcesplus.org.uk/ The Renewable Energy Jobs website already provides a matching service for employers/employees in the low carbon energy http://www.renewableenergyjobs.com/ | | | | | | |
| 3 | <p>D9 - Improved Connections to Employment and Training <u>DEPENDING UPON RESULTS OF THE ENABLING SURVEY - EN10</u> Support evolved or new community/public transport to link local people to employment and training, where this is preventing them from accessing opportunities. This could include:</p> <ul style="list-style-type: none"> Development of a new community transport service which links people to centres of employment and education Individual transport plans for residents Interest free loans so that local people in isolated locations can purchase bicycles, mopeds and other relevant vehicles Potential social enterprises related to the maintenance and development of vehicles for subsequent use by students and job seekers Lobbying for and links to improved broadband to offer a mix of on-site and on-line learning opportunities | <ul style="list-style-type: none"> District employment rate is 55% compared to a national rate of 62% Claimant count in Clacton is 5.2% 34% of Tendring's residents have no qualifications Transport is identified as a barrier to participation by a number of consultees | <ul style="list-style-type: none"> Increased workforce mobility Increase in take up of training Increase in local employment | <ul style="list-style-type: none"> Dependent upon findings of initial research. If need is identified, project development should take place in the relative short term | <ul style="list-style-type: none"> <u>Tendring Community Transport</u> <u>Harwich Connections</u> Tendring DC Essex County Council Job Centre Plus Local bus companies Greater Anglia | <ul style="list-style-type: none"> Lack of local providers to support delivery Changeable demand for services impacts upon planning for service | <ul style="list-style-type: none"> Funding will largely be dependent upon the type of vehicles in operation and the scale of the service. An initial budget of around £50,000 (for vehicles and maintenance) alongside a marketing budget would be a reasonable starting point |
| | <ul style="list-style-type: none"> Somerset Rural Youth Project has developed a moped loan scheme to help young people to access jobs and college education http://www.sryp.org.uk/index.php?option=com_content&view=article&id=56&Itemid=67 The Bike Station is Edinburgh's bicycle recycling and cycling promotion charity. They keep old and discarded bikes out of landfill, repairing as many as they can to put them back on the road. They provide cycle training, bike maintenance training, as well as refurbished bikes, to promote cycling and healthy lifestyles across Edinburgh and the Lothians http://www.thebikestation.org.uk/ | | | | | | |
| 4 | <p>D10 - Targeted Enterprise Support Highly targeted support to work with residents and new businesses with viable market-ready business ideas. Bespoke 1-1 support could include:</p> <ul style="list-style-type: none"> Market research and identifying new market opportunities | <ul style="list-style-type: none"> Decline in size of the business base over the last decade | <ul style="list-style-type: none"> Increase in businesses start-up Increase in survival rates Increased networking among | <ul style="list-style-type: none"> This is an early stage delivery project and could be delivered from | <ul style="list-style-type: none"> <u>Appropriate Support Provider</u> Tendring DC Essex County Council Local businesses | <ul style="list-style-type: none"> Initial demand and attrition of service One-to-one development focus, means | <ul style="list-style-type: none"> Would cost in the region of £50,000 for initial training marketing and setting up |

