



## CABINET

<b>DATE:</b>	<b>Friday, 24 July 2020</b>
<b>TIME:</b>	<b>12.00 pm</b>
<b>VENUE:</b>	<b>Meeting will be held in accordance with Statutory Instrument 2020/392. Link to live stream is found at <a href="https://www.tendringdc.gov.uk/livemeetings">https://www.tendringdc.gov.uk/livemeetings</a></b>

### 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 & Economic Growth Portfolio Holder
Councillor Porter	- Leisure & Tourism Portfolio Holder
Councillor Talbot	- Environment & Public Space Portfolio Holder

### Most Council meetings are open to the public and press.

Agendas and Minutes are published on the Council's website [www.tendringdc.gov.uk](http://www.tendringdc.gov.uk). Agendas are available to view five working days prior to the meeting date and the Council aims to publish Minutes within five working days of the meeting.

Meeting papers can be provided, on request, in large print, in Braille, or on disc, tape, or in other languages.

For further details and general enquiries about this meeting, contact Keith Simmons on 01255 686580 or by Email: [democraticservices@tendringdc.gov.uk](mailto:democraticservices@tendringdc.gov.uk)

**DATE OF PUBLICATION: THURSDAY, 16 JULY 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 as a correct record the minutes of the last meeting of the Cabinet held on Friday 26 June 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 are none on this occasion.

### **7 Matters Referred to the Cabinet by a Committee**

There are none on this occasion.

### **8 Leader of the Council's Items - A.1 - Executive Decision taken as a matter of Urgency (Pages 9 - 12)**

To notify Members of a recent urgent Executive Decision taken by the Leader of the Council on behalf of the Cabinet.

### **9 Leader of the Council's Items - A.2 - North Essex Garden Communities Ltd. (Pages 13 - 20)**

To enable the Cabinet to consider and agree the preferred option relating to the future of the Company and to also note the decision of the Company Board in relation to the three Local Delivery Vehicles.

### **10 Leader of the Council's Items - A.8 - Update on Alresford Parish Council's Regulation 15 and 16 Neighbourhood Plan Consultation (Pages 21 - 118)**

To seek Cabinet's authorisation for an eight week statutory public consultation on the emerging Alresford Neighbourhood Plan and to also approve a Scheme of Delegation for Neighbourhood Plans.

**11     Cabinet Members' Items - Report of the Business & Economic Growth Portfolio Holder - A.3 - Economic Growth Strategy (Pages 119 - 178)**

To seek Cabinet's approval for the Economic Growth Strategy. Cabinet's agreement is also sought to allocate £100,000 from uncommitted resources within the Council's Regeneration Budgets in order to support the development and delivery of projects that will deliver key interventions against the objectives of the Strategy.

**12     Cabinet Members' Items - Report of the Business & Economic Growth Portfolio Holder - A.4 - Rejuvenating Clacton Town Centre (Pages 179 - 210)**

To advise Cabinet of the progress and proposed submission of a bid for the Future High Streets Fund.

To seek Cabinet's support for substantial capital investment in Town Centre Proposals.

To seek Cabinet's support for the commitment of Council owned property to the proposed schemes.

To seek Cabinet's direction on the continued development of proposals within the scope of the bid and beyond it.

**13     Cabinet Members' Items - Report of the Corporate Finance and Governance Portfolio Holder - A.5 - Grant of Easement, in respect of a Right of Way, over land situated in Colchester Road, Weeley (Pages 211 - 214)**

To seek Cabinet's approval, in principle, for the granting of an easement over land situated in Colchester Road, Weeley.

**14     Cabinet Members' Items - Report of the Corporate Finance and Governance Portfolio Holder - A.6 - Outturn 2019/20 and Proposed Allocation of the General Fund Variance for the Year**

To seek approval of the allocation of the overall 2019/20 General Fund revenue variance.

**(THE REPORT WILL BE PUBLISHED AND DISTRIBUTED IN DUE COURSE)**

**15     Cabinet Members' Items - Report of the Corporate Finance and Governance Portfolio Holder - A.7 - Treasury Management Performance 2019/20 (Pages 215 - 226)**

To report on the Council's treasury management activities and Prudential Indicators for 2019/20.

**16     Exclusion of Press and Public**

The Cabinet is asked to consider the following resolution:

"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 17 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."

**17     Cabinet Members' Items - Report of the Corporate Finance & Governance Portfolio Holder - B.1 - Terms for the Grant of an Easement, in respect of a Right of Way, over land fronting Colchester Road, Weeley (Pages 227 - 234)**

To agree terms for an easement over the Council's land fronting Colchester Road, Weeley.



### **Date of the Next Scheduled Meeting**

*The next scheduled meeting of the Cabinet is to be held at 10.30 a.m. on Friday, 11 September 2020.*

#### **The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012**

### **Notice of Intention to Conduct Business in Private**

Notice is hereby given that, in accordance with Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, Agenda Item No. 17 is likely to be considered in private for the following reason:

The item detailed below will involve the disclosure of exempt information under Paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) to Schedule 12A, as amended, to the Local Government Act 1972:

Cabinet Members' Items - Report of the Corporate Finance & Governance Portfolio Holder - B.1 - Terms for the Grant of an Easement, in respect of a Right of Way, over land fronting Colchester Road, Weeley

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**MINUTES OF THE MEETING OF THE CABINET,  
HELD ON FRIDAY, 26TH JUNE, 2020 AT 10.30 AM  
MEETING WAS HELD IN ACCORDANCE WITH SI 2020/392. LINK TO LIVE STREAM  
IS FOUND HERE: [HTTPS://WWW.TENDRINGDC.GOV.UK/LIVEMEETINGS](https://www.tendringdc.gov.uk/livemeetings)**

**Present:** Councillors Neil Stock OBE (Leader of the Council)(Chairman), 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)(except items 14 - 17 (part)), 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:** Councillor Peter Cawthron

**In Attendance:** Ian Davidson (Chief Executive), Paul Price (Deputy Chief Executive & Corporate Director (Place and Economy)), Damian Williams (Acting Corporate Director (Operations and Delivery)), Richard Barrett (Assistant Director (Finance and IT) & Section 151 Officer), Tim Clarke (Assistant Director (Housing and Environment)), Keith Simmons (Head of Democratic Services and Elections), Peter Russell (Executive Projects Manager - Housing), Ian Ford (Committee Services Manager), William Lodge (Communications Manager) and Karen Hardes (IT Training Officer)

**14. APOLOGIES FOR ABSENCE**

Apologies for absence were submitted on behalf of Councillors Joy Broderick (Portfolio Holder for Independent Living) and Carlo Guglielmi (Portfolio Holder for Corporate Finance and Governance).

**15. MINUTES OF THE LAST MEETING**

It was **RESOLVED** that the Minutes of the meeting of the Cabinet held on Friday 29 May 2020 be approved as a correct record.

**16. DECLARATIONS OF INTEREST**

There were no declarations of interest made on this occasion.

**17. ANNOUNCEMENTS BY THE LEADER OF THE COUNCIL**

Covid-19 Public Health Emergency Update

The Leader of the Council (Councillor Stock OBE) referred to the recent announcement by the Prime Minister that the Covid-19 'lock down' measures would be substantially eased from 4 July 2020. He paid tribute to the vast majority of the residents of the District who had, in effect, voluntarily put their lives on hold and borne various forms of hardship for the last three months.

Councillor Stock expressed grave concern for the economic situation in the country and, in particular, the District which would exacerbate the acknowledged high levels of health inequality and deprivation in the District. He stated that there was therefore an urgent need to get the District's economy 'back up and running'.

The Leader of the Council and the Chief Executive then responded to points made by Councillors I J Henderson and Allen.

**18. ANNOUNCEMENTS BY CABINET MEMBERS**

There were no announcements made by Cabinet Members on this occasion.

**19. MATTERS REFERRED TO THE CABINET BY THE COUNCIL**

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

**20. MATTERS REFERRED TO THE CABINET BY A COMMITTEE**

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

**21. LEADER OF THE COUNCIL'S ITEMS - A.1 - EXECUTIVE DECISIONS TAKEN AS A MATTER OF URGENCY**

The Cabinet gave consideration to a report of the Leader of the Council (A.1) which notified Members of recent urgent Executive Decisions taken by the Leader of the Council on behalf of the Cabinet.

The Cabinet recalled that, as part of the Council's response to the COVID-10 public health emergency the Council's Monitoring Officer had produced a formal "Note on Decision Making Business Continuity Arrangements" which had set out the ways in which the normal operational business of the Council could continue in relation to decisions which would normally be referred to Cabinet, Council or Committees.

In relation to Cabinet decisions the Monitoring Officer's formal Note as issued on 20 March 2020 had contained the following information and advice:-

*"The Constitution requires certain matters to be decided by Cabinet collectively. The Leader of the Council may exercise any of the powers delegated to the Cabinet:*

- a. Following a resolution of the Cabinet (subject to the Constitution), or*
- b. In cases of urgency, in consultation with the Monitoring Officer and/or Section 151 Officer.*

*In cases of urgency the decision of the Leader of the Council will be recorded and published in accordance with the Constitution. The Leader of the Council will also be*

*required to make a public statement at the next formal meeting of the Cabinet which will explain why they had taken the decision as a matter of urgency.*

*Therefore, following consultation with the Leader of the Council, it was recommended that to enable formal decisions to be made on behalf of Cabinet the following procedure should be adopted:*

- *Reports that would have been considered by Cabinet are emailed to the Group Leaders;*
- *a period of five working days would be provided for Group Leaders to email any comments/questions etc. to the relevant Portfolio Holder, Leader and officer(s) identified;*
- *responses to comments/questions would be supplied to the Group Leaders;*
- *this information will be taken into account by the Leader prior to making his formal decision;*
- *a formal decision will be published recording the matters taken into account;*
- *at the first formal meeting of Cabinet a report of the decisions taken by the Leader under urgency powers will be produced; and*
- *if it was necessary for a key decision to made under urgency provisions this must be reported to Full Council (in accordance with the Access to Information Procedure Rules 15 & 16.2).*

*Whilst it was anticipated that decisions taken during urgency provisions would be limited or uncontroversial in nature, with Group Leaders' comments being sought prior to decisions being made, it must be highlighted that the ability of Members to undertake the statutory overview and scrutiny function is not removed."*

The Monitoring Officer had considered that, in responding to COVID-19, the Council was in exceptional times which therefore satisfied the grounds of urgency.

It was reported that in making the decisions in question the Leader of the Council had exercised his delegated power as set out in the Council's Constitution in Part 3, Schedule 3 (Responsibility for Executive Functions) - Section 3 (General Principles Regarding Decision Making by the Cabinet) – Principle 4b [Part 3.28].

Members were reminded that the decisions taken as a matter of urgency had related to the following matters:-

- (1) Business Rates Covid-19 Grants Scheme [Published 26 March 2020];
- (2) CAROS Scheme – Waiver of Rents [Published 26 March 2020];
- (3) Council Tax Hardship Scheme [Published 26 March 2020];
- (4) Tendring Community Fund – Allocation of £1,000 to Members [Published 26 March 2020];
- (5) Write-Off of Leisure Facilities Income for April 2020 [Published 26 March 2020];
- (6) Annual Capital and Treasury Strategy 2020/21 [Published 24 April 2020];
- (7) Annual Review of the Council's Constitution [Published 24 April 2020];
- (8) Creative and Cultural Strategy for Tendring [Published 24 April 2020];
- (9) Education, Economy and Skills [Published 24 April 2020];
- (10) Performance Report Quarter 3: October – December 2019 [Published 24 April 2020];
- (11) Scrutiny of the new Waste and Recycling Collection Service [Published 24 April 2020];

- (12) Tendring Heritage Strategy [Published 24 April 2020];
- (13) Write-off Leisure Facilities Memberships Income for May 2020 [Published 29 April 2020]; and
- (14) Discretionary Business Grants Scheme [Published 2 June 2020].

Having considered the contents of the report:-

It was moved by Councillor Stock OBE, moved by Councillor Talbot and:-

**RESOLVED** that –

- (a) the contents of the report be noted; and
- (b) the urgent decisions taken by the Leader of the Council on behalf of the Cabinet, as detailed in this report, be formally endorsed.

**22. CABINET MEMBERS' ITEMS - REPORT OF THE CORPORATE FINANCE AND GOVERNANCE PORTFOLIO HOLDER - A.2 - PROGRAMME OF MEETINGS: AUGUST 2020 TO APRIL 2021**

The Cabinet gave consideration to a report of the Corporate Finance and Governance Portfolio Holder (A.2) which enabled it to give consideration to the proposed programme of meetings for the period August 2020 to April 2021.

Members were aware that the Cabinet was required by the Constitution, to submit for formal approval to the Annual Meeting of the Council a programme of meetings for the forthcoming Municipal Year. However, due to the outbreak of Covid-19 and the ensuing global public health emergency, meetings of the Council (including the Annual Meeting), its Committees and the Cabinet had been unable to take place during March, April and early May 2020. Legislation had been passed that permitted Councils not to hold an Annual Meeting in 2020.

In addition, Parliament had enacted The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 (the "Regulations") which enabled local authorities to hold meetings remotely such as video conferencing and to 'live stream' those meetings to enable the public to watch, and/or listen to, the proceedings.

It was reported that Paragraph 4 of those Regulations permitted the Council to determine how such meetings were held and enabled flexibility on the time and date and frequency without the requirement of additional notice. With the approval of the relevant Chairmen, one Cabinet meeting, two Planning Committee meetings, one Planning Policy & Local Plan Committee meeting and one Resources and Services Overview and Scrutiny Committee meeting had been arranged and successfully held under the new Regulations.

It was therefore considered timely that a full programme of meetings for the remainder of what would have been the 2020/21 municipal year be submitted for Cabinet's endorsement in order that it could then be submitted for approval to Full Council. The programme also included provisional dates for part of 2021/22.

Having considered the proposed programme of meetings and in order to enable this matter to be submitted to full Council for its decision:-

It was moved by Councillor Stock OBE, seconded by Councillor McWilliams and:-

**RESOLVED** that –

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

**23. CABINET MEMBERS' ITEMS - REPORT OF THE HOUSING PORTFOLIO HOLDER - A.3 - HOUSING STRATEGY 2020-2025: DELIVERING HOMES TO MEET THE NEEDS OF LOCAL PEOPLE**

The Cabinet gave consideration to a report of the Housing Portfolio Holder (A.3) which sought its endorsement of a new Housing Strategy for the period 2020-2025.

The Cabinet was aware that local authorities were not required by Government to have a formal housing strategy, but that they were expected to adopt a strategic approach to housing in their local areas in order to deliver a thriving housing market and address local needs. To that end a draft Housing Strategy had been agreed by Cabinet at its meeting held in July 2019 in order to enable consultation to be undertaken seeking the views of the public and the Council's partners.

Members recalled that the strategy identified four key strategic housing priorities as follows:

- Delivering homes to meet the needs of local people
- Reducing and preventing homelessness and rough sleeping
- Making the best use of and improving existing housing
- Supporting people in their homes and communities.

It was reported that it was the first of those strategic housing priorities that had given the Strategy its title as by the end of the life of the strategy, it was expected that there would be new council housing being delivered in the District for the first time in a generation.

Having considered the contents of the proposed Strategy and in order to enable the Strategy to be submitted to full Council for its formal adoption:-

It was moved by Councillor P B Honeywood, seconded by Councillor McWilliams and:-

**RESOLVED** that –

- (a) Cabinet recommends to Full Council that the new Housing Strategy 2020-2025 and its accompanying Delivery Plan be formally adopted; and
- (b) the Housing Portfolio Holder be authorised to monitor performance against the Delivery Plan with periodic updates being presented to Cabinet following the Strategy's adoption by Full Council.

**24. CABINET MEMBERS' ITEMS - REPORT OF THE HOUSING PORTFOLIO HOLDER - A.4 - FINANCIAL ASSISTANCE POLICY FOR PRIVATE SECTOR HOUSING**

The Cabinet gave consideration to a report of the Housing Portfolio Holder (A.4) which informed it about the delivery of financial assistance for Private Sector Housing and also sought its agreement for a revised Financial Assistance Policy (FAP).

Cabinet recalled that it had last agreed revisions to the FAP during 2015.

It was reported that, whilst minor amendments had been made to the policy since, it had now undergone a thorough review in order to better reflect current demand and to make better use of the funding that was available.

Cabinet was made aware that the revisions to the FAP primarily sought to increase spending from the Better Care Fund and to offer a broader range of assistance that could be delivered faster and in a more targeted fashion to those in need.

Having duly considered the contents of the proposed revised FAP:-

It was moved by Councillor P B Honeywood, seconded by Councillor Porter and:-

**RESOLVED** that –

- (a) the update on delivery of the service since 2015 be noted;
- (b) the revised Financial Assistance Policy for Private Sector Housing as appended to the Housing Portfolio Holder's report be approved and implemented; and
- (c) the Housing Portfolio Holder be authorised to make changes to the policy if required after it has been approved.

**25. CABINET MEMBERS' ITEMS - REPORT OF THE HOUSING PORTFOLIO HOLDER - A.5 - FUTURE USE OF SPENDELLS HOUSE, WALTON-ON-THE-NAZE**

The Cabinet gave consideration to a report of the Housing Portfolio Holder (A.5) which informed it of the work undertaken by officers to attempt to find a future use for Spendells House and which also sought its agreement to bring the building back into use as a temporary accommodation unit for homeless households and, in particular, family households.

Cabinet recalled that, following its decision taken on 23 March 2018, Spendells House had been closed and its residents relocated to other housing within the District. The primary reason for its closure had been due to very low demand from those eligible to live in sheltered housing.

It was reported that options for the future use of the site had been considered with the conclusion that the scheme could provide an alternative option to the Council in responding to the demand for temporary accommodation given the increase in homelessness over recent years. Due to the increasing number of homelessness applications and temporary accommodation placements over recent years, which was a trend that showed no sign of diminishing the Council currently was forced to source



temporary accommodation externally via local property owners and bed and breakfast establishments.

Cabinet was advised that, with an estimated capital investment of £0.600m from the Housing Revenue Account, Spendells House could be brought into use as a council owned and managed temporary accommodation providing a better quality and more versatile provision than was currently available externally. The project would enable significant savings to be made compared with the cost of existing options used by the Council which would represent an average 19% return on the Council's investment.

Having duly considered the contents of the report and, in particular, the proposals and advice, risks and implications detailed therein:-

It was moved by Councillor P B Honeywood, seconded by Councillor Stock OBE and:-

**RESOLVED** that –

- (a) the outcome of the work undertaken in identifying an alternative use for the Spendells House site, Walton-on-the-Naze be noted;
- (b) in consideration of the increase in temporary accommodation placements across the District and significant associated costs, Cabinet agrees that the Spendells House site should be retained and reconfigured for the provision of temporary housing accommodation;
- (c) the Corporate Director (Operations and Delivery), in consultation with the Portfolio Holder for Housing, be authorised to submit a planning application for the change of use of Spendells House in order to form hostel type accommodation;
- (d) subject to the above, the necessary works be undertaken to the property at an estimated cost of £0.600m, with this cost being met in 2020/21 from within the existing Housing Revenue Account capital programme; and
- (e) the Corporate Director (Operations and Delivery) be authorised to make the necessary adjustments to the base on-going revenue budget (both General Fund and Housing Revenue Account) in order to reflect the on-going cost of operating Spendells House as temporary accommodation, but with no overall net impact on existing budgets.

**26. MANAGEMENT TEAM ITEMS**

There were no items referred to the Cabinet by the Council's Management Team on this occasion.

The Meeting was declared closed at 11.37 am

**Chairman**

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

24 JULY 2020

### REPORT OF THE LEADER OF THE COUNCIL

#### A.1 **EXECUTIVE DECISION TAKEN AS A MATTER OF URGENCY**

(Report prepared by Ian Ford, Committee Services Manager)

#### PART 1 – KEY INFORMATION

##### **PURPOSE OF THE REPORT**

To notify Members of a recent urgent Executive Decision taken by the Leader of the Council on behalf of the Cabinet.

##### **EXECUTIVE SUMMARY**

In accordance with the procedures contained in the Note on Decision Making Business Continuity Arrangements issued by the Monitoring Officer (Lisa Hastings) on Friday 20 March 2020, this report formally notifies Members of a recent urgent Executive Decision taken by the Leader of the Council on behalf of the Cabinet.

##### **RECOMMENDATIONS**

- (a) That the contents of the report be noted; and**
- (b) That the urgent decision taken by the Leader of the Council on behalf of the Cabinet, as detailed in this report, be formally endorsed.**

#### PART 2 – SUPPORTING INFORMATION

##### **BACKGROUND**

As part of the Council's response to the COVID-10 public health emergency the Council's Monitoring Officer produced a formal "Note on Decision Making Business Continuity Arrangements" which set out the ways in which the normal operational business could continue in relation to decisions which would normally be referred to Cabinet, Council or Committees.

In relation to Cabinet decisions the Monitoring Officer's formal Note contained the following information and advice:-

*"The Constitution requires certain matters to be decided by Cabinet collectively. The Leader of the Council may exercise any of the powers delegated to the Cabinet:*

- a. Following a resolution of the Cabinet (subject to the Constitution), or*
- b. In cases of urgency, in consultation with the Monitoring Officer and/or Section 151 Officer.*

*In cases of urgency the decision of the Leader of the Council will be recorded and published in accordance with the Constitution. The Leader of the Council will also be required to make a public statement at the next formal meeting of the Cabinet which will explain why they had taken the decision as a matter of urgency.*

*Therefore, following consultation with the Leader of the Council, it is recommended that to enable formal decisions to be made on behalf of Cabinet the following procedure should be adopted:*

- Reports that would have been considered by Cabinet are emailed to the Group Leaders;*
- a period of five working days would be provided for Group Leaders to email any comments/questions etc. to the relevant Portfolio Holder, Leader and officer(s) identified;*
- responses to comments/questions would be supplied to the Group Leaders;*
- this information will be taken into account by the Leader prior to making his formal decision;*
- a formal decision will be published recording the matters taken into account;*
- at the first formal meeting of Cabinet a report of the decisions taken by the Leader under urgency powers will be produced; and*
- if it was necessary for a key decision to be made under urgency provisions this must be reported to Full Council (in accordance with the Access to Information Procedure Rules 15 & 16.2).*

*Whilst it is anticipated that decisions taken during urgency provisions would be limited or uncontroversial in nature, with Group Leaders' comments being sought prior to decisions being made, it must be highlighted that the ability of Members to undertake the statutory overview and scrutiny function is not removed."*

The Monitoring Officer considered that, in responding to COVID-19, the Council was in exceptional times which therefore satisfied the grounds of urgency.

In making the decision in question the Leader of the Council exercised his delegated power as set out in the Council's Constitution in Part 3, Schedule 3 (Responsibility for Executive Functions) - Section 3 (General Principles Regarding Decision Making by the Cabinet) – Principle 4b [Part 3.28].

## **DECISION TAKEN AS A MATTER OF URGENCY**

**Write-off Leisure Facilities Memberships Income for June and July 2020** [Published 2 July 2020]

**Decision:** To write-off Leisure Facilities Memberships Income for June and July 2020.

## **BACKGROUND PAPERS**

Note on Decision Making Business Continuity Arrangements issued by the Monitoring Officer (Lisa Hastings) on Friday 20 March 2020.

Published Executive Decision taken by the Leader of the Council on 1 July 2020.

<b>APPENDICES</b>
None.

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<b>Key Decision Required:</b>	<b>No</b>	<b>In the Forward Plan:</b>	<b>No</b>
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## CABINET

24 JULY 2020

### REPORT OF THE LEADER OF THE COUNCIL

#### A.2 NORTH ESSEX GARDEN COMMUNITIES LTD.

(Report prepared by Paul Price & Lisa Hastings)

#### PART 1 – KEY INFORMATION

##### PURPOSE OF THE REPORT

To enable the Cabinet to consider and agree the preferred option relating to the future of the Company and note the decision of the Company Board in relation to the three Local Delivery Vehicles.

##### EXECUTIVE SUMMARY

This report sets out for Cabinet the options for the future of the North Essex Garden Communities Ltd. (the Company) and the three Local Delivery Vehicles (LDVs) following receipt of the Local Plan Inspector's letter ("the letter") on 15 May 2020 and focuses on the following points:

- NEGC Ltd – structure and purpose
- Winding up
- Employment implications
- Financial implications

##### RECOMMENDATION(S)

**It is recommended that Cabinet:**

- **Notes the decision of the North Essex Garden Communities Ltd Board on 6<sup>th</sup> July 2020 to take all necessary steps to wind up the three Local Delivery Vehicles, namely Colchester Braintree Borders Ltd, Tendring Colchester Borders Ltd and West of Braintree Ltd; and**
- **Approves, as Shareholder, that the Council takes all necessary steps to wind up North Essex Garden Communities Ltd.**

#### PART 2 – IMPLICATIONS OF THE DECISION

##### DELIVERING PRIORITIES

The development of the Garden Communities aligns with the following Corporate plan priorities:

- Building Sustainable Communities for the Future;
- A Growing and Inclusive Economy

- Community Leadership through Partnership

## **FINANCE, OTHER RESOURCES AND RISK**

### **Finance and other Resources**

The garden community project had reserves of £882k at 2019/20 year-end. It is expected that these funds would be exhausted by 30 September 2020 if the project continued in its present form. It should be noted that if the decision is not made by the Shareholders in July, the Company is likely to remain beyond existing financial contributions. If the company is wound up promptly this will enable early consideration of the future delivery option.

The Company is an admitted body of the Essex County Council (ECC) Superannuation Fund. As at the 2019 valuation the fund had a deficit of £100,000. This deficit would need to be cleared in the event that the Company ceased to be an admitted body. The redundancy and winding up costs for NEGC should be ringfenced at this stage to ensure that the Company can meet its liabilities going forward.

The winding up costs of the Company are estimated at £150k, the greater part being to ECC pension fund for the deficit set out above.

The winding up costs can be met within the funds currently held by the Company. Any balance remaining will be carried forward for use in any future delivery vehicle or returned to local authorities as agreed between the partners.

The table shows NEGC project expenditure to 31 March 2020.

<b>NEGC 2014/15 to 2018/19 All £k</b>	<b>14/15</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
NEGC expenditure	66	92	752	1,647	2,322	2,001	6,880
NEGC income including non-CBC contributions		-704	-1,248	-1,594	-1,609	-1,619	-6,774
CBC Contributions		-38	-250	-250	-100	-350	-988
Deficit/(-surplus)	66	-650	-746	-197	613	31	-883
Cumulative Reserve	66	-584	-1,330	-1,527	-914	-883	

### **LEGAL**

If the Council determine that the Company should be wound up, there are a number of procedural steps that the Council will be required to follow. Officers from each of the NEAs will work together to ensure that these are undertaken accordingly.

As Shareholder the Council is entitled to make the decision as to whether the Company should be wound up by passing a special resolution under the Company's constitution.

The Shareholders' Agreement states that such a resolution must not be passed without the consent of all the NEAs. In support of this, each of the councils are proceedings with a similar report through their respective governance process during July.

### **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 demonstrates that there is a direct link between good housing employment, economic prosperity and social equality. The new TCB garden community aims to deliver against all of these criteria and is recognised as a more sustainable mechanism for delivering housing growth via its infrastructure led delivery model than via traditional build mechanisms.

The report does not create any specific equality or diversity impacts; the communities which are ultimately developed will need to take into account these issues in their design, construction and management and this will be an ongoing commitment.

#### Area or Ward Affected

Ardleigh & Little Bromley  
Alresford & Elmstead

#### Consultation and Public Engagement

N/A

### **PART 3 – SUPPORTING INFORMATION**

#### **BACKGROUND**

Following the constructive and supportive partnership working between Essex County Council (ECC), Colchester Borough Council (the Council), Tendring District Council (TDC) and Braintree District Council (BDC) (together known as the NEAs) approved the incorporation of the North Essex Garden Communities Ltd (the Company), and endorsed the formation of three Local Delivery Vehicles (LDV) namely Colchester Braintree Borders Ltd, Tendring Colchester Borders Ltd and West of Braintree Ltd in November 2016.

At that time Cllr Neil Stock OBE was appointed as a Director on the Company Board as the Council's representative.

Ownership of the three LDVs sits with the Company, with each council holding non-voting B shares in the relevant LDV for their areas.

The Company has been a great example of four councils working together across geographic boundaries and political lines with a shared aim to improve housing and infrastructure for residents and businesses. The company co-ordinated the groundwork needed for a project unmatched in terms of scale and ambition in the UK, against a background of the governments Garden Communities Programme to provide new housing, infrastructure, jobs and services in sustainable settlements.

During the past two years NEGC Ltd has successfully secured £3.76m in grant funding from Government and supported NEAs in their successful A120/A133 HIF Bid and provided design input into the link road and Rapid Transit System.

The Company and the NEAs have helped commission work looking into improving standards for future housing delivery, jobs, creation of green and open spaces, and the

infrastructure schools, shops, health, leisure and other facilities. A long-term economic strategy has been developed, and work with SELEP has been undertaken focusing on the central role Garden Communities have on their emerging Local Industrial Strategies.

The Company has showcased the potential of North Essex at various exhibitions, conferences and at networking events. This has created the North Essex Opportunity which promotes North Essex as a place to do business, to learn, to live and work. This work has helped to raise the profile of the region, and has supported growth across the area.

