



CABINET

DATE:	Friday, 20 March 2020
TIME:	10.30 am
VENUE:	Essex Hall - Town Hall, Station Road, Clacton-on-Sea, CO15 1SE

MEMBERSHIP:

Councillor Stock OBE	- Leader of the Council
Councillor Broderick	- Independent Living Portfolio Holder
Councillor C Guglielmi	- Deputy Leader of the Council, Corporate Finance and Governance Portfolio Holder
Councillor P Honeywood	- Housing Portfolio Holder
Councillor McWilliams	- Partnerships Portfolio Holder
Councillor Newton	- Business and Economic Growth Portfolio Holder
Councillor Porter	- Leisure and Tourism Portfolio Holder
Councillor Talbot	- Environment and Public Space Portfolio Holder

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For further details and general enquiries about this meeting, contact Ian Ford on 01255 686584.

DATE OF PUBLICATION: WEDNESDAY, 11 MARCH 2020

AGENDA

1 **Apologies for Absence**

The Cabinet is asked to note any apologies for absence received from Members.

2 **Minutes of the Last Meeting (Pages 1 - 8)**

To confirm and sign the minutes of the last meeting of the Cabinet held on Friday 21 February 2020.

3 **Declarations of Interest**

Councillors are invited to declare any Disclosable Pecuniary Interests or Personal Interest, and the nature of it, in relation to any item on the agenda.

4 **Announcements by the Leader of the Council**

The Cabinet is asked to note any announcements made by the Leader of the Council.

5 **Announcements by Cabinet Members**

The Cabinet is asked to note any announcements made by Members of the Cabinet.

6 **Matters Referred to the Cabinet by the Council**

There were no matters referred to the Cabinet by the Council on this occasion.

7 **Matters Referred to the Cabinet by a Committee - Reference from the Community Leadership Overview & Scrutiny Committee - A.1 - Education, Economy and Skills (Pages 9 - 12)**

To enable Cabinet to consider a recommendation made by the Community Leadership Overview & Scrutiny Committee in relation to the above.

8 **Matters Referred to the Cabinet by a Committee - Reference from the Resources and Services Overview & Scrutiny Committee - A.2 - Performance Report Quarter Three (October to December 2019) (Pages 13 - 14)**

To enable Cabinet to consider a recommendation made by the Resources and Services Overview & Scrutiny Committee in relation to the above.

9 **Matters Referred to the Cabinet by a Committee - Reference from the Resources and Services Overview & Scrutiny Committee - A.3 - Scrutiny of the New Waste and Recycling Collection Service (Pages 15 - 20)**

To enable Cabinet to consider recommendations made by the Resources and Services Overview & Scrutiny Committee in relation to the above.

10 **Leader of the Council's Items**

There are none on this occasion.

11 Cabinet Members' Items - Report of the Corporate Finance and Governance Portfolio Holder - A.4 - Programme of Meetings: 2020/2021 Municipal Year (Pages 21 - 26)

To enable Cabinet to give consideration to the programme of meetings for the 2020/2021 Municipal Year.

12 Cabinet Members' Items - Report of the Corporate Finance and Governance Portfolio Holder - A.5 - Review of the Council's Constitution (Pages 27 - 90)

To approve the recommended changes to the Constitution for referral onto Full Council following a review undertaken by the Portfolio Holder for Corporate Finance and Governance through a Working Party constituted for this purpose.

13 Cabinet Members' Items - Report of the Corporate Finance and Governance Portfolio Holder - A.6 - Annual Capital and Treasury Strategy for 2020/21 (including Prudential and Treasury Indicators) (Pages 91 - 126)

To agree the Annual Capital and Treasury Strategy for 2020/21 (including Prudential and Treasury Indicators) for submission to Council on 31 March 2020.

14 Cabinet Members' Items - Joint Report of the Business & Economic Growth Portfolio Holder and the Leisure & Tourism Portfolio Holder - A.7 - Tendring Heritage Strategy (Pages 127 - 270)

To present the Heritage Strategy consultation responses, and to seek Cabinet's agreement to amend and adopt the Strategy.

15 Cabinet Members' Items - Joint Report of the Leisure & Tourism Portfolio Holder and the Business & Economic Growth Portfolio Holder - A.8 - Creative and Cultural Strategy for Tendring (Pages 271 - 314)

To seek Cabinet's approval of:-

- the Creative and Cultural Strategy for Tendring;
- the allocation of £100,000 from uncommitted resources within the Council's Regeneration Budgets to support the development and delivery of projects that will deliver the objectives of the Strategy; and
- the establishment of a Creative and Cultural Board that will have responsibility for translating the Strategy's Vision, Objectives, Themes and Goals into focused and tangible action on the ground; and for monitoring and evaluating specific interventions against the Vision and Objectives of the Strategy.

16 Management Team Items

There are none on this occasion.

Date of the Next Scheduled Meeting

The next scheduled meeting of the Cabinet is to be held in the Town Hall, Station Road, Clacton-on-Sea, CO15 1SE at 10.30 am on Friday, 24 April 2020.

Information for Visitors

ESSEX HALL FIRE EVACUATION PROCEDURE

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**MINUTES OF THE MEETING OF THE CABINET,
HELD ON FRIDAY, 21ST FEBRUARY, 2020 AT 10.30 AM
ESSEX HALL - TOWN HALL, STATION ROAD, CLACTON-ON-SEA, CO15 1SE**

Present: Councillors Neil Stock OBE (Leader of the Council)(Chairman), Carlo Guglielmi (Deputy Leader of the Council & Corporate Finance and Governance Portfolio Holder), Paul Honeywood (Housing Portfolio Holder), Lynda McWilliams (Partnerships Portfolio Holder), Mary Newton (Business and Economic Growth Portfolio Holder), Alex Porter (Leisure and Tourism Portfolio Holder) and Michael Talbot (Environment and Public Space Portfolio Holder)

Group Leaders Present by Invitation:

Councillors Terry Allen (Leader of the Tendring First Group), Jayne Chapman (Leader of the Independents Group), Ivan Henderson (Leader of the Labour Group), Gary Scott (Leader of the Liberal Democrats Group) and Mark Stephenson (Leader of the Tendring Independents Group)

Also Present: None

In Attendance: Ian Davidson (Chief Executive), Ewan Green (Corporate Director (Planning and Regeneration)), Lisa Hastings (Head of Governance and Legal Services & Monitoring Officer), Richard Barrett (Head of Finance, Revenues and Benefits Services & Section 151 Officer), Keith Simmons (Head of Democratic Services and Elections), Ian Ford (Committee Services Manager & Deputy Monitoring Officer) and William Lodge (Communications Manager)

111. APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillor Joy Broderick (Independent Living Portfolio Holder).

112. MINUTES OF THE LAST MEETING

It was **RESOLVED** that the Minutes of the meeting of the Cabinet held on Friday 24 January 2020 be approved as a correct record and be signed by the Chairman.

113. DECLARATIONS OF INTEREST

There were no declarations of interest made on this occasion.

114. ANNOUNCEMENTS BY THE LEADER OF THE COUNCIL

The Leader of the Council (Councillor Stock OBE) informed Cabinet that he had, on Wednesday 19 February 2020, attended a meeting held at The Kingscliff Hotel, Holland-on-Sea, with representatives from Public Health England, Health Watch, other local

NHS bodies, Essex County Council and with Professor Marmot, Institute of Health Inequality also in attendance which had discussed the very high levels of health inequality in parts of Clacton-on-Sea and its environs and what economic investments solutions could be found to alleviate such inequalities.

The Chief Executive (Ian Davidson) also outlined the useful outcomes and pending actions from that meeting, which had been an “eye opener” for many of the attendees and that supporting evidence of this issue would be submitted to an All Party Parliamentary Group (APPG) meeting to be held in the House of Lords in Parliament during March 2020.

115. ANNOUNCEMENTS BY CABINET MEMBERS

There were none on this occasion.

116. MATTERS REFERRED TO THE CABINET BY THE COUNCIL

There were none on this occasion.

117. MATTERS REFERRED TO THE CABINET BY A COMMITTEE - REFERENCE FROM THE COMMUNITY LEADERSHIP OVERVIEW & SCRUTINY COMMITTEE - A.1 - HOMELESSNESS REDUCTION AND ROUGH SLEEPING STRATEGY

The Cabinet was informed that, at its meeting held on 13 January 2020 (Minute 85 referred) the Community Leadership Overview and Scrutiny Committee had had before it the Council’s draft Homelessness Reduction and Rough Sleeping Strategy 2019 – 2024 and accompanying Briefing Note.

At that meeting Members were informed that the draft Homelessness Reduction and Rough Sleeping Strategy 2019-2024 had been approved by the Housing Portfolio Holder to go out to public consultation and that the consultation period had been running since 6 January 2020 for six weeks. As part of the consultation process, it had been suggested that the draft strategy be presented to the Community Leadership Overview & Scrutiny Committee (CLOS).

Members were further informed that Section 1 Homelessness Act 2002 required the Council to carry out a review of homelessness in the District and to formulate and publish a homelessness strategy based upon the conclusions in that review and predicted future levels of homelessness in the District. The Council was required to comply with the provisions of the Housing Act 1996 (as amended by the Localism Act 2011 and subsequently the Homelessness Reduction Act 2017) in assessing, preventing and tackling homelessness in the District.

The Homelessness Reduction & Rough Sleeping Strategy had been drafted following the introduction of the Homelessness Reduction Act 2017. That Act had initiated the most significant change to homelessness administration and legislation since the first homelessness legislation was passed in 1977. The Strategy had been developed to reduce homelessness and rough sleeping in the District at a time when homelessness was increasing locally and nationally with associated social and financial costs.

The strategy set out the national and local strategic setting for homelessness and the causes and demographics of homelessness and rough sleeping in the District. It also

set out the challenges the Council faced in tackling homelessness and rough sleeping locally and how homelessness was an issue that needed to be tackled in partnership with other agencies. The Council, as a community leader, could facilitate earlier prevention and better partnership working.

The strategy identified four key strategic priorities to reduce homelessness and rough sleeping in the District as follows:

- Earlier Intervention and Education
- Better Partnership and Holistic Working
- Increasing the Supply of Suitable Accommodation
- Exploring New Ways to Prevent and Tackle Rough Sleeping.

Once the consultation period expired, the Council would produce an action plan to deliver the priorities identified in the strategy.

Following the information provided, Members were given the opportunity to ask questions which were responded to by Peter Russell (Executive Projects Manager (Housing)), Tim R Clarke (Head of Housing and Environmental Health) and Councillor Honeywood. Officers agreed to re-examine the section of the Strategy referencing the levels of deprivation in the area. A typographical error on page 27 of the report was also highlighted to officers.

Following discussion the Committee had recommended to Cabinet that the various housing delivery methods available to the Council be looked into and that a detailed presentation be provided to all Councillors by Housing Officers and the Portfolio Holder for Housing in order to discuss the range of options available.

Cabinet had before it the Housing Portfolio Holder's response to the CLOS Committee's recommendation which was as follows:-

"I would like to thank the members of the committee for considering the content of the draft Homelessness and Rough Sleeping Strategy. If we are to have a positive impact on reducing the number of people threatened with homelessness we must influence an increase in the number of truly affordable homes that are available in the district. To this end Cabinet has agreed in principle to a house building and acquisitions programme with the ambition to bring 200 additional homes into our own housing stock.

There are a number of ways in which the Council can finance and deliver these additional homes and a report on each proposed scheme will be brought to Cabinet for final approval. Given the complex nature of some delivery methods I do not see merit in providing a presentation to all Councillors at this stage, especially when some of these methods may well not prove to be viable for technical or legal reasons.

I, along with officers from the Housing and Finance teams, am considering which options are the most advantageous to the Council and our residents and it may well be that a combination of delivery methods are used to achieve the 200 home target. Once an option has been assessed as viable and robust I will provide full details to Cabinet for consideration."

Having considered the recommendation made by the CLOS Committee and the response of the Housing Portfolio Holder thereto:-

It was moved by Councillor P B Honeywood, seconded by Councillor G V Guglielmi and:-

RESOLVED, that Cabinet notes the Community Leadership Overview and Scrutiny Committee's recommendation and endorses the response of the Housing Portfolio Holder thereto.

118. LEADER OF THE COUNCIL'S ITEMS

There were none on this occasion.

119. CABINET MEMBERS' ITEMS - REPORT OF THE CORPORATE FINANCE AND GOVERNANCE PORTFOLIO HOLDER - A.2 - PERFORMANCE REPORT: OCTOBER - DECEMBER 2019 (QUARTER 3)

The Cabinet gave consideration to a report of the Corporate Finance and Governance Portfolio Holder (A.2) which presented it with the deliverables and measurable outcomes for the Cabinet's agreed Priorities and Projects 2019/20, as well as reporting the current position as at Quarter Three (October – December 2019).

Members recalled that the Performance Reports (*Resources & Services and Community Leadership*) set out the detailed actions and targets for the delivery of the Council's priorities throughout the year by including both the Council's emerging Corporate Plan 2020/24 and Priorities and Projects for 2019/20.

In respect of the Quarter 3 position (*as reported in the Resources and Services Performance Report*) Members were informed that of the 22 indicators and projects where performance was measured, 21 (95%) were on, or above, their expected target and 1 indicator (5%) was not currently in line with expected performance. The indicators and projects highlighted in the *Community Leadership Performance Report* were deemed 'non measurable' as the Council's role was that of 'influence' only.

Cabinet was advised that the respective reports were due to be presented to the Resources and Services Overview and Scrutiny Committee on 17 February 2020 and to the Community Leadership Overview and Scrutiny Committee on 6 April 2020.

Transforming Tending Project

Cabinet also received an update within the Portfolio Holder's report on the current progress of the transformation project in Clacton-on-Sea which touched on the following areas:-

- (1) Pier Avenue & Barnes House Offices;
- (2) Northbourne Depot;
- (3) Westleigh House demolition;
- (4) Town Hall Phase 2 structural works;
- (5) IT Network and Firmsteps Interface; and
- (6) Scanning and Digitalisation.

Having considered all of the information provided in the report and its appendices:-

It was moved by Councillor G V Guglielmi, seconded by Councillor Stock OBE and:-

RESOLVED that the current position for each performance measure as at Quarter Three (October – December 2019) be noted.

120. CABINET MEMBERS' ITEMS - REPORT OF THE CORPORATE FINANCE AND GOVERNANCE PORTFOLIO HOLDER - A.3 - FINANCIAL PERFORMANCE REPORT - IN-YEAR PERFORMANCE AGAINST THE BUDGET AT END OF THE THIRD QUARTER 2019/20 AND LONG TERM FINANCIAL FORECAST UPDATE

The Cabinet gave consideration to a comprehensive report of the Corporate Finance and Governance Portfolio Holder (A.3) which provided it with an overview of the Council's financial position against the budget as at the end of December 2019 and also presented it with an updated long term forecast.

In respect of the in-year financial position as at the end of December 2019:

It was reported that the position to the end of December 2019, as set out in more detail within the appendices, showed that, overall, the General Fund Revenue Account was underspent against the profiled budget by £2.864m. As had been the case in previous quarters, the variance to date primarily reflected the timing of expenditure and income although any significant issues arising to date had been highlighted and comments provided as necessary within the Portfolio Holder's report.

Cabinet was made aware that, in respect of other areas of the budget such as the Housing Revenue Account, capital programme, collection performance and treasury activity, apart from additional details set out in the report, there were no major issues that had been identified to date.

Members were informed that any emerging issues would be monitored and updates provided in future reports which would include their consideration as part of updating the on-going long term financial forecast.

Cabinet was advised that some necessary changes to the budget had been identified which were set out in Appendix H to the Portfolio Holder's report, with an associated recommendation included within the report. The net impact of all of the budget adjustments was a surplus of £0.446m.

Members were further advised that, in addition to the adjustments included within Appendix H, it was also proposed to fund the cost of the changes to the Members' Scheme of Allowances that had been approved at Full Council on 21 January 2020. The total cost was £0.041m in 2019/20 and it was proposed to fund this from the net surplus of £0.446m reported above.

It was reported that, after taking the above into account, the net budget surplus at the end of December 2019 had been revised to £0.405m, which was proposed to be contributed to the Forecast Risk Fund.

Cabinet was informed that, subject to the recommendations set out in the report, as at the end of the third quarter a total of £0.335m would have been contributed to the fund over the course of the whole year. This was £0.165m short of the required target of £0.500m set out in the long term forecast, which hopefully was a gap that could be closed over the remaining quarter of the year.

As in previous years, it was recognised that a number of smaller variances within services emerged over the course of the year that would not necessarily be specifically highlighted or discussed within the in-year finance reports. It was still therefore possible that a range of smaller variances might remain at the end of the year and would contribute to the overall outturn position. Also a number of budgets that related to schemes / initiatives or earmarked for specific purposes might not be fully spent by the end of the year and might be subject to end of year processes such as carry forward requests and therefore remain committed. However, at this stage and after taking into account the current position and information available it was anticipated that any adverse issues would be offset by favourable variances elsewhere within the overall budget at the end of the year.

In respect of the updated long term financial forecast:

It was reported that the long term financial forecast had been reviewed based on the position considered by Full Council at its meeting held on 11 February 2020 and was attached as Appendix J to the portfolio Holder's report. Although the figures set out within that appendix would change as part of updating the forecast on a regular basis during 2020/21, there had been no issues that had significantly increased the risks in future years with the forecast position remaining broadly in-line with original expectations.

Members were made aware that a review of the risks associated with the long term approach to the forecast was also subject to on-going review and was separately reported within Appendix K to the report.

As mentioned during the year, it was important to continue to deliver against the new longer term approach to the budget as it continued to provide a credible alternative to the more traditional short term approach which would require significant additional savings to be identified much earlier in the financial cycle.

Members were advised that the long term forecast and on-going base budget continued to reflect support to external organisations, such as those who would benefit from the CAROS scheme. As included in the report's recommendations, this commitment would remain in place but might need to be revisited in the later years of the forecast as was the case with all other budget lines.

The forecast remained an on-going task going into 2021/22 and beyond with work therefore remaining on-going across the 5 key work strands of:

- 1) Increases to underlying income;
- 2) Controlling expenditure / inflationary increases;
- 3) The identification of savings / efficiencies;
- 4) Delivering a positive outturn position each year; and
- 5) The mitigation of cost pressures wherever possible.

Having considered all of the information and advice contained within the report and its appendices:-

It was moved by Councillor G V Guglielmi, seconded by Councillor Stock OBE and:-

RESOLVED that –

- (a) in respect of the financial performance against the budget at the end of December 2019:
- (1) the current position be noted;
 - (2) the proposed adjustments to the budget, that include a contribution to the Forecast Risk Fund of £0.446m, as set out in Appendix H to item A.3 of the Report of the Corporate Finance and Governance Portfolio Holder, be agreed; and
 - (3) the use of £0.041m of the contribution to the Forecast Risk Fund of £0.446m to fund the cost in 2019/20 of the changes to the Members' Scheme of Allowances agreed by Full Council on 21 January 2020 be agreed.
- (b) in respect of the Updated Long Term Forecast:
- (1) the updated forecast be agreed, which includes the commitment to on-going support to external organisations within the principles set out in the Portfolio Holder's report; and
 - (2) the Resources and Services Overview and Scrutiny Committee be consulted on the updated long term forecast.

NOTE: Pursuant to the provisions of Article 7.08 1.5 (ii) of the Council's Constitution, the Leader of the Labour Group (Councillor I J Henderson) requested that it be recorded in the Minutes that his Group were opposed to the use of £0.041m of the contribution to the Forecast Risk Fund of £0.446m to fund the cost in 2019/20 of the changes to the Members' Scheme of Allowances agreed by Full Council on 21 January 2020.

121. MANAGEMENT TEAM ITEMS

There were none on this occasion.

122. EXCLUSION OF PRESS AND PUBLIC

It was moved by Councillor Stock OBE, seconded by Councillor G V Guglielmi and:-

RESOLVED that under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of Agenda Item 13 on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A, as amended, of the Act.

123. EXEMPT MINUTE OF THE MEETING HELD ON FRIDAY 24 JANUARY 2020

It was moved by Councillor Stock OBE, seconded by Councillor G V Guglielmi and:-

RESOLVED that the Exempt Minute of the meeting of the Cabinet held on 24 January 2020 be approved as a correct record and be signed by the Chairman.

The Meeting was declared closed at 11.27 am

Chairman

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CABINET

20 MARCH 2020

REFERENCE REPORT FROM COMMUNITY LEADERSHIP OVERVIEW AND SCRUTINY COMMITTEE OF 3 FEBRUARY 2020

A.1 EDUCATION, ECONOMY AND SKILLS

(Report prepared by Katie Sullivan)

BACKGROUND

At the meeting of the Community Leadership Overview and Scrutiny Committee held on 3 February 2020 (Minute 93 refers) the Council's Work Based Learning Manager (Debianne Messenger) had provided that Committee with a presentation on Apprenticeships which had included information on "What is an Apprenticeship", Education and Skills Funding Agency, Ofsted Monitoring Visit and current successes.

At that meeting, following Members' questions, the Work Based Learning Manager was thanked for her presentation and the Committee congratulated the team for their successful apprenticeship provision.

Claire Kershaw (Director of Education), Stephen Chynoweth (Head of Education and Early Years) and Kevin Wilby (School Organisation Officer) all from Essex County Council had also attended the meeting and provided the Committee with a presentation which had included an analysis of the performance of schools in the District of Tendring against other Districts in Essex and England Averages. This also included statistics on Early Years (Good Level of Development at 5 years old), End of Primary School (KS2 RWM outcomes for 11 year olds) and End of Secondary School (KS4 English and Maths 16 years old). The Committee looked at the statistics for Tendring against the rest of Essex and England. The Director of Education explained the reasons behind those figures.

There was also information provided regarding the South Tendring Primary Partnership, the Harwich Education Partnership, the Mid Tendring Education Partnership, the Colne Cluster (East Tendring) and the Stour Education Partnership, where schools were grouped into areas and worked in partnership with each other in order to lead their own improvements. Further information was submitted regarding school organisation in respect of school places and about the way that the County Council was dealing with expanding schools where needed. It was also noted that the current 6th Form at Clacton County High School would be moving to the Tendring Education Centre (former Bishops Park School) in Jaywick Lane, Clacton-on-Sea from September. This would then create room at Clacton County High School for expansion.

Members asked questions regarding extra school places being needed in areas of the District where house building was prolific, especially in the Kirby and Walton-on-the-Naze areas and were assured that the Education Team had undertaken a study whereby they could gauge what provision would be needed going forward and that they were already planning for expansion in various schools across the District.

Following questions and discussion, Clare Kershaw, Stephen Chynoweth and Kevin Wilby were thanked for their presentation and their time.

The Council's Executive Projects Manager (Rebecca Morton) had then provided an update report to the Committee on the Education and Skills agenda within the District. Members were aware that the Council's Corporate Plan 2020-2024 placed Community Leadership at the heart of everything and within that context a number of projects were being undertaken by the Council to support children and young people and their families in the District. Whilst Essex County Council had the statutory responsibility for Education, the report aimed to summarise key work supported by the Council which included work undertaken/supported by officers in the People, Performance & Projects, Health, Community Safety and Regeneration teams.

Education

The priority had been to ensure that partnership working continued to be effective and that the Council continued to provide support, encouragement and commitment to working collaboratively with schools to improve school attainment levels and raise aspirations and opportunities for children and young people across the District.

The work being undertaken to support the Education agenda also supported both the Essex and Tendring Children & Young People's Strategy 2016 and Tendring's Delivery Plan 2019/2020. Tendring's priorities were:

1. **Start Well** – to continue to support schools in improving and maintaining attainment levels, and a positive experience and opportunities through school to allow each child to achieve their full potential
2. **Stay Safe** – children and young people feeling safe in their community
3. **Mental Health & Emotional Wellbeing** – enjoying good mental health and wellbeing
4. **Positive Futures** - working together with partners to enable families to lift themselves out of poverty, enhance aspirations and provide opportunities for life long wellbeing.

The Executive Projects Manager also provided the Committee with an update on the following items:

1. Education – Start Well, Raising Aspirations and Positive Futures
2. North East Essex Teacher Training
3. Teach First
4. IntoUniversity
5. School Places
6. Young People Not in Education, Employment or Training (NEET)
7. Start Well/Stay Well – Mental Health & Wellbeing

COMMITTEE RECOMMENDATIONS AND COMMENTS TO CABINET

Following discussion it was **RECOMMENDED TO CABINET** that:

Members consider becoming School Governors as it provides both support for schools and also an opportunity to develop a greater understanding of schools and education.

PORTFOLIO HOLDER'S RESPONSE AND RECOMMENDATION

Response

The response of the Partnerships Portfolio Holder to the recommendation of the Community Leadership Overview and Scrutiny Committee is as follows:-

"I thank the Community Leadership Overview and Scrutiny Committee for their recommendation.

I fully endorse the idea of Members considering School Governorship in support of local schools and to that end, I provide below, the link to Essex County Council's School Governors web page for any member that may be interested in pursuing this."

<https://www.essex.gov.uk/school-governors>

Recommendation to Cabinet

That Cabinet notes the Community Leadership Overview and Scrutiny Committee's recommendation and endorses the Portfolio Holder's response thereto.

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CABINET

20 MARCH 2020

REFERENCE REPORT FROM RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE OF 17 FEBRUARY 2020

A.2 PERFORMANCE REPORT QUARTER THREE (OCTOBER– DECEMBER 2019)

(Report prepared by Katie Sullivan)

BACKGROUND

At the meeting of the Resources and Services Overview and Scrutiny Committee held on 17 February 2020 (Minute 52 refers) the Committee had before it a report of the Head of People, Performance & Projects which presented the Performance Report for Quarter Three (October to December 2019) including the Corporate Plan 2020/2024 and Priorities and Projects 2019/2020.

The Committee was aware that the purpose of the report that was before it was to submit the relevant performance data so that it could undertake scrutiny of it in so far as:

“(a) Is the performance monitoring system capturing the right level of data to support delivery of the Corporate Plan and its priorities and projects – and to make recommendations thereon?”

“(b) Is there performance as identified in the monitoring data that warrants scrutiny of an activity – and to determine whether and how that scrutiny should take place; including it as appropriate in the work programme?”

It was reported that the Quarter 3 position had demonstrated that of the 22 indicators and projects where performance was measured, 21 (95%) were on, or above, their expected target, 1 (5%) was not currently in line with expected performance.

The Council's HR and Business Manager (Katie Wilkins) provided the Committee with a verbal update in respect of the indicators and projects with particular focus on those indicators where there had been movement in the proposed delivery timetable.

Officers responded to questions raised by Members on various topics within the report and appendices and where an answer was not immediately available, the Human Resources and Business Manager undertook to respond to Members as soon as possible after the meeting.

COMMITTEE RECOMMENDATIONS AND COMMENTS TO CABINET

Following discussion it was **RECOMMENDED TO CABINET** that:

the Manningtree Underpass project Performance Target Indicator should be submitted to the Council's Community Leadership Overview and Scrutiny Committee; in addition to the Resources and Services Overview and Scrutiny Committee.

PORTFOLIO HOLDER'S RESPONSE AND RECOMMENDATION

Response

The response of the Corporate Finance and Governance Portfolio Holder to the recommendation of the Resources and Services Overview and Scrutiny Committee is as follows:-

"I would like to thank the Resources and Services Committee for their recommendation.

I understand that at the meeting, members of the Committee proposed that the Manningtree Underpass Project Performance Target Indicator fits better with the Community Leadership Overview & Scrutiny Committee's work programme as Tendring's role is that of 'influence only'.

*I further understand that following discussion with Officers, it was determined that the indicator should be submitted to the Council's Community Leadership Overview and Scrutiny Committee; **in addition** to the Resources and Services Overview and Scrutiny Committee.*

However, in accordance with the Committee's initial request, I am recommending to Cabinet that future Performance Reports be amended so this indicator is reported to the Community Leadership Overview & Scrutiny Committee only".

Recommendation to Cabinet

That Cabinet notes the Resources and Services Overview and Scrutiny Committee's recommendation, endorses the Portfolio Holder's response thereto and adopts the Portfolio Holder's recommendation therein.

CABINET

20 MARCH 2020

REFERENCE REPORT FROM RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE OF 17 FEBRUARY 2020

A.3 SCRUTINY OF THE IMPLEMENTATION OF THE NEW WASTE AND RECYCLING COLLECTION SERVICE

(Report prepared by Katie Sullivan)

BACKGROUND

At the meeting of the Resources and Services Overview and Scrutiny Committee held on 17 February 2020 (Minute 54 refers) the Council's Street Scene Manager (Jonathan Hamlet) provided the Committee with an overview of the roll out and service implementation of the Council's new waste and recycling service.

Councillor Talbot, the Council's Portfolio Holder for the Environment and Public Space, Veolia's Contract Manager (Michael Riches) and Regional Manager (Chris Smiles) were also in attendance for this item.

Members of the Committee were aware that in June 2019 the Council had implemented a new waste collection service, changing from a weekly black sack collection (with no restriction on the number of black sacks collected from a property) to a fortnightly 180L wheeled bin service and as such represented a significant service change.

At that meeting the Committee had had before it a Report of the Corporate Director (Operational Services) which provided information on the following areas:

Planning

- Communications;
- Procurement;
- Property audit and route planning; and
- Service roll out.

Implementation

- Bin delivery;
- Waste and Recycling Collections Veolia;
- Customer support;
- Waste Team; and
- Communication.

Results

- Residual waste;
- Food waste;
- Paper/cardboard;
- Plastic/cans;
- Glass (banks); and
- Recycling rate.

Overview

- Failure to complete collection rounds;

- Difficulty in contacting the Council / Officers; and
- Missed assisted collections / Remote properties.

Learning Points

- Commence the process of evaluating the contract options at an earlier stage;
- Recruitment of the temporary posts to start at an earlier stage, combined with the fixed term contracts being of a longer duration;
- Quicker at feeding operational issues up to the communications and support teams; and
- Reduce the reliance upon the local knowledge held by individual operatives for the collection rounds.

Members were given the opportunity to ask questions which were responded to by the Portfolio Holder, the Council's Street Scene Manager and Veolia's Contract Manager and Regional Manager.

Veolia's representatives advised that it had needed to implement revised collection route rounds at the same time as the roll out of the wheeled bin change as the previous collection route rounds would not work under the new arrangements. They reported that under the black sacks scheme a team could collect from 2,000 properties a day and that with wheeled bins that had reduced to 1,300 properties a day.

Members considered the current recycling of plastics through the waste collection service and the impact of contamination of those plastic types with other plastic products or other items. It was reported to the Committee that it was intended to arrange for Members to visit recycling facilities nearby in order to develop the knowledge of Members about the processes involved and thereby enable them to address enquiries from the public and to encourage policy development.

The extent of the increase in recycling rates within 2019/20 was commented upon. In April 2019, prior to the roll out commencing, recycling rates were at 28% and in October (after the roll out) they were at 41%. Figures for November 2019 onwards were not yet available. The Committee asked about the appropriate targets for 2020/21. Notwithstanding that, it was reported that the budget for 2020/21 included an addition £60K of recycling credits for the Council.

Separate figures on recycling rates among those still on the black sack service, for instance those in flats, were not kept by the service. However, the incentive to recycle by limiting waste collection to a fortnightly 180L amount was not there for those households. Some flats had red and green wheelie bins in their communal bin areas following a request to recycle from one or more residents there. In addition, green canvass carry bags were available for residents in those flats to carry recyclables to the communal bin areas.

Veolia's representatives responded to a question to indicate that if a plastic bottle deposit and return scheme were to be introduced it would have a significant impact on its services. The likely impact would though need to be assessed for each separate contract it had with local authorities.

Glass recycling had increased locally and a question was asked about the provision of further recycling points in response to that increase. The Committee was advised

that the whole range of recycling bring sites in the District was to be looked at including options to provide more opportunities on existing or new sites.

In respect of the Council's green waste collection service, the Committee was advised that the amount of waste collected had risen since 2017/18 from 297 tonnes to 3000 tonnes per year and was continuing to grow. Veolia was now introducing a third collection round due to the expansion of the scheme. The charge levied locally appeared to be about right when considering the charges levied elsewhere in Essex and the known movement in those charges in the coming period.

In respect of Clinical Waste, the Committee was advised that the service had been in operation for about one year, although by GBH and not by Veolia. Those self-medicating and who needed to dispose of sharps and dressings with bodily fluid that would be dangerous to add to the general waste would be able to use the clinical waste service provided. Nappies and incontinence pads would normally be able to be disposed of in general waste.

COMMITTEE RECOMMENDATIONS AND COMMENTS TO CABINET

Following discussion it was **RECOMMENDED TO CABINET** that:

a) To note, based on experience locally from the previous major change in waste collection arrangements, this Committee appreciated that the 2019 roll out of the wheelie bins/new waste service was always going to have some pain. However, that pain was more than it should otherwise have been. What contributed to this included:

- Insufficient/overloaded communication channels in to the Council to report problems and timely responses to those enquiries.
- Problems with staffing in the team and particularly recruitment to temporary contract posts.
- The consequences of the route changes implemented by Veolia (the Council's contractor) to accommodate the changed waste collection service.

However, the Committee acknowledges the hard work of Officers to address and overcome those issues and to achieve the current position, which is one the Committee wishes to record as moving positively to the good standard expected. Cabinet is recommended to seek to capture learning from this roll out for the delivery of future major change in service delivery.

b) To request the Portfolio Holder for Environment to write to Essex County Council in an effort to address the continuing issue of the littering from waste being moved from the waste transfer stations by or on behalf of the Waste Disposal Authority and the related cleansing of that litter on the A120 around that waste transfer station.

c) To consider this Committee's disappointment at the limited statements provided to it as to the Portfolio Holder's future ambition for the service; including improving recycling levels further over the remainder of the contract and to request that a report on this ambition/vision be submitted to this Committee in September 2020.

d) To arrange for the submission of proposals for revised targets for recycling rates in the District for 2020/21, as part of the Council's Performance Monitoring System,

to this Committee's meeting on 23 March 2020 (and that comparable recycling rates be reported to the Committee from the other Districts in Essex and any appropriate commentary on the prospect of such rates being achieved in Tendring where the rates are higher than locally).

e) To pursue the stated intention of arranging a site visit for all Councillors to waste and recycling centres as part of developing understanding by Councillors of these activities and this site visit should be organised prior to September 2020.

f) That the clear information should be provided to residents on the recycling processes of material collected from homes in the District, further information be provided on practical waste minimisation measures for residents and that, in time, a summary of the Council's Climate Reduction measures be provided to all households (perhaps with the annual Council Tax Notification).

[Note: In accordance with the decision of Council of 10 September 2019, Minute 59 refers, the outcome of this scrutiny review is also to be reported to the next following meeting of the Council.]

PORTFOLIO HOLDER'S RESPONSE AND RECOMMENDATION

Response

The responses of the Environment and Public Space Portfolio Holder to the individual recommendations of the Resources and Services Overview and Scrutiny Committee are as follows:-

"(a) I would like to thank the Committee for a thorough and robust review of the roll out of the new Contract. I do think that it is unfortunate that whilst the Committee acknowledges the hard work of officers the actions of a small number of Councillors, and their inappropriate communications with officers has unnecessarily added to the workload faced by officers in rolling out the new contract.

(b) I will certainly pick this up with my Officers and make sure that our concerns are addressed with ECC and request that action is taken to deal with the issue.

(c) I do not recognise this issue, other than as an opportunity to criticise me as portfolio holder for information, I was not asked to provide except in an 'off the cuff' fashion at the Meeting, bearing in mind the subject of the agenda item which was to review the implementation of the new waste and recycling service. I will bring forward in due course an options paper to consider what further measures can be put in place to increase recycling rates, within our Budget parameters.

(d) As has been outlined to the Committee previously comparable statistics are only useful as a guide as there are different arrangements in place and different costs associated with those different arrangements in other Districts and of course Tendring residents are still getting used to the new arrangements. Revised performance indicators will of course be put in place in due course.

(e) This matter is already in hand and on Tuesday 25 February Damian Williams spoke to me about the requested tour of a Veolia recycling facility. He said it is currently being arranged and invited me to write the invitation to Members when final details are known.

(f) I will be discussing these suggestions with officers.”

Recommendation to Cabinet

That Cabinet notes the Resources and Services Overview and Scrutiny Committee's recommendations and endorses the Portfolio Holder's responses thereto.

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Key Decision Required:	NO	In the Forward Plan:	YES
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CABINET

20 MARCH 2020

REPORT OF CORPORATE FINANCE AND GOVERNANCE PORTFOLIO HOLDER

A.4 PROGRAMME OF MEETINGS 2020/2021 MUNICIPAL YEAR

(Report prepared by Ian Ford)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To enable Cabinet to give consideration to the programme of meetings for the 2020/2021 Municipal Year.

EXECUTIVE SUMMARY

This report will enable Cabinet, as required by the Constitution, to submit for formal approval to the Annual Meeting of the Council a programme of meetings for the 2020/2021 Municipal Year.

RECOMMENDATIONS

- (a) That the programme of meetings for the Council and Committees, as set out in the Appendix to this report, be agreed, in principle, and be submitted to the Annual Meeting of the Council for formal approval; and**
- (b) that the proposed dates for All Member Briefings for Members be noted.**

PART 2 – SUPPORTING INFORMATION

BACKGROUND

In accordance with the Constitution a draft programme of meetings has been prepared and approved and is set out as an Appendix to this report.

The meetings of the Full Council, the Community Leadership Overview and Scrutiny Committee, the Human Resources and Council Tax Committee, the Licensing and Registration Committee and the Resources and Services Overview and Scrutiny Committee will normally commence at 7.30 p.m.

Meetings of the Planning Committee and the Planning Policy and Local Plan Committee will normally commence at 6.00 p.m. Meetings of the Planning Policy and Local Plan Committee will be arranged as and when required.

Meetings of the Standards Committee will normally commence at 10.00 a.m.

Meetings of the Audit Committee will normally commence at 10.30 a.m.

Meetings of the Full Council will usually be held in the Princes Theatre, at the Town Hall, Clacton-on-Sea. Meetings of the above-mentioned Committees will usually be held in the Council Chamber at the Council Offices, Thorpe Road, Weeley (though please refer to the section on the Council Offices, Weeley included below).

Cabinet meetings are fixed by the Leader of the Council in accordance with Article 7.08 Cabinet Procedures Rule sub-section 1.1 of the Council's Constitution and therefore the scheduling et cetera may change. The public meetings of the Cabinet listed will normally commence at 10.30 a.m. in the Essex Hall, at the Town Hall, Station Road, Clacton-on-Sea.

The programme does not show meetings of the Sub-Committees, which are arranged either at meetings of the relevant Sub-Committee or from time to time when required.

Dates for All Member Briefings, as well as the Annual Tour of the District by Members, have been included in order to assist Members in keeping their diaries up-to-date.

Closure of the Council Offices at Thorpe Road, Weeley

Cabinet will be aware that, as part of the "Transforming Tendring" project, the Council Offices at Weeley will be closed and the site disposed of, with the departments currently based at Weeley being moved to Clacton-on-Sea. This will obviously mean that the current Council Chamber at Weeley would then no longer be available for Committee etc. meetings.

In preparation for this disposal a phased programme of office accommodation works is underway at the Town Hall, Clacton-on-Sea. Included within these works is the provision of a new Council Chamber within the Town Hall in Clacton and it is currently anticipated that the new Council Chamber will be operationally available during the 2020/21 Municipal Year. At that time a phased transition of Committee etc. meetings from Weeley to Clacton will take place.

BACKGROUND PAPERS FOR THE DECISION

None.

APPENDICES

Programme of Meetings for the 2020/21 Municipal Year.

TIMETABLE OF MEETINGS – 2020/2021 MUNICIPAL YEAR

2020

Body	Time	Day	Date	Notes
ANNUAL COUNCIL (Already agreed)	7.30 p.m.	Tuesday	28 April	
Planning Committee	6.00 p.m.	Tuesday	5 May	Note 1
Community Leadership Overview & Scrutiny Committee	7.30 p.m.	Monday	11 May	
ALL MEMBER BRIEFING	6.00 p.m.	Thursday	14 May	
COUNCIL	7.30 p.m.	Tuesday	19 May	
Cabinet	10.30 a.m.	Friday	22 May	
Resources and Services Overview & Scrutiny Committee	7.30 p.m.	Monday	1 June	
Planning Committee	6.00 p.m.	Tuesday	2 June	
Planning Policy & Local Plan Committee	6.00 p.m.	Thursday	4 June	
ALL MEMBER BRIEFING	6.00 p.m.	Thursday	11 June	
Cabinet	10.30 a.m.	Friday	19 June	
Planning Committee	6.00 p.m.	Tuesday	30 June	
Human Resources & Council Tax Committee	7.30 p.m.	Wednesday	1 July	
MEMBERS' TOUR OF THE DISTRICT	TBA	Wednesday	8 July	
ALL MEMBER BRIEFING	6.00 p.m.	Thursday	9 July	
COUNCIL	7.30 p.m.	Tuesday	14 July	
Cabinet	10.30 a.m.	Friday	17 July	
Community Leadership Overview & Scrutiny Committee	7.30 p.m.	Monday	20 July	
Licensing & Registration Committee	7.30 p.m.	Wednesday	22 July	
Resources and Services Overview & Scrutiny Committee	7.30 p.m.	Monday	27 July	
Planning Committee	6.00 p.m.	Tuesday	28 July	
Standards Committee	10.00 a.m.	Wednesday	29 July	
Audit Committee	10.30 a.m.	Thursday	30 July	
ALL MEMBER BRIEFING	6.00 p.m.	Wednesday	19 August	
Planning Committee	6.00 p.m.	Tuesday	25 August	
ALL MEMBER BRIEFING	6.00 p.m.	Wednesday	9 September	
Cabinet	10.30 a.m.	Friday	11 September	
COUNCIL	7.30 p.m.	Tuesday	15 September	
Resources and Services Overview & Scrutiny Committee	7.30 p.m.	Monday	21 September	
Planning Committee	6.00 p.m.	Tuesday	22 September	
Community Leadership Overview & Scrutiny Committee	7.30 p.m.	Monday	28 September	
Audit Committee	10.30 a.m.	Thursday	1 October	
ALL MEMBER BRIEFING	6.00 p.m.	Wednesday	7 October	
Cabinet	10.30 a.m.	Friday	9 October	
Standards Committee	10.00 a.m.	Wednesday	14 October	
Planning Committee	6.00 p.m.	Tuesday	20 October	
Human Resources & Council Tax Committee	7.30 p.m.	Wednesday	21 October	
Licensing & Registration Committee	7.30 p.m.	Wednesday	28 October	
Cabinet	10.30 a.m.	Friday	13 November	
Resources and Services Overview & Scrutiny Committee	7.30 p.m.	Monday	16 November	
Planning Committee	6.00 p.m.	Tuesday	17 November	

ALL MEMBER BRIEFING	6.00 p.m.	Wednesday	18 November	
COUNCIL	7.30 p.m.	Tuesday	24 November	

Community Leadership Overview & Scrutiny Committee	7.30 p.m.	Monday	30 November	
Planning Committee	6.00 p.m.	Tuesday	15 December	
ALL MEMBER BRIEFING	6.00 p.m.	Wednesday	16 December	
Cabinet	10.30 a.m.	Friday	18 December	

2021

Resources and Services Overview & Scrutiny Committee	9.30 a.m.	Tuesday	5 January	Note 2
Resources and Services Overview & Scrutiny Committee (PROVISIONAL)	9.30 a.m.	Monday	11 January	Note 2
Community Leadership Overview & Scrutiny Committee	7.30 p.m.	Monday	18 January	
Planning Committee	6.00 p.m.	Tuesday	19 January	
ALL MEMBER BRIEFING	6.00 p.m.	Wednesday	20 January	
COUNCIL	7.30 p.m.	Tuesday	26 January	

Licensing & Registration Committee	7.30 p.m.	Wednesday	27 January	
Audit Committee	10.30 a.m.	Thursday	28 January	
Cabinet	10.30 a.m.	Friday	29 January	
Resources and Services Overview & Scrutiny Committee	7.30 p.m.	Monday	1 February	
Standards Committee	10.00 a.m.	Wednesday	3 February	
COUNCIL	7.30 p.m.	Tuesday	16 February	Note 3

Planning Committee	6.00 p.m.	Wednesday	17 February	Note 4
Cabinet	10.30 a.m.	Friday	19 February	
ALL MEMBER BRIEFING	6.00 p.m.	Wednesday	24 February	
Human Resources & Council Tax Committee	7.30 p.m.	Thursday	25 February	Note 5
COUNCIL (PROVISIONAL)	7.30 p.m.	Monday	1 March	Note 6
COUNCIL	7.30 p.m.	Tuesday	16 March	

Planning Committee	6.00 p.m.	Wednesday	17 March	Note 4
Cabinet	10.30 a.m.	Friday	19 March	
Community Leadership Overview & Scrutiny Committee	7.30 p.m.	Monday	22 March	
Audit Committee	10.30 a.m.	Thursday	25 March	
Resources and Services Overview & Scrutiny Committee	7.30 p.m.	Monday	29 March	
Planning Committee	6.00 p.m.	Tuesday	13 April	
ALL MEMBER BRIEFING	6.00 p.m.	Wednesday	14 April	
Standards Committee	10.00 a.m.	Wednesday	21 April	
Human Resources & Council Tax Committee	7.30 p.m.	Wednesday	21 April	
Licensing & Registration Committee	7.30 p.m.	Thursday	22 April	
Cabinet	10.30 a.m.	Friday	23 April	
ANNUAL MEETING OF THE COUNCIL	7.30 p.m.	Tuesday	27 April	

2021/2022 MUNICIPAL YEAR

(Provisional dates for early cycles of meetings in 2021/2022 – for information only, subject to change)

Community Leadership Overview & Scrutiny Committee	7.30 p.m.	Monday	10 May	
Planning Committee	6.00 p.m.	Tuesday	11 May	

ALL MEMBER BRIEFING	6.00 p.m.	Thursday	13 May	
COUNCIL	7.30 p.m.	Tuesday	18 May	
Cabinet	10.30 a.m.	Friday	21 May	
Resources and Services Overview & Scrutiny Committee	7.30 p.m.	Monday	24 May	
Planning Committee	6.00 p.m.	Tuesday	8 June	
ALL MEMBER BRIEFING	6.00 p.m.	Wednesday	16 June	
Cabinet	10.30 a.m.	Friday	18 June	
Resources and Services Overview & Scrutiny Committee	7.30 p.m.	Monday	5 July	
Planning Committee	6.00 p.m.	Tuesday	6 July	
Human Resources & Council Tax Committee	7.30 p.m.	Wednesday	7 July	
COUNCIL	7.30 p.m.	Tuesday	13 July	
Licensing & Registration Committee	7.30 p.m.	Wednesday	14 July	
Cabinet	10.30 a.m.	Friday	16 July	
Community Leadership Overview & Scrutiny Committee	7.30 p.m.	Monday	19 July	
ALL MEMBER BRIEFING	6.00 p.m.	Wednesday	21 July	
Standards Committee	10.00 a.m.	Wednesday	28 July	
Audit Committee	10.30 a.m.	Thursday	29 July	
Planning Committee	6.00 p.m.	Tuesday	3 August	
ALL MEMBER BRIEFING	6.00 p.m.	Wednesday	18 August	
Planning Committee	6.00 p.m.	Wednesday	1 September	Note 7
ALL MEMBER BRIEFING	6.00 p.m.	Wednesday	8 September	
Cabinet	10.30 a.m.	Friday	10 September	
COUNCIL	7.30 p.m.	Tuesday	14 September	
Resources and Services Overview & Scrutiny Committee	7.30 p.m.	Monday	20 September	
Community Leadership Overview & Scrutiny Committee	7.30 p.m.	Monday	27 September	
Planning Committee	6.00 p.m.	Tuesday	28 September	
Cabinet	10.30 a.m.	Friday	8 October	
Human Resources & Council Tax Committee	7.30 p.m.	Wednesday	20 October	
ALL MEMBER BRIEFING	6.00 p.m.	Thursday	21 October	
Planning Committee	6.00 p.m.	Tuesday	26 October	
Standards Committee	10.00 a.m.	Wednesday	27 October	
Audit Committee	10.30 a.m.	Thursday	28 October	
ALL MEMBER BRIEFING	6.00 p.m.	Wednesday	17 November	
ALL MEMBER BRIEFING	6.00 p.m.	Wednesday	15 December	

Notes

1. This meeting was provisionally arranged for Wednesday 6 May but can now be moved back to Tuesday 5 May as a result of the Government moving the early May Bank Holiday from Monday 4 to Friday 8 May as part of the VE Day 75th Anniversary commemorations.
2. Meeting arranged on 5 January 2021 to allow the Resources and Services Committee to consider and then formally comment on the Cabinet's Financial Forecast and initial budget and special expenses proposals. Monday 11 January 2019 meeting provisionally arranged to allow the Committee to discuss those proposals with Portfolio Holders (if so desired). Portfolio Holders are requested to reserve this date (11 January) in their diaries in the likelihood that the meeting will take place. Portfolio Holders will be notified if this meeting does not go ahead.
3. Meeting of the Council to approve the Cabinet's budget proposals and set the Council Tax but excluding County, Fire and Police Council Tax calculations.

4. Meeting scheduled to be held on the Wednesday due to the Full Council meeting on the Tuesday.
5. Meeting to formally confirm the implications of the County, Fire and Police precepts on the Council's Collection Fund and for each Council Tax band in the parished and unparished areas of the District.
6. Provisional extra meeting of the Council arranged in order to allow the Council to meet and consider the Cabinet's revised budget proposals or the Cabinet's disagreement with the Council's budget objections (which may arise following the Council meeting referred to in note 3 above.)
7. Meeting scheduled to be held on the Wednesday as the Monday of that week is a Bank Holiday.

Key Decision Required:	NO	In the Forward Plan:	YES
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CABINET

20 MARCH 2020

REPORT OF THE CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER

A.5 REVIEW OF THE COUNCIL'S CONSTITUTION

(Report prepared by Lisa Hastings, Monitoring Officer and Ian Ford, Deputy Monitoring Officer)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

This report asks Cabinet to approve the recommended changes to the Constitution for referral onto Full Council following a review undertaken by the Portfolio Holder for Corporate Finance and Governance through a Working Party constituted for this purpose.

The main proposals cover a number of miscellaneous amendments to the Council and Overview and Scrutiny Procedure Rules, changes required to comply with legislation, revised statutory guidance and to ensure the Constitution is effective, efficient and consistent at an operational level.

The key changes to each of these documents are highlighted within the body of this Report.

EXECUTIVE SUMMARY

Cabinet, at its meeting held on 8 March 2019 (Minute 131 refers), in considering whether to recommend to Council certain revisions to Part 4 of the Council's Constitution (i.e. the Council Procedure Rules Sections 1 and 2) decided, inter alia, that:-

“(b) a mandatory review of the revised arrangements be undertaken, commencing six months from 1st May 2019.”

Following a delay caused, in large part, by the calling of the Parliamentary General Election in late Autumn 2019, the Review of the Constitution Portfolio Holder Working Party (CRWP) was re-established in January 2020 to conduct the review outlined above and to also consider other various matters that had arisen during the course of the summer and autumn of 2019.

The CRWP's membership included the Portfolio Holder and Councillors Allen, Barry, Broderick, Coley, I J Henderson, Newton, M E Stephenson, Talbot and Wiggins. The subject areas reviewed were requested by the Overview and Scrutiny Committees following their consideration of the new statutory guidance, the Standards Committee, the Leader of the Council, other Councillors or Officers; with proposed changes being discussed and advised upon with suggested alterations being reconsidered prior to full agreement by the CRWP.

A summary of the proposed changes compared to the existing Parts of the Constitution is

provided under each heading in the Current Position section of this report and in each case, the content has been revised to provide greater clarity, ensure effectiveness and efficient working practices for both Members and Officers and also to ensure it is in accordance with legislation, where necessary.

Following the conclusion of the Chief Executive's senior management restructure, which is due to take effect from April 2020, a number of revisions will be required to the Constitution and Scheme of Delegation to ensure that officer titles and responsibilities are correctly reflected. The Monitoring Officer will make these minor changes to the Constitution in accordance with the authority provided to her within Article 15.

RECOMMENDATION

1. That Cabinet RECOMMENDS TO COUNCIL:

- (a) that the Council's Constitution be amended to reflect the proposed changes as set out in this report and the appendices attached hereto (with the exception of Appendix S which relates to executive functions);**
- (b) that all changes come into effect on 1st April 2020;**
- (c) that Group Leaders be commended to strongly urge that all Members attend planning and licensing training events which would both increase the number of named substitutes that Group Leaders would have at their disposal as well as providing Members with greater knowledge of the workings of the Council that will prove useful to them in their Ward and wider representational roles; and**
- (d) that the Monitoring Officer be requested to undertake a review of the public speaking scheme for the Planning Committee in accordance with Council Procedure Rule 40, as amended.**

2. That Cabinet resolves:

- (a) that the proposed changes to the Scheme of Delegation (Schedule 3 – Responsibility for Executive Functions), as set out in Appendix S, be approved;**
- (b) that the Head of Democratic Services & Elections and the Head of Legal and Governance Services & Monitoring Officer, in consultation with the Deputy Leader of the Council, the Chairmen of the overview and scrutiny committees, the Chairman of the Audit Committee and one other Portfolio Holder (to be decided by the Deputy Leader), be authorised to draft a formal Executive-Scrutiny Protocol for this Council and to submit this to the Overview and Scrutiny Committees and Cabinet for adoption;**
- (c) that the Head of Legal and Governance Services & Monitoring Officer, in conjunction with the Head of People, Performance and Projects, be requested to review the Council's Whistleblowing Policy in order to make sure that it is robust and report any necessary amendments to the Human Resources and Council Tax Committee; and**
- (e) that the Head of Democratic Services & Elections be requested to incorporate within the Member Development Scheme regular training on overview and scrutiny matters (including, for example, on the clear division of**

responsibilities between the Council's scrutiny function and its audit function).

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

Agreeing the proposed changes will ensure that the Council demonstrates good governance and operates efficiently in pursuit of its priorities.

FINANCE, OTHER RESOURCES AND RISK

Risk

Providing clarity through clearer and consistent procedure rules contained within the Constitution prevents confusion and different interpretation and enhances the Council's overall governance arrangements.

LEGAL

In accordance with Section 37 of the Local Government Act 2000, as amended, a local authority operating executive arrangements must prepare and keep up to date a document which contains a copy of the authority's standing orders for the time being and such other information as the authority considers appropriate.

Schedule 1 to the Local Authorities (Functions and Responsibilities) Regulations 2000, as amended, sets out functions which must not be the responsibility of the Executive and therefore rests with Council or its committees. The power to make amendments to the standing orders and the Constitution rests with full Council.

Article 15 of the Council's Constitution provides that changes to the Constitution are approved by Full Council after receiving a recommendation from Cabinet following consideration of a proposal from the Monitoring Officer and a recommendation via the Portfolio Holder with responsibility for corporate governance. Article 15 also provides authority to the Monitoring Officer to make minor changes to the Constitution arising from changes to the organisational structure of the Council.

Article 12 of the Constitution provides that the Council's Monitoring Officer will ensure the Constitution is up to date. This function takes into account legislative requirements and best practice.

OTHER IMPLICATIONS

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

Crime and Disorder / Equality and Diversity / Health Inequalities / Area or Ward affected / Consultation/Public Engagement.

None

PART 3 – SUPPORTING INFORMATION

CURRENT POSITION

The CRWP reviewed various areas of the Constitution and the following changes are recommended (note that references to Part numbers relate to the Constitution prior to any

amendments now submitted):

(a) The Full Council (Article 4)(Part 2):

4.01 Meanings (a) Policy Framework (Part 2.7)

To reflect the fact that the Statement of Licensing Policy (Gambling Act 2005) must, under Schedule 3 of The Local Authorities (Functions and Responsibilities) (England) Regulations 2000, be considered by the Cabinet before it is submitted to Full Council.

*Proposed changes to Article 4 The Full Council are shown attached as **Appendix A**.*

(b) Overview and Scrutiny Function (Article 6)(Part 2):

6.02 Terms of Reference (ii) Resources and Services Overview & Scrutiny Committee (Part 2.13)

To ensure that, going forward, the Vice-Chairman of this Committee will normally be a member of a political group that is not represented on the Cabinet reflecting the practice adopted at Annual Council in May 2019.

*Proposed changes to Article 6 Overview and Scrutiny Function are shown attached as **Appendix B**.*

(c) The Cabinet (also referred to as The Executive)(Article 7)(Part 2):

7.08 Cabinet Procedure Rules – 1.5(ii) Who May Attend? (Part 2.17)

To reflect the fact that the Leader (or Deputy Leader) of any political group can attend Cabinet meetings, removing reference to 'Opposition'.

*Proposed changes to Article 7 – The Cabinet (also referred to as The Executive) are shown attached as **Appendix C**.*

(d) Officers (Article 12)(Part 2):

12.01 Management Structure – New section d) Scrutiny Officer (Part 2.35)

To make clear that although the Council is not required to designate a Statutory Scrutiny Officer, it has designated the post of Head of Democratic Services & Elections to fulfil the role of the Council's Scrutiny Officer.

*Proposed changes to Article 12 – Officers are shown attached as **Appendix D**.*

(e) Scheme of Delegation (Non-Executive Functions) – Committees etc. (Part 3):

Planning Policy & Local Plan Committee (Part 3.12 – 3.14)

To draw the distinction with the functions of the Executive, which still has responsibility for strategic planning outside of the Local Plan process and other matters in accordance with the Functions and Responsibilities Regulations.

*Proposed changes to the Planning Policy & Local Plan Committee's terms of reference are shown attached as **Appendix E**.*

(f) Scheme of Delegation (Non-Executive Functions) – Committees etc. (Part 3):

Human Resources Sub-Committee (Part 3.19):

To permit the Leader of the Council to determine which Portfolio Holder serves on

the Sub-Committee (rather than automatically being the relevant portfolio holder for the service concerned) and to also permit the Leader to appoint a substitute for that Portfolio Holder if they were unable to attend or as otherwise necessary.

*Proposed changes to the Human Resources Sub-Committee's terms of reference are shown attached as **Appendix F**.*

(g) Scheme of Delegation - Part 3 - Schedule 3 - Responsibility for Executive Functions

4.1 The Cabinet Collectively (Part 3.29 – 3.30)

New paragraph 10 to make clear the approval of planning policy matters that are the responsibility of the Executive such as Local Development Orders and Neighbourhood Plans (including statutory public consultations thereon).

4.3 Additional Specific Delegations to Individual Portfolio Holders (Part 3.35 – 3.37)

Corporate Finance & Governance Portfolio Holder – new paragraph 10 to allow the Portfolio Holder to agree the Annual Capital & Treasury Strategy for consultation with the Resources and Services Overview & Scrutiny Committee.

Leader of the Council – new paragraph 3 to allow the Leader to consider and agree responses to consultation exercises on national, regional and sub-regional planning policy issues and on other authorities' planning documents.

4.4.1 General Responsibilities Delegated to Officers (Part 3.39)

New paragraph 8 to authorise all Heads of Service, in consultation with the relevant Portfolio Holder, Management Team Member and the Head of Finance, Revenues and Benefits, to decide the level of the annual discretionary fees and charges for their service (including any in-year changes that may be required) for inclusion within the Council's corporate schedule of fees and charges.

*Proposed changes to Executive Functions are shown attached as **Appendix S**.*

(h) Council Procedure Rules – Section 1 (Full Council)(Part 4.1 to 4.23):

Rule 1 – Annual Meeting of the Council

To delete from Rule 1.1 the requirement that the allowances for Members must be considered at the Annual Meeting of the Council as this is not required by statute and therefore the Independent Remuneration Panel's report on the Members' allowances can be submitted to an Ordinary meeting of Council within the municipal year. Where possible, Council should approve the Members' Allowance Scheme for the forthcoming year, prior to setting the annual Budget.