• Tendring Economic Strategy Action Plan •

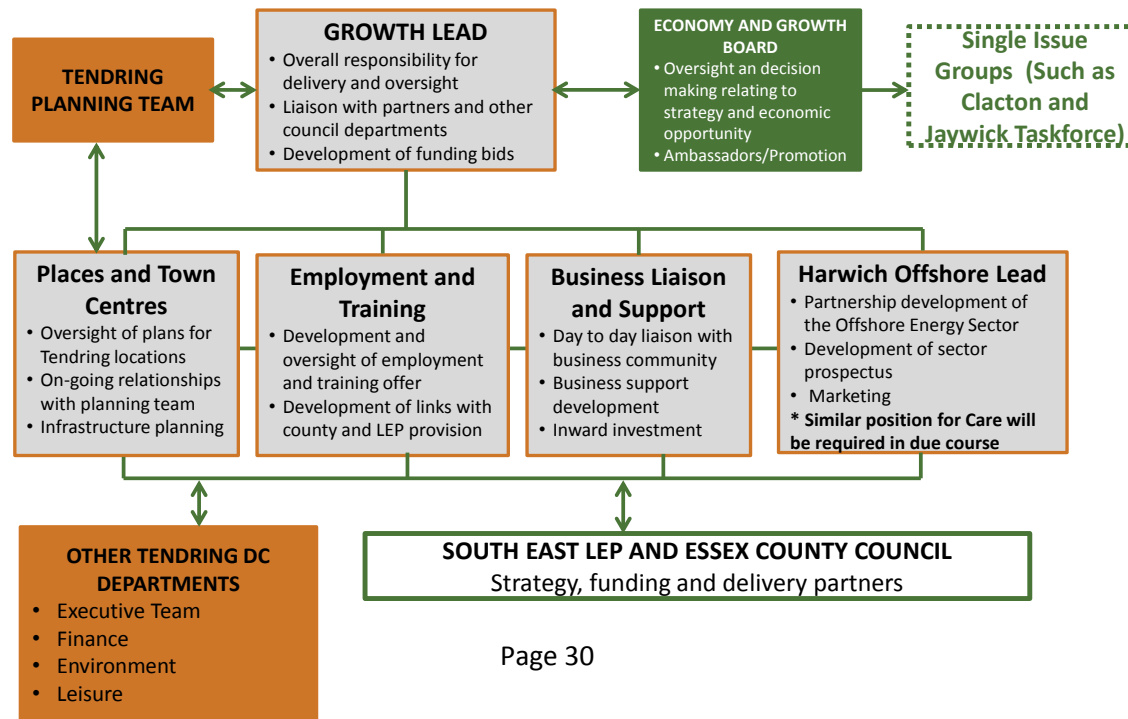
| Obj. | Action | Evidence from Socio-Economic Baseline and Consultation | Outcome | Timescales | Action Lead & Partners | Risks/challenges | Resources and Funding |
|---|--|---|---|---|---|--|---|
| | <ul style="list-style-type: none"> Provision of expertise in finance to support ideas Mentoring and referral to relevant business support and professional services (where possible sourced locally) On-going support through initial growth phases Referral to local HE/FE provision | <ul style="list-style-type: none"> Low and declining levels of enterprise A decreasing business survival rate Lack of take up of business support locally | <ul style="list-style-type: none"> start-up and micro businesses Increase in positive news stories and role models | 2015/16 onwards | | that this is less output focussed, potentially limiting funding | <ul style="list-style-type: none"> c. £50,000 per 1 FTE business support professional per year in terms of salaries and on-going costs Additional marketing and events budget would also be useful |
| <ul style="list-style-type: none"> In Blaenau Gwent, Wales's first Enterprise Facilitation project has been established to work with local community to tease out new ideas and support locally networked solutions to individual challenges http://bgeffect.com/ An 'Enterprise Facilitation' Model has been successfully delivered in Liverpool and has helped over 70 local people start new businesses http://www.enable-north.org.uk/index.php?page=sirrolli | | | | | | | |
| 4 | <p>D11 - Interns for Growth</p> <p>Work with the University of Essex to place graduates into intern positions within Tendring businesses. This would be done with a view to supporting growth and diversification within the local business base, as well as providing companies with new perspectives and ideas to support growth. Potential areas where interns could support local businesses include:</p> <ul style="list-style-type: none"> Market Research Marketing Business Development Environmental Management IT Science and Engineering | <ul style="list-style-type: none"> A decreasing business survival rate Lack of take up of business support locally Lack of finance to support full time staff (or professional services) | <ul style="list-style-type: none"> Access to higher skilled recruits for Tendring businesses Diversification and new processes within the business base Improved links between University and local businesses Improved graduate employment in Essex and Tendring | <ul style="list-style-type: none"> Project has already been established by the University of Essex, so it could commence in pilot form immediately | <ul style="list-style-type: none"> University of Essex Tendring DC Essex County Council | <ul style="list-style-type: none"> Lack of appetite for diversification and graduate recruitment within the business base Appeal of Tendring for graduates | <ul style="list-style-type: none"> Limited costs for initial rollout aside from promotion and administration Further investment would be required to deliver and expand offer to the business community in Tendring |
| <ul style="list-style-type: none"> Keele University already runs a successful Internship placement project http://www.keele.ac.uk/internships/foremployers/ | | | | | | | |
| 4 | <p>D12 - Inward Investment</p> <p>In the longer term, an inward investment offer must be developed for Tendring. This intervention area will involve a number of key activities:</p> | <ul style="list-style-type: none"> Limited evidence of any Inward Investment into Tendring over the last 3-4 years | <ul style="list-style-type: none"> Increased businesses locating and investing in Tendring | <ul style="list-style-type: none"> In the first 2 years of the Strategy process, new arrangements | <ul style="list-style-type: none"> Essex County Council Tendring DC Sector steering groups UKTI | <ul style="list-style-type: none"> Inability to create agreement between the various bodies | <ul style="list-style-type: none"> Initial improvement could be supported with limited resources |