On 15 May 2020 BDC, TDC and the Council received the Planning Inspectors (the Inspector) Letter. The Inspector concluded that two of the three proposed Garden Communities (the Colchester Braintree Borders Garden Community and West of Braintree Garden Community) were not viable or deliverable and therefore the Section 1 Local Plan, in its current form, is not sound. The Inspector did however agree that the Tendring Colchester Borders Garden Community is viable and deliverable and the housing and revised employment targets in the Local Plan are also sound.

The master planning and preparatory work undertaken by the Company to date, especially on strategic conversations with stakeholders (such as utility providers) means that the work puts the Tendring Colchester Borders Garden Community in a strong position to progress efficiently.

Following this finding, BDC, TDC and the Council have received the Inspectors modifications, which set out those modifications to the Local Plan that would be required to make it sound. The Inspector has set out two options on how BDC, TDC and the Council may proceed: 1) to consult on the main modifications to remove the Colchester Braintree Borders and West of Braintree Garden Communities from the Local Plan and other necessary 'modifications'; or 2) withdraw the plan. Each of the councils are considering the way forward on these through their respective governance processes.

However, with the removal of the West of Braintree and Colchester Braintree Borders from Section 1, the NEAs now need to consider the requirement for the Company going forward. Given the constructive working arrangements which have been established between the Councils it is disappointing that the Inspector's findings has placed the Councils in this position.

### **NEGC Ltd – structure and purpose**

Having regard to the findings of the Inspector, the NEAs have determined that any future plans they may have, might be achievable without the use of the Company and/or through an alternative vehicle model. There is no mechanism within the Shareholder Agreement for one council to leave the Company but in practice, this might be possible if the individual council offered up their shareholding. Consequently, the Shareholder Agreement would require variations to reflect the new arrangement with the remaining three councils.

It is important to note that the Company was never set up to be the delivery vehicle, but was established to act as an oversight company of the three LDVs. If the Company were to have any future direct role in the delivery vehicle, the Articles of the Company would require substantive variation with the consent of the Councils, as Shareholders.

### **Company Liabilities & Resources**

Council has confirmed to the other NEA's that the only liabilities the Company has are those of the Managing Director's employment, no other staff are employed by the Company and all resources are engaged through contracts with consultants, with the Council as the contracting authority. These contracts can be individually reviewed with regards to the on-going requirements for the Tendring Colchester garden community.

The only contractual liability for the Company is the employment contract for the Managing Director, which will need to be determined through TUPE, dismissal or mutual agreement. Employment issues are set out in more detail below.

### **Winding up the Company**

The A shares in the LDVs are held by the Company, practically this means that the LDVs should be wound up first. The Council is asked to note that this was considered by the Company Board on 6<sup>th</sup> July 2020 and its recommendation is the subject of this report.

Should the decision to wind up the Company be approved by each council, the Company will be required to stop trading from the point of the resolution, except so far as is necessary for winding up, this will include resolving any employment issues.

The Directors of the Company will also be required to make a declaration of solvency if they think the company can pay its debts. If they do this then the winding up is a *members'* voluntary liquidation. If they don't then the winding up becomes a *creditors'* voluntary winding up over which the Council as shareholder has little or no control.

There are consultation processes that will need to be followed as part of the winding up process. If another body had a continuing contract with the Company and was opposed to the closure of the Company, they would be in a position to make it a creditor's voluntary winding up, which would mean that the Shareholders would lose control of the liquidation. The possible types of continuing contracts include:

- Legal claims (by employees or ECC in its capacity as Essex Pension Fund)
- Unpaid tax or NI contributions
- Outstanding contractual liabilities
- Pension liabilities depending on terms of admitted body status.

Should the Council proceed with the recommendations set out in this report, the next steps would be for the appointment of a liquidator. The liquidator has to be an insolvency practitioner (even if the Company Directors have made a declaration of solvency). The liquidator will call in all the assets and arrange for their disposal, before finally transferring the final balance to the Shareholders. Once this has done, the Company will formally be dissolved and ceases to exist three months later.

If the declaration of solvency cannot be given, or the insolvency practitioner concludes that the Company is not solvent, then it will become a creditor's voluntary winding up and the distribution is approved by creditors.

### **Employment**

The NEAs are each guarantors and have guaranteed to underwrite the Company's liability in respect of its participation in the pension scheme. The guarantors indemnify the

Administering Authority (ECC) against losses or deficits in the event that the Company cannot meet its liabilities. The guarantors are jointly and severally liable.

To obtain the pension liability information, an actuarial closing report would need to be commissioned. It is understood that this would cost £1,500 plus VAT. The last actuarial information is the March 2020 accounts closing valuation. In addition, Essex Pension Fund have indicated that while pension liability information can be made available, the information would need to be shared equally to all four guarantors due to the nature of ownership and their status in the scheme. If winding up the Company is approved, officers from each of the NEAs will work together to ensure that this information is obtained as part of the winding up process.

If the NEAs approve the decision to wind up the Company, the effect of that decision would result in the Managing Director of the Company being made redundant. The cost of this will be limited to statutory redundancy pay based on service with the Company only. The Company will be required to follow the statutory procedures for redundancy and/or reach an agreement to pay in lieu of notice etc.

Employees will transfer in cases where there is a relevant transfer of an economic entity. Whether TUPE applies in this instance will depend on a comparison of the activities undertaken by the Company and whether they are continued by another entity.

Currently it is not considered that TUPE will apply to the Managing Director or external contractors, but the actions of the Company and the Councils as the project progresses are important in this regard.

There is also an officer working on the project seconded from the Colchester Borough Council. In the event there was no post for this employee to return, redundancy might arise.

The Company's project staff are retained via Hays and it is expected these can be terminated at short notice and no cost in addition to daily rates for work undertaken.

### **Changing Focus on Delivery**

If the NEAs and the Company Board required the Company to remain it would require a change of focus of the Company to delivery. In such instances the following actions will be required:

- Substantially amend the Company's articles and Shareholder Agreement or
- Utilise TCB LDV (an NEGC Ltd company) already in existence but not currently used or
- propose an alternative delivery model – which will require a decision to be made by the Council's following an options appraisal, this will involve ongoing financial contributions.

### **North Garden Communities Ltd Board**

On 6 July 2020, the Company Board, consisting of representatives from each of the NEAs, met to consider the current position and agree the preferred options for the future of the Company and the three LDVs. At that meeting it was agreed that:

- the Company would recommendation to the shareholders to cease operations of NEGC Ltd on 31 August 2020 and thereafter begin activities to close the company down;

- agree the recommendation to the shareholders to consider the closure of the three LDV companies in line with NEGC Ltd closure; and
- agree the recommendation to make the NEGC Managing Director post redundant as of 31 August 2020.

## Options

The Councils have worked closely together to consider the options available to each of them as Shareholder, and the following options were identified:

Option 1 - BDC exit and restructure to reflect an alternative purpose;

Option 2 – the Company continues to work on proposals for delivery models for the NEAs to decide upon, this requires substantial ongoing financial contributions;

Option 3 – the NEAs remain within the Company, but restructure to make it fit for purpose, this requires ongoing substantial financial contributions.

Option 4 – Close the Company and three current LDVs

## Proposals

Following an evaluation of the current position, the options available and the issues identified within this report, option 4 is recommended.

For the Company to carry on with a view to becoming part of the delivery vehicle would require a company restructure and substantive variations to both the Shareholder Agreements and the Articles.

The Company has not expressed any interest in progressing with its existing company structure, which includes a LDV for TCB.

There are Value for Money considerations of continuing to use a limited company for the establishment of one Garden Community;

TCB garden community can still be delivered through alternative mechanisms and vehicles, and TDC and CBC will need to consider their options around this in due course.

The Company's only liability and resource is the Managing Director, all project and external resources have been commissioned through CBC.

There is a need to have careful consideration of the pension strain and TUPE implications, if the Company continues to trade with a view to establishing different delivery models.

## BACKGROUND PAPERS FOR THE DECISION

None

## APPENDICES

None

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<b>Key Decision Required:</b>	<b>Yes</b>	<b>In the Forward Plan:</b>	<b>No</b>
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## CABINET

24 JULY 2020

### REPORT OF THE LEADER OF THE COUNCIL

#### A.8 – UPDATE ON ALRESFORD PARISH COUNCIL’S REGULATION 15 AND 16 NEIGHBOURHOOD PLAN CONSULTATION

Report prepared by William Fuller

#### PART 1 – KEY INFORMATION

##### PURPOSE OF THE REPORT

For Cabinet to authorise an eight week statutory public consultation on the emerging Alresford Neighbourhood Plan and approve a Scheme of Delegation for Neighbourhood Plans.

##### EXECUTIVE SUMMARY

###### Key Points:

- Alresford Parish Council has submitted the final version of its Neighbourhood Plan to the District Council so that we may undertake a public consultation on it.
- The Plan its self, A Consultation Document, The Basic Condition Statement and a number of other supporting documents have been submitted to the Council.
- It is only the Plan, The Consultation Statement, the Basic Condition Statement and the HRA/SEA which will be the subject of the public consultation.

Planning Policy and Local Plan Committee were asked to note the progress of the Alresford Parish Council’s Neighbourhood Plan at its meeting in June 2020.

This has now been completed and along with a series of other documentation has been formally submitted to the District Council so that we may host the final formal consultation on the Plan.

From this point forward the Neighbourhood Plan process is hosted by the District Council, through a statutory process in its final stages of preparation.

The Town and Country Planning Act 1990 (“the Act”) and the Neighbourhood Planning (General) Regulations 2012 (as amended) provide the statutory process as to how a Neighbourhood Development Plan will be developed and implemented.

Officers are satisfied that the submitted plan complies with all the relevant statutory requirements (as outlined in Regulation 15) and therefore respectfully request that Members allow the Plan (and associated documentation to commence an eight week public consultation.

The decisions involved in the process of making a Neighbourhood Development Plan are largely technical or administrative in nature, however certain decisions for example the decision to hold a referendum or ultimately the decision to make the Neighbourhood Plan and bring into force could be key decisions and as such should include member involvement.

In view of the statutory timescales it is proposed that Cabinet approves a scheme of delegation for functions/decision-making under the Neighbourhood Development Plan process to apply to neighbourhood plan proposals. It is important that Neighbourhood Development Plans are processed in a timely and efficient manner, in line with statutory timescales and this proposal seeks to streamline the current approach by delegating certain administrative and technical tasks to Officers in consultation with the Portfolio Holder for Planning where appropriate, but reserving the decision to make the plan to Cabinet.

## **RECOMMENDATION**

### **That Cabinet:**

- a) notes the contents of the submitted documentation at Appendix 1 to 3 satisfy the requirements of Regulation 15;**
- b) authorises the Assistant Director of Strategic Planning and Place to undertake an eight week public consultation on the Plan and other related documents in accordance with Regulation 16;**
- c) authorises the Assistant Director for Strategic Planning and Place to agree any minor amendments to the Plan and supporting documents (if required) before the public consultation begins; and**
- d) agrees the Scheme of Delegation for Neighbourhood Plans as set in Appendix 4.**

## **PART 2 – IMPLICATIONS OF THE DECISION**

### **DELIVERING PRIORITIES**

These Neighbourhood Plans will support the Corporate Plan 2020-24 (aligned with the core themes of Tending4Growth 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

Neighbourhood Plans should supplement and support the policies and proposals in the District Local Plan whilst enabling the communities to achieve their own objectives and aspirations.

## **RESOURCES AND RISK**

The Alresford Neighbourhood Plan has been prepared by their Parish Council. The responsibilities for resourcing this project lies principally with the Parish Council as the ‘qualifying body’. However, this Council has statutory duties in regards to the preparation of the Local Plan and Neighbourhood Plans and these will be discharged by the Strategic Planning and Place Team and any additional expenses funded through the ‘Local Development Framework Budget’.

A neighbourhood plan, once formally adopted, carries the same legal status as a District Local Plan (and other documents that form part of the statutory ‘development plan’) and therefore becomes a material consideration in the determination of planning applications. Applications for planning permission would therefore be determined in accordance with the development plan (including any Neighbourhood Plan), unless material considerations indicate otherwise

It is important that Neighbourhood Plans support and supplement the policies and proposals in the District Local Plan. To ensure this, Officers have worked constructively with the Parish Council in an advisory capacity in the preparation of their Neighbourhood Plans.

The Scheme of Delegation is being proposed to ensure that the District Council, acting as Local Planning Authority, can execute its statutory duty to assist in the production of Neighbourhood Plans in accordance with the 2012 Regulations in a timely and efficient manner.

## **LEGAL**

The ability for a town or parish council to produce a Neighbourhood Development Plan is contained within the Localism Act 2011. The Town and Country Planning Act 1990 (“the Act”) and the Neighbourhood Planning (General) Regulations 2012 (as amended) provide the statutory process as to how a Neighbourhood Development Plan will be developed and implemented. The Neighbourhood Planning (General) and Development Management Procedure (Amendment) Regulations 2016, introduced new statutory timescales by which decisions relating to Neighbourhood Planning have to be made.

Neighbourhood Development Plans give communities the opportunity to set planning policies as Neighbourhood Development Plans which will form part of the development plan of a local authority once implemented and will sit alongside the Local Plan. The District Council’s responsibility as Local Planning Authority is largely technical in nature, for example advising on conformity with the Development Plan and checking that Plans have followed correct procedures.

Once made, a Local Planning Authority must consider a Neighbourhood Development Plan when deciding applications for planning permission, along with any other material consideration.

Decisions in relation to the making of Neighbourhood Development Plans are an executive function, that is because Neighbourhood Development Plans are not Development Plan Documents as defined in regulation 5 of the Town and Country Planning (Local Planning) England Regulations 2012 and as such do not come within the list of plans and strategies listed in Column 1 of the table to Schedule 3 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, which would require Council approval or adoption.

Alresford Parish Council are at Regulation 15 stage. This regulation states:

*15.—(1) Where a qualifying body submits a plan proposal to the local planning authority, it must include—*

- (a) a map or statement which identifies the area to which the proposed neighbourhood development plan relates;*
- (b) a consultation statement;*
- (c) the proposed neighbourhood development plan; and*
- (d) a statement explaining how the proposed neighbourhood development plan meets the requirements of paragraph 8 of Schedule 4B to the 1990 Act.*

*(2) In this regulation “consultation statement” means a document which—*

- (a) contains details of the persons and bodies who were consulted about the proposed neighbourhood development plan;*
- (b) explains how they were consulted;*
- (c) summarises the main issues and concerns raised by the persons consulted; and*
- (d) describes how these issues and concerns have been considered and, where relevant, addressed in the proposed neighbourhood development plan.*

And then Regulation 16 states:

*16. As soon as possible after receiving a plan proposal which includes each of the documents referred to in regulation 15(1), a local planning authority must—*

*(a) publicise the following on their website and in such other manner as they consider is likely to bring the proposal to the attention of people who live, work or carry on business in the neighbourhood area—*

- (i) details of the plan proposal;*
- (ii) details of where and when the plan proposal may be inspected;*
- (iii) details of how to make representations;*
- (iv) a statement that any representations may include a request to be notified of the local planning authority’s decision under regulation 19 in relation to the neighbourhood development plan; and*
- (v) the date by which those representations must be received, being not less than 6 weeks from the date on which the plan proposal is first publicised; and*
- (b) notify any consultation body which is referred to in the consultation statement submitted in accordance with regulation 15, that the plan proposal has been received.*

## **OTHER IMPLICATIONS**

**Area or Ward affected:** Alresford & Elmstead Ward (Parish of Alresford)

**Consultation/Public Engagement:** See Supporting Information section below.

### **PART 3 – SUPPORTING INFORMATION**

#### Alresford Neighbourhood Plan Submission Documentation

Alresford Parish Council is at an advanced stage of Neighbourhood Plan preparation. The Parish have completed the preparation stage of plan making and have submitted their Plan along with background evidence documentation to the District Council so that we may formally consult upon the Plan. This stage is akin to the 'submission draft' stage of Local Plan preparation.

Twenty-four documents have been submitted to the Council, these are:

1. Basic Condition Statement
2. Alresford Neighbourhood Plan
3. Consultation Statement
4. List of Reg 16 Documents
5. Natural England Reg 14 letter
6. Anglian Water Reg 14 consultation letter
7. ECC Reg 14 consultation letter
8. Environment Agency SEA/HRA consultation letter
9. Environment Agency Reg 14 consultation letter
10. Gladman Reg 14 consultation letter
11. Natural England RAMS interim guidance letter (August 2018)
12. Essex County Standard clipping (November 15<sup>th</sup> 2019)
13. Above
14. Above (Nov 24<sup>th</sup>)
15. Environment Agency SEA/HRA letter
16. Natural England Reg 14 consultation letter
17. Early Engagement Survey
18. Housing Needs Survey
19. Detailed Survey
20. HRA and SEA Scoping Opinion Place Services
21. TDC Reg 14 consultation letter
22. Natural England SEA/HRA letter
23. TDC Early consultation letter
24. TDC SHMAA 2015

Out of these, it is only the Plan, the Consultation Statement and the Basic condition statement that are being consulted upon.

#### The Neighbourhood Plan

The Plan itself (Appendix 1) has previously been the subject of public consultation hosted by the Parish Council. At that stage (Regulation 14) the District Council also made comments on the emerging Plan.

As a result of the previous public consultation the Plan has had the addition of two new policies regarding surface water drainage and mitigation of impacts on Habitat sites through the RAMS project. A host of other minor changes have also been made to the Plan including many that address the District Council's previous comments.

### The Consultation Statement

This document shows who was consulted at the previous stage, what they said and how the Plan has changed because of those comments.

### The Basic Condition Statement

Only a draft neighbourhood Plan or Order that meets each of a set of basic conditions can be put to a referendum and be made. The basic conditions are set out in paragraph 8(2) of Schedule 4B to the Town and Country Planning Act 1990 as applied to neighbourhood plans by section 38A of the Planning and Compulsory Purchase Act 2004. The basic conditions are:

- a. having regard to national policies and advice contained in guidance issued by the Secretary of State it is appropriate to make the order (or neighbourhood plan).
- b. having special regard to the desirability of preserving any listed building or its setting or any features of special architectural or historic interest that it possesses, it is appropriate to make the order. This applies only to Orders.
- c. having special regard to the desirability of preserving or enhancing the character or appearance of any conservation area, it is appropriate to make the order. This applies only to Orders.
- d. the making of the order (or neighbourhood plan) contributes to the achievement of sustainable development.
- e. the making of the order (or neighbourhood plan) is in general conformity with the strategic policies contained in the development plan for the area of the authority (or any part of that area).
- f. the making of the order (or neighbourhood plan) does not breach, and is otherwise compatible with, EU obligations.
- g. prescribed conditions are met in relation to the Order (or plan) and prescribed matters have been complied with in connection with the proposal for the order (or neighbourhood plan).

### Other Consultation Material

As well as the above, Officers also intend on consulting on the associated Habitats Regulations Assessment and Strategic Environmental Assessment.

### The Consultation

The regulations require that a consultation is held for no less than six weeks, however due to the ongoing restrictions from Coronavirus (COVID19) Officers consider that an eight week period would give interested parties longer to digest the Plan.

Moreover, the exact dates and nature for the consultation are to be agreed with the Parish Council given the situation with the pandemic. In usual circumstances it would be appropriate to host public events at the Council offices or elsewhere, but given the above, other arrangements will need to be considered.

### **APPENDICES**

Appendix 1 – Alresford Reg 16 Neighbourhood Plan

Appendix 3 – Alresford Consultation Document

Appendix 3 – Alresford Basic Condition Statement

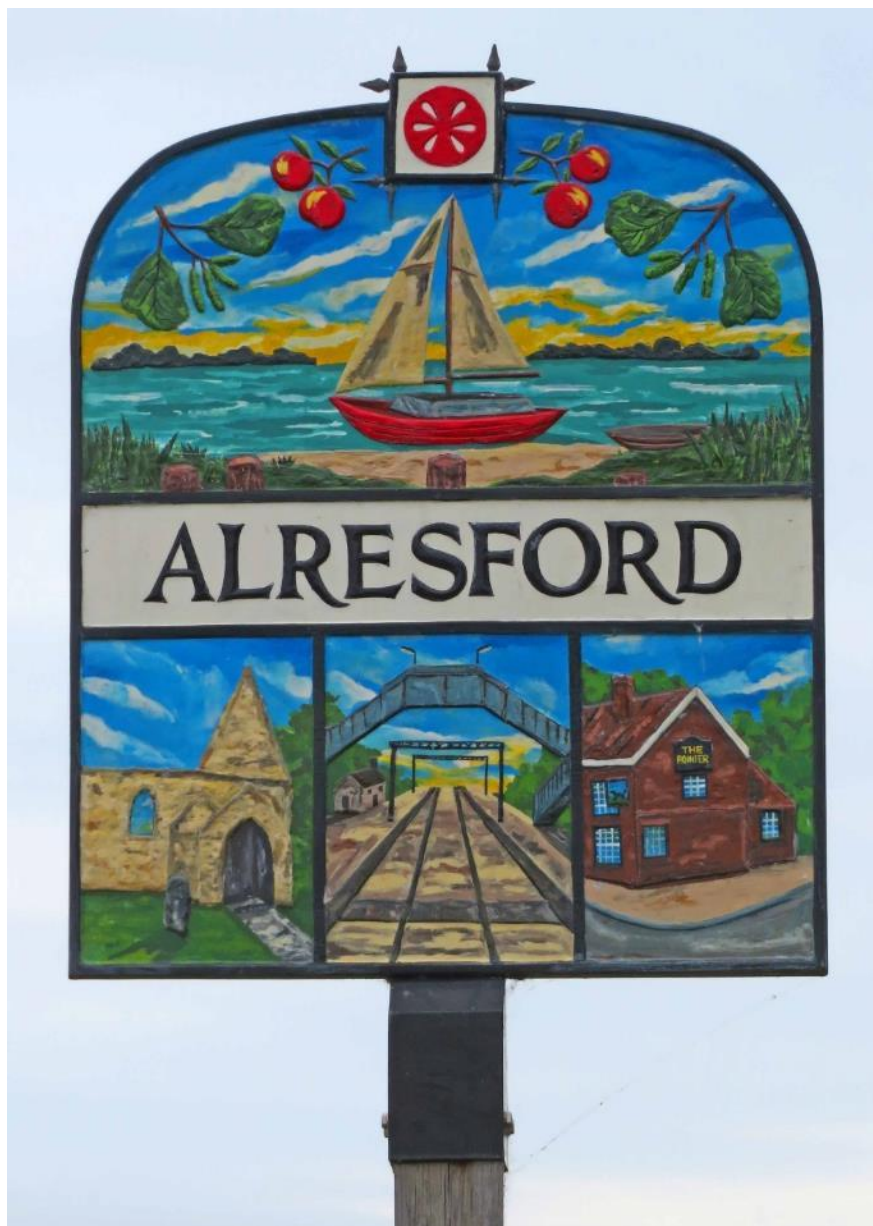
Appendix 4 – Scheme of delegation

### **BACKGROUND PAPERS**

None

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## **Alresford Parish Council**



# **Alresford Neighbourhood Plan 2018-2033**

**Submission (Regulation 16) Consultation Version  
March 2020**

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# 1 INTRODUCTION

## Purpose of the plan

- 1.1 This document represents the Neighbourhood Plan for Alresford parish for the period 2018 to 2033. The Plan contains a vision for the future of Alresford and sets out clear planning policies to realise this vision.
- 1.2 The principal purpose of the Neighbourhood Plan is to guide development within the parish. It also provides guidance to anyone wishing to submit a planning application for development within the parish. The process of producing a plan has sought to involve the community as widely as possible. The different topic areas are reflective of matters that are of considerable importance to Alresford, its residents, businesses and community groups.
- 1.3 Some of the Neighbourhood Plan policies are general and apply throughout the Plan area, whilst others are site or area-specific and apply only to the appropriate areas illustrated on the relevant map. Nevertheless, in considering proposals for development, Tendring District Council will apply all relevant policies of the Plan. It is therefore assumed that the Plan will be read as a whole, although some cross-referencing between Plan policies has been provided.
- 1.4 The process of producing the Neighbourhood Plan has identified a number of actions which have not been included in the policies' sections. This is because these are not specifically related to land use matters and therefore sit outside the jurisdiction of a Neighbourhood Plan. These actions will be addressed by the Parish Council outside of the Neighbourhood Plan process.

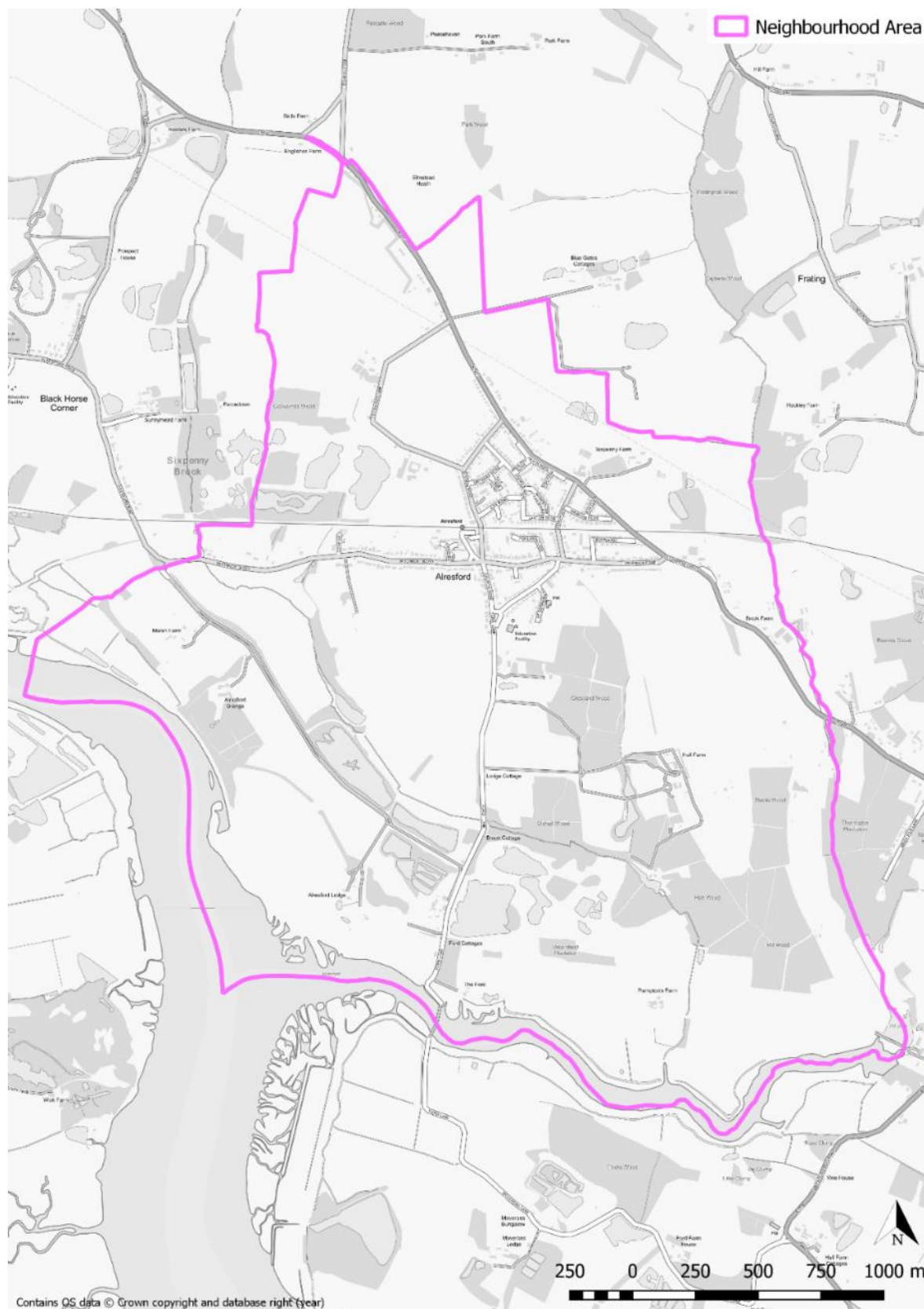


## Policy context

- 1.5 The Neighbourhood Plan represents one part of the development plan for the neighbourhood area over the period 2018 to 2033, the other parts being the Tendring District Local Plan (2007), the Essex Minerals Local Plan (2014) and the Essex and Southend-on-Sea Waste Local Plan (2017).
- 1.6 Tendring District Council, as the local planning authority, designated the Alresford Neighbourhood Area in November 2016 to enable Alresford Parish Council to prepare the Neighbourhood Plan. The Plan has been prepared by the community through the Alresford Neighbourhood Plan (ANP) Steering Group.
- 1.7 The ANP has been prepared in accordance with the Town & Country Planning Act 1990, the Planning & Compulsory Purchase Act 2004, the Localism Act 2011 and the Neighbourhood Planning Regulations 2012 (which were amended in 2015). The ANP Steering Group has prepared the plan to establish a vision for the future of the parish and to set out how that vision will be realised through planning and controlling land use and development change over the plan period.