Rule 2 – Budget and Council Tax Setting:

To incorporate a requirement that any proposed amendments to the Cabinet's budget proposals are tabled at the start of the Council meeting and also to incorporate a further requirement that copies of the Leader of the Council's budget presentation speech are also tabled at the start of the Council meeting (and is also circulated by email to all Members of the Council as soon as it is available).

Rule 4 – Extraordinary Meetings

Proposed changes in order to comply with paragraph 3 of Schedule 12 of the Local Government Act 1972 and to generally make the wording of this Rule clearer.

Rule 11– Questions by Members & Rule 3 – Ordinary Meeting:

Proposed changes to Rule 11.6 to amend the deadline for the Portfolio Holder's response to be given to the Questioner in advance of the meeting from 10.00 a.m. to Noon and to Rule 11.7 to refer now to questions of Clarification rather than Supplementary Questions.

Consequential amendment to Rule 3 to move Questions from Members to later in the Agenda.

Rule 12 – Motions on Notice:

A maximum of 2 motions shall be accepted at an Ordinary Meeting, and dealt with on the night, in accordance with Rule 12.4 once moved and seconded, unless Council decides to refer the motion to the Cabinet or relevant Committee.

A maximum of 30 minutes debate to be allowed per motion and any and all amendments to also have a maximum of 30 minutes debate. Such time period will not now include the Opening or Closing Speeches referred to in Rule 12.4.

Any motion listed on the Agenda for an Extraordinary meeting of the Council will automatically be dealt with at the meeting in accordance with Rules 16, 19, 23, 24, 25, 28 and 29, as applicable.

Rule 16 – Rules of Debate

To incorporate within Rule 16.5 a requirement that any amendment proposed to be made to the recommendations made by the Independent Remuneration Panel (IRP) in respect of the Members' Scheme of Allowances must have been submitted to the Council's Section 151 Officer and the Monitoring Officer at least two working days before the relevant Full Council meeting to enable them to consider the legal and financial implications together with the documented reasons for departing from the IRP's recommendations. Any such amendment then deemed to be valid by the Monitoring Officer will be immediately circulated by email to all Members of the Council. Copies of such amendment(s) will also be placed on Members' tables prior to the commencement of the Council meeting.

Rule 17 – State of Tending Statement:

To incorporate a requirement that copies of the Leader of the Council's Statement on the State of the Tending District are tabled at the start of the relevant Council meeting (and is also circulated by email to all Members of the Council as soon as it is available).

Rule 19 – Voting

To amend Rule 19.4 (Recorded Vote) to reflect proportionately the recent reduction in the overall number of Tending District Councillors from 60 to 48.

*The proposed changes to the Council Procedure Rules (Section 1) are shown attached as **Appendices G to M.***

(i) Council Procedure Rules – Section 2 (Committees)(Part 4.24 to 4.29):

Rule 40 – Schemes to Permit Members of the Public to Speak at Meeting of the Planning Policy & Local Plan Committee and the Planning Committee:

To amend this Rule in order that, going forward, the content of these Schemes will be determined by the Full Council rather than by the Monitoring Officer (in consultation with the Head of Planning and the relevant Committee Chairman).

*Proposed changes to Section 2 of the Council Procedure Rules are shown attached as **Appendix N**.*

(j) Overview and Scrutiny Procedure Rules (Part 5):

Rules 10, 11 and 12 (Part 5.21 to 5.24):

Minor amendments proposed in order to more accurately reflect the current working practices of the Council's two overview and scrutiny committees.

*Proposed changes to the Overview and Scrutiny Procedure Rules are shown attached as **Appendix O**.*

(k) Procurement Procedure Rules (Part 5):

The Chief Financial Officer/Section 151 Officer has suggested the following amendment for the reason set out:

Procurement Procedure Rule 6.2: Exemption from Official Order Rules (Part 5.79):

Amend paragraph (h) to ensure that, whenever possible, an official order is raised for audit and recording purposes once a corporate credit card has been used.

*Proposed changes to the Procurement Procedure Rules are shown attached as **Appendix P**.*

(l) Scheme for Dealing with Petitions (Part 5 – Part 5.85 – 89) & Council Procedure Rule 30 (Petitions) (Part 4.22 – 4.23):

The Scheme has been substantially amended and revised in the light of recent operational experience. CPR 30 has been amended to reflect the revised Petitions Scheme, which includes changes to the numbers in the tiered referral mechanism, early referral to the Cabinet (if the petition relates to an executive function under the law) and a provision that any rejected will, if appropriate, be referred to the relevant department for a direct response to the lead petitioner on the issues raised.

*Proposed changes to the Petitions Scheme are shown attached as **Appendix Q**.*

*Proposed changes to Council Procedure Rule 30 are shown attached as **Appendix R**.*

OTHER MATTERS CONSIDERED:

A. Statutory Guidance on Overview and Scrutiny

The CRWP considered the following listed areas for review arising from the Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities issued by the Ministry of Housing, Communities and Local Government during 2019:

- 1. ensuring a clear division of responsibilities between the scrutiny function and the audit function;*
- 2. reporting findings of independent whistle blowing investigations to O & S for them to consider their wider implications;*
- 3. consider whether TDC should voluntarily appoint/designate a statutory scrutiny officer (or equivalent);*
- 4. consider electing the Chairmen of O & S Committees by taking the vote by secret ballot;*

5. *consider establishing a formal co-option scheme for O & S Committees. Also consider issue of Technical Advisers (independent local experts); and*
6. *consider creating an Executive-Scrutiny Protocol to be formally integrated into the Constitution.*

It was agreed by the CRWP that the Portfolio Holder's final report to Cabinet -

- (a) seeks a delegated authority for the Head of Democratic Services & Elections and the Head of Legal and Governance Services & Monitoring Officer, in consultation with the Deputy Leader of the Council, the Chairmen of the overview and scrutiny committees, the Chairman of the Audit Committee and one other Portfolio Holder (to be decided by the Deputy Leader), to draft a formal Executive-Scrutiny Protocol and to submit that to the Overview and Scrutiny Committees and Cabinet for adoption;
- (b) requests the Head of Legal and Governance Services & Monitoring Officer, in conjunction with the Head of People, Performance and Projects, to review the Council's Whistleblowing Policy in order to make sure that it is robust;
- (c) seeks an amendment to Article 12 (Officers) of the Constitution in order to reflect the fact that the Head of Democratic Services & Elections is the Council's scrutiny officer **[see Appendix D]**; and
- (d) requests the Head of Democratic Services & Elections to incorporate within the Member Development Scheme regular training on overview and scrutiny matters (including for example on the division of responsibilities between the Council's scrutiny function and its audit function).

B. Substitute Members for Planning Committee and Miscellaneous Licensing Sub-Committee

The CRWP discussed the current lack of trained Members who could act as substitute Members of the Planning Committee and the Miscellaneous Licensing Sub-Committee and the potential adverse impact that this could have on the consistency of decision making and the Council's reputation. The CRWP had been requested by the Standards Committee to consider a 'pool' of substitutes across political groups. After due consideration, the CRWP decided not to recommend use of 'pooled substitutes'.

It was agreed by the CRWP however, that the Portfolio Holder's final report to Cabinet recommends to Council that Group Leaders strongly urge that all Members attend planning and licensing training events which would both increase the number of named substitutes that Group Leaders would have at their disposal as well as providing Members with greater knowledge of the workings of the Council that will prove useful to them in their Ward and wider representational roles.

C. Independent Remuneration Panel (IRP) Consultation Process

The CRWP discussed the role of Members in shaping the IRP's recommendations to Council on the Members' Scheme of Allowances.

It was agreed by the CRWP that the Portfolio Holder for Corporate Finance and Governance propose to the IRP, during its current consultation on the Members' Allowances Scheme that Section 1.2 of the Members' Allowances Scheme is amended in order to reflect in greater detail the current custom and practice (which has previously been followed in respect of the consultation arrangements) in order to document these

within the review process.

D. Public Speaking Scheme for the Planning Committee

The CRWP discussed the order of speakers within the public speaking scheme for the Planning Committee and whether it should be changed, for example, in order to allow the relevant Ward Member(s) to speak last.

It was agreed by the CRWP that the Portfolio Holder's final report to Cabinet recommends to Council that the Monitoring Officer be requested to undertake a review of the public speaking scheme for the Planning Committee in accordance with Council Procedure Rule 40, as amended.

E. Matters the Working Party agreed were not to be taken forward

The following matters are those that, after consideration, the Working Party agreed that they were not to be taken forward:-

1. Chairman and/or Vice-Chairman of the Community Leadership Overview & Scrutiny Committee should be a Member from a political group that is not represented on the Cabinet.
2. Introduction of restrictions on political parties/organisations asking questions at Council meetings under Council Procedure Rule 10 (Questions by the Public).
3. Rescind the current requirement that the Minutes of the meetings of certain Committees are included for receiving and noting on the agendas for Ordinary Meetings of the Council.
4. Introduction of a provision whereby a political Group (or Deputy Group) Leader (in the event that a trained substitute member from their own group was not available) might appoint a trained substitute member from another political group on the Council to substitute for their Group's appointed member at meetings of the Planning Committee and the Miscellaneous Licensing Sub-Committee.
5. Changing the start time of Full Council meetings from 7.30 p.m. to 7.00 p.m.

BACKGROUND PAPERS

There are no background papers (as defined by the Local Government Act 2000) arising from this report.

APPENDICES

A.Z

APPENDIX A	Part 2	Article 4 – The Full Council
APPENDIX B	Part 2	Article 6 – Overview and Scrutiny Function
APPENDIX C	Part 2	Article 7 – The Cabinet (Executive)
APPENDIX D	Part 2	Article 12 - Officers
APPENDIX E	Part 3	Scheme of Delegation – Planning Policy & Local Plan Committee
APPENDIX F	Part 3	Scheme of Delegation – HR Sub-Committee
APPENDIX G	Part 4	<u>Council Procedure Rules – Section One</u> Rule 1 – Annual Meeting of the Council & Rule 16 – Rules of Debate
APPENDIX H		Rule 2 – Budget & Council Tax Setting
APPENDIX I		Rule 4 – Extraordinary Meetings

APPENDIX J		Rule 11 – Questions by Members & Rule 3 – Ordinary Meeting
APPENDIX K		Rule 12 – Motions on Notice
APPENDIX L		Rule 17 – State of Tending Statement
APPENDIX M		Rule 19 - Voting
APPENDIX N	Part 4	<u>Council Procedure Rules – Section Two</u> Rule 40 – Public Speaking Scheme
APPENDIX O	Part 5	Overview & Scrutiny Procedure Rules
APPENDIX P	Part 5	Procurement Procedure Rules
APPENDIX Q	Part 5	Petitions Scheme; and
APPENDIX R	Part 4	Council Procedure Rule 30 - Petitions
APPENDIX S	Part 3	Scheme of Delegation (Executive Functions)

A5 APPENDIX A

ARTICLE 4 – THE FULL COUNCIL

4.01 Meanings

(a) Policy Framework

The policy framework means those statutory policies and plans which must be approved or adopted by the full Council and are, for the time being, the following:

- Council's Corporate Plan;
- Community Strategy;
- Crime and Disorder Reduction Strategy (Sections 5 and 6 of the Crime and Disorder Act 1998);
- Plans and strategies which together comprise the Local Development Plan Documents (Section 15 of the Planning and Compulsory Purchase Act 2004);
- The plan and strategy which comprise the Housing Investment Programme (HRA Business Plan and Housing Strategy);
- Statement of Licensing Policy (Licensing Act 2003);
- Statement of Licensing Policy (Gambling Act 2005) **(on the recommendation of the Cabinet who will have considered a referral from the Licensing and Registration Committee);**

Other plans and strategies which the Council may decide from time to time are to be adopted by the Council as a matter of local choice as part of the policy framework, including but not limited to:

- IT Strategy and Information Governance
- Procurement Strategy

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A5 APPENDIX B

ARTICLE 6 – OVERVIEW AND SCRUTINY FUNCTION

6.02 Terms of Reference:

The terms of reference for each Overview and Scrutiny Committee are set out below:

(i) Community Leadership Overview and Scrutiny Committee

To hold scheduled meetings every two months but with the Chairman able to call additional formal meetings. Meetings of Task and Finish Groups can be called as required, following the terms of reference being agreed by the Committee.

To perform the role of Overview and Scrutiny and its functions in relation to

- Community Leadership developing the external focus of overview and scrutiny on “district-wide” issues’ (and where appropriate sub regional, regional and national issues), in particular through collaborative work with local partner authorities, providers, stakeholders and members of the public.
- Approval of discrete researched and evidenced reviews on the effectiveness of partnership operating in the area with particular focus on:
 - Community Safety
 - Health and Well-being
 - Economy, Skills and Educational Attainment
- Community engagement, development and empowerment
- Leisure and Tourism (except matters relating to budgets)
- Housing Strategy and Homeless Service (except the Housing Revenue Account)
- Emergency Planning

(ii) Resources and Services Overview and Scrutiny Committee

- ~~To be chaired by~~ **The Chairman and the Vice-Chairman of the Committee will normally be** ~~a Members~~ of a political group that is not represented on the Cabinet. ~~and to hold 8 scheduled meetings per year but with the Chairman able to call additional formal meetings.~~ **The Committee will hold 8 scheduled meetings per year but with the Chairman able to call additional formal meetings.** Meetings of Task and Finish Groups can be called as required, following the terms of reference being agreed by the Committee.
- To perform the role of Overview and Scrutiny and its functions in relation to the effective use of the Council’s resources including approval of discrete researched and evidenced reviews on the effectiveness of:

Financial Forecast

Budget setting and monitoring (including General Fund & Housing Revenue Account)

Service Delivery and Performance (where not delegated to the Community Leadership Overview and Scrutiny Committee)

Procurement and Contract Management

Transformation and Digital Strategies

Customer Service and Standards

A5 APPENDIX C

ARTICLE 7 – THE CABINET (ALSO REFERRED TO AS THE EXECUTIVE)

7.08 Cabinet Procedure Rules

1. MEETINGS

1.1 Cabinet Meetings

The Cabinet will meet at times to be agreed by the Leader. The Cabinet shall meet at the Council's main offices (the Town Hall) or another location to be agreed by the Leader.

1.2 Meetings of the Council

Meetings of the Cabinet and their committees must be held in public except where confidential or exempt information is to be discussed.

1.3 Quorum

The quorum for a meeting of the Cabinet shall be three including the Leader or in his absence the Deputy Leader.

1.4 Chairmanship

The Leader (or in his absence the Deputy Leader) will preside at any meeting of the Cabinet at which he is present.

1.5 Who may Attend?

- (i) Subject to the Access to Information Rules and the provisions of the Members' Code of Conduct, any Councillor may attend meetings of the Cabinet. They may not speak without the consent of the Leader, or in any case vote.
- (ii) The Leader or Deputy Leader of ~~the opposition groups~~ **any political group** may, as of right, attend meetings of the Cabinet and participate fully in the discussion on all agenda items, but cannot vote. If requested by the Leader or Deputy Leader of ~~an opposition~~ **a** group to do so, the minutes of the meeting of Cabinet on a particular matter will record their Group's opposition to all, or part, of a decision.
- (iii) Meetings of the Cabinet shall have in attendance the Chief Executive, the Chief Financial Officer (or his Deputy), the Monitoring Officer (or his Deputy) and other relevant Corporate Directors in the light of items to be discussed, or their nominated representatives, at the discretion of the Chief Executive.
- (iv) The Chief Financial Officer and Monitoring Officer have the right to attend and present a report to discharge their statutory duties whenever necessary.

- (v) The Constitution includes no provision for substitute members at meetings of the Executive.

A5 APPENDIX D

ARTICLES OF THE CONSTITUTION - ARTICLE 12 – OFFICERS

Article 12.01 Management Structure

(c) Head of Paid Service, Monitoring Officer and Chief Financial Officer (Section 151 Officer):

The Council has designated the following posts to fulfil a specific statutory position as shown:

Designation	Post
Head of Paid Service	Chief Executive
Monitoring Officer	Head of Governance and Legal Services
Chief Financial Officer (section 151 Officer)	Head of Finance, Revenues and Benefits Services

These posts will have the functions described in paragraphs 12.02-12.05 below.

(d) Scrutiny Officer

The Council has designated the post of Head of Democratic Services and Elections to fulfil the role of the Council's Scrutiny Officer. The role is to:

- promote the role of the Council's overview and scrutiny committees;**
- provide support to those committees and its members; and**
- provide support and guidance to Members and Officers relating to the functions of the overview and scrutiny committees.**

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A5 APPENDIX E

Part 3 Delegated Powers - Schedule 2 Responsibility for Council (Non-Executive) Functions

<p>Planning Policy and Local Plan Committee</p>	<p>To exercise the Council’s functions relating to overseeing the preparation of the Local Plan* and ensuring it meets the “tests of soundness” from national and planning policy.</p> <p>The exercise of the Council’s functions, powers and duties in relation to the following:</p> <ol style="list-style-type: none"> 1. To oversee the preparation of the new Tendring District Local Plan* to ensure that it meets the “tests of soundness” set out in the National Planning Policy Framework. 2. To ensure that the Local Plan* is “positively prepared”, based on a strategy which seeks to meet objectively assessed development and infrastructure requirements, including unmet requirements from neighbouring authorities where it is reasonable to do so and consistent with achieving sustainable development. 3. To ensure the Local Plan* is “justified”, promoting the most appropriate strategy for growth, when considered against reasonable alternatives, based on proportionate evidence. 4. To ensure that the Local Plan* is “effective”, being deliverable over the plan period and based on effective joint working on cross- boundary strategic priorities. 	
	<ol style="list-style-type: none"> 5. To ensure that the Local Plan* is “consistent with national policy” enabling the delivery of sustainable development in accordance with the policies in the National Planning Policy Framework. 6. To ensure that the Council effectively complies with the statutory duty to co-operate. 	

	<p>7. To consider and recommend the content of the Local Plan*, in consultation with the Cabinet, for consideration and formal approval by Full Council for either public consultation (preferred options or pre-submission versions), submissions to the Secretary of State (to be examined by a Planning Inspector), or final adoption (following receipt of the Planning Inspector's report).</p> <p>8. To formally approve Supplementary Planning Documents (SPDs) and other planning documents for public consultation and final adoption.</p> <p>9. To approve the preparation, commissioning and subsequent publication of studies, surveys and other technical documents that form part of the "evidence base" needed to justify the content of the Local Plan*, Supplementary Planning Documents (SPDs) and other planning documents.</p> <p>10. To scrutinise, note and understand the recommendations and conclusions of the "evidence base" to ensure that it provides a robust platform upon which to base policies and proposals in the Local Plan*, SPDs and other planning documents.</p> <p>11. To approve the publication of the Annual Monitoring Report (AMR) each year and to consider whether or not it highlights development trends that may or may not require changes to policies or proposals in the Local Plan*, SPDs or other planning documents.</p> <p>12. To consider representations submitted in response to public consultation exercises on the Local Plan*, SPDs or other planning documents and consider the need for any changes</p>	
	<p>to these documents in response to any issues that they raise.</p> <p>13. To consider and agree responses to consultation exercises on national, regional and sub-regional planning policy issues and on other authorities' planning documents.</p>	

	<p>14. Approve the work programme required for the Committee to undertake its functions effectively and in a timely manner.</p> <p>15. Refer to Cabinet any recommendations in respect of the Council's overall strategy, policies and guidance, where functions are referred to the responsibility of the Cabinet.</p> <p>16. Approve non-statutory planning policy and guidance to be considered by the Council, the Planning Committee and officers in the discharge of its statutory planning functions, including (but not limited to) avoiding detriment to local neighbourhoods (as long as they are not contrary to the National Planning Policy Framework).</p> <p><i>*The Local Plan can consist of one or more "Development Plan Documents" which could include one document for the majority of the Tendring District and a separate document, if necessary, prepared jointly with Colchester Borough Council, for any major development crossing the Tendring/Colchester border</i></p>	
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A5 APPENDIX F

Part 3 Delegated Powers - Schedule 2 Responsibility for Council (Non-Executive) Functions

Committee	Functions and Terms of Reference	Delegated Functions
Human Resources Sub-Committee	<ol style="list-style-type: none"> 1. Forms part of the recruitment, dismissal and disciplinary process for the appointment of Senior Officers, which includes the following posts: <ul style="list-style-type: none"> • Chief Executive; • Section 151 Officer; • Monitoring Officer; • Chief Officers (Deputy Chief Executive/ Corporate Directors); and • All Deputy Chief Officers (Heads of Service) 2. Form a panel to undertake interview of applicants for Senior Officer posts who have successfully been shortlisted and undertaken necessary technical interviews and assessments. 3. The Panel will be comprised of 3 members normally consisting of: <ul style="list-style-type: none"> • a member of Cabinet being the relevant Portfolio Holder for the service concerned a Portfolio Holder, as determined by the Leader of the Council. (unless that Portfolio Holder requires the The Leader will have the right to appoint a substitute for them the Portfolio Holder because if they will be unable to attend or if otherwise necessary); • Chairman or Vice-Chairman of the Human Resources Committee; and • a named committee member from an a political group that is not represented on the Cabinet 4. The Panel must take into account the views and professional advice given by the relevant officers before an offer of appointment can be made. 5. The Panel will notify the Head of People, Performance and Projects of the name of the person to whom the post is to be offered and any other matter relevant to the appointment. 	<p>Head of People, Performance and Projects:</p> <ul style="list-style-type: none"> • Notify all members of Cabinet of the name of the person to whom the post is to be offered and any other matter relevant to the appointment.

	<p>6. The Panel will determine whether any objection received from Cabinet through the Leader is valid and the offer of appointment should be made.</p> <p>7. In the case of the Chief Executive and Monitoring Officer, the Panel will recommend to Council to approve the appointment before an offer is made.</p>	<ul style="list-style-type: none"> • Receive any objection from Cabinet through the Leader to the appointment within the 3 day period for objections.
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A5 APPENDIX G

COUNCIL PROCEDURE RULES - SECTION 1 – COUNCIL MEETINGS

1. ANNUAL MEETING OF THE COUNCIL

1.1 Timing and Business

In a year when there is an ordinary election of councillors, the annual meeting will take place on the third Tuesday after the elections. In any other year, the annual meeting will take place in April or May. No business except that identified below in this Rule and Rule 1.2 will be included on the Agenda of the Annual Council meeting and all other Council Procedure Rules shall be construed accordingly.

The annual meeting will:

- (i) Receive a report from the Returning Officer on the return of Members elected (if it is the annual meeting following the District Council Elections);
- (ii) Receive apologies for absence;
- (iii) Elect a person to preside if the Chairman and Vice-Chairman of the Council are not present;
- (iv) Receive any announcements from the retiring Chairman of the Council;
- (v) Elect the Chairman of the Council for the ensuing year;
- (vi) Elect the Vice-Chairman of the Council for the ensuing year;
- (vii) Receive any announcements from the Chairman and/or the Chief Executive;
- (viii) Receive notification of memberships of political groups and the names of the Group Leaders and their Deputies (if it is the annual meeting immediately following the District Council Elections);
- (ix) Elect the Leader of the Council (if it is the annual meeting immediately following the District Council Elections);
- ~~(x) Fix the allowances for the Chairman and Vice-Chairman and Members for the municipal year;~~
- (xi) Selection of Councillors on Committees etc in accordance with Council Procedure Rule 1.2;
- (xii) Reaffirm the Council's Constitution;
- (xiii) Approve a programme of ordinary meetings of the Council and Committees for the year;
- (xiv) Approve the work programmes for the overview and scrutiny committees in accordance with Overview and Scrutiny Procedure Rule 7; and

- (xv) Appoint up to four Members, with each Member being a Member Authority Representative to serve on/at the General Assembly of the Local Government Association. Two of the Members appointed will always be the Leader and Deputy Leader of the Council. Up to two further names can be put forward to Council by the Leader of the Council, following consultation with Group Leaders; and
- (xvi) Consider any other business set out in the notice convening the meeting.

16. RULES OF DEBATE

16.5 Amendments to Motions

- (a) An amendment to a motion must be relevant to the motion and either be:
 - (i) to refer the matter to the Cabinet or relevant Committee for consideration or reconsideration;
 - (ii) to leave out words;
 - (iii) to leave out words and insert or add others; or
 - (iv) to insert or add wordsas long as the effect of (ii), (iii) or (iv) is not to negate the motion or introduce a new subject matter into the motion before the Council.
- (b) Any amendment proposed to be made to the Cabinet's budget proposals must have been submitted to the Council's Section 151 Officer at least two working days before the Budget Full Council meeting(s) to enable them to consider the implications for the budget.
- (c) **Any Member wishing to move an amendment or alternative recommendation to those made by the Independent Remuneration Panel in respect of the Members' Scheme of Allowances must have submitted their proposals to the Council's Section 151 Officer and the Monitoring Officer at least two working days before the relevant Full Council meeting to enable them to consider the legal and financial implications. Any such amendment or alternative recommendation must be accompanied by the reasons for departing from the IRP's recommendations. Once deemed to be valid by the Monitoring Officer it will be immediately circulated by email to all Members of the Council. Copies of such amendment or alternative recommendation(s) will also be placed on Members' tables prior to the commencement of the Council meeting.**
- (c)(d) Only one amendment may be moved and discussed at any one time. Subject to Rule 16.10 no further amendment may be moved until the amendment under discussion has been disposed of. However the Chairman may permit a

Member to give formal notice of the terms of any further amendment which he proposes to move at a later stage in the proceedings.

- (d)(e) A member may withdraw their proposed amendment with the consent of the seconder.
- (e)(f) If an amendment is not carried, other amendments to the original motion may be moved.
- (f)(g) If an amendment is carried, the motion as amended takes the place of the original motion. This becomes the substantive motion to which any further amendments are moved.
- (g)(h) After an amendment has been carried, the Chairman will read out the substantive motion before accepting any further amendments, or if there are none, put it to the vote.

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COUNCIL PROCEDURE RULES - SECTION 1 – COUNCIL MEETINGS

2. BUDGET AND COUNCIL TAX SETTING

At the relevant ordinary meeting of the Council, when the Council's Budget and Council Tax is approved and set, no business except that identified below will be included on the Agenda of the Budget and Council Tax Setting Meeting and all other Council Procedure Rules shall be construed accordingly. The Budget and Council Tax Setting Meeting shall:

- (i) Receive apologies for absence;
- (ii) Elect a person to preside if the Chairman and Vice-Chairman of the Council are not present;
- (iii) Deal with any business required by Statute to be dealt with before any other business;
- (iv) Approve the minutes of the last meeting;
- (v) Receive any announcements from the Chairman and/or the Chief Executive and any Statements from the Leader of the Council and/or members of the Cabinet;
- (vi) Approve and set the Council's Budget and Council Tax;
- (vii) Deal with any business remaining from the last Council meeting; and
- (viii) Consider any Urgent Matters for Debate

Matters which are not on the agenda and which a Member considers should be reported urgently to the Council may, with the consent of, and in a form approved by, the Chairman, be brought before the meeting by way of a short written statement which shall be read by the Chief Executive, Section 151 Officer or the Monitoring Officer, as part of his or her reports and communications. The Member concerned may, by leave of the Chairman, speak on the statement and move a motion unless advised otherwise by the Chief Executive, Section 151 Officer or Monitoring Officer.

Any amendment proposed to be made to the Cabinet's budget proposals must have been submitted to the Council's Section 151 Officer at least two working days before the Budget Full Council meeting(s) to enable them to consider the implications for the budget. **The text and form of any and all such amendments must be emailed to the Committee Services Manager by no later than 5.00 p.m. on the day of the Budget Full Council meeting in order that copies of same can be printed and placed on Members' seats prior to the commencement of the Council meeting.**

In addition, the text of the Leader of the Council's budget presentation speech must also be emailed to the Committee Services Manager by no later than 5.00 p.m. on the day of the Budget Full Council meeting in order that copies of same can be printed and placed on Members' seats prior to the commencement of the Council meeting. The Committee Services Manager will also email the speech to all Members of the Council as soon as possible after they receive it from the Leader of the Council.

A5 APPENDIX I

COUNCIL PROCEDURE RULES - SECTION 1 – COUNCIL MEETINGS

4. EXTRAORDINARY MEETINGS

4.1 **Calling Extraordinary Meetings**

~~Those listed below may request the Chief Executive to call an Extraordinary Council meeting in addition to ordinary meetings, where such a request is received the meeting will be held within 14 days of the request.~~

- ~~(i) The Chairman of the Council;~~
- ~~(ii) The Council by resolution;~~
- ~~(iii) The Monitoring Officer in circumstances where a Section 5 report is to be presented; and~~
- ~~(iv) Any five members of the Council if they have signed a requisition to the Chairman of the Council and he has refused to request a meeting or has failed to call a meeting to be held within seven clear working days of the requisition.~~

An extraordinary meeting of the Council may be called in the following circumstances:-

- 1. An extraordinary meeting of the Council may be called at any time by the Chairman of the Council.**
 - 2. If the Chairman refuses to call an extraordinary meeting of the Council after a requisition for that purpose, signed by five members of the Council, has been presented to him, or if, without so refusing, the Chairman does not call an extraordinary meeting within seven days after the requisition has been presented to him, then any five members of the Council, on that refusal or on the expiration of those seven days, as the case may be, may forthwith call an extraordinary meeting of the Council.**
 - 3. The Council by resolution; and**
 - 4. The Monitoring Officer in circumstances where a Section 5 report is to be presented.**
- 4.2 Holding Extraordinary Meetings in the corresponding circumstances set out above**
- 1. The Chairman of the Council, in consultation with the Chief Executive, will decide the date of the meeting.**

- 2. Where such a request is received the meeting will be held within 14 days of the receipt of the call for an extraordinary meeting from those five members of the Council.**
- 3. The Council as part of its resolution will fix the date of the extraordinary meeting or will delegate that matter to the Chairman of the Council.**
- 4. Where such a request is received the meeting will be held within 14 days of the receipt of the call for an extraordinary meeting from the Monitoring Officer.**

A5 APPENDIX J

COUNCIL PROCEDURE RULES - SECTION 1 – COUNCIL MEETINGS

11. QUESTIONS BY MEMBERS

11.6 Response

An answer may take the form of:

- (a) a direct oral answer;
- (b) where the desired information is in a publication of the Council or other published work, a reference to that publication; or
- (c) where a reply cannot conveniently be given orally, a written answer given later to all Members.

The Member giving the response must provide an electronic or written copy of that response to the Committee Services Manager by ~~10.00 a.m.~~ **Noon** on the day of the meeting in order to enable the response to be circulated to the Questioner, the Chairman of the Council, the Leader of the Council and relevant Officers.

11.7 ~~Supplementary~~ Questions of Clarification

After the response has been given to a Question on Notice, the Member who asked the question may ask one ~~supplementary~~ question, of which no notice is required. ~~The supplementary~~ **That** question must solely relate to clarifying the response received. No statements **or other form of question** will be allowed. The ruling of the Chairman on the admissibility of the ~~supplementary~~ question is final.

The minutes of the meeting will record that a ~~supplementary~~ question **of clarification** and **a** response was asked and given, without detailing the content.

3. ORDINARY MEETING

Ordinary meetings of the Council will take place in accordance with a programme decided at the Council's annual meeting. Such programmes shall ensure that the first ordinary meeting is held within 15 working days of the annual meeting of the Council except in a year when there is an ordinary election of Councillors. The order of business at every ordinary meeting of the Council be as follows:

- (i) To receive apologies for absence;
- (ii) To elect a person to preside if the Chairman and Vice Chairman are not present;
- (iii) To deal with any business required by Statute to be dealt with before any other business;

- (iv) To approve the minutes of the last meeting (or in the case of the first ordinary meeting of the municipal year, to approve the minutes of the Annual meeting and the preceding meeting);
- (v) To receive any announcements from the Chairman and the Chief Executive and any statements from the Leader and Members of the Cabinet;
- (vi) To deal with any Petitions;
- (vii) In accordance with Rule 10, to receive questions from, and provide answers to the public in relation to matters which in the opinion of the person presiding at the meeting are relevant to the business of the meeting;

~~(viii) — To receive questions from Members in accordance with Rule 11.2;~~

(ix)(viii) To receive a report from the Leader on any Cabinet decisions taken as a matter of urgency in accordance with Access to Information Procedure Rule 16.2, Budget and Policy Framework Procedure Rule 6(b) and Overview and Scrutiny Procedure Rule 18(i);

(x)(ix) To deal with any business from the last Council meeting;

(xi)(x) To receive the minutes of Committees (with the exception of the Licensing and Registration and Planning Committees) and to receive questions and answers from Councillors on any of those items;

(xii)(xi) To receive reports about and receive questions and answers on the business of joint arrangements and external organisations;

(xiii)(xii) To consider motions (in the order in which notice has been received);

(xiv)(xiii) To consider any other business specified in the summons to the meeting, including consideration of proposals from the Cabinet in relation to the Council's Budget and Policy Framework, other reports from the Cabinet, reports of the Overview and Scrutiny Committees, or other Committees for debate and reports from Officers for consideration; ~~and~~

(xiv) To receive questions from Members in accordance with Rule 11.2; and

(xv) Urgent matters for Debate

Matters which are not on the Agenda and which a Member considers should be reported urgently to the Council may, with the consent of, and in a form approved by, the Chairman, be brought before the meeting by way of a short written statement which shall be read by the Chief Executive, Section 151 Officer or Monitoring Officer, as part of his or her reports and communications. The Member concerned may, by leave of the Chairman, speak on the statement and move a motion unless advised otherwise by the Chief Executive, Section 151 Officer or Monitoring Officer.

With the exception of items (i) (ii) (iii) and (iv), the order of items may be varied at the discretion of the Chairman or by a resolution passed on a motion (which need not be

in writing) duly moved and seconded, which shall be put without discussion. At the last ordinary meeting of the Council in the municipal year, following item (v) the meeting will receive the annual State of Tending Statement from the Leader.

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A5 APPENDIX K

COUNCIL PROCEDURE RULES - SECTION 1 – COUNCIL MEETINGS

12. MOTIONS ON NOTICE

12.1 Scope

Motions must be about matters for which the Council has a responsibility or which affect the Tendring District.

12.2 Notices of Motion

Except for motions which can be moved without notice under Rule 13, written and signed notice (or notice by personal e-mail) of every motion by the Member or Members submitting it, must be delivered to the Committee Services Manager no later than midday eight working days before the day of the meeting. The Monitoring Officer and/or the Committee Services Manager will decide whether to accept the motion as a valid motion having had regard to the provisions of Rule 14.

No Member shall, under the provisions of this Rule, submit more than one motion for consideration at any ordinary meeting of the Council.

A maximum of ~~three~~ **two** motions shall be accepted for inclusion in an agenda for an Ordinary Meeting of the Council under this Procedure Rule. Motions shall not be submitted to the annual meeting of the Council ~~or to an Extraordinary meeting of the Council~~ or to the Budget and Council Tax setting meeting of the Council.

12.3 Motion Set out in Agenda

Valid motions for which notice has been given will be listed on the agenda in the order in which notice was received, unless the Member giving notice states, in writing, that he proposes to move it to a later meeting or withdraw it.

At the meeting the Chairman will invite the Member who submitted the motion to formally move it. Thereupon the Chairman will then ask for a seconder for the motion. If there is no seconder then the motion will be declared by the Chairman as having failed and the Chairman will immediately move onto the next business on the agenda.

If the motion is seconded then it will be dealt with in accordance with Rule 12.4 (within the maximum 30 minute time limit **normally** allocated for each motion, **which will only commence at the point the Chairman has decided to allow the motion to be dealt with at the meeting and they then call on the first Member to speak to the motion if it is a motion being considered at an ordinary meeting of the Council**).

If a motion thus set out in the agenda is not moved either by a Member who gave notice thereof or by a Member nominated by him it shall unless postponed by consent of the Council, be treated as withdrawn and shall not be moved without fresh notice.

12.4 Consideration of Motions

12.4.1 At an Extraordinary Meeting of the Council any Motion listed on the Agenda will be dealt with at the meeting in accordance with the provisions, as applicable, of Rules 16, 19, 23, 24, 25, 28 and 29.

12.4.2 At an ordinary meeting of the Council ~~the~~ The mover and seconder of the motion will be permitted to ~~explain the purpose of the motion and~~, if they so wish, give reasons why they feel it would be appropriate for the motion to be dealt with at the meeting. They will each have a maximum of three minutes to do so.

The Leader of the Council or the relevant Portfolio Holder or the relevant Chairman of a Committee will then be permitted to respond and they will either agree with the motion being dealt with at the meeting or they will put forward reasons why it would be more appropriate for the motion to stand referred to the appropriate body for further consideration. They will have a maximum of three minutes to do so.

After hearing the representations referred to above together with any necessary professional advice from the Chief Executive and/or the Monitoring Officer and/or the Section 151 Officer, the Chairman will then make a ruling on whether the motion should be dealt with at the meeting or stand referred to the appropriate body.

In making their ruling the Chairman must have regard to the principles of decision making set out in Article 13.02 of the Council's Constitution and the provisions of the Executive Function Regulations. The Chairman must also provide to the meeting a short oral explanation of the reasons for their decision.

If the Chairman decides to refer the motion to the appropriate body then the provisions of Rule 12.5 will apply.

If the Chairman decides to allow the motion to be dealt with at the meeting, then in considering the motion the provisions, as applicable, **of** Rules 16, 19, 23, 24, 25, 28 and 29 will apply.

Regardless of whether the Chairman has decided to allow the motion to be dealt with at the meeting or they have decided to refer the motion to the appropriate body, the mover and seconder of the motion will, at this point in the proceedings, explain the purpose of the motion. They will each have a maximum of three minutes to do so.

~~All speakers on the motion will be allowed three minutes.~~

A maximum of 30 minutes for debate will **normally** be allowed for each motion **the Chairman has decided they will allow to be** dealt with at the meeting. **That 30 minute time period will then commence at this point when the Chairman calls on the first Member to speak to the motion. Following the expiry of that 30 minute period the Mover of the Motion, the mover of an amendment and the Leader/relevant Portfolio Holder/relevant Committee Chairman shall have a right of reply in accordance with the provisions of Council Procedure Rule 16.8.**

All speakers on the motion will be allowed three minutes.

If a valid amendment to the motion is accepted by the Chairman a separate 30 minute period will then normally be allowed to debate the amendment. Following the expiry of that 30 minute period the Mover of the Motion, the mover of an amendment and the Leader/relevant Portfolio Holder/relevant Committee Chairman shall have a right of reply in accordance with the provisions of Council Procedure Rule 16.8.

All speakers on the amendment will be allowed three minutes.

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COUNCIL PROCEDURE RULES - SECTION 1 – COUNCIL MEETINGS

17. STATE OF TENDRING STATEMENT

At the last ordinary meeting before the Annual Council meeting each year, the Leader will make a Statement on the State of the Tendring District. The Chairman may permit debate following the statement.

In addition, the text of the Leader of the Council's Statement on the State of the Tendring District must be emailed to the Committee Services Manager by no later than 5.00 p.m. on the day of the relevant Full Council meeting in order that copies of same can be printed and placed on Members' seats prior to the commencement of the Council meeting. The Committee Services Manager will also email the statement to all Members of the Council as soon as possible after they receive it from the Leader of the Council.

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A5 APPENDIX M

COUNCIL PROCEDURE RULES - SECTION 1 – COUNCIL MEETINGS

19. VOTING

19.4 Recorded Vote

If **11 9** Members present at the meeting demand it, the names for and against the motion or amendment or abstaining from voting will be taken down in writing and entered into the minutes.

A recorded vote is mandatory on any decision relating to the budget or Council Tax. This includes not only the substantive budget motions agreeing the budget and setting Council taxes, but also on any amendments proposed at the meeting.

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A5 APPENDIX N

COUNCIL PROCEDURE RULES - SECTION 2 – COMMITTEE MEETINGS

40. SCHEMES TO PERMIT MEMBERS OF THE PUBLIC TO SPEAK AT MEETINGS OF THE **PLANNING POLICY & LOCAL PLAN** AND PLANNING COMMITTEES

The **Planning Policy &** Local Plan Committee and the Planning Committee will each have a scheme providing a limited right for speaking by members of the public in relation to applications or other matters of business. The schemes shall be in such a form as the ~~Monitoring Officer determines after consulting with the Head of Planning Services and the Chairman of the relevant Committee.~~ **Full Council determines having considered a recommendation from the relevant Committee.**

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A5 APPENDIX O

OVERVIEW AND SCRUTINY PROCEDURE RULES

10. PROCEDURE AT COMMITTEE MEETINGS

- (a) The Committees shall consider the following business:
- (i) Minutes of the last meeting;
 - (ii) Declarations of Interest;
 - (iii) Questions raised on forthcoming executive decisions in accordance with Rule 13;
 - (iv) Responses of the Cabinet to reports **and/or recommendations (the “recommendations monitoring report”)** of the Overview and Scrutiny Committee;
 - (v) Responses of the Cabinet to called-in decisions referred for reconsideration;
 - (vi) Consideration of any matter referred to the Committee for a decision in relation to the call-in of a decision; **and**
 - (vii) its Work Programme (having due regard to the General Role and Principles as set out in Article 6 of the Constitution); and**
- ~~(vii)~~ **(viii)** The business otherwise set out on the agenda for the meeting.

11. POLICY REVIEW AND DEVELOPMENT

- (a) The role of the Overview and Scrutiny Committees in relation to the development of the Council’s Budget and Policy Framework is set out in detail in the Budget and Policy Framework Procedure Rules within this Constitution.
- (b) In relation to the development of the Council’s approach to other matters not forming part of its Budget and Policy Framework, each Overview and Scrutiny Committee may make proposals or act as consultee for the Cabinet for developments in so far as they relate to matters within their terms of reference.
- (c) Each Overview and Scrutiny Committee where relevant to their terms of reference, may, **as resources permit, agree to form a specific Task and Finish Group to** investigate the available options for future direction in policy development and may appoint advisers and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. They

may ask witnesses to attend to address them on any matter under consideration and may pay to any advisers, assessors and witnesses a reasonable fee and expenses for doing so.

- (d) Where resources permit, each Overview and Scrutiny Committee may establish, task and finish groups to undertake the matters in (c) above and to gather the evidence in the ways set out. Likewise, joint task and finish groups (which may be styled panels) may be formed, where necessary, by two Overview and Scrutiny Committee in agreement to examine subjects that are, in part, in both of the terms of reference for those Committees.**

12. REPORTS FROM AN OVERVIEW AND SCRUTINY COMMITTEE

- (a) ~~Specific evidence based recommendations on proposals for development from an Overview and Scrutiny Committee will be submitted by way of a formal report for consideration by Cabinet.~~ **Specific evidence based reports from an Overview and Scrutiny Committee that contain recommendations on proposals for development, will be submitted formally for consideration by Cabinet.** If the proposals would involve a change to the existing Budget and/or Policy Framework, the Cabinet will consider the matter and make a recommendation to Full Council. The report will be drafted by Officers and agreed by the relevant Chairman in respect of the proposals from the relevant Overview and Scrutiny Committee.
- (b) If an Overview and Scrutiny Committee cannot agree on one single final report to the Cabinet or Council, the report may refer to the contrary views of a Member, if the Member concerned specifically requests this.
- (c) The Cabinet shall consider the report from the relevant Overview and Scrutiny Committee at the next meeting of the Cabinet for which the agenda has not yet been published.
- (d) In addition to making recommendations on specific proposals for development, the Overview and Scrutiny Committees may make more general comments/suggestions regarding matters they have considered, which they would like the relevant Cabinet Member to consider and take appropriate action. In such instances, a copy of the relevant minute will be sent to the Cabinet Member.
- (e) Where specific evidence-based recommendations on proposals for development from the Overview and Scrutiny Committees relate to matters that are the responsibility of Partner Authorities and organisations, notice in writing by way of a formal report will be provided to the relevant Partner Authority or organisation requiring them to have regard to the recommendations. The Partner or organisation will be

requested to respond to the relevant Committee within two calendar months setting out action, if any, that is to be taken in response to the recommendations.

- (f) On occasions, matters may be referred to Overview and Scrutiny from Council. On such occasions, the Chairman of the relevant Overview and Scrutiny Committee will respond to the request, be this via an Overview and Scrutiny Committee or a Task and Finish Review Group. Upon concluding the necessary work, the matter and any recommendations made by the Overview and Scrutiny Committee will be referred to the Cabinet for consideration. The matter, along with the recommendations of the Overview and Scrutiny Committee, and any comments or recommendations of the Cabinet shall be referred back to Full Council for consideration.

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A5 APPENDIX P

PROCUREMENT PROCEDURE RULES

6.2 Exemptions from Official Order Rules

Verbal orders, orders that are not accompanied by an official order or not exempt as set out below should only be made in special/exceptional circumstances and only after consultation with the Deputy Chief Executive or their designated officer. In the case of emergencies where an officer needs to take appropriate action to protect the Council's position or its assets then a verbal order can be made but the Deputy Chief Executive must be informed as soon as practical thereafter.

Where verbal orders are made they should be followed up by entering the necessary details on the Council's ordering system in accordance with 6.1 above as soon as possible.

The Deputy Chief Executive or a Corporate Director/Head of Department shall be exempt from the need to raise an official order in the following circumstances:-

(a)	For cash purchases using the Council's Petty Cash system, where ordering using the approved computer system is considered not to be practical. A maximum limit of £50 (excluding VAT) is applicable to each procurement made using the Council's Petty Cash system.
(b)	For the periodic payment of rent and National Non Domestic Rates.
(c)	For the periodic payment of former public utility supplies.
(d)	Where the nature of the goods, works or service requires an appropriate standard form of written contract.
(e)	For contract variations where a written contract requires a form of written contract variation, that is not in the format of the Council's standard official order.
(f)	For HRA assets where orders for goods, works or services are required to be raised through the Council's authorised Housing Management computer system.
(g)	For the engagement of Counsel by the Head of Governance and Legal Services.
(h)	Where the Chief Financial Officer has agreed the use of purchase cards or where one of the Council's credit cards is used. However, whenever possible, an Official Order should be raised as soon as possible for audit and recording purposes after the transaction has been made using a corporate credit card.
(i)	Any other circumstances as agreed, in advance of the procurement, by the Deputy Chief Executive
(j)	Where goods or services are procured in-house.

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A5 APPENDIX Q

SCHEME FOR DEALING WITH PETITIONS

Tendring District Council recognises the importance of petitions as a means of engaging with local communities, enabling the public to air concerns, and as a mechanism for generating service improvements. These pages set out what a petition is, how the public can submit a petition, how it will be dealt with and what the Council can do to respond to the issues raised.

What Constitutes a Petition

Any communication which is signed by, or sent to the Council by **more** than 30 people who live, work or study within Tendring shall be treated as a petition provided that such communication has a clear message or instruction upon which it would wish the Council to act.

Any communication which is signed by, or sent to the Council by **less** than 30 of the people who live, work or study within Tendring shall not be treated as a petition but, where it relates to a matter for which the Council has responsibility for, it shall be forwarded to the appropriate officer of the Council to acknowledge and advise what action, if any, will be taken.

Signatory Eligibility

The Council is keen to receive feedback from all residents, visitors and from people working or studying in the Tendring area, through various communication channels. However, only those people who are either - (a) permanent residents of Tendring; or (b) non-residents who can be clearly identified as either working or studying in Tendring can trigger a formal petition response.

There is no legislation supporting the minimum age requirement for a person to initiate or support a petition. Accordingly, children and young people have the ability to submit a petition as it is deemed they have the same rights and opportunity for their voices to be heard as well as adults. However, it is recognised that in practice, a teacher or parent would oversee the submission of a petition from school children where such children are under 16 years of age.

Whilst the Council welcomes petitions as a means of highlighting concerns within a local area, the lead petitioner has a responsibility to ensure that any petition submitted is done so under the principle of good faith and be decent, honest and respectful.

Information to be included

~~The Council requests that a~~ Any petition **submitted must** contains the following:

- A clear and concise statement covering the subject of the petition, the area to which the petition relates and what action the petitioners want the Council to take;

-
- The contact details for the petition organiser (lead petitioner) so the Council knows who to contact (where the lead petitioner is not identified, the Council shall correspond with the person named first on the petition);
 - The name, **full** address, postcode and signature of any person supporting a **traditional** paper petition (address details will be checked). **Such a petition must be accompanied by a dated covering letter that identifies the key information outlined in this procedure about the purpose of the petition, what action is called for and contact details for the lead petitioner;**
 - The name, postcode and email address for those persons who sign up to an electronic petition or e-petition; and
 - The date the petition was submitted.

Any petition that does not comply with the above requirements will be deemed invalid.

1. How to Submit a Petition to the Council

Petitions can be submitted to the Council in the following ways:

- E-petition – **The petition must be emailed to democraticservices@tendringdc.gov.uk ~~where~~ no end date to an e-petition is specified, the Council shall set this at three months from the date of receipt of the petition.**
- ~~• A traditional paper petition accompanied by a dated covering letter that identifies the key information outlined in this procedure about the purpose of the petition, what action is called for and contact details for the lead petitioner.~~
- Paper petitions **should must** be sent to **The Committee Services Manager, Tendring District Council, ~~Room 61,~~ Democratic Services & Elections, Town Hall, Station Road, Clacton-on-Sea, Essex CO15 1SE.**
- ~~• By e-mailing the relevant documentation to democraticservices@tendringdc.gov.uk~~

2. What happens when a Petition is submitted?

- **Receipt of a ~~Each~~ petition** will be formally acknowledged to the lead petitioner in writing **or by email as appropriate**, within five working days of its receipt.
- The Council will accept any petition on face value but reserves the right to verify the signatures or investigate further, if deemed necessary. The petition must not be vexatious or frivolous **or defamatory or offensive. It must not be substantially the same as a Petition previously received and dealt with by the Council within the past 12 months.**

-
- It must also relate to a matter for which the Council has responsibility for, subject to the exceptions detailed below:

Petitions Received in respect of Planning Applications, the Local Plan making process and other Regulatory Matters (such as licensing applications submitted under the Licensing Act 2003 and the Gambling Act 2005)

Petitions received in respect of planning or licensing applications shall not be treated as petitions for the purposes of this scheme but will be sent to the Council's Planning or Operational Services Departments, as appropriate, and will be considered as representations received in relation to that particular application or planning matter.

Petitions received in respect of the Local Plan making process will be referred to the Planning Policy & Local Plan Committee.

Community Governance Petitions

Community Governance petitions will be considered initially against the relevant provisions of the Local Government and Public Involvement in Health Act 2007. Those petitions that do not meet the criteria under that Act to trigger a Community Governance Review will then be considered against the criteria contained within this Scheme.

Petitions for a Referendum for an Elected Mayor and Cabinet of a Committee System of Local Government

Petitions for a referendum for an Elected Mayor and Cabinet or a return to a Committee System of Local Government will be considered initially against the relevant provisions of the Local Government Act 2000 and related legislation such as the Local Authorities (Referendums) (Petitions and Directions) (England) Regulations 2011 (as amended). Those petitions that do not meet the criteria under that Act and supporting legislation to trigger a Referendum will then be considered against the criteria contained within this Scheme.

The Head of Democratic Services & Elections (or, in their absence or other unavailability, the Committee Services Manager) will decide whether a petition is valid and/or acceptable. In making their decision those Officers will consult, if necessary, the Monitoring Officer. If the decision made is to reject the petition as being invalid and/or unacceptable the Head of Democratic Services and Elections (or Committee Services Manager) will inform the Lead Petitioner accordingly, explaining the reasons why the petition cannot be accepted under this scheme and, if appropriate, informing the petitioner that the petition will be forwarded to the relevant department together with a request that they respond directly to the petitioner on the matters raised.

(Cream)

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- If the issue contained within the petition is not something which the Council would ordinarily consider in public (~~e.g. a matter relating to the personal or financial affairs of an individual~~), **as it would require the disclosure of confidential or exempt information (as defined in local government law)** the lead petitioner will be informed accordingly, explaining the reasons why the petition cannot be accepted under this scheme and where appropriate, referring the petitioner to the relevant department and advising them as to how their views can be expressed via alternative means.
 - If the issue contained within the petition does not relate to any functions or responsibilities of the District Council, but does relate to a matter for which Essex County Council or other body or partner is responsible, the petition will be forwarded to that organisation and the lead petitioner advised accordingly.
 - Each petition received shall be based on a tiered system whereby:
 - (a) A valid petition containing 30 to **249 500** signatures from Tendring residents or non-residents who can be clearly identified as either working or studying in Tendring, will be reported to Council for information. It will ~~then~~ **also** be presented ~~at~~ **to** the ~~next~~ **first practicable** meeting of the Cabinet and then, if requested, a report will be brought back to Cabinet for consideration;
 - (b) A valid petition containing **250 501**, or more signatures from Tendring residents or non-residents who can be clearly identified as either working or studying in Tendring, will be reported to Council to advise that the petition has been received. Once it has been investigated, a report will be prepared and presented with the petition at the next meeting of the Council for consideration. **If it relates to a matter that is an Executive function under the law the petition will also be presented to the first practicable meeting of the Cabinet and any views, comments or recommendations made by Cabinet will be incorporated into the aforementioned report to Council.**
 - (c) The appropriate Ward Member(s) will be informed of receipt of a petition and any action to be taken.

*Note: Where the subject of a petition requires urgent action (i.e. it cannot wait until the following meeting of the Council) it is proposed that the petition be investigated and a report be presented to the **next first available** meeting of the Council **(or Cabinet if it relates to a matter that is an Executive function under the law)**.*

In the period immediately before an election or referendum the Council may need to deal with petitions differently. If this is the case, the **Council Head of Democratic Services &**

Elections, having consulted the Monitoring Officer, will explain, in writing, the reasons to the Lead Petitioner and discuss inform them of the revised timescale that will apply.

- When a petition is being considered by Cabinet or Council, following investigation and a report being brought back, the lead petitioner will be invited to address the Cabinet or Council, outlining the reasons for the submission of the petition and what action they would like the Council to take. The lead petitioner (or his or her representative) will ~~be given the opportunity to present this information~~ **have a time limit of three minutes for their speech** and the petition will then be discussed by Councillors. A Ward Councillor can, at the request of the lead **signatory petitioner**, present the petition to Cabinet or Council on behalf of the relevant petitioners.
- Should two petitions be received on the same issue (**including if one is** in support and one opposing a course of action) then both lead petitioners will be invited to address Cabinet or Council at the same time.
- The relevant Ward Member(s), Cabinet Member(s) and officers will be informed when a valid petition covering their Wards and areas of responsibility is received and when and how the petition will be considered.
- The lead petitioner will be informed, in writing, of the Cabinet or Council's decision and this information will also be published on the Council's website **via the Minutes of the relevant meeting at which the petition was dealt with**. If a further meeting is to be held to consider the issues raised in the petition, the lead petitioner will be supplied with the relevant details and **will also** be given the opportunity to attend and address ~~the~~ **that** meeting and if appropriate, answer any questions posed at the meeting.
- Relevant Officers will be required to attend any meeting to assist in the scrutiny and investigation of issues raised in the petition. As a general principle, the relevant Officers should be at a Head of Service level or above.
- Where possible, the consideration of a petition will be held in public but, in exceptional circumstances, it may be necessary for an issue to be considered as a "exempt" item under the Local Government Act 1972, the Access to Information Act 1985 and other relevant legislation. In such circumstances, the lead petitioner, public and press will be excluded from the meeting (or part of it) but the reasons for their exclusion will be clearly communicated **to them and will also be included in the Minutes of that meeting..**
- ~~A schedule will be compiled and maintained for all petitions received and will be available for public inspection on request and the name (but not contact details) of the lead signatory will be listed on the schedule.~~

Petitions Received in Respect of Planning, the Local Plan making process and other Regulatory Matters

~~Petitions received in respect of planning or licensing applications shall not be treated as petitions for the purposes of this scheme but will be sent to the Council's Planning or Operational Services Departments and considered as representations received in relation to that particular application or planning matter.~~

~~Petitions received in respect of the Local Plan making process will be referred to the Local Plan Committee.~~

3. What happens after a Petition has been considered?

There are several courses of action available to the Cabinet or the Council (as appropriate) once a petition has been considered, including:

- No action (with reasons as to why no action is proposed)
- Taking the action requested in the petition
- Undertaking research into the matters raised (this could include referring the matter to the relevant Portfolio Holder, or officer of the Council) and holding a meeting with the petitioners.
- Referring the petition to the appropriate Overview and Scrutiny Committee **or other Committee or Cabinet**
- Holding a public meeting
- Holding an inquiry
- Providing a written response to the lead petitioner setting out the Council's views on the request in the petition
- Considering the petition at a future Cabinet or Council meeting
- Calling for a referendum (subject to costs)

A5 APPENDIX R

COUNCIL PROCEDURE RULES - SECTION 1 – COUNCIL MEETINGS

30. PETITIONS

Petitions will be dealt with in accordance with the scheme approved by Council, contained within Part 5 of the Constitution.

The rules of debate will be in accordance with the Council Procedure Rules.

The length of speeches by presenters of petitions shall not exceed ~~five~~ **three** minutes.

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A5 APPENDIX S

Part 3 Delegated Powers - Schedule 3 Responsibility for Executive Functions

4.1 THE CABINET COLLECTIVELY

The following details the broad principles of issues that are the responsibility of the Cabinet and which shall be considered by the Cabinet collectively at public meetings:

TERMS OF REFERENCE

To be responsible for Community Leadership for the District of Tendring. To lead the preparation of the District Council's policies and budget. To take decisions on resources and priorities together with other stakeholders and community partners as appropriate, and to deliver and implement the budget and policies decided by full Council. To be the focus for forming partnerships with other local public, private, voluntary and community sector organisations to address local needs.

1. Developing and making recommendations to the Council in respect of the plans and strategies that form the Council's policy framework.
2. Formulations of budgets and other statutory financial requirements for submission to Council.
3. Monitoring the Council's budgetary and overall financial position.
4. Decisions as required by the Council's Financial and Procurement Procedure Rules including transactions in respect of the Final Accounts.
5. Decisions outside of the Budget or Policy Framework in accordance with the Procedure Rules.
6. The approval of strategies, policies, plans and guidance which are the responsibility of Cabinet and are not delegated elsewhere within the Constitution.
7. Consideration and approval of the acquisition and disposal of property in accordance with the Property Dealing Procedure, legislation and specific consents.
8. Consideration, approval and determination of objections, under Section 123 of the Local Government Act 1972, received in respect of proposed disposals of land used as public open space. All such consideration and determination to be at a public meeting of the Cabinet.

9. Power to consider objections received and then determine proposed Traffic Regulation Orders under the Road Traffic Regulations Act 1984 (as amended). All such objections to be determined at a public meeting of the Cabinet.

10. The approval of planning policy matters that are the responsibility of the Executive such as Local Development Orders and Neighbourhood Plans (including statutory public consultations thereon).

~~40.~~ **11.** Issues delegated to individual Portfolio Holders that in their opinion a collective decision by the Cabinet is required.

~~44.~~ **12.** Issues delegated to an Officer that in the opinion of the Management Team a collective decision by the Cabinet is required.

~~42.~~ **13.** Reviewing from time to time the Council's Constitution.

4.3 ADDITIONAL SPECIFIC DELEGATIONS TO INDIVIDUAL PORTFOLIO HOLDERS

Leader

1. Ensuring that there is effective two-way communication between the Executive and the Local Plan and Planning Committees. In particular in relation to the implementation of current Development Plan policies and to drafts of any review of the Development Plan
2. Approval, where permitted, of Master Plans, Conservation Area Management Plans and Development and Design Briefs prepared to support any Development Plan Documents.
- 3. To consider and agree responses to consultation exercises on national, regional and sub-regional planning policy issues and on other authorities' planning documents.**

Corporate Finance and Governance

1. Overseeing implementation of the Property Strategy, Property Programme and Property Office Procedures in accordance with the Property Dealing Procedure
2. The exercise of functions delegated to the Portfolio Holder by the Property Dealing Procedure.
3. The monitoring and review of the operation of the Council's Constitution and recommending amendments to the Constitution to the Cabinet/Council.
4. To oversee the preparation and recommendation of financial forecasts and annual detailed budget, including Housing Revenue Account.