• Tendring Economic Strategy Action Plan •

| Obj. | Action | Evidence from Socio-Economic Baseline and Consultation | Outcome | Timescales | Action Lead & Partners | Risks/challenges | Resources and Funding |
|------|---|--|--|--|------------------------|--|--|
| | <ul style="list-style-type: none"> • Effective pro-active communication of the Tendring offer to potential sectors of interest • Single point of contact for potential investors, brokering relationships with relevant council departments • Better links to existing marketing brands • Better co-ordination across all bodies engaged in inward investment activity • Development of a new service-level agreement with all organisations marketing Tendring • Development and delivery of process for dealing with enquiries (including visits, briefings, rapid response on specific requests) • After care offer developed through improved business liaison | <ul style="list-style-type: none"> • Decline in the business base and employment over the last decade | <ul style="list-style-type: none"> • Increase jobs in the district • Growth in target sectors and other industries | <ul style="list-style-type: none"> • should be developed to support investment (with Invest Essex) • In 5 years (assuming some momentum) a more significant service could be developed, with a focus on target sectors | | <ul style="list-style-type: none"> • responsible for inward investment • Inability to effectively respond to the enquiries | <ul style="list-style-type: none"> • by working with Essex County Council to configure an improved offer • In the longer term further resources may be necessary, although economies of scale would exist with other projects in this plan |

5. Organisation and Internal Resources

- 5.1 This Strategy has been designed specifically to position Tendring in the context of current and emerging regional and national policy, not least that of the South East LEP and Essex County Council. To this end, establishing effective delivery relationships with these organisations will be crucial to the successful delivery of this Plan.
- 5.2 In developing the Strategy, it has been acknowledged that there is the need to consider how Tendring DC's corporate and operational functions/structures (outlined in section two) can be better deployed to support day to day implementation. In particular, it is important to recognise the need for stronger links between Economic Development (and the activities of the Inward Investment and Growth Team) with other Council departments, particularly planning.
- 5.3 The diagram below outlines a proposed organisational structure to support the delivery of this strategy. Much this could be accommodated using existing staff resources, although recruitment of officers to focus upon the pressing opportunity in Harwich and business liaison should be seen as essential to the Strategy's success:



6. Funding Interventions

- 6.1 Funding the actions within this Plan will perhaps be the most significant challenge partners will face in delivering the Tendring Economic Strategy. Despite this, with the advent of the Local Enterprise Partnerships and recent increases in regional investment for economic development, this is a timely juncture to be beginning a new Strategy.
- 6.2 Tendring's Economic Strategy and Action Plan have been written specifically to correlate with the objectives of the Essex Growth Strategy and the emerging investment priorities of the South East LEP. It should also be noted that over the next ten years, other relevant funds will emerge - remaining alert to these opportunities will be an important element of Tendring DC's oversight and leadership in delivering the Strategy.
- 6.3 Success in attracting funding will be dependent upon the ability to demonstrate strong partnerships, compelling evidence and, perhaps most importantly match funding and committed resources. In all of these cases, **the role of Tendring DC as a bid leader is again, critical.**
- 6.4 The remainder of this section outlines some of the available funds and makes recommendations on the applicability for delivery against strategic objectives.

2014-2020 European Structural Funds

- 6.5 In April 2013 HM Government produced its preliminary guidance on its Structural Investment Funds Growth Programme https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/190880/13-747an-structural-and-investment-fund-strategies-preliminary-guidance-to-leps-technical-annex.pdf. This covers three European Structural Funds: the European Regional Development Fund (ERDF), the European Social Fund (ESF) and the European Agricultural Fund for Rural Development (EAFRD), uniting activity under ten shared objectives.
- 6.6 Most of the money in the Structural and Investment Funds Growth Programme will be notionally allocated to Local Enterprise Partnership areas, with the LEPs themselves working alongside local partners to set the direction of activity. The South East LEP has been allocated in the region of £165m (derived of £82.5m for ERDF and £82.5m of ESF) and is currently preparing its Strategic Plan and Investment Framework (this is scheduled for completion in November 2013).
- 6.7 The SE LEP's Strategic Investment Framework will encompass much of the activity identified in the table below, which outlines the broad focus of ERDF and ESF in England.