1.8

**Figure 1.1: Alresford neighbourhood plan area/parish boundary**



- 1.9 Aspects of the Tendring Local Plan 2007 are considered to be out-of-date, based on the requirements of the National Planning Policy Framework (NPPF). Whilst it is still part of the development plan and its policies are used to determine planning applications (and therefore it has been ensured that the ANP is in general conformity with its strategic policies), it does not provide an up-to-date spatial framework to inform the development of the ANP. Rather, the reasoning and evidence informing the policies in the emerging Local Plan has been taken into account when preparing the policies in the ANP.
- 1.10 Tendring District Council is preparing a new Local Plan which is in two sections. The Section 1 Local Plan covers strategic matters and has been jointly prepared by Braintree, Colchester and Tendring Councils, assisted by Essex County Council. It has reached the Examination in Public stage and is expected to be adopted in 2020. It is then expected that the Section 2 Local Plan, which specifically covers Tendring district, will be adopted as soon as possible after this. This Section 2 Plan is presented in the Tendring District Local Plan Publication Draft (June 2017). The following are considered to be draft strategic policy matters relevant to the preparation of the ANP:
- Policy SP3 (Meeting Housing Needs) establishes that at least 11,000 new dwellings must be delivered in Tendring district between 2013 and 2033. Principally this will be in the Tendring/Colchester Borders Garden Community which will deliver 2,500 dwellings by 2033 (with 1,250 of these dwellings within Tendring district) and up to 9,000 dwellings in total beyond the plan period.
  - Policy SP5 (Infrastructure and Connectivity) promotes more sustainable travel patterns through, amongst other things, maximising the use of the local rail network.
  - Policy SP5 also seeks to ensure that essential healthcare is provided as part of new developments. This is complemented by Policy HP1 (Improving Health and Wellbeing) which commits Tendring District Council to work with the NHS and Public Health to ensure residents can access high quality primary and secondary health care services. This includes supporting general practitioners to deliver a service which meets the needs of local residents.
  - Policy SPL1 (Managing Growth) identifies Alresford as a Rural Service Centre but there is no clear expectation to deliver a minimum number of dwellings.
  - Policy LP2 (Housing Choice) requires sites of 11 or more (net) dwellings to see a mix of housing sizes, types and tenures which reflects the housing need in the latest Strategic Housing Market Assessment. The policy also supports the development of bungalows, retirement complexes, extra care housing, independent living, starter homes, self-build and other forms of residential accommodation aimed at meeting the future needs of older and disabled residents as well as family housing.
  - Policy LP5 (Affordable and Council Housing) requires 30% of all sites of 11 dwellings or more to deliver 30% of these as affordable units.
  - Policy PP3 (Village and Neighbourhood Centres) identifies Alresford as a Village Centre and seeks to protect and enhance it as a centre for day-to-day shopping needs.
- 1.11 Essex County Council (ECC) is the Minerals Planning Authority for the Plan area and is responsible for preparing planning policies and assessing applications for mineral development. The Essex Minerals Local Plan 2014 forms part of the statutory Development Plan and should be read

alongside the Tendring Local Plan. Active and unworked sand and gravel deposits are subject to a Minerals Safeguarding policy (Policy S8), which seeks to prevent deposits being sterilised by non-mineral development. Part of the neighbourhood plan area is covered by sand and gravel deposits, and hence subject to Policy S8. Mineral Consultation Areas require ECC to be consulted on all non-mineral related development within a distance of 250m around active quarries, mineral infrastructure and mineral deposits permitted for extraction.

- 1.12 Essex County Council is the Waste Planning Authority for the Plan area and is responsible for preparing planning policies and assessing applications for waste management development. The Essex and Southend-on-Sea Waste Local Plan (WLP) was adopted in July 2017 forming part of the statutory Development Plan and should be read alongside the Tendring Local Plan. The WLP covers the period from 2017 to 2032. It sets out where and how waste management developments can occur and contains the policies against which waste management planning applications are assessed.

### **Monitoring the Plan**

- 1.13 Alresford Parish Council, as the Neighbourhood Plan authority, will be responsible for maintaining and periodically revisiting the Plan to ensure relevance and to monitor delivery.

## 2 LOCAL CONTEXT

### History of Alresford

- 2.1 There have been settlements in and around Alresford (alders by the ford) since the Iron Age due to the benefits of a fertile soil and proximity to the once plentiful fish stocks of the River Colne Estuary. This provided countless generations of Alresford villagers with both food and trade. Agriculture is still important to the area although the coming of the railway in the 19th century gradually turned the village into a commuter base with workers travelling to Colchester and beyond.
- 2.2 The southern boundary of the village is formed by Alresford Creek, a tributary of the River Colne. The Creek is still navigable at high tide as far as Thorrington Tide Mill and provides moorings for a number of yachts. The old Roman Ford is clearly visible at low tide. To the west is the town of Wivenhoe, which can be reached by road or a footpath which follows the dismantled former railway line which ran adjacent to the river. This railway line opened in 1866 and was part of the 'Tendring Hundred Railway,' which went to Brightlingsea via a swing bridge over the Creek. It was a victim of the cuts in railway services of Dr Beeching and removed in 1964. The village of Elmstead Market borders Alresford to the north.
- 2.3 Fruit orchards and farms were once the predominant landscape features in and around Alresford, however housing development and the necessity to provide building materials means Alresford is surrounded by current and former gravel workings. The gravel was originally exported to London via sailing barges from Alresford Creek. The remains of a conveyor system from the processing plant to the creek can still be seen between offices of the current gravel company and the riverbank.



**Ballast barge jetty and bucket chain pylon gravel conveyor system, Alresford Creek**

- 2.4 The village has a Primary School and a church. St. Andrew's is a modern building constructed in 1976 to replace the original St. Peter's Church which was destroyed by fire in 1971. The shell of the original building remains and is a scheduled monument, with the War Memorial nearby. Scattered throughout the Parish are a number of listed buildings notably Alresford Hall and The Quarters, an especially attractive property which has altered very little externally since it was painted by John Constable almost two centuries ago.





**St Peter's Church before it was destroyed by fire in 1971**

- 2.5 The Village Hall and playing fields in St. Andrews Close are much used facilities and attached to the Village Hall, is the 'Pavilion'; home of the Colne Rangers Football Club and meeting place for Alresford Parish Council.
- 2.6 The centre of the village is approximately a mile north of the Creek and located around the railway station. For a relatively small village Alresford is hard to match for the quantity and quality of amenities. The railway station has clearly influenced the development and planning of the village during the past 150 years, including the migration of the village centre from near the old church to around the station. The main shopping centre is here and includes; a Post Office, take-away food shops, retail outlets and 'The Pointer' public house in nearby Wivenhoe Road. There are also numerous small businesses along Main Road and in Cockaynes Lane.
- 2.7 The main housing estates in the village were built in the 1960's and 1970's with a predominance of bungalows and a general mix of housing styles relating to those decades. In 2018 work commenced on a new housing development for 228 properties on sites either side of Cockaynes Lane.
- 2.8 Analysis of sites in the planning pipeline (i.e. with planning permissions or under construction) as at June 2019 in Alresford parish shows that there are 314 such dwellings. To put this in context, this represents a 36% increase on the number of homes in Alresford parish since 2011.

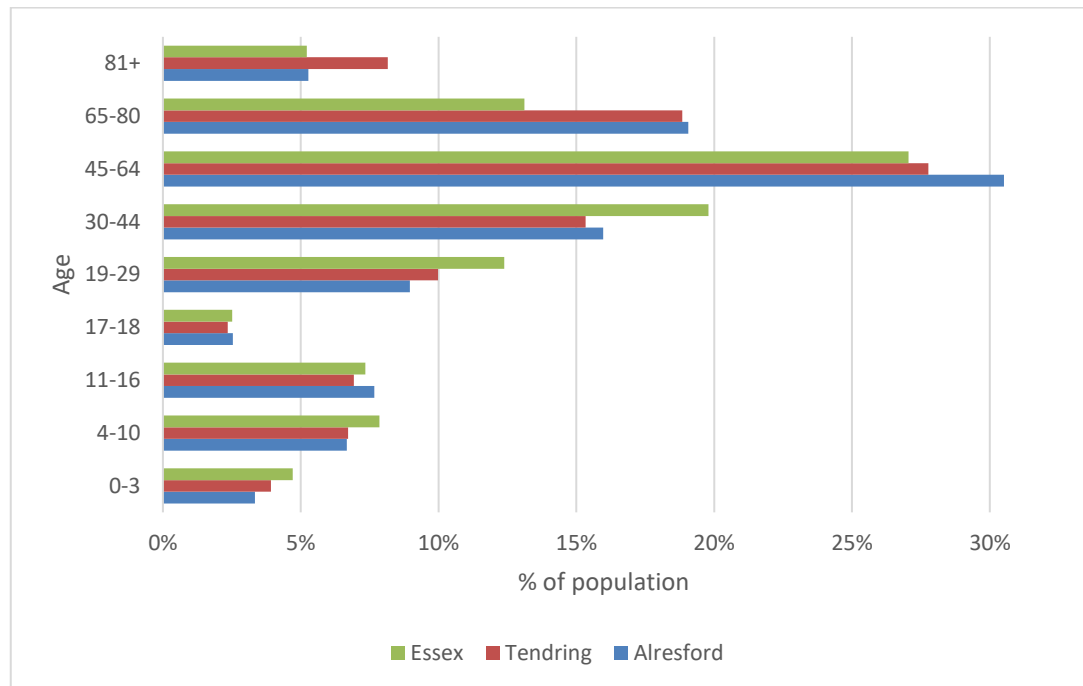
### **Profile of the community today**

- 2.9 Unless stated otherwise, the profile of the community has come from the 2011 Census.

#### **Population**

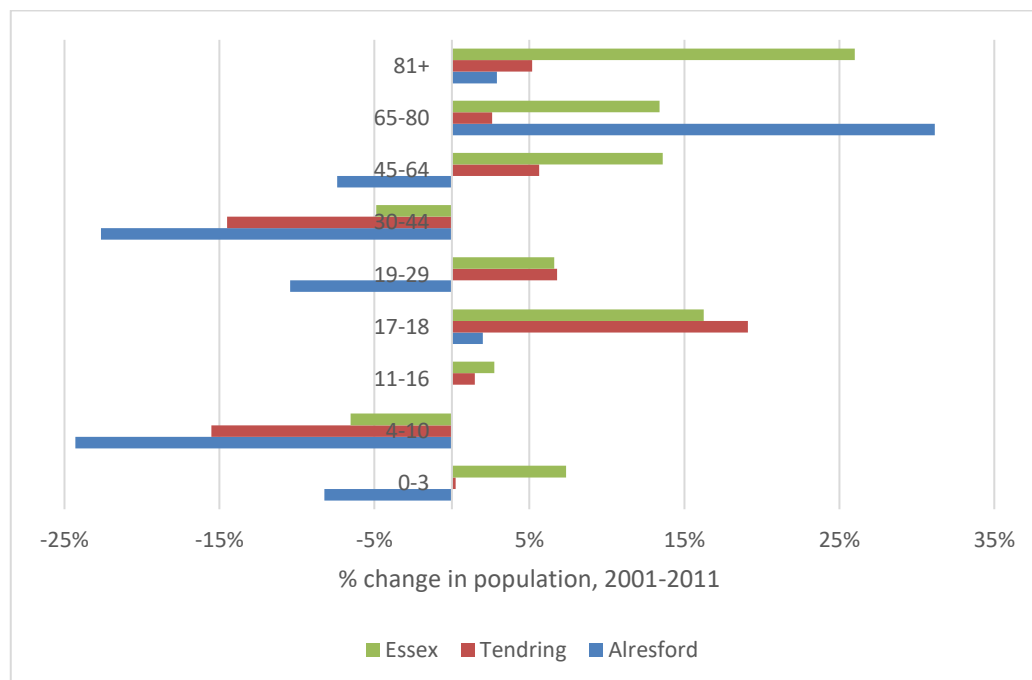
- 2.10 In 2011, the population of the parish was 2,009. The age profile is generally in line with that of Tendring district and Essex county although Alresford does have a slightly higher proportion of people ages 45-64. In addition, its population of older retirement age (81+) is below Tendring district, which does have a very high proportion of people of this age (see Figure 2.1). One point to note from this is that, with a high proportion of people approaching retirement age, the population of people of retirement age is likely to increase significantly over the plan period.

**Figure 2.1: Population profile, 2011**



2.11 Between 2001 and 2011, the population of Alresford decreased by 118 persons, a 6% fall compared with 6% growth across Essex county as a whole. What is particularly interesting is the change in population by age group.

**Figure 2.2: Change in population, 2001-2011**

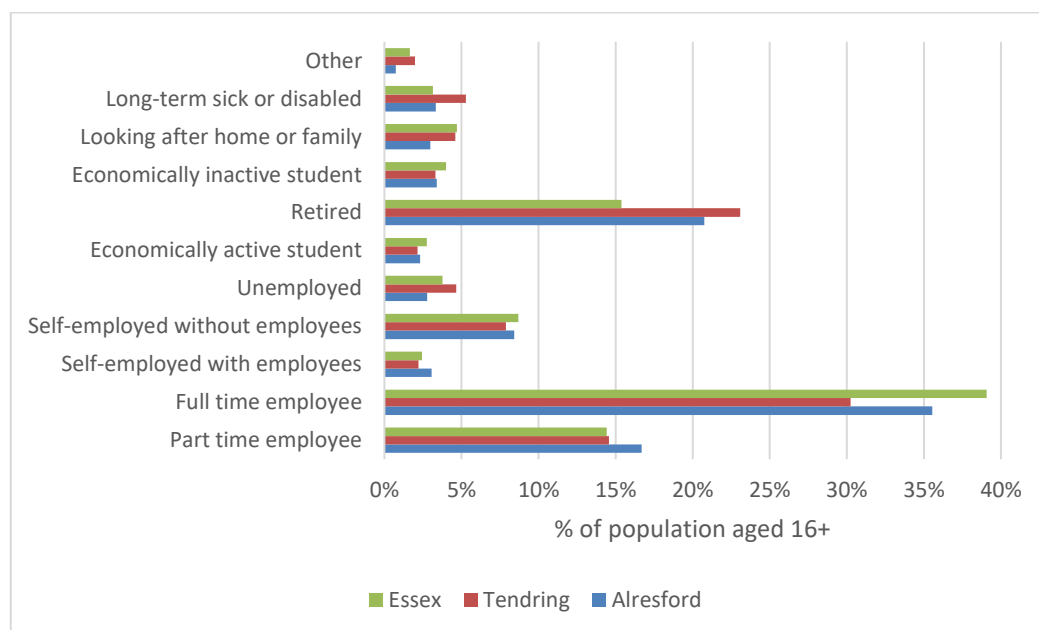


- 2.12 Alresford experienced very strong growth in its retirement population (aged 65 and older) whilst also experiencing a decline in much of its population of working age (aged 19 to 64). This demonstrates not only an ageing population structure but also a declining workforce although, as shown in Figure 2.1, it still has a high population of older working age (45 to 64). Also, this could be partially offset by the increase in young people that will be of working age during the plan period (age 11 to 29). This is shown in Figure 2.2.
- 2.13 It is also important to note that this data reflects change over the period up to 2011. Since that time, a significant number of new dwellings have been built in Alresford, with an equally significant number in the planning pipeline. This is likely to have an impact on the age profile.

### Work

- 2.14 What is noticeable about Alresford's population of working age (16 to 74) is that it has a comparatively high proportion of people in full-time employment. Alresford's overall level of economic activity is broadly in line with Tendring district and Essex county. This is shown in Figure 2.3.

**Figure 2.3: Economic activity, 2011**

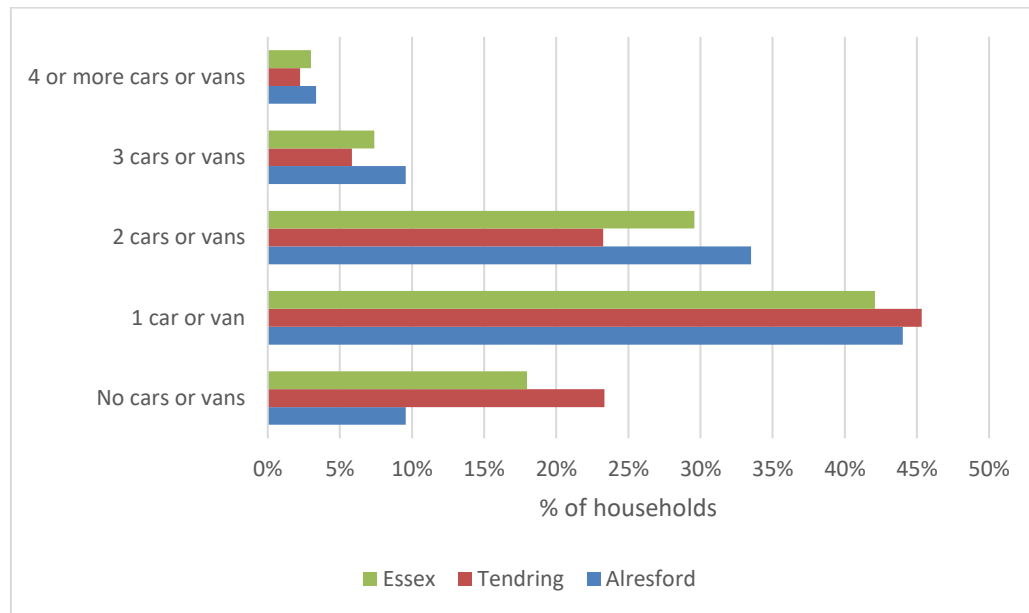


N.B, 'Economically active students' are students who are also working as well as studying. 'Economically inactive students' are not undertaking paid work in addition to their studies.

- 2.15 The large majority of those in work travel to work by car. This is supported by Census figures on access to a car by households. Over 90% of households have access to at least one car or van, with nearly half (46%) having access to two or more cars or vans. This represents high car ownership and is well above the district and county average.

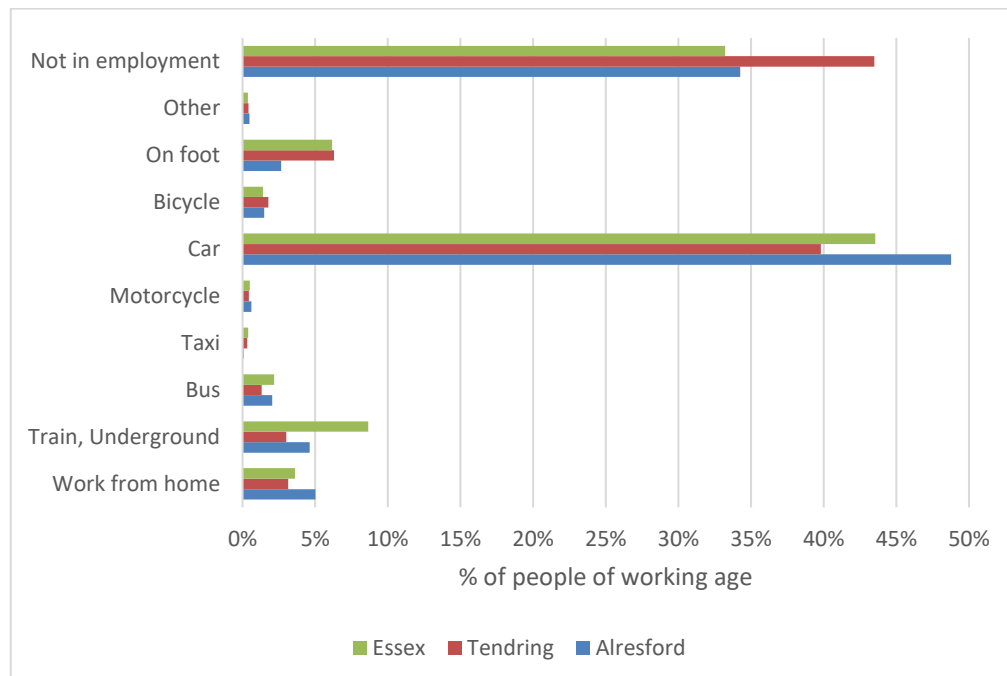


**Figure 2.4: Car or van availability, 2011**



2.16 In Alresford the car is the most heavily used mode of transport for travelling to work. The responses to the Neighbourhood Plan survey carried out in 2018 reinforce the 2011 Census results shown in Figure 2.5.

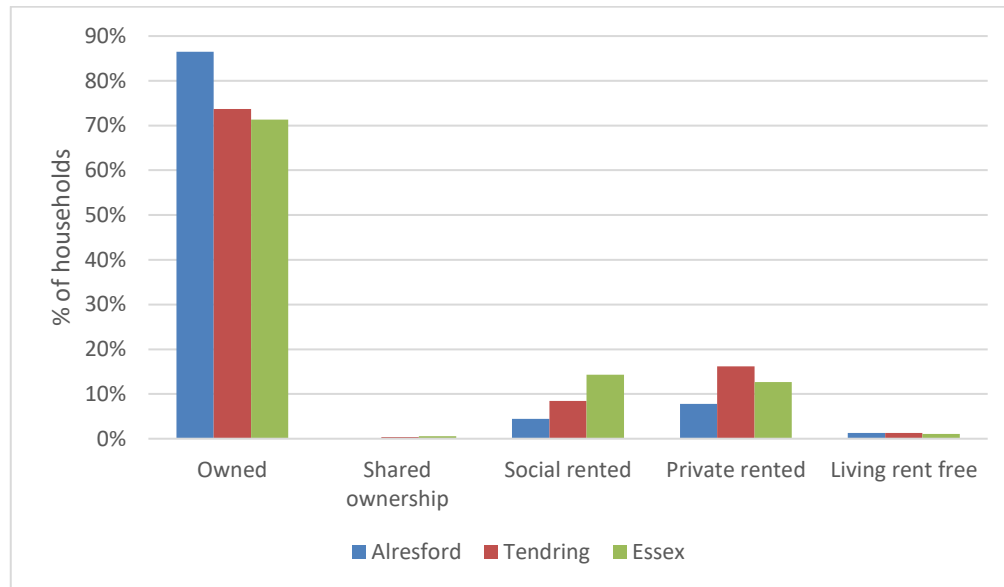
**Figure 2.5: Mode of transport to work, 2011**



## Housing

- 2.17 The ownership profile of dwellings in Alresford shows that it is predominantly owner occupied, at over 85% of all properties. This is well above proportion in Tendring and Essex at 74% and 71% respectively. This is shown in Figure 2.6.

**Figure 2.6: Ownership profile of housing, 2011**



- 2.18 By contrast, Alresford has a very low proportion of social rented housing stock - just 4% compared to 8% across the district as a whole and 14% across Essex.
- 2.19 In summary, the profile of Alresford is like that of many rural communities today, i.e. an ageing population, with high levels of economic activity, car and home ownership. Whilst there are no significant issues of deprivation which need addressing, the ageing population and the importance of retaining the vibrancy of the local community are important issues for Alresford to address over the lifetime of the plan.

## Main infrastructure issues in Alresford

- 2.20 The issues below reflect the relevant issues in Alresford today, as informed by the three community surveys undertaken as part of the development of the Neighbourhood Plan.

### Railway

- 2.21 Alresford is predominantly a dormitory settlement and is dependent upon the railway for its very existence. It was not until the railway was constructed in the village that the population grew and even now this is a main route to employment for many of the inhabitants of the village. Today the station still retains some buildings of importance to the history of the railway.



**Alresford Railway Station and level crossing**

- 2.22 Although there are four trains per hour using the line to provide access to Colchester, Clacton on Sea and Walton on the Naze, only one train per hour in each direction stops to provide service to these places.
- 2.23 The railway line provides an essential element of infrastructure for the village and this is expected to increase in importance as the population of the village grows.

#### **Roads**

- 2.24 Alresford is dependent upon the roads network to ensure that inhabitants are able to access local facilities in the nearby urban areas. Whilst the railway provides direct access to Colchester, Clacton on Sea and Walton on the Naze it does not serve the surrounding villages of Brightlingsea, St Osyth and Elmstead Market. Consequently these can be accessed easily by car owners but inhabitants that do not have a car are very dependent on bus services.
- 2.25 Currently the village is served by a bus service along Wivenhoe Road connecting Alresford to Brightlingsea, Wivenhoe, University of Essex and Colchester with four buses per hour daytime in each direction Monday to Saturday with a much-reduced service in the evening. Sunday service is restricted to a bus in each direction every two hours. There is also an hourly daytime bus service, Monday – Friday, to and from Clacton-on-Sea and Walton-on-the-Naze. There is no service in the evening or on Sundays.



**The busy B1027, also a pedestrian route**

- 2.26 For a rural village such as Alresford to remain a sustainable location, the provision of safe reliable and convenient public transport is important.

### **Health**

- 2.27 Health in the village is catered for by the Colne Medical Centre which is based at Brightlingsea although there is a satellite surgery in the village. This building however is not owned by the Colne Practice but is leased. Discussions with the Clinical Commissioning Group (CCG) have indicated that there are no long-term intentions to provide a surgery at Alresford should the current tenure situation change.



**Alresford Surgery**

- 2.28 This situation is of considerable concern to the community of Alresford. Should the surgery close residents will have to travel to Brightlingsea for medical treatment which for many residents, who do not have access to their own means of travel, means that they will be forced to rely on public transport. The reductions in bus services which have occurred, and are likely to continue longer term, means residents will find it increasingly difficult to receive medical attention.
- 2.29 In addition, the provision of a dispensary at the existing surgery gives residents a point in the village where they can readily access prescriptions. It is important that this facility is maintained in order to obviate the need for residents to travel to either Brightlingsea or Wivenhoe in order to have access to pharmaceutical services.

### **Business and Employment**

- 2.30 Gravel extraction is the largest business in the village and the 'worked out' gravel workings offer opportunities for business development mainly in the leisure environment.
- 2.31 There are some smaller businesses located in Cockaynes Lane and HGV access to this site has improved with the widening from Station Road to Pippin Way (the new road access to the largest approved housing development), despite objections by local residents.
- 2.32 On the northern side of the B1027 is the Alresford Business Centre, a small business park with approximately 20 units. There is land around this for further development but attention needs to be given to access onto the B1027.

- 2.33 Many smaller businesses exist and several of these operate from resident's homes and, even though Essex University in nearby Wivenhoe is a major employer for the area, most residents travel to Colchester, neighbouring towns and London for employment.
- 2.34 There are several farms in the parish but like all agricultural enterprises the use of labour is reducing as farming becomes increasingly mechanised.

#### **Education**

- 2.35 The village has its own primary school but for secondary education pupils have to travel to Brightlingsea or Colchester.
- 2.36 Extra accommodation has recently been provided at the Primary School and improvements have been made to the play area. Further construction work is in progress to accommodate the forthcoming population growth.
- 2.37 There is a Montessori Nursery in the village but there are few facilities for poorer families other than family members and informal arrangements with relatives and friends. The provision of new housing which has occurred over the past year has made the need for pre-school facilities ever more pressing.

#### **Footpaths and footways**

- 2.38 There are many footways (pavements) in the village but on the whole these are poorly maintained especially in respect of those associated with main roads. With increasing emphasis on public health and associated health promotion a network of continuous and well maintained footways are essential to promote safety and public health.



**Cockaynes Wood Nature Reserve**





**'Cut Throat Lane' (Marsh Farm Lane) and views over the River Colne**

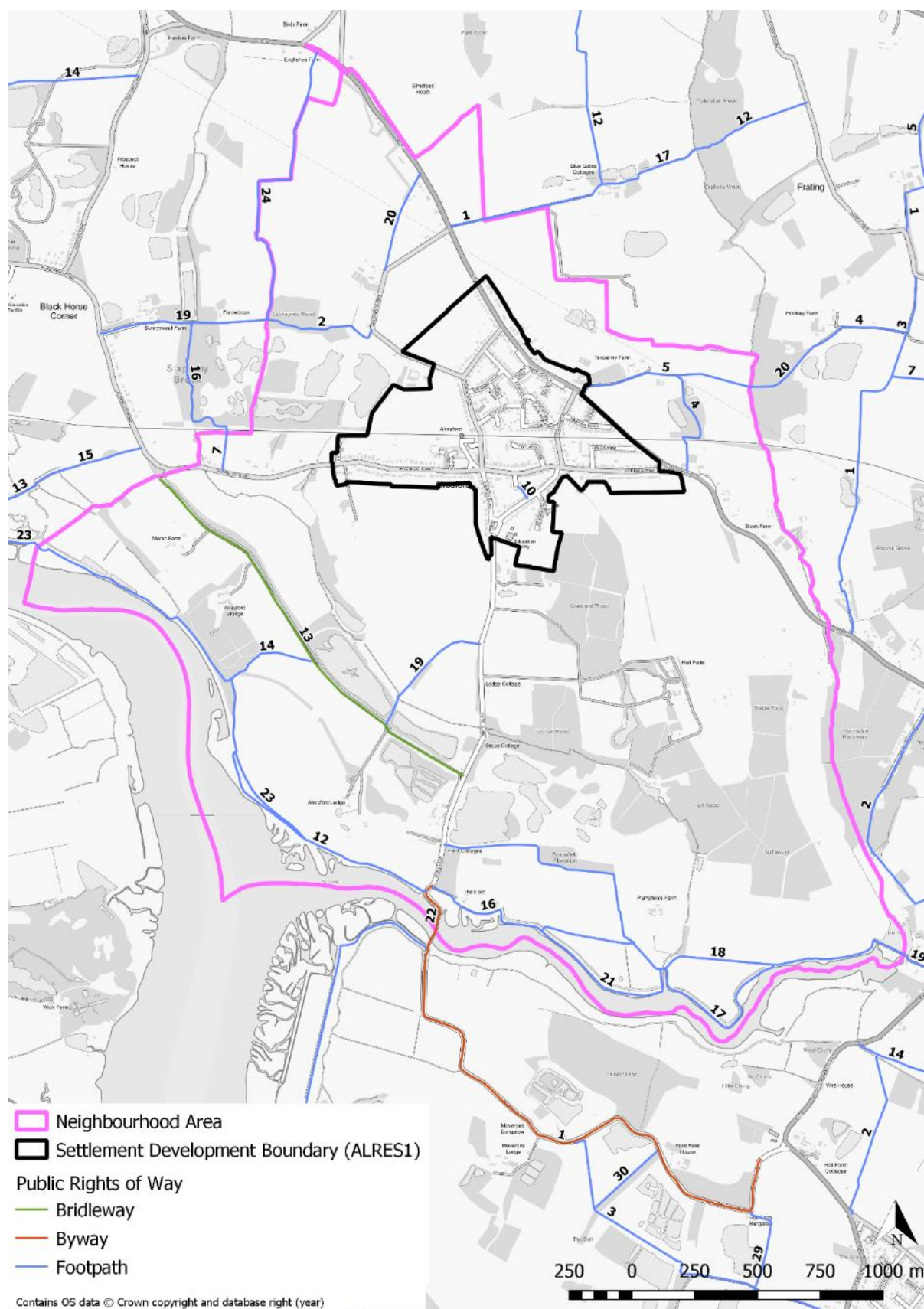
- 2.39 Figure 2.7 shows the network of footpaths (public rights of way) in Alresford.
- 2.40 Many of the attractions within the village are not readily accessible by footpath and with respect to the Creek, the public footpath to Wivenhoe and the ruins of St Peters Church can only be accessed along a narrow lane with no footpath provision.