5. In consultation with the Chief Financial Officer, to agree the outturn position/report each year to provide the necessary flexibility to comply with the new statutory timetable for publishing the Council's Statement of Accounts.
6. Overview and presentation of financial monitoring reports to Cabinet.
7. The exercise of functions delegated to the Portfolio Holder by the Financial and Procurement Procedure Rules.
8. The approval of the Council's Council Tax Base and the Government's Annual NNDR Forecast Return.
9. Implementation and Monitoring of the Council's Treasury Management Policy Statement and Treasury Management Practices.
- 10. The approval of the draft Annual Capital and Treasury Strategy, in advance of it being formally considered by Cabinet, for consultation purposes with the Resources and Services Overview & Scrutiny Committee. In due course, the Cabinet will then recommend the final version of the Strategy to Full Council for formal adoption.**

4.4 DELEGATION OF EXECUTIVE FUNCTIONS TO OFFICERS

4.4.1 General Responsibilities delegated to Officers:

1. The Deputy Chief Executive and all Corporate Directors have the authority to incur expenditure (with the exception of external legal resources) in accordance with the Budget and Policy Framework, Financial Procedure Rules and Procurement Procedure Rules. Instructing external legal resources remains the responsibility of the Head of Governance and Legal Services.
2. The Deputy Chief Executive and all Corporate Directors are authorised to apply for planning permission in respect of land and/or buildings owned by or within the control of the Council and held in respect of the functions of a Portfolio Holder. In such instances, consultation with the relevant Portfolio Holder is mandatory.
3. In consultation with the Deputy Chief Executive all Corporate Directors are authorised to deal with the assignment of leases and granting, variation and renewal of licences up to a maximum duration of 12 months including annual rights of way within their respective service areas of responsibility.
4. The management and maintenance of all the land holdings occupied or within the control of the service area remit, including health and safety inspections.
5. The Deputy Chief Executive and all Corporate Directors are authorised to issue and serve notices under Section 16 of the Local Government (Miscellaneous Provisions) Act 1976 in respect of functions under the control of a Portfolio Holder.

6. All Corporate Directors are authorised in consultation with the Deputy Chief Executive to take all steps in connection with any legal proceedings, in respect of any function under the jurisdiction of a Portfolio Holder including the commencement or defence of, withdrawal, settlement or compromise of any such proceedings.
7. The Deputy Chief Executive and all Corporate Directors are authorised in consultation with the Head of Governance and Legal Services to appear on the Council's behalf in any legal proceedings, under the jurisdiction of a Portfolio Holder, before all courts, tribunals and inquiries.
8. **All Heads of Service, in consultation with the relevant Portfolio Holder, Management Team Member and the Head of Finance, Revenues and Benefits, are authorised to decide the level of the annual discretionary fees and charges for their service (including any in-year changes that may be required) for inclusion within the Council's corporate schedule of fees and charges.**

Key Decision Required:	Yes	In the Forward Plan:	Yes
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**CABINET
20 MARCH 2020**

REPORT OF CORPORATE FINANCE AND GOVERNANCE PORTFOLIO HOLDER

A.6 ANNUAL CAPITAL AND TREASURY STRATEGY FOR 2020/21 (INCLUDING PRUDENTIAL AND TREASURY INDICATORS)

(Report prepared by Richard Barrett and Wendy Borgartz)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To agree the Annual Capital and Treasury Strategy for 2020/21 (including Prudential And Treasury Indicators) for submission to Council on 31 March 2020.

EXECUTIVE SUMMARY

- The Annual Capital and Treasury Strategy for 2020/21, including Prudential and Treasury Indicators, was approved by the Corporate Finance and Governance Portfolio Holder on 5 February 2020 for consultation with the Resources and Services Overview and Scrutiny Committee.
- The Resources and Services Overview and Scrutiny Committee considered the Strategy at its meeting on 17 February 2020 and had no comments to make to Cabinet.
- The Local Government Act 2003 and supporting regulations require the Council to set out its treasury strategy for borrowing, and to prepare an annual Investment strategy (as required by Investment Guidance subsequent to the Act) that sets out the Council’s policies for managing its investments and for giving priority to the security and liquidity of those investments, “having regard” to the Chartered Institute of Public Finance and Accountancy’s (CIPFA) Prudential Code and the CIPFA Treasury Management Code of Practice. Revised editions of both documents were issued in December 2017.
- From 2019/20 the Capital Strategy has been combined with the Treasury Strategy into one document, which is required to be updated/approved annually.
- The proposed Annual Capital and Treasury Strategy for 2020/21 is set out in **Appendix A**. *(For completeness, **Appendix A** also includes the report considered by the Corporate Finance and Governance Portfolio Holder that was considered when approving the strategy on 5 February 2020 for consultation with the Resources and Services Overview and Scrutiny Committee).*
- The Capital Strategy element of the combined document covers the various elements surrounding capital investment decisions and the key criteria that investment decisions should be considered against.
- The Treasury Strategy element of the combined document covers the various elements that satisfy the requirements of the various codes that govern the

borrowing and investment activities of the Council and has been prepared in the light of advice received from the Council's Treasury advisors and reflects the latest codes and guidance.

- Prudential and Treasury indicators are included as an Annex to the combined strategy and are therefore included within **Appendix A**.
- Under the Prudential Code the Council has freedom over capital expenditure as long as it is prudent, affordable and sustainable. The Prudential Indicators either measure the expected activity or introduce limits upon the activity, and reflect the underlying capital appraisal systems and enable the Council to demonstrate that it is complying with the requirements of the Prudential Code.
- The Council's investments will be undertaken in accordance with its Treasury Management Practices. These were expanded to include use of non-specified investment in property to yield both rental income and capital gains from 2016/17. If credit ratings remain at their current low levels it is likely that a significant proportion of the Council's investments will continue to be in government securities such as Treasury Bills or with other Local Authorities. The Council is also exploring the use of property investment funds as part of its wider investment portfolio from 2020/21, but due to risks, such as the potential impact on revenue resources from the accounting treatment that may be required, any associated decision would be subject to advice from the Council's external advisors and a separate Member decision. Other 'quality' investment opportunities will also be explored in consultation with the Council's external advisors to maximise returns on investments within a continuing and overall risk-averse approach.

RECOMMENDATIONS

That Cabinet notes the outcome from the Resources and Services Overview and Scrutiny Committee on the 17 February 2020 and agrees that the Annual Capital and Treasury Strategy for 2020/21 (including Prudential And Treasury Indicators) attached within Appendix A be submitted to Council for approval.

APPENDICES

Appendix A – Annual Capital and Treasury Strategy for 2020/21 *(including Prudential and Treasury Indicators and the covering report considered by the Corporate Finance and Governance Portfolio Holder on 5 February 2020)*

Key Decision Required:	Yes	In the Forward Plan:	Yes
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CORPORATE FINANCE AND GOVERNANCE PORTFOLIO HOLDER

5 FEBRUARY 2020

A.1 ANNUAL CAPITAL AND TREASURY STRATEGY FOR 2020/21 (INCLUDING PRUDENTIAL AND TREASURY INDICATORS)

(Report prepared by Richard Barrett and Wendy Borgartz)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To seek the agreement of the Portfolio Holder for Corporate Finance and Governance to the Annual Capital and Treasury Strategy for 2020/21 (including the Prudential and Treasury indicators) for consultation with the Resources and Services Overview and Scrutiny Committee.

EXECUTIVE SUMMARY

- The Local Government Act 2003 and supporting regulations require the Council to set out its treasury strategy for borrowing, and to prepare an Annual Investment Strategy (as required by Investment Guidance subsequent to the Act) that sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments, "having regard" to the Chartered Institute of Public Finance and Accountancy's (CIPFA) Prudential Code and the CIPFA Treasury Management Code of Practice. Revised editions of both documents were issued in December 2017.
- From 2019/20 the Capital Strategy has been combined with the Treasury Strategy into one document, which is required to be updated / approved annually.
- The proposed Annual Capital and Treasury Strategy for 2020/21 is set out in **Appendix A**.
- The Capital Strategy element of the combined document covers the various elements surrounding capital investment decisions and the key criteria that investment decisions should be considered against.
- The Treasury Strategy element of the combined document covers the various elements that satisfy the requirements of the various codes that govern the borrowing and investment activities of the Council and has been prepared in the light of advice received from the Council's Treasury advisors and reflects the latest codes and guidance.
- Prudential and Treasury indicators are included as an Annexe to the combined strategy and are therefore included within **Appendix A**.
- Under the Prudential Code the Council has freedom over capital expenditure as long as it is prudent, affordable and sustainable. The Prudential Indicators either measure the expected activity or introduce limits upon the activity, and reflect the underlying capital appraisal systems and enable the Council to demonstrate that it is complying with the requirements of the Prudential Code.

- The Council's investments will be undertaken in accordance with its Treasury Management Practices. These were expanded to include use of non-specified investment in property to yield both rental income and capital gains from 2016/17. If credit ratings remain at their current low levels it is likely that a significant proportion of the Council's investments will continue to be in government securities such as Treasury Bills or with other Local Authorities. The Council is also exploring the use of property investment funds as part of its wider investment portfolio from 2020/21, but due to risks, such as the potential impact on revenue resources from the accounting treatment that may be required, any associated decision would be subject to advice from the Council's external advisors and a separate Member decision. Other 'quality' investment opportunities will also be explored in consultation with the Council's external advisors to maximise returns on investments within a continuing and overall risk-averse approach.

RECOMMENDATIONS

That the Portfolio Holder for Corporate Finance and Governance approves the Annual Capital and Treasury Strategy for 2020/21 (including Prudential and Treasury Indicators) for consultation with the Resources and Services Overview and Scrutiny Committee.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The adoption of the Capital and Annual Treasury Strategy for 2020/21 will ensure that the Council's Investment and Treasury Management activities are carried out and managed in accordance with best practice, thereby safeguarding money held by the Council and making an appropriate contribution to the Council's overall financial position.

FINANCE, OTHER RESOURCES AND RISK

Finance and other resources

Treasury and Capital Management Strategies and procedures will ensure that the Council's investments and borrowing will be undertaken in such a way as to minimise the Council's exposure to risk. At the same time they will seek to maximise income from investments and minimise the costs of borrowing within the Council's accepted level of risk.

Risk

The placing of investments involves a number of risks. These risks and how the Council will manage them are set out in the Council's Treasury Management Practices.

LEGAL

The Local Authorities (Capital Financing and Accounting) (England) Regulations 2003 include the requirement for local authorities to have regard to CIPFA guidance. By adopting / approving an Annual Treasury Strategy and a Capital Strategy based on the requirements of the relevant and updated codes, the Council is complying with the regulations.

At its meeting on 24 January 2020, Cabinet agreed a delegation to the Portfolio Holder for Corporate Finance and Governance to approve the Capital and Treasury Strategy 2020/21 for consultation with the Resources and Services Overview and Scrutiny Committee.

OTHER IMPLICATIONS

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

Crime and Disorder / Equality and Diversity / Health Inequalities / Area or Ward affected / Consultation/Public Engagement.

There are no other implications.

PART 3 – SUPPORTING INFORMATION

BACKGROUND AND CURRENT POSITION

The Annual Capital and Treasury Strategy for 2020/21 is set out in **Appendix A** and is based on the most up to date Treasury Management Code of Practice and the revised Prudential Code, both of which were published by CIPFA in December 2017.

No significant changes are proposed in the Annual Capital and Treasury Strategy for 2020/21 with limited amendments in areas such as the general economic outlook and interest rate forecasts along with reflecting the revised project management approach adopted by the Council in 2019/20 and the commitment to be carbon neutral by 2030 – the changes made to the strategy since last year are shaded in grey and are in italic font.

In respect of CIPFA's Treasury Management Code of practice, the most recent and fundamental revision to the code was in 2017 which has been incorporated within this Annual Treasury Strategies where relevant. By approving the Annual Treasury Strategy for 2018/19, the Council adopted the latest CIPFA Code of Practice for Treasury Management in the Public Services. (the '2017 code').

Although not specified within the Treasury Strategy, the need to borrow money may arise in future years to reflect the Council's current commitment to the Garden Communities project. This project will be subject to separate decision making processes as necessary and any borrowing requirements will need to be considered within the overall Treasury Strategy framework.

The Council maintains a very low risk appetite approach to its treasury activities. Given the low interest rate environment, even if the Council were to increase the level of risk it would be willing to accept, the increased returns would only be marginal and therefore would not provide a credible / alternative option at the present time. However, officers will be exploring opportunities to maximise investment returns, within this overall context, via the potential use of property funds / unit trusts in 2020/21. As set out within the strategy and within Part 2 Annex 2, if it was proposed to purchase property unit trusts, advice would be sought from the Council's external advisors and it would be subject to a separate Member decision.

Draft Prudential Indicators are set out in Annex 1 to Part 2 of the Capital and Treasury Strategy. Annex 2 to Part 2 of the Treasury Strategy sets out the specified and Non-Specified investments the Council may use in 2020/21, which now includes reference to property funds / unit trusts as mentioned above.

In accordance with the relevant codes, the Capital and Treasury Strategy is subject to consultation with the Resources and Services Overview and Scrutiny Committee before being recommended to Council for approval before the start of each financial year.

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

Appendix A - Annual Capital and Treasury Strategy 2020/21

Tendring
District Council



**ANNUAL CAPITAL AND
TREASURY STRATEGY
2020/21**

PART 1 – CAPITAL STRATEGY 2020/21 to 2022/23

1. Introduction

SECTION A - Achieving Outcomes / Delivering Against Priorities

2. Corporate Priorities and Links to Other Key Strategies
3. Roles and Responsibilities in Respect of the Capital Strategy and the Formulation and Monitoring of the Capital Programme

SECTION B - Capital Investment and Sources of Funding

4. Capital Investment Considerations
5. Sources of Funding

Part 1 Annex 1 – Quick Reference Guide – Information Expected to be Included in Capital Investment Decisions Where Relevant

Part 1 Annex 2 – General Fund and Housing Revenue Account Capital Programmes 2020/21 to 2023/24

PART 2 – TREASURY STRATEGY FOR 2020/21

1. Introduction
2. Treasury Limits for 2020/21 to 2022/23
3. Prudential and Treasury Indicators for 2020/21 to 2022/23
4. Current Portfolio Position
5. Borrowing Requirement
6. Economic Position
7. Interest Rates
8. Borrowing strategy
 - 8.1 External v internal borrowing
 - 8.2 Gross and Net Debt Positions
 - 8.3 Policy on borrowing in advance of need
9. Debt Rescheduling
10. Annual Investment Strategy
 - 10.1 Investment Policy
 - 10.2 Creditworthiness Policy
 - 10.3 Credit Limits
 - 10.4 Country Limits
 - 10.5 Investment Strategy
 - 10.6 Allocation of Investment returns between GF and HRA.
 - 10.7 End of year investment report

Part 2 Annex 1 – Proposed Prudential Indicators 2019/20 revised, 2020/21 and forecasts for 2021/22 to 2022/23

Part 2 Annex 2 – Specified and non-specified investments

PART 1 – CAPITAL STRATEGY

INTRODUCTION

The Capital Strategy is an overarching document that sets out the Council's approach to Capital Investment and how it seeks to deliver value for money against the following underlying key principle, which is subject to review by the Council's External Auditor each year:

The Council has put in place 'proper arrangements' to secure economy, efficiency and effectiveness on its use of resources which comprises of:

1. *Taking informed decisions;*
2. *Deploying resources in a sustainable manner; and*
3. *Working with partners and other third parties.*

Against this backdrop, the Capital Strategy is divided into two sections:

Section A provides an introduction and sets out the context for the Capital Strategy. It sets out how the plan links to corporate priorities and shows how they link to other key resource strategies and the related roles and responsibilities of members and officers.

Section B covers the framework within which capital financing decisions are considered and provides background to the funding sources available to meet the costs of capital projects that are included within the Capital Programme.

The Capital Programme is the term used for the Council's rolling plan of investment in assets. The programme spans a number of years and contains a mix of individual schemes.

Investment can include expenditure on:

- *Infrastructure such as open spaces, coast protection*
- *New build*
- *Enhancement of buildings through renovation or remodelling;*
- *Major plant, equipment and vehicles;*
- *Capital contributions to other organisations enabling them to invest in assets that contributes to the delivery of the Council's priorities.*

The Capital Programme is distinct from the Council's revenue budget which funds day-to-day services, but they are both linked and are managed together.

There is a strong link with the Treasury Management Strategy set out in PART 2 that provides a framework for the borrowing and lending activity of the Council.

The Council has set a de-minimus level of £10,000, below which expenditure is not classed as capital expenditure, but is charged instead to the revenue account.

SECTION A - ACHIEVING OUTCOMES/DELIVERING AGAINST PRIORITIES

CORPORATE PRIORITIES

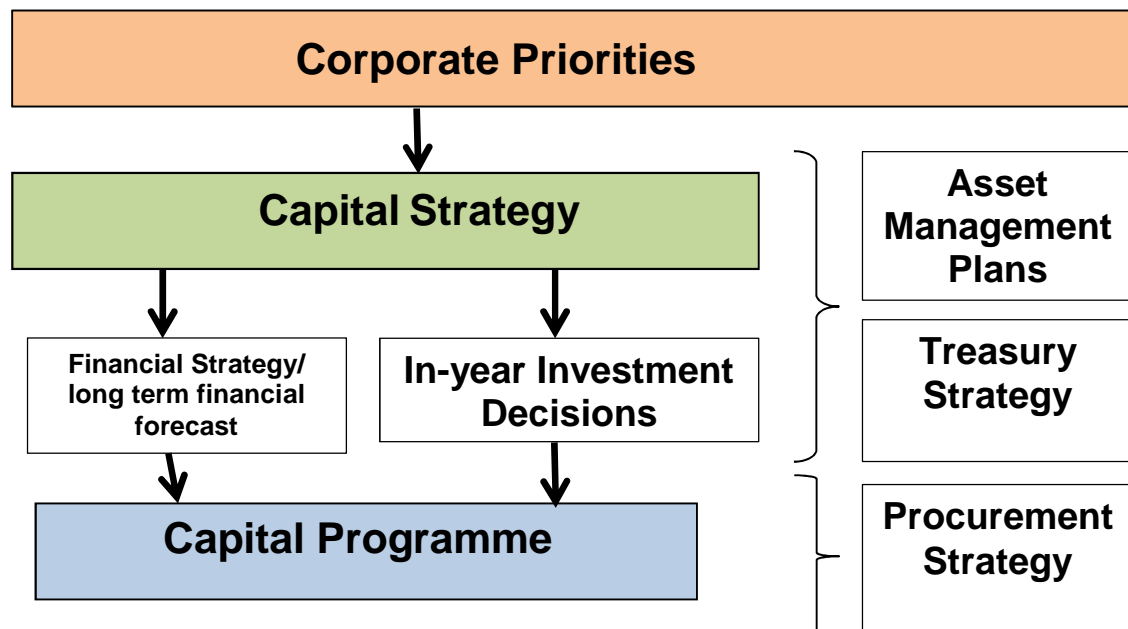
The Capital Strategy is subject to ongoing review and has a key role in supporting the delivery of the Council's Corporate Priorities

The Capital Strategy aims to set out the arrangements and processes in place to manage capital resources, the relationship with the Council's other key resource strategies and the practical/sustainable outcomes of those arrangements and processes by:

1. Setting out how schemes are evaluated and prioritised within the resources available.
2. Ensuring that any investment decision is prudent, sustainable and affordable in accordance with the prudential code and therefore represents value for money.
3. Setting out the performance processes in place to ensure that projects are delivered on time and within budget.
4. Ensuring that expected outcomes are delivered and lessons learnt from previous investment decisions.

LINKS TO OTHER KEY STRATEGIES

The ability of the Council to undertake capital investment to deliver its corporate objectives will be influenced or have direct links to a number of strategies, with the key 'links' set out below:



The above sets out the strategies/processes that are more closely aligned to the capital investment decision but are by no means exhaustive. Although subject to changes over the life of this Strategy, other key strategies and

policies may also need to be reflected in the investment decision such as those associated with workforce/staff capacity and ICT delivery. Decision making must therefore reflect these requirements where relevant/necessary.

In respect of ICT within the Council, associated strategies or requirements set out how the Council intends to use technology to support service delivery and transform the way it delivers its services. ICT is therefore recognised as a key enabler in supporting capital investment and delivering sustainable outcomes.

The **long term financial forecast** plays a pivotal role in developing and delivering capital investment. The long term financial forecast not only determines the financial resources available to fund capital investment, both in terms of the initial investment and any revenue consequences of the capital investment itself, it also provides a framework for the consideration and prioritisation of capital projects. It is however recognised that to remain flexible to take advantage of investment opportunities that may arise during the year decisions may be required in line with the Council's Financial Procedure Rules. The long term financial forecast is reported to Cabinet each quarter, which allows this flexibility. To ensure consistency, such decisions should also follow the same requirements set out within the Capital Strategy.

The Treasury Strategy is also highlighted above as a key influence as it sets out the Council's overall approach to debt and borrowing. This approach along with affordability form part of the investment decisions that are brought together via the long term financial forecast process on a rolling basis through the year.

Other significant influences include the Local Development Framework (LDF) which sets out the Council's vision for change and new growth in the Tendring District in the long term which could present the Council with investment opportunities for consideration alongside other investment options.

ROLES AND RESPONSIBILITIES IN RESPECT OF THE CAPITAL STRATEGY AND THE FORMULATION AND MONITORING OF THE CAPITAL PROGRAMME

Management Team – As the most senior officer team of the Council the Management Team approves the Capital /Treasury Strategy for submission to Cabinet and having regard to the Council's priorities, recommends projects for inclusion in the Capital Programme in consultation with Portfolio Holders/ Cabinet (via the long term financial forecast process). Management Team also considers all *significant* investment decisions via a *project initiation / development process* prior to formal reporting to Members, especially those associated with in-year investment decisions.

Departments support Management Team in the above process through the development and investigation of investments opportunities and submitting

reports / *project initiation and development documentation* in support of the associated capital projects.

Cabinet (including Portfolio Holders acting within approved delegations)

– The Cabinet recommends the 5 year capital programme to Council. The Cabinet and the *Corporate Finance and Governance* Portfolio Holder can, within the limits set by the Council's Financial Procedure Rules, approve supplementary estimates or approve virements between schemes during the year as part of separate investment decisions. The Cabinet is required to approve the Capital / Treasury Strategy each year.

Council – Approves the 5 year Capital Programme as part of the budget setting process in February each year and approves the Capital / Treasury Strategy in March each year.

Subject to the limits set out in the Council's Financial Procedure rules, Council may be required to approve supplementary estimates to increase the costs of approved schemes or add new schemes over and above amounts that individually or on aggregation are over and above those amounts ordinarily agreed by Cabinet as part of in-year investment decisions.

CONSULTATION

The views of the local community and stakeholders are an important element in developing the priorities for the Council and identifying capital investment opportunities. This can be achieved in a number of ways depending on the specific investment that is considered, which may include a budget consultation exercise as part of the long term financial forecast process.

Departments are expected to review the need to undertake consultation and the scale of that consultation, as appropriate, as part of the investment decision making process.

MONITORING OF THE CAPITAL INVESTMENT/CAPITAL PROGRAMME

In terms of performance and monitoring the delivery of capital investment, this is primarily achieved through the existing and comprehensive financial processes such as the long term financial forecast and budget setting process, outturn review and the quarterly financial performance reporting. In respect of the quarterly financial performance reports, an update on the delivery of projects and the position against the budget is included, which is reported to both Cabinet and the relevant Overview and Scrutiny Committee during the year. Some capital projects may also form part of the Council's separate Performance Monitoring process that is also reported to Members on a quarterly basis. The decision to include items in the performance report will be based on risk, materiality, scale and associated governance arrangements and will be determined as part of the annual performance plan process that involves Departments, Management Team and Members.

Where capital investment is material, the scheme or project may be subject to review by internal audit which would be at the discretion of the *Internal Audit Manager* as part of the annual Internal Audit Plan or if required by other key stakeholders.

SECTION B – CAPITAL INVESTMENT AND SOURCES OF FUNDING

CAPITAL INVESTMENT CONSIDERATIONS

The Council's capital investments are made in accordance with the Prudential Code, which aims to ensure that the capital investment plans of local authorities are affordable, prudent and sustainable, which should also include where necessary a prioritisation and appraisal process. Under the Code the Council is free to determine the amount it borrows to finance capital investment.

All of the Council's capital investment is managed in accordance with the requirements of the Prudential Code. The prioritisation of capital investment is directly linked to the long term financial forecast and/or in-year budget amendment processes as previously explained, which are undertaken in an open and transparent manner.

Schemes that are agreed but not funded as part of the long term financial forecast process should where relevant/practical be considered a prioritised list which in effect becomes a 'live' schedule of investment opportunities against which further investment opportunities should be considered during the year.

The Council faces ongoing significant financial challenges over the period of this Capital Strategy due to the significant reductions in Government Funding since 2010 and ongoing. The long term financial forecast for *2020/21* to 2026/27 is showing a net budget surplus towards the end of the forecasted period, with the Forecast Risk Fund being used to support the budget position until that time. To deliver the level of efficiencies and transformation that will in turn support the delivery of the long term forecast, the following key principles have been identified which should be a key consideration of capital investment decisions:

Design schemes/projects to limit as far as possible any negative impact on the Council's on-going revenue budget.

Promote capital investment which allows either invest to save outcomes or generates a revenue and/or capital return and/or generates additional external grant (e.g. new homes bonus) or core funding (e.g. Business Rates) whilst clearly setting out how it contributes to the Council's Corporate Priorities

Foster effective working relationships with potential funders/partners.
Carefully consider value for money and efficiency of projects and associated outcomes.
Project risk is fully explored and mitigating actions identified and taken as necessary.
Ensure appropriate project management tools <i>and documentation</i> are used and the Council has the capacity to deliver the project.
Responsibility for the delivery of the project is clearly defined and understood.
<i>How the proposed investment contributes to the Council's commitment to be carbon neutral by 2030.</i>

Although not always necessarily subject to formal reporting, *as part of the Council's project management processes*, Departments are expected to evidence the outcome from any investment undertaken against the key criteria set out within this Capital Strategy to inform future investment decisions with high level information being available within the usual performance/budget monitoring reports.

To promote consistency, a quick reference guide for detailed information that is expected to form part of any investment decisions is set out as **Annex 1**.

Impact Assessments

Impact assessments may be required depending on the specific capital investment decisions being considered. Therefore, *as part of the Council's project management processes*, Departments are expected to consider whether it is necessary to complete an impact assessment based on the Council's usual processes and documentation at the time a decision is made.

SOURCES OF FUNDING

Capital investment will have to be undertaken within the Council's limited resources and challenging financial environment.

In limited cases the cost of capital investment is supported by external grants/contributions. Any other capital investment the Council wishes to make has to be funded from its own resources or by borrowing (the revenue cost being met entirely by the Council). The Council's Financial Strategy/long term financial forecast includes consideration of a ten-year forecast, taking into account the revenue implications of capital investment plans and the resources available to fund capital investment. The level of capital investment will be constrained by the available resources identified via the long term financial forecast process including revenue contributions or the ability to attract external funding and the generation of capital receipts. Any decision to invest in capital

projects will need to match the available resources against criteria set out above, including how it meets corporate priorities.

In planning any capital investment to contribute towards the achievement of the Council's priorities, the following resources are available:

- a) **Revenue Funding (Including Reserves)** – This continues to be limited each year given the challenging financial environment and on-going government grant reductions. This funding stream will need to be considered within the overall financial planning processes each year, including that for the HRA which operates under a self-financing environment where changes in Government Policy have led to limited revenue contributions being available to support capital investment.
- b) **Capital grants/contributions** – These have contributed significantly to past and current capital projects and many aspects of the Council's and its partners' objectives can only be met if this funding source continues to be pursued. Recent community objectives have been met by successful grant applications. Section 106 money flowing from the planning process is also a significant source of external funding.
- c) **General Fund Capital Receipts** – It is acknowledged that the Council's current property/land holdings are not of significant high value or volume. Nevertheless the Council recognises this important funding source and continually reviews its assets as part of the separate asset management plans which provide the context to consider opportunities to dispose of any assets that are surplus to requirements and/or not contributing to the delivery of the Council's priorities or where they provide alternative investment opportunities.
- d) **Borrowing within the Prudential Framework (Prudential Borrowing)** – The Council has the freedom to borrow to finance its capital expenditure provided it can demonstrate the prudence of the investment and its affordability and sustainability.

CAPITAL STRATEGY CONCLUSIONS

The Capital Strategy sets out the high level arrangements and processes to ensure that capital investment is managed within the Council's overall financial framework. It aims to ensure that its limited resources are applied consistently and effectively towards delivering the priorities of the Council. It links together the capital expenditure implications of various plans and strategies.

PART 1 - ANNEX 1

QUICK REFERENCE GUIDE – Information Expected to be Included in Capital Investment Decisions Where Relevant

Formal Investment Considerations/Decisions/Business Cases
Link to priorities (<i>including commitment to be carbon neutral by 2030</i>) and/or 'safeguarding' of a Council Asset and what are the measurable benefits of the planned investment
Return on Investment/Net Present Value
Whole Life Costing/Revenue Consequences
Payback Periods
Key risks and how they will be managed
Alternative Options/Opportunity Costs
Sustainability
Financial Resources Available/Funding Options
Impact assessment where relevant
Capacity/Deliverability
Other considerations/important information to discuss/share with relevant internal department(s) and/or for inclusion in the formal decision making process if significant
Cash Flow Forecasts
VAT Arrangements/Implications
Insurance issues
Risk Management implications
Procurement processes

PART 1 - ANNEX 2

General Fund Capital Programme 2020/21 to 2022/23

Capital Expenditure - General Fund £000s	2018/19 Actual	2019/20 Revised	2020/21 Estimate	2021/22 Forecast	2022/23 Forecast
Total Capital Expenditure	4831	13,767	1,024	816	824
Financing - General Fund					
External contributions	(203)	(67)	-	-	-
Section 106	(168)	(15)	-	-	-
Coast protection grant	(2,609)	(2,108)	-	-	-
Other Government grants	-	(322)	-	-	-
Disabled Facilities Grant	(1,077)	(4,727)	(757)	(757)	(757)
Capital receipts	(41)	(907)	-	-	-
Direct revenue contributions	(165)	(418)	(55)	(55)	(55)
Earmarked reserves	(568)	(5,203)	(212)	(4)	(12)
Total Capital Financing	(4,831)	(13,767)	(1,024)	(816)	(824)
Net Financing need (External Borrowing)	0	0	0	0	0

HRA Capital Programme 2020/21 to 2023/24

Housing Revenue Account Capital Schemes £000	2018/19 Actual	2019/20 Revised	2020/21 Estimate	2021/22 Forecast	2022/23 Forecast
Total Capital Expenditure	4,283	6,712	3,176	3,176	3,176
Financing - Housing Revenue Account					
Major repairs reserve	(3,224)	(3,754)	(3,176)	(3,176)	(3,176)
Direct revenue contributions	(342)	(2,891)	(281)	-	-
Capital receipts	(37)	-	-	-	-
External contributions	(600)	(67)	-	-	-
Government grant	(80)	-	-	-	-
Total Capital Financing	(4,283)	(6,712)	(3,457)	(3,176)	(3,176)
Net Financing need (External Borrowing)	0	0	0	0	0

PART 2 – TREASURY STRATEGY

1. Introduction

The Local Government Act 2003 (the Act) and supporting regulations require the Council to 'have regard to' the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable. Both CIPFA Codes were revised in December 2017 and this treasury strategy has been drawn up with regard to the revised Codes.

The Act therefore requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance issued subsequent to the Act) which sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.

The Council's risk appetite is low and it takes a risk-averse approach to Treasury Management, with the security and liquidity of the investment the prime concern, and the budget for income from investments being formulated on this basis. The Annual Strategy for 2020/21 is based on this risk-averse approach continuing.

For a number of years the Council has engaged the services of treasury advisors to provide its officers with advice on treasury management issues. The current advisors are Link Asset Services, Treasury solutions. However the final decision and responsibility for the actions taken sits with the Council's own officers after considering that advice.

The details of the delegations and responsibilities for treasury management are contained within the Council's Constitution as follows:-

- Part 3 – delegated powers – The Executive / *Corporate Finance and Governance* Portfolio Holder
- Part 5 – Financial Procedure Rules

2. Treasury Limits for 2020/21 to 2022/23

It is a statutory duty under Section 3 of the Act and supporting regulations for the Council to determine and keep under review how much it can afford to borrow. The amount so determined is termed the "Affordable Borrowing Limit". In England and Wales the Authorised Limit represents the legislative limit specified in the Act.

The Council must have regard to the Prudential Code when setting the Authorised Limit of external debt, which essentially requires it to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future council tax and council rent levels is 'acceptable'. Capital investment must be considered in the light of the overall strategy and

resources available, with decisions made with sufficient regard to the long term financing implications and potential risks.

Whilst termed an “Affordable Borrowing Limit”, the capital plans to be considered for funding must include both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years. Details of the Authorised Limit can be found in Annex 1 of this part of the report.

The authorised limit reflects the additional borrowing requirement as part of the Housing Revenue Account (HRA) self-financing reforms. The Housing self-financing reforms also set an overall ‘debt cap’ for the HRA which in itself reflects an affordability level based on the Government’s model of how much debt can be supported by the HRA after considering the forecast of income from rents and management and maintenance costs over a 30 year period. The HRA debt cap for Tendring was £60,285,000, but the Government announced the abolition of the HRA debt cap from 29 October 2018.

3. Prudential and Treasury Indicators for 2020/21 to 2022/23

Prudential and Treasury Indicators are relevant for the purposes of setting an integrated Treasury Management Strategy. The latest revisions to the CIPFA Code of Practice on Treasury Management and to the CIPFA Prudential Code are effectively adopted via the approval of this Strategy which reflects the most up to date codes and guidance.

4. Current Portfolio Position

The Council’s treasury position at the end of December 2019 comprised:

- GF borrowing from The Public Works Loan Board (PWLB) of £0.257 million at fixed rates at an average rate of interest of 7.81%
- HRA borrowing from the PWLB of £40.397 million at fixed rates at an average rate of 3.42%
- Investments of cash flow surpluses, which include reserves and capital receipts, on a short-term basis (less than 1 year) totalling £66.494 million at an average rate of interest of 0.84%.

5. Borrowing Requirement

No new, alternative or replacement borrowing is currently reflected in the budgets for both the General Fund and HRA for the period **2020/21** to **2022/23**. This position therefore excludes any assumptions on additional borrowing, which would be subject to further consideration as necessary set against the underlying principle of the Council’s borrowing requirement being kept under on-going review to respond to any new / future burdens or priorities and overall financial position.

6. Economic Position

The Council's Treasury Advisors provide economic updates during the year with the latest position set out as follows:

World economy

World growth fell in 2019 in all economies including the USA, the Eurozone and China. The ongoing trade dispute between the US and China is seen as depressing world growth, and in the EU it is particularly impacting on Germany. However, a phase one deal has been agreed between the US and China to roll back some of the tariffs, which gives some hope of resolving this dispute.

UK economy

The Bank of England Monetary Policy Report (formerly called the quarterly inflation report) issued on 7 November 2019 highlighted increasing concerns about weak global economic growth and the potential for uncertainties around Brexit delaying economic recovery. If global growth does not pick up or Brexit uncertainties intensify, a cut in interest rates becomes more likely, but conversely if risks do recede, then a more rapid recovery of growth will require gradual and limited rate rises. The inflation forecasts were revised down to 1.25% in 2019, 1.5% in 2020 and 2.0% in 2021.

The wage inflation three month average excluding bonuses was 3.6% in September, meaning that wage rates are higher than CPI inflation. As the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months.

Investment returns are likely to remain low during 2020/21 and beyond, although the increase in the Bank Rate to 0.75% in August 2018 has led to an increase in investment income, with the base budget for 2020/21 being increased by £50,000 to £386,420. This is based on a general assumption of no change in the Base Rate from the current 0.75%. The policy of avoiding new borrowing by using cash balances has served well over the last few years. However, this needs to be carefully balanced to avoid incurring higher borrowing costs in later times, when authorities may not be able to avoid new borrowing to finance new capital expenditure and/or to refinance maturing debt. The unexpected raise in PWLB interest rates across the board in October 2019 has pushed up the potential cost of this form of borrowing.

7. Interest Rates

The following table gives the Council's External Treasury Advisor's view on Bank Rate movements and their forecast for the PWLB new borrowing rate based on that view. The PWLB rates are based on the 'Certainty Rate' introduced by the Government for local authorities providing improved information and transparency on their locally-determined long-term borrowing and associated capital spending plans. Investment returns are likely to remain low during 2020/21 and beyond.

	Bank Rate	LIBID (London Interbank Bid Rate)*			PWLB Borrowing Rate			
		3 month	6 month	12 month	5 yr.	10 yr.	25 yr.	50 yr.
Mar 2020	0.75	0.70	0.80	0.90	2.30	2.50	3.00	2.90
Jun 2020	0.75	0.70	0.80	0.90	2.30	2.50	3.00	2.90
Sep 2020	0.75	0.80	0.90	1.00	2.40	2.60	3.10	3.00
Dec 2020	0.75	0.80	1.00	1.10	2.40	2.60	3.20	3.10
Mar 2021	0.75	0.90	1.00	1.20	2.50	2.70	3.30	3.20
Jun 2021	1.00	1.00	1.10	1.30	2.60	2.80	3.40	3.30
Sep 2021	1.00	1.00	1.20	1.40	2.70	2.90	3.50	3.40
Dec 2021	1.00	1.10	1.30	1.50	2.80	3.00	3.60	3.50
Mar 2022	1.00	1.20	1.40	1.60	2.90	3.10	3.70	3.60

* LIBID – the rate at which a bank is willing to borrow from other banks

8. Borrowing Strategy

8.1 External v Internal Borrowing

The main Prudential Indicator relevant to capital investment is the Capital Financing Requirement (CFR). This is the total outstanding capital expenditure that has not yet been funded from either revenue or capital resources and is therefore a measure of the Council's underlying borrowing need after taking into account the provision included in the revenue budgets for the repayment of outstanding debt.

The borrowing to finance the capital expenditure can be either from external sources or the Council can use its own internal resources.

The planned external debt compared to the CFR over 5 years is shown in the following table, the difference between the two being the amount the Council has funded from internal resources. This is also set out separately for the GF and the HRA. This excludes other long term liabilities such as long term creditors and pensions which form part of the separate Financial Strategy process of the Council from a prudential perspective.

Total External Debt

	Actual 2018/19	Revised 2019/20	Estimate 2020/21	Forecast 2021/22	Forecast 2022/23
	£000's	£000's	£000's	£000's	£000's
Debt as at 1 April	43,898	42,076	40,313	38,592	36,921
Estimated change in debt	(1,822)	(1,763)	(1,721)	(1,671)	(2,222)
Estimated debt as at 31 March	42,076	40,313	38,592	36,921	34,699
CFR as at 31 March	47,446	45,555	43,672	41,799	39,383
Difference - internally financed	5,370	5,242	5,080	4,878	4,684

General Fund External Debt

	Actual 2018/19	Revised 2019/20	Estimate 2020/21	Forecast 2021/22	Forecast 2022/23
	£000's	£000's	£000's	£000's	£000's
Debt as at 1 April	464	306	207	151	144
Estimated repayment of debt	(158)	(99)	(56)	(7)	(8)
Estimated debt as at 31 March	306	207	151	144	136
CFR as at 31 March	5,676	5,449	5,231	5,022	4,820
Forecast of internal financing	5,370	5,242	5,080	4,878	4,684

HRA External Debt

	Actual 2018/19	Revised 2019/20	Estimate 2020/21	Forecast 2021/22	Forecast 2022/23
	£000's	£000's	£000's	£000's	£000's
Debt as at 1 April	43,434	41,770	40,106	38,441	36,777
Estimated repayment of debt	(1,664)	(1,664)	(1,665)	(1,664)	(2,214)
Estimated debt as at 31 March	41,770	40,106	38,441	36,777	34,563

CFR as at 31 March	41,770	40,106	38,441	36,777	34,563
Forecast of internal financing	0	0	0	0	0

In respect of the General Fund, the Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with external loans, as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy remains prudent, as investment returns are low and counterparty risk is *relatively* high, and will be continued.

The Council's officers have made an assessment, based on advice from treasury advisors, of the amount of internal resources that it is prudent to use to finance capital expenditure and it is felt, taking into account the Council's financial position, that approximately £4m-£5m would at the present time and over the medium term be an appropriate level of internal borrowing. A maturity loan of £1m fell due for repayment in 2014 but this was not replaced which has led to the current internal borrowing position running just ahead of the £5m level. However given the continuing low return on investments and no *significant increases* in PWLB interest rates in the immediate future, (*although 1% was unexpectedly added to all PWLB rates in October 2019*) it is felt prudent to maintain this position in the short term although this will be kept under review in consultation with the Council's external advisors.

The use of internal resources is only a temporary solution as, in time, these reserves and capital receipts will be utilised to finance service initiatives and capital investment and at that point will not be available. This will need to be balanced against the replacement external borrowing which will be required at some point in the future which may attract higher rates of interest, so timing of such borrowing will need to consider forecasted rates of interest against the various types of borrowing structure to determine the most advantageous approach. Against this approach consideration may be required to borrow in advance of need, as set out in section 8.3 below, so as to reduce the need to borrow when interest rates may be higher.

8.2 Gross Debt v Investments

A comparison between the Council's gross and net borrowing position helps to assess the credit risk that would apply if the Council has surplus resources invested at a low interest rate which could be used to repay existing debt or to negate the need for additional new debt if at higher interest rates than that being achieved on the investments.

The table below sets out the Council's probable position taking account of both the individual GF and HRA debt figures.

Comparison of gross and net debt positions at year end	2018/19	2019/20	2020/21	2021/22	2022/23
	Actual	Probable out-turn	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
General Fund external debt (gross)	306	207	151	144	136
HRA external debt (gross)	41,770	40,106	38,441	36,777	34,563
Investments	59,470	55,895	15,200	15,000	15,000
Net debt	(17,394)	(15,582)	23,392	21,921	19,699

The net debt positions show that the Council does not have underlying excess resources which could be used to repay long term debt – the surpluses and high current investment figures represent carry forwards and the current level of reserves / one-of budgets.

If opportunity arises, external debt will be repaid early, although this is difficult under current arrangements as set out in section 9. If borrowing is required then any requirement will be considered whilst balancing internal resources and forecasted interest rates within the parameters previously set out.

Against this background caution will be ***maintained*** within the 2020/21 treasury operations. Interest rates will be monitored and a pragmatic approach adopted to changing circumstances with appropriate action taken in accordance with the Council's Financial Procedure Rules.

8.3 Policy on borrowing in advance of need

The Council cannot borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the Council can ensure the security of such funds.

In determining whether borrowing will be undertaken in advance of need the Council will;

- ensure that there is a clear link between the capital programme and maturity profile of the existing debt portfolio which supports the need to take funding in advance of need;
- ensure the ongoing revenue liabilities created, and the implications for the future plans and budgets have been considered;
- evaluate the economic and market factors that might influence the manner and timing of any decision to borrow;
- consider the merits and demerits of alternative forms of funding;

- consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use;
- consider the impact of borrowing in advance on temporarily (until required to finance capital expenditure) increasing investment cash balances and the consequent increase in exposure to counterparty risk, and other risks, and the level of such risks given the controls in place to minimise them.

9. Debt Rescheduling

Officers together with the treasury advisors examine on a regular basis the potential for undertaking early repayment of some external debt to the PWLB in order to maximise any potential financial advantages to the Council. However, the continuing and significant difference between new borrowing and repayment rates has meant that large premiums would be incurred by such action and cannot be justified on value for money grounds. This situation will be monitored in case the differential is narrowed by the PWLB or repayment rates change substantially.

As short term borrowing rates will usually be cheaper than longer term rates there may be some potential for some residual opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the size of premiums incurred, their short term nature, and the likely cost of refinancing these short term loans once they mature compared to the current rates of longer term debt in the existing portfolio.

Any opportunities for debt rescheduling will be considered if such action would be advantageous to the Council. The reasons for any rescheduling to take place will include:

- the generation of cash savings and/or discounted cash flow savings
- helping to fulfil the strategy outlined above
- enhance the balance of the portfolio

Consideration will also be given to identifying if there is any residual potential left for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

10. Investment Strategy

10.1 Investment Policy

The Council will have regard to the Department of Communities and Local Government's (CLG) Guidance on Local Government Investments, the latest CIPFA Treasury Management in Public Services Code of Practice and Guidance Notes (the Code) along with any relevant revisions or updates. The Council's investment priorities when investing are: -

- The security of capital and
- The liquidity of its investments.

The Council will also aim to achieve the optimum return on its investments commensurate with these main priorities. It is important to note that the borrowing of monies purely to invest or on-lend and make a return is unlawful.

Investment instruments identified for use in the financial year are listed in Annex 2 under the 'Specified' and 'Non-Specified' Investments categories. Counterparty limits will be as set through the Council's Treasury Management Practices – Schedules.

The majority of the Council's investments will be in Specified Investments although the Council has limited investments in Non- Specified investments.

During 2017/18 the Council purchased an investment property in Clacton, which is a Non-Specified investment. The historic cost (including stamp duty) of this asset was £3.245 million and it is financed from revenue. The property was purchased with the aim of yielding rental income and with the potential for capital gains. This investment does not have a defined maturity date and it is an illiquid investment as the Council would need to sell the underlying asset to redeem the investment.

The property will be subject to annual revaluation to reflect current value under the requirements of the Accounting Code of Practice and this will be reported in the Statement of Accounts. At 31 March 2019 the carrying value of the property was reduced by the Council's external Valuer to £2.300 million. The anticipated return on the property through rental income compared to the historic cost is forecast to remain in line with the figures included in the report to Cabinet where the decision to purchase was made. Although the property is currently not being used for trading, the terms of the lease require payment of the rent until the end of the lease term.

The Council has adopted a Commercial Property Investment Policy which will be maintained as a separate document within the wider Treasury Strategy framework.

The Council does not intend to use derivative instruments as part of its treasury activities during the year.

Given the above commitment relating to seeking the optimum return on its investments within the context of security and liquidity, the Council will be exploring the use of property investment funds in 2020/21. Further information and potential risks of investing in a property fund are set out in Part 2 - Annex 2. If such an investment was proposed during the year, it would be subject to a separate Member decision.

10.2 Creditworthiness Policy and changes to the credit rating methodology

This Council uses credit ratings from all three rating agencies - Fitch, Moodys and Standard and Poors. In determining the appropriate credit rating the Council will use the lowest rating available to determine the investment limits both in terms of amount and period for a particular counterparty. This is in accordance with the recommendations of The Code. Counterparties rated by only one agency will not be used.

One of the credit rating agencies may be more aggressive in giving lower ratings than the other two agencies and this could result in the Council's counterparty list becoming too restrictive. If this happens the position will be discussed with the Council's treasury advisors and the Treasury Management Practices may need to be revised in accordance with delegated powers set out in the Council's Constitution.

- All credit ratings will be monitored daily. The Council is alerted to changes to ratings of all three agencies through its use of the Creditworthiness Service provided by the Council's external advisors which is downloaded from Link Asset Services website each morning and uploaded to the Treasury Management system.
- If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use for a new investment will be withdrawn immediately.

The Code also recommends that credit ratings are not the sole determinant of creditworthiness and therefore the Council will also use available market information from a variety of sources including

1. The Creditworthiness Service utilises movements in Credit Default Swaps against the iTraxx benchmark and other market data on a weekly basis. This creditworthiness service information will be used to confirm the assessed creditworthiness derived from the three ratings agencies. Where the information from this service indicates a lower standing for a particular counterparty than that derived via the credit ratings then the investment limits and length of investments applicable to that counterparty will be adjusted accordingly or the counterparty removed from the list.
2. Market data and information,
3. Information on government support for banks and the credit ratings of that government support

10.3 Credit Limits

Through its approved Treasury Management Practices the Council will set maximum limits for the amount that can be invested with any counterparty. This limit will be determined by reference to the counterparty's credit rating

and other criteria. In addition the amount invested in building societies and Certificates of Deposit is also limited to 50% of the total investment portfolio.

100% of the Council's investments may be in Treasury Bills or Gilts or invested with the Government's Debt Management Office (DMO). Although these sums are very secure the rate of interest is usually lower than the market rate, however Treasury Bills are a valuable tool in providing security and liquidity whilst the DMO offers a variety of investment terms and is a valuable source of investment should credit ratings of other financial institutions result in a reduction in the number of counterparties that meet the Council's minimum credit rating criteria. There is no limit on the amount that can be invested with other local authorities in total, although there is a limit of £6 million with each individual local authority.

10.4 Country Limits

The Council has determined that it will only use approved counterparties from the UK and additionally those countries with a minimum sovereign credit rating of AA or equivalent from the relevant rating agencies.

In a similar way that individual counterparties have a maximum investment limit, countries other than the UK will also have a limit.

10.5 Investment Strategy

The Council's funds are managed in-house and are mainly cash flow based but there is a core balance that could be available for investment for longer periods (2-3 years). Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months) and in respect of commercial property investment, this will be limited to the amount included in the Capital Programme.

The bank rate rose in August 2018 but no further increases are forecast until March 2021 and then to remain unchanged until March 2022 with gradual steady rises from thereon expected (see Section 7). The Council will avoid locking into longer term deals while investment rates are down at historically low levels unless exceptionally attractive rates are available which make longer term deals worthwhile without compromising the Council's priority of security of the investments.

For 2020/21 the Council has budgeted for investment returns based on the principles set out in this strategy including the forecast position on interest rates.

For its cash flow generated balances the Council will seek to utilise its business reserve accounts and short dated deposits (overnight to three months) in order to benefit from the compounding of interest. At the present

time these short dated deposits are paying interest rates below base rate but they provide a good level of liquidity to help manage the Council's cash flow.

10.6 Allocation of Investment returns between GF and HRA

As part of the introduction of HRA Self Financing a policy on the allocation of investments returns across the GF and HRA now forms part of the Annual Treasury Strategy.

The HRA holds balances and would benefit from cash flow advantages, which are amalgamated for the purposes of the overall investment activity of the Council. At the end of each year the transfer to the HRA of its share of the authority's overall investment returns will be agreed by the S151 Officer in consultation with the relevant officers based on the following principles:

- Equity
- Risk Sharing
- Minimising volatility between years

Returns from *directly* investing in commercial property will be allocated to the relevant fund where the Capital Programme / investment were made from.

10.7 End of year investment report

At the end of the financial year the Cabinet will receive a report on its investment activity.

GLOSSARY OF TERMS

Affordable borrowing limit – limit that the Council has to set under the CIPFA Prudential Code that shows how much the Council considers it can afford to borrow taking all its outgoings into consideration and how much income it considers it can generate.

Alternative financing arrangements – how the Council intends to finance its capital expenditure by other means besides borrowing.

Authorised limit – the amount the Council determines is the maximum that can be borrowed that is affordable and has been calculated in accordance with the legislation behind the CIPFA Prudential Code.

Borrowing requirement – how much the Council considers it needs to borrow to fund its spending plans.

CFR – Capital Financing Requirement – this calculation shows how much the Council needs to borrow or finance by some other measure to meet its planned capital spend.

Counterparty – the other party that participates when a loan or investment is placed.

CPI – Consumer Price Index – the Government's preferred measure of inflation, based on a set basket of goods and services. It excludes housing costs such as mortgage interest payments and council tax.

Credit arrangement – any quasi-loan, to ensure the legislation and Code pick up any unusual arrangements to provide funding other than from a straightforward loan

Credit default swap - A swap designed to transfer the credit exposure of fixed income products between parties. A credit default swap is also referred to as a credit derivative contract, where the purchaser of the swap makes payments up until the maturity date of a contract. Payments are made to the seller of the swap. In return, the seller agrees to pay off a third party debt if this party defaults on the loan. A CDS is considered insurance against non-payment. A buyer of a CDS might be speculating on the possibility that the third party will indeed default.

Credit limit – the maximum amount that can be lent to an individual organisation or group of organisations.

Credit rating – provided by one of the three credit rating agencies, an assessment of how likely the organisation is to repay any monies lent to it.

Creditworthiness - An assessment of the likelihood that a borrower will default on their debt obligations. It is based upon factors, such as their history of repayment and their credit score. Lending institutions also consider the availability of assets and extent of liabilities to determine the probability of default.

Debt cap (HRA) – the limit on the amount that can be borrowed by the HRA, set by central government.

Earmarked reserves – reserves that have been set aside for a specified purpose.

GDP – Gross Domestic Product – measures the output from the economy, if it rises then the economy is growing, if it falls the economy is in recession.

iTraxx - A group of international credit derivative indexes that are monitored by the International Index Company (IIC). The credit derivatives market that iTraxx provides allows parties to transfer the risk and return of underlying assets from one party to another without actually transferring the assets. iTraxx indexes cover credit derivatives markets in Europe, Asia and Australia.

Illiquid investment – An investment that cannot easily be sold or exchanged for cash without a substantial loss in value.

Non-specified investment – as defined in Annex 2.

Prudential indicators – a series of calculated figures specified in the CIPFA Prudential Code which are used to assess how affordable and realistic the Council's spending and financing plans are.

PWLB – Public Works Loans Board – central government lending to other public sector bodies, specifically local government.

PWLB Certainty Rate – The PWLB sets various rates for borrowing. From 1 November 2012 the Government reduced the interest rates on loans from PWLB to Councils who provide information as required on their planned long-term borrowing and capital spending by 0.20%. This reduced rate is called the Certainty Rate.

Replacement borrowing – borrowing taken out to replace other borrowing or other forms of credit that have been repaid.

RPI – Retail Price Index – another inflation index, this one includes the cost of housing.

Specified investments – as defined in Annex 2.

Proposed Prudential Indicators 2019/20 revised, 2020/21 and forecasts for 2021/22 to 2022/23

Indicators for Prudence

CAPITAL EXPENDITURE

This is an estimate of the amount of investment planned over the period. As can be seen, not all investment necessarily has an impact on the Council Tax, schemes funded by grants, capital receipts or external contributions mean that the effect on the Council Tax is greatly reduced.

Capital Expenditure - General Fund	2018/19	2019/20	2020/21	2021/22	2022/23
£000s	Actual	Revised	Estimate	Forecast	Forecast
Total Capital Expenditure	4,831	13,767	1,024	816	824
Financing - General Fund					
External contributions	(203)	(67)	-	-	-
Section 106	(168)	(15)	-	-	-
Coast protection grant	(2,609)	(2,108)	-	-	-
Other Government grants	-	(322)	-	-	-
Disabled Facilities Grant	(1,077)	(4,727)	(757)	(757)	(757)
Capital receipts	(41)	(907)	-	-	-
Direct revenue contributions	(165)	(418)	(55)	(55)	(55)
Earmarked reserves	(568)	(5,203)	(212)	(4)	(12)
Total Capital Financing	(4,831)	(13,767)	(1,024)	(816)	(824)
Net Financing need (External Borrowing)	0	0	0	0	0

Housing Revenue Account Capital Schemes	2018/19	2019/20	2020/21	2021/22	2022/23
£000	Actual	Revised	Estimate	Forecast	Forecast
Total Capital Expenditure	4,283	6,712	3,457	3,176	3,176
Financing - Housing Revenue Account					
Major repairs reserve	(3,224)	(3,754)	(3,176)	(3,176)	(3,176)
Direct revenue contributions	(342)	(2,891)	(281)	-	-
Section 106	-	-	-	-	-
Capital receipts	(37)	-	-	-	-
External contributions	(600)	(67)	-	-	-
Government grant	(80)	-	-	-	-
Total Capital Financing	(4,283)	(6,712)	(3,457)	(3,176)	(3,176)
Net Financing need (External Borrowing)	0	0	0	0	0

CAPITAL FINANCING REQUIREMENT

Each year, the Council finances the capital programme by a number of means, one of which could be borrowing. The Capital Financing Requirement (CFR) represents the cumulative amount of borrowing that has been incurred to pay for the Council's capital assets, less amounts that have been set aside for the repayment of debt over the years. The Council is only allowed to borrow long term to support its capital programme. It is not allowed to borrow long term to support its revenue budget.

CAPITAL FINANCING REQUIREMENT	2018/19	2019/20	2020/21	2021/22	2022/23
	Actual	Revised	Estimate	Forecast	Forecast
	£000	£000	£000	£000	£000
General Fund	5,676	5,449	5,231	5,022	4,820
Housing Revenue Account	41,770	40,106	38,441	36,777	34,563
Total	47,446	45,555	43,672	41,799	39,383

GROSS DEBT AND THE CAPITAL FINANCING REQUIREMENT

This indicator compares the Capital Financing Requirement to the level of external debt and shows how much of the capital programme is financed from internal resources. The capital programme is partially funded in the short to medium term by internal resources when investment interest rates are significantly lower than long term borrowing rates. Net interest payments are, therefore, optimised.

PRUDENTIAL INDICATOR	2018/19	2019/20	2020/21	2021/22	2022/23
	Actual	Revised	Estimate	Forecast	Forecast
	£000	£000	£000	£000	£000
Capital Financing Requirement	47,446	45,555	43,672	41,799	39,383
External debt	42,076	40,312	38,592	36,921	34,699
Internal borrowing	5,370	5,243	5,080	4,878	4,684

OPERATIONAL BOUNDARY AND AUTHORISED LIMIT

The Council must set an operational boundary and authorised limit for external debt. The operational boundary is based on the Council's estimate of most likely, i.e. prudent, but not worst case scenario for external debt. It reflects the decision on the amount of debt needed for the Capital Programme for the relevant year. It also takes account of other long term liabilities, which comprise finance leases, Private Finance Initiative and other liabilities that are not borrowing but form part of the Council's debt. The Council has none of these at present.

The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Council can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

PRUDENTIAL INDICATOR	2018/19	2019/20	2020/21	2021/22	2022/23
	Actual	Revised	Estimate	Forecast	Forecast
	£000	£000	£000	£000	£000
Operational boundary - borrowing	67,861	67,704	67,525	67,469	68,012
Authorised limit - borrowing	80,505	76,455	76,156	76,112	76,821

Indicators for Affordability

RATIO OF FINANCING COSTS TO NET REVENUE STREAM

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

ESTIMATE OF THE RATIO OF FINANCING COSTS TO NET REVENUE	2018/19	2019/20	2020/21	2021/22	2022/23
	Actual	Revised	Estimate	Forecast	Forecast
	%	%	%	%	%
General Fund	-1.91	-0.64	-1.61	-1.19	-1.26
Housing Revenue Account	47.89	46.23	45.05	43.90	46.55

INTEREST RATE EXPOSURE

Tendring District Council currently has all its borrowings at fixed rate and usually has a mixture of fixed and variable rate investments. This indicator is set to control the Council's exposure to interest rate risk.

PRUDENTIAL INDICATOR	2018/19	2019/20	2020/21	2021/22	2022/23
	Actual	Revised	Estimate	Forecast	Forecast
	£000	£000	£000	£000	£000
Upper limit for Fixed Interest Rates on debt	47,446	45,555	43,672	41,799	39,383
Upper limit for Variable Interest Rates on debt (based on 30% of the fixed rate limit)	14,234	13,667	13,102	12,540	11,815

TOTAL PRINCIPAL SUMS INVESTED FOR PERIODS LONGER THAN 364 DAYS (excluding property)

Interest rate risk is also affected by the proportion of the investments invested at fixed rates for longer periods, especially in a period when rates are expected to rise.