• Tending Economic Strategy Action Plan •

| Thematic Objective | Areas for Intervention |
|--|--|
| ERDF | |
| Innovation | <ul style="list-style-type: none"> • Building collaborative research between enterprises, research institutions & public institutions • Supporting SMEs to commercialise Research & Development i.e. bringing new products to the market, especially those linked to key enabling and health science technologies • Physical infrastructure for innovation including incubation space for new enterprises active in innovation linked to research institutions • Innovation activities which contribute to low carbon goals, resource efficiency and protecting the environment, while maintaining the focus on business investment in research and innovation • Higher level workforce skills to support research, development and innovation • Support for innovation actors including enterprises, social economy, research centres or universities to promote social innovation and innovation in health |
| ICT | <ul style="list-style-type: none"> • Roll-out of high speed digital networks to businesses and communities experiencing market failure • Promoting the take up and exploitation by SMEs and communities of emerging technologies • Higher level workforce skills to support the development of these actions |
| Enhancing the Competitiveness of Small and Medium Size Enterprises | <ul style="list-style-type: none"> • Ensuring that a flexible mix of finance is available for difference stages of business development • Ensuring business financial readiness • Encouraging SMEs to target new markets • Strengthening national and an local supply chains as well as improving productivity and manufacturing performance • Support those looking to start and grow their business through capability building • Ensure that there is an adequate supply of incubation space and support services for the next generation of high growth businesses |
| Low Carbon | <ul style="list-style-type: none"> • Support activities that realise and enhance job creation in the low carbon sector • Support the non-domestic sector to develop low carbon technologies • Development of 'whole place' low carbon solutions • Activities that accelerate the development, innovation, adoption, deployment and cost-reduction of low carbon technologies |
| Climate Change | <ul style="list-style-type: none"> • Capacity building with respect to climate change, including business skills to manage risk and development of green and blue infrastructure |
| Protecting the Environment and Promoting Resource Efficiency | <ul style="list-style-type: none"> • Supporting resourced efficiency measures that improve business performance • Investment in green infrastructure to support sustainable economic development • Promoting innovative technologies that address environment protection and resource efficiency for business and communities • Actions to promote ecosystem serviced that support growth and jobs |
| Promoting Sustainable Transport and | <ul style="list-style-type: none"> • Improving connection from local transport networks to key gateways linked to the TEN-T network • Improvements in the wider railway network • Support for the development and implementation of new technologies and systems |

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| | |
|--|--|
| Removing Bottlenecks | <ul style="list-style-type: none"> Localised/small scale non-car transport |
| ESF | |
| Promoting Employment and Supporting Labour Mobility | <ul style="list-style-type: none"> Access to employment for job seekers and inactive people Sustainable integration of young people into the labour market Delivery of projects which can complement (and do not duplicate) Government's wider objectives and projects linked to unemployment and supporting people into work |
| Promoting Social Exclusion and Combatting Poverty | <ul style="list-style-type: none"> Active inclusion with a view to increasing employability Flexible, tailored support to those furthest from the labour market Tacking barriers to troubled families Tackling barriers to work in a holistic way Bottom-up active inclusion in specific locations Community Grant 'type' of activity Develop capacity of community groups to participate |
| Investing in Education, skills and Lifelong Learning | <ul style="list-style-type: none"> Enhancing access to lifelong learning Support activities to start and grow a business Promote integration between businesses and higher education Support informal and community-based learning Support better links between business and schools |

6.8 As a 'More Developed' region, the South East will be expected to focus its ERDF activities upon **Innovation** and **Low Carbon** objectives, with ESF allocations focussed on **employment, skills** and social **inclusion**. The Government are also keen to support cross-boundary projects between the LEPs. Given the proximity to the New Anglia LEP, Tendring could be well placed to support collaboration between this and the South East LEP.

Applicability

6.9 Overall, this plan has been written with the evolution of the EU Strategic Investment Framework for the South East in mind. Although the South East Strategic Economic Plan itself has yet to be completed, the inevitable links to the Essex Growth Strategy and the areas for intervention outlined above, suggest there will be a strong case for a number of projects outlined within this Plan to be supported by ERDF and ESF funds.

6.10 It is important that Tendring DC works closely with partners immediately to ensure that strong responses to the South East Investment Framework are developed. It is also vital that partners begin to assemble match funding to support any EU investment in Tendring in the 2014-2020 Programme.