**Car on narrow lane (Ford Lane)**

- 2.41 Likewise, despite the walk from the village to Wivenhoe offering attractive views over the Colne estuary along the Wivenhoe Road, there is no footway on a road that is narrow in places and has fast moving traffic.

**Figure 2.7: Public rights of way in Alresford**



### **The Creek**

- 2.42 Alresford Creek is a protected Area of outstanding Natural Beauty that is also a Biological and Geological Site of Special Scientific Interest. This is a valuable asset to the residents of the village, walkers, naturalists and sailors alike, to be managed and enhanced in line with the ECC HRA<sup>1</sup> and Essex coast RAMS<sup>2</sup> criteria outlined in paragraphs 8.7-8.10 and Policy ALRES9. Alresford Parish Council will continue to work in partnership with Colchester Borough Council and other organisations in order to protect and conserve the Creek's unique natural environment.



**Alresford Creek**

### **Public Buildings**

- 2.43 The two public buildings in Alresford are the Village Hall and The Pavilion which have been extended to provide a range of facilities for the local population as well as being available for people from further afield to hire.



**Alresford Village Hall**

- 2.44 The Village Hall is used six days a week for a range of activities for both adults and children. The Pavilion is used by both youth and adult players of Colne Rangers Football Club. Alongside the

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<sup>1</sup> Habitats Regulations Assessment

<sup>2</sup> Recreational disturbance Avoidance and Mitigation Strategy



Pavilion is the playing field that offers facilities for a range of sports and festivals throughout the year.



**The modern St Andrew's Church**

- 2.45 There is a relatively new church building, St Andrews, that has well apportioned accommodation for many different community activities to take place. This space is also well used by the community for a range of activities.

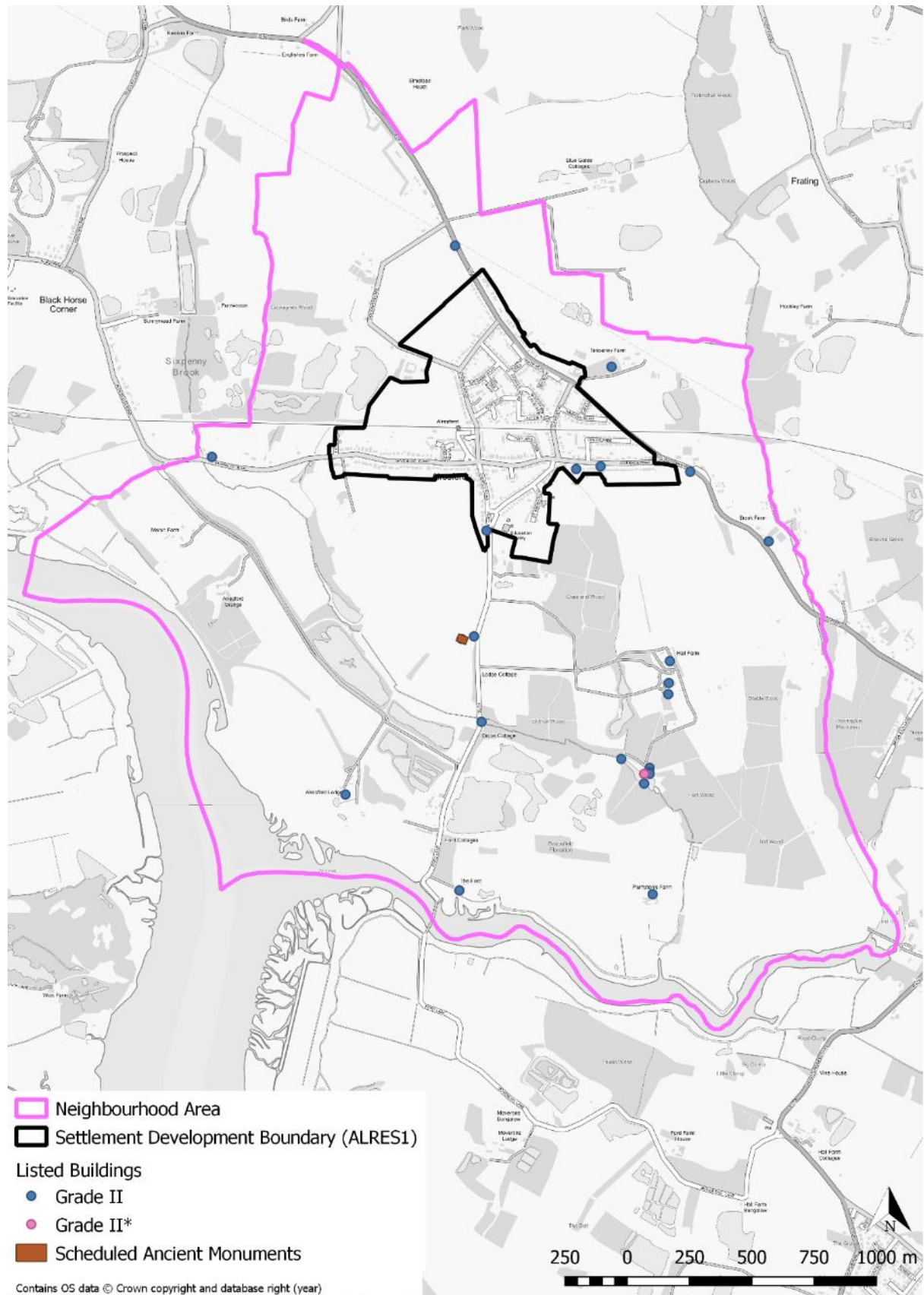
#### **Historic Buildings**

- 2.46 Alresford parish has 24 nationally listed buildings or structures. Of these, 22 are Grade II listed and one is Grade II\* listed. The remains of St Peter's Church are a scheduled monument. These are shown in Figure 2.8.
- 2.47 The only historic building in the village with open access for all is the ruins and graveyard of the St Peter's Church. Parts of this building date back to the twelfth century and exhibit the remains of a roman villa.



**The ruins of St Peter's Church and graveyard**

**Figure 2.8: Listed buildings and structures in Alresford**



### 3 VISION AND OBJECTIVES

#### Challenges for Alresford

3.1 The Alresford Neighbourhood Plan seeks to address, as far as possible, the challenges that face the community of Alresford. This also reflects the objectives and issues identified and articulated in the Tendring District Local Plan Publication Draft (June 2017) and other challenges identified through the engagement process for the Neighbourhood Plan. In summary these challenges are:

- Ensure that any new homes developed cover the broad demographic range of residents.
- Encourage movement through and within the village that promotes the wellbeing of parishioners and visitors.
- Maintain the special character of our natural environment, whilst making it accessible to all.
- Create a 'heart' for the community activity in the village around the village hall, playing fields and church and seek to better connect this with the other area of primary activity around the shops, station and pub..
- Build on the current community-led stewardship of Alresford to accommodate the planned 30% expansion in housing over the next 3 years.



#### Vision for Alresford

3.2 A broad vision for Alresford as a 'larger village' in the 'rural heartland' of Tendring District has been laid out in the Tendring District Local Plan Publication Draft 2017:

*'In the District's substantial rural heartland, the smaller towns of Manningtree, Lawford, Mistley and Brightlingsea, along with some of the larger villages, will have seen some modest levels of new housing and employment development to support local shops and services, address local issues, provide for local needs and facilitate investment by local businesses in job opportunities.'*

3.3 The ANP builds on that vision and allows residents to make real choices about how they would like their village to develop through the plan period by:

- Understanding and promoting, at a local level, the housing needs for residents today and in the future;
- Providing and supporting clubs and facilities that offer opportunities for enhancing the wellbeing of residents through exercise and social contact;
- Providing a safe and flexible place for people to live, work and commute;
- Protecting and improving the amenity value of the built and natural environment for residents and visitors in both the local and wider community;

- Nurturing and encouraging an environment that allows social enterprise to flourish through volunteering and giving, to enhance the lives of all residents; and
- Promoting residents' aspirations of remaining a walkable village with the station area at its heart and providing an environment in which children and adults of all ages can flourish and develop.

### **Neighbourhood Plan Objectives**

- 3.4 The objectives of the Neighbourhood Plan as identified through engagement with the community are as follows:
- i. Objective 1: Housing – meet the particular needs of the community of Alresford for housing and facilities as they arise over time, including serving the needs of an ageing population.
  - ii. Objective 2: Movement – Increase safe walking and cycling for local journeys through the village.
  - iii. Objective 3: Community infrastructure and public realm – Protect and enhance the assets in the village, including green spaces, community buildings and facilities and the local shopping area.
  - iv. Objective 4: Environment and heritage – Preserve and enhance the environment and heritage of Alresford, including its local wildlife and historic assets.

## **4 SPATIAL STRATEGY**

- 4.1 The North Essex Authorities<sup>3</sup> emerging Local Plan Part One (LPP1) is required to provide for significant levels of housing growth in order to address the identified needs of the three districts over the Plan period to 2033. For Tendring district, the draft housing requirement is 11,000 dwellings over the period 2013 to 2033. The Tendring Local Plan Part Two (LPP2)<sup>4</sup> identifies Alresford as a 'Rural Service Centre', meaning that it will accommodate a 'modest increase in housing stock'<sup>5</sup> that it will play a role in addressing local housing needs, supporting the village economy and assisting with the overall housing growth proposed of the District.
- 4.2 The granting of planning permission on sites in Alresford totalling 314 dwellings<sup>6</sup> between 2017 and 2019 means that no additional sites are currently allocated for further development in the village. However, development will still be expected to come forward and it is therefore important to develop a strategy which is clear about the appropriate locations for different types of development.
- 4.3 The spatial strategy seeks to ensure that development is focused within the settlement development boundary of Alresford, as shown in the Policies Map in Section 10, but that there is flexibility around the development of uses that would enhance Alresford's role as a Rural Service Centre and address the needs of the local community. Policy SPL2 (Settlement development boundaries) of the emerging Tendring LPP2 provides the strategic policy context focusing growth within the settlement development boundary – which includes sites in the planning pipeline – but considering appropriate uses outside the boundary, e.g. Policy LP7 (Self-build and custom-built homes) and Policy LP10 (Care, independent and assisted living).
- 4.4 In Alresford, there are considerable needs relating to the ageing population. In light of this, the provision of dedicated retirement housing, sheltered housing, extra care housing and care facilities outside but adjacent to the settlement development boundary will be viewed favourably. Such proposals would have to demonstrate that there are no other suitable sites within the settlement boundary that are available or deliverable.

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<sup>3</sup> Braintree district, Colchester borough and Tendring district

<sup>4</sup> The Submission Version of the Tendring Local Plan Part Two was submitted for Examination in October 2017. The Examination of this Plan will commence once the LPP1 has been declared sound.

<sup>5</sup> LPP2 Submission Version, paragraph 3.2.1.3.1

<sup>6</sup> Source: Tendring District Council planning application database (see Appendix A)

**POLICY ALRES1: ALRESFORD SPATIAL STRATEGY**

- A. New development in Alresford parish shall be focused within the settlement development boundary of Alresford village as defined on the Policies Map.**
- B. Development proposals within the settlement development boundary (as defined on the Policies Map) will be supported subject to compliance with the other policies in the Neighbourhood Plan.**
- C. All residential development proposals will be expected to address the following key matters:**
  - i. Ensure they address the evidence-based housing needs of the Alresford Neighbourhood Area; and**
  - ii. Contribute as necessary towards education infrastructure and other key infrastructure which shall include health, transport and movement, community facilities, utilities and public realm improvements, through direct provision and/or developer contributions (including Community Infrastructure Levy and/or Section 106).**
- D. The provision of housing and care facilities that meet the needs of older people will be permitted in the countryside immediately adjacent to the settlement development boundary in accordance with Policy ALRES2. Such proposals must demonstrate that there are no other alternative sites that are suitable or deliverable.**



## 5 HOUSING

- 5.1 The importance of delivering a range of housing to address the needs not only of Alresford but also, to a limited degree, the wider needs of the housing market area is significant. The Strategic Housing Market Assessment covering Tendring district<sup>7</sup> recognises that Tendring district has some very specific housing needs. In particular, it forecasts that the number of people aged 65 or over with a limiting long-term illness that limits them a lot will grow by nearly 3,800 (37%) across the district over the 15-year period to 2030<sup>8</sup>. As a result, the district will have by far the highest number of such people of all the four districts in the housing market area.
- 5.2 In terms of specialist accommodation, this expected growth of people aged 65 or over with a limiting long-term illness will mean a need for significant additional sheltered and extra care housing units across the district over the plan period. The vast majority of this need is forecast to be for sheltered housing.
- 5.3 In terms of demand, forecasts from Essex County Council show that in the Tendring district in 2019 there are a total of 11,008 households with at least one person over the age of 75 and 20,467 people over the age of 75, of which 405 have a care package funded by ECC of between 6-15 hours of care a week (6 hours is currently the minimum care hours criteria for Extra Care).
- 5.4 There are currently three Extra Care schemes in the Tendring district - Rosebank Park (70 units) in Harwich, Beaumont House (60 units) in Walton and Canters Meadow (30 units) in Clacton, with an additional scheme in Clacton, Coppins Court (60 units), due to commence development in Spring 2020.
- 5.5 As at late-2019, Essex County Council is forecasting a current need for 292 units of Extra Care in Tendring district.
- 5.6 Reflective of this significant district-wide demand, the theme of housing and care provision for the elderly was raised as an issue of concern by local people consistently throughout the development of the ANP. A Housing Needs Survey was undertaken in late-2017 and published in 2018<sup>9</sup> which found that 70% of respondents<sup>10</sup> considered themselves to be in need of alternative accommodation within the next two years. Of these, 57% were seeking a 2-bed property. Whilst the survey did not analyse the age of each respondent, the older age profile of the parish means that it is likely a significant proportion of these short-term needs are by older people. In the detailed survey to inform the ANP, 85% of respondents supported the provision of warden-controlled sheltered housing for older people of those with mobility/health issues.
- 5.7 It is important that any housing or care facilities which address the needs of the ageing population must be well located in respect of shops and services. This is particularly the case for housing types where residents are more independent and mobile, therefore need to be able to shop and access local services. This relates to retirement complexes, extra care housing (also known as 'very

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<sup>7</sup> HDH Planning & Development (2015) *Braintree, Chelmsford, Colchester and Tendring Councils Strategic Housing Market Assessment Update*

<sup>8</sup> SHMA Update, Table 6.3

<sup>9</sup> RCCE (2018) *Alresford Housing Needs Survey*, for Alresford Parish Council

<sup>10</sup> The survey had a 25% response rate

sheltered housing') and sheltered housing. A care home has more flexibility in where it is located because its residents have their day-to-day needs provided on site.

- 5.8 Policy ALRES2 works with Policy ALRES1 to maximise the opportunities available for provision of housing and other facilities to meet the full range of needs of older people. This includes care homes, sheltered housing and extra care housing that are likely to be a mix of tenures as well as retirement complexes which may be privately provided. Equally though, market housing which is open to all people can still meet the needs of older people if designed with their needs in mind, e.g. are capable of adaptation as people's needs change over time. What will help to integrate such housing developments into the community of Alresford is if they are brought forward as community-owned schemes which are designed in a way to maximise community cohesion. Rural exception sites<sup>11</sup> and community land trusts<sup>12</sup> are good examples of local ownership and co-housing is a way of providing housing specifically designed to operate as a community as opposed to a series of individual private units. Such examples of development were recommended in the Alresford Housing Needs Survey. Alresford Parish Council will work with landowners and providers of affordable housing<sup>13</sup> to ensure that such provision is maximised and that opportunities for people with a local connection to access such housing are provided.

#### **POLICY ALRES2: PROVISION FOR THE AGEING POPULATION**

- A. In order to address the needs of older people in Alresford, development that provides housing and care facilities specifically designed to address their needs will be supported. This includes the provision of sheltered housing, retirement complexes, extra care housing and specialist care facilities (Class C2).**
- B. Provision of housing for older people is encouraged to be delivered through mechanisms which retain local ownership and maximise community cohesion, e.g. rural exception sites, community land trusts, co-housing or almshouses.**
- C. The provision of any type of housing for the ageing population that does not provide on-site care should ensure there is safe and easy access within reasonable walking distance to the shops, services and bus stops in Alresford village.**

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<sup>11</sup> **Rural Exception Sites** are small sites used for affordable housing in perpetuity where sites would not normally be used for housing. Rural exception sites seek to address the needs of the local community by accommodating households who are either current residents or have an existing family or employment connection. A proportion of market homes may be allowed on the site at the local planning authority's discretion, for example where essential to enable the delivery of affordable units without grant funding.

<sup>12</sup> **Community Land Trusts (CLTs)** are set up and run by ordinary people to develop and manage homes as well as other assets. CLTs act as long-term stewards of housing, ensuring that it remains genuinely affordable, based on what people earn in their area.

<sup>13</sup> **Affordable housing** is defined as housing for sale or rent, for those whose needs are not met by the market (including housing that provides a subsidised route to home ownership and/or is for essential local workers). This can either be affordable housing for rent, Starter Homes, discounted market sales housing (sold at a discount of at least 20% below local market value) or other routes such as shared ownership.



- 5.9 It should be noted that, whilst Policy ALRES2 addresses specific types of provision for older people, this does not mean that the needs of other types of resident are not considered important. The engagement with the community of Alresford to inform the plan preparation showed that the needs of first-time buyers and families were equally important. However, policies to ensure that new developments provide a mix of the housing that is needed in an area are being developed through the Tendring District Local Plan Publication Draft (Policy LP2, as described in paragraph 1.10 of the Neighbourhood Plan). To duplicate such policies is unnecessary.
- 5.10 Policy ALRES2(C) directs housing for the ageing population that does not provide on-site care to be located within 'reasonable walking distance' of shops, services and bus stops. There is no precise definition of 'reasonable walking distance' or what represents 'easy access' but this must take into account the fact that the intended occupiers will be older and comparatively less mobile than those without specific needs and that any routes must minimise difficulties associated with crossing roads or navigating routes where levels change.

## **6 MOVEMENT**

- 6.1 As a rural village, movement is predominantly by car, particularly where residents need to travel to work and shops and services for all bar the most basic everyday goods. The railway station does provide an alternative for journeys to Colchester and beyond but, as the Census information shows, car ownership in Alresford is high.
- 6.2 Alresford is situated on the B1027, one of the main routes connecting Clacton to Colchester. It therefore has significant amounts of traffic using it, including heavy goods vehicles. The speed of traffic along this route (a 40mph speed limit) coupled with the narrow pavements and lack of dedicated cycle paths, makes it unattractive for walking, wheelchairs and cycling.



**Narrow pavement along the B1027**

- 6.3 Improved access for pedestrians and cyclists is needed to help link Alresford with the surrounding villages, particularly Thorrington and Wivenhoe – this relates to the leisure routes which are discussed below. This is important because the survey undertaken to inform the ANP showed that whilst nearly 9% of respondents walked to work and nearly 5% cycled, the inadequacy of the footpaths discouraged people from walking.
- 6.4 An example of a safer route is along the B1029 between Thorrington Mill and Brightlingsea Church, where pedestrian and cycle access is largely separated from the vehicular traffic on the road. If an equivalent roadside footway were provided alongside B1027 to Thorrington that would allow safe cycling and walking to Thorrington and Brightlingsea and connect Alresford residents to a greater range of shops and services, as well as access to employment opportunities on foot and by bicycle.



**Dedicated footpath and cyclepath along B1029 between Thorrington Mill and Brightlingsea Church** (source: Google Streetview)

- 6.5 In addition, greater pedestrian movement can be encouraged with safe crossing of the B1027. In particular, access to the Alresford Business Centre on the east side of the B1027 close to the junction with Coach Road could be improved with a suitable pedestrian crossing.



**Requirement for safe pedestrian crossing of Alresford Business Centre at junction of B1027 and Coach Road** (source: Google Streetview)

- 6.6 One issue for children is the difficulty for many of walking safely to Alresford Primary School. The school is in the south of the village but for those in the north, there is the need to cross Wivenhoe Road, on which along its length through the village, there is only one dedicated crossing. Parents reported that this discouraged many from allowing their children to walk to school. It is important that there are safe routes to school to encourage more walking by children.



**Junction of Ford Lane and Coach Road**

- 6.7 As well as along the main transport routes, improvements to leisure walking routes can help to provide access between Alresford and the surrounding villages. There are a number of existing footpaths providing access to the adjacent villages. These footpaths are ancient rights of way across fields and are used for leisure, health and dog walking as ground conditions permit. None can be considered safe routes as they are all remote rural byways:

**To Wivenhoe**

- Just to the north of Alresford village from Cockaynes Lane via Cockaynes Wood and Sunnymead Farm
- From Alresford Creek along the old railway track bed.

**To Brightlingsea**

- From Alresford Creek via Thorrington Mill.

**To other villages**

- From Tenpenny Farm, adjacent to the village on the east side of the B1027, to Frating, Great Bentley and Thorrington via the lane off the B1027 opposite Coach Road
- From Bluegates Farm, to the north of the village on the east side of the B1027, to Frating and Elmstead Market via the farm drive off B1027 opposite Cockaynes Lane.





**Tenpenny Cottage on the path to Frating**

- 6.8 These routes which start on the east side of the B1027 would benefit from a safe pedestrian crossing from the Alresford village side of the road as highlighted earlier. Safe crossing points may also encourage people from other remote residences to use these routes and use the shops in Alresford.

**POLICY ALRES3: ENHANCING WALKING AND CYCLING IN AND AROUND ALRESFORD**

- A.** In order to enhance movement by means other than the private car, major development<sup>14</sup> must prioritise the enhancement of the network of safe routes for walking, both within Alresford village (in particular 'safe routes to school') and linking Alresford with neighbouring villages. Further enhancement to provide cycle access, particularly where this is separated from vehicular traffic, is also encouraged.
- B.** The Public Rights of Way network must be protected. Where appropriate, in accordance with the statutory tests in the Community Infrastructure Levy Regulations 2010, development should enhance the Public Rights of Way network by improving routes or creating new links. Linking the Public Rights of Way network to the Key Movement Routes is encouraged.

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<sup>14</sup> 'Major development' is defined in the NPPF as: For housing, development where 10 or more homes will be provided, or the site has an area of 0.5 hectares or more. For non-residential development it means additional floorspace of 1,000m<sup>2</sup> or more, or a site of 1 hectare or more, or as otherwise provided in the Town and Country Planning (Development Management Procedure) (England) Order 2015

- 6.9 Alongside Policy ALRES3, the ANP also identifies a list of priority projects for investment. These projects are not only seen as the most important opportunities to increase walking and cycling for leisure and health benefits on a day-to-day basis, but also to increase the use of circular routes that link Alresford with the surrounding villages and are one of the most enjoyable leisure activities for residents. The list of priority projects (not listed in any order of individual priority) is shown below.

**PRIORITY PROJECTS TO ENHANCE WALKING AND CYCLING**

- **Dedicated footpath and cycle path (wide enough for disabled access) along B1027 to Thorrington**
- **Safe pedestrian crossing of the B1027 to access leisure walking routes at Tenpenny Farm and Bluegates Farm**
- **Dedicated footpath along Wivenhoe Road linking up circular leisure routes**
- **Enhancement of the footpath along the creek between Ford Lane and the old railway track-bed to allow all abilities to enjoy that environment.**

## 7 COMMUNITY INFRASTRUCTURE AND PUBLIC REALM

### Local green spaces

- 7.1 Under the NPPF, Neighbourhood Plans have the opportunity to designate Local Green Spaces which are of particular importance to them. This will afford protection from development other than in very special circumstances. Paragraph 100 of the NPPF says that the Local Green Space designation should only be used where the green space is:
- in reasonably close proximity to the community it serves;
  - demonstrably special to a local community and holds a particular local significance, for example because of its beauty, historic significance, recreational value (including as a playing field), tranquillity or richness of its wildlife; and
  - local in character and is not an extensive tract of land.
- 7.2 Alresford Playing Field, the Millennium Garden, the Community Garden and allotments and the Wivenhoe Road Rose Garden are considered to fulfil all of the criteria of the NPPF.
- 7.3 These areas are complemented by a number of other green spaces that are proposed for safeguarding in Policy HP4 (Safeguarded local greenspace) of the emerging Tendring LPP2, although this is a different type of designation which permits the loss of the green space subject to certain criteria, including its satisfactory re-provision. The designation in Policy ALRES4 in the ANP provides a higher level of protection which reflects the value of the local green space in its specific location as well its importance as a space.
- 7.4 Several areas of high environmental value are not included as Local Green Spaces. In particular this includes the Upper Colne Marshes and Colne Estuary Sites of Special Scientific Interest (SSSI), which include Alresford Creek. Given their status, these areas already have a significant level of protection which would not be added to by designation as a Local Green Space.

### Alresford Playing Field

- 7.5 The Playing Field area is approximately 3.2 hectares and is owned by the Parish Council. It is very widely used, being the only green space in the village suitable for sport and leisure. Its main uses, as well as informal leisure and walking are:
- Alresford Colne Rangers FC is the resident football club, with male and female teams at both youth and adult level. These teams attract approximately 70 visiting clubs each season for matches. It is estimated that approximately 2,000 people play football on the pitches each year.
  - Other facilities comprise cricket, tennis, skateboarding, jogging, fitness training, basketball. All these are well used facilities.
  - Village fetes, shows and music events are held annually.
- 7.6 There are two play areas adjacent to one another and are well used throughout the year. A larger area is provided for ages 6 to 16 years and a smaller area for infants. Both areas are enclosed with low level fencing and are equipped with good quality equipment. A few bench seats are provided for parents, grandparents and child minders.

- 7.7 Much loved and well used, the playing field has won numerous countywide awards and the village is very proud of this important facility. In the 2017 Community Survey, when asked what is good about living in Alresford, 13% of unprompted responses identified the Playing Field as a particular feature. It was also the most commonly identified specific location which the community considered to be of value to them. Being the only green space dedicated to formal leisure in the village, the community considered it was a high quality space which did not require improvement. However, with a lack of alternatives, its retention as a playing field is very important to people.



**Alresford Playing Field**

### **Millennium Garden**

- 7.8 The area covered by the Millennium Garden is approximately 0.04 hectares and is owned by the Parish Council. Whilst a small area, it is in a very visible location in the heart of the village, being on the junction of Ford Lane and Wivenhoe Road. It is adjacent to bus stop and so it is an attractive place for people to wait for the bus. In 2001, a time capsule was laid in the Garden and a stone place on top to commemorate this.





**Millennium Garden**

### **Community Garden**

- 7.9 The Community Garden by Alresford Station is owned by Abellio Greater Anglia and has relatively recently been turned from a derelict piece of ground into a high quality community space covering 0.1 hectares. Here people can sit and spend some quiet time and for this reason it is enjoyed by both young and old. The fact that it has been so well received since it was transformed demonstrates how much the community values such spaces and, given the lack of alternatives, why the space is so important.



**Community Garden Local Green Space**

### **Wivenhoe Road Rose Garden**

- 7.10 The garden at the junction of Wivenhoe Road and B1027 borders the settlement boundary and provides an attractive vista when entering or leaving the village of Alresford. It is 0.03 hectares and was created on the vast grass splays of the junction in 1999/2000 as a result of an Alresford Horticultural Society member winning the rose bushes in a competition. A wooden seat on the site celebrates the 25th Anniversary of Alresford Horticultural Society in 2000 and is often used as a resting place by cyclists and walkers.