PRUDENTIAL INDICATOR	2018/19	2019/20	2020/21	2021/22	2022/23
	Actual	Revised	Estimate	Forecast	Forecast
	£000	£000	£000	£000	£000
Limits on the total principal sum invested to final maturities longer than 364 days	3,500	3,500	3,500	3,500	3,500

MATURITY STRUCTURE OF FIXED RATE BORROWING

This indicator is set to control the Council's exposure to refinancing risk. The limits are set for each age range to ensure that the Council avoids too many fixed rate loans being matured at one time and spreads the maturity across several periods. The percentages for the upper and lower limits do not add up to 100% as they do not represent an actual allocation.

PRUDENTIAL INDICATOR	Upper limit	Lower limit	Estimated outstanding debt maturity % at			
	%	%	31/03/2020	31/03/2021	31/03/2022	31/03/2023
Under 12 months	25	0	4.27%	4.33%	6.02%	4.10%
12 months and within 24 months	30	0	4.15%	5.76%	3.85%	7.56%
24 months and within 5 years	60	0	15.55%	16.76%	20.22%	17.10%
5 years and within 10 years	75	0	20.13%	17.57%	14.76%	14.60%
10 years and above	95	25				
10-20 years			16.89%	15.76%	14.52%	13.41%
20-30 years			1.82%	0.95%	18.96%	25.94%
>30 years			37.21%	38.87%	21.67%	17.29%

TREASURY INDICATOR - EXPOSURE TO CREDIT RISK

The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) using the rating applicable when it is taken out and taking the arithmetic average, weighted by the size of each investment. Investments in government instruments such as DMO, treasury bills and in local authorities are scored as 1.

TREASURY INDICATOR	2018/19 Actual	2019/20 to 31/12	2020/21 Upper limit
Average credit score for investments	1.43	1.31	2.00

SPECIFIED AND NON-SPECIFIED INVESTMENTS

This schedule sets out the specified and Non-Specified investments the Council may use in 2020/21.

Investments may be in the form of direct deposits, Certificates of Deposits (CDs), property (including property funds) or the purchase of financial instruments such as Treasury Bills, Bonds and Gilts.

SPECIFIED INVESTMENTS:

An investment is a Specified Investment if all of the following apply

1. The investment is denominated in sterling and any payments or repayments in respect of the investment are payable only in sterling
2. The investment is not a long term investment which is one that is due to be repaid within 12 months of the date on which the investment is made or one which the local authority may require to be repaid within that period.
3. The investment is not defined as capital expenditure by regulations
4. The investment is made with a body or in an investment scheme of high credit quality or the investment is made with the following public sector bodies.
 - a. UK Government
 - b. Local authority
 - c. Parish council or community council

Where an investment is being made with a UK nationalised or part nationalised bank this will be treated for the purposes of classification as a Specified or Non-specified investment as being invested with the UK Government.

High credit quality

For a counterparty to meet the high credit quality criteria for specified investments, that counterparty must meet as a minimum the ratings of the three credit rating agencies listed below, and not be the subject of any adverse indications from the following sources.

- Credit Default Swap index
- The quality financial press
- Market data
- Information on government support for banks and
- The credit ratings of that government support

Ratings	Fitch	Moody's	Standard & Poors
Short term	F1	P-1	A-1
Long term	A-	A3	A

NON SPECIFIED INVESTMENTS

A maximum of £3.5m may be held, in aggregate, in Non-Specified Investments

The only Non-Specified investments that the Council will use in 2020/21 are investments for periods of longer than 12 months with any institution or investment instrument that would have been classed as a Specified Investment if the investment had been for less than 12 months or property. The Council currently holds an investment property in Clacton. The historic cost of this property (including stamp duty) is £3.245 million, but this was revalued at 31 March 2019 at £2.300 million by the Council's external valuer. The purchase of the property was financed from revenue resources.

The Council is also exploring the use of property funds / unit trusts as part of its wider investment portfolio. To manage the risks of holding property fund investments, they should be viewed as a longer term investment and hence a non-specified investment.

As with all property related investments, there is a risk that such an investment could go down as well as up in value. The accounting standards relating to such investments require that they be classified in such a way that any increase or decrease in the value of the fund during an individual year would be a direct charge to the General Fund revenue balance.

However, there is currently a statutory regulation issued by the Ministry for Housing, Community and Local Government (MHCLG) in force until 31 March 2023 which states that these charges should not go directly to the General Fund balance but be reversed out through the Movement in Reserves Statement to a unuseable reserve and held until such time as the investment is sold – by managing the overall liquidity of its overall investment portfolio, the Council would remain in control of when to sell its property unit trust holding(s) and would not look to do so until there was net gain in value rather than a loss. (at which point the cumulative gains or losses then fall to the General Fund). It is not known whether MHCLG would extend this regulation in 2023, although it was issued to allow authorities to make an orderly withdrawal from such funds, or whether from that date forwards the charge would go straight in year to the General Fund and have to be directly financed.

The use of a property fund can be deemed capital expenditure, and as such will be a spending of capital resources. Given the risks and potential complexities of investing in unit trusts, any decision to enter into a property fund investment would therefore be made after further consultation with the Council's external advisors, undertaking of appropriate due diligence, and would be subject to a separate Member decision, which would include approval to increase the current £3.5m limit for non-specified investments highlighted above.

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

20 MARCH 2020

JOINT REPORT OF THE LEISURE & TOURISM AND BUSINESS & ECONOMIC GROWTH PORTFOLIO HOLDERS

A.7 TENDRING HERITAGE STRATEGY

(Report prepared by William Fuller)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

The purpose of this report is to present the Heritage Strategy consultation responses, and to seek Cabinet’s agreement to amend and adopt the Strategy.

EXECUTIVE SUMMARY

Tendring’s Heritage Strategy aims to promote the protection and celebration of the area’s rich history, predominantly contained within its historic environment, and enhance the positive contribution it makes to the lives of those people living in and visiting the District. This is reflected in the vision on which the Strategy has been developed:

‘The unique heritage of our district provides a rich, often hidden landscape that informs what it is to live here in the 21st century. This strategy identifies those historic features and aims to celebrate and enhance the heritage of Tendring’.

The Strategy promotes a holistic and collaborative approach to the management of heritage. It draws together existing Council strategies, priorities and approaches in order to identify areas within Tendring with significant heritage and provide a basis for future management and identification of opportunities for enhancement. To deliver the Strategy a partnership approach between the Council, its partners and key stakeholders will allow for the full potential of Tendring’s heritage to be realised.

The Heritage Strategy has been the subject of a seven week public consultation event that ran from Monday the 18 November 2019 to Friday the 3 January 2020. Engagement with the consultation was positive with many helpful suggestions for additions and amendments made by local organisations and individuals. Whilst the consultation was not a statutory exercise, the uptake from technical stakeholders, organisations and individuals was significant. The Heritage Strategy itself can be found at Appendix 1 of this report and the full list of representations received and commentary can be found at Appendix 2.

The key amendments to the Strategy include:

- The inclusion of a Local Priorities section within the Strategy,
- The promotion of a ‘Cultural Partnership’,
- Amendments to the Archaeology section,
- Clearer links between heritage and the economy of Tendring,
- The insertion of a Vision for the Strategy,
- Numerous minor amendments to text and photographs to aid clarity.

The strategy is aligned with the emerging Creative & Cultural and Tourism strategies which, taken together, will provide a platform to achieve a renewed focus on Tendring’s inherent strengths and assets in these sectors. Moving forward it is intended that actions to deliver the objectives of the three strategies will be jointly developed, with partners and potential external funders, to maximise investment and positive outcomes across the District.

RECOMMENDATIONS

It is recommended that Cabinet:

- 1) **notes the outcomes of the Heritage Strategy consultation attached at Appendix 2;**
- 2) **considers and approves the changes to the Heritage Strategy suggested in this report;**
- 3) **adopts the Tendring Heritage Strategy attached at Appendix 1; and**
- 4) **notes that actions to deliver the Creative and Cultural Strategy will be developed as part of annual Departmental Service Plans.**

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The Heritage Strategy will support the Corporate Plan 2020-24 (aligned with the core themes of Tendring4Growth and Community Leadership) through delivery of interventions aimed at:

- Delivering High Quality Services
- Community Leadership Through Partnerships
- Building Sustainable Communities for the Future
- Strong Finances and Governance
- A Growing and Inclusive Economy

RESOURCES AND RISK

Resources:

TDC Officers are leading on this project with the input of Essex County Council Place Services under a service level agreement.

Adoption of a Heritage Strategy will assist in attracting external funding for heritage related activity in the District. Potential sources of funding include:

- National Heritage Lottery Fund
- Heritage Action Zones (Historic England)
- Section 106 Agreements
- Partnership Schemes in Conservation Areas with Historic England

Risks: The adoption of a heritage strategy supports the Council’s duties to maintain and enhance heritage assets and so reduces the risk of the district’s heritage assets being diminished or lost.

LEGAL

National Planning Policy Framework (February 2019), paragraph 185 states:

Plans should set out a positive strategy for the conservation and enjoyment of the historic environment, including heritage assets most at risk through neglect, decay or other threats. This strategy should take into account:

- (a) the desirability of sustaining and enhancing the significance of heritage assets, and putting them to viable uses consistent with their conservation;
- (b) the wider social, cultural, economic and environmental benefits that conservation of the historic environment can bring;
- (c) the desirability of new development making a positive contribution to local character and distinctiveness; and
- (d) opportunities to draw on the contribution made by the historic environment to the character of a place.

Consideration of any legal implications of actions proposed in the strategy will be needed in due course.

OTHER IMPLICATIONS

Crime and Disorder: Heritage assets are, unfortunately, vulnerable to crime. Having a strategy for promoting heritage assets in the district should contribute positively to their maintenance.

Equality and Diversity: The recommendations in this report are aimed at benefitting all who live, shop, work and visit the District.

Health Inequalities: There is a growing wealth of evidence that demonstrates the role heritage plays in improving mental wellbeing and physical health. People who visit heritage sites reported higher life satisfaction and happiness scores, as well as lower anxiety (Department for Culture Media and Sport 2015). Across Essex there are a number of schemes and organisations to encourage and support healthy activity, such as Active Essex and Healthy Life Essex. Tendring’s heritage provides a positive platform to encourage people to enjoy the outdoors and take positive steps for their personal health and wellbeing. Heritage Trails, for example, are already established in Harwich and Dovercourt, Frinton-on-Sea, Clacton- on-Sea, Jaywick Sands and Walton- on-the-Naze encourage walkers to take routes through the historic environment. Promoting these to new groups and partnering with healthy organisations can open heritage to new audiences and increase wellbeing.

Area or Ward affected: All.

Consultation/Public Engagement: See 'consultation and adoption' section below.

PART 3 – SUPPORTING INFORMATION

BACKGROUND AND CONSULTATION PROCESS

Heritage strategies allow all aspects of the historic environment to be identified and considered within one document. They cover physical heritage that we can see and interact with as well as intangible heritage such as traditions, events, culture and character. A heritage strategy explores and celebrates the unique heritage of an area and encourages an holistic, collaborative approach to its conservation, enhancement and enjoyment.

Tendring has over 1000 designated heritage assets and many other historic buildings and archaeological features of interest. The purpose of this Strategy is to provide a platform to promote all of these heritage assets, understand the people who value them and enhance the manner in which they can be conserved and appreciated. This will create a robust base of knowledge to inform their future conservation and enjoyment. By providing this base of understanding of the heritage assets and their stakeholders in Tendring, the Heritage Strategy will allow for Tendring District Council to identify key themes which relate to its heritage and to develop a targeted action plan with clear aims and outputs to support Tendring's heritage.

The draft Heritage Strategy was published for a 7 week period of consultation and ran from Monday the 18 Nov 2019 to Friday the 3 Jan 2020. Statutory bodies, national and local amenity societies, including town and parish councils were consulted. Communication included posters, social media, surveys and a drop-in exhibition on the afternoon and evening of the 3rd December 2019 at the Council offices in Weeley. It was attended by members of Tendring's local history groups, residents and professionals. The consultation asked participants in the process to consider:

- What makes Tendring unique, and how can this be celebrated?
- Why do people visit Tendring?
- What threats face Tendring's heritage?
- Do you think this document outlines these key aspects of Tendring's heritage, and does it provide a baseline for future promotion?

The draft Heritage Strategy for Tendring was considered by the Local Plan and Planning Policy Committee on 29th October 2019. At that meeting it was resolved that the Committee noted the Strategy and comments made by members at the meeting or directly to officers following the meeting would be submitted as part of the consultation process.

THE STRATEGY AT A GLANCE

Tendring's Heritage Strategy aims to promote the protection and celebration of the area's rich history, predominantly contained within its historic environment, and enhance the positive contribution it makes to the lives of those people living in and visiting the District. This is reflected in the vision on which the Strategy has been developed:

'The unique heritage of our district provides a rich, often hidden landscape that informs what it is to live here in the 21st century. This strategy identifies those historic features and aims to celebrate and enhance the heritage of Tendring'.

The strategy is organised into two parts:

Part One: The Baseline

This section explores the historic development of Tendring, and identifies existing heritage assets, sites and resources. It covers the physical heritage of Tendring in the form of the historic environment, and includes archaeology, buildings, settlements, landscapes, archives and artefacts. It also creates a comprehensive list of the people who are involved in looking after the historic environment today.

Part Two: Assessment and Strategy

This section draws on the findings of Part One to identify key issues and opportunities within Tendring. It addresses key issues facing Tendring's heritage, and propose actions to preserve and protect it for the future. This section can be updated independently of the baseline to respond to arising needs, and to allow the Action Plan to be revised. A case study of Harwich's historic core is included to demonstrate how objectives can be applied to the historic environment using a methodology that could be replicated elsewhere in Tendring.

The Strategy promotes a holistic and collaborative approach to the management of heritage. It draws together existing Council strategies, priorities and approaches in order to identify areas within Tendring with significant heritage and provide a basis for future management and identification of opportunities for enhancement. To deliver the Strategy a partnership approach between the Council, its partners and key stakeholders will allow for the full potential of Tendring's heritage to be realised.

CONSULTATION AND PROPOSED CHANGES TO THE DRAFT STRATEGY

The Heritage Strategy has been the subject of a seven week public consultation event that ran from Monday the 18 November 2019 to Friday the 3 January 2020. Engagement with the consultation was positive with many helpful suggestions for additions and amendments made by local organisations and individuals. Whilst the consultation was not a statutory exercise, the uptake from technical stakeholders, organisations and individuals was significant. The Heritage Strategy itself can be found at Appendix 1 of this report and the full list of representations received and commentary can be found at Appendix 2.

A complete list of the comments received and the responses made can be found at Appendix 2. A summarised list is given below of the key points.

Statutory Bodies

Two Statutory Bodies responded to the public consultation; Historic England and Natural England. Their comments and summarised below.

Historic England (HE) – A comprehensive representation to the Strategy details a number of points of clarity and legibility. The key points are noted below:

- Comments around the wording of the Vision and its location within the Strategy
- Many minor rewording of text to clarify what is meant are suggested
- Amendment to map to show railway lines and amendment to timeline are suggested.
- Different photographs that link better to the text are suggested.
- Clarity required around LPAs designating conservation areas.
- Further links between heritage and the economy are required.
- Note made that it is the LPA that identify conservation areas at risk.
- Request to include 'Heritage Schools' programme.
- Strong support is given to the assessment of the conservation areas at risk
- Establishment of a 'Cultural Partnership'* within the Strategy.
- Historic training courses are welcomed and Historic England's own courses are noted.
- Further bodies are noted for grant funding,

Response in order of points raised:

- Text for Vision now provided and location changed.
- A number of small change are provided to add clarity to the Strategy
- Amendments to map and timeline are made.
- Amendments are made to the photograph in the Strategy.
- Amendment made to show it is LPAs that designate conservation areas.
- Links between heritage and the economy reinforced.
- Amendment made to show that it is the LPA that identify conservation areas at risk.
- Heritage Schools programme is now mentioned.
- Noted
- The Cultural Partnership is added to the action plan.
- Noted
- Grant funding bodies are added.

Natural England (NE) – No objection to make about the Strategy.

Response - Noted

Town and Parish Councils

Six of the District's Town and Parish Councils made representations on the Heritage Strategy. Common issues were raised which can be summarised as:

- A number of the Town and Parish Councils requested that specific buildings or features were referred to in the Heritage Strategy. Attention was also brought to landscapes in each Parish and walking routes.
- A number of Parish Councils made representations about points which did not have a heritage focus. Issues include lowering speed limits and issues around rubbish and recycling.
- Many Parish Councils wanted to see a more tangible connection with the Council's Heritage Officer.
- The exact extent of conservation areas was queried.

- Questions were raised as to how Section 106 contributions could be used for heritage projects.
- A number of Town and Parish Councils made comments which fact check the Strategy from the perspective of someone actually living in the District. These include the fact that the Thorrington Tide Mill has now been sold.

Response in order of points raised:

- All buildings raised by Town and Parish Councils with historic merit have now been specifically referred to.
- As these issues were not heritage focused, they cannot be considered within the Heritage Strategy.
- An action is included within the Strategy promote communication on heritage issues between Council officers and parish and town councils.
- More detail as to the extent of conservation areas will be given.
- Section 106 contributions can in some cases be used for heritage projects but proposals must be considered individually on their merits to ensure compliance with the CIL regulations.
- These local focused fact checking comments are very welcome and changes were made to the Strategy accordingly.

Local Groups and Developers

Essex Society for Archaeology and History (ESAH) - A comprehensive representation to the Strategy details a number of points of clarity and legibility. The key points are noted below:

- A number of minor points of clarity are suggested.
- Comments raised in regard to what makes Tendring's archaeology distinctive. Specific regard needs to be given to Middle Bronze Age pottery at Ardleigh.
- Concerns that the ring ditches are not shown within the aerial photographs
- Concerns that non-designated assets (particularly archaeological sites) are under-represented.
- Further reference is needed to threats to heritage and archaeology
- ESAH request to be added to the societies and groups page

Response in order of points raised:

- Suggested points of clarification are incorporated into the Strategy. Additions and changes made to the archology section.
- These ring ditches are not specific to Tendring and the copyright is not owned for such pictures.
- Non-designated archaeological sites now mentioned.
- Threats now provided.
- ESAH added to the societies and groups page.

City and Country – A detailed representation was received. The principle points raised are:

- Greater note should be taken of notional planning policy within the Strategy
- Use 'conservation' rather than 'preservation'
- Clearer links should be made between heritage and the economy.

- A number of comments on the suitability of pictures within the Strategy
- References should be made to the St Osyth Museum and History Group.
- Concerns that the actions are not SMART

Response in order of points raised:

- The Strategy already contains sufficient reference to national policy
- Changes made to 'preservation'
- Further detail on the economic benefits given
- Pictures amended
- The museum and group have been added
- Monitoring of the actions by the Council will need to be carefully considered

The Grand Theatre of Lemmings – The theatre would like to be specifically mentioned within the Strategy due to their cultural work and links to the Mayflower Project. Concerns were raised over the lack of a lead on the Heritage Strategy project and the lack of a Heritage Champion. The aspiration to provide courses from the theatre is raised

Response –The theatre is now included within the Strategy. There is a lead for the Heritage Strategy and the possibility of heritage courses being hosted at the theatre will be considered.

Members of the Public

A suggestion was made to include information about the Suffragette movement in Clacton. The siting of blue plaques to honour notable men and women who have lived or worked in buildings across the District was also requested. The point around Suffrage has now been added to the Strategy in text and pictures. An action has been added to investigate the possibility of a blue plaque scheme.

Further comments were raised around the links between Parishes and TDC's Heritage Officer and a perceived lack of literature about heritage development in the District. Action points are proposed to continue to provide conservation advice through the series of "Conservation in Tendring" booklets and also to promote targeted training courses with parish and town councils.

The potential for planning enforcement action in relation to historic buildings and in conservation areas was raised. The use of enforcement powers is included as an action to help safeguard buildings and other heritage assets.

Comments were made regarding the loss of the Victorian street lights along the seafront in Clacton. Exploring options for the restoration or sympathetic reinterpretation of these lights is included as an action in the Local Projects section of the Strategy.

A number of comments made were not related to the Heritage Strategy, these issues have been collated separately and will inform other projects where possible.

Comments from Councillors

A number of comments were made by Members during and after the Local Plan and Planning Policy Committee that considered the draft Heritage Strategy. These have helped to shape the revised strategy and, in particular, have informed the introduction of a 'Local Projects' section. The local projects proposed are investigating the street lamps at the seafront in Clacton-on-Sea, considering

the future of the Walton Maritime Museum and supporting the development plan for Brightlingsea Lido.

CONCLUSION

Taking account of the recommended changes to the Heritage Strategy mentioned above, Cabinet are asked to adopt the Tendring Heritage Strategy.

APPENDICES

Appendix 1: Tendring Heritage Strategy
Appendix 2 – Consultation responses

BACKGROUND DOCUMENTS

None

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Tendring Heritage Strategy

Tendring
District Council



Client:
Tendring District Council

Date:
February 2020

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In this document: Heritage Strategy at a glance

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Tendring Through Time.
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Historic Landscape Character.
Architecture and Design.
Heritage Assets.
Heritage At Risk.
Museums and Archives.
Societies and Groups.
Tourism and
Attractions.**



**Identification of Key Themes.
Priority Risks and Threats.
Priority Opportunities
for Enhancement.
Objectives.
Action Plan.
Case Study.
Funding Strategies.**

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Executive Summary

Heritage is a shared asset which underpins our identity, sense of place and community, as well as contributing to the economic growth and enjoyment of an area. Tendring has rich history celebrated across Essex by residents and visitors alike. Its coastal location has provided it with a unique and varied heritage, from prehistoric artefacts and medieval buildings to Victorian villas, with many sites recognised as being of national significance. It is important for us all to protect and promote both the physical and intangible characteristics of Tendring, now and into the future, so that we can continue to enjoy and appreciate Tendring's unique heritage.

Tendring's Heritage Strategy aims to promote the protection and celebration of the area's rich history, predominantly contained within its historic environment, and guide its evolution to enhance the positive contribution it makes to the lives of those people living in and visiting the District.

The Strategy promotes a holistic and collaborative approach to the management of heritage. It draws together existing Council strategies, priorities and approaches in order to identify areas within Tendring with significant heritage and provide a basis for future management and identification of opportunities for enhancement. To deliver the Strategy a partnership approach between the Council, its partners and key stakeholders will allow for the full potential of Tendring's heritage to be realised.

The strategy is organised into two parts:

Part One: The Baseline

This section explores the historic development of Tendring, and identifies existing heritage assets, sites and resources. It covers the physical heritage of Tendring in the form of the historic environment, and includes archaeology, buildings, settlements, landscapes, archives and artefacts. It also creates a comprehensive list of the people who are involved in looking after the historic environment today.

Part Two: Assessment and Strategy

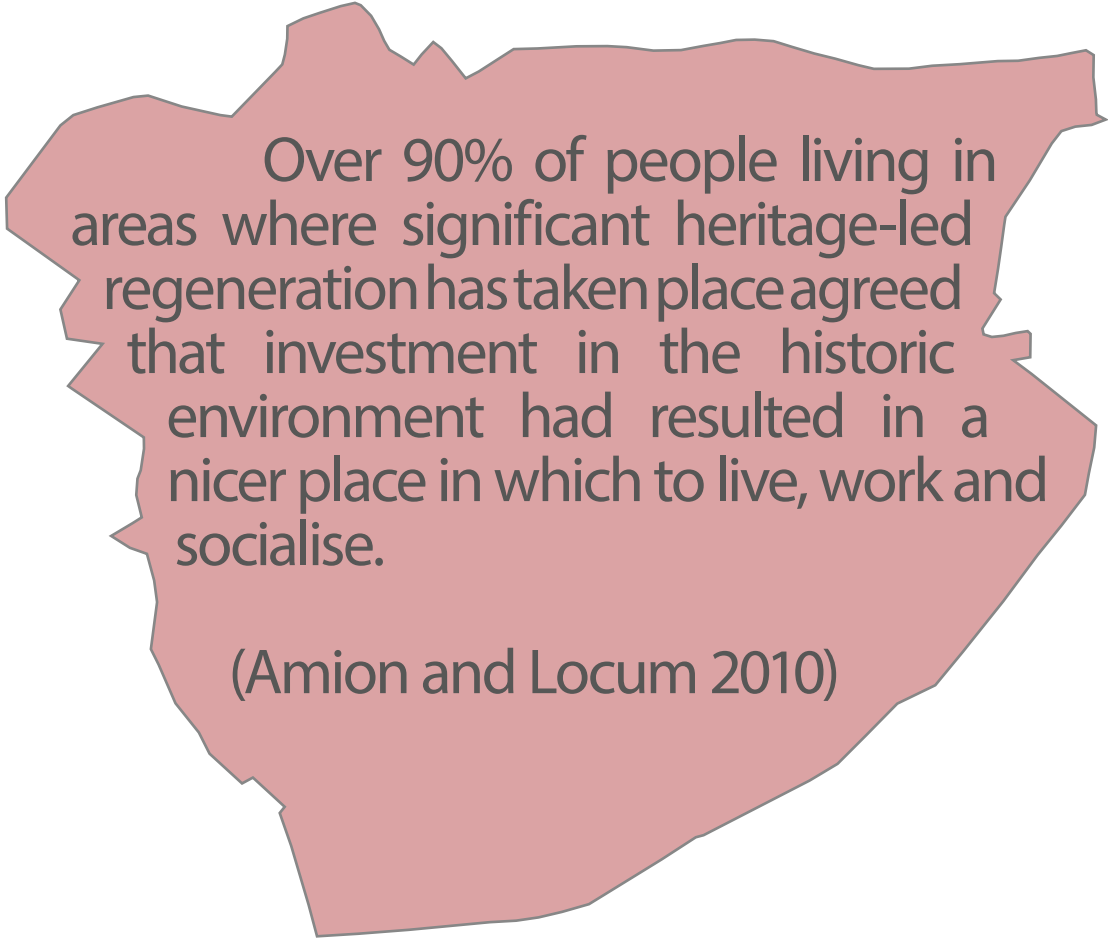
This section draws on the findings of Part One to identify key issues and opportunities within Tendring. It will address key issues facing Tendring's heritage, and propose actions to preserve and protect it for the future. This section can be updated independently of the baseline to respond to arising needs, and to allow the Action Plan to be revised.

Vision

The unique heritage of our district provides a rich, often hidden landscape that informs what it is to live here in the 21st century. This strategy identifies those historic features and aims to celebrate and enhance the heritage of Tendring.



Window of the Clacton United Reformed Church



Over 90% of people living in areas where significant heritage-led regeneration has taken place agreed that investment in the historic environment had resulted in a nicer place in which to live, work and socialise.

(Amion and Locum 2010)

Introduction

What is a heritage strategy?

Heritage strategies allow all aspects of the historic environment to be identified and considered within one document. They cover physical heritage that we can see and interact with, including buildings, monuments, sites, areas, landscapes, archives, museums and artefacts, as well as intangible heritage such as traditions, events, culture and character. All of these elements combined give an area its unique identity. A strategy explores and celebrates the unique heritage of an area, and encourages a holistic, collaborative approach to its conservation, enhancement and enjoyment.

This Strategy is provided for all stakeholders with regard to Tendring's historic environment. This includes residents, owners, organisations, businesses, councillors and council officers, as well as those involved in promoting and managing new development. Our heritage is vital for our enjoyment and quality of modern life, and is fundamentally shaped by our understanding and interpretation of the past. The interaction with objects or environments of the past reinforces our identity and sense of belonging. Our future is intrinsically linked with our history, making our heritage a powerful resource.

This Strategy will form a baseline document, accessible to all, pertaining to the management and promotion of all aspects of the historic environment.



Purpose of Heritage Strategy

Tendring is a significant district within Essex with a unique and diverse heritage to celebrate. As a fundamental aspect of the District's environmental infrastructure, and its tourism, heritage has a major role to play in Tendring's future. At the same time it is constantly evolving in response to our understanding of and interaction with the historic environment and the demands of modern life. It is also an irreplaceable resource. Therefore, it is vital to assess heritage alongside the wider factors which influence it, in order to fully understand it and to ensure its proper conservation and management. This will ensure that Tendring's heritage, and in particular its historic environment, makes a positive contribution to shaping sustainable communities and maintaining the District's unique qualities throughout its future growth.

Tendring has **over 1000 designated heritage assets** and many other historic buildings and archaeological features of interest. The purpose of this Strategy is to provide a platform to promote all of these heritage assets, understand the people who value them and enhance the manner in which they can be conserved and appreciated. This will create a robust base of knowledge to inform their future conservation and enjoyment. By providing this base understanding of the heritage assets and their stakeholders in Tendring, the Heritage Strategy will allow for Tendring District Council to identify key themes which relate to its heritage, and to develop a targeted action plan with clear aims and outputs to support Tendring's heritage.

*Ancient Monuments,
Ancient Woodland,
Archaeological Sites, Coastal
Heritage, Conservation Areas,
Heritage Assets at Risk,
Listed Buildings, Protected
Lanes, and Registered
Parks and Gardens*

Aims of the Strategy

This Strategy responds to the District Council's aim to protect, promote and celebrate the unique characteristics of the District and the things people most value by actively engaging with our heritage.

Proactive investment in the historic environment can, and often does, specifically underpin economic growth (AMION and Locum Consulting, 2010). This Strategy aims to highlight ways that heritage can enhance not only a sense of identity, but that development of our historic built environment can drive wider regeneration, job creation, business growth and prosperity (DCMS, 2016b).

This Strategy aims to strengthen the understanding of what exists, and make sure that assets are valued and reach their full potential, contributing to residents' quality of life, supporting strong communities, and promoting tourism and economic development.

This Strategy will explore the relationship with heritage and the historic environment to the following ideas:

- Identity
- Community
- Wellbeing
- Tourism
- Regeneration
- Interpretation
- Management

The enhanced understanding of Tendring's heritage will enable the council to:

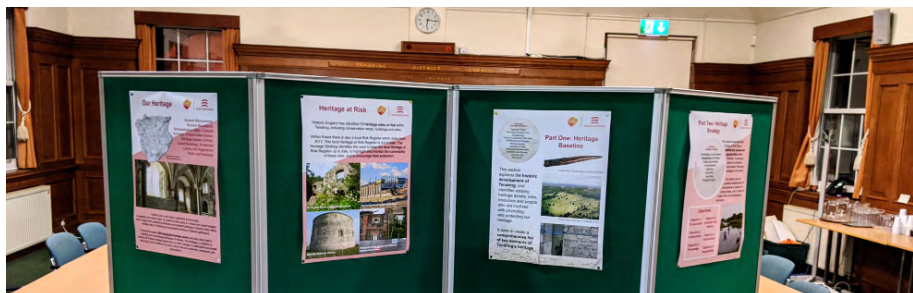
- Recognise and understand the key assets within Tendring which give it its special character;
- Create a knowledge hub of existing museums, archives, traditions and local groups which contribute to the protection and continuation of Tendring's heritage;
- Provide a platform for collaborative working across Tendring, and encourage a continued joined-up approach to heritage management;
- Identify key areas and assets which make the greatest contribution to the heritage of Tendring;
- Identify priority areas where heritage in the form of the historic environment is under threat and the unique issues faced; and
- Actively engage with and promote heritage opportunities in terms of the wider regeneration and economic development of Tendring to provide a framework for future investment.

Consultation and Adoption

Tendring District Council have worked to encourage everyone to get involved in the Heritage Strategy through consultation, and welcomed the thoughts and suggestions of those who would like a say in the future approach to the management and conservation of heritage in Tendring. The timetable for public consultation was in line with the Council's Statement of Community Involvement (SCI), and aimed to allow time for meaningful engagement. Communication ranged from posters, surveys, social media, and a public meeting and exhibition on the Heritage Strategy. Public consultation ran from the 22nd November 2019 to the 3rd January 2020, and a public exhibition was held on the 3rd December 2019 at the Council Chamber Offices in Weeley attended by members of Tendring's local history groups, residents and professionals.

Consultees were asked to consider:

- What makes Tendring unique, and how can this be celebrated?
- Why do people visit Tendring?
- What threats face Tendring's heritage?
- Do you think this document outlines these key aspects of Tendring's heritage, and does it provide a baseline for future promotion?



Information stand at the public consultation exhibition held on the 3rd Dec 2019

To ensure a collaborative approach and make sure this Strategy incorporates the views of all who are interested in Tendring's historic environment, the following statutory bodies have been consulted in its production:

- Natural England
- Historic England
- Environment Agency

The National Amenity Societies:

- The Ancient Monuments Society
- The Council for British Archaeology
- The Society for the Protection of Ancient Buildings
- The Georgian Group
- The Victorian Society
- The Twentieth Century Society
- The Gardens Trust

Local societies:

- Tendring District's Parish and Town Councils
- Local History Groups
- Essex Society for Archaeology and History
- Victoria County History

Following consultation and review, the draft strategy will then be considered by the Council's Local Plan Cabinet Sub Committee in early 2020.

Definitions and Legislation

The key terms and definitions used in this document are drawn from the National Planning Policy Framework to allow for consistency across the Strategy with planning policies and national guidance on heritage and the historic environment. This information can be found in Appendix A.



Part 1 – Heritage Baseline An Introduction to Tendring

Tendring Today

Tendring District is located in the north east of Essex, formed from the historic Tendring Hundred. In its current configuration, the District was formed on 1st April 1974 by a merger of the Boroughs of Harwich, Brightlingsea, Clacton and Frinton & Walton Urban Districts, and Tendring Rural District. The District is located to the east of Colchester, and comprises the Tendring plateau fringed by low-lying coastal land between the estuaries of the Rivers Stour and Colne, its shoreline stretching over 60km. This rich and varied landscape contains a wealth of heritage which reflects its significant past.

Tendring has a population of 144,700 (2017), most of whom live in urban communities along the coast, including the old port of Harwich in the north, resorts such as Walton-on-the Naze and Clacton-on-Sea, and the yachting centre of Brightlingsea in the shelter of Colne Point. These towns are well connected with good railway infrastructure and links with Essex and London. Many Tendring residents commute to work as a result, heading to Colchester, Chelmsford, or London. Agriculture continues to dominate inland areas of the District with villages and historic market towns connected by a network of historic routes which now form arterial roads.

The seaside resorts in Tendring make tourism a major component of its economy and give the coastline its distinctive character and charm.



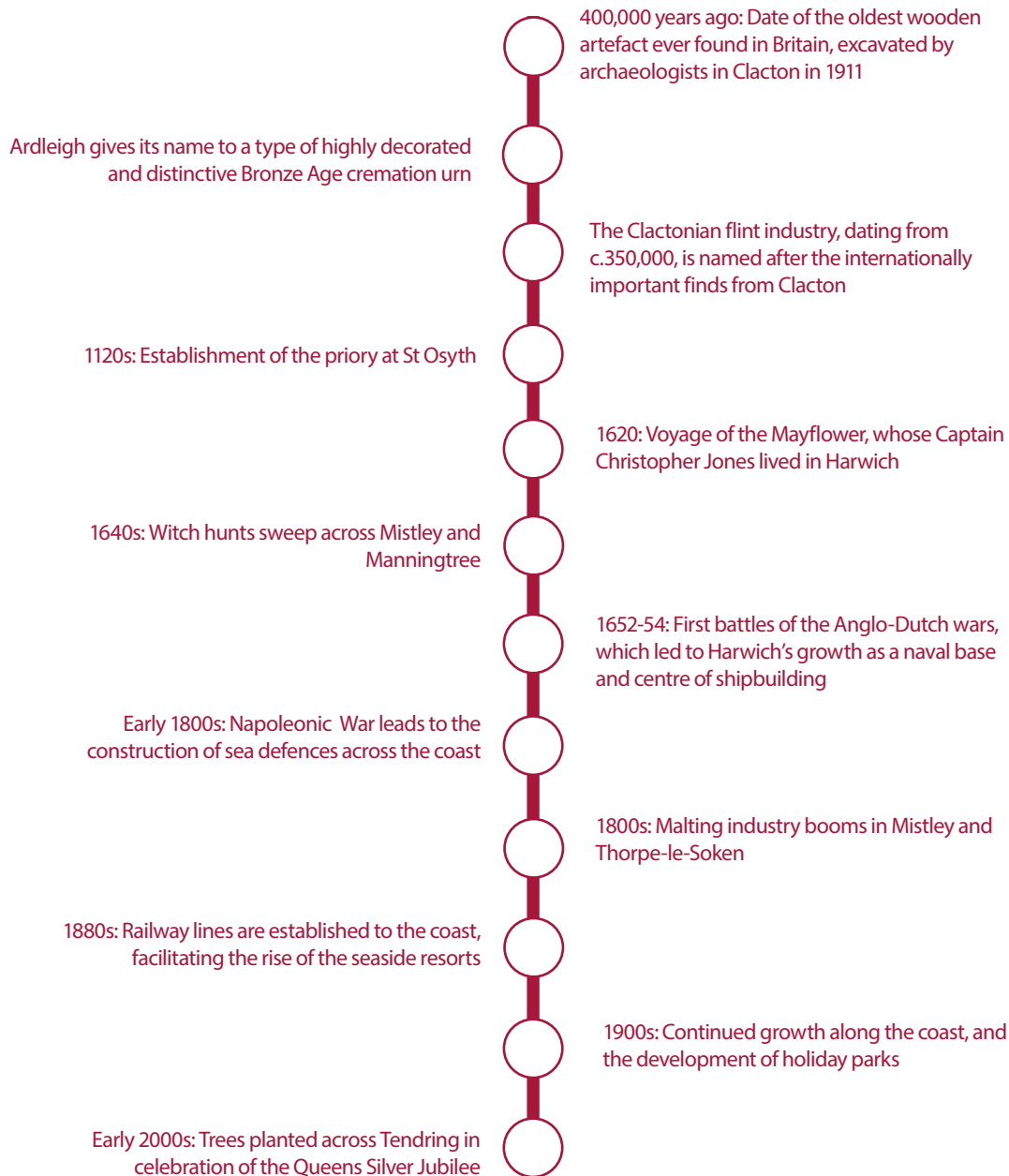
Beach huts in Brightlingsea



This map depicts the location of key settlements, arterial roads (red) and railway lines (orange) through the district.

Tendring through time

The story of Tendring is deeply interwoven with its coastal setting. Bounded by the River Stour to the north and the River Colne at the south, both of which flow into the North Sea to the east. This area is known as the 'Tendring Peninsula' because of its relatively detached coastal location. Historic occupation and activity in this landscape has been shaped and influenced by its location. Tendring is a coastal gateway to Essex, accessible from the sea and navigable by rivers. It is rich in resources but exposed, with a long and distinctive history of military defence and human intervention.



Tendring Heritage Strategy

Tendring's tale is of two contrasting landscapes, drawing both from its coast and estuary and its inland, arable landscape. Rural Tendring is scattered with dispersed historic market towns and hamlets, and its coastline is dotted with seaside towns with the remnants of coastal industry, military defences, and Victorian architecture and charm. Tendring's history is rich and diverse as a result of its varied character.

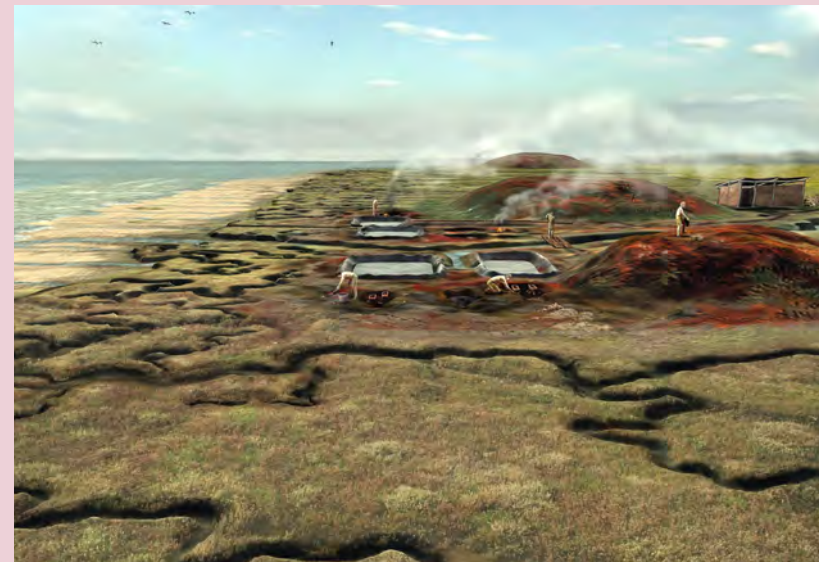
Throughout history, humans have been drawn to the river network across Tendring. Some of the evidence for the earliest pre-historic activity in the area has been found within the sediments of ancient river systems and the seafront. Perhaps most notably this includes the oldest wooden artefact ever recovered from Britain, found in Clacton, a wooden spear point which is over 400,000 years old. Finds from Clacton at this time have also given the name 'Clactonian' to a distinctive style of Palaeolithic flintworking. Objects such as these provide evidence about the inhabitants of Tendring and how they lived some 300,000 years ago.

The coastline has provided significant resources throughout pre-history. In the Mesolithic period finds indicate seasonal occupation in the environs of Walton-on-the-Naze. The production of salt most likely started in the Late Iron Age and continued to increase in scale throughout the centuries. The large number of Red Hills in the coastal zone indicate the extent of this industry.

The early residents of Tendring have left behind a physical imprint of their existence here in settlements, roads, field systems, cemeteries and monuments, as well as a plethora of artefacts of international importance.



The Clacton Spear is the tip of a wooden spear and is the oldest wooden implement found in Britain at over 400,000 years old. It was discovered in Clacton-on-Sea in 1911 and is now on display at the Natural History Museum in London. (Image ECC)



Computer reconstruction of Roman salt working and the creation of Red Hills. Red Hills are features of the coastal and tidal areas of Essex dating from the Bronze Age, Iron Age and Roman period. They are formed as a result of salt making. Their colour comes from the rubble of the clay structures, scorched red by fires, used to evaporate sea water to make salt cakes. Red hill sites have been identified along the coastal regions notably in the areas surrounding Hamford Water, both in the north, near Little Oakley and to the south, near Walton (Image ECC)

Tendring Heritage Strategy

The inland landscape contains significant pre-historic monuments. These include Neolithic monuments, such as the St. Osyth causewayed enclosure (formed of interrupted ditches and banks) and earthworks of a possible cursus (large, parallel banks which conceal a path within them, thought to be used in Neolithic rituals) as well as later Bronze Age ritual monuments and cremation cemeteries. Several Middle Iron Age settlements are known to have been located across the Tendring plateau.

Tendring District is located to the east of Colchester, the oldest recorded town in Britain. It is likely that Roman Colchester (Camulodunum) would have had a significant influence on the economy of the area. Septaria stone (a compacted clay) used in the construction of Roman Colchester's defensive wall was brought from the coast near Walton-on-the-Naze and Harwich. Villas, most likely representing locally important centres of farming and agriculture, have been found in a small cluster in the south-west of the District.

Over time Tendring grew in prosperity; its rich and fertile soils provided good agricultural land and its coast permitted trade and industry to boom on its shores. Throughout the medieval period, villages in land grew in a similar fashion to the wider county of Essex at this time, organised as small dispersed settlements focussed around churches, halls and commons. Harwich, Manningtree and St. Osyth in particular became centres of medieval activity and each were unique and distinct in their function and character. Harwich acted as the main urban centre and market town of the District, Manningtree was established as a successful fishing port enabling local trade, and the founding of St. Osyth's priory in 1120 has left us with one of the finest monastic buildings in England. St Osyth also functioned as a market centre for the eastern end of the Tendring peninsula until the nineteenth century. Manningtree and Mistley in particular developed in the early medieval period as ports to serve inland markets. Supplies for the North Sea Fleet in Harwich flowed through the ports here, and Manningtree also became a leading fishing port supplying Colchester.



The village of Great Bentley contains one of the largest village greens in England, covering 42.5 acres when measured in 2000. Originally common land, the Parish Council applied for its registration as a village green in the 1960s to protect its long-standing use as a place for exercise and recreation. It is now maintained by 'The Friends of the Green'.



St Osyth's Priory: The Augustinian priory was founded shortly after 1120 by Richard de Belmeis, Bishop of London, and by 1161 the priory had become an abbey dedicated to Saints Peter and Paul, and St Osyth. A park was associated with the abbey from 1268 when a charter was granted to the abbey allowing some hunting rights. The earliest remaining monastic buildings is the sub-vault of the Dorter range and the still existing portions of the walls bounding the Cloister on the east and west. The abbey prospered and its growth and wealth are illustrated by the surviving buildings, including the late fifteenth century gatehouse and the early sixteenth century Abbot's Lodging. Following the Dissolution of the Monasteries in the 1530s and '40s, the abbey was granted to Thomas Cromwell and then bought by 1st Lord Darcy, Lord Chamberlain of Edward VI's household who undertook much new building work. The surviving eighteenth century range and parkland were added by the 4th Earl of Rochford. The site passed through a number of owners in the twentieth century and fell into disrepair. There are now plans for the restoration of the buildings and the parkland. (Image ECC)

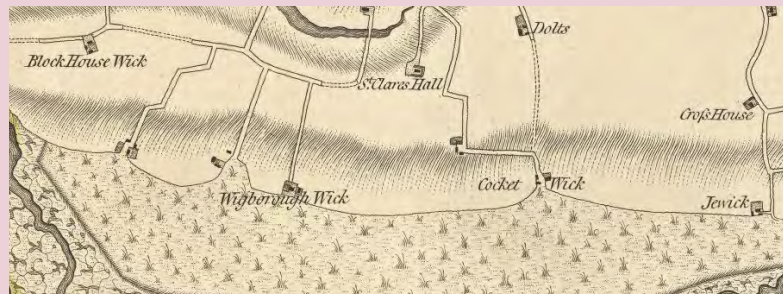
Tendring Heritage Strategy

Tendring's coastline has historically been home to a variety of coastal industries and farming. Farmers around the coast or river estuaries were able to utilise drained marshlands and adjacent saltmarshes to maintain more cattle and sheep than many inland farmers. Other agricultural and farming industries along the shores ranged from oyster pits in Brightlingsea, duck decoy ponds on the flats, tide mills at inlets or estuaries, and the fish weirs of Colne Point.

Arable growth inland led to the rise of malting for beer with surviving maltings at Kirby-le-Soken, Thorpe-le-Soken and Mistley. Places such Brightlingsea, Clacton, Holland, Frinton, Walton, Harwich and Ramsey are notable for their connection to the Copperas industry in the eighteenth century. Nodules of the substance 'Copperas' were gathered from cliffs, typically by the wives and children of fishermen. Thought to be one of the earliest developments in the chemical industries, the nodules were then manufactured nearby at 'Copperas Houses' for use in dyeing textiles, manufacturing ink, creating medicines, and for use in gunpowder. Inland, notable gravel extractions took place from c.1920 at Alresford and its neighbour Wivenhoe, where the glacial gravel deposits laid down by the Ice Age provided quality material to quarry. Remnants of all these distinctive trades can be discerned in the modern landscape and townscapes of the District in the form of buildings, structures and street names, and these are celebrated features of Tendring.

Tendring has witnessed a turbulent military and naval history. The seventeenth century Anglo-Dutch wars presented a long term threat to its shores. The Napoleonic wars of the early nineteenth century have also left their mark on the Essex coastline in the eleven Martello Towers built between 1809 and 1812, as well as a large circular redoubt at Harwich.

Tendring was also a heavily defended area in the twentieth century, with the Beacon Hill Fort forming a frontline defence during the World Wars. These features demonstrate how vital Tendring was as a strategic defensive location throughout history. Tendring has also been home to nautical voyagers, with Christopher Jones, Captain of the 1620 pilgrim ship the Mayflower, a resident of Harwich.



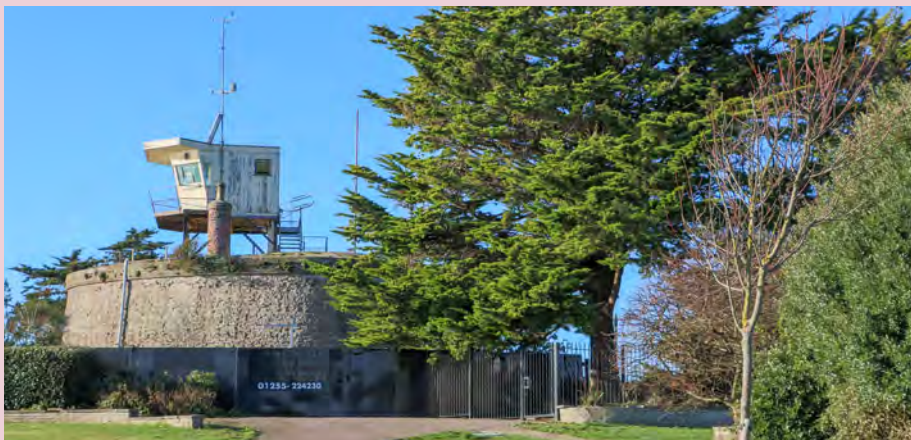
"Wick" place names: The drained marshlands and saltmarshes produced great quantities of cheese and milk products, which is illustrated on historic maps by the place name of 'Wick' meaning dairy farm. (Image Chapman and Andre Map, 1777)



Decoy ponds were designed to trap ducks and wildfowl to be killed for food and for feathers. They comprise of a central pool off which lead curved arms or ditches known as pipes. Birds were lured into nets at the ends of the pipes by the decoyman and his dog. The use of decoy ponds dates back to the medieval period but they became more popular in the eighteenth and nineteenth centuries. A mid nineteenth century decoy pond, known as Lion Point Decoy, to the north of Jaywick is a Scheduled Monument. (Image Google Earth)



Plant buildings associated with gravel extraction at Wivenhoe (Image wivenhoehistory.ork.uk)



Martello towers are small coastal artillery forts constructed along the Suffolk, Essex, Kent and Sussex coasts between 1805 and 1812 to defend England against the threat of French invasion during the Napoleonic Wars. Their design and name were taken from a tower at Martello Bay, Corsica. Eleven towers were originally constructed along a 20 kilometre stretch of the Essex coastline, all within Tendring District. They were identified by the letters A to K. Six towers survive (A, C, D, E, F and K) and they are all Scheduled Monuments and unique local landmarks along the Tendring coastline. The photograph shows Martello tower F in Clacton-on-Sea which is the only remaining moated example in Essex.



Beacon Hill Fort has a long history as a military site, stretching back to Henry VIII's reign. It has defended the port of Harwich throughout the French Revolutionary and Napoleonic Wars, and after being completely rebuilt in 1892 it was manned throughout the First and Second World Wars. The fort was decommissioned in 1956, and has fell into ruin. It has recently been acquired by a volunteer team who are working to restore the site. (Image Beacon Hill Fort in 1952, ECC)



The Mayflower made its voyage to the New World in 1620, carrying the first wave of English settlers across the seas. Its Captain, Christopher Jones, was a resident of Harwich. (Sculpture by Hanman Murphy, image <https://www.bbc.co.uk/news/uk-england-esssex-47311852>)



Throughout the nineteenth century, 'seabathing' became increasingly popular for health and pleasure, and with increased free time and better links to the coast seaside resorts became some of the fastest-growing towns in the first half of the twentieth century. (Image LNER Poster for Clacton-on-Sea 1926 (Science Museum Group Ref: 10173764))

Tendring Heritage Strategy

Influenced by the construction of the railway, the eastern stretch of Tendring's coastline was a desirable location for seaside developers in the nineteenth and twentieth centuries. The string of resorts along Tendring's coast provides an insight into the Victorian boom of the seaside resort. Georgian spa towns had previously been established across the coast but with a lesser degree of success. The attractive Georgian architecture of Mistley provides a reminder of this period of development. However, the most successful coastal development occurred throughout the Victorian period, as a result of the rise in fashion for fresh sea air, seaside villas, promenades and piers. This fashion shaped much of Tendring's coastline. Frinton-on-Sea, Walton-on-the-Naze and Clacton-on-Sea are all well-preserved seaside resorts, each with their own character but all unified in their purpose to provide easy access to the coast and a desirable place to visit, live and enjoy. The success of these towns highlights the importance of the railways to Tendring's development, and many historic railway buildings are now protected as heritage assets, such as the Thorpe-le-Soken Station and Maltings Conservation Area which protects the group of buildings which surround the station.

Alongside the waves of holidaymakers who visited every summer, the population of seaside towns quickly grew. For example, in Clacton-on-Sea the population was 9,777 in 1911, 27,572 in 1961, and 58,000 by 2006.¹ For residents "a feature of living in a seaside town was the contrast between the summer season and the rest of the year", a relationship which contributes to Tendring's heritage.² The history of Tendring's residents is celebrated to this day, with research into Tendring's social history recorded by its local history societies and through projects such as *Resorting to the Coast*, highlighting the unique history of the District and its people.

¹ GB Historical GIS / University of Portsmouth, Clacton UD through time | Population Statistics | Total Population, A Vision of Britain through Time.

² R. Kennell, *Resorting to the Coast*, Clacton on Sea as a holiday resort – Memories of the 1950s



Mistley became a major centre of the late nineteenth century malt industry and retains some of the best preserved maltings in England. Malting is the process of converting grain into malt to be used for brewing. Grain, predominately barley, is steeped in water and laid out on a drying floor to germinate before being dried in a kiln to produce malt. There were seven maltings built in Mistley in the late nineteenth century, the surviving maltings and kilns are listed at Grade II. (Image ECC)



Local suffrage campaigners Kate and Louise Lilley are welcomed back to Clacton after being released from prison in May 1912 and are met by large crowds to welcome them home. Louise was the secretary of Clacton's branch of the Women's Social and Political Union and an important member of The Caravan Club (Image ERO blog)

The Archaeology of Tendring

Archaeological excavations and aerial photography have provided invaluable knowledge of Tendring's past. Aerial photos are taken during the summer, when cropmarks are clearly visible from the air, and help to reveal hidden below-ground features. They provide an understanding of the pre-historic and Roman occupation of Tendring, its historic land uses, the development of settlements and the historic relationships between other landscape features, providing a clear pattern of human settlement and activities in Tendring.

Significant Mesolithic sites, Neolithic enclosures and monuments, and Bronze Age pottery, metalwork and cemeteries are known across the District, along with a network of field systems. The Palaeolithic spear, flint-work and Neolithic settlement on the foreshore at Clacton, together with the District's highly distinctive Middle Bronze Age pottery and cemeteries, named after an example excavated at Ardleigh, make the archaeology of Tendring well known nationally.

In the Roman period Tendring was close to one of the most important towns in Britain: Colchester (Camulodunum). Excavations at Brightlingsea revealed a large Roman trackway, cut through prehistoric field systems, which remained in use until the Anglo-Saxon period. Finds included a leaded-bronze foot in the shape of a Harpy found in one of the Roman trackway ditches.

Further excavations in Brightlingsea between 2013-2015 uncovered a significant Early-Middle Anglo-Saxon settlement on the Brightlingsea peninsula which continued, to some degree, into the Late Anglo-Saxon period. The remains of the settlement included sunken huts (Grubenhäuser) and rectilinear post-built structures with further evidence for domestic and industrial activity.

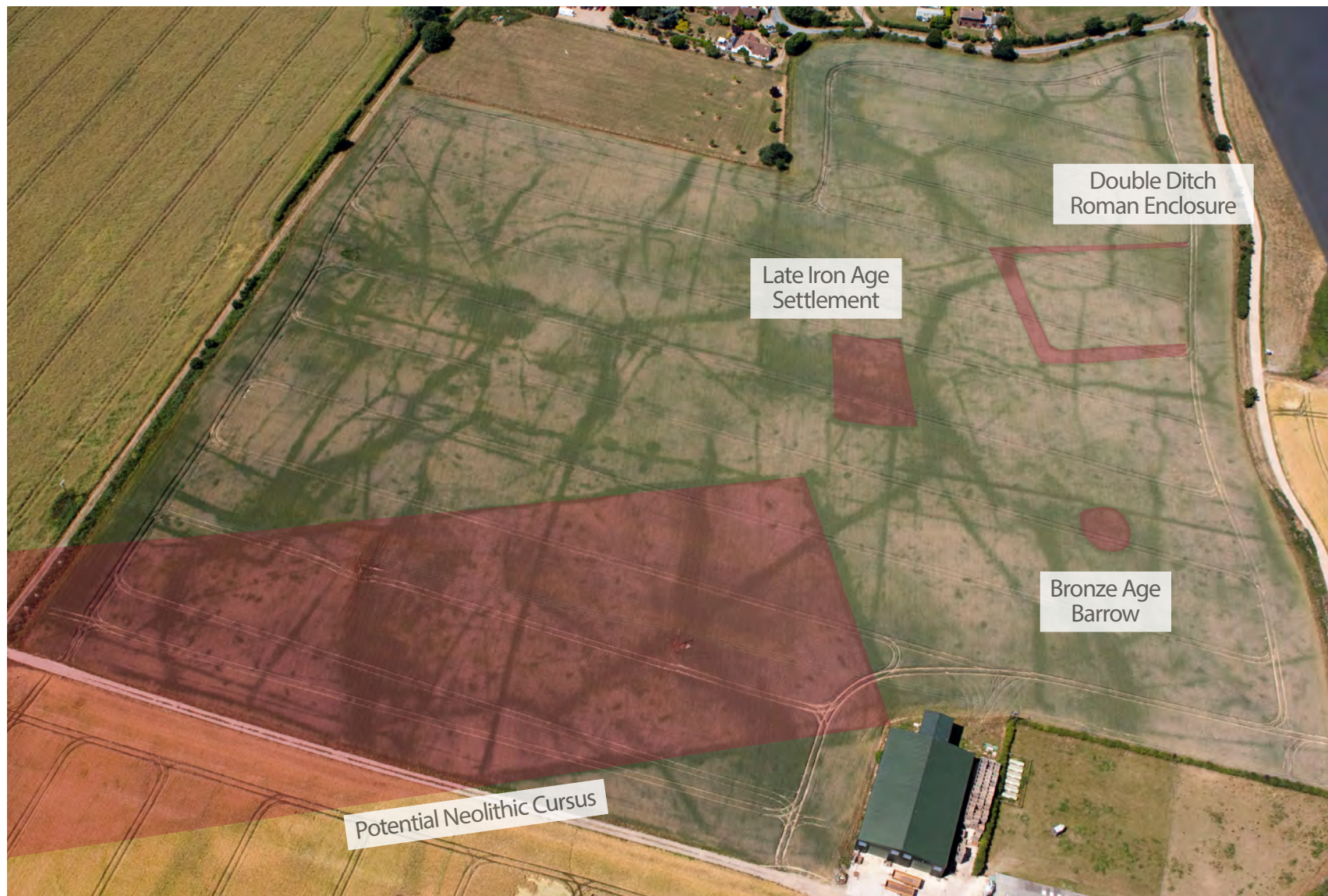
Manningtree, St Osyth and Harwich have been identified by Essex County Council as being of special archaeological importance. Manningtree is a fine example of a small market town, with elements of its past use as a sea-port and industrial town still visible. It has retained many medieval features, and there is a possibility that the medieval wharf is preserved behind the current quay. St Osyth is principally remarkable on account of the remains of its noble monastery, which derives its name from St. Osyth, daughter of Redoald, king of East Anglia. The economy of St Osyth was dominated by the priory, with the town functioning as a market centre for the eastern extent of the Tendring Peninsula prior to the development of Clacton-on-Sea. Harwich is significant due to the considerable role it has played as a naval and garrison town, and its history as a harbour are an important insight into Britain's military history and relations.



Detailed photograph of leaded-bronze foot from Brightlingsea excavations after conservation (Image ECC)

This aerial photograph was taken in 2018, during a heatwave which revealed hundreds of cropmarks across the UK.

Archaeological sites can be seen clearly on this layered landscape, with features overlapping a network of prehistoric field systems and former river causeways.



Aerial Photograph near Brightlingsea, 2018



Aerial Photograph of Brightlingsea, 2018

This aerial photograph clearly shows an Iron Age Settlement and its associated fields.