Other 2014-2020 European Funds

- 6.11 In addition to the core EU structural funds administered through the SELEP, there are a number of other potential European funding sources which could be deployed to support activities within this plan. This could include:
- Territorial Cooperation Programmes: These will be concentrated on a smaller number of priorities linked to mainstream ERDF (see above). Although exact arrangements are yet to be defined, opportunities may exist to develop relationships with partners in NW Europe to support cooperation in relation the Offshore Energy.
 - Horizon 2020: This is a financial mechanism which combines previously disparate research and technical funds. Although not directly relevant to Tendring DC, there may be opportunities to partner with higher education partners as opportunities emerge.
 - EaSI (Programme for Employment and Social Innovation): This will include modernised tools for job seekers, micro-finance and development of pan-Europe policy. Whilst, activity is likely to be focused outside of the UK, it may be worth partners monitoring this fund.
 - Ambient Assisted Living Joint Programme: In part, this aims to foster the emergence of innovative ICT based products to support 'ageing well at home'. Focus and allocations remain unclear, but this could provide opportunities to support the Care and Assisted Living Sector in Tendring.
- 6.12 The process of developing programmes for 2014-2020 is on-going (as of October 2013) and, as such. It will be important for partners to remain vigilant to opportunities, with strong partnerships in place to respond where relevant.

Other South East LEP Funds

- 6.13 In addition to EU funds the SE LEP is also responsible for a number of other funding pots. The allocation of these will also be influenced by the LEP's Strategic Economic Plan.

Single Local Growth Fund

- 6.14 The Government has recently created a new Single Local Growth Fund (SLGF). From 2015 this will become one of the key funding sources for skills, housing and transport.

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6.15 The exact scale and focus of this funding is still unknown, although the vast majority allocated is likely to be spent on capital projects. The amount of money that each LEP areas is allocated will be decided through a “process of negotiation and using competitive tension to strengthen incentives on LEPs and their partners to generate growth”. This will largely be dictated by the content of the new SE LEP Strategic Economic Plan.

Growing Places Fund

6.16 The Government’s Growing Places Fund (GPF) is designed to push forward developments that may have stalled as a result of the financial climate, to enable the creation of new jobs and homes. It has three broad aims:

- To generate economic activity in the short term by addressing immediate infrastructure and site constraints and promote the delivery of jobs and housing.
- To allow local enterprise partnerships to prioritise the infrastructure they need, empowering them to deliver their economic strategies.
- To establish sustainable revolving funds so that funding can be reinvested to unlock further development and leverage private investment.

6.17 The GPF is effectively a revolving loan fund which ultimately has to be repaid once its objectives have been delivered and returns realised. Tendring has already been successful in securing GPF funding to support job creation for the offshore wind sector in Harwich.

Applicability

6.18 Like EU funding, both SLGF and GPF will be allocated in line with the LEP’s Strategic Economic Plan. Again, given the inevitable links this will have with the Essex Growth Strategy, partners should plan for the fact that there will be opportunities to secure some of this funding to support projects within this Plan from 2015 onwards.

Regional Growth Fund

6.19 The Regional Growth Fund (RGF) is intended to help companies **create jobs** over the next 10 years. RGF supports projects and programmes that stimulate private sector investment to create economic growth and sustainable employment. Funding is available to the following organisations, although previous allocations have tended to focus on companies, rather than public sector bodies:

- Company
- Sole proprietor

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- Partnership
- Public corporation/ nationalised body
- Local authority
- Non-profit body

6.20 The first 3 rounds of the Regional Growth Fund have awarded £2 billion to almost 300 projects and programmes, round 4 closed in July 2013. The Government is currently considering the scope and timings of Round 5 of the RGF. With an announcement likely in autumn 2013.

6.21 The RGF is a competitive fund, with bidders able to submit bids either as a project or a programme. It has a minimum bid threshold of £1 million.

Applicability

6.22 Tendring DC has previously been involved with one successful RGF bid, a joint submission with Thanet DC and Hasting BC to provide financial support for creative companies (the SUCCESS programme). Future rounds of RGF funding could provide potential to support the sector growth ambitions of the Strategy.

6.23 It is worth noting that this is a highly competitive fund, with a thorough bidding and due diligence process. It is important that partners take time to think about bidding (particularly in terms of job creation commitments). Where possible, it is recommended that private sector partners are identified to play a prominent role in supporting and ideally leading bids in the future.

6.24 As well as bidding for new RGF funds, it is also worth noting that there are a number of successful RGF programmes which are already providing funding and finance which could be accessed by Tendring SMEs. A full list of these can be found here: <https://www.gov.uk/regional-growth-fund-a-guide-for-small-and-medium-enterprises-smes#rgf-programmes>.