### **Wivenhoe Road Rose Garden**

- 7.11 Figures 7.1 to 7.4 show the location and extent of the four Local Green Spaces.



**Figure 7.1: Alresford Playing Fields Local Green Space**

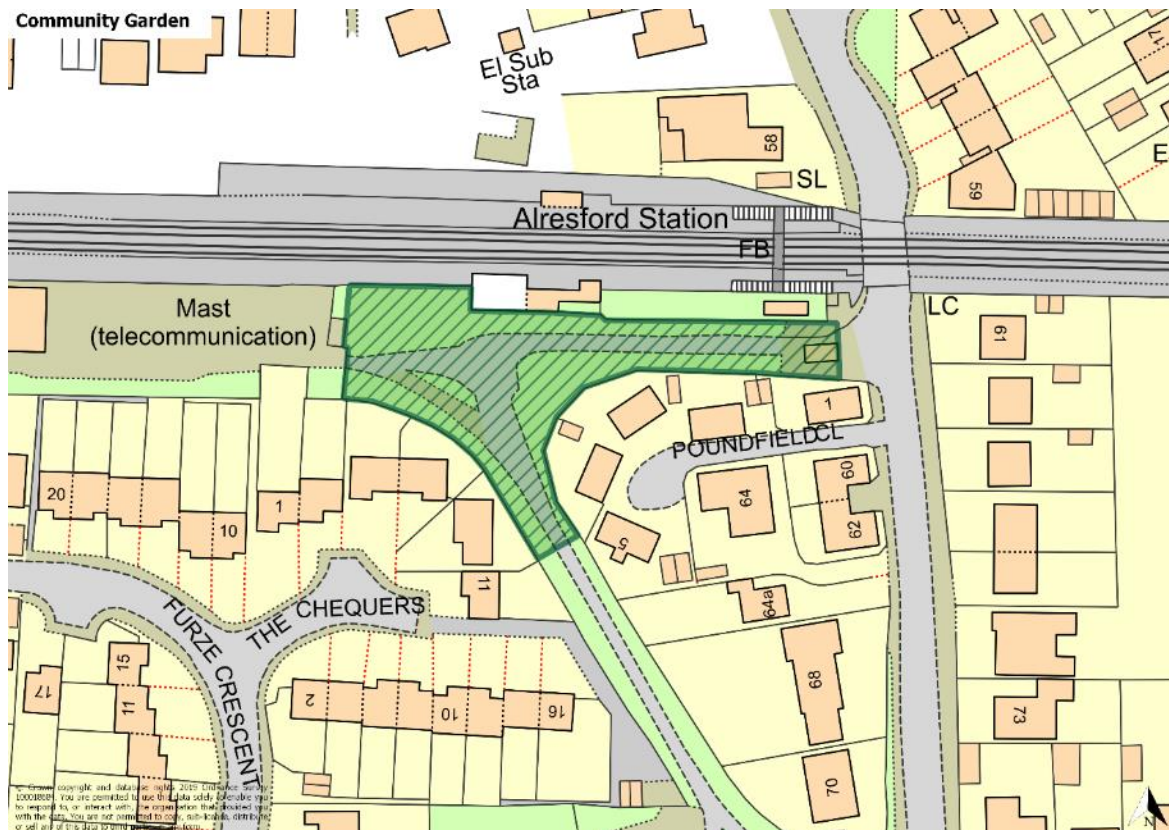


**Figure 7.2: Millennium Garden Local Green Space**





**Figure 7.3: Community Garden Local Green Space**



**Figure 7.4: Wivenhoe Road Rose Garden Local Green Space**



**POLICY ALRES4: LOCAL GREEN SPACES**

**A. The following space as shown on the Policies Map are designated as Local Green Spaces:**

- a. Alresford Playing Fields**
- b. The Millennium Garden**
- c. Community Garden**
- d. Wivenhoe Road Rose Garden**

**B. Proposals for built development on this Local Green Space will only be permitted in very special circumstances.**

### **Improvement of public realm**

- 7.12 Alresford is recognised as an attractive village, having won Essex Village of the Year on a number of occasions. Its open feel and the highly attractive environment which surrounds it are features that make it a desirable place to live and popular amongst its residents.
- 7.13 There are however parts of Alresford village which could be improved in terms of their visual appearance. The village centre, whilst small, provides an opportunity for people to meet and to spend time chatting. However, its public realm is of poor quality and this could be addressed through improvements such as street furniture and landscaping.



**Public realm in the village centre**

- 7.14 Also, the area around the Village Hall, pavilion and St Andrew's Church needs improvement. This is a popular area, with many people coming to use the facilities and services here as well as the

playing field. The poor quality environment – exacerbated by poor landscaping of the large car parking area – detracts from the environment here.



**Public realm at the Village Hall**

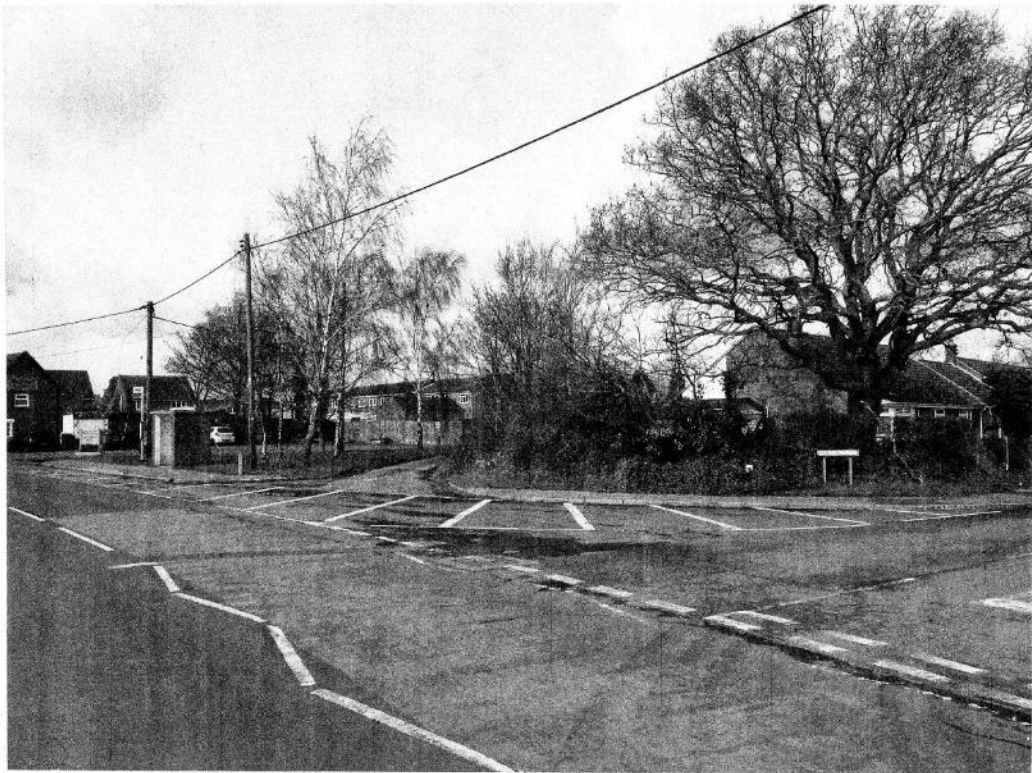
- 7.15 Equally, there are some main routes around the village where a more thoughtful approach to landscaping will help to make them more attractive routes for people walking around the village. The illustrations below show what is possible.
- 7.16 It should be noted that some of the illustrations show possible amendments to privately owned properties as well as to the public realm. Such amendments would only be made if the owner was minded to do so and therefore do not represent any specific proposals. Indeed, the illustrations generally are intended simply to demonstrate the visual benefits of improvements to the overall street scene, rather than specific changes which should be made.





**Wivenhoe Road heading east from Station Road – today and artist's impression with high quality planting**





**Junction of Wivenhoe Road and Station Road - today and artist's impression with high quality planting**





Village Centre shops - today and artist's impression with high quality planting

- 7.17 These illustrations highlight possible opportunities along the two main routes that run through the heart of the village, along Wivenhoe Road and along Station Road. These routes are key because they link up the village centre and railway station with the village hall, pavilion, St Andrew's Church and playing field, which is one of the most important assets for the village. Improved planting and landscaping along these routes will help to encourage more walking in the village, which is a key objective of the Plan.
- 7.18 It should be noted that the funding and maintenance of any improvements to the public realm will depend on where they are undertaken. If the planting is on highway land then this will fall under the control of Essex County Council but it could issue a license allowing Alresford Parish Council to plant and maintain the trees. If the planting is on private land and secured as part of a planning permission then the cost of the works and ongoing maintenance would likely be met by the owner of the land, unless the land and/or responsibility for its maintenance was passed to another body such as Alresford Parish Council.

#### **POLICY ALRES5: IMPROVING THE PUBLIC REALM**

**Proposals which enhance the public realm will be supported. In particular, the following locations and routes will be considered as priority locations for improved landscaping and infrastructure that enhances dwell time by users:**

- i. Village centre**
- ii. Village hall / Pavilion / St Andrew's Church / car parking area**
- iii. Along Station Road and Wivenhoe Road through the centre of Alresford village**

### **Health and social care**

- 7.19 Historically Alresford had a designated doctor for many years, operating from the surgery based in Coach Road. On the retirement of this GP, the surgery then became a satellite of the Medical Centre in Brightlingsea. Most villagers are registered with, Brightlingsea Medical Centre, using when possible the Alresford surgery. Other surgeries used by residents are The Hollies at Great Bentley and the Wivenhoe Medical Centre. A limited number of residents are still registered with Colchester practices.
- 7.20 In two recent village surveys the residents have recorded concerns regarding the GP accessibility to facilities within the village and it was the third topic of concern after increasing housebuilding and traffic. The increase of homes across the district will put further pressure on healthcare provision.



### **Alresford Surgery**

- 7.21 In the past two years the village has grown considerably and with sites in the planning pipeline will increase further by more than 300 houses in the next few years. The NEECCG (North East Essex Clinical Commissioning Group) are now aware of the exact number of new houses.
- 7.22 Correspondingly, over the years the number of clinical sessions at the surgery has reduced and at a time when the population is growing, with an ageing demographic and the potential for many more young children as family homes in the village increase.
- 7.23 Consideration should be given by NHS England to expanding the surgery and the creation of a clinical pharmacist-led pharmacy. This combined facility would provide more efficient and effective healthcare service for the community as a whole and would reduce traffic flow to and from the Colne Medical Centre in Brightlingsea.

#### **POLICY ALRES6: HEALTH AND SOCIAL CARE**

**Development proposals to expand primary healthcare or supporting care services at the existing Alresford Surgery will be strongly encouraged. If such expansion does not address the health needs of the community, then relocation of the Surgery within or adjacent to the settlement boundary of Alresford will be encouraged.**

## 8 ENVIRONMENT AND HERITAGE

### Wildlife-friendly development

- 8.1 At the strategic scale, the importance of retaining habitats and designing development to incorporate and link up to existing wildlife corridors is paramount to the viability of protected species.
- 8.2 Being a small village in rural hinterland, some of which is protected because of its environmental value, Alresford has a close relationship with wildlife and ecology generally. Whilst large, strategic scale development has an important role to play in ensuring that habitats are retained and enhanced and that net gains are made for biodiversity (through, for example, linkage of wildlife corridors), the role that Alresford can play in enhancing biodiversity is more limited. Nevertheless, at the local scale, the design of individual buildings and of neighbourhood scale green and open spaces, including private gardens, will help to ensure that many of the species that are in Alresford can thrive. This is in line with the national planning guidance for achieving net biodiversity gain through all new development. Examples include:
- Designing houses and neighbourhood scale green and blue features so that there is space for wildlife. For example, at the individual building scale, incorporating integral bird and bat boxes under the eaves of the new houses, or creating artificial nests sited in places away from windows and doors, can create vital new roosting sites to support populations of birds and bats.
  - Boundaries between dwellings can be made hedgehog friendly by including pre-cut holes for hedgehogs to more effectively move across neighbourhoods to forage.
  - New planting schemes can support bees and other pollinators by including nectar-rich plants.
  - Veteran trees should also be incorporated into landscaping in new developments and protected from damage by fencing or provision of circular hedging.
- 8.3 Sustainable Drainage Systems (SuDS) can be designed and managed to include soft, green landscaping features and wetland habitats, providing opportunities to enjoy wildlife close to where people live. Information about the multi-benefits of SuDS can be included in 'home information' packs in new development, or in on-site interpretation in open and green spaces, to encourage understanding and engage community members in supporting its long term management.





**Integral bird and bat boxes, hedgehog friendly fencing and natural pollinator planting**

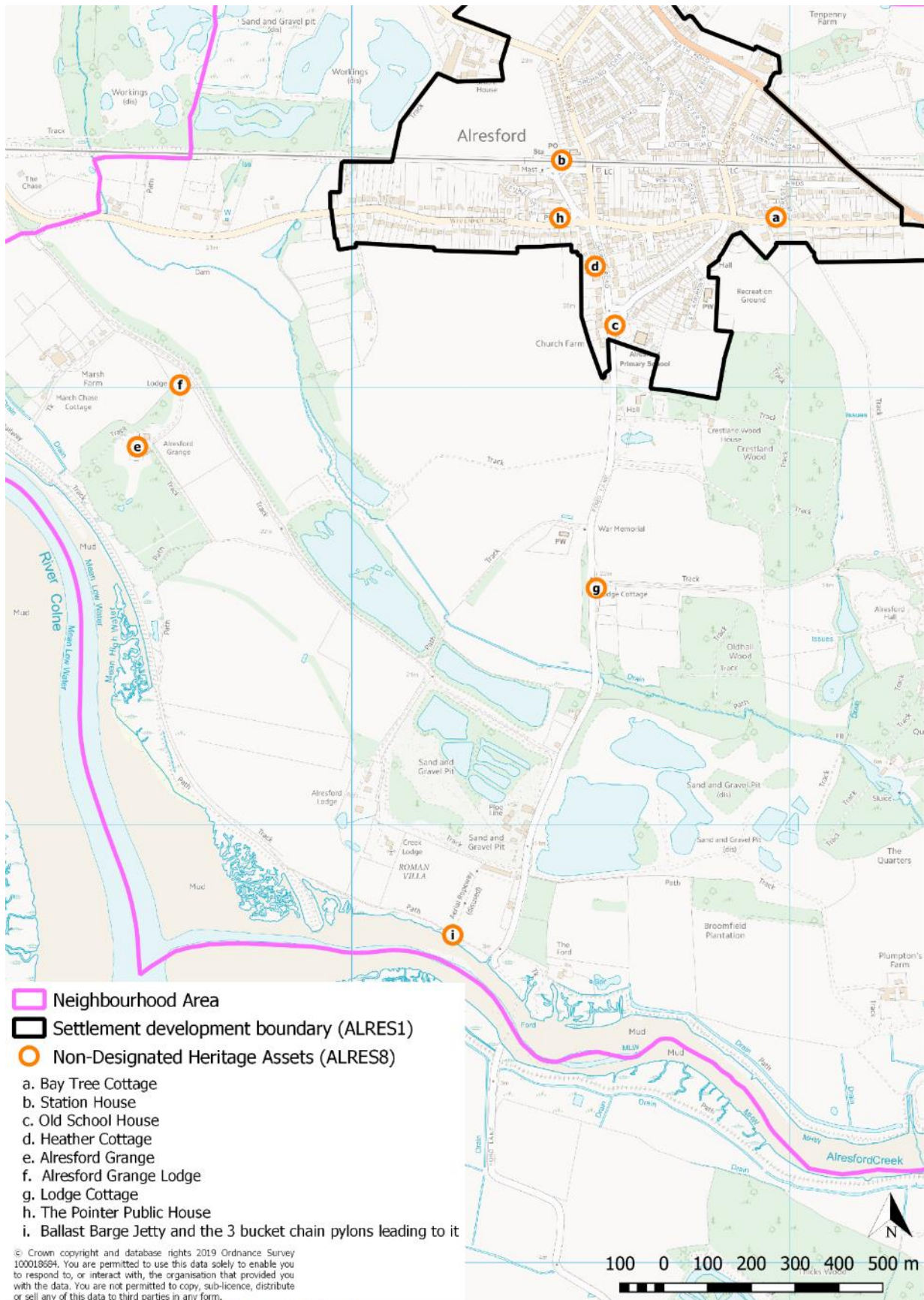
**POLICY ALRES7: PROVISION FOR WILDLIFE IN NEW DEVELOPMENT**

All development proposals are expected to deliver net biodiversity gains in addition to protecting existing habitats and species. Development proposals (particularly residential developments) which seek to address this requirement (in part or in full) by incorporating design features that encourage local wildlife to thrive, will be strongly supported.

### **Non-designated heritage assets**

- 8.4 There are 24 listed structures in Alresford parish which constitute designated heritage assets. Of these, 23 are Grade II listed and there is one scheduled monument (the remains of St Peter's Church). All of these listed assets are protected by national and local plan policy.
- 8.5 There is also the opportunity to identify other local structures which are of heritage value. These 'non-designated heritage assets' do not hold the same value in heritage terms as listed buildings and scheduled monuments but they are assets (buildings, monuments, sites, places, areas or landscapes) identified as having a degree of significance which should be taken into account when considering planning applications which either directly affect the asset or its setting.
- 8.6 A number of non-designated heritage assets have been identified in Alresford, as shown in Figure 8.1 and described on the following pages. These non-designated heritage assets will be added to any 'local list' that is prepared by Tendring District Council.

**Figure 8.1: Map of non-designated heritage assets in Alresford**





### a. Bay Tree Cottage



Bay Tree Cottage, built 1788 (date and fire sign above the door), was formerly a blacksmiths. A late Georgian building of soft red brick with a clay peg-tile roof and a decorative brick dentil corbel course at the eaves.

### b. Station House



The Station House is a typical example of the standard design and build by railway companies in the 19<sup>th</sup> century. Constructed with the extension of the Tendring Hundred Railway from Wivenhoe and opened on January 8<sup>th</sup> 1866, it's a simple, utility brick building providing ticket office and shelter for passengers. A plaque outside celebrates that it is over 150 years old.

### c. Old School House



The Old School House was part of the old village school and a landmark opposite the current school. It is a flint faced building with quoin corners and decorative barge boards reflecting the use of the only natural stone in East Anglia. It was built in 1846 by William Warwick Hawkins, a wealthy Colchester timber merchant who lived in Alresford Hall. For many years the school had one junior and one infant class and in 1955 only had 55 pupils.



### d. Heather Cottage



Heather Cottage is an attractive old cottage in Church Road. It is a typical example of East Anglian timber framed housing faced with Georgian-style plaster rendering and a clay peg-tile mansard roof. It has pargeting on the south gable, between the front bay windows and above the dormers.

### e. Alresford Grange



Alresford Grange is the former home of dignitary Wilson Marriage. An Edwardian mansion, it was constructed in 1910/11. It is representative of this architectural period, being an example of Arts and Crafts designs from the late 1800s which used local materials to blend with the surrounding landscape. Principally constructed from brick under a peg tiled roof, the external elevations are enhanced by rendering and exposed timbers. It was orientated to take advantage of its elevated position overlooking the river Colne.

### f. Alresford Grange Lodge



Alresford Grange Lodge was the gatehouse to Alresford Grange. This is a later inter-war addition to the estate in a style of architecture complementing the main house with decorative pargeting and part timber gables.

### g. Lodge Cottage



Lodge Cottage was a gatehouse in Ford Lane alongside the main entrance on the west side of the Grade II listed Alresford Hall. It is a flint faced building with quoin corners and decorative barge boards reflecting the same construction style as the old School House. It was built by a wealthy merchant living in the Hall.

### h. The Pointer Public House



The Pointer in Wivenhoe Road was formerly the Chequers pub, an 18<sup>th</sup> century inn of soft red brick and clay peg-tile roof. At one stage it appears that it was a row of 3 terraced houses, indicated by the symmetrical door and windows on the front elevation. It has been suggested that it was originally built to the same plans as Baytree Cottage and with a further extension to the right hand side.

### i. Ballast Barge Jetty and the 3 bucket chain pylons leading to it



Ballast Barge Jetty in Alresford Creek and the three Bucket Chain Pylons leading to it are monuments of ongoing gravel works from a time when bulk loads going a distance were carried by barge. This was probably why it was necessary to have a swing bridge across the creek for the now closed Wivenhoe to Brightlingsea railway.

#### **POLICY ALRES8: NON-DESIGNATED HERITAGE ASSETS**

- A. The following are identified as non-designated heritage assets:**
- a. Bay Tree Cottage
  - b. Station House
  - c. Old School House
  - d. Heather Cottage
  - e. Alresford Grange
  - f. Alresford Grange Lodge
  - g. Lodge Cottage
  - h. The Pointer Public House
  - i. Ballast Barge Jetty and the 3 bucket chain pylons leading to it
- B. Proposals for the re-use of Non-Designated Heritage Assets will be supported if they are compatible with the setting of the asset and use appropriate materials and designs in any construction work. New uses of a non-designated heritage assets must not cause harm to its physical structure or setting.**
- C. In considering proposals which involve the loss or alteration of a non-designated heritage asset, consideration will be given to:**
- i. Whether the asset is structurally unsound and beyond feasible and viable repair (for reasons other than deliberate damage or neglect); or
  - ii. The extent to which measures to sustain the existing use, or find an alternative use/user, have been investigated.

### **Recreational disturbance**

- 8.7 The published Habitats Regulations Assessments (HRAs) for the relevant emerging Local Plans covering Tendring and neighbouring local authorities in Essex have identified recreational disturbance as an issue for all of the Essex coastal habitat sites. Mitigation measures have been identified but, at this scale and across a number of local planning authorities, is best tackled strategically and through a partnership approach. This ensures maximum effectiveness of conservation outcomes and cost efficiency. In recognition of this, Natural England recommended a strategic approach to mitigation along the Essex coast. This is referred to as the Essex coast Recreational disturbance Avoidance and Mitigation Strategy ('the Essex coast RAMS') and aims to deliver the mitigation necessary to avoid significant adverse effects from 'in-combination' impacts of residential development that is anticipated across Essex. This will protect the Habitats (European) sites on the Essex coast from adverse effect on site integrity. All new residential developments within the evidenced Zone of Influence where there is a net increase in dwelling numbers are included in the Essex coast RAMS.
- 8.8 Financial contributions will be sought for all residential development which falls within the zones of influence towards a package of measures to avoid and mitigate likely significant adverse effects in accordance with Policy SP2b in the emerging Section 1 Local Plan.
- 8.9 Alresford parish is entirely within one of the Essex coast RAMS zones of influence. Details of the zones of influence and the necessary measures will be included in the Essex Coast RAMS Supplementary Planning Document (SPD) which was consulted on in January and February 2020.

- 8.10 In the interim period, before the Essex Coast RAMS is completed, proposals within the zones of influence for recreational disturbance to Habitat sites will need to carry out a project level Habitat Regulations Assessment and implement bespoke mitigation measures to ensure that in-combination recreational disturbance effects are avoided and/or mitigated.

**POLICY ALRES9: RECREATIONAL DISTURBANCE AND MITIGATION**

- A. All residential development within the zones of influence of Habitat sites will be required to make a financial contribution towards mitigation measures, as detailed in the Essex coast RAMS, to avoid adverse in-combination recreational disturbance effects on Habitat sites.**
- B. In the interim period, before the Essex Coast RAMS is completed, all residential development within the zones of influence will need to deliver all measures identified (including strategic measures) through project level Habitat Regulations Assessments, or otherwise, to mitigate any recreational disturbance impacts in compliance with the Habitat Regulations and Habitats Directive.**

### **Surface water management**

- 8.11 Sustainable Drainage Systems (SuDS) is designed to reduce the potential impact of new and existing developments with respect to surface water drainage discharges. It should be used wherever possible to reduce problems with increased flash flooding after sudden rain, promote groundwater recharge, enhance and maximise above ground features to manage surface water run-off, promote biodiversity and provide amenity benefit through multifunctional space. New developments should consider rainwater harvesting or grey water recycling to mitigate the climate change consequences such as water scarcity and flooding.

**POLICY ALRES10: SURFACE WATER MANAGEMENT**

- A. Any proposed development should include measures to mitigate against future risk to properties, residents and wildlife from flooding and be located away from areas prone to flooding.**
- B. The use of appropriate Sustainable Drainage Systems (SuDS), based on an engineering and ground assessment will be expected on all sites. Should it be demonstrated that infiltration is not possible then surface water should be discharged to a watercourse or if this is not feasible a sewer with appropriate attenuation and treatment to ensure that flood and pollution risk is not increased.**



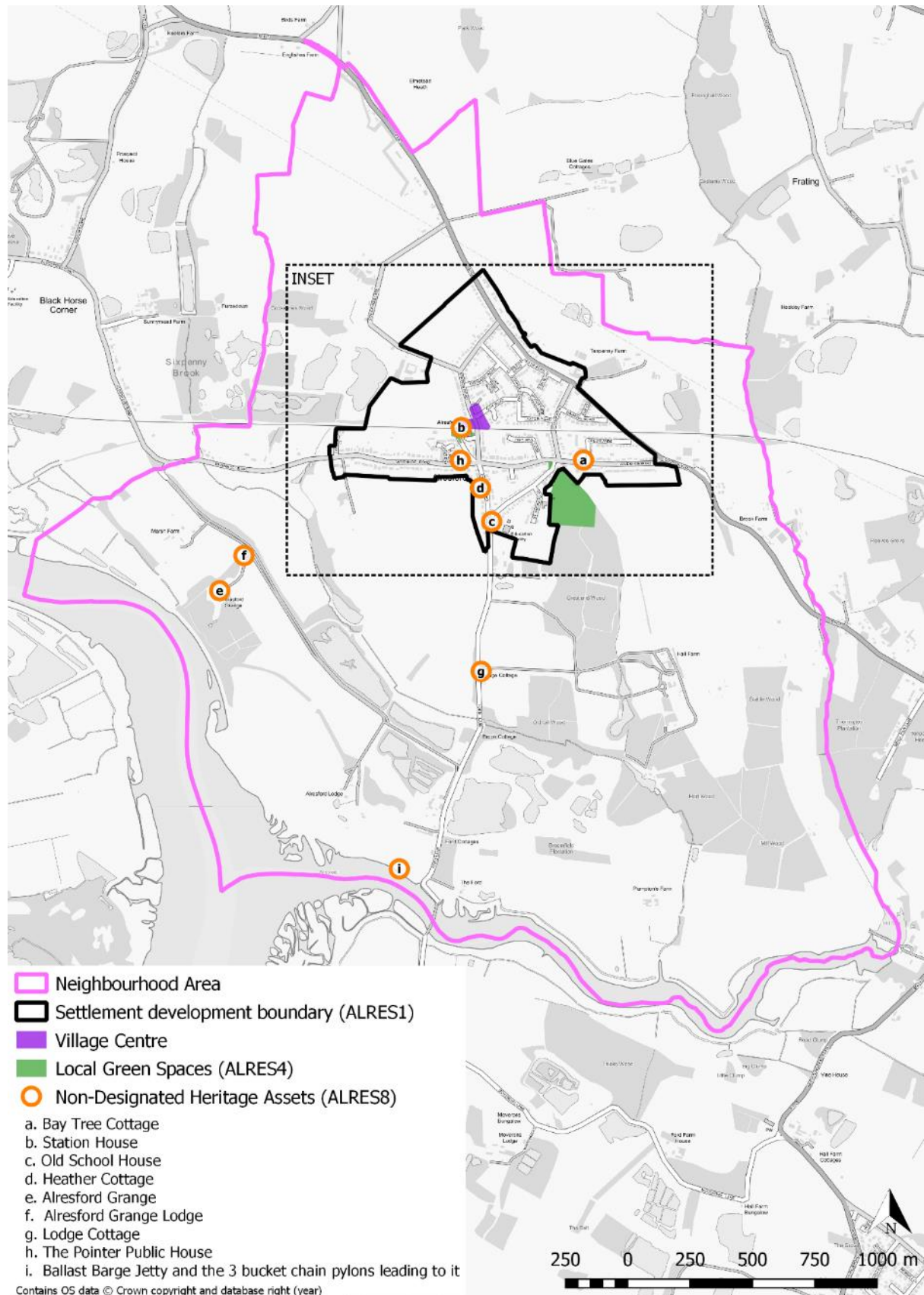
## 9 NON-POLICY ACTIONS

- 9.1 Table 9.1 identifies a series of actions under each theme which are important non-policy actions arising from the development of the Plan. What this means is that it is not appropriate to address these matters directly through planning policy but they are important issues which should be addressed in order to achieve the objectives of the Neighbourhood Plan.