These features form part of a wider, early agricultural landscape, which comprises of cropmark features following a similar rectilinear pattern. A large Bronze Age ring ditch nearby shows continual use of this coastal plain throughout the prehistoric period.

This aerial photograph also taken in 2018, reveals a Roman Road near St Osyth, along with a rectilinear field system to the north, likely to also be Roman.



Aerial Photograph of Roman Road near St Osyth, 2018

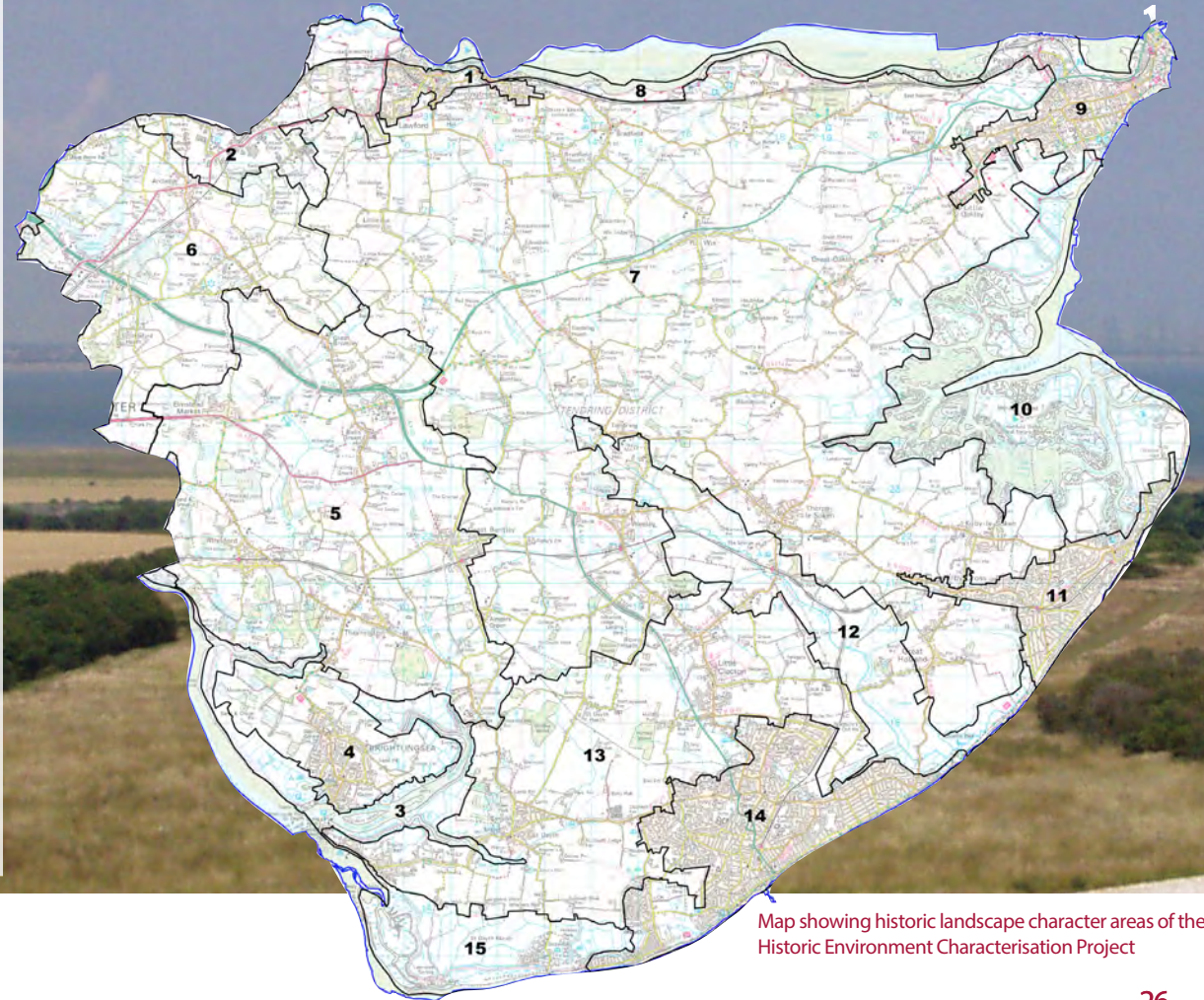
Historic Landscape Character

Tendring has a varied historic landscape character, which was described in detail in Essex County Council's 'Tendring Historic Environment Characterisation Project'. This project organised the district into distinct areas, roughly divided into those forming Tendring's inland arable plateau, those comprising the coastal port towns, and those covering the district's estuaries.

The District's flat and gently undulating plateau stretches across the mainland, made up of an open agrarian landscape. Historic villages are largely polyfocal and dispersed in character, compact and enclosed against the wide countryside vistas. The fieldscape here is predominantly of ancient origin irregular and regular fields, but there has been moderate loss of field boundaries since the 1950s.

Tendring's coastline curves from Harwich to Point Clear, scattered with historic coastal ports and towns, seaside resorts, holiday parks, and defensive structures. These character areas are urban, and notable for their planned street patterns which are still discernible today.

The stretch of coast meets the Stour and Colne estuaries to the north and south respectively. These landscapes are celebrated for their tranquillity, beauty, and geological qualities with both estuaries being designated as nature reserves and Sites of Special Scientific Interest and the Stour set to become an Area of Outstanding Natural Beauty.



Map showing historic landscape character areas of the Historic Environment Characterisation Project

Tendring Plateau: The Tendring Plateau covers much of the north-west portion of the Tendring Peninsula. Brickearth deposits have given rise to rich and fertile soils here, which have been exploited for agricultural purpose for centuries. This long historic relationship with the land has left a lasting impact on Tendring's landscape, which is now characterised by these agricultural fields and a dispersed historic settlement pattern. The Plateau is flat or gently undulating in places, dissected by a number of stream valleys and crossed by a network of historic routes linking the small, dispersed settlements with their working agricultural landscape. Of these historic routes, 16 are recognised as protected lanes; 9 of these are very well-preserved, and have retained such a strong historic character, that to follow them allows an appreciation of the history found in roads, boundaries, trees and earthworks in the landscape. The best preserved roads are located in the north of the District.





Historic rural towns and villages:

Settlements are scattered across inland Tending. These are predominantly rural in character, with fields surrounding them. They follow historic street patterns, which are still discernible today. Most settlements tend to have formed in a linear pattern along the main routes, creating long winding villages often with small greens as focal points. Many of the settlements are polyfocal, meaning that they form clusters around more than one landmark within each village, for example a church, hall or village green. These settlements are fairly enclosed with buildings concentrated along main high streets.

Historic coastal towns: In prominent locations overlooking estuaries and sea, Harwich and Brightlingsea stand as historic markers to Tendring's coast. These coastal settlements follow medieval street plans, with concentrated building development in their core. These settlements are all rich in coastal architecture, with evidence of maritime industry and commerce in the historic quays, wharfs, and oyster pits, with sea defences and their marine heritage highlighting their long history protecting Tendring from invasion.





Seaside resorts: Dotted along the coastline of Tendring are a series of seaside resorts. Most are nineteenth century in origin and full of characterful Victorian seaside architecture (Georgian in Manningtree). The towns follow a more geometric street plan, creating residential streets with long avenues and desirable views of the sea. These towns provided fashionable seaside retreats throughout the nineteenth century and continued to grow throughout the early twentieth century also. They are urban in character with a seaside vernacular with features such as piers, hotels, promenades and gardens catering to visitors and residents.

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Estuaries: The estuaries are formed of marshland, saltmarshes, creeks, mudflats and marshland islands. They are distinct in character with wide uninterrupted views and a sense of isolation. The marshes and estuaries have been used throughout history as a key resource for grazing, fishing and industry. The remains of these are still visible today. Sea walls, sinuous boundaries and drainage channels are a dominant landscape feature. The field boundaries comprise drainage channels, many of which wind the courses of the former creeks.

This estuarine landscape has also influenced a great deal of artistic activity, contributing to the cultural heritage of Tendring. Notably, the eighteenth century English landscape painter John Constable was inspired by the landscape, and it features in many of his works.

This image shows the view from The Walls in Mistley, a tree-lined walk with wide views of the Stour Valley to the north and Mistley Park to the south.





Parks and Gardens: There are three Registered Parks and Gardens within Tendring; these are Thorpe Hall, St Osyth's Priory and Clacton Seafront Gardens.

St Osyth's Priory, a former deer park, is formed of an extensive eighteenth century park, including water gardens within Nun's Wood, a hermitage and nineteenth century formal gardens set within sixteenth century garden walls beside the medieval priory complex.

Thorpe Hall is a notable twentieth century garden with a shrub and water garden, predominantly laid out between 1913 and 1945 by Lady Byng, with formal and informal features including lawns, pools and lakes, rock garden, rose garden and sunken garden.

Clacton Seafront Gardens were laid out in 1921, designed by County Surveyor Daniel Bowe to include five formally designed garden spaces. The Memorial Garden (1924), Rose Garden (1921), Sunken Garden (1920s), Mediterranean Garden (1990s), and Sensory Garden (2002).

A range of parks and gardens associated with country houses are scattered across Tendring, including Mistley Park (a former deer park), Lawford Hall Park, Little Bentley Hall and Gardens, Great Bromley Lodge, Tendring Hall, and Ardleigh Park. A triangle of land formerly belonging to Ardleigh Park was developed into Green Island Gardens by Fiona Edmond, who purchased the site and designed the gardens in the late 1990s and early twenty-first century. The Beth Chatto Gardens are also a fine example of twentieth century gardens.

Formal and seaside gardens include the Crescent Gardens in Frinton, Marine Parade Garden in Walton, Cliff Park in Dovercourt and the Mayors Garden in Dovercourt.



Ancient Woodlands: There are 52 areas of ancient woodland within Tendring. A cluster of ancient woodlands sits along the edge of the Stour Estuary in the north of the District. Areas of former and surviving parkland can be found along the northern edge of the area, for example at Mistley Park, Furze Hill and Lawford Hall Park overlooking the Stour. Within Furze Hill sits the ancient oak tree, known as Old Knobbly, which dates from the thirteenth century. (Image Old Knobbly, <https://woodlandtrust.tumblr.com/>).

Other areas of woodland notable for their size and/or designation as Sites of Special Scientific Interest include Little Bentleyhall Wood, Stour Wood (SSSI), Copperas Wood (SSSI), Thorringtonhall Wood, Weeleyhall Wood (SSSI), and Riddles Wood (SSSI).

Architecture and Design

Historic vernacular architecture across Tendring follows a similar pattern to that found within wider Essex. Timber framed buildings with bright clay tile roofs and weatherboard cladding predominate within the mainland, forming lively and dynamic views through historic streets.

As development moved into the early modern period, brick became the favoured building material, with buildings of classical proportions and detailing. Tendring's buildings from this era were constructed in red brick, or painted in a light colour palette, and sometimes in stucco, with slate tile roofs.

The most common material for churches is flint and pebble rubble, with knapped flint and flushwork, although uncommon across Essex, more prevalent in Tendring due to its Suffolk border and found as far south as St Osyth.





Ancient House, Arleigh (Grade II Listed)

This house dates to the fifteenth century, with some sixteenth, seventeenth and later alterations and additions. It has retained its original roof structure, and once housed the Kings Head Public House in the late eighteenth century.

The identified features are prominent features of the building, and are typical of Essex's medieval vernacular.

This street scene is a virtually intact depiction of the planned eighteenth-century salt-water spa development by General Richard Rigby.

This row of Georgian terraced houses was constructed in the eighteenth century, with some later alterations and additions. They are characterful and painted in a typical seaside palette. Many have retained fine architectural detailing, such as their original six panelled doors.



Mistley High Street, Terrace of 8 Cottages (Grade II Listed)

Red brick with simple brick banding details

Slate tile roofs (with later concrete tiles in places)

Consistent, low boundary walls with planted gardens

This row of terraced housing is first shown on the first edition OS Map. They are similar to earlier Georgian development in their strong sense of rhythm created through consistent chimneys, apertures, and front gardens with low enclosing walls.

The identified features are prominent features of the building, and are typical of Essex's late eighteenth and early nineteenth century vernacular.

Brightlingsea

Frinton-on-Sea developed as a seaside resort late in the nineteenth and early twentieth centuries. Development on the seafront and green was controlled by Sir Richard Powell-Cooper. This control, similar to Peter Bruff's in Clacton, allowed for the town to grow to a masterplan.

The Esplanade in particular has fine examples of Victorian and Edwardian splendour of seaside resorts, with the red brick buildings adorned with typical seaside architectural detailing.



The Clock Tower shelter and former Grand Hotel, Frinton

Church of St. Mary, Little Bentley (Grade I Listed)

Twelfth century nave in mixed rubble including puddingstone with some Roman bricks and sixteenth century brickwork. There are 5 ancient bells here, 3 by Robert Mott 1591 and one by Miles Gray 1625



Image Wikimedia Commons

Church of St. Mary, Lawford (Grade I Listed)

Fourteenth century nave and chancel, built in flint, rubble, septaria and brick, limestone dressings, red tiled roof with diamond patterning and pierced ridge tiles



Church of St. Mary, Ardleigh (Grade II* Listed)

Fourteenth century west bay of Nave, with fifteenth century West Tower and South Porch, constructed in flint, rubble, septaria, Roman brick, puddingstone and with dressings of brick and limestone



St Geroge's Church, Great Bromley (Grade I Listed)

Predominantly early fourteenth century Chancel, Nave and South Aisle, with fifteenth century North aisle, Arcade and South Chapel. Pevsner notes it as the "the Cathedral of the Tendring Hundred" (Stone, 1999)

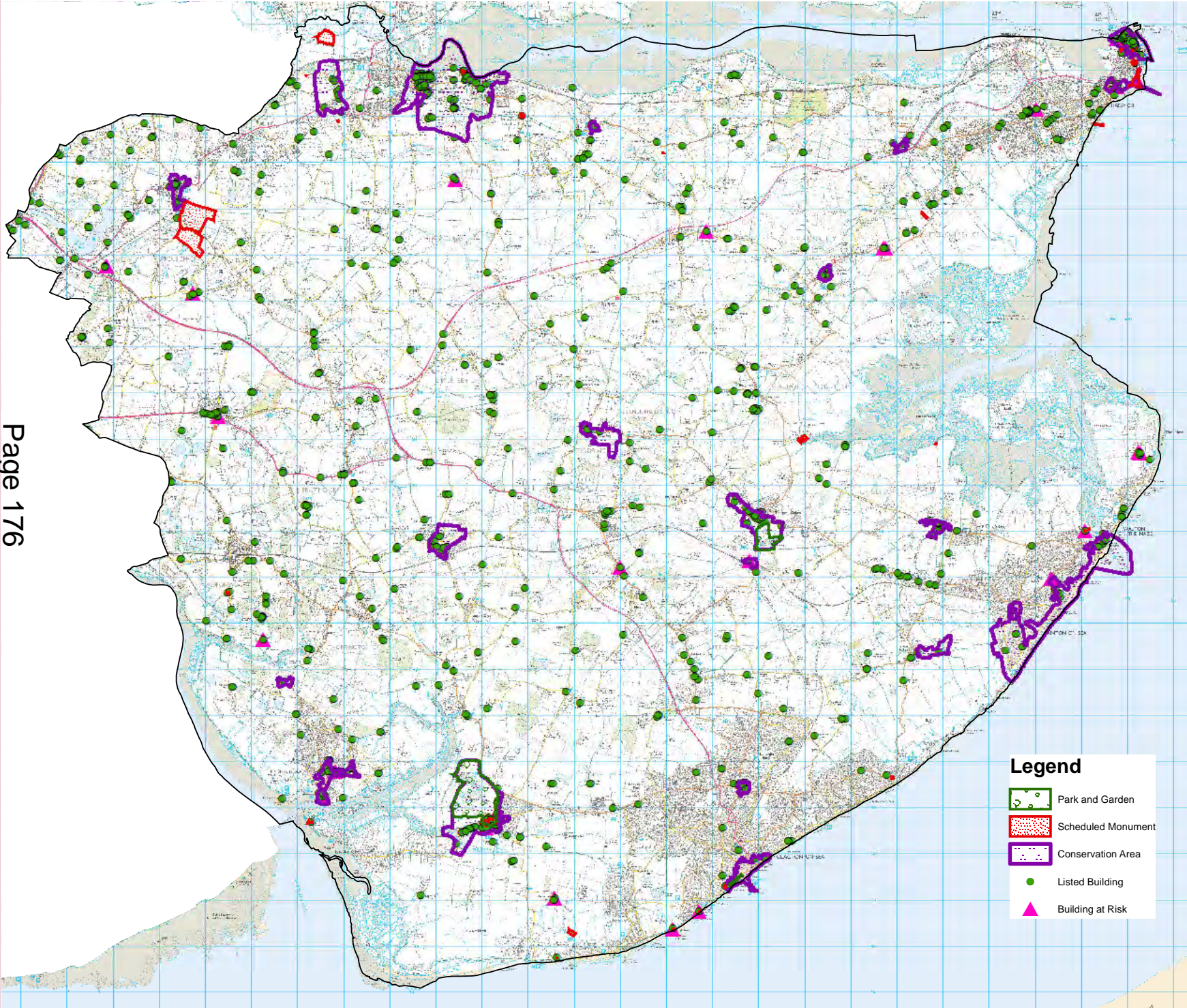


Image essexviews.uk






Ruins of Church of St. Peter, Alresford (Grade II Listed and Scheduled Mon)

Eleventh century origin, with plastered rubble walls, Roman brick and tile quoins, and stone dressings. The church was destroyed by fire in 1971, and is now roofless, its stone pinkened by fire damage





Legend

-  Park and Garden
-  Scheduled Monument
-  Conservation Area
-  Listed Building
-  Building at Risk

Heritage Assets

Designated Heritage Assets

Tendring comprises a countryside and coastal landscape containing a rich variety of historic buildings, structures and features. Heritage assets can include buildings, monuments, sites, places, areas or landscapes which are identified as having a degree of significance.

They include designated Listed Buildings, Scheduled Monuments, Registered Parks and Gardens and Conservation Areas, and those recognised at a local level, known as non-designated heritage assets. These assets are irreplaceable; together they give Tendring its unique character and have a powerful impact on peoples' sense of identity and community.

Across the district, there are:

970 Listed Buildings. Listed Buildings are buildings and structures recognised as being of special historic and architectural interest and are designated by the Secretary of State for the Digital, Culture, Media and Sport following the recommendations of Historic England. Within Tendring District **19** are listed at Grade I due to their exceptional interest, and **45** are listed at Grade II*. Only the top 2.5% of listed buildings are Grade I and within Tendring these range from well preserved medieval churches including the fourteenth century Church of St Mary in Lawford to medieval houses, such as the fifteenth century Jacobes Hall in Brightlingsea .

27 Scheduled Monuments (SMs). Scheduling is the selection of nationally important archaeological sites. These sites are not always ancient, or visible above ground, and can include below-ground remains as well as standing buildings. As with Listed Buildings, recommendations are made by Historic England to the Secretary of State for Digital, Culture, Media and Sport for the addition of sites or monuments to the schedule. Within Tendring, the SMs are representative of the unique heritage of the District and range from the Georgian Mistley Towers to a Neolithic settlement in Lawford, and from early nineteenth century defensive Martello Towers to lighthouses.

3 Registered Parks and Gardens. Historic England identifies parks and gardens of particular historic significance by adding them to the 'Register of Historic Parks and Gardens of special historic interest in England'. There are **3** Grade II Registered Parks and Gardens in Tendring. St Osyth's Priory is monastic in origin, and has retained elements of its ecclesiastical past within its phased designed landscape. Thorpe Hall Gardens retain the features designed by Lady Byng in the early twentieth century, and are now regarded for their 'wild' landscaping, with shrub and water gardens developed from 1913 onwards. Clacton Seafront Garden, masterplanned by Peter Bruff in 1871, was created as





a pleasure ground for visitors to the new seaside resort; it comprises of five separately designed gardens on the seafront, including the War Memorial Garden, Rose Garden, 1920s Sunken Garden, Mediterranean Garden and Sensory Garden.

20 Conservation Areas. Conservation areas are designated by local planning authorities in recognition of an area's special architectural and historic interest. Throughout Tendring these are areas of special interest with a character and appearance which is desirable to preserve or enhance. Among them are the seaside towns of Walton, Frinton-on-Sea, Clacton Seafront, Harwich and Dovercourt and historic settlements of Ardleigh, Tendring, Manningtree, Mistley, Thorpe-le-Soken and St Osyth.

Along with its heritage designations, Tendring also has a number of Sites of Special Scientific Interest (SSSIs), **8** of which are noted as being geological SSSIs and a further one adjoining with its boundary. Tendring's geology is hugely significant to its heritage, as it contains the earliest evidence for humans in Essex and is the basis of the District's rich agricultural land that attracted some of the country's earliest agricultural communities and which continues to sustain Tendring's rural economy. This is a high number for such a small area, which testifies to the District's importance. The Red Crag deposits exposed in the cliffs at Walton-on-the-Naze are internationally recognised as providing valuable evidence of climatic deterioration at the beginning of the Ice Age.

Non-Designated Heritage Assets

Non-designated heritage assets are buildings, monuments, sites, places, areas or landscapes identified as having a degree of heritage significance. They do not meet the criteria for designated heritage assets, but are still significant. By identifying them as non-designated heritage assets, Local Planning Authorities can afford these assets consideration in planning decisions.

Non-designated heritage assets make a positive contribution to the local character and sense of place. They can be identified based on their age, rarity, aesthetic and archaeological value, historic interest or interest as a designed landscape, landmark status, communal value, and whether they form part of a wider group. . Often they are included on a Local List.

Tendring District does not currently benefit from a Local List but many non-designated heritage assets are recorded on the Essex Historic Environment Record (HER), which is maintained by Essex County Council. Records can range from historic buildings to archaeological earthworks, and within Tendring District there are 2,821 records in total (excluding designated assets). Other non-designated heritage assets can be identified during the planning process. There are, in particular a large number of often distinctive archaeological sites in Tendring which are non-designated, but are nonetheless often of great significance.

The image opposite highlights important archaeological cropmarks in Great Bromley. The HER for this site notes that these cropmarks show a group of ring ditches, which represent the remains of a Bronze age barrow cemetery. Due to ploughing there are no longer any earthworks surviving. The photograph shows 6 ring-ditches, but there are up to 25 ring-ditches within the field. The ring ditches range in size from 8-22m in diameter. This barrow cemetery probably relates to other nearby cropmarks. It is an example of the dense clusters of ring-ditches which make the 'Ardleigh' style cemeteries so distinctive.



Badley Hall, Great Bromley, HER number 2457

Heritage at Risk

The Heritage at Risk Programme (HAR) run by Historic England provides an understanding of the overall state of historic sites across the country. The HAR Register identifies sites that are at most risk of being lost as a result of neglect, decay or inappropriate development and is updated by Historic England every year. The Historic England HAR Register assesses Grade I and II* Listed Buildings and Grade II listed places of worship, Scheduled Monuments, Registered Parks and Gardens and Conservation Areas which are added to the register by Local Planning Authorities.

Grade II listed buildings and unlisted buildings within conservation areas are included on local or regional HAR Registers where these exist. Within Essex, the Register dates from 2013, however the Action Plan identifies the need to update the at Risk Register, as it is considered to now be out of date.

The following buildings, structures or sites are included on the HAR Register:

- Clacton Seafront Conservation Area
- Dovercourt Conservation Area
- St Osyth Conservation Area
- Thorpe-le-Soken Conservation Area
- Thorpe-le-Soken Station and Maltings Conservation Area
- Church of St Michael, Frinton and Walton (Grade II*)
- Crop mark site south of Ardleigh (SM)
- Beacon Hill Fort, Harwich (SM)
- Spring Valley Mill, Ardleigh (Grade II*)
- Martello K, Kirby Road, Walton-on-the-Naze (SM)
- Martello Tower D, Hastings Avenue, Clacton-on-Sea (SM)
- Martello Tower E, Clacton-on-Sea (SM)
- St Osyth's Priory (SM)

The following buildings and structures are included on the Essex HAR Register (2013):

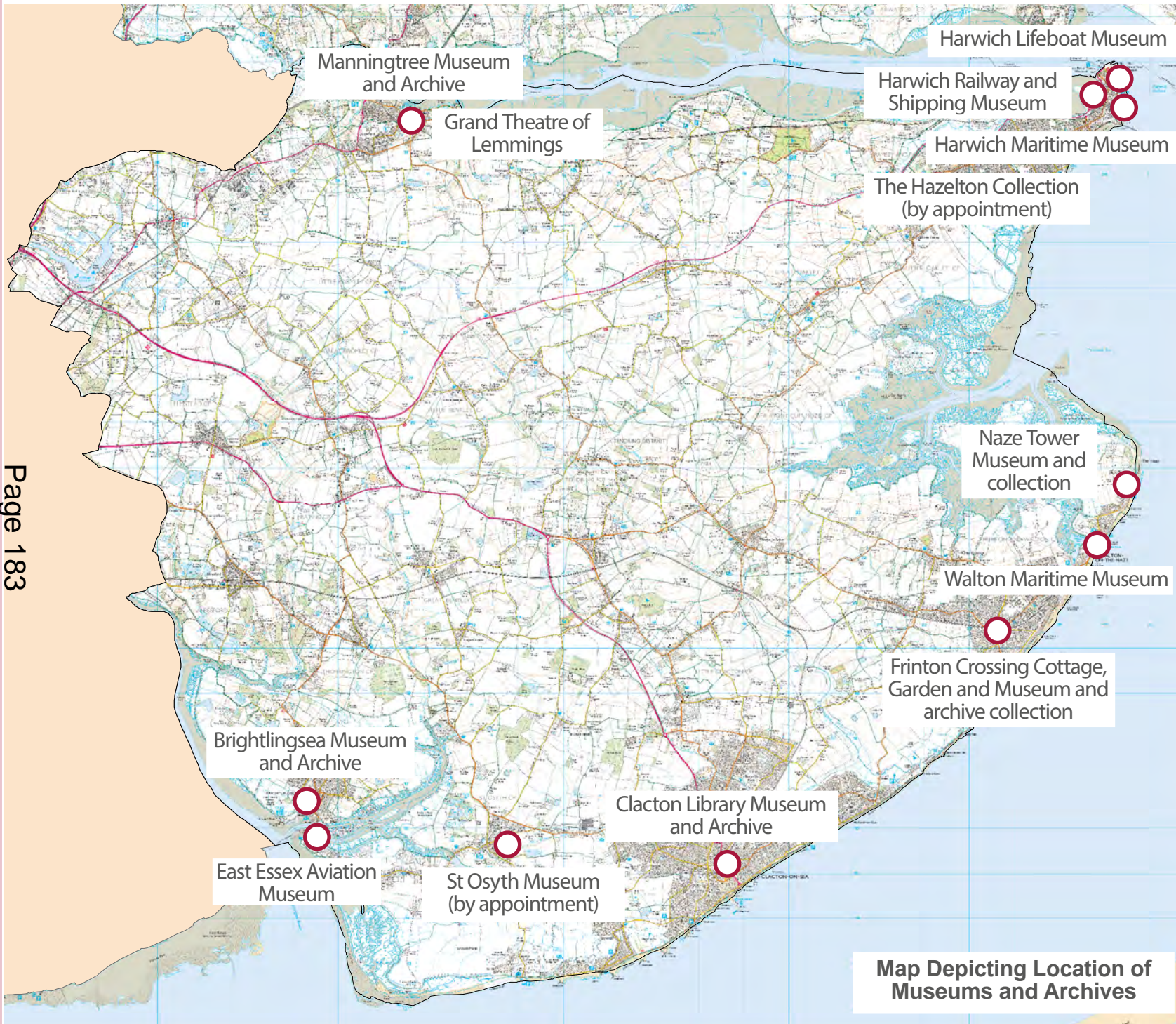
- Collierswood Farmhouse Barn, Off Clacton Road, Ardleigh (Grade II)
- Plumpton's Farmhouse, Ford Lane, Alresford (Grade II)
- 41- 43 High Street, Brightlingsea (Grade II)
- Former Masonic Lodge and Flats, Central Avenue, Frinton (unlisted building in conservation area)
- Pound Farmhouse, Main Road, Dovercourt (Grade II) (since restored)

- 1, 12 & 13 Orwell Terrace, Dovercourt (Grade II)
- Elmstead Market Post Office, Colchester Road, Elmstead Market (Grade II) (since demolished)
- Great Oakley Hall Barn, Harwich Rd, Great Oakley (Grade II)
- Train Ferry Berth Gantry, George Street, Harwich (Grade II)
- Shirburn Mill, Mill Hill, Lawford (Grade II)
- 33 South Street, Manningtree (Grade II) (under restoration)
- Malting No. 1 High Street, Mistley (unused section) (Grade II)
- Barn 40m south of Dickley Hall, off Clacton Road, Mistley (Grade II)
- Cockett Wick Farmhouse, St. Osyth (Grade II)
- Telephone Kiosk (K6), St. Osyth (Grade II)
- Bailiff's Cottage, St Osyth's Priory, St. Osyth
- St Osyth's Priory Registered Park and Garden, Bury Road, St. Osyth
- Former King Edward VII Public House, near railway station Thorpe-le-Soken (unlisted building in conservation area)
- Railway Maltings, Station Road, Thorpe-le-Soken (Grade II)
- 17-23 Newgate Street, Walton-on-the-Naze (unlisted building in conservation area)
- Pier Hotel, Walton-on-the-Naze (unlisted building in conservation area)
- 42 The Parade, Walton-on-the-Naze (Grade II)
- Barn north-east of Walton Hall, Walton-on-the-Naze (Grade II)
- Barn north of Walton Hall, Walton-on-the-Naze (Grade II)
- The White Hart Inn, Wix (Grade II)
- Wrabness Hall Barn, Wrabness Hall, Wrabness (Grade II)



Underpinning Tendring's Heritage

Behind the heritage of Tendring are people and groups who dedicate their time to research, management and promotion of the cultural landscape.



As well as these local museums, archives and collections, The Essex Record Office and the Historic Environment Record at county level, which contain a wealth of information and records on Tendring's history.

Societies and Groups

Across Tendring are a huge range of societies and groups dedicated to celebrating and promoting the heritage of their county:



Clacton and District Local History Society - The Clacton and District Local History Society was formed in 1985 to research, record and promote the history of Clacton and District. The group care for the museum in Clacton Library, and meet monthly with a programme of speakers. They have undertaken a range of research projects in Clacton's heritage, and administer a website full of digitised resources.



East Essex Aviation Society – The society is housed in the historic Martello Tower at Point Clear, where they have been based since it opened in the summer of 1986. This Tower is one of the few Martello Towers open to the public along the Essex coast.

**Frinton & Walton
Heritage Trust**



Frinton and Walton Heritage Trust - Established in 1984, the Frinton and Walton Heritage Trust act as a hub for historical knowledge of the local area, and maintain archives, artefacts and exhibits which are open to the public and reveal the story of Frinton and Walton. The group care for collections at Crossing Cottage in Frinton and the Walton Maritime Museum in Walton. Having published historical guides to Frinton-on-Sea, they are active in research. They also arrange regular trips on the James Stevens No. 14 Lifeboat, the oldest surviving motor lifeboat in existence.



Walton Community Forum – The forum were established in 2001 to promote the town of Walton and contribute to tourism, trade, and understanding of the town. Funding from EEDA and match funding from partners including Essex County Council, English Heritage, Tendring District Council, Frinton and Walton Town Council, enables the group to deliver a range of projects benefiting the town of Walton.



The Harwich Society – The Harwich Society is a well-established group with over 2,000 members. Founded in 1969, the group have developed to cover a wealth of heritage within Harwich, and several subgroups in the Society have branched out to care for particular areas such as trees, footpaths, and guiding. The Society produces a quarterly magazine, maintain the Maritime Trail, organise monthly meetings with visiting speakers for all members, and social events are regularly held, aimed at locals and visitors from Essex, England, and beyond.



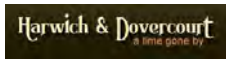
The Grand Theatre of Lemmings - Originally established in 1984 as a touring theatre company, the Grand Theatre of Lemmings are now engaged with a number of heritage projects across Tendring, and are currently HLF funded a to produce projects and performances for the Mayflower celebrations in Harwich. Recent projects include 'Resorting to the Coast', 'Pages of the Sea', 'Step on Board', and a range of outdoor heritage shows and school projects.



Friends of Jaywick Martello Tower – After the Jaywick Martello Tower opened in 2005, it has been supported by the local community, and a dedicated group of core volunteers, 'The Friends of Jaywick Martello Tower'. The Friends support the Tower in opening it for the public, in interpretation, organising and maintaining exhibitions, events and workshops. The Friends of Jaywick Martello Tower help to promote the Tower as a community venue and attraction and support Essex County Council in the Towers management and sustainability.



Manningtree Local History Group – The Manningtree Local History Group runs a small museum and archive of local photographs, publications and historical information, based in Manningtree Library. The group host local history talks which are held every other month. They orchestrate the Manningtree Town History Trail, Rigby Ramble historical walk around Mistley, and have undertaken research into Matthew Hopkins and Tye Henge.



Harwich and Dovercourt – This group maintain a website of digital resources for local people to share memories and old photographs of the area. The group also provides a sound archive of oral history interviews, organise heritage events, and hold an annual summer carnival.



Harwich Festival – This annual festival brings a range of cultural and heritage events and activities to Harwich during a week of festivity. Music, dance, poetry, art exhibitions, and local competitions are held throughout the week, with roots in the maritime heritage of Harwich. The group also produces a newsletter, alongside organising the festival.



University 3rd Age (Tendring). The U3A Tendring covers Clacton, Frinton, Walton and nearby villages on the Tendring peninsular, with over 500 members. There are a range of groups within the U3A including two family history research groups, garden visits, church visits, a history group, and a geology group. These groups meet regularly to undertake research, attend talks and meet to discuss these components of Tendring's heritage.



Victoria County History – across the county, dedicated volunteers are researching the histories of their towns for the VCH. In 2002, VCH Essex established a project which aimed to support people in Clacton as they compiled their own history of the town during WWII. Volunteers were drawn from the Clacton and District Local History Society to begin, and financial support was established from the VCH Essex Appeal Fund and the VCH Trust. The group have successfully published "Clacton at War, 1939-1945", and are currently undertaking research into Harwich's historic core.



St Osyth Historical Society - The society meet monthly and host a series of talks relating to the history of St Osyth and Essex. The group runs the St. Osyth Social History Museum which houses artefacts, maps, documents and hundreds of old photographs of the village. All items are carefully stored, and available to view on appointment.



Facebook provides a platform for Tendring's active online communities to establish digital interest groups. These groups allow for members to share thoughts, images, and organise/advertise events. There are a number of local history groups on Facebook, with large memberships. Some groups within Tendring include:

- Brightlingsea History Hub
- Clacton & District Local History Society
- Harwich Dovercourt
- Harwich Historical Society
- Manningtree Museum & Local History Group
- Walton Historical Society
- Weeley and Weeley Heath History Group



A wider network of specialist groups across Essex also undertake research into Tendring's past and promote its heritage. These groups include:

Essex Society for Archaeology and History (ESAH) - The Essex Society for Archaeology and History publishes most of the results of archaeological

work in Tendring in its annual Transactions, and from 2021 will assume responsibility for publishing the Essex Journal. Its Library in the University of Essex Albert Sloman Library in Colchester comprises around 15,000 volumes acquired over the last 150 years, with particularly fine coverage of archaeology, antiquities, ancient and modern history (notably local history).

Essex Industrial Archaeology Group - The Essex Industrial Archaeology Group (EIAG) was launched in 2013 as a sub-group of the Essex Society for Archaeology and History (ESAH) to research and publish findings on industrial archaeology in Essex.

The Essex Society for Family History - aims to promote and encourage the public study of British Family history, genealogy, heraldry, and local history with particular reference to Essex and to promote the preservation, and accessibility of archival material.

Essex Historic Buildings Group - formed in 1983 to research and publish findings on the lesser buildings of Essex. The group meet regularly to hear speakers on various aspects of historic buildings and building types.

Essex Gardens Trust - the EGT protect and promote historic parks and gardens by identifying and recording their details, sharing research on gardens, and engaging with planning and conservation of these spaces. They also organise events, raise funds, support campaigns and issue publications and inventories of local gardens.

Tendring Heritage Strategy

Tourism and Attractions

Heritage sites and attractions share a strong relationship with local economy. A study into heritage and the UK tourism economy estimated that for every £1 spent as part of a heritage visit, 68p is spent in local businesses including restaurants, cafés, hotels and shops (HLF 2010). Tendring benefits from a range of attractions, which promote its history and heritage, and attract visitors to the area. These include tangible heritage attractions, such as towers, lighthouses and piers, as well as the intangible qualities which connect people to Tendring, such as festivals and cultural events.

Navigational

Naze Tower

Naze Tower is an historic landmark situated on the cliffs at Walton-on-the-Naze. The navigational tower was constructed in the eighteenth century. It is set over eight floors and houses an art gallery, museum, green roof tea rooms and a roof viewing platform with panoramic views. The cliffs which surround the tower are known for the fossils uncovered within them, rich wildlife and tumultuous relationship with the sea. There are walking trails which have recently been established around the site, allowing visitors to walk the cliff top, head down to the beach or follow the public footpath along the sea wall around to Walton Backwaters, a National Nature Reserve and a Ramsar site, which is internationally important as a wetland for birds.

Harwich Low Lighthouse Museum

The Low Lighthouse was built in 1818 to replace an earlier wooden structure, which dated from the late seventeenth century. The lighthouse is now the town's Maritime Museum.

Harwich High Lighthouse

The High Lighthouse was built in 1818 to replace a light over the Town Gate. It shares a close relationship with the Low Lighthouse and both were used to guide vessels for navigation into the harbour. The Lighthouse was decommissioned in 1862. It now houses a museum of local interest and marks the end point of the Essex Way.

© Place Services 2020



Harwich High Lighthouse



Piers

Ha'penny Pier

The Ha'penny Pier attracts thousands of visitors to Harwich each year and is unique as one of the UK's only surviving wooden working piers. The name of this pier originates from the ½d (half an old penny) toll which was once charged. First opened in July 1853, the pier was a popular departure point for paddle steamers until after the First World War.

Clacton Pier

Clacton's pier first opened in 1871, and served as a landing point and promenade for Victorian society. The pier is still a much loved focal point of the town and operates as a popular attraction for visitors to Clacton with arcades and rides lining the pier.

Walton Pier

Walton pier was originally built in the 1870s, but was damaged by fire in the 1940s and later restored. The pier is now home to a large undercover amusement arcade and bowling centre. Fairground rides and a rail-less train transports passengers to the pier-head, where they are able to fish.

Military and Maritime

Harwich Redoubt Fort

An extremely impressive 180ft diameter circular fort, built in 1808 to defend the port of Harwich against a Napoleonic invasion. This is a well maintained visitor attraction, with ten guns in-situ on the battlements and eighteen casements below, which would have housed 300 troops in siege conditions.

Harwich Beacon Hill Fort

This site has been utilised as a strategic defence for hundreds of years, with the existing structures dating from the nineteenth century. After falling into decay over the last 60 years, it has recently been taken on by a non-profit venture and volunteer team, made up of members of the local community, with a long term vision to become a Trust owned by the people of Harwich. The team have created a new website and digital presence for the site, sharing progress of its restoration, and promoting it as a 'beauty that has been hidden for a generation'.

Jaywick Martello Tower

This tower forms part of the Napoleonic defensive line which stretch across the coast of Tendring. Jaywick's tower has recently been renovated and now functions as an arts, heritage and community venue, with exhibitions, talks and events held regularly.

The LV18

This ex-Trinity House vessel LV18 is the last surviving example of a manned light vessel in British waters. It has recently been restored to a high standard of authenticity, and now has a permanent home in the Harwich Quay. It is owned by The Pharos Trust and hosts events, exhibitions and shanty singing.



Harwich Redoubt Reconstruction (ECC)



Internal View of a Martello Tower (ECC)



Mayflower Sculpture Hanman Murphy, (image <https://www.bbc.co.uk/news/uk-england-essex-47311852>)

Arts and Culture

Harwich Mayflower Heritage Centre

The Harwich Mayflower Heritage Centre is a project which embodies a range of heritage to commemorate the story of the Mayflower for its 400th Anniversary. This is an event of national and international importance and one which Harwich is proud to celebrate. As home port of the Mayflower and its captain, Captain Christopher Jones, the Harwich Mayflower Heritage Centre has been established as a legacy for Essex. Local, national and international partners are involved with the project, sharing in its story and the interpretation of this pioneering voyage of 1620. Alongside the project, Christopher Jones' House will be opening in 2020.

Harwich Arts and Heritage Centre

The Harwich Festival is an annual festival celebrating the heritage and culture of Harwich. It encourages community involvement, engaging local people to contribute in competitions, exhibitions and events, while welcoming visitors from Essex, England and abroad to join in the cultural heritage festivities of Harwich.

Harwich Electric Palace Cinema

This cinema, built in 1911, is one of the oldest unaltered purpose-built cinemas in Britain. It is currently undergoing a major refurbishment project funded by Historic England and the National Lottery Heritage Fund, to restore it to its former glory and provide a flexible space for the community.

Grand Theatre of Lemmings

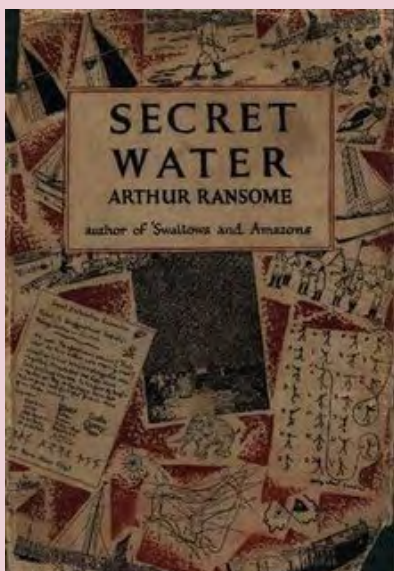
This Manningtree based arts company are involved with developing local Heritage Groups and schools, raising HLF funding for projects which celebrate Tendring's heritage. Their recent projects include "Resorting to The Coast" in partnership with Essex County Council, "Step on Board", and "Pages of the Sea".

Heritage Inspiring Art

Tendring's unique and varied heritage and its characterful landscapes have inspired the work of artists, architects and authors over the centuries.



A House for Essex is designed by FAT Architecture and Grayson Perry. It is both an artwork in itself and the setting for a number of works by Perry exploring the special character and unique qualities of Essex. The building has been designed to evoke the tradition of wayside and pilgrimage chapels. (Image by Keith Evans released under Creative Commons Licence <https://www.geograph.org.uk/photo/4471511>)



Arthur Ransome's eighth book in his Swallows and Amazons series, Secret Water, is set in and around Hamford Water. The salt marshes form the setting to this story and the landscape inspires adventure.



'Pages of the Sea' was an outdoor public art project curated by Danny Boyle to mark 100 years since Armistice and the end of the First World War. In total 32 beaches took part nationwide, and in Clacton-on-Sea the project was delivered by the Grand Theatre of Lemmings. Clacton's West Beach was covered with the silhouettes of servicemen and women, drawn by the local community, which were then washed away into the sea as the tide rose. (Image source pagesofthesea.org.uk)



The northern estuary of Tendring is located on the outskirts of Constable Country, a swathe of landscape through the Stour Valley and Dedham Vale which inspired eighteenth century English landscape painter John Constable. This cherished landscape is known for its beauty and vast skies, and draws visitors and walkers to this day. Constable himself claimed that "those scenes [on the banks of the Stour] made me a painter" Constable, Harwich Lighthouse, 1820, Tate N01276 digital image © Tate released under Creative Commons CC-BY-NC-ND (3.0 Unported)

Tendring Heritage Strategy

Industrial

Harwich Treadwheel Crane

The Harwich Treadmill Crane is a unique attraction, being the earliest surviving example of this type of structure in England. It is now the only remaining visible element of the seventeenth century naval dockyards of Harwich. The crane has been relocated, but still holds a relevance to its current dockyard setting and is a feature on the well-established Harwich Maritime Heritage Trail.

Thorrington Tide Mill

A mill has stood at this site since the seventeenth century, with the existing mill built in 1832. Thorrington Mill would have produced the finest grade white flour, with high quality mill stones and the flour would have been used locally, as well as further afield, with small vessels such as barges docking next to the mill to take goods for export. The mill continued working until 1926 and is now open to the public through group bookings and a feature of local walks.

Parks and Gardens

St Osyth Priory

This extensive parkland and the buildings within it are currently being restored, with aims to open to the public and develop as a heritage site and visitor attraction.

Beth Chatto Gardens

These Gardens began in 1960, created by award winning plantswoman Beth Chatto OBE. Following the vision 'right plant, right place', this garden is formed of five main distinct areas of planting which respond to the soil conditions and work with nature.

Green Island Gardens

Green Islands Gardens is a 20 acre triangular garden created by garden designer Fiona Edmond after 1996. The site originally formed part of Ardleigh Park as the Park Plantation until 1958, when the main House was sold and its owner, Miss Winnifred Wlin, constructed the Green Island bungalow as her new residence. The site was purchased by Fiona Edmond in 1996, who designed the gardens which are open there today.

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Thorrington Tide Mill (image <http://www.visitparks.co.uk/places/thorrington-tide-mill/>)



Oliver Hill's Modern Movement Housing, Frinton

Built Heritage

Frinton Crossing Cottage, Garden and Museum

This small museum is home to a selection of artefacts and archive material, which tell the story of the local area. It is situated within a well-maintained cottage garden, with information boards and a wealth of wildlife to be found in the hidden gem of a garden set alongside a busy crossroad. In 2009 a railway signal box was moved into the Garden and is now an exhibit space.

Frinton Modern Movement Housing

Frinton is home to the largest grouping of individually designed Modernist housing in the country, masterplanned by architect Oliver Hill. Although Hill's full plan was never fully realised, this area is home to a unique and striking collection of modern movement houses, which attract visitors to tailored guided walks and tours. The buildings are also featured in Radical Essex, a project set up to 're-examine the history of the county in relation to radicalism in thought, lifestyle, politics and architecture'.

Mistley Towers

This English Heritage site includes the two porticoed classical towers, which once stood at each end of an impressive Georgian church designed by Robert Adam in 1776. The towers now stand in isolation after the removal of the church.

Ancient Woodlands

Old Knobbly

This thirteenth-century oak tree within the ancient woodland in Furze Hill, is a well-loved attraction of Tendring. Nominated for 'Tree of the Year', this tree is a unique and remarkable oak with its own facebook page and a history rich in local folklore.

Heritage Walks

Local Walks

There are a number of local heritage walks across Tendring, particularly along the coastline, some of which include: the Clacton Town Trail, Harwich and Dovercourt Trails, Jaywick's Trail, Frinton Trails, Walton on the Naze Trail and Brightlingsea's coastal walk to Colchester.

The Essex Way

The Essex Way was established after a competition organised by the Campaign to Protect Rural England in 1972, stretching 81 miles from Epping to Harwich.

Coastal Walk

Much of Tendring's coast is accessible by public footpaths and trails, allowing for an appreciation of the historic coastline and features such as Oyster beds and salt marshes, as well as rare species of birds.

Heritage Pub Trail

Historic features and buildings within Tendring are celebrated through trails such as the Harwich Pub Trail, a collaboration between the Tendring Branch of the Campaign for Real Ale and the Harwich Society.

Healthwalks - Get Moving Tendring

A series of walks are delivered by Community Voluntary Services Tendring (CVST) as part of the lottery funded Healthier Independent Longer Lives (HILL) project. Many walks take place through the historic cores of Clacton-on-Sea, Frinton-on-Sea and Harwich.



Tourism Groups

Essex Sunshine Coast

The Essex Sunshine Coast is 'Tendring District's Official Tourist Website', acting as a digital hub of information on Tendring, including heritage open days, attractions, societies, trails and news.

Tendring Coastal Heritage 'Resorting to the Coast'

Resorting to the Coast is a Heritage Lottery Funded and Essex County Council project, supported by Tendring District Council. Its aim is to celebrate and share the seaside heritage of Tendring, 'bringing it together under one parasol'. The website is run by volunteers and provides a large collection of historical material, including photos, old documents and memories of local people.

Harwich and Dovercourt Tourism Group

The Harwich and Dovercourt Tourism Group work to promote the rich history of Harwich through a programme of heritage and cultural events, festivals, activities, walking, and cycling. The group has been working on plans for the Mayflower 400 event since 2015, to promote the anniversary and maximise on the tourism opportunities it brings. They have recently produced a leaflet, available on Harwich Town Council's website, guiding visitors to places of special interest in the Harwich and Dovercourt region.



Beach Huts, Frinton

Part 2 – Heritage Strategy

Action Plan

“Heritage anchors people to their roots, builds self-esteem, and restores dignity. Identity matters to all vibrant cities and all people. In other words, the past can become a foundation for the future.”
(Rachel Kyte, Vice President, Sustainable Development Network, The World Bank in G Licciardi, 2012) Heritage Counts 2018

This Action Plan builds on the findings of Part 1 to create a strategy tailored to Tendring’s unique heritage. Forming a robust and achievable action plan is an important part of the Strategy, as this will allow for opportunities to be identified and support to be directed to those places and communities that need it most. This section can be updated independently of the baseline to respond to arising needs, and to allow the Action Plan to be revised and progressed.

Part 2 of this Strategy has been created by following the below model:

Identify key themes within Tendring

Prioritise issues to identify objectives

Create a positive Action Plan

The processes behind the delivery of the Heritage Strategy and Action Plan will predominantly be steered by Tendring District Council, who led in the delivery of this document. Through future engagement and understanding of issues which face local communities, it is envisaged that many actions will arise from public consultation and be undertaken in partnership with local communities. It is the Council’s aim to provide a platform for collaborative working and this is particularly important to heritage, as the historic environment is a shared resource valued in different ways by all. Open communication between all those who are engaged in Tendring’s heritage will help to identify the unique character of the District, protect and promote its heritage, and support its sustainable growth.

Identify Key Themes

Key themes which impact Tendring's heritage have been identified based on the findings of Part 1.

These themes identified encompass a range of issues and opportunities which relate to physical and intangible heritage. They work together to contribute to the idea of heritage, and future actions and management may need to consider some or all of these themes to ensure that Tendring's heritage is protected, sustainable and continues to develop as a resource.

Care has been taken to ensure that the outputs of this Heritage Strategy work alongside local and national policies, including Historic England's Corporate Plan 2019-2022 and The National Lottery Heritage Fund Strategic Funding Framework 2014-2019, delivering against these as well as recognised guidance. It provides a baseline of key heritage themes and areas for opportunity identified within the District, as well as a robust methodology for future work and research into Tendring's heritage. As further actions are identified, the methodology of this strategy can be followed to ensure that they are well considered and contribute towards the wider strategic aims of the Council and local community.

The following existing documents and strategies have also been reviewed alongside the identified themes, to ensure guidance can work together.

- Tendring Local Plan (2007)
- Tendring emerging Local Plan
- Tendring emerging Creative Cultural Strategy
- Tendring Historic Characterisation Report (ECC, 2008)
- Heritage at Risk (ECC, 2013)
- Heritage at Risk (Historic England)
- Tendring Economic Strategy 2019-24 (Draft Report)
- Corporate Plan 2016 – 2020 (Tendring District Council)
- Tendring Geodiversity Report (ECC, 2009)
- The Seaside Heritage Report (Historic England and ECC, 2012)

A full bibliography is included in Appendix 2.



Tendring Heritage Strategy

Key themes are:

Conservation

This covers the physical conservation of the historic built environment. This includes the sustainable management of all sites, monuments, buildings and landscapes and all aspects of their repair and maintenance. Conservation allows for the preservation and protection of heritage values, or significance, and its future management.

Collaboration: Partnership Working

Partnership working is key to understanding what is valued about heritage and the ability to effectively protect and promote it. All heritage assets and artefacts are valued by a range of communities and impact people's enjoyment of the environment. By supporting collaboration between communities, stakeholders and all those engaged in heritage, the elements which are highly valued can be better understood and protected.

Knowledge

Without understanding what is valued or important about a heritage asset, it is impossible to demonstrate its importance and what is significant about it. Developing knowledge of the historic environment through new research projects, by providing training and by sharing what is already known with wider audiences can change people's perceptions and enhance their appreciation of heritage. It can also help to raise the profile of heritage and support important databases such as the Historic Environment Record, Historic England's 'enrich the list' project and local lists of assets of local significance.

Character and Identity

Heritage connects people with places, whether this is where they live, work or visit. Landmark buildings and features act as focal points in the landscape, marking routes to a certain place or reminding people of the familiarity of home. This intangible quality is integral to sustaining and promoting the enjoyment and appreciation of Tendring's heritage. Understanding the unique character of Tendring will create a strong identity for those who live in the District and can attract visitors and newcomers who wish to experience it.

Interpretation: Engage and promote

Methods of communication impact how heritage is perceived and protected. It is important to consider who to engage and how, as heritage can mean different things to different people and communities. Social media, leaflets, illustrated maps, websites, signage, emails, photographs and literature are some of the many mediums which can be used to promote heritage and enhance engagement.

Accessibility

Assessing and improving accessibility across heritage sites and assets can help to include those who may otherwise feel marginalised or unwelcome. Improving access to historic buildings and landscapes can cover physical access but also elements such as signage, lighting, use of language and health and safety management. Making positive changes while working within wider principles of conservation can have a huge impact on visitor experience and encourage new audiences to enjoy and celebrate heritage sites.

Priority Issues: Risks and Threats

Whilst the sustainable management of heritage can be proactive in approach, as funding in the sector becomes increasingly scarce it is more often the case that responses to the conservation and enhancement of the historic environment is reactive. Focus on the historic environment stems from a sense of vulnerability and risk which inspires action, as it is an irreplaceable resource and once it is lost it cannot be replaced. This section identifies the more immediate risks and threats to Tendring's Heritage. Some of Historic England's Guidance has been consulted, including: Stopping the Rot, Vacant Historic Buildings, Heritage at Risk and Conservation Principles.

Heritage at Risk

Historic England has identified heritage sites at risk within Tendring including: Church of St Michael, Frinton and Walton (Grade II*); Crop mark site south of Ardleigh (SM); Beacon Hill Fort, Harwich (SM); Spring Valley Mill, Ardleigh (Grade II*); Martello K, Kirby Road, Walton-on-the-Naze (SM); Martello Tower D, Hastings Avenue, Clacton-on Sea (SM); Martello Tower E, Clacton-on-Sea (SM); and St Osyth's Priory (SM). Tendring District Council has identified the following Conservation Areas at risk: Clacton Seafront Conservation Area; Dovercourt Conservation Area; St Osyth Conservation Area; Thorpe-le-Soken Conservation Area; Thorpe-le-Soken Station and Maltings Conservation Area.

These assets are included due to their poor or deteriorating state of repair and the threat of further damage, impacting on their significance. The only way to mitigate this risk is to repair the damage, restore the asset and find a viable future use. In 2018, Historic England spent a total of £1,378,449 in grants across the East of England to help some of the region's best loved and most important historic sites.¹ Without intervention, these sites will deteriorate further, harming the significance of heritage assets and affecting the quality and character of the historic environment.

Naze Tower has been noted on the Historic England "20 Years of the Heritage at Risk Register in the East of England" website, which celebrates good examples of heritage rescues and highlights effective conservation and restoration of Heritage at Risk. Naze Tower is a well-loved visitor attraction the structure of which is now secured following structural repairs and repointing. This demonstrates that 'at risk' status is not permanent and through careful management and action these assets can be conserved or restored.

The Essex Heritage at Risk Register (2013) identifies grade II listed buildings at risk; this register, however, is considered to be out of date and in need of updating to assess the current condition of these buildings.

¹ <https://historicengland.org.uk/whats-new/in-your-area/east-of-england/heritage-at-risk-revealed/#20Years>



Thorpe-le-Soken Maltings



Formerly vacant building in Clacton Seafront Conservation Area 2018, which is now being redeveloped

Vacant historic buildings

Vacant buildings are a key threat to heritage, as a vacant historic building deteriorates far more rapidly than a building in use. This can have a negative impact not only on the fabric of the building, but also its surroundings. Clacton's conservation area and town centre have been assessed frequently to ascertain the number of vacant plots within them, and the impact that this has on the character of the area, local economy, and fabric of the buildings. Between 2014 and 2018 the number of vacant plots in the town centre has ranged from 9.7% to 2.8% throughout each year; many of these fall within the conservation area and are historic buildings. Vacant plots have not only discouraged footfall and contributed to economic decline within the town, but can also lead to lack of maintenance and damage to architectural features of significance.

Heritage Crime

Heritage assets are, unfortunately, vulnerable to crime. Tendring is not alone in facing this threat, and there is not a great deal of regional variation to the pattern and nature of incidents with Historic England's figures on heritage crime across England ranging from 14.1% of crimes (London region) to 20.3% (North region). Churches are particularly vulnerable to theft of high value lead. Listed churches and other religious buildings are the most at risk, with about 3 in 8 (37.5%) being damaged by crime last year.

Disengagement

The historic environment and cultural landscape is a diverse and ever-changing resource for all to enjoy. Without reaching wider communities, there is potential for heritage to be undervalued or misinterpreted by those who are living and working with and around it every day. Without being understood and appreciated for

the unique benefits it brings, there is a risk of it being lost. The British Council's Cultural Heritage for Inclusive Growth (2018) report shows that in order to sustainably grow and benefit all, cultural heritage should be:

- **Inclusive:** By learning and understanding more about their heritage, people are able to value and appreciate it more, increasing their human capital, and contributing to greater social and economic benefit.
- **Participatory:** Looking to those closest to their heritage (whether geographically, historically, culturally or professionally) to play an active role in the inclusive growth of their environment. With more access, skills and opportunities, local communities participate in the planning, management and protection of their heritage, to increase inclusive and sustainable opportunities for economic growth.
- **Sustainable:** A bottom-up rather than top-down ethos aims to benefit people more directly, by strengthening relationships within communities to foster local ownership, social accountability and shared responsibility, as well as investment in the local economy for more inclusive and sustainable growth.
- **Far-Reaching:** In order to positively impact every level of society, any action should facilitate access to heritage for disengaged communities in both urban and rural settings, which will result in increased exchange and dialogue, allowing for a greater appreciation of cultural diversity.
- **Locally-led:** Cultural heritage for inclusive growth should primarily benefit local communities and countries in which the heritage is located. It is vital to first understand the local context, identify the needs of the given community or country and determine the role that heritage can play in addressing these needs.

This highlights the importance of community involvement to the success of heritage; it is, therefore, a real threat if a community is disengaged. Extensive research has explored how to encourage and support a community in taking ownership of their heritage, and how to welcome new audiences to recognise and enjoy the tangible and intangible heritage around them. Without their support and a people-centred approach, heritage loses its meaning.

Funding

Heritage funding has been declining very significantly since 1997, and it is widely recognised that cuts to the sector are having and will continue to have severe consequences to heritage.² Local Authorities and the National Lottery Heritage Fund face budget cuts to their historic environment services. Recent studies, for example, show that provisions for conservation and archaeological Local Authority staff have fallen 35% since 2006.³ Insufficient funds to employ specialist conservation craftsmen and undertake regular maintenance of historic buildings and sites can put them at risk of deterioration, and force actions to be reactive rather than proactive. The sector more widely is increasingly relying on volunteers.

² Lloyd Grossman, Chair of the Heritage Alliance, <https://publications.parliament.uk/pa/cm201011/cmselect/cmcmds/464/46406.htm#n143>

³ <https://historicengland.org.uk/images-books/publications/tenth-report-la-staff-resources/tenth-report-la-staff-resources/>

Tendring Heritage Strategy

Impact to Archaeological Sites

There are many risks and threats to archaeological sites from both natural and human actions, and these can impact on both known heritage assets and those that are yet to be discovered. The main threats to the archaeological resource within the Tendring District are from agricultural practises, development pressures and climate change:

- Tendring has a large rural landscape and the most prominent threat to the archaeological resource is likely to come from agricultural practices (Gascoyne, 2006).
- Increasing population and the need for the District to supply more housing has led to areas of agricultural land being developed for housing and associated infrastructure.
- The geology of the District means there is a high demand for both sand and gravel quarries which remove both near surface archaeological remains and the more deeply buried Palaeolithic archaeological resource.
- Environmental impacts such as increased coastal erosion results in a continuous process of heritage asset loss, both above and below ground.