6.25 In delivering Objective 4 (Support Modernisation, Diversification and Growth within the Business Base), it is important that Tendring DC and its partners are aware of these funds and are able to support local businesses to access them.

Coastal Communities Fund

6.26 The Coastal Communities Fund (CCF) aims to encourage the economic development of UK coastal communities by giving them funding to create sustainable economic growth and jobs. CCF is a UK-wide programme, although there are some country specific requirements and priorities. Funding

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awards of over £50,000 are available for projects lasting up to two years.

6.27 Previous allocations from CCF have included:

- Barrow in Furness - £900,000 to support the 'Unleashing Growth in Coastal Furness' initiative which aims to create 275 full-time jobs and more than 85 part time jobs.
- Bournemouth Borough Council - £2million over two years to create Europe's first National Coastal Tourism Academy (NCTA).
- National Lobster Hatchery, Padstow, Cornwall - £150,500 to provide four new jobs and 15 training and volunteering opportunities at this social enterprise.
- RAK Maritime Project in East Anglia - £757,000 to provide maritime training to 63 young people each year over two years to support the renewable energy industry in East Anglia.
- Suffolk County Council - £762,000 to create 200 new employer-led apprenticeships to develop skills needed in the low carbon energy sector in coastal communities in Norfolk, Suffolk and Essex.

6.28 It was recently announced that the fund has been extended for a further year to 2014-15 and will allow coastal communities to bid for investments totalling £29 million.

Applicability

6.29 Given the level of deprivation in parts of the district and potential opportunities outlined within the Strategy, there is an opportunity for Tendring to make a compelling case for Coastal Communities Funding. It is important that partners develop bids in a way which makes them distinctive and ensure that they respond specifically to the issues identified in the baseline and evidence base. Given the scale of the fund, projects will need to demonstrate significant impact and particularly demonstrable job creation.

Essex County Council

6.30 Essex County Council is an important partner for the delivery of this Plan and already allocates a variety of funds to directly support business, skills and infrastructure. The County Council has a number of specific funds and mechanisms which could be relevant to the delivery of actions outlined within this Action Plan.

Social Impact Bond / Essex County Council Community Budgets

- 6.31 Essex County Council is an early adopter of Social Impact Bonds. These are a financial mechanism which asks an investor to take a risk of up-front investment in service delivery. SIBs are ‘results focussed’ meaning that should the project’s agreed outcome be realised, the investor receives a return (effectively funded by the positive economic impact or saving delivered by the intervention). In Essex, these have been used effectively to support the care of troubled adolescents.

Integrated County Strategy Investment Fund

- 6.32 The Essex Integrated County Strategy identifies the key strategic projects that will underpin the future prosperity of Greater Essex. It identifies the public expenditure needed to attract private investment to accelerate economic growth. To this end, Essex County Council has established an ICS Investment Fund to facilitate the early delivery of some of these schemes in partnership with District councils and the private sector. **An Incubation Centre at Harwich** and **Improved vehicular access to Pond Hall Farm** have both been identified as priority investments.

Applicability

- 6.33 As outlined previously, the Strategy and this Plan are designed specifically to support the objectives of the Essex Growth Strategy. On-going partnership development, case making and lobbying will help put Tendring at the heart of Essex County Council’s plans and ensure that County funding is maximised. In particular, it will be important to ensure that commitments to funding in Harwich are realised.

Tendring District Council

- 6.34 As the Local Authority, Tendring DC is already responsible for the delivery of a number of services and projects. Where possible, the Council should seek to ‘bend’ existing services to ensure that they are closely aligned to the principles outlined within the Strategy.
- 6.35 Also, given the requirement to match many of funds listed above, Tendring DC will need to consider how it deploys its reserves and uses its assets to ensure that it can maximise the match and in-kind support it can offer. Having understood more about future capital projects in target locations and sectors, Tendring DC may also wish to consider borrowing to support upfront investment where this is likely to support economic growth.
- 6.36 As outlined in section two, Tendring DC should also consider retaining a proportion of revenues generated by future economic growth to reinvest in economic development projects in the long term.