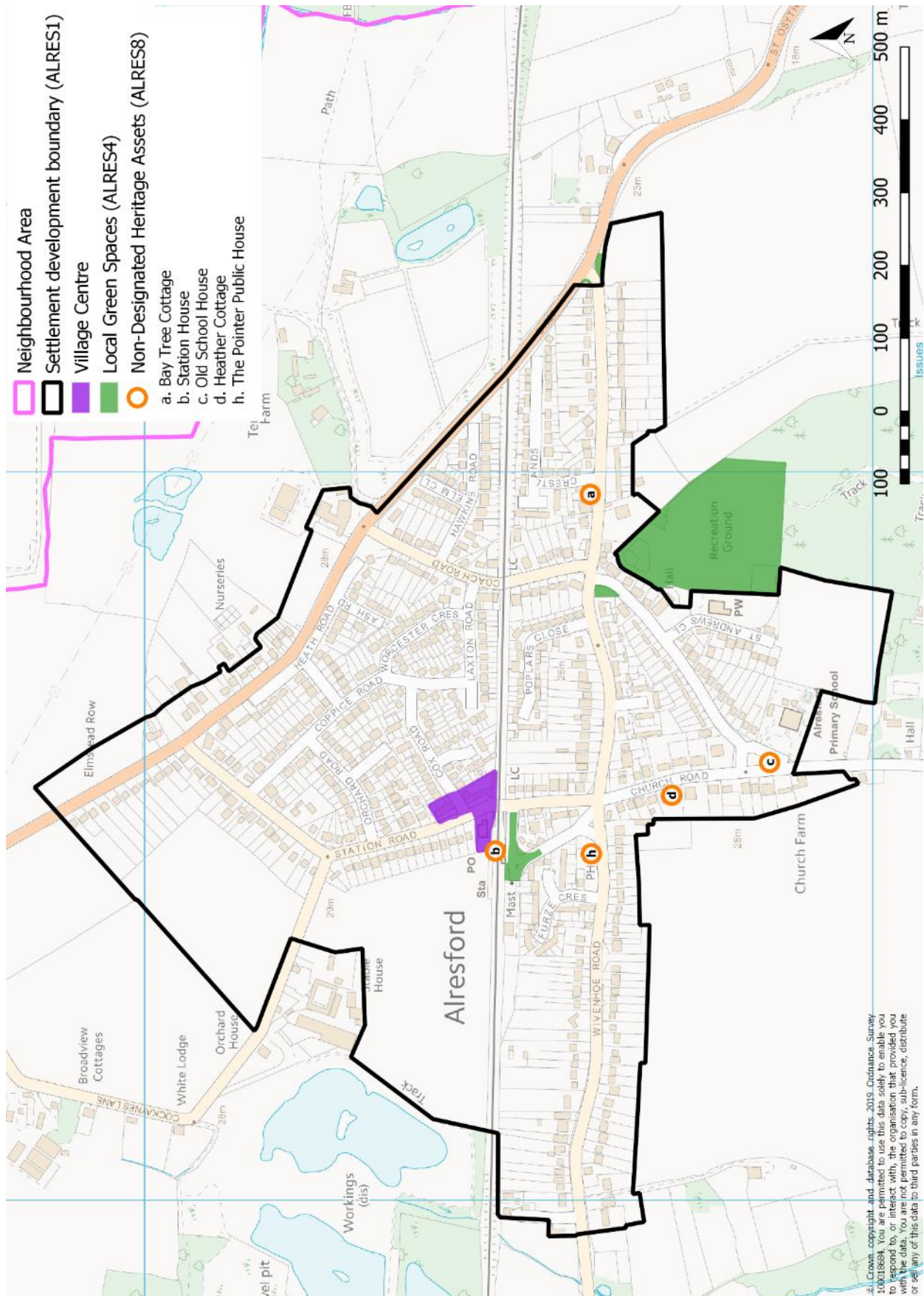
**Table 9.1: Non-land use issues to be addressed**

Issue	Possible actions	Lead agencies and partner
<b>Community infrastructure and public realm</b>		
Health	Lobby NHS to maintain GP service in the village and expand provision to address growing needs	Alresford Parish Council North East Essex Clinical Commissioning Group
Improve public realm	Engage shop owners to explore opportunities to improve public realm in the village centre	Alresford Parish Council Shop owners
<b>Movement/Environment</b>		
Bus and train services	Ensure that existing services are retained and work with providers to explore opportunities to improve services.	Alresford Parish Council Abellio Greater Anglia First Bus Other bus operators, e.g. to Elmstead
Footpaths/public rights of way (PROWs)	Work with landowners to maintain PROWs and footpaths (cut back hedges, repair stiles, etc) and to explore opportunities to open routes up to a wider range of users, including some dedicated bridle paths.	Alresford Parish Council Landowners
Circular walking routes	Work with surrounding parishes to explore opportunities for connecting up more circular walking routes	Alresford Parish Council Surrounding parish councils
<b>Housing</b>		
Affordable housing (see definition in footnote 13)	Need to ensure that as much new affordable housing as required is delivered through mechanisms which provide the opportunity for those with a local connection to Alresford to occupy it.	Alresford Parish Council Housing associations
<b>Heritage</b>		
Burial space	Extend old church burial ground/cemetery	Alresford Parish Council Church of England

## 10 POLICIES MAP



INSET MAP



## APPENDIX A LIST OF SITES WITH UNIMPLEMENTED PLANNING PERMISSION FOR HOUSING DEVELOPMENT IN ALRESFORD PARISH, JULY 2019

List of sites with unimplemented planning permission granted	No. of dwellings
18/01775/FUL   Proposed residential dwelling house and garage.   Land adjacent 2 Wivenhoe Road Alresford Essex CO7 8AD	1
17/00565/DETAIL   Reserved matters application for up to 145 dwellings associated landscaping, public open space and allotments together with access from Cockaynes Lane and a pedestrian/cycle link from Station Road, and demolition of the garage to no. 56 Station Road.   Land South of Land South of Alresford Essex CO7 8BZ	145
18/00367/FUL   Erection of 84 dwellings, including the provision of affordable homes together with means of access, parking, garaging, associated landscaping and public open space provision   Land North of Cockaynes Lane Alresford Essex CO7 8BT	84
17/01214/DETAIL   Reserved matters application for proposed residential development, erection of 8 no. detached dwellings.   Land at Tenpenny Farm, North of St Osyth Road Alresford Essex CO7 8DJ	8
18/00995/FUL   Erection of two detached houses with detached bin/cycle stores, 1.8m high brick wall with timber panels served by new vehicle access and associated parking.   Land Adj The Pointer Inn Wivenhoe Road Alresford Colchester Essex CO7 8AQ	2
18/01176/FUL   Proposed erection of 2 detached bungalows with associated parking facilities.   Land adjacent Brewers Lodge Colchester Main Road Alresford Colchester Essex CO7 8DH	2
16/01816/FUL   Erection of 4 dwelling houses.   Land adjacent to Heath Lodge Colchester Main Road Alresford Colchester Essex CO7 8DB	4
17/00658/DETAIL   Reserved matters application for the development of up to 45 dwellings, a new public green and village square, ecological buffer areas and associated infrastructure.   Land South of St Andrews Close Alresford Essex CO7 8BL	45
17/01221/DETAIL   Reserved matters following outline application 16/00305/OUT - Erection of 9 no. 3 bedroom detached bungalows.   Blue Gates Farm Colchester Main Road Alresford Essex CO7 8DE	9
17/01510/FUL   Proposed construction of 9 no. 3 bedroom detached bungalows, associated garages and vehicular access.   Land rear of 169 - 181 Wivenhoe Road Alresford Colchester Essex CO7 8AH	9
17/02007/FUL   Erection of 5 bungalows with associated parking.   Builders Yard rear of 163 Wivenhoe Road Alresford Essex CO7 8AQ	5
<b>Total</b>	<b>314</b>



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**Alresford Parish Council**

# **Alresford Neighbourhood Plan**

## **Consultation Statement**

**May 2020**

2

Alresford Neighbourhood Plan  
Consultation Statement

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Alresford Neighbourhood Plan  
Consultation Statement

## 2 CONSULTATION PROCESS

### Introduction

- 2.1 This Consultation Statement has been prepared to fulfil the legal obligations of the Neighbourhood Planning Regulations 2012 in respect of the Alresford Neighbourhood Plan (ANP).
- 2.2 The legal basis of this Consultation Statement is provided by Section 15(2) of Part 5 of the 2012 Neighbourhood Planning Regulations (as amended), which requires that a consultation statement should:
- contain details of the persons and bodies who were consulted about the proposed neighbourhood development plan;
  - explain how they were consulted;
  - summarise the main issues and concerns raised by the persons consulted; and
  - describe how these issues and concerns have been considered and, where relevant addressed in the proposed neighbourhood development plan.
- 2.3 The policies contained in the ANP are as a result of considerable interaction and consultation with the community and businesses within the parish. Work has involved community groups over approximately three years, as well as surveys, public meetings and events. This has been overseen and coordinated by firstly Alresford Parish Council and secondly the ANP Working Group, which was formed to lead the ANP at the beginning. In the latter stages of the ANP process a Consultant was employed to put the Plan together, using the evidence we gathered from our consultation. Views and interactions from this entire process led to the Vision and Objectives in the ANP, and subsequently therefore form the basis for the key policies set out in the ANP.

### Organisational structure of the ANP **Page 90**

- 2.4 The ANP has been prepared after extensive community

involvement and engagement. The ANP has reflected the views of the community and expressly of the need for a small amount of extra care development principally to address local needs, along with the provision of community infrastructure. Movement and healthcare were principal issues for most people and the ANP seeks to address this along with protection and enhancement of the natural environment.

- 2.5 The structure put in place was a Working Group comprised mainly of residents with a few Parish Councillors. The Working Group was overseen by the Alresford Parish Council. The Working Group also worked closely with Navigus Planning and the Rural Community Council of Essex who helped and advised on major points in the process. The Working Group was, periodically, split into smaller groups who looked at specific key areas such as business, residential development, rural issues, traffic and transport etc.
- 2.6 The Working Group changed somewhat over the period of time it took to complete the ANP but originally comprised 20 volunteers from the community and 3 members of the Parish Council Planning Committee. The Parish Council oversaw the process and met regularly once a month with a regular report on the ANP. All updates and discussions were minuted.

#### **Timeline – key milestones**

<b>Date</b>	<b>Activity</b>
Oct 2016	Application to Tendring DC for approval of ANP area
Dec 2016	Approval granted by Tendring DC for ANP area
Jan 2017	Launch event by Parish Council in Church Hall
Feb 2017	Steering Group (SG) formed
June 2017	Early engagement survey issued to every household
Oct 2017	Review of survey results by SG
Dec 2017	Housing Needs Survey issued
Mar 2018	Review of results by SG
Mar 2018	Detailed survey issued
April 2018	Review of results by SG
May 2018	Presentation of ANP progress at the village wide annual parish event
Aug-Dec 2018	Formulation of policies by SG

Jan 2019	ANP v1 produced
April 2019	ANP v2 produced
July 2019	Display and consultation at the Summer fete
Aug 2019	ANP v2b produced / informal consultation with Tendring DC
Sept 2019	Parish Council approves ANP
Oct 2019	ANP Regulation 14 submitted to Tendring DC for consultation.
Oct/Nov 2019	Reg 14 consultation though; leaflet drops, adverts in Alresford Advertiser, local papers, Parish web site and public place displays; emails to statutory bodies
Dec 2019	Review of responses by SG
Jan/Feb 2020	ANP amended
Mar 2020	Regulation 16 version approved for submission to Tendring DC by the Parish Council

#### Consultation activities

2.7 Alongside the above events the following communications were included throughout this process:

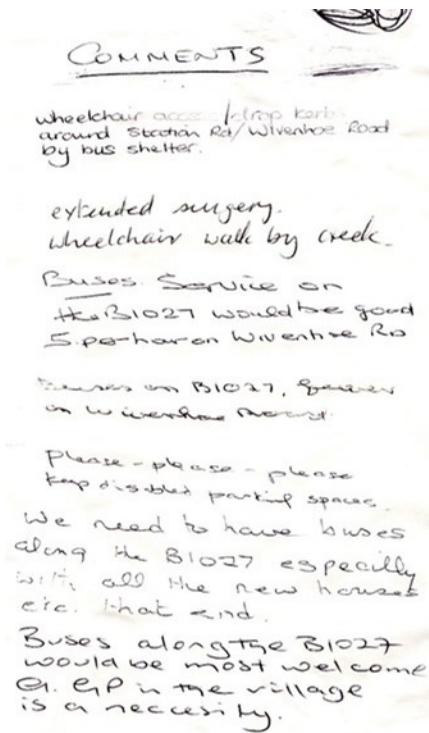
- Regular reports and updates through the Alresford Advertiser (local newspaper) – examples shown in Appendix A
- A bi-monthly newsletter delivered to every household
- Posters displayed on Parish Notice Boards, St Andrews Church, the Post Office and the village stores
- Email updates and ‘calls to action’ to steering group members and volunteers
- Leaflets distributed to all households in the village to encourage their participation in the various surveys and consultation events
- Website running throughout the programme with updates on progress (<http://essexinfo.net/alresford/parish-plan-and-neighbourhood/> - website host closed in April 2020; new address is [http://www.alresfordpcessex.uk/neighbourhood\\_plan.html](http://www.alresfordpcessex.uk/neighbourhood_plan.html))
- Handouts and displays at the village fete
- Presentations at the Annual Parish Meetings
- Updates at Parish Council meetings

## Consultation Display at Village Fete, July 2019



Display boards from the fete, July 2019





#### Public events and other consultation activities

2.8 Following on from the timeline given above, Table 1 below summarises the main surveys and consultation activities undertaken:

**Table 1: Main surveys and other consultation activities**

Event	Purpose	Advertised
Invitation to those who had shown interest in the previous Village Design Statement to join a Neighbourhood Plan steering committee.	Creation of core committee to promote awareness and generate interest.	Parish Council report in Aug/Sep 2016 Alresford Advertiser. <i>'Alresford Parish Council has recently formed a Neighbourhood Plan Committee to oversee the production of a Neighbourhood Plan for the whole of the Parish. This plan will give residents, community groups and businesses the opportunity to play a part in shaping the Parish as regards future housing provision, recreational and community facilities, conservation and development of business.'</i> The article further outlines engagement of professionals and communal steering group before stating <i>'If you would like to be part of this team or would just like to know more about how you can contribute then please email the Parish Clerk.'</i>
Launch event Jan 2017	Introduction to the principles and benefits of a NP via presentation and Q&A session	Extract of Alresford Advertiser edition Dec 2016/Jan 2017. <b>'Alresford Neighbourhood Plan given green light to proceed.'</b> <i>On 3rd November 2016 Tendring District Council approved Alresford Parish Council's application to produce a Neighbourhood Plan for the Parish – the first of its kind in the district. This is an important step on the journey to taking more control and shaping the vision you have for the village. To make this plan happen Alresford Parish Council need every part of the community to be represented.</i>



*There is to be a community meeting where you will get to learn more about the process that lays ahead and find out **how we can all play a part in shaping the future of the area.***

**SAVE THE DATE Tuesday 17<sup>th</sup> January 2017 at 7pm in St Andrews Church, St Andrew's Close, Alresford CO7 8BL.'**

Early engagement survey June 2017	Identify from residents, workers and visitors; pros and cons of the village, views on current pressures and how the parish could develop	Update in the Alresford Advertiser in Spring 2017 by NP Project Manager and PC..... <i>'The sub-committee will be meeting again on the 30<sup>th</sup> March to agree the content of the first community engagement so please look out for a simple survey in the near future. So until next time, put your thinking caps on and start having your say about what is important to you, your family or even your business.'</i>
Housing needs survey Dec 2017	To understand the existing and future levels of housing need for local people	Alresford Advertiser Dec2017/Jan2018 Update.... <i>'The next step is for the Housing Needs survey to be undertaken before starting to draw together all the evidence needed to create a draft Neighbourhood Plan.'</i>  An extract of the Parish Council report states..... <i>'a Housing Needs survey is the next step and the council asks that residents please complete this and return it for evaluation by the Rural Communities Council of Essex.'</i>
Detailed survey March 2018	Analysis of trends, principles and opinions from previous surveys through a mix of open and closed questions on key areas	An extract of NP report in Feb-March 2018 Alresford Advertiser..... <i>'At present we are producing the more detailed survey that has been informed by the feedback we received in the early engagement survey. The responses from this next survey will help form the policies and visions for the final Neighbourhood Plan so while we appreciate all these surveys take your valuable time we do hope you express your views as it is the only way to create a meaningful final document. As ever thank you all for your continued help and support.'</i> A flyer was posted though every door in the Parish.
Annual parish event May 2018	Present and explain themes from surveys, their translation into proposed policies and next steps	Parish Council website and noticeboard. Announcement in the April/May 2018 edition of the Alresford Advertiser.
Village Fun Day/Fete July 2019	Display of draft plan supported by steering group Q&A team and comments board	Advertised through the Alresford Advertiser and with posters around the village in advance of the event. Also promoted at the event by a Neighbourhood Plan notice on the front of the stand.
Regulation 14 consultation Dec 2019	Formal consultation on the plan	News item in Advertiser Dec2019-Jan2020 entitled "Neighbourhood Plan consultation" which stated..... <i>'Alresford Parish Council has recently approved a draft Neighbourhood Plan and is now commencing the consultation stages, which starts with getting the views of residents and businesses within the village as well as those who visit the area, The Plan contains a vision for the future of Alresford with planning policies and objectives to realise the vision. It is also provides guidance to anyone submitting a planning application for development. If you would like to comment on the plan it is available online at <a href="http://www.essexinfo.net/alresford/parish-plan-and-neighbourhood/">http://www.essexinfo.net/alresford/parish-plan-and-neighbourhood/</a> or a hard copy can be</i>

*viewed at the Alresford Post Office and Convenience Store on Station Road or at the Parish Council office (Tuesday, Wednesday and Thursday 9.30am - 2.30pm). To respond to the consultation please email the Clerk at [alresfordpc@outlook.com](mailto:alresfordpc@outlook.com) or in writing to Alresford Parish Council, Neighbourhood Plan Pre-submission Consultation, The Pavilion, Ford Lane, Alresford, Essex, CO7 8AT. Cut-off date for comments has been extended to midnight on 17th December 2019.'*

A notice was also delivered to every property in the village.

### 3 KEY RESPONSES FROM THE CONSULTATIONS

#### Survey engagement

- 3.1 Three surveys were undertaken during the course of the Plan development (see separate appendices). The information received from these consultation exercises enabled the identification of policy areas. These were further refined through other engagement sessions including the annual Church Hall events and fetes as described in the previous section.
- 3.2 First was the early engagement survey (separate appendix 1) which was circulated to all households and businesses in the Parish as well as all students at Alresford Primary School. Copies were also left at key locations such as the post office and parish office. Returns could be via post or online and respondents were asked what connection they had to the village e.g. living, working, visiting, etc. and were categorised by age and gender. Survey themes covered; the pros and cons of living, working and visiting the area, views on the built and natural environment, current and future pressures and how respondents would like to see Alresford develop in the future. This identified the following topics as being of most importance:
- Positive transport links which should be retained and improved
  - The benefits of walking in the countryside
  - Concerns over increases of housing development, parking, traffic and healthcare facilities
  - Attractiveness and protection of the natural environment
  - Retaining a village feel to the area
  - Provision of housing to meet needs of elderly residents and affordable homes

- 3.3 Second, and following the initial survey exercise, a Housing Needs Survey (separate appendix 2) was carried out by the Rural Community Council of Essex (RCCE). The RCCE work with rural communities to identify if there is a need for a small development of affordable housing for local people, and with neighbourhood plan steering committees to help them with evidence gathering for the creation of local policies in this type of community led plan.
- 3.4 The survey identified that open market properties are in most demand (70% of respondents) with 2-bed homes the preferred scale. The majority of respondents wanted to move within 2 years with the main reason being to downsize, this being attributed to population demographics with over 40% of replies coming from those over 56 years old. The second most popular reason was the set up of first and/or independent homes.
- 3.5 The third and final survey was the Alresford Neighbourhood Plan Detailed Survey (separate appendix 3). The format and scale of distribution replicated the earlier surveys, however the content included a mix of ‘open’ and ‘closed’ questions on topics identified in the earlier surveys. It therefore covered:
- Housing – location and type
  - Transport and commuting
  - Road safety
  - Healthcare
  - Shops and public realm
  - Community facilities
  - Countryside and footpaths
  - Employment
  - Communications
- 3.6 Taking the results from all three surveys, the steering committee was able to group the results into the following broad themes under which we explored how best to reflect the views of the village within the context and boundaries of a neighbourhood plan.
- 3.7 Under **housing**, the initial consultation identified the desire for more elderly care and affordable housing. The RCCE survey was then commissioned which gave a far more detailed and robust understanding of needs, reflecting a clear requirement for ‘downsizing’ properties and starter

homes. There was also a preference for brownfield development within the final survey. On this latter point, no brownfield sites could be identified therefore the plan did not seek to allocate sites.

- 3.8 Throughout the various consultations – both surveys and events – there were comments and ideas covering **transport and movement**. In the initial consultations the areas of concern focused on non-planning matters such as speeding traffic and inadequate parking. This led the steering group to have to explain more clearly to the community about the types of matters that a neighbourhood plan could address through its policies. As a result, the later consultations involved engagement around topics such as encouraging the use of public transport, walking and cycling. This was developed into a policy which promotes non car movement and safe walking routes, both within the village and to adjoining settlements, plus the prioritisation of safe pedestrian crossings.
- 3.9 The importance and value of **community facilities** also featured strongly in initial feedback from the community. It was clear from surveys and other feedback that local services such as the shops area, other amenities and green spaces were important to residents. In the later consultations, this was developed to engage people about the specific community infrastructure assets of value and the quality of the public realm. As part of this, specific areas for protection as local green spaces were consulted on, as was the principle of improving the environment of the area around the shops. There was also a real depth of feeling over adequacy of **healthcare** and strong support for maintaining and expanding the existing surgery as the village grows. Again, it was necessary to explain to the community that this was an issue a neighbourhood plan would have difficulty in addressing. Nevertheless, the steering group sought to engage with the practice manager at the surgery and with the local Clinical Commissioning Group to understand the nature of the issues better and to explore the options.
- 3.10 The value given by residents to the **countryside and heritage** within the parish was also made clear through the very early consultation activities. Particular features and aspects such as wildlife and unlisted buildings of value were noted. As a result, this developed into a number of policies covering wildlife protection and propagation, as well as a desire to protect the area along the river Colne. In

addition, the steering groups gathered further evidence on local buildings of heritage value, leading to the policy covering a list of non-designated heritage assets.

- 3.11 As stated above, and not only in respect of highways matters, many residents were concerned about issues that it wasn't appropriate to address through planning policy. In view of this it was decided to include a section on 'non-policy' actions as they were deemed important enough to record and assign to agencies or partners. These covered topics ranging from bus and train services to burial space in the cemetery.,
- 3.12 The ANP steering group developed these areas and ideas from mid-2018, through working parties and community engagement and during this period we also worked closely with Navigus Planning, our planning consultant. The programme moved from suggested policies immediately after the final survey, through to an 'objectives and possible policies' phase in the summer of that year.
- 3.13 Further consultations took place through the annual parish meeting. This enabled production of a draft policies and an evidence document in the Autumn of 2018 which was refined via regular steering group sessions so that in Spring 2019 the first draft Plan was produced. This version was socialised via the annual fete and the Advertiser, enabling further development such that the Regulation 14 consultation version was produced and consulted on in Autumn 2019.

#### **Stakeholder consultations**

- 3.14 Prior to the Regulation 14 consultation, the steering group sought informal comment from Tendring District Council officers on the draft plan. This feedback was incorporated into the version of the Plan that was then the subject of the Regulation 14 consultation.

#### **Strategic Environmental Assessment**

- 3.15 In July 2019, when the draft ANP was submitted to Tendring DC for informal comment, a request was made for a screening opinion on the need for a Strategic Environmental Assessment (SEA). Tendring DC undertook a screening exercise which included consultation with the appropriate statutory bodies – Natural England, the Environment Agency and Historic England. The subsequent opinion that the draft Plan did not require an SEA was published in November 2019. This is included as separate appendix 4.

**Habitats Regulations Assessment**

- 3.16 In July 2019, when the draft ANP was submitted to Tendring DC for informal comment, a request was made for a screening opinion on the need for a Habitats Regulations Assessment (HRA). Tendring DC undertook a screening exercise which included consultation with the Natural England, being the appropriate statutory body. The subsequent opinion that the draft Plan did not require an HRA was published in November 2019. This is included as separate appendix 4.

**4 REGULATION 14 (PRE-SUBMISSION) CONSULTATION**

- 4.1 The Neighbourhood Plan Steering Group finalised the draft ANP in September 2019. The Regulation 14 consultation ran for 7 weeks from 15 October 2019 until 3 December 2019. In addition to the statutory consultee process, hard copies of the Plan were available at Alresford Post Office and Convenience Store and at the Parish Council office. It was also available online via the Parish Council website. Everyone who lives or works in the Parish were notified of this consultation via a village wide leaflet drop and through the Alresford Advertiser. Representations could be submitted either by email to the Parish Council clerk or in writing to the Parish office.
- 4.2 The full list of statutory and other consultee organisations that were written to is as follows:

Tendring District Council	Greater Anglia
TOC	
Colchester Borough Council	Network
Rail	
Essex County Council	Marine
Management Organisation	
Environment Agency	Power Networks
Natural England	Cadent
Historic England	British
Telecom	
Homes England	Essex Chambers of
Commerce and Industry	
Highways England	Federation of Small
Businesses	
The NHS (North Essex CCG)	The Disabilities
Trust	
Anglian Water	

- 4.3 Representations were received from 5 members of the public, 5 statutory bodies and a private development company.
- 4.4 These were reviewed and, where appropriate, amendments were made. A summary of the responses to the representations made by each of the statutory bodies is included in Appendix B.

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Alresford Neighbourhood Plan  
Consultation Statement

## **APPENDIX A      SAMPLE OF REPORTING IN ALRESFORD ADVERTISER**

### **ALRESFORD NEIGHBOURHOOD PLAN UPDATE AUTUMN 2017**

Since the last update all the data from the Early Engagement Survey has been entered into a database, analysed and presented to the council and steering committee. If you haven't seen the results yet feel free to view them online by visiting [www.essexinfo.net/alresford-np](http://www.essexinfo.net/alresford-np) and click the link on the home page.

This survey has given us a framework to build from to make sure the more detailed consultation focuses on the points that really matter to you. The next step is for the Housing Needs survey to be undertaken before starting to draw together all the evidence needed to create a draft Neighbourhood Plan.

Getting your views and thoughts over the coming months really is crucial to the success of this project, so while it may be a bit daunting, please do take the time to complete and return surveys, as and when they arrive.

**To get involved or find out more please contact the Project Manager, Barry Hammick**

**Email [planning@hammick.org](mailto:planning@hammick.org)**

**Phone 07747 32 92 61**

**[www.essexinfo.net/alresford-np](http://www.essexinfo.net/alresford-np)**

**66 Station Road, Alresford, CO7 8AA**

.....



**ALRESFORD  
NEIGHBOURHOOD PLAN  
Update Summer 2018**

A huge thank you to everyone that completed and returned the Detailed Survey for the Neighbourhood Plan, it was a great response for what is such an important project for the parish. If you haven't seen them already the analysis of the responses can be seen online at [www.essexinfo.net/alresford-np](http://www.essexinfo.net/alresford-np)

The steering group will be meeting before this edition of the Alresford Advertiser goes to print with the task of creating some draft visions and policies that support the results found in the survey. Once this is done it will be time to bring in the consultant to make sure everything is worded correctly and matches the policies stipulated by Tendring District Council.

At the moment there are some unknown factors that could change timescales but it is hoped to have a draft plan for public consultation circulated over the summer months. This can then be taken forwards for approval by both the Parish Council and Tendring District Council.

As ever thank you all for your continued help and support; but a special thank you to all the volunteers on the steering group and those that have helped with the delivery of the surveys.

**To get involved or find out more please  
contact the Project Manager, Barry Hammick  
Email [planning@hammick.org](mailto:planning@hammick.org)  
Phone 07747 32 92 61  
[www.essexinfo.net/alresford-np](http://www.essexinfo.net/alresford-np)  
66 Station Road, Alresford, CO7 8AA**

**ALRESFORD NEIGHBOURHOOD PLAN - CONSULTATION**

Alresford Parish Council has recently approved a draft Neighbourhood Plan and is now commencing the consultation stages, which starts with getting the views of residents and businesses within the village as well as those who visit the area. The Plan contains a vision for the future of Alresford with planning policies and objectives to realise the vision. It also provides guidance to anyone submitting a planning application for development.

If you would like to comment on the plan it is available online at:

<http://www.essexinfo.net/alresford/parish-plan-and-neighbourhood/> or a hard copy can be viewed at the Alresford Post Office and Convenience Store on Station Road or at the Parish Council office (Tuesday, Wednesday and Thursday 9.30am - 2.30pm). To respond to the consultation please email the Clerk at [alresfordpc@outlook.com](mailto:alresfordpc@outlook.com) or in writing to Alresford Parish Council, Neighbourhood Plan Pre-submission Consultation, The Pavilion, Ford Lane, Alresford, Essex, CO7 8AT.