The impact of development and quarrying to below ground archaeological deposits can be mitigated against through the planning process prior to its potential loss or harm.





Priority Issues: Opportunities for Enhancement

Heritage forms a part of our cultural landscape which is growing and evolving to respond to modern audiences, pressures and advances in understanding and technology. Opportunities arise frequently and require careful consideration and creativity to meet their full potential. These opportunities can be general, and can also stem from specific risks and threats to heritage, as these can provide a platform for positive change and the possibility to make enhancements. This section explores some of the key areas to consider when assessing opportunity sites within Tendring, and approaches to enhancement.

Technology

Digital heritage encompasses a huge range of platforms and mediums to facilitate understanding and communication about heritage. Increasingly, individuals, organisations and communities are using digital technologies to document and express what they value and what they want to pass on to future generations (UNESCO Charter on the Preservation of the Digital Heritage 2009). It is a huge field, encompassing databases, images, webpages, interactive mapping, social media, apps, audio, film, and even virtual reality. Digital heritage has the potential to welcome to new audiences, and to enhance our understanding and experience of existing heritage. Across Tendring, technology is already being used successfully in a number of initiatives such as Resorting to the Coast, a webpage hub which includes interactive maps, blog posts, historic images and oral history. There is potential for future projects and initiatives to harness digital media to promote heritage, inspire and engage communities, and use technology to underpin approaches.

Museums and collections

Museums are important places to gather and share knowledge. They are spaces for the local community and visitors and provide places to engage, educate and inspire. There are a number of local museums and collections across Tendring, with huge potential to continue to preserve and promote heritage and to grow and welcome new audiences. Future approaches must respond to the specific needs of each, and open communication and partnerships are encouraged in order to fully understand the position and vision of each museum and the people who support it.

Vacant historic buildings

Vacant buildings offer a key opportunity for the building itself and the local community. Breathing new life into an old building allows it to make a positive contribution to the character of an area, protects the future of the building, and creates a desirable space for new uses. Historic buildings can respond to local pressures, and new uses can be found to help alleviate demand for housing, to provide community hubs and create office space. Historic England's Heritage Counts report of 2018 highlighted that 142,000 businesses operate in listed buildings across England and 26% of creative industries are located in conservation areas. Historic buildings affirm a sense of place and local distinctiveness, and through the retention and regeneration of these buildings local distinctiveness and economy are enhanced (Heritage Counts Heritage in Commercial Use 2018).

Education

Continued research is integral to heritage. Without developing our knowledge of heritage sites and the heritage industry, it is difficult to grow and fully appreciate heritage as a resource. Therefore, it is vital to engage young people with heritage, and encourage schools to visit heritage sites and become involved with projects in order to ensure heritage is sustainable for future generations. Links with schools and universities can establish meaningful relationships between young people and their heritage. The University of Essex, for example, offers an MA in 'Curating' and 'War, Culture and Society'; courses such as this provide potential for students to gain experience in Tendring's museums, collections and maritime heritage. Historic England's 'Heritage Schools' programme may also offer opportunity for learning. Educational training can also provide a way of enhancing knowledge of heritage; through traditional building skills practical workshops and lectures, knowledge and traditional skills and techniques can be passed on to local people and professionals.

Healthy Heritage

There is a wealth of growing evidence that demonstrates the role heritage plays in improving mental wellbeing and physical health. People who visit heritage sites reported higher life satisfaction and happiness scores, as well as lower anxiety (Department for Culture Media and Sport 2015). Across Essex there are a number of schemes and organisations to encourage and support healthy activity, such as Active Essex and Healthy Life Essex. Tendring's heritage provides a positive platform to encourage people to enjoy the outdoors and take positive steps for their personal health and wellbeing. Heritage Trails, for example, area already established in Harwich and Dovercourt, Frinton-on-Sea, Clacton-on-Sea, Jaywick Sands and Walton-on-the-Naze encourage walkers to take routes through the historic environment. Promoting these to new groups and partnering with healthy organisations can open heritage to new audiences and increase wellbeing.



Educational training course on Timber Framing (ECC)

Helping existing attractions to reach full potential

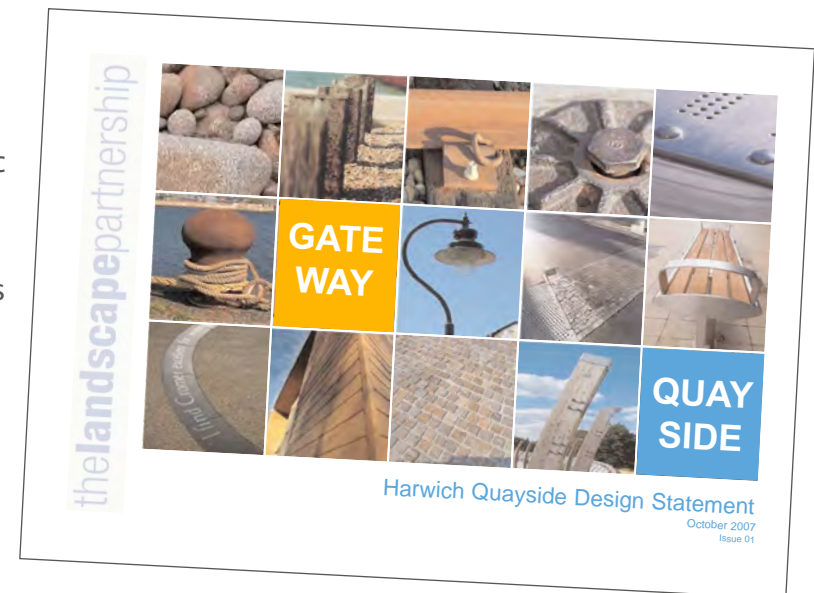
Across the county are a diverse range of unique and significant heritage, sites, assets and traditions. In order to ensure these are celebrated and sustainable, open communication and partnerships can help to support existing attractions and heritage sites to reach their full potential and make positive contributions to the community. This is an ongoing and changeable process, which is why collaborative working between all stakeholders is important to be able to understand the specific needs of each asset and to share ideas on how to achieve these. On a national scale, church buildings are frequently a topic of discussion as major assets within the historic environment with opportunities for enhancement. They are usually prominent features in local landscapes, forming the focus of streetscapes and wide reaching views, their purpose is easily identified, and they are generally valued by the wider community while also attracting visitors from further afield. Churches are mostly listed, architecturally and aesthetically valued, and integral to history of the local area.⁴ There is, therefore, potential to celebrate and promote the use of churches as spaces of culture and learning.

⁴ Church Buildings: Burden, Blessing and an Asset for Mission (2015)

New development and quality design

National policy and guidance requires that new design is sympathetic to an area's defining characteristics in order to preserve local character and contribute to an area's sense of place (paragraph 127 NPPF). This provides a key opportunity for enhancement, and encourages high quality new design to the historic environment. This can enrich and affirm the local

distinctiveness of places. Good quality design can be achieved through tools such as Design Guides and Codes. Within Tendring, the Harwich Streetscape Design Guide (2006) and Quayside Design Statement (2007) has contributed to the Navyard Development in Harwich.



Objectives

Six key themes underlie the Heritage Strategy: **Conservation**; **Collaboration**; **Knowledge**; **Character and identity**; **Interpretation**; and **Accessibility**. Each of these is addressed with an objective and a set of actions to address the issues and exploit the opportunities identified by the Heritage Strategy.

Objective 1: Conservation

Ensure the sustainable management of all heritage assets, including buildings, landscapes, monuments, archaeological sites and settlements, through the appropriate conservation and protection of their significance.

Objective 2: Collaboration

Promote and support initiatives for partnership working involving all people and organisations engaged with the heritage of Tendring District.

Objective 3: Knowledge

Support the furthering of knowledge and understanding of Tendring's heritage through research and education, and promote training and education opportunities to share knowledge and skills with all people and organisations engaged in the heritage of Tendring District.

Objective 4: Character and Identity

Support and promote initiatives and events that celebrate the culture, traditions and customs of all people and communities within Tendring District, and promote the unique characteristics and attractions of the District.

Objective 5: Interpretation

Raise public awareness and appreciation of Tendring's heritage through a considered approach to communication methods with different audiences, and support initiatives to encourage the promotion of heritage and the engagement of residents and visitors with it.

Objective 6: Accessibility

Recognise and promote the value heritage offers to people's wellbeing, health, identity and sense of belonging by supporting improvements in accessibility to Tendring's heritage sites, buildings and monuments and encouraging initiatives which provide wider audiences with access to heritage.

Actions

Objective 1: Conservation

Ensure the sustainable management of all heritage assets, including buildings, landscapes, monuments, landscapes and settlements, through the appropriate conservation and preservation of their significance.

Action	Lead and partners	Priority	Output	Outcome
Reassess condition and status of assets on the Heritage at Risk Register, including ownership	Tendring District Council, Historic England (Strategic Activity, Corporate Plan 2019-2022)	High	Understanding of current state of buildings and establishing contact with owners	Finding potential ways forward for buildings and sites on the Heritage at Risk Register
Adopt Conservation Area Character Appraisals and Management Plans for five conservation areas on the Heritage at Risk Register (Clacton Seafront, Dovercourt, St Oysth, Thorpe-le-Soken, and Thorpe-le-Soken Station and Maltings)	Tendring District Council, Place Services (Essex County Council), Historic England, local communities, local interest groups	High	Understanding current condition of conservation areas and threats; identification of actions	Set of actions to address 'at risk' status
Assess need for Article 4 Directions or Areas of Special Advertisement Consent within Conservation Areas at Risk (Clacton Seafront, Dovercourt, St Oysth, Thorpe-le-Soken, and Thorpe-le-Soken Station and Maltings)	Tendring District Council, Place Services (Essex County Council), Historic England	High	Restriction of Permitted Development rights to provide more control over potentially harmful works to buildings	Improved management of historic environment

Update "Conservation in Tendring" booklets providing practical advice to owners of historic buildings	Tendring District Council, Place Services (Essex County Council)	High	New suite of booklets containing information on the conservation of historic building construction materials and architectural features	Improved understanding of historic buildings and good conservation practice
Create and adopt a Local List	Tendring District Council, local communities, local interest groups	High	Formation and adoption of a list of non-designated heritage assets within the District	Increased understanding and protection for local heritage assets
Facilitate pre-application discussions to find solutions to problematic and redundant sites/buildings, including Harwich and Dovercourt Lighthouses	Tendring District Council, Place Services (Essex County Council), Historic England (Strategic Activity, Corporate Plan 2019-2022)	Medium	Positive discussions and meetings with owners and developers	Positive conservation and protection of the historic environment
Adoption of Character Appraisals and Management Plans for every Conservation Area	Tendring District Council, Place Services (Essex County Council), local communities, local interest groups	Medium	Understanding current condition of conservation areas and threats; identification of actions	Adoption of Character Appraisals and Management Plans for every conservation area
Ensure Conservation Area boundary maps are updated and made available online	Tendring District Council, Place Services (Essex County Council)	Medium	Clear and consistent maps which are available online	Greater access and understanding of the Conservation Area boundaries to stakeholders

Assess need for Conservation Management Plans for sites including Beaumont Quay, St Osyth's Priory (and Registered Park and Garden), Lawford Barrow, Clacton Seafront Registered Park and Garden	Tendring District Council, Place Services (Essex County Council), Historic England, The Gardens Trust, local communities	Medium	Conservation Management Plan documents outlining the issues faced by the sites and the actions needed for their proper conservation	Better protection and management of historic environment
Produce design guidance documents for historic areas, including shopfront and signage design guides and guidance for high quality new developments	Tendring District Council, Place Services (Essex County Council)	Medium	Guidance documents promoting good design	Improved design and retention of architectural features
Ensure effective conservation of heritage assets and their significance through the Development Management process	Tendring District Council, Place Services (Essex County Council), Historic England (Strategic Objective, Corporate Plan 2019-2022) National Amenity Societies	Ongoing	Planning decisions resulting in positive conservation and good design	Protection of the historic environment and high quality placemaking
Utilisation of Local Authority enforcement powers	Tendring District Council	Ongoing	Serving of Urgent Works Notices, Repairs Notices, Section 215 Notices	Safeguarding historic buildings falling into disrepair including those included on the Heritage at Risk register and TPO infringements

Objective 2: Collaboration

Promote and support initiatives for partnership working involving all people and organisations engaged with the heritage of Tendring District.

Action	Lead and partners	Priority	Output	Outcome
Promote the District's Heritage Champion and raise awareness of their duties	Tendring District Council, Historic England	High	Supporting the protection and encouraging the promotion of the District's heritage	Increased awareness and appreciation of the historic environment by local councillors and better integration of conservation issues in decision making
Provide targeted training courses with Parish Councils	Tendring District Council, local communities, local interest groups, Town and Parish Councils, Community Voluntary Services Tendring	Medium	Sharing of knowledge between Local Authorities, Town and Parish Councils	Positive conservation of historic environment and greater awareness of District wide requirements
Promote communication between organisations who make decisions affecting historic environment	Tendring District Council, Place Services (Essex County Council), Historic England, Town and Parish Councils, Utility companies	Medium	Sharing of knowledge between Local Authorities, Town and Parish Councils, ECC (including Highways) and utility companies	Ensure positive conservation of historic environment
Promote communication and improved partnership working between Tendring District Council, regional partners, volunteer groups, local societies and business owners	Tendring District Council, local communities, local interest groups, Town and Parish Councils, Community Voluntary Services Tendring	Medium	Organisation of meetings, creation of forums and working groups	Better understanding of local issues affecting heritage

Establish a 'Cultural Partnership'	Tendring District Council, local communities, local interest groups, Town and Parish Councils, Historic England, Museum and Arts organisations	Low	Incorporation of all the heritage, museum, arts and other cultural organisations this Strategy lists	Provide a forum for discussion, and guide the development of cultural policy and activities in a collaborative fashion
Use of up-to-date GIS mapping system within Tendring District Council and Essex County Council	Tendring District Council	Ongoing	Information on heritage designations including listed buildings and conservation areas	Ensure organisations making decisions affecting the historic environment are aware of designations

Objective 3: Knowledge

Support the furthering of knowledge and understanding of Tendring's heritage through research and education, and promote training and education opportunities to share knowledge and skills with all people and organisations engaged in the heritage of Tendring District.

Action	Lead and partners	Priority	Output	Outcome
Encourage development of educational programmes between museums and visitor attractions and schools	Tendring District Council, local schools, museums and local communities	Medium	Creation of educational programmes	Improved knowledge and support for children to understand local heritage and how it relates to the national story
Investigate potential of hosting courses for building contractors and apprentices in traditional construction techniques at venues such as St Osyth's Priory and partnership with National Heritage Training Group	Tendring District Council, local owners, National Heritage Training Group, The National Lottery Heritage Fund, building and site owners	Medium	Enhance knowledge and skill set around traditional and historic building construction and repair techniques	Improved understanding of traditional and historic buildings and good conservation practice

Investigate opportunities provided by the University of Essex and other higher education facilities to carry out research into aspects of Tendring's heritage, particularly key themes of military and coastal heritage	Tendring District Council, University of Essex	Low	Establish working relationship with University of Essex	Potential to utilise sites within Tendring District to facilitate learning on University of Essex postgraduate courses including MA War, Culture and Society and MA Curating
Continue to provide conservation advice to owners of historic buildings through the "Conservation in Tendring" booklets	Tendring District Council, Place Services (Essex County Council)	Ongoing	Dissemination of information on the conservation of historic building construction materials and architectural features	Improved understanding of historic buildings and good conservation practice
Promote training courses relating to conservation and the historic environment, including Traditional Building Skills courses run by Place Services (Essex County Council)	Tendring District Council, Place Services (Essex County Council)	Ongoing	Dissemination of knowledge, improved skills and continuing professional development	Education of owners, building contractors, conservation and planning professionals resulting in positive conservation in all fields of heritage conservation

Objective 4: Character and Identity

Support and promote initiatives and events that celebrate the culture, traditions and customs of all people and communities within Tendring District, and promote the unique characteristics and attractions of the District.

Action	Lead and partners	Priority	Output	Outcome
Promote the District's events and festivals	Tendring District Council, museums and visitor attractions, local interest groups, Town and Parish Councils, local tourism groups	High	Clear presence on the TDC website, TDC publications and TDC social media	Increased awareness of the unique heritage of Tendring to potential visitors and residents
Create a shared approach to branding for the District's heritage to connect the historic environment, cultural heritage and the arts	Tendring District Council, local tourism groups	Low	Recognisable online presence on the TDC website but also utilising existing websites (www.visitessex.com, www.essexdaysout.com, etc.) and social media	Increased awareness of the unique heritage of Tendring to potential visitors and residents
Collaborate with the aims, objectives and actions of the Tourism Strategy to promote the historic environment	Tendring District Council, local communities	Ongoing	Wider awareness and appreciation of the historic environment of the District as a visitor attraction	Increased numbers of visitors and tourists

Objective 5: Interpretation

Raise public awareness and appreciation of Tendring's heritage through a considered approach to communication methods with different audiences, and support initiatives to encourage the promotion of heritage and the engagement of residents and visitors with it.

Action	Lead and partners	Priority	Output	Outcome
Audit into current condition of signage and information boards, and maintenance of these where required	Tendring District Council, local interest groups, Town and Parish Councils, The National Lottery Heritage Fund	High	Regular assessment of existing information boards and maintenance/updates to information undertaken where required	Improved awareness of heritage while on site and positive visitor experience
Use of imagery and displays on hoarding to generate public interest and promote heritage during archaeological excavations and development	Tendring District Council, developers, archaeological companies, Council for British Archaeology, ClfA, Essex County Council Historic Environment Record	Medium	Creation of hoarding which displays heritage in place of blank obtrusive boards	Increased public engagement and knowledge of the historic environment and development in their local area
Encourage local schools to take part in heritage trips	Tendring District Council, local museums and visitor attractions, local schools	Medium	Tailored educational visits for school age children with potential maritime re-enactment and costume days	Facilitate learning and understanding of heritage appropriate for school ages to inspire future generations
Creation of additional signage and information boards	Tendring District Council, The National Lottery Heritage Fund, local communities, local interest groups, ECC, Trusts	Medium/Low	Assessment of heritage assets in Tendring to ascertain whether any require information boards and production of boards	

Introduction of blue plaques	Tendring District Council, The National Lottery Heritage Fund, local communities, local interest groups	Medium/Low	Establishing sites and buildings which can be marked by a blue plaque	
Creation of further heritage trails such as 'Hidden Heritage' to respond to wider national trends and interests	Tendring District Council, museums and visitor attractions, local interest groups	Low	Creation of tailored heritage trails based on key themes such as 'hidden heritage', the historic witch hunt, art or archaeology	Celebration of Tendring's unique heritage and potential to draw wider audiences
Create digital interpretive mapping	Tendring District Council, local creative industry	Low	Production of illustrative county map	Increased understanding of landmarks and key heritage of Tendring, in a widely accessible format that can be used in print and on devices
Undertake research into existing apps and resources to assess potential for future initiatives and collaboration	Tendring District Council, local communities	Low	Potential collaboration with apps, such as Viewranger and Geocaching, to create one-off additions relating to Tendring's heritage	Potential to introduce existing users of large apps to heritage concepts and inspire future projects and collaborations
Consider approach to events and exhibitions	Tendring District Council, local museum and collections, local societies, Town and Parish Councils, University of Essex, local churches	Ongoing	Targeted events and exhibitions to celebrate the heritage of Tendring and encourage new audiences	Increased engagement and awareness of unique history and potential to form meaningful partnerships between community and stakeholders

Objective 6: Accessibility

Recognise and promote the value heritage offers to people's wellbeing, health, identity and sense of belonging by supporting improvements in accessibility to Tendring's heritage sites, buildings and monuments and encouraging initiatives which provide wider audiences with access to heritage.

Action	Lead and partners	Priority	Output	Outcome
Establish collaborative approach with commercial teams to ensure heritage visitor sites are easily accessible to all	Tendring District Council teams and relevant organisations or charities, museums and visitor attractions	Medium	Sites are safe and accessible for all users	Heritage sites are welcoming to all, and communities that may otherwise feel marginalised are able to visit and fully appreciate Tendring's heritage
Organise and promote Heritage Open Days	Tendring District Council, local museums and owners of heritage assets, Heritage Open Days organiser	Medium	Opening heritage sites to the public which are otherwise restricted access, such as the Lawford Barrow and, and encouraging visitors to open attractions such as the Martello Towers and Harwich Redoubt.	Heritage sites are promoted to a variety of groups and communities who may not have visited before, creating new relationships with visitors and the local community
Create a 'healthy heritage' brand across Tendring	Tendring District Council, visitor attractions and sports and recreation facilities	Low	Encourage active engagement with heritage, for example through walks, as well as activities which can enrich mental wellbeing.	Improvement to the communities mental and physical health through engagement with heritage

Local Projects

The following one-off projects have been drawn from the objectives of the Strategy or identified through the Public Consultation. They highlight individual projects across the District which relate to specific issues or needs identified by key stakeholders and those working to preserve or enhance the heritage of the District. These projects can often be completed on a short term basis, effectively demonstrating the objectives of the Strategy.

This list can be regularly updated as new projects emerge, or once completed.

Action	Lead and partners	Objectives Met	Output	Outcome
Explore options for the resortation or sympathetic reinterpretation of the first electric street lights in Clacton	Tendring District Council, The National Lottery Heritage Fund	Conservation, Character and Identity	Assess condition of the Grade II listed Victorian Street Lamps which form an important part of Clacton's seaside heritage	Preserve a celebrated part of Clacton's heritage and ensure that the lamps are maintained and working to allow them to be appreciated by future generations
Support the future of Walton's Maritime Museum in Walton	Tendring District Council, Frinton & Walton Heritage Trust	Conservation, Collaboration	Create improved way finding, linking the Museum with other attractions and facilities, taking advantage of the coastal path and support the Trust to work with nearby facilities to develop a programme of activities for key dates and summer season.	Increase the prominence of the facility and provide a wider ranging package of attractions and interest. Ensure that the museum along with its artefacts, archives and exhibitions have a long term solution going forward
Support with the 5 year development plan for the Brightlingsea Lido	Tendring District Council, Brightlingsea Town Council, Historic England, funding partners	Accessibility	Expansion of the pool to ensure it is fully accessible for all, and construction of a Wellbeing Centre.	Improved access to site and centre to promote awareness of wellbeing within historic environment.

Case Study

An example of how to utilise the objectives of the Heritage Strategy



The objectives and overarching actions of the Heritage Strategy can be applied directly to Tendring's historic environment to utilise the strategy on a local level. This case study focusses on Harwich's historic core to create an example action plan which is tailored to enhance, promote and celebrate the unique heritage of the area. This section demonstrates how objectives can be applied to the historic environment in a methodology which has potential to be replicated throughout Tendring.

Harwich is a port town full of heritage, its historic street pattern still discernible and with a wealth of listed buildings (shown as blue dots on the map below). Harwich is set to receive unprecedented publicity in 2020 through its Mayflower 400 programme. This project can be built on to promote and publicise wider heritage in Harwich,

including the associated cultural programme, helping to capture and sustain the momentum resulting from 'Mayflower 400', and in turn the environmental, social and economic legacy.

This section will focus on Church Street (shown in blue on the map below), which runs through the centre of the town connecting the quay with St Nicholas's Church and the Guildhall.

A recent draft bid for Historic England's High Street Heritage Action Zone funding focussed on the potential of Church Street. As part of this project, a site visit was undertaken by representatives from Tendring District Council and Place Services (Essex County Council) to ascertain potential initiatives to enhance and support its heritage. The objectives highlighted in this strategy were considered, and a range of actions reached based on them.



Undertaking a site visit

Objective 2: Collaboration

The site visit was attended by a Planning Officer from Tendring District Council and acting Conservation Officer for Tendring District Council, with input from representatives from Harwich Town Council as well as historic environment, historic landscape, historic buildings and urban design specialists, to ensure a collaborative approach to the visit. Local business owners and residents were approached and surveyed during the site visit.

Images (clockwise, from top right): Quayside Court (Grade II); shopfronts retaining their historic character; view of streetscape including Tendring District Council owned properties; St Nicholas' Church; view north along Church Street; etching of a ship in the former gaol in Harwich Town Council; former post office and seventeenth century timber framed building (Grade II); view of streetscape leading north to the Quay.



Support exhibition in St Nicholas' Church to display archival documents relating to Christopher Jones' life in Harwich.

Objective 2: Collaboration
Objective 5: Interpretation

Use of green space for pop up events.

Objective 4: Character and Identity

New wayfinding, interpretation and public realm improvements to collaborate with and reflect the 'Mayflower 400' Heritage Trail, and associated events, to guide visitors around Harwich, taking in and utilising the key landmarks such as the church, business areas and spaces.

Objective 4: Character and Identity
Objective 5: Interpretation
Objective 6: Accessibility

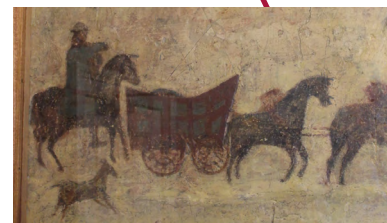
Public realm improvements to create a shared surface outside the church, encouraging use of the space and creating a safe area for pedestrians, with access between the church and opposite green space.

Objective 1: Conservation
Objective 6: Accessibility



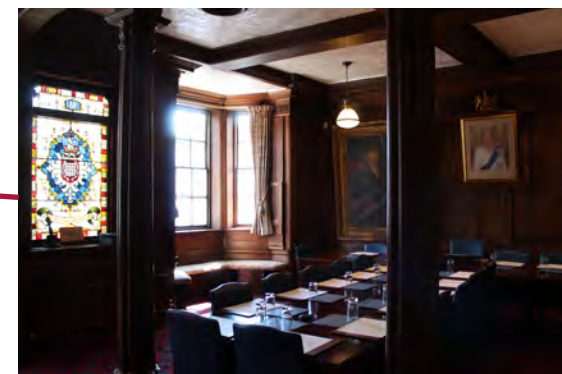
Increase virtual and physical access to the historic Guildhall (Grade I) in partnership with Harwich Town Council. The Guildhall contains the former prison with incised graffiti of tall ships that powerfully evoke the maritime heritage of the town. This offers potential to provide a future home for 'The Harwich Mayflower story' exhibition created as part of the 'Mayflower 400' celebrations.

Objective 2: Collaboration
Objective 5: Interpretation
Objective 6: Accessibility



Assess potential for the Guildhall to become a hub for the Heart of Harwich, with the Council Chamber hosting meetings, workshops, lectures and talks.

Objective 2: Collaboration
Objective 3: Knowledge
Objective 6: Accessibility



Assess potential for the Town Council's volunteer archivists to target research to help inform cultural activities and repairs to historic buildings, augmented by further in-kind contributions of research by staff at the Essex Record Office.

Objective 1: Conservation
Objective 3: Knowledge



Simple and sympathetic changes, including façade material treatments, to enhance the appearance of modern infill buildings and their environmental performance, better integrating them within the historic context of the street and Conservation Area.

Objective 1: Conservation
Objective 4: Character and Appearance

Preparation of a shop front design guide to inform grant aided shop front restoration projects and building repairs completed by the owners of properties such as No. 3 and 4, No.18, No. 19, No.62, the former Post Office and Trinity House offices, serving to uplift the face of Church Street, and improve and sustain the character and appearance of the Conservation Area.

Objective 1: Conservation
Objective 4: Character and Appearance

Assess the potential to local businesses and owners for Repair Grants to undertake maintenance.

Objective 1: Conservation
Objective 4: Character and Appearance



To prevent its imminent loss, there is potential for Tendring District Council (TDC) to compulsory purchase No.8 Church Street (derelict Grade II listed building) and commission a comprehensive scheme of repair and restoration, bringing it back into a good structural and habitable condition.

Once restored, No.8 Church Street will provide a ground floor shop for retail opportunities and additional office space.

Objective 1: Conservation

Objective 2: Collaboration

Objective 4: Character and Appearance

Restoration can encompass a bespoke programme of traditional buildings skills practical courses, demonstrations and lectures, organised by Essex County Council (ECC), providing opportunities for local trades, craftsmen and building owners to develop knowledge, skills, and experience working on historic buildings.

Objective 3: Knowledge

Funding Strategies

There are four main funding opportunities which would assist in the execution of the Heritage Strategy:

National Lottery Heritage Fund

The National Lottery Heritage Fund is the single largest dedicated funder of heritage in the UK and therefore is the most obvious potential source of funding. Funding is often targeted at schemes which preserve, enhance and better reveal the special interest of the area whilst also improving public awareness and understanding. Grant opportunities and requirements change overtime, for up-to-date information on HLF schemes Tendring District Council should consult their appointed Heritage Specialist.

Heritage Action Zones (Historic England)

Heritage Action Zones are intended to help unlock the economic potential of an area through investing in heritage, making them more attractive to resident, businesses, tourists and investors. Early engagement with Historic England is advisable

Section 106 Agreements

Planning obligations, also known as Section 106 agreements, can be used by the local authority to ensure any future development has a positive impact upon Tendring. These agreements could be used for site specific improvements.

Partnership Schemes in Conservation Areas (Historic England)

Partnership Schemes in Conservation Areas is a programme run by Historic England to target funding for the preservation and enhancement of conservation areas. As the name suggests, the scheme forms partnerships with local authorities (along with any additional funding partners) to facilitate the regeneration of an area through the conservation of its built heritage.

The scheme makes funds available to individuals to enable them to carry out repairs or improvement works to their property to enhance the area. This would be suitable to preserve and enhance either the shop frontages or the architectural detailing.

Architectural Heritage Fund

The AHF provide advice, grants and loans to not-for-profit organisations, their support acts as a catalyst for putting sustainable heritage at the heart of vibrant local economies.

Arts Council England

Arts Council England invest money from Government and the National Lottery to support arts and culture across England.

There are a range of national and local schemes which are also relevant to the Tendring Heritage Strategy, including:

Essex Heritage Trust

Essex Heritage Trust fund individuals or bodies who are preserving or restoring any aspect of Essex's Heritage for the benefit of the public. They support: buildings, structures, monuments and maritime projects; church contents; historic and listed public buildings; museums; works of art (purchase and restoration); publications, historical research and archaeology; and landscapes and gardens. The trust offer grants ranging from £100 to £10,000.

Museums Essex

Museums Essex support museums, galleries and heritage organisations to deliver cultural and learning excellence in Essex. Since forming, Museums Essex has awarded 22 grants, totalling £10,204, to 16 museums. The offer Museums Essex Small Grants to not-for-profit organisations that are members of Museums Essex, whose collections must be publicly accessible. Tendring has a number of Museums which may fit this criteria, and could consider potential applications to the scheme.

National Churches Trust

The National Churches Trust supports churches at risk and maintenance projects. In 2018, the trust helped to remove 23 Churches and chapels from the Heritage at Risk Register with the support of grants, funded 202 Churches and chapel projects, and gave £1.2 million in grants to churches and chapels for urgent repairs, new facilities, maintenance and project development. Tendring currently has a church on the Heritage at Risk Register, which may have potential to be supported through the National Churches Trust.

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Appendix A Legislation and Planning Policy

LEGISLATION/POLICY/ GUIDANCE	DOCUMENT	SECTION/POLICY
Primary Legislation	Planning (Listed Buildings and Conservation Areas) Act 1990	1: Listing of buildings of special architectural or historic Interest. 66: General duty as respects listed buildings in exercise of planning functions. 69: Designation of Conservation Areas 72: General duty as respects conservation areas in exercise of planning functions .
Primary Legislation	Ancient Monuments and Archaeological Areas Act 1979	Part I Ancient Monuments
Local Development Plan	Tendring District Local Plan (2007)	Policy QL6 – Urban Regeneration Areas, Policy QL7 – Rural Regeneration, Policy QL9 – Design of New Development, Policy ER16 – Tourism and Leisure Uses, Policy COM21 - Light Pollution, Policy COM35 – Managed Re-Alignment, Policy EN1 - Landscape Character, Policy EN17 - Conservation Areas, Policy EN27 - Enabling Development, Policy EN27a- St Osyth Priory, Policy EN29 – Archaeology, Policy EN30 - Historic Towns
Local Guidance	Emerging Tendring Cultural Strategy	
National Planning Policy	National Planning Policy Framework (2019) DCLG	Section 12; Annex 2
Supplementary Planning Guidance	Essex Historic Towns Study (1999) ECC	
Guidance	National Planning Practice Guidance (2014) DCLG	ID: 18a
Guidance	Historic England (2019) Good Practice in Planning Advice Note 1: Conservation Area Designation, Appraisal and Management	
Guidance	Historic England (2016) Good Practice in Planning Advice Note 2: Making Changes to Heritage Assets	
Guidance	Historic England (2015) Good Practice in Planning Advice Note 3: Setting of Heritage Assets	

Guidance	Historic England (2008) Conservation Principles, Policies and Guidance .	
Guidance	Historic England (2016) Good Practice in Planning Advice Note 2: Making Changes to Heritage Assets	
Guidance	Historic England (2015) Good Practice in Planning Advice Note 3: Setting of Heritage Assets	
Guidance	Historic England (2008) Conservation Principles, Policies and Guidance .	
Guidance	Historic England (2018) Vacant Historic Buildings	
Guidance	Historic England (2016) Stopping the Rot	

Appendix B Glossary (National Planning Policy Framework)

Term	Description
Archaeological interest	There will be archaeological interest in a heritage asset if it holds, or potentially may hold, evidence of past human activity worthy of expert investigation at some point. Heritage assets with archaeological interest are the primary source of evidence about the substance and evolution of places, and of the people and cultures that made them.
Conservation (for heritage policy)	The process of maintaining and managing change to a heritage asset in a way that sustains and, where appropriate, enhances its significance.
Designated heritage asset	A World Heritage Site, Scheduled Monument, Listed Building, Protected Wreck Site, Registered Park and Garden, Registered Battlefield or Conservation Area designated under the relevant legislation.
Heritage asset	A building, monument, site, place, area or landscape identified as having a degree of significance meriting consideration in planning decisions, because of its heritage interest. Heritage asset includes designated heritage assets and assets identified by the local planning authority (including local listing).
Historic environment	All aspects of the environment resulting from the interaction between people and places through time, including all surviving physical remains of past human activity, whether visible, buried or submerged, and landscaped and planted or managed flora.
Historic environment record	Information services that seek to provide access to comprehensive and dynamic resources relating to the historic environment of a defined geographic area for public benefit and use.
Setting of a heritage asset	The surroundings in which a heritage asset is experienced. Its extent is not fixed and may change as the asset and its surroundings evolve. Elements of a setting may make a positive or negative contribution to the significance of an asset, may affect the ability to appreciate that significance or may be neutral.
Significance (for heritage policy)	The value of a heritage asset to this and future generations because of its heritage interest. That interest may be archaeological, architectural, artistic or historic. Significance derives not only from a heritage asset's physical presence, but also from its setting.

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Date	Comment	Action
31-Oct	<p>Brightlingsea is one of the few Towns that consists of several listed Buildings including the All Saints Church, Jacobs Hall and Cottages on Hurst Green which are Grade 1 and several grade 2 buildings.</p> <p>We also have Salt Marshes with rare breeding birds, Oyster beds and several walks. You can start in Brightlingsea and walk to Colchester most of it along the coastal walkways.</p>	<ul style="list-style-type: none"> Listed buildings including those in Brightlingsea have already been included in Designated Heritage Asset section p41 with image of Jacobs Hall on p41 Highlight walks and natural heritage of Tendring and Brightlingsea p58
04-Nov	<p>Mill at Thorrington has been sold by ECC and is now private</p>	<p>Amendment made p56</p>
22-Nov	<p>I am quite surprised that Little Bentley history seems to have been ignored.</p> <p>Little Bentley Wood 100 acres is an Ancient Woodland, and not mentioned.</p> <p>Little Bentley Hall was a major House originally the size of Hampton Court and owned by the Earls of Oxford before it was demolished, and the ancient Stew ponds still remain in the Grounds. It is now one of the finest private gardens in East Anglia.</p> <p>St Marys Church, Little Bentley is Grade 1 Listed and is one of the finest churches in Tendring dating from the 11th Century. Roman brick quoins are incorporated in the Chancel, indicating an earlier structure. The Hammer Beam Roof trusses are carved with angels holding shields which were defaced in the reformation. There are many other features including having a twin of the famous tenor bell in Lavenham Church, said to be the sweetest bell in England.</p>	<ul style="list-style-type: none"> Little Bentley Woods now referenced on p33 along with others of notable size or SSSI designation Little Bentley Hall garden now referenced on p32 St Mary’s Church added to the page on church buildings due to its Grade I status and ancient bells p39
24-Nov	<p>I am responding to the call for input.</p> <p>I suggest that to omit Weeley altogether from the strategy is amazing considering that it was in the Small Domesday Book.</p> <p>The Church goes back to Saxon times and has a Saxon hedge, and Weeley Hall Woods are ancient.</p> <p>Please look at https://weeleyresidentsassociation.btck.co.uk/WeeleyHistory and also contact Melanie Carter who runs the Weeley history Facebook page.</p>	<ul style="list-style-type: none"> Weeley has been highlighted on the map of Tendring already p15 Reference now made to local history pages and active communities on facebook (Weeley and others) p50 Weeleyhall Woods (ancient and SSSI) are now referenced on p33

	<p>I think you'll find you have missed out a whole tranche of Tendring history here.</p>	
<p>29-Nov</p>	<p>Hello,</p> <p>I was reading the Clacton Gazette and i was reading about the Tendring Council and the Heritage Plan Consultation. I read about the further details on the Tendring Council website, but i couldn't find anything.</p> <p>I would like to make a suggestion that the council look at finding grants or spend money on the refurbishment of the first electric streetlights in Clacton. These are the Victorian lamps columns along Clacton seafront along the Eastern and Western promenade and by the Clacton Pavilion. These structures were erected circa. 1912 and have been Grade II listed since July 4 1986. Naturally, due to this history, they form an important part of Clacton’s heritage. In all of the old postcards and images of Clacton's seafront these lamps cam always been seen, currently today most stand as a pole with the removed ornate metalwork and light fittings or stand not currently working. I have many images to share if you need these.</p> <p>In 2001 the council refurbished 4 of the lamps with a lottery grant, along by the remembrance gardens. These now need some further work as most of the bulbs have now burn out and only 1 or 2 still work.</p> <p>I would like to suggest the council seriously consider the restoration of all of these iconic victorian lights, which form such an important part of Clactons victorian sea side heritage.</p> <p>I have also attached an image of at petition that was set up with</p> <p>I have also attached a link to a survey which has recently been carried out with 314 Clacton residents signing this wanting the refurbishment of these iconic lamps.</p>	<ul style="list-style-type: none"> • Agree that these are important historic feature, an action has been included to investigate options p73



<https://you.38degrees.org.uk/petitions/save-our-60-columns-in-total-all-old-victorian-street-lights>

There are comments from the public on this matter such as:

"As an old Clactonian I despair that the heritage of a once proud Edwardian sea-side town has been eroded to such an extent that many young people would not be aware of their history."

"For this history of Clacton"

I hope that this reaches the right department and if you could please update me with any outcome this would be much appreciated as i can include this in my article for the Clacton Gazette in regards to the situation with the lamp posts.



<p>01-Dec</p>	<p>In March of this year I wrote to Clacton Gazette calling for a Blue plaque to be installed to Honour Tendring's Brave women who fought for the right to vote. I am the great great niece of Mrs Pankhurst the founder of the WSPU.</p> <p>Having lived in Tendring all my life, I did not know that there was such a strong, big following of the suffragettes in this area, It was last year when I came back from Manchester, after attending the unveiling of Emmeline Pankhurst's statue, that I started to look into more of my family's history and noticed that other councils had celebrated and honoured the suffragettes in other areas of the country.</p> <p>It was in that time that I noticed and found out about the sisters Kate and Louise, the daughters of a magistrate and co-owner of Lily and Skinner the shoe brand, Louise was also the secretary of the branch WSPU and an important member of the caravan club, Both the sisters were imprisoned at Holloway on their release hundreds of people came and cheered from Clacton train station.</p> <p>There was also Louise and Amy Hicks mother and daughter from Great Holland, they were Arrested and imprisoned on Black Friday, November 18, 1910 the same time as my other great great aunt Mary Jane Clark.</p> <p>I never knew that Clacton had such a strong following of the suffragette movement even when I went to the local library.</p> <p>Tendring needs to be proud of its history, our local school students need to learn about the history of the suffragettes and the importance of these remarkable women, if I had not looked into my family's history I would've never known about these women of Tendring. I feel that our local schools should Embrace the history of Tendring .</p> <p>I have read that they are asking for more blue plaques around the country and it would be great to see a blue plaque to honour these women in Clacton.</p>	<ul style="list-style-type: none"> • Information and image of local suffrage campaigners added to baseline history on p21 • New Action added to plan for blue plaques p79 – discuss further with TDC to make this specific
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My mother and I have also written to Councillor Dan Land, chairman of the council and Keith Simmons, both were very interested in doing something for Tendring.

<p>01-Dec</p>	<p>Heritage Consultation I wish to make the following comments /suggestions 1)That TDC encourages each Parish Council to appoint a Heritage Officer so that somebody in each village keeps an eye on what is going on ,especially any work being done to Listed Buildings .Suggested "job description "to be determined (I suggested this to TDC many years ago and it was ignored) 2)That TDC places an "advert "in local magazines and newspapers which points out the "do's and dont's " for owners of Listed Buildings .Also a small brochure could be produced explaining the rules .I believe a document of this nature already exists, "Listed Buildings General Advice For Owners ,Prospective Owners and Developers " TDC no date,(it may need updating) , but how is it distributed ? Given that there are not hundreds of Listed Buildings in any one Parish , distribution would not be an onerous task .I am sure that there is a list for each Parish .The Parish Heritage Officer could distribute. Many owners of Listed Buildings seem to do as they please when it comes to planning .This may be out of ignorance or otherwise .Several buildings in Mistley have been ruined in this way. 3) TDC should make it abundantly clear that owners of Listed Buildings (and others)will only be granted Retrospective Planning Permission in exceptional circumstances and it must be made clear clear that the planning rules will be vigorously enforced .The penalties should be made quite clear .This is a must if you are serious about our heritage. This has not been the case in the past . 4) Owners of Listed Buildings should not be allowed to outsource building regulation inspections .This should be kept "in house "at TDC .Outsourcing inspections to private companies invites a "bending of the rules ",to say the least .We have personal experience of this . 5) Particular care should be taken to ensure that Planning Applications within a Conservation Area take into account the nature of the surrounding buildings . TDC has recently passed plans for a building which is completely out of character with the rest of the area .I cite School Lane as an example of a recent eyesore .There should be strict criteria for developments within a Conservation Area . 6) When TDC is informed about illegal work being done to a Listed Building ,(and others)it should be inspected and an immediate "Stop Notice " issued . 7)Green lanes to be protected .Ours is being ruined by vehicles</p>	<ol style="list-style-type: none"> 1) This is considered to be similar to a Heritage Champion, which is already included as an action on p74 2) A similar action is already in the action plan, p76. Discuss potential for a training day on this with TDC 3) Whilst the ability to submit a retrospective application is set nationally, the Council can invest in local training, Potential to have a webpage or hub on the council website? 4) Unable to comment on this specific issue in the strategy, but highlight to TDC for consideration 5) Topic is covered by actions within the 'conservation' section of the action plan, but add 'use of heritage statements' to this action to address the issue 6) This is covered by enforcement action 7) Not really a heritage consideration 8) The council does have a local plan (2007) and another is currently emerging
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8)It might be a good idea to get A LOCAL PLAN !!!!!!!!!!!!!!!!!!!!! Without one the above is redundant

As A PS Can you explain why there is no Local Plan



03-Dec

At the Committee meeting Members made the following comments:

- Concerns were raised that the business rates of historic tourist attractions and museums restrict the operation of these uses. We were asked to look into the reduction of rates for these attractions.
- Concerns over the closure of the lifeboat station in Walton.
- Thorrington Tide Mill is now privately owned and not open to the public.
- P380 - Church of St. Peters Alresford should be 11th century
- No mention of protection of historic railway buildings.
- No mention of historic gravel extraction at Alresford
- No mention made to Queen’s silver jubilee trees across the District
- A request that s106 contributions go toward historic buildings.
- The Victoria County History Society should be consulted as part of this exercise.

- Raised to TDC for further investigation
- Add supporting with lifeboat station as an action under ‘collaboration’ objective p75
- Tide Mill amendment made
- Church of St Peters amendment made
- Historic Railways now added on p21
- Gravel extraction added p19
- Jubilee trees added to timeline p16
- S106 request raised to TDC for further investigation
- VCH were consulted



<p>09-Dec</p>	<p>The Parish Council has now had the opportunity to look at the Tendring Heritage Strategy and relevant document and link. It would wish to comment as follows: Within the District of Tendring, Mistley is the home to some of the most important and distinctive listed buildings and primarily we have Mistley Towers. Our historic environment is a precious and finite resource as well as a powerful reminder of the work and way of life of earlier generations. The beauty and unique character of our Village is enhanced because of Mistley Towers and these listed buildings. The Parish Council is pleased to note that Mistley Towers is detailed in the draft strategy document. Although not a structure or building, The Walls is not mentioned or referenced. The Parish Council is also pleased to note that our ancient woodland - Furze Hill and Old Knobbly our veteran tree are mentioned in the draft Strategy. Indeed, the Parish Council and its Volunteer Tree Warden work very closely with Clive Dawson the District Council's Tree Officer/Specialist. The Parish Council's Planning Committee meets approximately every 3 weeks in order to consider planning and development in Mistley in its capacity as statutory consultee to the LPA. Our Planning Committee makes comments and observations on many listed buildings within the Conservation Area. However, the Parish Council has never met or received any direct communication from the LPA's Heritage/Conservation Officer. The current documents on the LPA website are out of date and it is unclear of where exactly the Conservation Area boundary currently is. The Parish Council would welcome your Council's Heritage/Conservation Officer attending one of our Planning Committee Meetings in the new year. It notes Objection number 2 - Collaboration and your Council's intention to promote communication and improved partnership between the LPA and community partners, i.e. Mistley Parish Council. However, no timescales are detailed. The Parish Council would welcome partnership schemes in Conservation Areas in conjunction with your Council, Historic England, any funding opportunities and working in conjunction with other key stakeholders. The Parish Council notes the Policies proposed for the protracted emerging Draft Local Development Plan. More detail in this regard would be helpful. It also notes your very brief comment about Section 106 Agreements. Again, this comment is very vague. Mistley Parish Council is passionate about preserving the special architectural, historic interest,</p>	<ul style="list-style-type: none"> • Added The Walls as a notable feature, particularly in terms of the views it affords of the Stour Valley p31 • Have now addressed conservation area boundaries in action plan p72 • Highlight message to Tendring/conservation officer about communication between Tendring and LPAs • Considered unable to elaborate further on Section 106 Agreements without a specific case, as this is done per application
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the character and appearance of our Village and its appearance which it feels strongly that it would wish to preserve and enhance. The Parish Council would also wish to see that the LPA will continue to provide assistance and guidance to owners of historic buildings and properties within the Mistley Conservation Area to help them to conserve and enhance our built heritage and to increase public awareness, appreciation and understanding of our historic environment. In the new year the Parish Council looks forward to meeting your Council's Heritage/Conservation Area Officer and receiving the final document relating to the outcome of this consultation event/exercise. Mistley Parish Council



<p>13-Dec</p>	<p>Tendring Heritage Strategy</p> <p>Thank you for your consultation on the above dated 21 November 2019 which was received by Natural England on 21 November 2019.</p> <p>Natural England is a non-departmental public body. Our statutory purpose is to ensure that the natural environment is conserved, enhanced, and managed for the benefit of present and future generations, thereby contributing to sustainable development.</p> <p>Natural England does not consider that this Tendring Heritage Strategy poses any likely risk or opportunity in relation to our statutory purpose, and so does not wish to comment on this consultation.</p> <p>The lack of comment from Natural England should not be interpreted as a statement that there are no impacts on the natural environment. Other bodies and individuals may wish to make comments that might help the Local Planning Authority (LPA) to fully take account of any environmental risks and opportunities relating to this document.</p> <p>If you disagree with our assessment of this proposal as low risk, or should the proposal be amended in a way which significantly affects its impact on the natural environment, then in accordance with Section 4 of the Natural Environment and Rural Communities Act 2006, please consult Natural England again.</p>	<p>No action required</p>
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<p>18-Dec</p>	<p>An excellent document overall. A few points for consideration:</p> <ul style="list-style-type: none"> • I believe the basis of this work is to align with the NPPF requirement set out in para 185 & 192 as set out below and as such this should be a positive strategy for heritage and the future of heritage assets. <p>185. Plans should set out a positive strategy for the conservation and enjoyment of the historic environment, including heritage assets most at risk through neglect, decay or other threats. This strategy should take into account:</p> <ol style="list-style-type: none"> a) the desirability of sustaining and enhancing the significance of heritage assets, and putting them to viable uses consistent with their conservation; b) the wider social, cultural, economic and environmental benefits that conservation of the historic environment can bring; c) the desirability of new development making a positive contribution to local character and distinctiveness; and d) opportunities to draw on the contribution made by the historic environment to the character of a place. <p>192. In determining applications, local planning authorities should take account of:</p> <ol style="list-style-type: none"> a) the desirability of sustaining and enhancing the significance of heritage assets and putting them to viable uses consistent with their conservation; b) the positive contribution that conservation of heritage assets can make to sustainable communities including their economic vitality; and c) the desirability of new development making a positive contribution to local character and distinctiveness. <p>To achieve this we need to allow heritage to be celebrated and be put to good use. Ideally this means the optimum viable use (OVU) or as close to as possible so that the heritage is sustained and not seen as a millstone around some poor custodian’s neck which everyone else can enjoy. Custodians need help and encouragement and this should come through in your document. Tendring District Council needs to be an authority that has a positive can-do attitude to heritage and truly embraces the concepts of conservation for the wider public good. The ideal should be that people are keen to acquire listed buildings and that they love working with the local conservation officer (CO) because, although they cannot do everything they want, it is explained to them why and the CO offers alternatives that achieve as near as dam it the same</p>	<ul style="list-style-type: none"> • These are referenced through the ref to NPPF and throughout doc. It is considered that paragraph 185 is in reference to local plans, so reference is not required specifically in this strategy • Added new development guidance to action plan p73
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outcome but in a more collaborative manner. The more adversarial approach that is too often the case drives people underground and actually is bad for heritage. Idealistic may be but it would make a massive difference to heritage assets if we could nudge closer to this ideal.

- Following on from this I note that your document uses ‘preservation’ where actually it would be better to use ‘conservation’ instead. The reason I say this is that preservation = do no harm whereas conservation is a more rounded approach that brings in the concepts contained within the NPPF of wider public benefits, considers the benefits and disbenefits and weighs these together with appropriate weight applied. This is all to do with the concept of sustainability with heritage being sustained because it has a use and purpose and is valued. Preservation is out-dated and is just going to fuel the At Risk register. Conservation is the right word. This also aligns with the concept of OVU where residual harm is allowed where the OVU is achieved. Conservation also allows for enhancements (See below)

Conservation (for heritage policy): The process of maintaining and managing change to a heritage asset in a way that sustains and, where appropriate, enhances its significance.

Conservation is a more positive word to use within a positive strategy.

- This positive strategy should include the integration of heritage into the built history that this and subsequent generations are or are going to create. The focus should be for new development on high quality architecture and ideally historic interest so it aligns with the concepts of special architectural or historic interest.

- The document should also pick up on para 185 better and recognise and repeat some of the following linkages so that the social, cultural, economic and environmental benefits are clear to all.

o Extracts from <https://content.historicengland.org.uk/content/heritage-counts/pub/2017/heritage-and-the-economy-2017.pdf>

“Heritage is an important source of employment and draws millions of visitors each year.

England’s unique collection of historic buildings provides premises for businesses, homes for residents and can help reverse decline in town centres.”

“£16.4 Billion - Heritage tourism generated £16.4 billion in spending by domestic and international visitors.

£9.6 Billion - Repair and maintenance of historic buildings directly generated £9.6 billion in construction sector output.

£11.9 Billion - Gross Value Added (GVA)

- Amended reference to ‘conservation’ where able to (ie not in reference to a specific document etc)

- See above comment on p185
- Have added further detail on economic benefits of heritage within the tourism section p51

278,000 - 278,000 people are employed in heritage.”

- “According to DCMS’s Taking Part Survey, three quarters of adults (73.2%) in England, or approximately 40 million people, visited a heritage site at least once in 2015/16. This is a statistically significant increase since the survey began in 2005/06 (69.9%) (DCMS, 2016a).”
- “Historic attraction numbers experienced strong growth in the last decade. In 2016, visits to historic houses/castles increased by 3% compared to 2% for all other English visitor attractions in the previous year. Since 2000, visits to historic attractions have risen by 50% (BDRC, 2017).”
- “Tourism is expected to continue to grow in 2017 (Visit Britain, 2016b) – VisitBritain forecasts inbound visits to the UK to increase by 6% to 39.7 million visits and a 14% increase in visitor spending to £25.7 billion, compared to 2016.”
- “Visiting heritage generates money for the local economy – In 2010, research commissioned by the HLF estimated that for every £1 spent as part of a heritage visit, 32p is spent on site and the remaining 68p is spent in local businesses: restaurants, cafés, hotels and shops (HLF, 2010).”
- “In a study commissioned by Heritage Lottery Fund, Oxford Economics estimates that the heritage tourism sector paid almost £2 billion to the Exchequer in tax revenue in 2015. This includes VAT, corporation tax and other taxes such as income tax, business rates and employer national insurance contributions (HLF, 2016).”
- “Our built heritage has formed the cornerstone of many successful regeneration projects in towns and cities across England. Local historic buildings add to the unique character of an area, help to foster a sense of community and have an important role in creating a sense of place and distinctiveness; this in turn attracts people, businesses and investment.”
- “The development of our historic built environment can drive wider regeneration, job creation, business growth and prosperity. Culture White Paper (DCMS, 2016b)”
- “Investing in the historic environment generates economic returns for local places. On average, £1 of public sector expenditure on heritage-led regeneration generates £1.60 additional economic activity over a ten year period (AMION and Locum Consulting, 2010).”
- “People spend more in their local economy after investment in the historic environment – In areas that had received investment in the historic environment, approximately one in five visitors in a survey of 1,000 stated they spent more in an area after investment in the historic environment than they did before. One in four businesses stated that the historic environment investment had directly led to an increase in business turnover (AMION and Locum Consulting,

2010).”

- “Heritage and Social Value - So far, the economic contribution of heritage has been mainly expressed in terms of traditional macroeconomic measures such as Gross Value Added (GVA) and employment. To only focus on these measures, however, would be to significantly underestimate the full value of heritage to individuals, communities and the nation as a whole. The historic environment also has important social value which manifests itself in a sense of identity, memories, spiritual association, belonging and place (AHRC, 2015). The extent of this social value of heritage is explored in Heritage and Society (Historic England, 2017), however, its relevance here comes from the need to be able to take them into account when economic decisions are being made about conservation, preservation and funding.”

- “A study by Simetrica in 2014 estimated the well-being value of visiting heritage sites to be equivalent to £1,646 per person per year (Fujiwara et al., 2014). This is the amount of money that would have to be taken away from a person to restore them to the level of well-being they would have had, had they not visited a heritage site. This figure is more than participating in sports or the arts. Visiting a historic town or city was found to be the most beneficial.”

- “Research by VividEconomics and the National Trust estimate that for every £1 spent on parks services in Sheffield, £36 of benefits are generated for local residents (VividEconomics, 2016). The methods used in this research involved combining evidence on health and other benefits of urban parks and green space and presenting it in a financial reporting statement: a ‘natural capital account.’”

- o The English Heritage publication ‘Heritage Works’ supports the theory of heritage being a catalyst for regeneration, investment and the creation of jobs both directly and indirectly. The 2006 version of the publication quotes Patrick Green, Director, The Museum of Science and Industry in Manchester:

- “For every £1 spent by visitors at the museum, £12 is spent elsewhere in the local economy. With 300,000 visitors spending £1.5m in 2000, the contribution to the prosperity of the region was £18m. To this can be added the goods and services purchased by the museum from local businesses, the employment of 120 people and the investment in new exhibitions and building work.”

- o The 2010 version of the Heritage Counts Report ‘Impact of Historic Environment Regeneration’ 1 October 2010, states in its conclusion:

- “In addition to economic benefits, it is also evident that heritage led regeneration leads to a

number of less tangible, but equally important, wider social, cultural and environmental benefits. A survey of nearly 1,000 people and interviews with over 120 businesses, along with consultations with individuals involved in the implementation of the case study projects, highlighted a range of social and environmental impacts that are strongly associated with improvements to historic buildings and places. The results of the 'on street' survey identified that:

- “93% of respondents rated the projects assessed as making a good or very good contribution to the local environment;”
 - “over 90% of respondents indicated that investment in the historic environment had resulted in a nicer place in which to live, work and socialise, as well as a more attractive visitor destination;”
 - “some 92% of those that responded indicated that they would rate the projects assessed as either good or very good in terms of raising pride in the local area, while 93% rated the projects as good or very good in terms of creating a sense of place;”
 - “89% of respondents agreed or strongly agreed that the investment has created an environment with an enjoyable atmosphere and over 80% that the local areas are pleasant places to spend time in during the evening;”
 - “approximately 95% of respondents agreed or strongly agreed that the project areas were now a good place to meet friends;”
 - “perceptions of safety had also improved – the proportion of respondents that indicated positive feelings of safety increased from 81% to 91% during the day and from 85% to 94% after dark;”
 - “the historic environment contributes to determining where people choose to visit, with 91% of respondents identifying it as an important or very important factor. The influence of historic buildings and places in decisions about where to live and work appears to be somewhat lower at 74% and 68% respectively, but still a significant proportion of respondents; and 93% and 91% of respondents indicated that the project had improved the image of the immediate project area and of the wider town or city respectively.”
- o These same themes also came out in the Social Impacts of Heritage-led Regeneration produced by The Architecture Heritage Fund in 2008, which recognises the following social benefits that follow from heritage led regeneration:
- “Heritage-led regeneration is recognised as a socio-economic agent of change, creating

employment and raising market values”

- “heritage-led regeneration can influence on social issues such as crime, health, education and particularly social capital”
- “the improvement of ...‘disadvantaged people or places’ is the key outcome of heritage-led regeneration”
- “Around 98% of people in England believe that the historic environment is a “vital educational asset” (Power of Place: The Future of the Historic Environment, English Heritage, 2000)”
- “Heritage-led regeneration can [provide] opportunities for participation and training that may result in a long term change in attainment and future employment of individuals in deprived areas.”
- “Participation in regeneration results in a sense of ownership, increasing civic pride, which in turn could improve the viability of the project”

You may well be able to pick up your own stats but these give a great indication of how important heritage is in ways that people perhaps don’t recognise but take for granted. It is also useful in persuading people to invest in heritage.

- The picture on page 27 doesn’t sit with the words as well as you may find in Thorpe-le-soken
- Text on page 31 should mention the medieval deer park and a little bit about deer parks. Even with one of the old maps that show the deer parks on it.
- Page 36 surely there is a better picture than this in the district? It reminds me of a degraded Conservation Area that is lucky to be one.
- Page 39 the map needs to be a bigger scale and the key needs rethinking with a colour wash for parks and garden so it stands out – may be purple. The Scheduled Ancient Monument at St Osyth is lost under the listed buildings dots. St Osyth could have its own blow up perhaps?
- Page 42 – these lists should be update or be an action to update and links available to the latest information (I note you recognise this later on in the document). For instance Bailiffs cottage can no longer be suitable to be on the list. City & Country would be happy to work in partnership with the council to underwrite any compulsory purchase costs for any of these sites so allowing the council to have more bite in their threat to Conservation Principles so making things happen.
- Page 45 – Should have the St Osyth Museum too.