Lottery Funds

6.37 The National Lottery supports a number of funds which may be relevant to the delivery of elements of the strategy and plan; potentially relevant funds are outlined below (although these can be searched in more detail at <http://www.lotterygoodcauses.org.uk/funding/>):

| Fund | Description | Amount Available |
|---|---|---|
| Arts Council | | |
| Capital investment programme – Large capital grants | Arts Council England’s large capital grants will support organisations to develop resilience by giving them the right buildings and equipment to deliver their work. This programme is one of a number of measures the Arts Council is putting in place to help make the arts more sustainable, resilient and innovative. | £500,000 - £5,000,000 (grants are available over this amount but are exceptional) |
| Capital investment programme – Small capital grants | This fund offers grants between £100,000 and £499,999 to support capital expenditure. Art Council England defines capital expenditure as money spent on the purchase, improvement, restoration, construction or creation of an asset, including expenses or costs that are directly attributable to delivering the capital project. | £100,000 - £499,999 |
| Creative People and Places | The Creative people and places fund will focus The Arts Council’s investment in parts of the country where people’s involvement in the arts is significantly below the national average, with the aim of increasing the likelihood of participation. | £500,000 - £3,000,000 |
| Digital Research and Development Fund for the Arts | The £7 million Digital R&D Fund for the Arts is a partnership between Arts Council England, the Arts & Humanities Research Council (AHRC) and Nesta. It funds research and development projects that use digital technology to enhance audience reach and/or explore new business models for organisations with arts projects. | 0 - £125,000 |
| Grants for the Arts – Libraries | The Grants for the arts Libraries fund will invest £6 million of the Arts Council’s Grants for the arts National Lottery money in projects delivered by public libraries or library authorities working in partnership with cultural organisations across all art forms. | £1,000 - £100,000 |
| Grants for the arts | Grants for the arts is an open-application funding programme, which funds arts activities that engage people in England, or that help artists and art organisations carry out their work. | £1,000 - £100,000 |
| Heritage Lottery Fund | | |
| Heritage Enterprise | The Heritage Enterprise programme is for projects that seek to achieve economic growth by rescuing neglected historic buildings and sites and returning them to a viable and profitable productive use. | £100,000 - £5 million |
| Heritage Grants | This open programme is for grants over £100,000 for any type of project related to the national, regional and local heritage of the UK. | Grants of more than £100,000 - None |
| Our Heritage | This is a general programme for all types of heritage projects across the UK. | £10,001 - £100,000 |
| Townscape Heritage | To help communities to regenerate Conservation Areas displaying particular social and economic needs. | £100,000 - £2,000,000 |

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| | | |
|------------------------------|---|--------------------|
| Big Lottery | | |
| Reaching Communities England | This programme is for community-driven projects which benefit those most in need. | £10,000 - £500,000 |

Applicability

- 6.38 Lottery funding is highly competitive and should be judged on a project by project basis. It often may not be relevant for Tendring DC itself to bid directly. In these cases, alerting local organisations to funding and supporting them through the bidding process will provide an opportunity to secure additional resources for the District.

Grants and Loans for Civil Society Organisations

- 6.39 There are a plethora of funds which offer support for community organisations that may become involved with projects relevant to this Plan. Previously these were difficult to access and search; however the ‘Funding Central’ website (<http://www.fundingcentral.org.uk/search.aspx>) provides an easily searchable, up-to-date database of grant funds and loans schemes.

Applicability

- 6.40 The vast majority of these funds would not be accessed directly by Tendring DC. However, the Council and its partners could provide some resource to work with voluntary and community organisations to identify where funds could be accessed to help deliver projects in this Plan and other activities which adhere to the objectives and principles outlined within the Strategy.

7. Timescales, Priority Next Steps and Quick Wins

7.1 This Plan clearly outlines a significant amount of activity. This needs to be considered and delivered in a systematic way, which generates early momentum and enthusiasm. This final section outlines priority next steps and quick wins to support this.

Priority Next Steps

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


- Agree and embed the principles of the Economic Strategy within Tendring District Council.
- Establish the organisational structures (Growth Board, Clacton and Jaywick Taskforce and Sector Steering Groups) to oversee the Strategy's delivery.
- Promote the Strategy with Essex County Council, Haven Gateway Partnership 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.

Longer Term Intervention and Project Delivery

7.3 The chart below outlines an indicative timetable for the delivery of the interventions within the plan. This should not be seen as set in stone or a definitive representation of what will happen when. Indeed, it is highly important that partners remain vigilant to the opportunity or need to deliver projects outside of this timetable.