**Cut-off date for comments has been extended to midnight on 17th December 2019.**

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Alresford Neighbourhood Plan  
Consultation Statement

**APPENDIX B      REGULATION 14 CONSULTATION -  
SUMMARY OF REPRESENTATIONS**

<b>Organisation</b>	<b>Issue</b>	<b>Response and amendment</b>
Natural England	Need to include a RAMS policy	Agreed. A RAMS policy will be added.
ECC	Section 1 – minerals	Agreed. Text will be added as suggested.
ECC	Sections 2/5 – need for extra care	Agreed. Text will be added to reflect these figures
ECC	Section 3 – objectives	Agreed. Text will be amended as suggested.
ECC	Section 8 – flooding	Agreed. A SuDS policy will be added.
ECC	Appendix A table	Agreed. Table will be renamed.
ECC	Protecting and enhancing biodiversity	This is noted but it is considered that this would lapse when implementing national planning policy. In order to address the point, reference to the principle of net environmental and biodiversity

		gain will be added to Policy ALRES7.
ECC	Green infrastructure policy	This is not considered to be necessary. The Plan already has policies that protect the main Local Green Spaces and seek to enhance PROWs. A policy that includes reference to wildlife areas and green corridors but does not identify where they are will hold little weight. No change.
ECC	Climate change/renewable energy	Whilst the principle of such a policy is wholeheartedly supported, no evidence has been collected to support it. This would require a significant amount of work to underpin this and it would be better suited, given the lack of development proposed, to be included as part of any review of the ANP. Also, the emerging Local Plan has a renewable energy policy so, once this is in place, it would address this issue. No change.
Environment Agency	Flood risk issues and need for policy on flood risk assessment	This is a requirement of national policy so there is not considered to be a justification to include a policy, particularly given that the ANP is not planning for significant new growth.
Gladman	Spatial policy is overly restrictive	Disagree. The ANP is not required to be planning explicitly for growth but Policy ALRES1 is suitably flexible to allow appropriate growth.
Gladman	Wording of Local Green Space policy is inappropriate	Disagree. It reflects the level of protection assigned by the NPPF and national planning practice guidance to Local Green Spaces.
TDC	Para 2.4 – heritage	The point is noted but there is no further information on what additional detail is required, nor whether the current justification is sufficient. Whilst the emerging ‘local list’ is noted, the ANP is identifying NDHAs which are effectively the same as any that go on the local list. The ANP will be amended to cross-refer to the local list and explain this.
TDC	Para 2.43/2.44 – village hall and pavilion	Agreed. Text will be added.
TDC	Para 3.2/3.3 – Vision	Given that the ANP is not allocating sites or accommodating anything other than windfall growth, it is considered that such a detailed vision would be misleading. Paragraph 3.3 is considered to be sufficient.
TDC	Para 4.4 and ALRES2 – locations for housing for older people	It is not considered appropriate to identify whether certain locations may or may not be acceptable for development, other than adjacent to the settlement boundary (ALRES1D) and within reasonable walking distance of shops and services (ALRES2C). Such an approach would effectively be allocating sites and the Plan does not have the evidence for this. No change.
TDC	ALRES1 – policy notation	Agreed. Will change the indented letters a., b., c., etc, to i., ii., iii., etc
TDC	Para 7.4 – Tendring playing pitch studies	These documents were reviewed but, given the nature of the policies in the ANP, they were not explicitly mentioned.
TDC	De Staunton Close Local Green Space	This was not a space explicitly identified as being demonstrably special to the community. No change.

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# Alresford Neighbourhood Plan

## 2018-2033

### Basic Conditions Statement

### Alresford Parish Council

March 2020



info@navigusplanning.co.uk  
www.navigusplanning.co.uk

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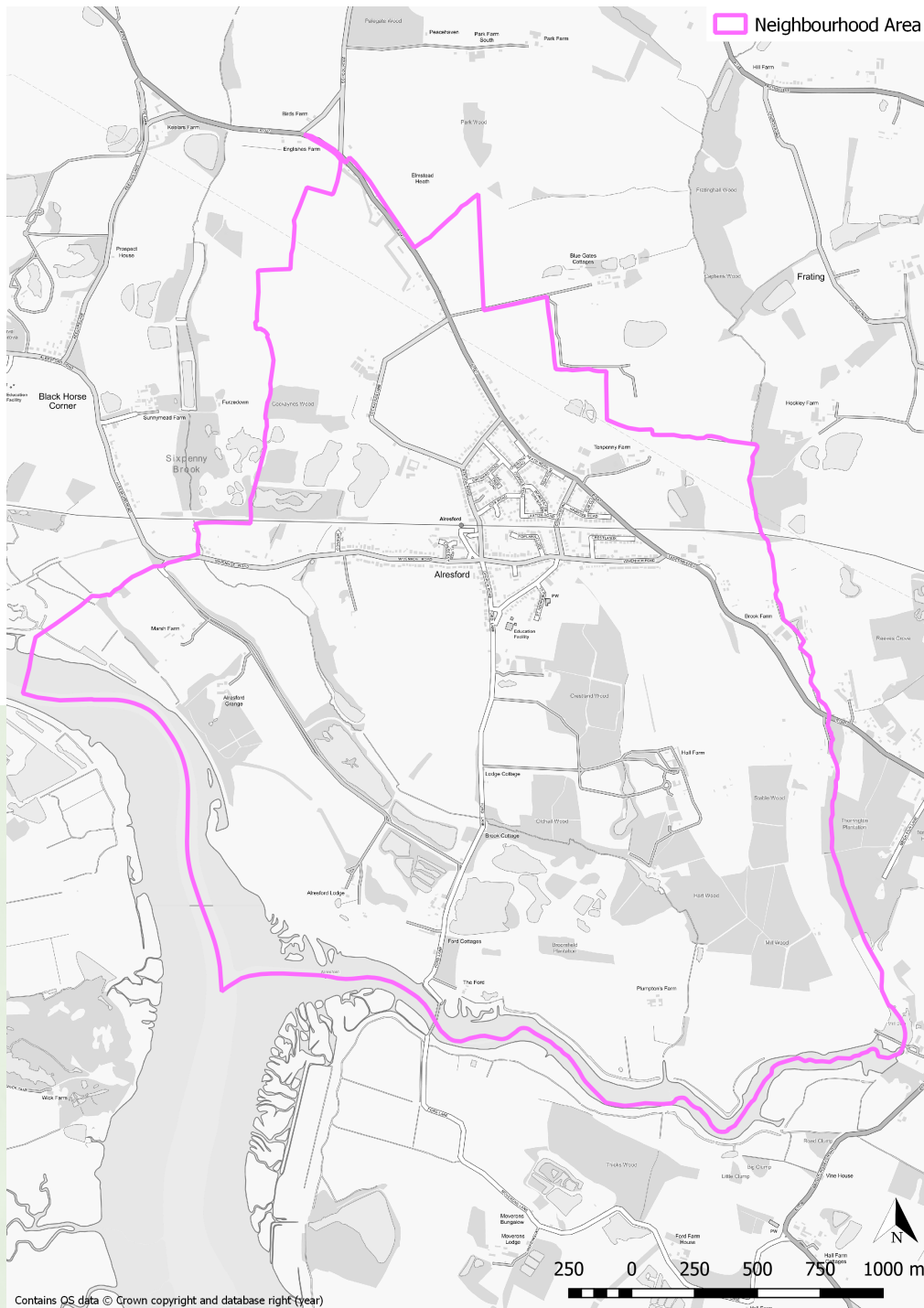
## 1. Introduction

- 1.1. This Basic Conditions Statement has been produced to accompany Alresford Neighbourhood Plan.
- 1.2. The relevant legal framework for the preparation and making of neighbourhood plans is supported by the Localism Act 2011 and the Neighbourhood Planning Act 2017 and found in the:
  - Town and Country Planning Act 1990: ss. 61F, 61I, 61M-P and Schedule 4B
  - Planning and Compulsory Purchase Act 2004: ss 38A-C
  - Neighbourhood Planning (General) Regulations 2012 (2012 No.637) (As Amended)
- 1.3. Paragraph 8(2) of Schedule 4B to the Town & Country Planning Act 1990 requires a neighbourhood plan to meet five basic conditions before it can proceed to a referendum. These are:
  - I. Having regard to national policies and advice contained in guidance issued by the Secretary of State it is appropriate to make the neighbourhood plan;
  - II. The making of the neighbourhood development plan contributes to the achievement of sustainable development;
  - III. The making of the neighbourhood development plan is in general conformity with the strategic policies contained in the development plan for the area of the authority (or any part of that area);
  - IV. The making of the neighbourhood development plan does not breach, and is otherwise compatible with, EU obligations; and
  - V. Prescribed conditions are met in relation to the neighbourhood plan and prescribed matters have been complied with in connection with the proposal for the neighbourhood plan. The prescribed condition is that the making of the neighbourhood plan does not breach the requirements of Chapter 8 of Part 6 of the Conservation of Habitats and Species Regulations 2017.
- 1.4. This document sets out how the Plan meets the Basic Conditions.

- 1.5. Tendring District Council, as the local planning authority, has designated the Plan area, which covers the parish area of Alresford. This was designated in 2015.
- 1.6. The Plan sets out policies that relate to the development and use of land within only the Alresford Neighbourhood Area. This is shown in Figure 1 below.
- 1.7. The Plan refers only to the administrative boundary of the parish of Alresford. There are no other adopted Neighbourhood Development Plans that cover the Alresford Neighbourhood Area.
- 1.8. The Alresford Neighbourhood Plan Group has prepared the Plan to establish a vision for the future of the parish. The community has set out how that vision will be realised through planning and controlling land use and development change over the plan period 2018 to 2033.

**Figure 1: Alresford Neighbourhood Plan Area**





## 2. Basic Condition (i) – Conformity with National Planning Policy

2.1. To meet this condition, the Plan must be shown to have regard to national policies and advice contained in guidance issued by the Secretary of State. National policy and guidance is contained within the National Planning Policy Framework ('NPPF') and the Planning Practice Guidance ('PPG').

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ing Policy Framework

as 13 key objectives which are:

1. Delivering a sufficient supply of homes
2. Building a strong, competitive economy
3. Ensuring the quality of town centres
4. Achieving well-designed places
5. Protecting Green Belt land
6. Meeting the challenge of climate change,
7. Improving the quality of life in rural areas
8. Achieving well-designed places
9. Protecting Green Belt land
10. Meeting the challenge of climate change,
11. Improving the quality of life in rural areas
12. Meeting the challenge of climate change,
13. Improving the quality of life in rural areas

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4. Promoting healthy and safe communities 11. Conserving and enhancing the natural environment  
 info@navigusplanning.co.uk  
 5. Promoting sustainable transport 12. Conserving and enhancing the historic environment  
 www.navigusplanning.co.uk  
 6. Supporting high quality communications 13. Facilitating the sustainable use of minerals  
 @NavigusTweets  
 7. Making effective use of land

2.3. This statement explains how the Plan contributes to meeting these objectives and also notes the specific national policies that the Plan is intended to support and supplement.

2.4. The Plan has four objectives. These are identified in Table 2.1 alongside the NPPF goals that each objective seeks to address.

**Table 2.1: Assessment of the TNP objectives against NPPF goals**

Plan objective	Relevant NPPF goal
<b>Objective 1:</b> Housing – meet the particular needs of the community of Alresford for housing and facilities as they arise over time, including serving the needs of an ageing population.	<ul style="list-style-type: none"> <li>• Delivering a sufficient supply of homes</li> <li>• Promoting healthy and safe communities</li> </ul>
<b>Objective 2:</b> Movement – Increase safe walking and cycling for local journeys through the village.	<ul style="list-style-type: none"> <li>• Promoting sustainable transport</li> <li>• Promoting healthy and safe communities</li> </ul>
<b>Objective 3:</b> Community infrastructure and public realm – Protect and enhance the assets in the village, including green spaces, community buildings and facilities and the local shopping area.	<ul style="list-style-type: none"> <li>• Achieving well-designed places</li> <li>• Conserving and enhancing the natural environment</li> <li>• Ensuring the vitality of town centres</li> <li>• Promoting healthy and safe communities</li> </ul>
<b>Objective 4:</b> Environment and heritage – Preserve and enhance the environment and heritage of Alresford, including its local wildlife and historic assets.	<ul style="list-style-type: none"> <li>• Conserving and enhancing the natural environment</li> <li>• Conserving and enhancing the historic environment</li> </ul>

2.5. Table 2.2 sets out each policy of the Plan alongside the policies in the NPPF that it has had regard to and analyses how each Plan policy contributes to achieving the key objectives of the NPPF.

**Table 2.2: Assessment of how each policy in the TNP conforms to the NPPF**

Policy Title and Reference	NPPF Reference (paragraph)	Commentary
POLICY ALRES1: ALRESFORD SPATIAL STRATEGY	16, 17, 28	A core principle of national policy is the need for the planning system to contribute to sustainable development. The NPPF states that plans should be developed that support the strategic development needs set out in the Local Plan and actively manage patterns of growth. The policy takes a positive approach to development by defining the settlement boundary to enable a balanced approach to address housing need and supporting infrastructure.
POLICY ALRES2: PROVISION FOR THE AGEING POPULATION	61, 64, 91	In ensuring delivery of a sufficient supply of homes, the NPPF requires that the mix of housing to address the needs of differing groups is provided for. A specific need for housing to meet the requirements of older people – including aspects of care provision – has been identified as being in need in the wider area and this policy provides a positive framework for its provision.
POLICY ALRES3: ENHANCING WALKING AND CYCLING IN AND	91, 102, 104, 108	The NPPF encourages Neighbourhood Plan to exploit opportunities for the use of sustainable transport modes in a safe layout that minimises conflicts between traffic and cyclists or pedestrians. Priority is given to proposal that encourage cycling and walking as an alternative

AROUND ALRESFORD		sustainable transport mode to driving.
POLICY ALRES4: LOCAL GREEN SPACES	99, 100	The NPPF states that Neighbourhood Plans have the opportunity to designate Local Green Spaces. This policy designates a number of spaces that are important to the local community as Local Green Spaces.
POLICY ALRES5: IMPROVING THE PUBLIC REALM	124, 125, 127	This policy contributes to the NPPF requirement of good design in the built environment. National policy encourages neighbourhood plans to develop design policies and this policy identifies specific areas where good design is needed to improve the public realm. It also seeks to ensure the design of streets and the public realm maximises the potential to enhance health and wellbeing.
POLICY ALRES6: HEALTH AND SOCIAL CARE	91, 92	This policy contributes to the NPPF requirement of promoting healthy and safe communities. The policy supports expanded medical provision to serve the needs of a growing community.
POLICY ALRES7: PROVISION FOR WILDLIFE IN NEW DEVELOPMENT	170, 174	A key objective of the NPPF is to conserve and enhance the natural environment and this policy ensures that development proposals meet this objective by having the provision for local wildlife to thrive.
POLICY ALRES8: NON-DESIGNATED HERITAGE ASSETS	185	This policy contributes to the NPPF objective of conserving and enhancing the historic environment. It identifies heritage assets of local importance and ensures that development protects them and their setting.
POLICY ALRES9: RECREATIONAL DISTURBANCE AND MITIGATION	170, 171, 174	This policy requires contributions where development is within the zone of influence of coastal habitats, thereby meeting the NPPF objective of conserving and enhancing the natural environment.
POLICY ALRES10: SURFACE WATER MANAGEMENT	149, 150, 170, 174	This policy contributes to the NPPF objectives of conserving and enhancing the natural environment and meeting the challenge of climate change, flooding and coastal change. The policy seeks to ensure that SuDS provision is appropriate or that the best alternative solutions are provided.

### 3. Basic Condition (iv) – Contribution to Sustainable Development

- 3.1. The NPPF states in paragraph 14 that a presumption in favour of sustainable development is at the heart of the NPPF and ‘should be seen as a golden thread running through both plan-making and decision-taking’.
- 3.2. For the Plan, sustainable development has been the fundamental basis of each of its policies. The National Planning Practice Guidance advises that ‘sufficient and proportionate evidence should be presented on how the draft neighbourhood plan ... guides development to sustainable solutions’. The Forum has prepared a Sustainability Report, which, along with the wider evidence base, demonstrates how the Plan guides development towards sustainable solutions. The Sustainability Report has been submitted at Regulation 16 stage as part of the evidence base supporting the Plan and should be read alongside this Basic Conditions Statement.
- 3.3. Table 3.1 below summarises how the objectives and policies in the Plan contribute towards sustainable development, as defined in the NPPF. Many of the objectives of the Plan overlap the three strands of sustainability, so for the purposes of this document, the most relevant strand has been taken to illustrate conformity.

**Table 3.1: Assessment of TNP objectives and policies against**

## sustainable development

### 3.4. Deliver economic sustainability

#### 3.5. NPPF definition – ‘Contribute to building a strong, responsive economy’ and support growth, innovation and improved productivity; and ‘identifying and coordinating the provision of infrastructure’.

<b>TNP Objectives</b>	Objective 1: Housing – meet the particular needs of the community of Alresford for housing and facilities as they arise over time, including serving the needs of an ageing population. Objective 3: Community infrastructure and public realm – Protect and enhance the assets in the village, including green spaces, community buildings and facilities and the local shopping area.
<b>TNP Policies</b>	POLICY ALRES2: PROVISION FOR THE AGEING POPULATION POLICY ALRES5: IMPROVING THE PUBLIC REALM POLICY ALRES6: HEALTH AND SOCIAL CARE
<b>Commentary</b>	There is a recognition of the need to support Alresford’s local economy by sustaining the vitality of the village centre. Alongside this, provision of care facilities and expanded medical facilities will provide jobs locally as well as address the needs of older people.

### Deliver social sustainability

#### NPPF definition – ‘Support strong, vibrant and healthy communities’

<b>TNP Objectives</b>	Objective 1: Housing – meet the particular needs of the community of Alresford for housing and facilities as they arise over time, including serving the needs of an ageing population. Objective 2: Movement – Increase safe walking and cycling for local journeys through the village. Objective 3: Community infrastructure and public realm – Protect and enhance the assets in the village, including green spaces, community buildings and facilities and the local shopping area.
<b>TNP Policies</b>	POLICY ALRES2: PROVISION FOR THE AGEING POPULATION POLICY ALRES3: ENHANCING WALKING AND CYCLING IN AND AROUND ALRESFORD POLICY ALRES6: HEALTH AND SOCIAL CARE POLICY ALRES8: NON-DESIGNATED HERITAGE ASSETS
<b>Commentary</b>	With the growing population of Alresford, it is important that the provision of community infrastructure keeps pace with this and, in particular, addresses gaps in provision. Alongside this, new development needs to be accessible to local shops and services by means other than the private car. Providing genuine alternatives, particularly walking and cycling, could help to alleviate some short distance trips that are currently undertaken by car. This will also help to improve the health and wellbeing of the community.

### Deliver environmental sustainability

#### NPPF definition – ‘Contribute to protecting and enhancing our natural, built and historic environment’ and ‘mitigate and adapt to climate change’

<b>TNP Objectives</b>	Objective 4: Environment and heritage – Preserve and enhance the environment and heritage of Alresford, including its local wildlife and historic assets.
<b>TNP Policies</b>	POLICY ALRES4: LOCAL GREEN SPACES POLICY ALRES7: PROVISION FOR WILDLIFE IN NEW DEVELOPMENT POLICY ALRES8: NON-DESIGNATED HERITAGE ASSETS POLICY ALRES9: RECREATIONAL DISTURBANCE AND MITIGATION POLICY ALRES10: SURFACE WATER MANAGEMENT
<b>Commentary</b>	Alresford has a number of local green spaces and local heritage assets which should be protected from the impacts of development. Also though, it is important to ensure that new development mitigates the impacts of the recreation activities of the new residents.  More generally, well-designed new developments will help to protect biodiversity assets and also to improve the relationship that the community has with the environment and particularly the surrounding countryside.



3.4 As demonstrated in Table 3.1, the strategic objectives of the Plan are considered to comprise a balance of social, economic and environmental goals. The policies in the Plan demonstrably contribute to sustainable development in respect of building a strong, responsive economy, supporting a strong, vibrant and healthy community and protecting and enhancing the natural and historic environment.

#### 4. Basic Condition (v) – General Conformity with the Strategic Policies of the Development Plan

4.1. The development plan currently consists of the following:

- The Tendring District Local Plan 2001-2011 (adopted in 2007)
- Essex Minerals Local Plan (adopted 2014)
- Essex and Southend-on-Sea Waste Local Plan (adopted 2017)

4.2. Table 4.1 details the Alresford Neighbourhood Plan (ANP) policies alongside a consideration of how they are in general conformity with the policies in the Tendring District Local Plan. It is recognised that, due to the age of this Local Plan, a number of its policies are considered to be out of date and not in accordance with national planning policy.

4.3. In addition, the ANP policies have been assessed against the policies in the Publication Draft of the Tendring Local Plan 2013-2033 (published in June 2017) in order to understand whether there are any fundamental conflicts with the strategic direction of emerging policy.

4.4. Where a policy is not identified in Table 4.1, it is considered that the Neighbourhood Plan does not contain any policies that directly relate to it.

**Table 4.1: Assessment of conformity with strategic policies in the development plan**

TNP Policy	Tendring District Local Plan	Tendring Local Plan, Publication Draft	Commentary
POLICY ALRES1:	QL1: Spatial Strategy QL7: Rural Regeneration	SP1: Presumption in Favour of Sustainable Development.	The policy focuses development within the settlement boundaries of Alresford, to help sustain its character and vitality. It

ALRESFORD SPATIAL STRATEGY	HG3: Residential Development within Defined Settlements. RA4: Housing Development within Defined Villages	SP2: Spatial Strategy for North Essex. SPL1: Managing Growth. SPL2: Settlement Development Boundaries.	redefines the settlement boundary to account for the required levels of growth, reflecting Alresford's role as a rural settlement. It also has a flexible approach to ensuring that the needs of older people and care facilities can be provided if there are no sites within the settlement boundary.
POLICY ALRES2: PROVISION FOR THE AGEING POPULATION	QL7: Rural Regeneration HG1: Housing Provision HG3a: Mixed Communities HG6: Dwelling Size and Type COM5: Residential Institutional Uses	SP3: Meeting Housing Needs. LP1: Housing Choice. LP10: Care, Independent Assisted Living.	This policy seeks to ensure that the most pressing housing and care needs are met and is in line with the requirements for mixed communities and the locations for residential institutional uses.
POLICY ALRES3: ENHANCING WALKING AND CYCLING IN AND AROUND ALRESFORD	QL2: Promoting Transport Choice COM1: Access for All TR3a: Provision for Walking TR4: Safeguarding and Improving Public Rights of Way TR5: Provision for Cycling	SP5: Infrastructure and Connectivity. HP1: Improving Health and Wellbeing. CP1: Sustainable Transport and Accessibility. PPL3: The Rural Landscape.	This policy seeks to enhance walking and cycling routes, including through good design of new development. This helps to improve access for all people and to help protect walking routes.
POLICY ALRES4: LOCAL GREEN SPACES	COM7: Protection of Existing Recreational Open Space Including Children's Play Areas and Pitch and Non-Pitch Sports Facilities	HP3: Green Infrastructure.	This policy seeks to protect green spaces of value to the community, one of which is the local recreation ground.
POLICY ALRES5: IMPROVING THE PUBLIC REALM	COM1: Access for All	PP3: Village and Neighbourhood Centres.	This policy seeks to increase the attractiveness of the neighbourhood centre.
POLICY ALRES6: HEALTH AND SOCIAL CARE	COM3: Protection of Existing Local Services and Facilities COM24: Health Care Provision	HP2: Community Facilities	This policy seeks to expand the capacity of medical provision, this being a vital community service.
POLICY ALRES7: PROVISION FOR WILDLIFE IN NEW DEVELOPMENT	EN6: Biodiversity EN6b: Habitat Creation	PPL4: Biodiversity and Geodiversity.	This policy seeks to protect and enhance wildlife and biodiversity as part of new development.
POLICY ALRES8: NON-DESIGNATED HERITAGE ASSETS	QL11: Environmental Impacts and the Compatibility of Uses ER26: Conversion of Premises EN27: Enabling Development	PP13: The Rural Economy. PPL9: Listed Buildings.	This policy seeks to protect and enhance Alresford's heritage. It also provides a flexible approach to the re-use of vacant or derelict heritage buildings.
POLICY ALRES9: RECREATIONAL DISTURBANCE AND MITIGATION	EN3: Coastal Protection Belt	PPL2: Coastal Protection Belt.	This policy seeks to minimise impacts of human recreational activity on sensitive coastal habitats.
POLICY ALRES10: SURFACE WATER MANAGEMENT	QL3: Minimising and Managing Flood Risk EN13: Sustainable Drainage Systems	PPL5: Water Conservation, Drainage and Sewerage.	This policy seeks to ensure that the most appropriate solution is provided that can mitigate surface water flooding.



**5. Basic Condition (iv) – Conformity with EU Obligations**

- 5.1. The Plan and the process under which it was made conforms to the SEA Directive (EU 2001/42/EC) and the Environmental Assessment of Plans and Programmes Regulations 2004 (the Regulations).
- 5.2. At Pre-Submission (Regulation 14) Consultation Stage, the Neighbourhood Plan was screened for the need for an SEA. In November 2019, following a screening exercise which took on board comments from the statutory bodies (the Environment Agency, Natural England and Historic England), an SEA Screening Report, prepared by Essex County Council Place Services, was published. This came to the opinion that an SEA was not needed. This Screening Report has been submitted at Regulation 16 stage as part of the evidence base for the Plan.
- 5.3. Following representations by Essex County Council at the Regulation 14 stage, new policies relating to Recreational Disturbance and Mitigation (RAMS) and Surface Water Management were added to the Neighbourhood Plan. These do not change the opinion that an SEA is not needed.
- 5.4. In addition to conforming to its EU obligations, the Plan does not breach and is not otherwise incompatible with the European Convention on Human Rights.

**6. Basic Condition (vii) – Conformity with the Prescribed Conditions**

- 6.1. Under Directive 92/43/EEC, also known as the Habitats Directive, it must be ascertained whether the draft Plan is likely to breach the requirements of Chapter 8 of Part 6 of the Conservation of Habitats and Species Regulations 2017. Assessments under the regulations are known as Habitats Regulation Assessments ("HRA"). An appropriate assessment ("AA") is required only if the Plan is likely to have significant effects on a European protected species or site. To ascertain whether or not it is necessary to undertake an assessment, a screening process is followed.
- 6.2. An HRA Screening was undertaken by Essex County Council Place Services on the Pre-Submission (Regulation 14) Version of the Neighbourhood Plan. In November 2019, reflecting

consultation with Natural England, it published its report was of the opinion that no planning policies within the Alresford Neighbourhood Plan will lead to any adverse effects and can be screened out of further assessment.

- 6.3. Following representations by Essex County Council at the Regulation 14 stage, new policies relating to Recreational Disturbance and Mitigation (RAMS) and Surface Water Management were added to the Neighbourhood Plan. These do not change the opinion that an SEA is not needed.
- 6.4. Tendring District Council was therefore of the opinion that the Plan is not likely to have significant impacts on European protected species or sites.
- 6.5. The Screening Report including the responses from the statutory bodies has been submitted at Regulation 16 stage as part of the evidence base for the Plan.

## 7. Conclusion

- 7.1. The relevant Basic Conditions as set out in Schedule 4B to the TCPA 1990 are considered to be met by the Alresford Neighbourhood Plan and all the policies therein. It is therefore respectfully suggested to the Examiner that the Alresford Neighbourhood Plan complies with Paragraph 8(1) (a) of Schedule 4B of the Act.



**PROPOSED SCHEME OF DELEGATION – NEIGHBOURHOOD PLANS**

**Designation of Neighbourhood Plan Areas:**

The Local Planning Authority must designate Neighbourhood Areas as soon as possible and the Regulations state that this should take no longer than eight weeks where the application is made by a Parish Council and following parish council boundaries. On receipt of a Neighbourhood Area application it is recommended that the Corporate Director (Place & Economy) in consultation with the Portfolio Holder for Planning be given delegated authority to determine applications relating to the area to be covered by a proposed Neighbourhood Plan.

**Representations on Emerging Plans:**

The Local Planning Authority has a duty to provide advice and assistance to Neighbourhood Planning Groups and it is proposed that authority is delegated to the Assistant Director of Strategic Planning and Place to provide technical support and advice on emerging plans in line with the relevant legislation and practice guidance and submit representations on behalf of the Council at the Regulation 14 Consultation and examination stage. Prior to this, advice and support is given by officers on an informal basis.

**Submission and Examination:**

On receipt of a draft Neighbourhood Plan submitted to it for independent examination, a Local Planning Authority must satisfy itself that it complies with all the relevant statutory requirements (outlined in Regulation 15) before publicising the draft plan and arranging an independent examination (outlined in Regulations 16 and 17). It is proposed that the Assistant Director of Strategic Planning and Place be given delegated authority to determine whether the appropriate legal requirements (outlined in Regulation 15) have been met in relation to submission.

It is also proposed that the Assistant Director of Strategic Planning and Place be given delegated authority to identify and appoint an appropriate person to examine the Neighbourhood Plan and to submit the plan to the examiner. The appointment must be made in conjunction with the Qualifying Body who submitted the plan (pursuant to Paragraph 7 of Schedule 4B to the 1990 Act (as applied by section 38A of the 2004 Act).