- Have substituted picture for a clearer example p28
- Have included further information on which parks have origins as deer parks p32
- Have substituted image p37
- Increased size of map and altered colours and layer of features for readability p40
- Unable to show any one feature in greater detail, as there are too many across Tendring to include on one map. St Osyth is referenced throughout the document in greater detail elsewhere.

- Page 46 – 48 Should have mention of the St Osyth Local history group
- Page 49 – 55 I wonder whether the baseline should include the work we are doing with the Council to get the Priory open. It is open but not regularly and/or completely
- Page 57 – There should be some tangible targets that flow from this % reduction of heritage on the At Risk register in the district, satisfaction survey from listed building owners within the District with regard the support and service Tendring District Council give them say and targets that flow from that survey, ???

- Page 58 – Is a little intelligible so needs revisiting. It reads that your proposal is to align with existing work and build upon that work to get a better outcome for Tendring District Council’s heritage and in turn the community and visitors given the overwhelming benefits that heritage brings on economic, social and environmental levels. Most people can understand and align with that. The key themes title feels as if it should highlight the key themes from these documents and restate what they are if indeed they are included.
- Page 59 – Not sure that these main recurring themes or high level objectives that these documents all contain but your document needs to go beyond the past and get into the detail so that there are SMART (Specific, Measurable, Achievable, Realistic and Time specific) objectives that can be monitored annually to see what progress is being made and decisions altered or enhanced to improve performance. Also are we following the same formula and hoping to get a better result when in the past it has not happened? For me some of the key themes that are a barrier to a better and more healthy historic environment are:
 - o VAT on repairs – madness and counter-productive – we could change this once outside the EU and we should have that as an objective and we should be encouraging other local planning authority’s to do the same in their positive NPPF heritage strategy documents. We should get onto the Times and Daily Mail and see if they are willing to run a campaign to get this change effected. Great publicity for Tendring District Council & Place services.
 - o An overly and too adversarial and bureaucratic approach that has become embedded in heritage regulation – we saw great examples on Tuesday where Andrew mentioned how things were in 2001 where the CO offered solutions and worked with the applicant or custodian to find a mutually acceptable solution (there needs to be more of this where possible) and how Sonia sees heritage as a crazy barrier to achieve public benefits with too many hoops to jump through. Heritage regulation needs to become user-friendly to help encourage new owners who

- Museum/collection added to map p47
- St Osyth History Society added to p50
- Priory now mentioned as a tourist attraction to open in the future after works are completed etc p56
- P57 comment - Not sure we understand this comment, and the actions within the plan follow from wider strategy not cases or surveys
- Have reworked the page to clarify meaning, and show where the themes have been identified from (part 1, rather than the documents referenced. These documents are in line with the actions, but they do not come from them specifically). The key themes are bespoke to the strategy, and are guidance to later make targeted actions, which can be measurable. p61

- These comments are considered to be specific to cases, and this level of detail is not feasible to address within the Strategy itself

can help with maintaining the nation's heritage. The Council/Government needs to invest in positive steps – all heritage officers should be instructed to have to not only say what you cannot do and why but what you could do subject to satisfactory supporting information and detailed proposals and this needs to be confirmed in writing to heritage owners and interested parties; the heritage assessment by the local planning authority needs to list all the elements considered and effective weighting in the conclusion on heritage applications so there is transparency; grants should be available to assist owners with understanding their heritage asset say 40% of the cost because this will be of value to the public at large and Historic England should archive it with each listing so that the details are not lost in local planning authority filing; Council loans at low rates of interest should be available to communities for large scale projects that are likely to yield economic benefits that outweigh the cost of the investment AND consider heritage Angels being approved experienced architects and heritage practitioners or developers etc. who will give advice at a low rate because they have been qualified as suitable by the local planning authority and they have negotiated a low rate that takes into account the work that they are likely to get as a result – plus the ability to be employed by the owner if they so wish (however perhaps during that appointment they may not give advice – personally I wouldn't agree this is beneficial although it may feel like it – the council can simply remove people from their approved list if they feel that they are not working fairly and professionally in all parties interest).

o Council grants now non-existent – See above suggestions

o Timeframes to deal with heritage applications say – no application should be undecided for more than 6 months and ideally 3 months – refusals should be clear and more detailed as to what is missing or causing issues – see heritage angels proposal above. Approved heritage operator scheme being set up and operated by local planning authorities, within which there are different levels of qualification that allow different degrees of freedom from self-certification/approval to varying schemes with an annual audit of all approved operators to see if scheme is being abused or not and to upgrade or demote or throw off with penal fines and the threat of imprisonment within the existing legislation.

o Lack of understanding of what tangible and intangible benefits flow from heritage development – skills, education, place-making, community pride, well-being, economic – there needs to be greater understanding and recognition and this is apparent in all decision-making – agreed metrics used to quantify what these benefits may be for varying scales and types of



development.

- Page 62 – If Tendring District Council believes in this enough to print the inclusive growth it really needs to translate that into actions that Tendring District Council will do and then monitor the outcome and enhance/change/retire ideas and actions according to desired outcomes.
- Page 67 – 76 – All objectives need to be SMART otherwise they are frankly just lofty aspirations that will probably go not far over a long period of time. Happy to have a discussion on these and others on how we could make them SMART and really give this some teeth – I suggest we ask the CEO and leader of the Council to join the debate so the document gets high level buy in before being formally adopted by the Council. This is a great opportunity for Tendring District Council to produce an exemplary document that really does support and enhance the historic environment within the district – Tendring District Council should also consider bringing Heritage Lottery Fund to help fund some of these actions to pump prime and at as a catalyst especially as Tendring District Council has been identified as a priority investment area. Some examples where you propose updating heritage guides for I guess windows/joinery, materials, shopfronts etc. – really this should be a Historic England action that the local planning authority can make their own by insertion of relevant text and local pictures rather than re-inventing the wheel. In fact many local planning authority’s have their own versions – a combined version for regions should be a simple task that is more cost effective if it’s a pooled action. The local list is fine but it needs to have enough info so people understand and use it. It needs to be readily accessible. The Heritage Champion should have a budget, be responsible for delivering the strategy and be able to engage with the media and get coverage to increase awareness.
- Page 77 – it doesn’t make clear what owners of the buildings were included in this initiative. If they weren’t it’s a great faux pas for obvious reasons including alienating the people in control of the assets. We really need to be thinking of selling something of this initiative to the Americans, write to Trump and whoever is relevant, get Boris to get on board with this a symbol of that special relationship as a precursor to a trade deal!!, have a donation scheme where all parties who donate are recognised on a lasting monument and become supporters of the history and effectively become part of that history. This may have different levels of sponsorship from corporate to individual but there needs to be a package that can be sold online. I note the On board video and its good but it feels a little parochial compared the

- Requires further discussion with TDC on monitoring the action plan, and taking the strategy forward.

- Text has been reworded to introduce the case study as an example, rather than a live case.

potential market and its not clear enough why its an important part of American and English history. There should be a partnership with Plymouth too. This is a sales and marketing opportunity and whilst very capable people are involved it hasn't reached my household really until now so more could be done if you can get the right people engaged and show them how it can help deliver their objectives and messages. This is a little off piste but the principles apply to heritage as well. Happy to discuss ideas further.

I note also the emerging local plan states

Tendring District Council's Emerging Local Plan

This is relevant for Tendring as although it is already a mature tourist destination, it suffers from a short season, which is recognised in the Tendring District Council emerging Local Plan and it seeks to address this. I include below some relevant extracts from the emerging Local Plan.

"6.6.1.1 Tourism is worth more than £276 million to Tendring District. Many of our District's jobs are related in some way to tourism, whether that is directly in hotels, caravan and chalet parks and tourist attractions or indirectly in shops, cafés and restaurants.

A significant proportion of new jobs in our District could come from tourism if the right action is taken by providing an appropriate range of tourist attractions and holiday accommodation.

With that in mind, the Council's Tourism Strategy identifies the following four core objectives to develop tourism in Tendring District:

1. increase the amount of money visitors spend in the District;
2. extend the length of time visitors stay in the District;
3. attract higher spending visitors;
4. and improve the perception of the District as a tourism destination.

6.6.1.2 To achieve these objectives, the Tourism Strategy sets out five priorities for action:

Priority 1: Marketing, Public Relations and E-tourism – working with businesses to make the best use of marketing and advertising, the internet, tourist information points and possible events and exhibitions to attract visitors.

Priority 2: Thematic Product Development – building on the strengths of our District to develop a series of 'themed products' such as history and heritage, food and drink, family fun, countryside and nature, and myths and folklore.

Priority 3: Visitor Economy and Experience – developing new and exciting products that will appeal to existing and new visitor markets including marinas, heritage attractions, up-market hotel and self-catering accommodation and interactive visitor facilities, along with improved



public spaces, lighting and signage.

Priority 4: Responsible Tourism – making positive use of Tendring District’s unique environmental assets like its countryside, coast and wildlife areas to promote activities like walking, cycling, sailing and bird watching.

Priority 5: Business Support and Community Engagement – working in partnership with businesses and other organisations to deliver projects to support growth in the Tendring District tourism industry.”

These items should be covered in the strategy with actions align with the objectives. The two don’t dovetail enough yet. Happy to help on how this can be better achieved.

To answer your questions:

Here are some questions to get you started:

- What makes Tendring unique, and how can this be celebrated? Tendring’s Heritage is unique as a collection of interconnected places, buildings, landscapes and people. This is the same for all regions or districts. To celebrate it you need to polish up your best stories and examples that will change perceptions and get people interested.
- Why do people visit Tendring? Tradition – living on habit and past reputations too much. The area needs to be revamped and resold appealing to different and varied markets.
- What threats face Tendring’s Heritage? The usual issues as heritage faces across the country exacerbated more than some other places due to the relative low property values and lack of appeal to a wider marketplace. A strategy that is too high level and not enough objectives that are truly SMART.
- Do you think this document outlines these key aspects of Tendring’s heritage, and does it provide a baseline for future promotion? Baseline is fine subject to detailed comments above but the next section needs more work but that is the toughest section and needs different skillsets to be involved to ensure it hits the mark.

These comments are not meant as destructive criticisms but rather as a candid reflection of the status quo and hopeful they are generally constructive criticisms and observations that can be harnessed to achieve a better result. If not let me know and I will try harder.

- Tourism Strategy not yet published so no further action required



<p>18-Dec</p>	<p>RE: Tendring Heritage Strategy</p> <p>Thank you for consulting Historic England with regard to this draft Heritage Strategy for Tendring. As the government’s advisory body for the historic environment, we are keen to ensure that consideration of its conservation and enhancement is included at all stages of the planning process. We therefore welcome the opportunity to review the Tendring Heritage Strategy at this early stage.</p> <p>We welcome the production of this detailed, clearly laid out and well-illustrated document as a positive step towards Tendring being able to take full advantage of its varied and interesting built, archaeological and indeed natural heritage, and use it to support sustainable economic growth and social vitality. Its adoption by Tendring District Council should provide robust guiding principles upon which the district can build, unlocking the enhancement of its historic places through collaborative partnership working and by encouraging and guiding investment. As the document highlights, there are a number of challenges facing Tendring’s heritage at present, including a number of heritage assets that are on the At Risk Register. There are, however, clear opportunities to be explored, and we look forward to working with Tendring to develop solutions for their enhancement in due course. Once this Strategy is finalised, we would welcome more in depth engagement, but at this time we would like to offer the following comments on the draft document below.</p> <p>Introduction:</p> <p>It is useful to summarise the purpose of the document at an early stage, but we consider that this section could be clearer about the precise nature and purpose of the heritage strategy, and how it will help Tendring District Council and its partners to develop a clear set of achievable and measurable outputs (which are set out in detail later in the document) related to the enhancement of the historic environment. The ‘what is’ and ‘purpose of’ sections would seem to be trying to provide quite similar information, with slightly different words. Could the Vision statement also be moved to before the Introduction? This statement, which we note will be provided by the District Council, should provide a high level, “scene setting” statement of intent for Tendring’s future in relation to its historic environment, from which everything else in the strategy should ideally flow. The Strategy is about ‘achieving the vision’.</p> <p>Page 11 - In the second paragraph, the sentence “This understanding will allow it to be managed successfully as Tendring grows” suggests that the District is itself increasing in size. Unless one of the strategies involves land reclamation, presumably this won’t be the case. With</p>	<ul style="list-style-type: none"> • Detail added about the action plan section of the strategy, and heading altered slightly p10-11 • Vision has been moved to earlier point in document • Correction made and reference to economic growth elaborated on p11
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regard to economic growth, here we would suggest the document makes the point more strongly that proactive heritage management can, and often does, specifically underpin economic growth, rather than be something that needs to be managed in spite of or because of it.

Heritage Baseline:

This section of the report is, overall, a useful and fairly comprehensive overview of the history and heritage of Tendring, and helps provide a good level of contextual information to support the Action Plan. One suggestion we would make is to avoid using phrases such as ‘The area has a rich and varied landscape, and a wealth of heritage that reflects its significant past’. Although this is demonstrably true, it is also something that can be said of nearly everywhere. Could a phrase more specific to Tendring be substituted here?

P 15: this is a helpful map. We would suggest highlighting railway lines as well, as they are specifically referenced on the previous page.

P 16 - 19: the use of the timeline on p16 is a good visual device, highlighting some key moments in Tendring’s history and its depth and breadth. We would suggest that something of Tendring’s history/archaeology from the period between 400,000BP and 1120s could be included too, to fill this large gap. Tendring’s Roman and early Medieval development also contributes significantly to the District today - particularly with regard to settlement pattern, but also through the salt workings highlighted elsewhere.

The sentence “it is rich in resources but exposed and defended, with a long and distinctive history of human intervention” reads slightly oddly - does it mean to say ‘poorly defended’?

P17 - We would suggest that ‘Early residents’ could be reworded a little, because this paragraph leads directly on from, and appears to relate to, a discussion of Tendring 300,000 years before present, when roads, cemeteries etc were not a feature of the landscape.

P22-24 - We welcome the inclusion of the annotated aerial photographs on these pages, which clearly show the rich potential of previously unknown archaeological deposits in Tendring.

Historic Landscape Character:

P25 - First paragraph: could this be reworded slightly to make the language more accessible for the lay reader not used to reading a planning report, i.e: Tendring has a varied historic landscape character, which was described in detail in Essex County Council’s ‘Tendring Historic

- Phrase has been edited to be clearer that it references the discussion above, which is unique to Tendring p14
- Railway lines have been added p15
- Further archaeologically significant dates and features have been added to the timeline, as well as an example for the twenty-first century p16
- Amendment made p16
- Sentences have been restructured for readability/clarity p17
- Amendment made p26

Environment Characterisation Project’. This project organised the district into distinct areas, roughly divided into those forming Tendring’s inland arable plateau, those comprising the coastal port towns, and those covering the district’s estuaries.

Third paragraph: The last sentence doesn’t quite follow on from the previous one. It might need to say “These character areas are urban...” .

P30 - landscape forms a key part of both tangible and intangible heritage in Tendring, and Essex’s estuarine landscape has influenced much artistic and cultural activity over the years, as is made clear later on in the report on page 53. A reference to this landscape’s importance to wider cultural heritage could be added here also?

Architecture and Design:

P36 - an annotation describes “Consistent low boundary walls” while highlighted a wooden picket fence, while the street shown is anything but consistent in its boundary treatments. Could a different photograph be found to illustrate this point?

Heritage Assets:

P39 - We welcome the inclusion of the map of designated heritage assets. Is there a way of making this clearer? There are three Registered Parks and Gardens in Tendring, but they are not legible on the map. We would also note that the Legend includes ‘SAM’, which should read ‘Scheduled Monument’.

Heritage at Risk:

P42 - we welcome the inclusion of this section. Could the paragraph make clear that conservation areas are added to the Historic England HAR Register by local planning authorities? It might also be clearer if the reference to the local Tendring HAR Register from “Grade II buildings..” onwards is moved to the white area of the page, to link it to the local HAR list included there.

Tourism and Attractions:

P49 - could the first paragraph highlight or reinforce the economic benefits brought by tourism that are underpinned by Tendring’s heritage here? There may be some useful data to draw on in this regard in the most recent Heritage Counts documentation, produced by Historic England

- Amendment made p26
- Reference to artistic and cultural significance of the estuaries added p31
- Image updated to reflect better consistency p37
- SAM updated to SM and map edited for clarity on features, reordering layers and changing colours p40
- Amendment made as suggested p44

on behalf of the Historic Environment Forum, which can be found here:
<https://historicengland.org.uk/research/heritage-counts/heritage-and-economy/>.

NAZE Tower - could the 'RAMSAR' acronym be clarified? This may not be something that members of the public will find clear.

Arts and Culture:

P52 - please could it be noted that the refurbishment of Electric Palace Theatre is being funded by Historic England and the National Lottery Heritage Fund? It might also be useful to note that it is in Harwich.

Heritage Strategy Action Plan

Overall, we welcome the formulation of this strategy, including as it does Priority Issues that incorporate both the risks and threats to Tendring's heritage but also the opportunities that there are for enhancement. It is noted that a number of the Actions found in the tables from page 67 onwards of the document include input from Historic England, and we look forward to engaging in a dialogue with Tendring District Council and other stakeholders about how to move forward with the issues identified.

P58 - minor typo "...Strategic Funding Framework 2019-2014".

P60 - Under 'Heritage at Risk', please note that Tendring District Council, rather than Historic England, identify Conservation Areas at Risk.

P61 - Under 'Vacant Historic Buildings', we welcome the identification of vacancy as a key driver of risk. However, it isn't clear whether the change from 9.7% vacancy to 2.8% is a trend - if it is the trend, then this should be highlighted as a positive.

Under Heritage Crime, reference to English Heritage should be Historic England.

P64 - Education: We would highlight Historic England's 'Heritage Schools' programme, which

- Amendment made to reinforce economic benefits as an introduction p51
- This is not an acronym but a place name, decapitalised for clarity/correction p51
- Reference to funding added p54
- Correction of typo p61
- Correction made to highlight conservation areas identification p63
- Sentence reworded for clarity p64
- Correction made p64



provides advice and assistance to schools in incorporating their local historic environment into school curriculums. For further information, please contact the Heritage Schools Team at <<https://historicengland.org.uk/services-skills/education/heritage-schools/>>.

We welcome the Objectives set out on page 66 of the Action Plan.

Actions:

P67 - we suggest that the Outcome of the fourth Action should include other heritage asset types on the register, not just buildings.

P68 - We strongly welcome Tendring’s commitment to updating its conservation area appraisals for those areas on the Heritage at Risk Register, and would be pleased to feed in any advice to this process at the appropriate point, and would welcome discussion regarding potential actions to address the risk status of these areas.

We welcome the review of Article 4 Directions, and strongly support their introduction and enforcement as a measure that demonstrably aids the protection of local character and significance. Where they are to be introduced, we suggest that a building by building photographic survey is undertaken as a baseline, to aid future management and enforcement.

We note the proposed action for a Conservation Management Plan for registered parks and gardens in Tendring. You may wish to contact Historic England’s landscape architect Chris Laine (chris.laine@historicengland.org.uk <<mailto:chris.laine@historicengland.org.uk>>), who specialises in the management of and mitigation of threats to parks, gardens, and other landscapes at risk in the East of England.

P70 - We welcome the commitment to appointing a Heritage Champion in Tendring. Historic England offer guidance and training for Heritage Champions. Please contact our Stakeholder Engagement Advisor Hetty Thornton for more information, on Hetty.Thornton@historicengland.org.uk <<mailto:Hetty.Thornton@historicengland.org.uk>>. You may wish to add Historic England as a Partner for this Action.

- Reference to Heritage Schools added to Education section p68

- Correction made p71

- HE added as a partner to this action p72

- HE added as a partner to this action p74

We also welcome the general commitment to improving communication between organisations making decisions regarding the historic environment.

We welcome the proposed action to improve Partnership working, and would be pleased to assist with this where possible. A suggestion we would make at this point is to consider setting up a 'Cultural Partnership' in Tendring, incorporating all the heritage, museum, arts and other cultural organisations this Strategy lists, to provide a forum for discussion, and guide the development of cultural policy and activities in a collaborative fashion. This model works successfully elsewhere, for example in Great Yarmouth and in Lowestoft.

In addition there is also the High Streets Task Force that is being established and which will be fully operational in 2020. This will provide expertise, advice, training, data and insight to help local authorities, Business Improvement Districts (BIDs) and other town centre partnerships, as well as communities, to transform their high streets. You can find more information here: (<<https://www.gov.uk/government/news/new-task-force-to-help-revitalise-high-streets-and-town-centres>>).

The Task Force will empower local people and places by:

- Boosting local authority capacity, with access to experts in areas such as planning and design;
- Building sustainable place-making skills by providing training for place leaders, to ensure that they possess the place-making skills required to deliver sustainable change in their high streets;
- Coordinating the range of groups involved in sustainable high street place-making: by bringing together the diverse range of organisations and groups that make up the high street offer in one place. This includes BIDs local authorities, community groups, property owners and businesses; and
- Sharing information, best practice and data by managing a repository of support, data, toolkits and best practice guidance available to all local high streets and town centres.

Once they are operational, we recommend that you make contact with the Task Force and look to make use of the support they offer.

We welcome the commitment to promote training courses, and would highlight Historic

- Establishment of a 'cultural partnership' added to action plan p74 and to discuss with Officers in more detail

England’s own ‘HELM’ courses, which cover a broad range of topics and are free to attend. We note that the key themes for further research include military heritage, and for specialist advice on significance and potential research opportunities in this field, we suggest that Historic England’s Wayne Cocroft would be a useful member of our Research team to contact regarding this (Wayne.Cocroft@historicengland.org.uk <mailto:Wayne.Cocroft@historicengland.org.uk>).

P74 - We would recommend contacting the Council for British Archaeology; the Chartered Institute for Archaeologists; and Essex County Council Historic Environment Record for further advice and support regarding the promotion of archaeological heritage during archaeological investigation works.

With regard to signage and information boards, there may be other stakeholders that are worth including as Partners with regard to this strand of activity. For example, the Canal and River Trust provide signage and interpretation on their estate, and Essex County Council may also be useful to include.

Funding Strategies (P83)

We note the inclusion of Heritage Action Zone and Partnership Schemes in Conservation Areas funding from Historic England. Future rounds of Heritage Action Zone funding will be advertised on our website, while Partnership Schemes are open to application at any point. However, we would recommend that stakeholders undertake early discussions with Historic England regarding the possibilities for funding through either of these schemes. Funding is unlikely to be possible without this early engagement.

S106 - why does this only apply to Clacton?

We suggest also that the Architectural Heritage Fund and Arts Council England are included as potential sources of grant funding.

Once again, we welcome the production of this heritage strategy as a clear commitment to Tendring’s historic environment, and look forward to future partnership working with Tendring

- Partners added to action p78

- Partners added to action p78

- Reference to early engagement added p87

- Correction made p87

- AHF and Arts Council England added p87



where appropriate to help deliver its outcomes. To avoid any doubt, this letter does not reflect our obligation to provide further advice on or, potentially, object to specific proposals which may subsequently arise as a result of the proposed Strategy, where we consider these would have an adverse effect on the historic environment.

I trust the above is helpful, but please contact me if you have any queries.

<p>23/12</p>	<p>Please see response from Great Bromley Parish Council for the Heritage Strategy:</p> <p>“Members overall felt that the Strategy was a positive initiative, however it concentrated on coastal towns, and not villages. The following actions were suggested:</p> <ul style="list-style-type: none"> • Increase litter patrols along A120/A133, along with the upkeep of maintenance of main artery roads, emptying rubbish bins in lay-bys more frequently and enforcing netting of lorries carrying rubbish (and also skip lorries) thereby improving the visual environment. • Reduce speed limits to 30mph in all towns and villages, possibly with traffic calming measures to reduce their use as rat runs.. • St George’s Church in Great Bromley is known as the cathedral of the Tendring Hundred, and Little Bromley Church dates back to 1300 with little known unusual stain glass windows. • Use of intelligent planning and stopping planning applications which alter the character of villages. • Enforcing and possibly increasing fines for TPO infringements.” 	<ul style="list-style-type: none"> • Considered to not be relevant to the heritage strategy scope, • Considered to not be relevant to the heritage strategy scope, • St George’s Church has been added to the section on church buildings due to its grade I listed status and significance as Pevsner notes p39 • Considered to be included in action plan – conservation theme (design guidance, article 4s, conservation area appraisals and management plans) p72 • Specific reference to TPO infringements made within the action ‘utilisation of Local Authority enforcement powers’ p73
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<p>02/01</p>	<p>Draft Tendring Heritage Strategy: Comments from Essex Society for Archaeology and History</p> <p>Thank you for consulting the Essex Society for Archaeology and History (ESAH), the Society’s comments are set out below.</p> <p>General Comment</p> <p>Tendring District Council’s decision to prepare a Heritage Strategy is very welcome, and the draft strategy is good. Since the National Planning Policy Framework was first issued in 2012 the requirement for Local Planning Authorities to prepare a positive heritage strategy has tended to be viewed as fulfilled by having appropriate policies in the Local Plan. Whilst that might be considered as fulfilling the letter of the NPPF, it has never seemed to be in the spirit of its requirements, and the opportunity to develop a prominent integrated and constructive approach to the historic environment has been missed. In that context Tendring Council’s approach to developing a heritage strategy is farsighted and places the Council at the forefront of Local Authority planning for the conservation, management and promotion of the historic environment. The draft strategy is attractively presented, clear and wide ranging. However, the current draft does not bring out the full significance and distinctive character of Tendring’s archaeology. That point and a number of other suggestions for amendments are set out in the specific comments below.</p> <p>Specific comment</p> <p><u>Page 12</u>: In terms of the questions set out here the Palaeolithic, Neolithic and Bronze Age archaeology of Tendring is particularly distinctive, that is something well known to professional archaeologists but perhaps not appreciated locally, and is further addressed in comments below. Coastal erosion and agriculture are amongst the greatest threats to Tendring’s heritage and are not really dealt with in the draft text, suggestions for their inclusion are given in comments below.</p>	<ul style="list-style-type: none"> • Correction made as suggested p14
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<p><u>Page 14:</u> First paragraph 5th line delete ‘formed of’ insert the phrase ‘comprises the Tendring plateau fringed by’ the Tendring plateau is a key part of the District’s character and needs to be mentioned, including it here will make the wording consistent with descriptions used later in the strategy, for instance the top of page 17 and on page 25.</p> <p><u>Page 17:</u> End of second paragraph it is misleading to speak of Flintwork from Clacton in the context of the growth of industry, it was never an industry in the modern sense. However, Clactonian flintwork is one of the things that makes the archaeology of Tendring famous, a better form of words might be something like ‘finds from Clacton have given the name Clactonian to a distinctive style of Palaeolithic flintworking’.</p> <p><u>Page 18:</u> The St Osyth Causewayed enclosure is hardly circular, delete that wording and replace with something like ‘formed of interrupted ditches and banks’ This would also be the place to mention that Tendring’s Middle Bronze Age cremation cemeteries are highly distinctive (see comment on page 21 below).</p> <p><u>Page 20:</u> Caption under the poster of Clacton says that seaside resorts became the fastest growing towns in the first half of the 19th century, is that right? Nationally surely places like Manchester will have been growing faster than seaside towns in the early 19th century, locally Tendring’s resorts grew rapidly in the late 19th and early 20th centuries.</p> <p><u>Page 21:</u> The Archaeology of Tendring. At present this description does not bring out the most significant and distinctive aspects of the archaeology of Tendring. There are a number of sites and periods which make the archaeology of Tendring nationally, and indeed internationally, famous. Palaeolithic remains from Clacton are famous, and the Neolithic archaeology of the District is well known, particularly through the seminal Warren et al 1936 PPS paper on the submerged landsurface at Clacton, together with more recent excavations at</p>	<ul style="list-style-type: none"> • Correction made as suggested p17 • Correction made as suggested p18 • Middle Bronze Age cremation cemeteries reference added to p22 • Correction made for clarity p20 • Archaeology team have reviewed text and made additions and changes as necessary to p22 and 16-19. Some examples are considered to be too specific to include as this level of detail is not met across the full periods.
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	<p>Lawford, Brightlingsea and St Osyth. Clacton has given its name to one of the sub styles of Grooved Ware (and of course Grooved Ware itself was once regarded as part of a Rinyo-Clacton culture). Perhaps the most characteristic aspect of the District’s archaeology is the highly decorated Middle Bronze Age pottery Ardleigh style pottery, often found in very distinctive cremation cemeteries formed of dense clusters of ring-ditiches.</p> <p>It is important that the strategy brings out the significance of Tendring’s highly characteristic archaeology. As noted above, whilst this is very well known amongst archaeologists locally its significance, and perhaps even its presence, are not much appreciated. Moreover given that, by its nature, this archaeological evidence is not visible on the ground, it needs to be emphasised in this strategy so that its conservation and management is given due weight.</p> <p>A way of beginning to address this might be to reword the second and third paragraphs, in fact the second paragraph begins rather oddly with the phrase ‘Mesolithic settlement’ when movement rather than settlement is generally considered to typify Mesolithic societies. A possible alternative form of words is given in italic below</p> <p><i>Significant Mesolithic sites, Neolithic enclosures and monuments, and Bronze Age pottery, metalwork and cemeteries are known across the District, along with a network of field systems. The Palaeolithic spear, flint-work and Neolithic settlement on the foreshore at Clacton, together with the District’s highly distinctive Middle Bronze Age pottery and cemeteries, named after an example excavated at Ardleigh, make the archaeology of Tendring well known nationally. In the Roman period Tendring was close to one of the most important towns in Britain: Colchester (Camulodunum). Excavations at Brightlingsea revealed a large Roman trackway, cut through prehistoric field systems, which remained in</i></p>	<ul style="list-style-type: none"> • Amendment made as suggested p22 • Aerial photographer has commented that these are not confined to the modern boundaries of Tendring, with further examples in Colchester and other areas of
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<p><i>use until the Anglo-Saxon period. Finds included a leaded-bronze foot in the shape of a Harpy found in one of the Roman trackway ditches.</i></p> <p><u>Pages 22-24</u>: The aerial photographs are clear and well explained but might as easily be from Maldon or Thurrock, but it would be good to replace at least one with an AP of one of the dense clusters of ring-ditches which make the ‘Ardleigh’ style cemeteries so distinctive and which are highly characteristic of the archaeology of Tendring</p> <p><u>Page 27</u>: Not sure of the sense of the 2nd sentence, are there words missing?</p> <p><u>Page 30</u>: Mid paragraph delete ‘agriculture’ and substitute ‘grazing’ may as well be clear that for hundreds, if not thousands, of years the main importance of the marshes was for grazing.</p> <p><u>Pages 31 and 32</u>: Several parks are mentioned in the description of Ancient Woodland but are not noted in the Historic Parks and gardens section. Reword to be consistent or at least explain why they are mentioned in one place and not the other.</p> <p><u>Page 33</u>: Given its visual importance in various places in Tendring, it would be worth mentioning weatherboarding somewhere here.</p> <p><u>Page 34</u>: The building shown is certainly a fine example of Victorian seaside architecture, but aren’t the majority of buildings on the Esplanade Edwardian or later rather than Victorian?</p> <p><u>Pages 39 -41</u>: This section deals well with designated assets, but something needs to be said about undesignated assets, in particular the large number of</p>	<p>Essex. We do not have aerial photographs of the Ardleigh site, as the features have not been seen from the air for c30 years of flights. Our team do not have copyright to use earlier images. Reference to these type sites added to p43 instead within the ‘non-designated heritage assets’ section</p> <ul style="list-style-type: none"> • Correction made p28 • Correction made p31 • Additional text has been added to the section on Parks and Gardens and Ancient Woodland pps 32-33 • Weatherboarding reference added p34 • Text amended for clarification p38 • Page added on Non-Designated Heritage Assets p43
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	<p>often distinctive archaeological sites in Tendring are undesignated and are always likely to be so, but are nonetheless often of great significance.</p> <p><u>Page 42:</u> The Heritage at Risk list is essential, but other more general aspects of risks to the historic environment need to be included.</p> <p>Coastal erosion is an obvious example, particularly in the context of climate change with its implication of sea level rise and increased storminess.</p> <p>In the mid '90s the Monuments at Risk Survey identified agriculture as the greatest single risk to archaeological sites that is unlikely to have changed significantly. Given the extent and significance of archaeological sites, particularly cropmark sites, in Tendring and the dominance of arable agriculture, ploughing is likely to be a major long-term threat. In the context of imminent potential changes to agricultural subsidies as a consequence of leaving the EU it is essential to consider agricultural impacts on the historic environment. Adrian Gascoyne, in illustrating the adverse effects of ploughing, has often used some very striking photographs of plough damage to one of Tendring's highly distinctive Middle Bronze Age ring-ditch cemeteries at Little Bentley. Indeed a close up of plough damage to a cremation urn at Little Bentley is one of the photographs on the cover of the paper he prepared for the Planarch 2 project on the conservation of the rural historic environment. It might be useful to cite that paper the reference is:-</p> <p>Gascoyne, A. 2006, <i>Conservation Management of the Rural Historic Environment in Essex</i> Essex County Council report for the Planarch 2 project.</p> <p><u>Pages 46-48:</u> At the risk of special pleading, it might be worth including the Essex Society for Archaeology and History in the main list of Societies and Groups. Most of the archaeological work undertaken in Tendring as in the rest of Essex is published in its Transactions; in 2021 the Society will take over publication of Essex Journal, which you use to illustrate page 48, and the Essex</p>	<ul style="list-style-type: none"> • Archaeological team have reviewed and provided an overview of threats to archaeology in Tendring, which has been added to p66 • All specialist groups have been elaborated on, including ESAH p50
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	<p>Industrial Archaeology Group is part of ESAH. A possible form of words is given in italic below:-</p> <p><i>The Essex Society for Archaeology and History publishes most of the results of archaeological work in Tendring in its annual Transactions and from 2021 will assume responsibility for publishing the Essex Journal. Its Library housed in the University of Essex Albert Sloman Library in Colchester is the finest archaeological Library in the East of England outside Cambridge. One of the Society's most active elements is the Essex Industrial Archaeology Group</i></p> <p><u>Pages 52-53</u>: With regard to wider literary and artistic associations you may care to note the Birmingham Museum and Art gallery has a fine painting by Ford Maddox Brown of Walton on the Naze showing the Martello tower, tide mill and windmill. Speaking of the midlands Arnold Bennett, although famously connected to the Staffordshire potteries lived for some years at Thorpe-le Soken, prior to and during the First World War.</p> <p><u>Page 60</u>: Risks and Threats it is important to include coastal erosion and agriculture here see comment above relating to page 42</p> <p><u>Page 66</u>: Given the sheer number and significance of archaeological sites in Tendring together with the fact that so few are designated they should be specifically included in the list of heritage assets under objective 1 Conservation.</p> <p><u>Page 75</u>: In view of the importance and distinctive nature of Tendring's archaeology something which is perhaps not well known locally, the specific mention of archaeology under action 2 is very welcome</p> <p><u>Page 84</u>: Bibliography Although Essex County Councils Archaeological management guidance for historic towns is included, it is essential to include Essex County Council's individual Historic Town Surveys for Harwich, St Osyth, Maningtree etc they provide fundamental baseline information for the conservation and management of historic towns in Tendring</p>	<ul style="list-style-type: none"> • Archaeological threats added p66 • Addition made p70 • Additions made as suggested p88
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	<p>Given the significance of Tendring’s archaeology it would be sensible to include some of the key published sources three East Anglian Archaeology volumes might be appropriate:-</p> <p>Brown, N, 1999, <i>The archaeology of Ardleigh, Essex: Excavations 1955-1980</i> E. Anglian Archaeol. 90</p> <p>Clarke, C.P. and Lavender, N. 2008, <i>An early Neolithic ring-ditch and Middle Bronze age cemetery: excavation and survey at Brightlingsea, Essex</i> E. Anglian Archaeol.</p> <p>Germany. M. 2007, <i>Neolithic and Bronze age Monuments and Middle Iron Age settlement at Lodge Farm, St Osyth, Essex: Excavations 2000-3</i> E. Anglian Archaeol. 117</p> <p>Nigel Brown BA, MCIfA, FSA, FSA Scot, President Essex Society for Archaeology and History</p>	
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<p>03/01</p>	<p>Re Tendring Heritage Strategy,</p> <p>We are the Grand Theatre of Lemmings, a Manningtree based arts company with a passion for Heritage and we have delivered several heritage projects in the Tendring area. We are delighted to see that Heritage Strategy has been developed for the area and have read it with interest.</p> <p>Firstly however, we feel that our work should be included on 'page 53' under the heading of 'Arts & Culture' as we instigated and raised the HLF funding for more than one major heritage project in Tendring.</p> <p>We came up the the concept of "Resorting to The Coast" and in partnership with Essex County Council raised funding for the project, which looked into the growth of our Tendring Seaside Resorts. The project eventually brought over £300,000 pounds into the district and as part of it we then produced a travelling heritage museum and live entertainment that toured to 6 Tendring Seaside towns. It is also worth emphasising that in the context of heritage work, our company engages with young people and community groups, stages events and runs training workshops.</p> <p>We are currently funded by Heritage Lottery and the Arts Council to produce projects and performances for the Mayflower celebrations in Harwich in 2020. The Arts Council has given us a grant to produce an installation about the voyage of the Mayflower that will be available for festivals in 2020. In addition Heritage Lottery and Essex CC are funding an extensive schools project that will tour to every school in Tendring this year. This link will take you to a short video of our pilot for the Heritage Lottery schools project ~ Step on Board</p> <p>In 2018 we delivered 'Pages of the Sea' a commemoration of Armistice Day conceived by Danny Boyle and delivered in Clacton. ~ Pages of the Sea.</p> <p>Having read through the strategy, I applaud the vision but know that the district does not even have a listed buildings office, let alone a designated person in the planning team to lead on this hugely important plan. If it is to have any chance of progressing to more than a document of intent, then perhaps funding must be raised for an officer to deliver this important role, alongside having a Councillor as a Heritage Champion for Tendring.</p> <p>It will also be important to draw on local resources that already promote heritage in the area. As part of the 'Resorting to The Coast' project we were involved in instigating and developing local Heritage Groups across Tendring, which is a great starting point and inroad to the various people who already have a passion for the area and the subject matter.</p>	<ul style="list-style-type: none"> • Reference to the Grand Theatre of Lemmings made on p54 and to societies and groups on p48, and Pages of the Sea project included on Art section p55 • Resorting to the Coast referenced throughout the document, and further mentioned on p54 <p>Discussion with TDC required</p>
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	<p>We are in the process of setting up an Arts and Heritage Centre in our Grade 2 listed building in Manningtree High Street. When this is set up in the Spring, we intend to run courses for the general public as well as for the local heritage groups and would be very interested in working alongside Tendring DC and Essex CC on conservation, traditional building skills etc.</p>	<ul style="list-style-type: none">• A point to highlight with TDC and Conservation Officer/TBS manager
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Key Decision Required:	Yes	In the Forward Plan:	Yes
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CABINET

20 MARCH 2020

JOINT REPORT OF THE LEISURE & TOURISM AND BUSINESS & ECONOMIC GROWTH PORTFOLIO HOLDERS

A.8 CREATIVE AND CULTURAL STRATEGY FOR TENDRING

(Report prepared by Tom Gardiner and Gill Burden)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

This report seeks Cabinet approval of the Creative and Cultural Strategy attached at [A.8 Appendix A](#). Agreement is sought to allocate £100,000 from uncommitted resources within the Council's Regeneration Budgets to support the development and delivery of projects that will deliver the objectives of the Strategy and also seeks approval for the establishment of a Creative and Cultural Board that will have responsibility for translating the Strategy's Vision, Objectives, Themes and Goals into focused and tangible action on the ground; and for monitoring and evaluating specific interventions against the Vision and Objectives of the Strategy.

EXECUTIVE SUMMARY

The Creative and Cultural sector is recognised as being one of the UK's fastest growing sectors in terms of growth and job creation. The Strategy recognises the value of innovation and how in thriving communities this drives jobs growth and economic success.

The Strategy sets out how the support of innovation in a community helps increase empathy that in turns builds personal agency and participation, which has proven benefits to health and wellbeing. The Strategy sets out how the Vision, Objectives, Themes and Goals work together to guide and influence project interventions and secure tangible outcomes on the ground. The Strategy also provides a mechanism through which Council and inter-agency activity can be joined-up to maximise economic and social outcomes.

The Strategy describes how participation in creative and cultural activity can improve the community's health and wellbeing, reduce isolation and loneliness, and reduce the demand on acute services. In this regard, creative and cultural activity should be seen as an early intervention to secure positive outcomes for otherwise disenfranchised communities.

Creative opportunities made available to children and young people through art and imaginative play, supports good mental health, whether it is music, drama, dance, literature, visual art or film. Increasing the opportunities for children and young people to engage in such activities helps them work through problems which reduce conduct disorders and sets up life-long habits of taking part in creative and cultural activity.

The Strategy's Vision is for Tendring to become a centre for creative innovation, build high levels of cultural participation and encourage variety and cohesion. As referenced above, it has been demonstrated that creative and cultural activity increases innovation across all

sectors and that innovation strengthens a location's economy and creates jobs. Additionally there is growing evidence across all age groups of the positive impact participation in the arts can have on improving both mental and physical health. With the Strategy's ambition to build high levels of cultural participation and to foster and encourage cultural variety and community cohesion the health and social benefits arising from this Strategy are thought to be significant.

The Vision and Objectives of the Strategy will be delivered via the implementation of projects that will be developed departmentally and through new and existing partnerships with the creative and cultural sector (locally and sub-regionally) and with National Portfolio Organisations (NPO) such as The Mercury and Firstsite and with Bridge organisations, such as the Royal Opera House.

With the target of job creation, Tendring can demonstrate that it is an ideal location to attract freelancers, who currently dominate the creative and cultural sector. With relatively low cost housing, good rail links and access to an established supply chain and opportunities for creative collaboration, Tendring is thought to be an ideal location for the burgeoning freelancer economy, provided there is investment in the creative and cultural infrastructure necessary to support this segment of the economy.

In Colchester there exist four sub-regional National Portfolio Organisations designated by Arts Council England (ACE) that have funding and a specific remit to secure participation via outreach activities in Tendring. In addition ACE has been directed by its sponsor department (HM Government) to award 75% of its grant funding to support organisations outside of London. Interventions that respond to the ambitions of the Council's Strategy but which also align with the NPOs outreach objectives, are likely to be looked upon favourably – although securing third party funding is always very competitive.

Supporting our local schools, both secondary and primary to seek Artsmark, the nationally recognised standard for creative and cultural activities in schools would be another way of increasing participation and promoting awareness of the job opportunities in the sector.

Local schools have expressed their appetite for the creation through the Royal Opera House (ROH) Bridge programme of a Tendring Cultural Education Partnership which will further embed the creative and cultural offer in schools. This is something that the Council could facilitate and would further give opportunity to develop the cultural economy through strengthening the many small cultural organisations across the district to work effectively with children and young people.

The strategy is aligned with the emerging Heritage and Tourism strategies which, taken together, will provide a platform to achieve a renewed focus on Tendring's inherent strengths and assets in these sectors. Moving forward it is intended that actions to deliver the objectives of the three strategies will be jointly developed, with partners and potential external funders, to maximise investment and positive outcomes across the District.

RECOMMENDATION(S)

It is recommended that Cabinet:

- 1. formally adopts the draft Strategy attached at A.8 Appendix A;**

2. **approves the establishment of a Tendring Creative and Cultural Board to be chaired by the Portfolio Holder for Leisure and Tourism and include the participation of the Portfolio Holder for Business and Economic Growth;**
3. **notes that actions to deliver the Creative and Cultural Strategy will be developed as part of annual Departmental Service Plans; and**
4. **agrees that £100,000 from the Council's Business Investment and Growth Budget be allocated to support delivery of the Strategy.**

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The Creative and Cultural Strategy responds directly to the corporate priorities identified within the Council's 2020-2024 Corporate Plan and accords with the Community Leadership and Tendring4Growth themes which are central to that Plan.

The Creative and Cultural Strategy also aligns with the objectives of the Council's Economic Development Strategy (EDS).

- Objective 1: Supporting Tendring's growth locations by intervening in areas where the potential for economic growth is highest and where there is a strong case for intervention particularly (but not exclusively) in Harwich, Clacton and West Tendring.
- Objective 2: Targeting growth sectors.
- Objective 3: Ensure residents have the skills and information to participate.
- Objective 4: Supporting modernisation, diversification and growth within Tendring's business base.

On a national and regional basis, the Creative and Cultural Strategy aligns with the ambitions of 'Let's Create' the overarching Strategy of Arts Council England (2020 – 2030), launched in January 2020. The Arts Council's Strategy seeks to ensure that by 2030, England has become a country in which the creativity of its citizens is valued and given the chance to flourish, and where everyone has access to a remarkable range of high quality cultural experiences.

The Let's Create focuses on three strategic outcomes which Arts Council England will work to deliver over the next decade:

1. **Creative People:** Everyone can develop and express creativity throughout their life.
2. **Cultural Communities:** Villages, towns and cities thrive through a collaborative approach to culture.
3. **A creative and cultural country:** England's cultural sector is innovative, collaborative and international.

The Creative and Cultural Strategy also aligns with the emerging themes of the Local Industrial Strategy currently being prepared by the South East Local Enterprise Partnership and with its draft Coastal Prospectus, which (it is expected) will be approved in March 2020.

The Creative and Cultural Strategy corresponds with the aims and objectives of the recently approved North Essex Economic Strategy (NEES). This articulates a vision in which citizens

live in new and established communities that are well connected and inspire innovation and creativity. The NEES has four Missions, which seek to:

1. Drive innovation and technological adoption;
2. Develop a skilled and resilient workforce;
3. Create a network of distinctive and cohesive places; and
4. Grow a greener, more sustainable economy.

Finally the Strategy also aligns with the vision and objectives of Essex 2020, a year-long, county-wide celebration of Science, Technology, Engineering, Arts and Mathematics (STEAM) in Essex.

This programme is inspired by the prestigious British Science Festival, which comes to the region in 2020 for the first time in its 189 year history. Essex 2020 will present a 12 month programme of STEAM related exhibitions, festivals, performances, workshops, conferences, and trails.

The programme plans to engage with Essex business and industry; schools, universities and colleges; arts, heritage and grassroots organisations.

FINANCE, OTHER RESOURCES AND RISK

Finance and other Resources

Cabinet is asked to allocate £100,000 to support the development and delivery of projects that respond to the strategic and economic objectives of the Strategy. Aside from this significant allocation, projects will be developed as and when resources allow, and these will be presented to Cabinet for its consideration and approval on a case by case basis.

Subject to Cabinet approval unallocated funding in the value of £100,000 has been identified within the Business Investment and Growth Budget (5164 7450) to support delivery of the Strategy. The balance within the overall budget to date is £650,000 and a further allocation of £100,000 will leave £550,000 unallocated for future economic growth projects:

Business Investment and Growth Budget (unallocated)	£650,000
Creative and Cultural Strategy	<u>£100,000</u>
Business Investment and Growth Budget (balance)	£550,000

In addition to the proposed allocation, and as opportunities arise, officers will also seek to secure external grant funding to enable project delivery via Government Departments (such as Department for Digital, Culture, Media and Sport) and via third party organisations including Arts Council England, the South East Local Enterprise Partnership and Essex County Council.

Risk

In approving the Strategy there will be an external expectation that the Council will lead work to secure delivery. Failure to deliver against the objectives of the Strategy could result in the Council's reputation being damaged. This risk could be mitigated through the allocation of resources (£100,000) to assist with the development and delivery of projects linked to the objectives of the Strategy, and by establishing the recommended Creative and Cultural Board, thereby securing external support (public, private, community and voluntary sectors) and the capacity of partner organisations to deliver against the objectives of the Strategy.

Other risks include:

- A shift in corporate priorities and policy following political change (national and local);
- A lack of partner commitment to securing the objectives of the Strategy (in particular that of Arts Council England and the South East Local Enterprise Partnership);
- An inability to successfully engage with the private sector (key businesses) to drive creative and cultural growth in the district;
- An inability to secure third party funding in support of specific interventions, projects and programmes;
- The capacity within the Inward Investment and Growth Team (and other service areas within the organisation) to pursue the broad range of interventions identified.

The Inward Investment and Growth Team will seek to control these risks as part of its operational and management function and will develop a risk register to identify, track and mitigate risks as part of its project and programme management function.

It is proposed that the objectives of the Strategy be communicated to staff across the organisation to ensure that its vision and overarching objectives are recognised and understood as being a corporate priority and to establish how and where each of the Council's Directorates might contribute to delivery.

LEGAL

The actions proposed are within the Council's wellbeing powers under Section 2 of the Local Government Act 2000 in that they are considered likely to promote the promotion or improvement of the economic, social or environmental wellbeing of the district and of persons present or resident in the district. The actions also fall within the Council's discretionary general power of competence under Section 1 of the Localism Act 2011.

OTHER IMPLICATIONS

Consideration has been given to the implications of the proposed recommendation in this report with respect of: Crime and Disorder; Equality and Diversity; Health Inequalities; Area or Ward Affected; Consultation and Public Engagement; and any significant issues are set out below:

Evidence suggests that there is a direct link between creative and cultural activity, economic prosperity and social equality. The Strategy therefore seeks to improve the economic performance and vitality of Tendring by creating a more appealing environment through targeted interventions focussed on creative and cultural activity.

Area or Ward Affected

All Wards

Consultation and Public Engagement

In developing the Creative and Cultural Strategy the Council's professional team (led by Black Radley) undertook a number of consultation events. These sought to secure the views, thoughts, aspirations and comments of relevant representatives including:

- Established businesses (C&C Sector)
- The voluntary sector (C&C Sector)
- National Portfolio Organisations (The Mercury Theatre, Firstsite, ROH Bridge)

- Arts Council England
- Essex County Council
- The Council's Corporate Team and relevant Heads of Service

PART 3 – SUPPORTING INFORMATION

BACKGROUND

The creative and cultural sector is often narrowly defined as representing museums, galleries, entertainment and events, whilst in reality the sector is much broader than this, embracing as it does a dynamic range of industries that collectively make a significant contribution to the UK's economy.

Nine broad industries currently define the creative and cultural sector. These are:

- Advertising and Marketing
- Architecture
- Crafts
- Design (product, graphic and fashion)
- Film, video, radio and photography
- IT, software and computer services
- Publishing
- Museums, Galleries and libraries
- Music performing and visual arts

The number of jobs in England in the creative and cultural sector grew faster than the all sector average between 2009 and 2014, and in 2017 the total number of jobs in the sector exceeded 1m.

Whilst the creative and cultural sector in Tendring is fragmented and relatively small (in comparison with other sectors, such as: ports and logistics; tourism; and health and social care), it is recognised that with the right encouragement the sector could play an important role in growing the district's economy, whilst also bringing communities together and making a positive contribution to the (mental) health and wellbeing of Tendring's residents.

In recent years investment in Essex has become a priority for Arts Council England (ACE), due in part to a disproportionately lower level of investment per head of population than in other English counties. In 2017 the per capita investment by county was 99p, with the exception of Essex where investment was just 33p.

ACE is also keen to invest funding in creative and cultural activity where this will assist in tackling complex and entrenched levels of multiple deprivations, and in so doing stimulate and support an increase in the levels of participation.

With this backdrop the Council applied for and secured funding in the value of £15k from ACE to prepare a Creative and Cultural Strategy for the district, and in 2018 appointed Black Radley (via a competitive process in line with the Council's procurement protocols), to research; consult; and develop the required strategy.

CURRENT POSITION

Work to develop a Creative and Cultural Strategy for Tendring is now complete and the draft Strategy is attached to this report for Cabinet's consideration.

Subject to the approval of the Strategy, work will be initiated to develop an Implementation Plan, which will have at its heart a range of interventions designed to deliver against the Vision, Objectives, Themes and Goals of the Strategy.

BENEFITS OF THE STRATEGY

THE VALUE OF CREATIVE AND CULTURAL ACTIVITY

The origins of Tendring's relatively weak economy, poor wellbeing indicators, and rising crime rates lie in the decline of its key industries. The persistence of these problems, despite the area's natural advantages, can be explained by the low levels of innovation and cultural engagement, and the associated low levels of investment in these activities.

There is increasing evidence that identifies creativity and culture as being the bedrock of socio-economic progress:

- **Innovation:** Where there is innovation there is business success and jobs growth. The rate of innovation in a population can be measured (e.g. through patent applications). Innovation is highest where the number of creative people in the population is high.
- **Consideration for Others** (or "empathy"): The greater an individual's empathy, the happier and more successful they will be. Empathetic people are happier and longer-lived, commit less crime, and experience less conflict. Empathetic public servants, including in the NHS, provide a better service. Empathetic business people have more successful businesses. Apart from being developed at home, in the family and with friends, empathy is most effectively developed through engagement with arts and culture.
- **Independence of spirit:** The initial event or entrepreneurial spark that gives rise to prosperous regions cannot be planned or predetermined. What matters most is personal agency and the character of place: a spirit of authenticity, engagement, and common purpose.
- **Variety and creativity:** In today's knowledge-based economy, the ability to produce highly novel and practical ideas is critical to an economy. People are most likely to interact with people who are least likely to facilitate radical creativity. Strong ties among very dissimilar group members facilitate radical creativity in groups.
- **Cross community links** ("social capital"): The three different categories of social capital have differing socio-economic effects. Strong bonding capital (that is, links within communities) correlates with that community's ability to contain excesses and maintain social order, but not with economic success. Strong bridging capital (links between communities) correlates with increased social mobility, economic success and educational performance. Strong linking capital (links between people and the institutions that serve them) correlates with a greater sense of agency and well-being.
- **Personal agency and enterprise:** An entrepreneur is more likely to have a sense that events are shaped by his or her own behaviour; and a high perceived self-efficacy so that he or she knows the knowledge and capabilities required for success.
- **Personal Agency and Mental Health:** Empowerment and agency are crucial determinants of mental health, health, and enhanced financial security.

- **Participation, Culture and Economic Growth:** The extraordinary cultural and creative talents we share contribute to the well-being of our society, our economic success, our national identity, and to the UK's global influence.

THE STRATEGY

The Strategy (attached at A.1 Appendix A) has at its heart: economic development; business growth; and job creation, but also seeks to enrich the creative and cultural offer of the district by increasing the opportunities for informal participation amongst residents and visitors, and by supporting wider health and social wellbeing imperatives.

The draft Strategy has a **Creative and Cultural Vision**, which identifies Tendring as a place of rural and coastal **variety**, where the **popular** and the **traditional** sit side by side, and where **independence** of spirit and **consideration** for others are identified as **core values**.

Culture and creativity are identified as being the levers that will translate Tendring's variety and core values into **innovation, jobs and wellbeing**.

The draft Strategy has three overarching **Objectives**. These are:

1. **To be a centre for creative innovation** – Innovation levels are currently low in Tendring. Innovation drives jobs growth and economic success. Innovation is highest in communities where there is a rich creative and cultural offer.
2. **To build high levels of cultural participation** – Tendring has high levels of multiple deprivations. A more inclusive economy, with lower levels of deprivation, happens where people feel able to engage with the world around them. Participative cultural activity builds engagement, improves employability, and reduces deprivation.
3. **To encourage both variety and cohesion** – Tendring is both beautiful and varied, but is not well connected in terms of its geography or its people. Variety will generate creativity and innovation and improved connectivity in and between communities will build wealth and improved health.

The draft Strategy's **Objectives** are underpinned by four complementary **Themes**. These are:

1. **Supporting innovation** – Creative and cultural activity increases innovation across all sectors.
2. **Increasing empathy** – A Tendring-wide sense of community secured through creative and cultural activity can be of benefit to all.
3. **Health and Wellbeing** – The health and wellbeing of Tendring's residents can be improved through greater participation in creative and cultural activity.
4. **Building personal agency and participation** – Supporting new and existing creative and cultural organisations (businesses, and third sector groups), adding strength to Tendring's offer and increasing opportunities for participation.

The Strategy's Vision, Objectives and underpinning Themes are translated into action via a range of proposed **Goals**. These are suggested activities and deliverables that together will assist in securing the Strategy's Creative and Cultural Vision. The Goals do not represent an exhaustive list of interventions, but are rather presented as examples of the type of interventions and project activity the Council and its partners could pursue in order to secure delivery. The Strategy's Goals are as follows:

1. Grow the Freelancer Economy
2. Innovate in Care
3. Increase the Take-up of Cultural Products
4. Increase the Supply of Cultural Products
5. Join-up Council and Inter-agency Activity
6. Position Tendring as a Centre for popular Innovation
7. Evaluate
8. Influence

An example of potential interventions that cut across many of the aims of the 2020-2024 Corporate Plan would be the creative use of assets and space as part of the vision to deliver Vibrant Town Centres and linking this to maximising our coastal and seafront opportunities. Empty spaces could be subsidised and converted into creative work space that is shown to be a good way to stimulate growth in the sector. For example the use of the redundant Police Station on Queen Street, Colchester which has been converted to provide workspace for creative digital business. The facility has 76 units, all of which were let prior to opening. As a consequence of this projects success, there is a growing need/demand for grow on space, which in and of itself is contributing to Colchester’s burgeoning cultural quarter.

The Strategy is derived from widespread consultation with key creative and cultural players in Tendring and beyond – from grass roots to regional and national organisations. The ongoing participation of the Council’s partners is crucial if the Council is to secure delivery against the objectives of the Strategy.

To this end it is proposed that the Council establish a **Creative and Cultural Board** that will have responsibility for translating the draft Strategy’s Vision, Objectives, Themes and Goals into focused and tangible action on the ground, and for monitoring and evaluating specific interventions against the Vision and Objectives of the Strategy.

It is proposed that the Board comprises circa twelve members and that it is initially chaired by the Council’s Cabinet Member for Leisure and Tourism. Membership will include senior representatives of the Council’s executive, but crucially will also be drawn from local representatives of the sector, and from the ACE nominated National Portfolio Organisations (such as Firstsite and The Mercury Theatre), and from the ACE nominated Bridge organisations such as Royal Opera House Bridge.

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

A.8 Appendix A Tendring Creative and Cultural Strategy 2020-2024

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A.8 Appendix A

Tendring Creative & Cultural
Strategy 2020 - 2024

Tendring
District Council



**ARTS COUNCIL
ENGLAND**

Black Radley



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Executive Summary

Context

Tendring is a place of variety, beauty, and opportunity. It has strong communities, an attractive coastline, and rural charm. It is accessible to the major global powerhouse that is the London economy, and to Essex's main economic centres. There are 40,500 jobs in the local economy, particularly in health and social care. It is a popular place to visit, and to stay.

At the same time, productivity levels and the business start-up rate are relatively low. Only 22% of residents hold at least a level 2 qualification compared to 38% nationally. 29% of residents are 65 or over compared to 18% nationally. There are some areas of Tendring with significant deprivation. Physical and mental health indicators are not strong.

Tendring Council

The Council has a clear focus on community leadership and business growth, and is committed to working in close collaboration with its partners and to engaging with its residential and business communities. These values are enshrined within its 2020 – 2024 Corporate Plan.

The Council's Economic Development Strategy aligns with its Corporate Plan and has a particular emphasis on supporting new and established businesses and to securing jobs growth. The Strategy focuses on: location-based growth; sector-based growth (particularly within the clean energy and care/assisted living sectors); and business support. The Strategy also recognises the importance of skills, business and community participation, and the economic significance of enabling population growth through the delivery of new residential accommodation.