• Tending Economic Strategy Action Plan •

7.4 The table itself outlines in dark green where specific investment and action is likely to be required and in a lighter green where projects are ongoing. The dashed orange line, illustrates where projects are directly linked (e.g. feasibility – delivery).

| Project/Interventions | Year | | | | | | | | | |
|--|------|---|---|---|---|---|---|---|---|----|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Making Better Use of Existing Resources | | | | | | | | | | |
| R1 - Establish a 'Local Economy Board' for Tendring | | | | | | | | | | |
| R2 - On-going Lobbying | | | | | | | | | | |
| R3- Improved Dialogue with the South East LEP and Essex County Council | | | | | | | | | | |
| R4 - Leading on the Development of Multi-partner Bids for Funding | | | | | | | | | | |
| R5 - Modelling of the Financial Returns from Economic Growth | | | | | | | | | | |
| R6 - Communicating Tendring's Success | | | | | | | | | | |
| R7 - Collect, Analyse and Communicate Data and Evidence | | | | | | | | | | |
| R8 - Embed Principles of Growth and Economic Development within the Planning System | | | | | | | | | | |
| R9 - Establish a Taskforce for Clacton and Jaywick | | | | | | | | | | |
| R10 - Establish Sector-Based Steering Groups | | | | | | | | | | |
| R11 - Continue to Develop Principles of Community Leadership | | | | | | | | | | |
| R12 - Continued Communication of County Employment and Training Initiatives | | | | | | | | | | |
| R13 - Provide Young People with an Opportunity to Influence Delivery | | | | | | | | | | |
| R14 - Improved Business Liaison | | | | | | | | | | |
| R15 - Map Business Contact by Tendring DC and Partners | | | | | | | | | | |
| R16 - Ensure Flexibility within the Tendring Local Plan to Accommodate Future Growth | | | | | | | | | | |
| R17 - Improved Developer Liaison | | | | | | | | | | |
| Enabling Actions | | | | | | | | | | |
| EN1 - Officer Resource for Harwich | | | | | | | | | | |
| EN2 - Seafront Planning for Clacton - Holland Haven | | | | | | | | | | |
| EN3 - Harwich Incubation Centre Feasibility Study | | | | | | | | | | |
| EN4 - Inward Investment and Marketing of Harwich's Offshore Energy Offer | | | | | | | | | | |
| EN5 - West of Tendring Growth Area Concept Development | | | | | | | | | | |
| EN 6 - Establish the Tendring Care Trailblazer | | | | | | | | | | |
| EN 7 - Enhanced School Involvement in Local Economy | | | | | | | | | | |
| EN8 - Sector Apprenticeship Pilot | | | | | | | | | | |
| EN9 - Research into Barriers to Employment and Training | | | | | | | | | | |
| Delivery Actions | | | | | | | | | | |
| D1 - Coastal Marketing | | | | | | | | | | |
| D2 - Delivery of the Harwich Enterprise and Training Centre | | | | | | | | | | |
| D3 - Energising Harwich Project Extension | | | | | | | | | | |
| D4 - Exemplar Care Facility | | | | | | | | | | |
| D5 - Clacton Seafront Co-operative | | | | | | | | | | |
| D6 - Workforce Training Advice | | | | | | | | | | |
| D7 - Targeted Innovation in Care | | | | | | | | | | |
| D8 - Jobs Brokerage - Through Expansion of the existing Job Centre Plus Pilot | | | | | | | | | | |
| D9 - Improved Connections to Employment and Training | | | | | | | | | | |
| D10 - Targeted Enterprise Support | | | | | | | | | | |
| D11 - Interns for Growth | | | | | | | | | | |
| D12 - Inward Investment | | | | | | | | | | |
|  | | | | | | | | | | |

Opportunities for Quick Wins

- 7.5 Amongst the projects outlined in both the enabling and delivery phases of this Plan there are opportunities to secure quick wins. These initial activities and their outcomes will be crucial in changing perceptions of Tendring and showing partners that the Tendring DC is committed to securing long term growth and prosperity.
- 7.6 The opportunities for 'quick wins' are:
- Building upon and expanding existing successful pilot projects (in particular the JCP Pilot, Family Solutions Pilot and Energising Harwich).
 - Establishment of a new partnership to support the evolution of the district's offer (and particularly Harwich) in relation to the Offshore Energy offer.
 - Improved liaison between Tendring DC and the business community, communicating strategy objectives and demonstrating the Council's commitment to being a more supportive partner.
 - Robust and direct response to persistent issues in Clacton and Jaywick through a visible Task Force.
 - Promotion of Economic opportunity within local schools, providing improved career education and links to the business community.

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