Creative and Cultural Sector

In all sectors, economic and jobs growth is principally driven by innovation. Innovation keeps businesses competitive and provides the means to expand. It is widely acknowledged that innovation is higher/more prevalent in areas where there is strong creative and cultural activity.

In Tendring, the creative and cultural sector is relatively small. This means that there are fewer than expected jobs in this sector, and that innovation in all sectors is less than fully supported and encouraged by a creative and cultural context.

In support of the Council's plans and strategies, it is an objective of this strategy to grow the creative and cultural sector, thereby increasing business and jobs growth, but will also encourage innovation more generally.

The cultural sector includes creativity, arts and entertainment, libraries, archives, museums, and heritage. The creative sector includes advertising, architecture, craft, design, film, IT, publishing and music.

1 Introduction

1.1 Purpose

This Creative and Cultural Strategy has been developed by Tendring District Council with assistance from Black Radley and Arts Council England. The Strategy aligns with the Council's 2020 – 2024 Corporate Plan and with its Economic Development Strategy, and is sympathetic with the Council's aspiration (and that of its partners) to resolve issues of entrenched social and economic deprivation. The Strategy focusses on business growth and job creation, whilst also seeking ways to enrich the creative and cultural offer of the district and to increase the opportunities for informal participation amongst residents and visitors alike.

1.2 What is Creative and Cultural?

The cultural sector includes:

- Creative, arts and entertainment activities;
- Libraries, archives, museums, heritage and other cultural activities.

This is a formal sectoral definition of culture. Cultural activity also includes a wide range of individual and joint pursuits that build relationships, explore identity, and contribute to a sense of wellbeing and belonging. Most of these are unpaid, or part of the informal economy. In Tendring, there is considerably more grass roots cultural activity taking place than is tracked by Standard Industrial Classifications (SIC).

Alongside culture, the creative sector can be taken to include: Advertising, Architecture, Craft, Design, Film, IT, Publishing, Music. Again, this formal definition of the creative sector underplays the economic importance of the subject more generally. Few sectors are not now subject to increasing competition and greater pace of change. Creativity is a necessary driver of progress in all parts of the economy.

This Strategy therefore takes a broad view of creativity and culture.

1.3 The Value of Culture and Creativity

The origins of Tendring's relatively weak economy, poor wellbeing indicators, and rising crime rates lie in the decline of its key industries. The persistence of these problems, despite the area's natural advantages, can be explained by the low levels of innovation and cultural engagement, and the associated low levels of investment in these activities.

There is increasingly compelling evidence that culture and creativity are the bedrock of socio-economic progress.

- **Innovation:** Where there is innovation there is business success and jobs growth. The rate of innovation in a population can be measured (e.g. through patent

applications). Innovation is highest where the number of creative people in the population is high.¹

- **Consideration for Others** (or “empathy”): The greater an individual’s empathy, the happier and more successful they will be. Empathetic people are happier and longer-lived, commit less crime, and experience less conflict. Empathetic public servants, including in the NHS, provide a better service. Empathetic business people have more successful businesses. Apart from being developed at home, in the family and with friends, empathy is most effectively developed through engagement with arts and culture.²
- **Independence of spirit:** The initial event or entrepreneurial spark that gives rise to prosperous regions cannot be planned or predetermined. What matters most is human agency and the character of place: a spirit of authenticity, engagement, and common purpose.³
- **Variety and creativity:** In today's knowledge-based economy, the ability to produce highly novel and practical ideas is critical to an economy. People are most likely to interact with people who are least likely to facilitate radical creativity. Strong ties among very dissimilar group members facilitate radical creativity in groups.⁴
- **Cross community links** (“social capital”): The three different categories of social capital have differing socio-economic effects. In broad terms the following appears to be the case. Strong bonding capital (that is, links within communities) correlates with that community’s ability to contain excesses and maintain social order, but not with economic success. Strong bridging capital (links between communities) correlates with increased social mobility, economic success and educational performance. Strong linking capital (links between people and the institutions that serve them) correlates with a greater sense of agency and well-being.⁵
- **Personal Agency and Enterprise:** An entrepreneur is more likely to have both a sense that events are shaped by his or her own behaviour and a highly perceived

¹ Leo Sleuwaegen, Priscilla Boiardia (2014), *Creativity and regional innovation: Evidence from EU regions*, Elsevier

² Sir Peter Bazalgette (2017), *The Empathy Instinct*, John Murray Publishers

³ Maryann P. Feldman (2014), *The character of innovative places: entrepreneurial strategy, economic development, and prosperity*, *Small Business Economics*

⁴ Monique Ziebro, Gregory Northcraft (2009), *Connecting the dots: network development, information flow, and creativity in groups*, *Research on Managing Groups and Teams* v12

⁵ Briefing Paper 113 *Patterns of social capital, voluntary activity and area deprivation in England*, TSRC; *Why Inequality Matters: The Lessons of Brexit*, Savage & Cunningham, Sep 2016; *Community engagement to reduce inequalities in health: a systematic review, meta-analysis and economic analysis*, *Public Health Research* Nov 2013

self-efficacy, so that he or she knows the knowledge and capabilities required for success.⁶

- **Personal Agency and Mental Health:** Empowerment and agency are crucial determinants of mental health, health, and enhanced financial security.⁷
- **Participation, Culture and Economic Growth:** From the Warwick Commission 2015: *The extraordinary cultural and creative talents we share contribute to the well-being of our society, our economic success, our national identity, and to the UK's global influence... The points of connection between the Cultural and Creative Culture and creativity exist in a distinct ecosystem. They feed and depend on Industries where the potential for greatest value creation resides – culturally, socially and economically... Not enough is being done to stimulate or realise the creative potential of individuals, or to maximise their cultural and economic value to society. Improvement requires a greater degree of investment, participation, education and digital access... A successful economy and a healthy, creative, open and vibrant democratic society depend heavily on this flourishing Ecosystem.*⁸

1.4 Developing the Strategy

This Strategy was developed in three stages for the Council by Black Radley:

1. **Baseline Assessment:** Collating and analysing socio-economic data and wider strategic documents to inform the Strategy, build a picture of the local strengths and weaknesses, and of the scope for growth to support economic activity;
2. **Consultation:** Engaging with representatives of the sector to reflect the priorities that will have most impact for Tendring and securing buy-in and commitment to delivering the strategy. Approximately 40 stakeholders were consulted in the course of developing this strategy (see Appendix 1).
3. **Strategy Development:** Drawing on research and on best practice, and cross-referencing this with the Tendring baselines to formulate the key themes; and testing these themes locally with the sector.

1.5 Strategic Context and Area Goals

The Council

The Creative and Cultural Strategy responds directly to the corporate priorities identified within the Council's 2020-2024 Corporate Plan and accords with the Community Leadership and Tendring4Growth themes which are central to the Plan. This Creative and Cultural Strategy aligns with three of the Plan's five primary objectives: A Growing and

⁶ David A. Harper (2003), *Foundations of entrepreneurship and economic development*, Routledge London and New York,

⁷ Anita Shankar, Siddhi Sundar, Genevieve Smith (2018), *Agency-Based Empowerment Interventions: Efforts to Enhance Decision-Making and Action in Health and Development*, *Journal of Behavioral Health Services & Research*

⁸ The Warwick Commission (2015), *Enriching Britain: Culture, Creativity and Growth*

Inclusive Economy; Community Leadership Through Partnership; and Building Sustainable Communities for the Future.

The Strategy also aligns with the objectives of the Council's Economic Development Strategy which seeks to: Support Tendring's Growth Locations; Target Growth Sectors; Enable Participation (through skills and information); and Support growth within Tendring's business base.

Essex County & the North Essex Authorities

Essex County Council formulated an Economic Plan for Essex for the period 2014-21⁹. The plan focuses on five strategic sectors, one of which is digital, cultural and creative. In this context, it notes the significance of Colchester and of the University of Essex (its Knowledge Gateway and Big Data expertise). It aims to deliver support to these key sectors through capital and innovation investment. The plan also places a priority on skills levels, and on a small number of key infrastructure investments, amongst which are capacity improvements to the A120 and A12.

The North Essex authorities (Tendring, Colchester, Braintree, Uttlesford, and Essex County Council) have recently approved the North Essex Economic Strategy. This articulates a vision in which citizens live in new and established communities that are well connected and inspire innovation and creativity.

The Essex Employment and Skills Board (now Success Essex) exists to build a productive, responsive, and inclusive skills and training system that delivers growth opportunities for local people and employers. It has identified IT, digital and creative as one of its seven priority sectors, along with care and health. From a skills perspective, it identifies a number of challenges for the sector, including:

- **Technology** (the digital and creative sector is at the forefront of technological innovation and further changes in technology will be the key driver of the number of workers needed, and the types of skills that will be in demand);
- **Scale of growth** (in the UK, the digital and creative sector is projected to need 1.2 million new workers between 2012 and 2022 - approximately half the level of current employment);
- **Gender balance** (only 17% of tech specialists are women, a figure that falls to only one in ten for programmers and software development professionals);
- **Pace of change** (the pace of change within the sector creates difficulties for curriculum and tutor knowledge to keep up).

Tendring's level of unmet demand for priority sector skills, in particular IT/digital/creative skills, is not high – showing the relatively small size of the sector locally. Vacancies are growing however, demonstrating that there is growing demand. In Tendring, the levels of young people's participation in Higher Education is well below the Essex and national level, even taking into account factors known to have a bearing (including deprivation levels).

⁹ Essex County Council (April 2014), *Economic Plan for Essex*

South East Local Enterprise Partnership

The South East Local Enterprise Partnership (SELEP) covers Kent, Medway, Essex, Thurrock, Southend and East Sussex. The SELEP Economic Strategy Statement (November 2018)¹⁰ notes the region's diverse business base, that the jobs and business base is expanding, that productivity is relatively weak, and that, despite a strong university base, workforce skills levels remain challenging. It sets out five priorities:

1. Creating ideas and enterprise
2. Developing tomorrow's workforce
3. Accelerating infrastructure
4. Building communities
5. Working together

The Economic Strategy Statement notes the importance of the region's cultural offer, and its cultural infrastructure, particularly in coastal towns; how some coastal towns have been transformed by cultural investment; and places an emphasis on culture in delivering long term quality of place and distinctiveness.

SELEP's Economic Strategy Statement also notes that "our working groups (such as the Creative Economy Network) will have an important role in developing solutions, alongside industry-led sector groups more broadly." The South East Creative Economy Network (SECEN)'s 2016 document, "*Towards a National Prospectus for the Creative Economy in the South East*", sets out a portfolio of sector-led initiatives to build a more self-sustaining creative and cultural infrastructure in the South East. It notes that, though the digital and creative industry is one of six sectors highlighted by the government as a priority for growth, predicted levels of growth have not been achieved. Suggestions for this slower growth rate include the lack of a strategic approach to investment in areas such as skills, R&D and innovation. For the UK to remain globally competitive, it needs to increase productivity across all sectors and help businesses to operate on an international scale. A key factor in this is the growth of the creative industries, beginning at a local level. There is strong evidence that a thriving local creative economy has a direct impact on generating employment and business growth in all sectors. The document recognises that publicly funded cultural industries add particular value to the economy. They help to kick-start creativity and encourage innovation amongst other industries.

South East Creative Economy Network

South East Creative Economy Network (SECEN) identifies ten strategic locations across the South East, including Colchester. The Network's aim is to reach out to creative businesses in their wider local areas, building peer-to-peer support, hosting training and business development activities and collaborating on network programmes. In addition, SECEN Network intends to encourage investment bids that foster innovation to accelerate growth. As part of this, the University of Essex Institute for Analytics and Data Science is preparing a programme of support to enable creative businesses to be equipped to understand and apply data analytics to increase resilience and growth. SECEN also prioritises young people's routes into the sector, recognising the need to support

¹⁰ *South East LEP (November 2018), Smarter, Faster, Together. Towards a Local Industrial Strategy*

freelancers, the requirement for appropriate workspace and the opportunity to use creative and cultural activity to help in place-making, particularly in coastal communities. SELEP and the Mayor of London have developed a Thames Estuary Production Corridor vision. This would see the Thames Estuary transformed into a world-class industrial hub for the creative and cultural industries, creating jobs and developing new talent to benefit London and the wider South East. It spans seven London boroughs plus Essex and Kent. It builds on the region's success as a cultural and creative powerhouse. It aims to foster excellence in the creative industries, with several large-scale developments proposed, such as major film studios, a fashion cluster and the UK's biggest 3D printing hub. The Tendring district is on the outskirts of the area covered by this initiative although Colchester is specifically mentioned.

Arts Council England

Arts Council England has recently published 'Let's Create' its overarching strategy (2020-2030). 'Let's Create' seeks to ensure that by 2030 England has become a country in which the creativity of its citizens is valued and given the chance to flourish, and where everyone has access to a remarkable range of high quality cultural experiences.

Let's Create focusses on three strategic outcomes which are as follows:

1. Creative People: Everyone can develop and express creativity throughout their life;
2. Cultural Communities: Villages, towns and cities thrive through a collaborative approach to culture; and
3. A creative and cultural country: England's cultural sector is innovative, collaborative and international.

The Let's Create Strategy also highlights key elements of the role of Creative and Cultural activity on aspects including economic growth, health and wellbeing, and social cohesion, with their updated principles for investment designed around the Ambition & Quality, Dynamism, Inclusivity & Relevance, and Environmental Responsibility of each project. Tendring District Council's strategic alignment with these outcomes and investment principles adds strength to any projects and associated funding applications over the life of the Creative & Cultural Strategy for Tendring.

The Essex Health and Wellbeing Board

The Essex Health & Wellbeing Board's Joint Health & Wellbeing Strategy for Essex (2018 - 2022) promotes a shift from acute services to the prevention of ill health and community-based provision, with actions such as mobilising place and communities, applying data, digital, technologies and innovation as well as prevention, early intervention and addressing the wider determinants of health. It prioritises investment in early intervention and the prevention of risks to health and wellbeing. It supports individuals in exercising personal choice and control, whilst providing influence over the commissioning of relevant services. It enables local communities to influence and direct local priorities strengthening their resilience and using community assets to reduce demand. It notes that employment opportunity, mental health and educational achievement have a strong association; that there is a nearly threefold variation in unemployment between districts; and that Jaywick remains the most deprived area in England. Tendring is highlighted for poor outcomes related to mental ill health and suicide, illness related to childhood poverty, smoking, and obesity related disease. This Creative & Cultural Strategy, with

interventions designed to improve community outreach and promote economic growth, begins to address these identified issues.

2 Profile, Strengths and Vulnerabilities

2.1 Geography

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

Population density in Tendring is highest along the district's coast, with six main settlements:

- **Clacton:** located at the end of the A133, Clacton is the largest town by population in Tendring and is the core economic centre in the district. Historically the town has performed a role as a seaside resort, with a strong visitor economy;
- **Harwich:** located at the end of the A120, Harwich is sited near the mouth of the River Stour and opposite the Port of Felixstowe. The town has historically played a major role in the Tendring and regional economies as a result of its international passenger, cruise and freight ports (Harwich International Port and Harwich Navyard);
- **Frinton and Walton:** these two small neighbouring towns to the north of Clacton have historically performed roles as seaside resorts;
- **Brightlingsea:** a historic port town located in the south west of the district, located near the mouth of the River Colne;
- **Manningtree:** a relatively small town located in the north west of the district, Manningtree has strong linkages with neighbouring areas, reflecting its strong rail connections to Colchester, Ipswich and London.

Away from the coast, the interior of the district is largely rural. The interior of the district is characterised by a high quality landscape, with a number of hamlets and villages interspersed throughout. Notable settlements include Weeley, Thorpe Le Soken, St Osyth, Little Clacton, Great Bentley and Alresford. A high proportion of the land in this part of the district is in agricultural use.

Two districts directly neighbour Tendring:

Colchester: Colchester Borough borders Tendring to the west and forms part of the Haven Gateway Partnership sub-regional area. The main settlement in the Borough is Colchester, which is a major regional centre with significant employment activity, cultural facilities, educational institutions, retail outlets and visitor attractions. The town of Colchester serves as a centre not only for the Borough but for a much wider catchment across Essex; and

Babergh: Babergh District is located to the northwest of Tendring and again, the district is a constituent part of the Haven Gateway Partnership area. The district is largely rural in character. It has two main towns, the market town of Sudbury (in the west) and the smaller town of Hadleigh (located centrally within the district), but neither of these exert a strong economic influence within the sub-region.

There are also a number of other locations which, whilst further afield, exert an influence on the socio-economic performance of Tendring:

East Suffolk: Whilst a small part of East Suffolk District borders Tendring to the north, the two districts are separated physically by the River Orwell. The district is included within the Haven Gateway Partnership area. The district contains a number of economic centres of relevance at the sub-regional level – namely Felixstowe Port (a large Container Port located directly across the water from Harwich) and Adastral Park at Martlesham Heath (a large science park which is home to BT’s Global Research and Development centre);

Ipswich: Ipswich Borough largely consists of the town of Ipswich, which is one of the major economic areas within Suffolk and the East of England;

Braintree: Braintree District is a rural district in the north of Essex and is the second largest district in the county. Just over half of the residents live in the three main towns of Braintree, Witham and Halstead. The district is characterised by its links to a number of regional growth centres (Chelmsford, Colchester and Cambridge), Stansted Airport, the M11 and the Haven Ports;

Chelmsford: the city of Chelmsford is one of the main economic centres within Essex and the East of England. The town is seen as a regional growth centre, with ambitions to deliver strong housing and employment growth over the next decade; and

London: whilst located 70 miles from Tendring, London’s status as a centre of national and global economic importance ensures that it exerts an influence across the South and East of England.

Tendring has a higher proportion of people aged 65 and over than all the surrounding areas and significantly higher than both the East region and England.

2.2 Economy

There are a total of circa 39,650 jobs in Tendring, whilst there are around 400,000 jobs within a 45 minute drive of the centre of the district.

There are high levels of part-time employment. The proportion of part-time employment in Tendring is now 40% compared to the national average of 32%;

Clacton and to a lesser extent Harwich are the most important centres of employment. Clacton provides 37% of Tendring’s jobs and largely performs a role as a local service hub, with sector strengths in retail, education, health and public administration. Harwich (16%) is noticeable for its ports and logistics activities. Away from the coastal towns, the more rural inland areas of Tendring also support a significant number of jobs.

Analysing Tendring’s employment base by sector reveals that Retail, Accommodation, Education and Health are the four largest sectors. Together these sectors represent 22,500 jobs comprising 58% of the district’s total employment. This is a greater concentration than Essex (46%), and the East region and England (44%).

Information and Communication, Finance and Insurance, Professional scientific and technical and Administrative and Support are four sectors with lower concentration of jobs than the other areas. For Tendring these sectors account for 4,650 jobs comprising 12% of all jobs compared to 24% in Essex and 26% in both the East region and England. Over the period 2011 to 2015, employment in Tendring (5%) grew more slowly than in Essex (7%), the Eastern region (9%) and England (8%).

2.3 Economic Priorities

Tendring's emerging Economic Development Strategy has two Targeting Objectives. These are designed to ensure a focus on local strength, supporting the aspiration to redefine and diversify Tendring's economy. They focus on the creation of stronger identities and specialisms as the basis for future economic growth.

- **Economic Development Strategy - Objective 1:**
Targeting growth locations – Intervening in locations where the potential for growth is highest and there is a strong case for intervention. Under this heading, the Tier 1 locations are Clacton and Jaywick, the Tendring-Colchester Border, and Harwich and Dovercourt.
- **Economic Development Strategy - Objective 2:**
Targeting growth sectors – Focusing activity on the sectors that are most important not only to Tendring, but also to Essex and indeed the UK economy. The primary sectors are Clean Energy and Care & Assisted Living. The Creative & Cultural sector, though currently a relatively small part of the economy, is also a priority because of its impact on wellbeing, ambition and innovation.

The Economic Development Strategy includes three Cross-Cutting Objectives. These aim to ensure a more general improvement in Tendring's economy. They are designed to ensure that economic growth in the district is as impactful and inclusive as possible.

- **Economic Development Strategy - Objective 3:**
Ensure residents have the skills and information to participate – Working with education providers, training organisations and businesses to ensure that Tendring residents have the means to access opportunities in Tendring and beyond.
- **Economic Development Strategy - Objective 4:**
Support Tendring's Businesses – As well as targeting specific growth sectors, work with existing businesses to ensure that they are given support to grow in Tendring.
- **Economic Development Strategy - Objective 5:**
Facilitate population growth where this supports economic objectives - Support an increase in population and housing, where this creates demand for Tendring businesses and employment as well as supporting the delivery of new infrastructure.

Three new Garden Communities are planned across North Essex, with one of these in Tendring, to the east of Colchester. The Garden Communities will be new settlements of 40,000 homes in total, with 9,000 of these in Tendring. They will require considerable investment and are scheduled to be in place circa 10 years from now.

An investment in soft infrastructure will be required, alongside the hard infrastructure, to make the new Garden Community work. Soft infrastructure means building a sense of place for incomers and established communities, building connections with local people and neighbouring communities, and providing the social infrastructure necessary to secure healthy and innovative communities. Where these themes are neglected, a range of social ills may result.

2.4 Creative and Cultural Economy

The table below shows employment in the nine disciplines comprising the creative and cultural sector, with Tendring compared to Essex, the East region and England.

	Tendring		Essex		East		England	
Advertising	50	0.1%	1,125	0.2%	5,000	0.2%	121,000	0.5%
Architecture	300	0.8%	11,500	2.0%	38,500	1.4%	410,500	1.6%
Craft	60	0.2%	735	0.1%	4,310	0.2%	83,850	0.3%
Design	90	0.2%	1,375	0.2%	5,500	0.2%	53,000	0.2%
Film	135	0.4%	1,400	0.2%	7,145	0.3%	133,875	0.5%
IT	265	0.7%	12,300	2.1%	60,500	2.2%	687,500	2.7%
Publish	145	0.4%	7,750	1.3%	26,500	1.0%	204,500	0.8%
Culture	150	0.4%	3,950	0.7%	18,500	0.7%	166,000	0.7%
Music	0	0.0%	135	0.0%	800	0.0%	21,000	0.1%
Sector jobs	1,195	3.1%	40,270	7.0%	166,755	6.1%	1,881,225	7.4%
Total jobs	38,500		577,000		2,715,000		25,530,000	

Source: ONS Business Register and Employment Survey 2016

Creative and Cultural employment in Tendring comprises 3.1% of total employment which is less than half the proportion of creative and cultural jobs in Essex (7.0%) and England (7.4%).

The table below shows the movement in Creative and Cultural employment from 2011 to 2016.

	Tendring	Essex	East	England
Advertising	-130	225	1,750	27,000
Architecture	0	4,500	8,000	104,000
Craft	-10	-25	-95	-25
Design	30	575	2,500	21,500
Film	65	285	965	18,500
IT	50	4,600	17,275	148,000
Publish	40	0	1,000	-19,000
Culture	15	575	4,000	28,000
Music	-5	-50	180	6,000
Creative & Cultural jobs	55	10,685	35,575	333,975
Total jobs	3,000	56,000	309,500	2,457,000

Source: Business Register and Employment Surveys 2011 & 2016

Creative and Cultural employment is increasing in all four geographies but the increase in Tendring is less than the other three areas.

The table below shows the percentage increase in employment in the sector from 2011 to 2016.

	Tendring	Essex	East	England
Advertising	-72%	25%	54%	29%
Architecture	0%	64%	26%	34%
Craft	-14%	-3%	-2%	0%
Design	50%	72%	83%	68%
Film	93%	26%	16%	16%
IT	23%	60%	40%	27%
Publish	38%	0%	4%	-9%
Culture	11%	17%	28%	20%
Music	-100%	-27%	29%	40%
Creative & Cultural jobs	5%	36%	27%	22%
Total jobs	8%	11%	13%	11%

Source: Business Register and Employment Surveys 2011 & 2016

In Tendring the percentage increase in creative and cultural employment is less than the increase in total employment. This is in contrast to other areas where the increase in creative and cultural employment is significantly higher than the increase in total employment.

2.5 Strengths

Tendring has a wide variety of assets. It has an impressive coastline, with beautiful beaches, historic ports, and creeks for recreation and wildlife. It has settlements with widely different personalities, including: traditional seaside; wildlife; affluent; heritage; alternative; well-connected; and rural. Harwich was the home town of the master of the Mayflower, and lends itself to a range of heritage activities.

Tendring benefits from a wide variety of (often community-led) cultural activity – including the Harwich Festival, the Clacton Air Show, the Frinton Summer Theatre, the Manifest Theatre, and the Jaywick Martello Tower – and a wide variety of creative individuals and organisations, including the Grand Theatre of Lemmings.

As a consequence of the above, Tendring’s population appear to have a clear sense of belonging, if not to Tendring, then to its component parts. Jaywick, for instance, which is the most deprived ward in the country, demonstrates a consistently high level of loyalty and community feeling.

Tendring is highly accessible to Colchester, which is establishing itself as a creative hub and an area of growth. Chelmsford, the county town of Essex and a principal economic centre in the east of England, is 45 miles from Clacton. Ipswich is 29 miles from Clacton, and London is an hour by train from Manningtree.

Tendring’s challenges (particularly jobs and health) are well understood at the Essex-wide level. The opportunity for the district’s close neighbour, Colchester, to develop further as a creative hub is recognised regionally and at the LEP level. Colchester is one of the South

East Creative Economy Network's ten creative economy hubs¹¹, and is currently home to four National Portfolio Organisations. Tendring is part of the Haven Gateway Partnership, with its focus on economic growth, and creative digital/cultural/creative being key themes. Conversations with Arts Council England demonstrate enthusiasm to support a greater local take up of arts and cultural support in Tendring.

2.6 Vulnerabilities

Tendring has a low level of enterprise compared to Essex and England (as measured by business start-up rates), innovation (as measured by patent applications), low demand for cultural products and services (as shown by audience profiling data), and a low level of creative people employed for that skill (as shown by occupational profile data). The infrastructure to support creative and cultural activity development appears weak: road access to major economic conurbations (Chelmsford, London, Cambridge) is over-burdened. There is little in the way of incubator space and support functions for new business. Harwich International Port has not received substantial investment in recent years, and plans to build a new container terminal at Bathside Bay, are yet to be implemented.

The District of Tendring is not a well-recognised location or brand (a Google search for Tendring generates 720,000 entries whereas a search for Harwich generates 6.5million and for Clacton 2.4million). There appears to be little local affection for, or sense of belonging to, the administrative area of Tendring. The population centres within Tendring are distinct from each other with very different senses of place and with little cross-Tendring coherence.

The Tendring economy has a high dependence on low pay sectors such as coastal tourism, care, and public services. Though unemployment levels have reduced from 11.5% in 2011 to 6.9% in 2017, job levels are lower than regional and national levels. In 2017, 76.2% of adults in Tendring were economically active compared to 81.2% in Essex, and 78.6% in England. Wellbeing statistics are concerning, with significant indicators of poor mortality, morbidity and mental health. Crime levels are relatively high.

Tendring's elderly and economically inactive population is significantly higher than the county and national average. There appears to be a pattern of highly qualified people leaving the area, whilst low qualified people move in. In 2017, an average of 26 new benefit claimants per month moved into Tendring. 33% came from elsewhere in Essex, 26% from London, to live predominantly in Clacton and Harwich. Tendring has the lowest levels of physical activity in Essex¹². Tendring's schools perform well but experience challenges with aspiration levels and mental health problems amongst students and their families.

¹¹ *South East LEP (2016), Towards a national prospectus for the creative economy in the South East*

¹² *Intelligent Health (November 2018), A review of physical activity data and insight in Essex*

3 **Current Creative and Cultural Engagement**

Tendring’s breakdown of the ten audience profile types used by the Audience Agency compared to England is shown in the table below:

Audience Profile Type	Engagement level	Tendring (%)		England (%)	
		segment	level	segment	level
Metroculturals	high	0	7	5	24
Commuterland Culturebuffs		5		11	
Experience Seekers		2		8	
Dormitory Dependables	medium	17	62	15	42
Trips & Treats		18		17	
Home & Heritage		28		10	
Up Our Street	low	15	31	8	34
Facebook Families		7		12	
Kaleidoscope Creativity		2		9	
Heydays		8		5	

Source: Audience Agency

The three audience profiles highlighted in green are relatively affluent and have a high level of engagement with culture. They want a high quality premium cultural offer which they will access on a regular basis. Compared to England (24%), Tendring has a significantly lower proportion (7%) of the population with these audience profiles. This means that the demand for a high quality cultural offer is lower in the Tendring area. Demand for this top end offer may be stimulated and could increase over time, but in the short term such provision is not likely to be fully utilised.

The three audience profiles highlighted in yellow have a medium level of engagement with culture. They want a more traditional or mainstream cultural offer which they will access on an intermittent basis. Compared to England (42%), Tendring has a significantly higher proportion (62%) of the population with these audience profiles. This means that the demand in Tendring will be focussed around the mainstream cultural offer. Any new provision should initially target this market segment.

This analysis matches the concern expressed by many consultees about a perceived passivity amongst many of the Tendring population.

4 **Current Activity and Infrastructure**

There is limited business incubation or grow-on space in Tendring for creative and cultural businesses (or indeed for any businesses). Acava recently took over the managed workspace in Ardleigh (Mother Studios) with 34 workspaces mostly occupied by artists. Other private sector facilities in Tendring include Lanswoodpark Business Centre (Elmstead Market), which offers high quality office and industrial space. The neighbouring town of Colchester is positioning itself as a creativity hub, presenting potential overspill opportunity for Tendring. There is a managed workspace facility in Queen’s Street Colchester, aimed at creative and digital businesses. It provides workspace, networking and showcasing facilities for the creative and digital industries with 40+ studios. It is run by the London-based SPACE Studios.

All Tendring secondary schools have 6th forms. None have a particular specialism in creative and cultural subjects. Colchester Institute has satellites in Clacton and Harwich, though their focus in these locations is on construction and engineering respectively.

There are few national branded businesses centred in Tendring, from the cultural and creative sector and other sectors. Economic growth has come from local businesses, including the Clacton Pavilion (the Peake family), Clacton Pier (the Ball family), and the Harwich Pier Hotel (the Milsom family).

The Electric Palace cinema, Harwich, is one of the oldest purpose-built cinemas to survive complete with its silent screen, original projection room and ornamental frontage still relatively intact. Clacton has the Century Cinema, with a 550 seat capacity.

Princes Theatre was constructed in 1931, and sits inside the grade II listed building, Clacton Town Hall. At present it seats 820, staging over 150 shows, seminars, exhibitions, meetings, weddings & events per year. The West Cliff Theatre, Clacton, was built in 1928. It seats 600 and is run by a local trust, showing variety, comedy and popular music acts.

3.8 million people visit Tendring every year. The Council employs a team of seasonal staff and beach patrollers dedicated to keeping the seafront areas safe and enjoyable.

The range of heritage and other visitor assets throughout Tendring include:

- Walton Maritime Museum;
- Six Martello Towers;
- Naze Tower;
- Harwich Redoubt Fort;
- Harwich Lifeboat Museum;
- The Halfpenny Pier;
- High Lighthouse;
- Low Lighthouse (Maritime Museum);
- Bobbit's Hole;
- Beth Chatto Gardens;
- Brightlingsea Harbour;
- Bateman's Tower;
- Brightlingsea Lido;
- East Essex Aviation Museum;
- Walton Pier

The University of Essex positions itself as "home to the curious, brave and bold": a good alignment with a creative mindset. Its Colchester campus has a theatre, art collection and art gallery. With AI and Big Data specialisms, they have developed a particular focus on digital-creative-cultural, taking a "big tent" approach and working closely with business and the LEP. The University's digital, creative and cultural sub-strategy includes the action, "to align the University's research expertise in digital, creative and cultural with University's strategy for engagement with enterprise and regional economic growth". The University's investment locally in an Innovation Centre will strengthen their links with and support for business; not least through the development of cluster and supply chain support to the creative/digital sector. Their ambition is to grow a knowledge gateway

resource, home to 2,000 jobs in 15 years. The University of Essex's Knowledge Gateway is home to digital companies such as the Eastern Enterprise Hub's 'Gaming Hub' and the Institute for Analytics and Data Science (IADS). This Gateway will become a partner with the South East Creative Industries Business Support Programme, providing on-site support. This will include the 'Colchester Entrepreneurs' programme, delivering enterprise advice, support and expertise to start-ups, such as face-to-face workshops, webinars and online resources.

Across the county of Essex there is considerable cultural activity in events, theatres and museums. Tendring District Council works in partnership with a wide range of cultural players to deliver an extensive programme of events and activities. In addition, there is a great deal of very local, community-based creative and cultural activity taking place in Tendring.

Other significant Tendring activities and players include:

- Harwich Festival of the Arts;
- The Harwich Society;
- The Grand Theatre of Lemmings;
- Old Bank Studios (creative workshops), Harwich;
- The Clacton Airshow;
- Two annual beach festivals (Clacton and Dovercourt);
- Tour de Tendring (mass participation bike ride);
- The first leg of the Corbeau Seats rally;
- Frinton Summer Theatre;
- Brightlingsea Free Music Festival;
- Jaywick Martello Tower;
- Tendring Coastal Heritage Group;
- Frinton & Walton Heritage Trust;
- Walton Community Forum;
- Clacton & District Local History Society;
- Harwich & Dovercourt History.

Colchester was highlighted as a creative hotspot in the Government's latest 'Sector Deal' for the Creative Industries, published at the end of March 2018. This could open a wide variety of opportunities, as the Sector Deal includes action to support the creative industries with the announcement of a new Creative Development Fund. Another strand will invest in building new research and development partnerships between universities and business via the Industrial Strategy Challenge Fund.

5 The Strategy: Vision, Objectives, Themes and Goals

5.1 Creative and Cultural Vision

The Council's creative and cultural vision is as follows:

Tendring is a place of rural and coastal **variety**, where the **popular and the traditional** sit side by side. Tendring values **independence** of spirit and **consideration** for others.

Culture and creativity will be the levers that translate Tendring's values and variety into **innovation, jobs and wellbeing**.

5.2 Creative and Cultural Objectives

To achieve this vision, the Council will pursue the following objectives:

Objective A: To be a centre for creative innovation

Innovation levels are currently low in Tendring. Innovation drives jobs growth and economic success. Innovation is highest in areas where there is a rich cultural and creative life.

Objective B: To build high levels of cultural participation

Tendring has high levels of deprivation. A more inclusive economy, with lower levels of deprivation, happens where people feel able to engage with the world around them. Participative cultural activity builds engagement, improves employability, and reduces deprivation.

Objective C: To encourage both variety and cohesion

Tendring is beautiful and varied, but not well-connected in terms of geography or its people. Both variety and links are needed: variety generates creativity and innovation; relationships between communities help to build wealth and to secure healthier outcomes – driving down deprivation.

5.3 Strategic Themes

The Strategy identifies four Themes, which together capture the spirit of the Strategy. The Themes respond to the district's creative and cultural challenges, but also to the range of opportunities that exist. The Themes provide an important benchmark against which to shape and influence the development of project interventions.

The Themes are as follows:

1. Supporting Innovation

Creative and Cultural activity increases innovation across all sectors

2. Increasing Empathy

A Tendring-wide sense of community through creative and cultural activity can benefit all

3. Linking to Health and Wellbeing

Health and wellbeing concerns can be improved with access to creative and cultural activity

4. Building Personal Agency and Participation

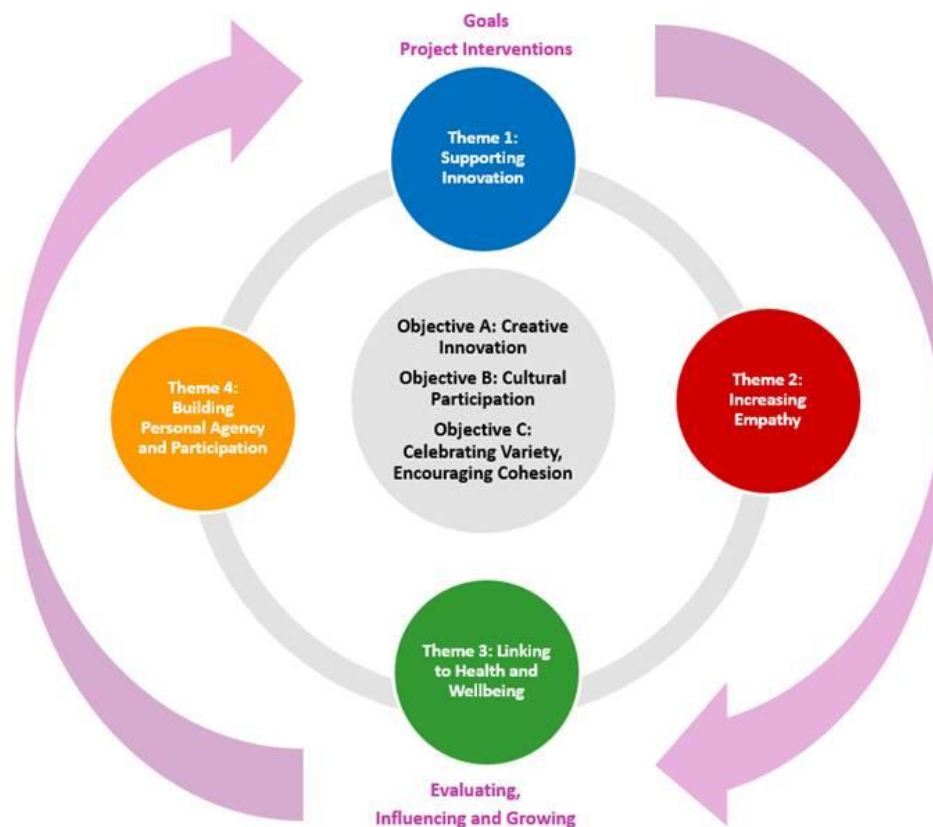
We should work to support existing creative and cultural organisations as well as fostering new input to increase the local offer overall

5.4 Strategic Goals

The Strategy's Vision, Objectives and underpinning Themes are translated into action via a range of proposed Goals. These are suggested activities and deliverables that together will assist in securing the Strategy's Creative and Cultural Vision. The Goals detailed in this document do not represent an exhaustive list of interventions (and are not project specific), but rather serve as examples of the type of interventions and project activity the Council and its partners could pursue in order to secure delivery.

The Strategies Strategic Goals are as follows:

1. Grow the Freelancer Economy
2. Innovate in Care
3. Increase the Take-up of Cultural Products
4. Increase the Supply of Cultural Products
5. Join-up Council and Inter-agency Activity
6. Position Tending as a Centre for popular Innovation
7. Evaluate
8. Influence



6 Delivery

The table below indicates how the Strategy’s Creative and Cultural Objectives are interpreted and transferred via the Strategic Themes and Strategic Goals into Desired Outcomes on the ground.

Specific project interventions will be prepared and detailed in an Action Plan following the approval of this Strategy.

Objective	Theme	Goal	Relevance to Desired Outcomes
A: A centre for creative innovation	1: Supporting Innovation	1. To grow the freelancer economy	Freelancers are predicted to be the majority of future jobs growth. Creative freelancer needs match Tendring’s assets well
	4: Building Personal Agency and Participation	2. To innovate in care	Tendring’s elderly population provide a good opportunity to develop better care solutions, increasing elder wellbeing and driving business growth
B: High levels of cultural participation	2: Increasing Empathy	3. To increase take up of cultural products	Increased involvement with culture improves innovation (therefore jobs) and wellbeing
	3: Linking to Health and Wellbeing 4: Building Personal Agency and Participation	4. To increase the supply of cultural products	As demand for culture grows, supply will grow in the sector, generating jobs
C: Variety and cohesion	2: Increasing Empathy	5. To join up (cohesion, digital, team risk, participation)	By working together, Tendring’s creative and cultural players will increase their collective impact, and generate growth opportunities
	3: Linking to Health and Wellbeing 4: Building Personal Agency and Participation	6. To position Tendring as a centre for popular innovation	Tendring’s popular heritage and assets will be celebrated nationally and internationally, increasing the visitor economy, and driving up inward investment (and jobs)
		7. To evaluate	We will learn and adjust along the way, demonstrating our own commitment to experiment and enterprise - so optimising our outputs and outcomes.
		8. To influence	We need support, not least from funders: more incoming funding drives more activity, which will drive jobs and wellbeing.

Objective A: To Be a Centre for Creative Innovation

Goal 1: To grow the freelancer economy

Context

In the UK there were 2 million freelancers in 2016, a rise of 43% from 1.4million in 2008. Only 4% of these were in the East of England including Essex, with 21% in Greater London

and a further 22% in the rest of the South East. A significant proportion of future jobs growth will be in the freelancer market: projections vary, with many anticipating that freelancers will constitute a majority of jobs in the next decade.

Approach

Our long term target is to close the jobs gap by acquiring 1,400 new jobs. We assume that a significant proportion of these will be freelance. Tendring is an ideal location for freelancers, particularly those with a focus on digital/culture. Tendring's strengths play well to this market, including low cost housing, rail links to London, and access to supply chains and creative collaboration in Tendring, Colchester and Chelmsford. Colchester is targeting this market and Tendring can support and extend that focus. Tendring's inspirational coastal and rural facilities provide the required creative stimulation and variety that urban settings alone cannot.

Goal 2: To innovate in care

Context

Tendring's population has a high proportion of older people, and people with mental health problems. This population provide a good opportunity to develop better care solutions, increasing elder wellbeing and driving business growth. We will use creative and cultural approaches to help us continually see these groups as an asset which can deliver a positive economic contribution, rather than a problem.

Approach

The Tendring Mental Health Hub is a community shop in Clacton. It helps people suffering from mental ill health to connect with other people, to participate in society, and to have a sense of their own value and contribution. Its work is consistent with the Essex Health & Wellbeing Board and its emphasis on enhancing the quality of life for people with long-term conditions, including mental illness. It is an example of social prescribing. The North East Essex CCG's "Health in Mind" approach introduces social prescribing to the area. Social prescribing enables GPs, nurses and other primary care professionals to refer people to a range of local, non-clinical services. We will improve Tendring's wellbeing and increase arts and cultural jobs by making it possible for GPs to prescribe cultural participation. Cultural participation is a proven and cost effective method for dealing with mental health and other wellbeing issues. This will improve wellbeing and open up new revenue sources to enterprising cultural organisations, so increasing local cultural jobs.

Objective B: To Build High Levels of Cultural Participation

Goal 3: To increase take up of cultural products

Context

A richer cultural life in Tendring leads to an increase in the proportion of creative people in the population, resulting in increased innovation and economic growth. There is global evidence that arts (particularly the performing arts) are an enabler of innovative thinking in a place. Innovation is a key driver of enterprise and economic growth.

Approach

Big Data is the computational analysis of extremely large data sets to reveal patterns, trends, and associations, especially relating to human behaviour and interactions. It can

help identify ways of addressing thorny social ills, such as obesity, inactivity, and educational underachievement. The exploitation of Big Data presents a real economic opportunity, potentially driving jobs growth in unanticipated ways. There are strong Big Data capabilities locally, with a variety of undergraduate and postgraduate courses as well as research and other funded opportunities offered by the University of Essex. We will bring those capabilities to bear on identifying and meeting latent cultural demand amongst Tendring's population, to work with creative and cultural providers to meet that demand, expand their businesses, and create jobs.

Goal 4: To increase the supply of cultural products

Context

As demand for culture grows, supply needs to grow in the sector, generating local jobs. High levels of creativity also result in greater innovation across all industrial sectors. We will make it easy for creative people to try new ideas, start new creative and cultural enterprises, to fail and learn without blame, to succeed with pride. We will encourage a step change increase in the volume of touring engagements (for shows, exhibitions, and other art forms) in Tendring (e.g. to village halls, pubs and other non-traditional venues).

Tendring's festivals and events programme is varied and successful. We will continue to support that variety and its expansion over time. Continued growth will deliver additional visitor economy jobs and strengthen the variety on offer that underpins wider economic innovation and the freelance population.

Approach

Rural touring places plays and other cultural products in village halls and other local venues. It is a proven means of overcoming barriers that have historically inhibited the enjoyment of the arts by people in non-urban communities. It drives cultural participation, with its attendant wellbeing benefits. It also helps to develop local demand for cultural products, so driving growth in local cultural businesses.

The closest rural touring scheme to Tendring is 'Creative Arts East Live!'. This organisation provides programming expertise, training, marketing support and financial subsidy to community promoters (volunteers in local communities) across Norfolk and Suffolk, so that they can select and promote local, regional, national and international artists in neighbourhood venues that are welcoming and accessible. They aspire to serve the wider East region.

We will review in detail how the existing festivals and events offer may be extended or strengthened in ways that increase local spend and jobs.

Objective C: To Enable Variety and Cohesion

Goal 5: To join up (cohesion, digital, team risk, participation)

Context

Tendring should not try to displace or compete with the settlements of which it is comprised. None the less, a number of Tendring-wide projects, branded as such, would help to build relationships between groups across the area. An increase in cross-community networking results in strengthened economic and wellbeing outcomes.

Approach

By working together, Tendring's creative and cultural players will increase their collective impact and generate growth opportunities. Tendring is blessed with a number of energetic and excellent indigenous cultural organisations. We will continue to work in close partnership with them. Their growth will directly drive jobs, and indirectly increase innovation. We will help them to cooperate with each other, to generate new ideas, extending audiences, and attract additional funding. We will also work with the six neighbouring Arts Council National Portfolio Organisations (NPOs), in particular by helping to bring a local (Tendring) audience development approach (informed by Big Data) to their work.

Goal 6: To position Tendring as a centre of popular innovation

Context

There is a cultural thirst for the frivolous, as well as more serious heritage attractions. This is an area of considerable potential economic and jobs growth.

Approach

Tendring's popular heritage and assets will be celebrated nationally and internationally, increasing the visitor economy, and driving up inward investment (and jobs). Clacton will build on its varied and substantial heritage and become a centre of innovation in popular culture, with opportunities elsewhere in the District around heritage and place making will be fully recognised. *Nostalgia is better than it used to be!*

Goal 7: To evaluate

Context

Our approach to developing culture and creativity must itself be innovative.

Approach

We will learn and adjust along the way, demonstrating our own commitment to experiment and enterprise - so optimising our outputs and outcomes. We will adopt a continual evaluation approach, challenging ourselves to learn and adjust throughout.

Innovation underpins this plan, in terms of content and approach. We will make progress through experiment and involvement. This means we must also be effective at evaluating what has worked and what has not. We will therefore adopt a progressive approach to evaluating progress against this plan, that both allows continual improvement as we progress, and builds the population itself into the evaluation process (further enhancing participation).

The core objective of the plan is the creation of jobs so the evaluation criteria must be framed around assessing whether this objective has been met.

Goal 8: To influence

Context

We need support for this approach, not least from funders. More incoming funding drives more activity, which will drive jobs and wellbeing.

Approach

We will work to demonstrate our need for support; we will celebrate our ability to lead the way. SELEP's support, financial and strategic, is crucial to a number of the objectives – particularly those associated with innovation and freelancers. It is important that the LEP's emerging Industrial Strategy takes into account Tendring's unique set of circumstances/challenges and acknowledges the imaginative ways in which Tendring District Council is addressing them and plans to do so through this strategy. Support from Arts Council England has been considerable to date, and helpful. They recognise the wider significance of Tendring's circumstances, and the opportunity that arts and culture have to demonstrate its transformational ability locally. We look forward to their support in translating this plan into resourced activity on the ground. We will build on the welcome support we have had from other stakeholders, including local politicians, the HLF and other funders to develop closer relationships.

7 Performance

The headline performance measure for this Strategy will be one of **local employment**, as measured by unemployment rates. Tendring's unemployment rate amongst 16-64 year olds was 6.9% in 2017, compared to 3.7% across the wider East region, comprising Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk. Progress in increasing local employment will have a beneficial impact on wellbeing.

This is a five year Strategy. It therefore sets out its detailed actions and desired outcomes on a short term (<2 year) and medium term (<5 years) basis. Our work will also lay the foundations for change that will be achieved on a longer term basis (e.g. over 10 years).

The first two years of the Strategy will focus on developing the environment for the creative and cultural sector to flourish. It is therefore anticipated that many more jobs will be created in years three, four and five.

The Strategy's two year target is:

An additional 25 creative and cultural jobs

More than half of these will be generated by digital/creative freelancers moving to Tendring.

These jobs are existing jobs moving to Tendring to take advantage of the improved environment for the creative and cultural sector.

The Strategy's five year target is:

An additional 240 creative and cultural jobs

We also anticipate further employment growth across other sectors in this timescale as a result of this strategy – specifically from a consequent growth in the visitor economy, a general uplift in awareness and perception of Tendring, and an increase in retention/in-movement of the economically active.

The momentum created by the movement of jobs in years one and two will deliver more home grown Tendring employment in later years.

The Strategy's 10 year target is:

Unemployment rates matching the East region's average

Tendring's unemployment rate amongst 16-64 year olds was 6.9% in 2017, compared to 3.7% across the wider East region. An additional 1,400 jobs would close this gap. Tendring's Economic Development Strategy places an emphasis on innovation. It recognises that innovation leads to greater business competitiveness, and hence to jobs growth. Greater creativity in a population drives greater business innovation, increasing jobs. These jobs will come from across the economy, not only the creative and cultural sector.

A good proportion of jobs growth however will come from the creative and cultural economy. There are 1,195 jobs in Tendring's creative and cultural sector (2016 data). This makes up 3.1% of local jobs. Compare this to 6.1% in the East region, and 7.4% in England. If Tendring's creative and cultural sector were to be of a proportionate scale to the wider region, the overall jobs gap would be nearly eliminated.

Growth in the creative and cultural sector also drives growth in both the visitor economy and professional/scientific/technical roles. The Council would therefore expect to see these figures also significantly increase. It is for this reason that Tendring is placing an emphasis on creative and cultural jobs: they are currently under-represented in the local economy; the opportunity for growth in this sector is significant; and a growth in creative and cultural work has a major positive impact on other high value occupations.

8 Strategic Review and Development

This Strategy focusses on **innovation**. Culture and creativity lead to innovation, innovation generates productivity and jobs which secures economic growth.

The Council's approach to delivery will itself be innovative. The Council will continually review its actions and project interventions in the light of results on the ground, and will reshape and refresh its approach as circumstances require, in order to maintain focus on the vision and overarching objectives of this Strategy.

8.1 The Council's Role

The Council is lean and (partly as a consequence) well-versed in partnership working, particularly with other public agencies and community organisations. The Council has an unusual ability to work in non-standard ways to achieve public good.

The Council has worked to support creative and cultural activities over many years but, with limited resources, has not achieved the desired traction. With the support of Arts Council England along with other public, private and community organisations, the Council is determined to help the creative and cultural sector achieve a step change, particularly in its contribution to jobs and business growth.

The Council has acted as both catalyst and enabler of the wide range of events that take place in Tendring as a means of supporting the visitor economy, and demonstrating that the area can be an attractive place to live, as well as to visit.

Responsibility for overseeing progress will initially rest with the Council, but in time it is proposed that this responsibility is transferred to a new Tendring Creative & Cultural Board, which will comprise the Council plus leading players in the sector. It is proposed that progress against the objectives of the strategy be tracked quarterly, with the headline metrics reviewed on an annual basis. A draft specification for the proposed Creative & Cultural Board is set out in the Governance & Accountability section of this document.

8.2 Stakeholders

Arts Council England & NPOs

The Arts Council England has actively supported the development of this strategy and is keen to see an uplift in arts and cultural activity in Tendring. Its principal funding route is through National Portfolio Organisations (NPOs). NPOs are required to be “leaders in their areas, with a collective responsibility to protect and develop our national arts and cultural ecology.” There are 829 NPO organisations across England, though none are in Tendring. The closest are based in Colchester: Firstsite (visual arts), Colchester Arts Centre (combined arts), Colchester and Ipswich Museum Service (CIMS, museums), Colchester Mercury Theatre (theatre). The Essex Cultural Diversity Project (combined arts) is based in Chelmsford. The Arts Council also funds a network of 10 Bridge organisations. Bridge organisations connect the cultural sector and the education sector so that children & young people can have access to great arts and cultural opportunities. For Essex, this is the Royal Opera House Bridge organisation, based in Purfleet, Thurrock.

The Arts Council is establishing, via its Bridge organisations, 50 cultural education partnerships across the country. In each Cultural Education Partnership the Bridge organisation will work with schools, the local authority, voluntary and community organisations, further and higher education, and music education hubs and funders to improve the alignment of cultural education for young people. Colchester is one of these 50 areas.

Colchester

Tendring works closely with the Creative Colchester Partnership. Colchester’s analysis shows that it has the strongest creative economy in Essex, with creative businesses accounting for 18 per cent of all businesses in the borough and 8 per cent of employees. The partnership has the ambition for Colchester to be a highly sought-after location in for inward investing or locating of cultural and creative industries and the best place to start a new business. This ambition is entirely compatible with Tendring’s goals and is therefore mutually beneficial.

South East Local Enterprise Partnership (SELEP)

The 2017 Industrial Strategy White Paper introduced Local Industrial Strategies. Local Industrial Strategies will be long-term, based on clear evidence, and aligned to the national Industrial Strategy. They will identify local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness. They will be formulated by LEPs, for agreement in 2019. The July 2018 government LEP review stated that a LEP’s core purpose is to improve productivity across the local economy to benefit people and communities *with the aim of creating more inclusive economies* (our italics). Tendring’s position is such that it is the least inclusive economy in the SELEP area. Creative and cultural interventions are one of the only effective ways of addressing this issue.

SELEP established the South East Creative Economy Network (SECEN), which works to accelerate growth in the digital, creative and cultural sector. It is a working partnership between local authorities, creative businesses and education bodies across the South East LEP area. Part of their work has been to establish a network of creative economy hubs. The ten locations include Colchester. SECEN also supports the South East Creative Sector Business Support Programme. The programme aims to coordinate peer-to-peer knowledge sharing and help business develop in terms of investment readiness for growth. With Local Cultural Education Partnerships, SECEN is looking to develop talent accelerator routes into the sector. SECEN is also working to develop a partnership with London and SELEP to offer affordable workspace outside of London.

SELEP and the Mayor of London have developed a Thames Estuary Production Corridor vision, which would see the Thames Estuary transformed into a world-class industrial hub for the creative and cultural industries.

9 Governance and Accountability

The assertions made in this Strategy have stemmed from widespread consultation with key creative and cultural players in Tendring and beyond, from grassroots to regional and national organisations. To make progress, participation is crucial: the Strategy must continue to be owned by that wide set of active, energetic people and to evolve in line with a changing world. At the same time, a focused set of actions must also take place. This requires two separate mechanisms: a Forum for the first, and a Board for the second.

9.1 Tendring Creative & Cultural Board

The Board will have responsibility for translating the Strategy's: Vision; Objectives; Themes; and Strategic Goals into focused action on the ground.

The Board's role will be to:

- **Plan:**
Own and develop this strategic plan, ensuring it is continually relevant and focused;
- **Resource:**
Support key players to obtain the resources required to operationalise the plan;
- **Review:**
Track operational progress against planned metrics;
- **Influence:**
Help shape the views of decision makers in line with the strategic plan; and
- **Identify Available Funding:**
Help source funding in support of strategic and project interventions.

The Board will comprise no more than 12 participants, the majority of whom will be participants drawn from Tendring's creative and cultural economy.

In order to hit the ground running, it is proposed that the Board will start life as a Shadow Board, with participants invited by the Council. A group has already been established as part of Community Voluntary Services Tendring's (CVST) 2019 application for funding

through Arts Council England's 'Creative People and Places' Scheme. Members of this partnership could form the core group from which to build a wider Forum. When momentum has been achieved, and the value of the Shadow Board has been demonstrated, the Forum will be invited to help determine a full Board membership process. This would be within 18 months.

The Board will be un-constituted. It will be Chaired by a Tendring District Council nominee in the first instance, with that arrangement reviewed when the Shadow Board becomes established.

The Board will meet four times per year.

The Shadow Board will be serviced by the Council. This arrangement will be reviewed when the Shadow Board becomes the fully established.

The Board's agenda will include (inter alia) the following headings:

1. State of the nation;
2. Key risks;
3. Performance v Strategy;
4. Resources;
5. People.

10 Funding

In resourcing this Strategy the following headline fund sources have been considered.

Advocates

A variety of funded activity already takes place in Tendring that aligns with the vision and objectives of this Strategy.

The Council will work to influence and shape the way that mainstream educational and health budgets are deployed, so that they support the long term strategic change envisaged. Health is a particular focus given the benefits to wellbeing that can be derived from creative and cultural participation.

We are also interested in helping ACE National Provider Organisations and Bridge organisations extend and shape their work in Tendring.

South East Local Enterprise Partnership

We will work with the South East LEP, not least through the work of the South East Creative Economy Network, to turn this Strategy's alignment with their priorities into funding opportunities. Specifically the Council acknowledge their focus on the following:

- That "publicly funded cultural industries add particular value to the economy";
- Industry hubs, including Colchester;
- The talent accelerator (growing creative capacity through Local Cultural Education Partnerships, beginning with schools);
- Workspace provision, developed in partnership with Universities;
- Coastal place making; and

- Digital and Creative Colchester Cluster.

SELEP are due to issue its Local Industrial Strategy (LIS) in March 2020. The strategic objectives of this Strategy need to align with the SELEP LIS to ensure the possibility of accessing funding via the Government's UK Shared Prosperity Fund (the details of which are yet to be published).

Arts Council England (ACE)

The Council is particularly appreciative of the support provided by ACE in the production of this Strategy, and it is understood that Tendring's circumstances make it particularly suitable for support under future funding arrangements – such as the Creative People and Places Grant (or its successor).

Appendix 1: List of Consultees

Position/Organisation	Person
Acava, Ardleigh	Duncan Smith
Arts Council England	Hedley Swain
Arts Council England	Natalie Phillips
Arts Council England	Simon Wellington
Colchester Institute, Principal	Alison Andreas
Creative Colchester Partnership	Alison Fogg
Essex and South Suffolk Community Rail Partnership (ESSCRP)	Paul Oxley Jayne Sumner
Essex County Council, Cultural Development Manager	Valerie Tinker
Essex County Council, Cultural Development Officer	Andrew Ward
Essex County Council, Director of Public Health	Mike Gogarty
Essex County Council, Martello Tower	Kerith Ririe
Essex County Council, Project Animateur	Juliana Vandegrift
Firstsite	Sally Shaw Mandy Fowler
Frinton Summer Theatre	Clive Brill
Grand Theatre of Lemmings	Mandy Medicott
Harwich Festival Manager	Michael Offord
Harwich Festival trustee/creative director	Peter Davis
Harwich Society	Colin Farnell
Haven Gateway	Anita Thornberry
KAT Marketing, Managing Director	Katie Skingle
Member of Parliament	Giles Watling
Milsom Hotels	Sue Bunting
Royal Opera House, Bridge Programme	Roxie Curry
TDC Cabinet Member for Investment and Growth	CLlr Zoe Fairley
TDC Cabinet Member for Leisure and Tourism	CLlr Mick Skeels
TDC Chief Executive	Ian Davidson
TDC Corp Dir for Planning & Regen	Ewan Green
TDC Corporate Director for Operational Services	Paul Price
TDC Head of People, Performance & Projects	Anastasia Simpson
TDC Head of Sport & Leisure	Mike Carran
Total Project Integration Ltd	David Hall
University of Essex, Deputy Director Enterprise	Robert Singh
University of Essex, Executive Dean, Faculty of Humanities	Lorna Fox
University of Essex, Knowledge Exchange Manager	Emma Wakeling
Visit Essex	Lisa Bone

The drop-in workshop 4 July 2018 attracted attendees including:

- Local individual/self-employed artists;
- West Cliff Theatre;
- Harwich Festival and Harwich Box Office;
- Grand Theatre of Lemmings;
- Local Residents' Associations;
- Resorting to the Coast Project Co-Ordinator, along with several local heritage and history societies within this project;
- Tendring District Council;
- Black Radley Limited.

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