**Referendum:**

Following the independent examination of a Neighbourhood Plan, the Examiner will publish a report recommending that the plan go to referendum as is, or, that the plan

with proposed modifications go for referendum, or that the plan proposal be rejected. If a referendum is recommended the Examiner will indicate the area within which the referendum may be held. The Local Planning Authority must publish the Examiner's Report (as per Regulation 18) and take the decision as to whether to send the Plan to referendum. Regulation 18 also provides that the Local Planning Authority must consider what action to take in relation to the recommendations in the Examiner's report and whether any modifications to the plan are required. The Local Planning Authority must publish a decision notice in respect of any decision taken under Regulation 18 of the 2012 Regulations. On receipt of an Examiner's Report it is recommended that the Corporate Director, in consultation with the Portfolio Holder for Planning be given delegated authority to publish the Examiner's report, determine whether the Plan should go to public referendum, make any modifications to the draft plan to go forward to referendum and publish a decision statement in accordance with Regulation 19 of the 2012 regulations and establish the area(s) within which the referendum on a proposed Neighbourhood Plan should be held, taking into account the views of the independent examiner.

#### Making a Neighbourhood Plan:

Following a referendum, Cabinet will decide whether to make the Neighbourhood Plan or not. Subject to the outcome of the referendum being in support of the draft Neighbourhood Plan, a report would be prepared following referendum recommending the making of the draft Neighbourhood Development Plan provided it does not breach or is incompatible with any EU obligation or convention rights.

<b>Key Decision Required:</b>	<b>Yes</b>	<b>In the Forward Plan:</b>	<b>Yes</b>
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## CABINET

24 JULY 2020

### REPORT OF THE BUSINESS & ECONOMIC GROWTH PORTFOLIO HOLDER

#### A.3 ECONOMIC GROWTH STRATEGY

(Report prepared by Tom Gardiner, Head of Regeneration)

#### PART 1 – KEY INFORMATION

##### PURPOSE OF THE REPORT

This report seeks Cabinet approval for the Economic Strategy attached at [A.1 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 key interventions against the objectives of the Strategy.

##### EXECUTIVE SUMMARY

In 2013 the Council undertook significant work to develop a 10-year Economic Strategy for the District. This work reflected the commitment of the Council and its partners, to create the conditions needed to stimulate economic growth in the period to 2023. This Strategy has now been refreshed in order to:

- Respond to uncertain economic conditions, both locally and nationally;
- Better understand the current evidence explaining the under-performance of Tendring's economy;
- Ensure that the case for future investment in Tendring is informed by the best available evidence and articulated through a clear Strategy; and
- Inform the technical and employment requirements of the Council's emerging Local Plan.

##### Tendring Economic Snapshot

Since 2013:

-  8% Employment Growth
-  4% GVA Growth
-  12% business growth
-  10% growth in private sector employment
-  1% decline in public sector employment
-  500 more businesses
-  7% employment decline in Clacton-on-Sea

Evidence from the Office of National Statistics demonstrates that there have been some important changes in Tendring's economy since 2013, which underpin the need for change in the Council's approach.

The refreshed Strategy therefore seeks to promote:

- A greater focus on Clacton and Jaywick Sands, noting a decline in the economic performance of these locations. This focusses specifically on local participation within communities and securing long term prosperity;
- Bold action in Clacton Town Centre, recognising that its future is unlikely to be led by retail alone;



- A balance in the evolution of Harwich as a port with the development of the visitor economy in the town and the surrounding area;
- A need to focus on two sectors: Care and Assisted Living; and Clean Energy, whilst recognising the need to be alive to opportunities in the rural economy, culture/creativity and tourism; and
- A focus upon the higher growth companies within the district, enlisting their experience and know-how to support the development of policy and focussed interventions to support new and existing companies in Tendring.

**Whilst the strategy sets out the longer term direction, more immediate refocusing or reprioritisation may be required to support those sectors which will be hardest hit by the Covid pandemic. The strategy will need to factor in this agility of approach particularly in the short term.**

The Vision and Objectives of the Strategy will need to be delivered via the implementation of projects that are developed departmentally and through new and existing partnerships with the public, private and voluntary sectors (locally, regionally and nationally). Delivery of the Strategy will take time as many of the objectives identified will require a significant step-change in Tendring's economic trajectory.

To achieve the desired outcomes, the Council will need to work closely with public and private sector partners in order to realise practical and deliverable actions. This is particularly important given the current challenging and volatile economic conditions, with ongoing uncertainty in relation to resources to support delivery. Ensuring that partners can see the long-term vision for Tendring will be a crucial part in building momentum behind Tendring's economy.

Some of the required actions will be easier to deliver, and the results will be more visible, particularly those related to physical development. For others, especially those linked to aspiration, employment and skills, action will be as much about shifting culture in the District as it is about measurable results. Some of these actions could take a generation or more to embed, but this doesn't mean that they are any less important to the long-term economic success of the district.

The long-term nature of the Strategy means that there will be a need to maintain a strong dialogue between the Council and its partners. Also fundamental to the success of this Strategy will be the Council's ability to work alongside national, regional and sub-regional development partners (including the South East LEP, Essex County Council and neighbouring districts) and to ensure that partners can see the long-term vision for Tendring's economy.

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 key interventions against the five objectives of the Strategy.

### **Important Advisory Note**

It should be noted that work on the Council's refreshed Economic Strategy concluded well in advance of the COVID-19 pandemic, which has subsequently had such a devastating short-term impact on the UK's economy (the longer-term impact is yet to be known). However **it is not felt at this stage that the Strategy's Vision(s) and/or its Strategic Objectives need amending to accommodate the impact of the pandemic on the**

national, regional or local economic scene, as these seek to address the established structural weaknesses in the district's economy.

Immediate project interventions arising from the Strategy should be influenced, guided and moulded by the need to help existing businesses recover from the COVID-19 lockdown. This could mean that in the early years of delivery, greater emphasis is placed upon the need to provide tailored business support (Information, Advice and Guidance), and as appropriate financial aid, to help businesses get back to their pre-COVID position with regard to market share, turnover, and prospects for growth.

**It should also be noted that the Economic Strategy is a key document for Part 2 of the Local Plan and as such it has been concluded that whilst the effects of COVID-19 may require a refresh of the Strategy it would be better to adopt the Strategy based on what we currently know rather than to wait and potentially delay the development of the Local Plan.**

At the beginning of June 2020 the Council's Economic Growth Team launched a business survey aimed at securing intelligence on the range and type of business support required by the District's businesses. Data from the survey will be available at the beginning of July 2020 and will be used to inform project interventions.

At its meeting in January 2020, Cabinet allocated £90k in support of its Tendring4Growth Strategy, 60k of which was sourced from previously uncommitted S106 funding and identified for use in support of a tailored Tendring4Growth Business Support Service. Work on this scheme was suspended as a consequence of COVID-19, but a specification of requirements will now be prepared using the intelligence secured as part of the business survey referenced above. The specification will be used to procure a suitable third party business advice provider, which (subject to cost and available funding) will be contracted to work with the Council for a period of three years.

#### **RECOMMENDATION(S)**

**It is recommended that Cabinet:**

- 1. approves the draft Economic Strategy 2020 – 2024 attached at A.1 Appendix A;**
- 2. notes that actions to deliver the Economic Strategy will be developed as part of annual Departmental Service Plans;**
- 3. approves the allocation of £100,000 from the Council's Business Investment and Growth Budget to support the delivery of the Strategy; and**
- 4. notes that as part of the Council's back to business strategy, following the pandemic, the strategic interventions may need to be reframed or reprioritised to deliver the economic stimulus required to deliver economic growth and support businesses.**

## **PART 2 – IMPLICATIONS OF THE DECISION**

#### **DELIVERING PRIORITIES**

The Economic 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 Economic Strategy builds on the priorities established by the Council's 2013-2023 Economic Development Strategy; aligns with the objectives of the Council's Creative and Cultural Strategy; and accommodates the themes and priorities identified within the Council's emerging Leisure Strategy.

The Economic Strategy also accords with the Council's Housing Strategy and with the housing and employment objectives articulated within its emerging Local Plan.

At a national level the Economic Strategy aligns with the Government's Industrial Strategy, which focusses on supporting the UK economy to become more productive and seeks to drive stronger, resilient and more balanced growth. The Industrial Strategy argues that there are five foundations of productive economy: ideas; people; business environment; infrastructure; and places. The Industrial Strategy also identifies four grand challenges: artificial intelligence and the data economy; mobility; ageing society; and clean growth.

At a regional level the Economic Strategy aligns with the emerging themes of the Local Industrial Strategy currently being prepared by the South East Local Enterprise Partnership (SELEP), and with its Coastal Prospectus, which was approved by the SELEP Board at its meeting in March 2020.

At a sub-regional level the Economic 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. It was planned that Essex 2020 would present a 12 month programme of STEAM related exhibitions, festivals, performances, workshops, conferences, and trails, however the planned programme has now been tailored to provide online and safe remote interaction (using webinars and other media) in response to the COVID-19 pandemic.

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 Economic Strategy. The balance within the overall budget to date is £550,000 and a further allocation of £100,000 will leave £450,000 unallocated for future economic growth projects:

Business Investment and Growth Budget (unallocated)	£550,000
Economic Strategy	<u>£100,000</u>
Business Investment and Growth Budget (balance)	£450,000

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: the Department for Business, Energy & Industrial Strategy; Ministry of Housing, Communities & Local Government; and the Department for Digital, Culture, Media and Sport) and via third party organisations including South East Local Enterprise Partnership, Essex County Council and all relevant Non-Departmental Public Bodies.

## 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 will 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, thereby demonstrating intent and securing external support (public, private, community and voluntary sectors) along with 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 shift in National, Regional and Local priorities as a consequence of the COVID-19 pandemic;
- A lack of partner commitment (public and private sectors) to securing the objectives of the Strategy;
- An inability to secure third party funding in support of specific interventions, projects and programmes; and
- The capacity within the Economic Growth Team (and other service areas within the organisation) to pursue the broad range of interventions identified.

The Economic 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.

The Strategy forms part of the extensive technical evidence base underpinning the Council's emerging Local Plan and as such may be the subject of scrutiny at the Local Plan's Part 2 Examination in Public.

## **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 demonstrates that there is a direct link between employment, economic prosperity and social equality. The Economic Strategy therefore seeks to improve the performance and vitality of Tendring's economy by creating the conditions for economic growth through targeted interventions that sharply focus on delivery against the strategic objectives of the Strategy.

### Area or Ward Affected

All Wards

### Consultation and Public Engagement

Aside from informal consultation with partner agencies and Tendring's business community as part of work to shape the Strategy, the Council's professional team (led by Hatch Regeneris) undertook two formal consultation events in November 2019. These sought to secure the views, thoughts, aspirations and comments of participating representatives including:

- Established Tendring Businesses
- Sub-Regional Businesses
- Colchester Borough Council
- Essex County Council
- Invest Essex
- University of Essex
- Colchester Technical College
- Haven Gateway Partnership
- Department Work and Pensions
- TDC Corporate Team and relevant Heads of Service

Whilst there are no direct consultation or public engagement implications arising from the approvals recommended in this report, on-going communication and participation with public, private, and voluntary sector partners and local residents (as appropriate) will be an essential ingredient if the Council is to secure the successful implementation and delivery of the Strategy.

## PART 3 – SUPPORTING INFORMATION

### BACKGROUND

#### The District's Economic Profile

The revised Economic Strategy is informed by a Socio-Economic Evidence Base, which indicates that since the Council's extant Economic Development Strategy was approved in 2013 the Tendring economy has grown.

Over the last five years, GVA (output), as well as the number of jobs and businesses in the district have all increased. There are now 500 more businesses in the District than in 2013, and overall levels of unemployment and economic inactivity have declined.

Although employment and the number of businesses has grown, this growth has been at a slower rate than Essex or England as a whole. In addition, GVA growth over the last three years has been relatively poor when compared to the rest of the county and nationally.

Indicators on higher value occupations and commuting also suggest that those who are highly-skilled and have the transport to do so, are commuting to other parts of Essex (in particular Colchester). By comparison, the number of higher-value jobs (e.g. managerial occupations) in Tendring has decreased by a quarter over the last five years.

There has been significant geographic variation within Tendring's recent economic performance. Some areas of the district have performed well, with particularly strong growth in Harwich & Dovercourt and Frinton-on-Sea and Walton-on-the-Naze. Clacton, Jaywick Sands and Manningtree in contrast have all experienced decline, with falling employment since 2013.

Tendring still maintains several sector specialisms which differentiate the district's offer from that of the rest of Essex. It has strengths in Ports & Logistics, Tourism and Health and Care, with these sectors all experiencing employment growth over the last five years.

Tendring's population continues to have a high concentration of older people, with 29% of residents over 65 (compared to 18% nationally). Whilst the trend of population growth being driven by the elderly has continued, there is evidence that in recent years there has also been population growth in those aged between 10 and 29 years old (although this remains relatively low).

Earnings continue to be low across Tendring, with corresponding pockets of higher deprivation, particularly around coastal communities (including Clacton-on-Sea, Harwich & Dovercourt and Jaywick Sands).

#### The District in Numbers

##### Employment and Businesses

The Tendring economy is comprised of 40,500 jobs and 5,200 businesses. This represents 7% of jobs in Essex and 2% of jobs in the South East LEP.

The economy has experienced slightly slower growth in recent years relative to national and SELEP levels: 3,000 jobs have been created since 2011 and there are 500 more businesses compared to 2012.



Tendring has low productivity levels compared to England, with £48,700 GVA per FTE. This is similar to Essex and the South East LEP.

### Key Sectors

Health and care accounts for the largest share of employment – 16% of jobs are in the health and care sector with an 8% growth in jobs over the past five years.

Construction is the largest sector in terms of businesses (16% of businesses fall into this sector) but plays a relatively minor role in terms of employment.

The sectors with the largest job growth in recent years are tourism, ports and logistics and professional services.

### Business Start-ups and Survival

The business start-up rate is low relative to comparators, with 6.8 businesses started per 1,000 working-age residents.

Tendring has better business survival and business closure rates relative to comparators.

### Population and Commuting Patterns

There are 9,000 self-employed residents (16%), while 6,000 people work from home.

The Tendring population is relatively old, with 29% of residents aged 65 or over compared to only 18% nationally.

There is a high dependency ratio of 0.84 dependents per working-age resident.

Over the past decade, Tendring has seen an increase in its population (14%), driven by a large increase in the over 65 population.

There is a daily net outflow of commuters of around 10,500. Colchester is the most common destination.

### Qualifications and Earnings

The number of higher-level occupations, particularly manager, director and senior official roles, held by Tendring residents has grown significantly in recent years. It has grown by 35% since 2012.

The number of higher-level occupations held by people who work in Tendring has fallen by 25% since 2012.

Tendring has low qualification levels, with only 22% of residents holding a degree-level qualification or better (38% nationally). On the other hand, only 8% of residents have no qualifications.

Median earnings of £27,600 for residents and £24,500 for workers are lower in Tendring than nationally. However, median earnings have grown faster than nationally since 2012.

### Affordability and Access

There are some areas in Tendring with significant deprivation. 28% of Tendring's LSOAs are in the most deprived 20% nationally.

Tendring has a high level of housing affordability, with the average house price just over 7 times the average salary.

Tendring has a relatively average coverage of fibre broadband compared to the rest of Essex (with 88.5% fibre coverage – this will rise to 98% in 2020 on the completion of contracted work in the pipeline), but it has very poor provision of ultrafast broadband, with only 0.1% of premises having the capacity to achieve it (compared to a national average of 44.1%).

### **CURRENT POSITION**

Work to refresh the Council's Economic Strategy is now complete and the draft Strategy is attached to this report for Cabinet's consideration.

Subject to approval of the Strategy, work will commence on the development of an Implementation Plan that will have at its heart a range of interventions designed to deliver against the Strategy's vision, and objectives, whilst at the same time being sensitive to, and cognisant of the need to prioritise interventions that will support the needs and requirements of businesses currently emerging from the COVID-19 lockdown.

### **THE STRATEGY**

Evidence from Office of National Statistics (ONS) and other sources (outlined above) demonstrates that there have been some important changes in the local economy since the Council approved its extant Economic Development Strategy in 2013, and these changes dictate the need for a change of approach. These are:

- A greater focus on Clacton and Jaywick Sands, noting a decline in economic performance of these locations. This focusses specifically on local participation within communities and addressing long term prosperity.
- Bold action in Clacton Town Centre, recognising that its future is unlikely to be led by retail alone.
- Balancing the evolution of Harwich as a port with the development of the visitor economy in the town and the surrounding area.
- A focus on two sectors: Care and Assisted Living and Clean Energy, recognising a need to be agile to opportunities in the rural economy, culture and tourism.
- A focus upon the higher growth companies within the district, using their experience to support the development of both policy and action to support new and existing companies within the District.

The Economic Strategy (attached at [A.1 Appendix A](#)) has at its heart: economic development; business growth; and job creation, but also seeks to up-skill the District's workforce and to enrich the quality of the districts key settlements.

The Strategy promotes an **evolving economic Vision** for Tendring, with the first two years focussed on enabling interventions to secure economic growth, and in subsequent years focusses on embedding interventions that will sustainably transform the culture and productivity of the district's economy.

### **Evolving Economic Vision**

#### **Two-Year Vision - Enabling Growth**

Over the next two years, the groundwork for **sustainable economic growth** will be the focus of activity. Despite it being at an early-stage in the Strategy's delivery, there will (at the end of the first two years) be **improved rates of employment, business creation, workforce development and job creation**.

Relevant Council services will be in the process of reconfiguring to deliver the objectives of the Strategy, with a strong focus on **improved relationships with the district's business and resident communities**. An **innovative new plan will be in place for Clacton** focussed on challenging and changing perceptions and building community capacity. Similarly, in Jaywick Sands, **bottom-up, participatory activities** will be addressing inherent weaknesses and providing **foundations for future engagement**. The emerging opportunity to create a **new growth area** on the Tendring / Colchester border will be well developed and supported, with a clear understanding of the social and economic benefits for the district.

Government, the South East LEP and Essex County Council will recognise Tendring as a **potential centre of excellence for Care & Assisted Living**, whilst the plans will be in place

to use the district's **Marine expertise to take a more agile approach to Clean Energy**. An effective lobby will have been established, making a strong case for **improved infrastructure**; in particular for improvements to the A120, A133 and public transport in and out of the District.

The Council will have been successful in **supporting local businesses and partnerships to access funding** to support the delivery of the Strategy over subsequent years.

**Superfast broadband** will have been rolled out to more than 98% of premises by September 2020, making Tendring one of the best served areas in Essex. This will support the district's growth ambitions, particularly in attracting higher-value sectors to the area.

#### The Five-Year Vision - Embedding Growth

By 2024 the impacts of the Strategy will be clear. Indicators relating to employment, business creation, population and job creation will all be demonstrating strong improvement with **the District achieving convergence with Essex. Perceptions of Tendring** will have changed, with the District being recognised **as a location where people seek to live, work and visit**.

The future of Tendring's key employment locations (Clacton and Harwich) will be acknowledged by investors, with **development underway and local people playing a more important role in their location's economic evolution**.

In Clacton, investment in cultural and visitor infrastructure will encourage a **broader visitor group** to come to the town helping to support the town's visitor economy. This, alongside unique new visitor accommodation, will **increase the breadth of Clacton's offer**, with the town being recognised as a **key regional leisure and cultural destination**.

Harwich, will have remained agile to new opportunities, helping North Essex (led by the North Essex Economic Board) to become **a focus for new developments and innovation in the region's Marine and Clean Energy offer**. A clear plan will be in place for the long-term future of Harwich.

Building on the new Centre for Excellence for Health and Care at Colchester Institute's Sheepen Road Campus, Tendring will have a series of **new exemplar projects** generating national exposure for Tendring within the Care & Assisted Living sector, capitalising upon enhanced broadband connectivity and 5G specifically.

Initial planning for the Tendring / Colchester border Garden Community will be taking place, with a need for the Council to promote its ambitions for a **high-quality, low-carbon residential development**, with new business, education and R & D functions.

Local companies will begin to see an **improvement in productivity**, whilst local people will benefit from **new jobs** created on the back of this success. The first signs of the Tendring skills base being positively skewed towards key employment sectors will be apparent, whilst **clear pathways** will be evident from school to employment and/or to further or higher education.

#### Strategic Objectives

##### **Objective 1 – Target Growth Locations**

Limited resources mean there is a need to focus investment on those areas which have the highest potential for demonstrable economic improvement where the case/need for public sector intervention is strongest. This means making choices on where to focus.

In the Strategy those locations with the greatest potential for demonstrable economic improvement have been called **enabling locations** and these are: Clacton, Jaywick Sands, Tendring/Colchester Border, Harwich, and Dovercourt.

- **Clacton** will remain Tendring's most important and busiest service centre but needs a bold response to address the current decline. Recent investment in Clacton's beachfront needs to be complemented by a higher quality offer of attractions and services serving local communities, new residents and visitors to the District. By 2024, Clacton should aspire to be recognised as a distinctive, quality destination by a broad range of visitor groups, particularly across the region.
- In **Jaywick Sands**, there is a need for long term investment in both the physical and human assets of the area to enable a positive economic future for Jaywick Sands. Bold new approaches, built around citizen participation and the building of community capacity, are needed. The response should be locally focussed and long-term, building upon the aspirations of the Jaywick Sands Coastal Community Team to develop a more sustainable and resilient community.
- **Tendring/Colchester Border** - The vision for the North Essex Garden Communities Programme is to establish an area for growth across North Essex that is of strategic national importance. At the heart of this vision is the creation of new Garden Communities where people want to live, work and play. The vision has three strands: sustainable communities; jobs; and supportive infrastructure.
- **Harwich and Dovercourt** - Whilst Clean Energy and Marine Activities remain the more likely routes to greater innovation and growth in Harwich, it is important that partners and businesses remain agile to new opportunities and developments (such as the Government's emerging Freeports Policy). This includes not only the offshore opportunity, but also the wide range of construction and supply chain opportunities. Delivering a new high-quality public realm project in Dovercourt Town Centre (Starlings Site) will be important in making it an attractive place for people to visit, capitalising upon a recent uplift in tourism. The 400-year anniversary of the Mayflower sailing to the New World provides significant opportunities for both settlements in 2020 and beyond, albeit the commemoration will now be tempered (and in part moved to 2021) as a consequence of the COVID-19 pandemic.

**Supporting locations** are by no means less important. However, based on the information available, there is less of a case for the Council and its partners to invest significant resources in these areas over the life of the Strategy. Supporting locations include: Frinton & Walton; Brightlingsea; Manningtree; and Tendring's wide Rural Hinterland (including Elmstead Market, Weeley, Thorpe-Le-Soken, St Osyth, Little Clacton, Great Bentley and Alresford.

## **Objective 2 – Targeting Growth Sectors**

The refreshed strategy advocates a more flexible approach to developing growth sectors. It is important that the Council and its partners remain alert to the development of new industries and emerging sectors and respond accordingly, ensuring that Tendring is agile to new business opportunities.

Two sectors have been identified as being of credible, specific focus - **Care and Assisted Living** and **Clean Energy**.

- **Care & Assisted Living** – Tendring will look to develop its Care & Assisted Living sector, making the District a genuinely innovative and attractive location within the UK. To enable this, there is a need to focus on the higher value activities within the sector, particularly those which deliver research, innovation and growth.
- **Clean Energy** - Partners need to be bold and flexible in their ambitions for Harwich to attract wider clean energy investment, including projected investment in offshore wind, nuclear, oil and gas decommissioning and offshore photovoltaics. In the next five years, Tendring will clearly define and communicate its offer to become a key location in the UK for Clean Energy. This will recognise the breadth of the sector and the transferable STEM related skills which cut across different industries and activities.

Tendring should remain open to wider sector opportunities which will inevitably occur throughout the duration of the Strategy. This will particularly be the case where there are local opportunities to diversify (such as culture in Clacton, Jaywick Sands, Harwich, Manningtontree and Brightlingsea) or capitalise on emerging sectors (such as tourism in Clacton, Harwich and Dovercourt). Other sectors that should be considered include **construction, creative & cultural, food production & processing, tourism and digital**.

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

Local people are the fuel which power the economy. It is important to ensure that Tendring's residents (current and new) can access opportunities emanating from economic growth and diversification in the district. Although the local economy has grown recently, many residents remain disconnected from the labour market and hence face increasing disadvantage.

Over the next five years, Tendring will seek to **develop a workforce** which helps it support the growth of local business and attracts new businesses into the area. The Council will develop strong relationships with providers to ensure that all residents are able to participate in the opportunities available to them. Local people should be given more of a prominent role in developing and delivering projects within their community as part of a continuum of positive activity towards improved qualifications and employment.

Tendring should also look to equip its workforce for the future, providing them with the skills needed to succeed in a future shaped by technology. Giving the workforce the practical, digital and transferable skills needed will better prepare the District for the future.

The District has some great employers and they need to be given more prominence, becoming role models for young people and those looking to develop their careers.

Tendring relies heavily on part-time and flexible work to support its economy. There is a need to secure more long-term careers in the District.

In some cases, transport links are a barrier to work. It is important that the Strategy supports mobility of the local workforce, whether this is through improved road and rail infrastructure or innovative new approaches to community transport.

### **Objective 4: Support Growth & Innovation in Tendring's Businesses**



If local people are the fuel, businesses are the **engines of local economic growth**; they need to be supported and nurtured to allow them to grow and develop strong roots in Tendring.

Businesses in Tendring need **stronger networks** to aid their development and the Council is best placed to facilitate this. Over the next five years, it will be particularly important to improve dialogue with local companies to support them in their growth ambitions and encourage them to innovate and diversify their offer.

A key element of this offer will be the **provision of spaces** to support new companies to grow within a flexible and supportive environment. This includes thinking about how managed workspace and incubation space could be used to support new businesses in Tendring.

Going forward, it will be important for Tendring to **promote and celebrate business success**, in order to highlight the important role that Tendring's businesses play in the wider Essex, South East and East Anglian economies and to ensure this contribution is not over looked. To achieve this, the Council will work in partnership with local and regional support providers including business associations, chambers of commerce and local enterprise agencies, to uncover success stories within Tendring's business base.

**Connectivity** is increasingly important to business, so building on the successful work being undertaken as part of Superfast Essex (which is intervening to close the remaining gaps in superfast broadband coverage across Essex) will be important for local centres and business premises.

**Tendring's Offer** needs to be better articulated by local and regional services (including the County's Inward Investment Service), to ensure that the strengths and opportunities within the local economy are presented to a wider audience. Once companies have been attracted into Tendring, the Council and Essex County Council must work together in order to support businesses in laying the foundations for their business and then to continue to provide support on an ongoing basis.

There is a need for the Council to **protect and support higher growth companies**, which should be a key component of the Council's approach to business support. Maintaining a senior level dialogue with these companies will provide an understanding of the issues facing local business as well as ensuring that these companies are retained in the District.

#### **Objective 5: Delivering Housing to Support Economic Objectives**

Tendring is an excellent place to live, offering a good quality of life and affordable housing. These characteristics need to become a more significant part of the district's economic offer. **Attracting more people to live in Tendring** will help not only to create more demand for services, but also create a more diverse workforce to underpin the area's offer to new businesses.

Tendring has a very localised economy, with most of the demand for goods and services coming from within the district and neighbouring areas. To help create growth within the local economy, it will be important to help **stimulate local demand for goods and services**.

Other parts of the UK have demonstrated this practically (and successfully) by **placing housing at the heart of their economic strategies**. Council Tax and local spending (and hence business rates) will help the Council to be more self-sufficient, as well as providing funds to reinvest in economic development.

As new development takes place across Tendring, it will be important to ensure that this supports economic growth. In particular, the Council should **demand more from local developers** in terms of demonstrable local economic impacts.

To encourage more 20-40-year-old skilled residents into the District and to build on Tendring's offer as a good place to live, there should be an expectation that **new developments are of high quality, offering a high-standard of housing and infrastructure**. This is needed to differentiate Tendring in the modern family market, encouraging more skilled workers and business owners to move to the District.

The Council will **work closely with neighbouring authorities** to ensure that developments deliver a mutual benefit for respective economies; nowhere is this clearer than in relation to the emerging opportunity presented by the proposed Tendring/Colchester Borders development as part of the North Essex Garden Communities initiative.

#### BACKGROUND PAPERS FOR THE DECISION

None

#### APPENDICES

A.1 Appendix A – Tendring Economic Strategy 2020 – 2024

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**HATCH**  
**REGENERIS**

## Tendring Economic Strategy 2020-24

A Draft Report by Hatch Regeneris  
November 2019

# Tendring District Council

## Tendring Economic Strategy 2020-24

### IMPORTANT ADVISORY NOTE

It should be noted that work on this Economic Strategy concluded well in advance of the **COVID-19 pandemic**, which has subsequently had such a devastating short-term impact on the UK's economy (the medium - longer-term impact is yet to be known). However **it is not felt at this stage that the Strategy's Vision(s) and/or its Strategic Objectives need amending to accommodate the impact of the pandemic** on the national, regional or local economic scene, given that these seek to address long-term and established structural weaknesses in the district's economy.

The Council is currently of the view that the focus of immediate project interventions should however be influenced, guided and moulded by the need to help existing businesses recover from the COVID-19 lockdown. This could mean that in the early years of delivery, greater emphasis is placed upon the need to provide tailored business support (Information, Advice and Guidance), and as appropriate financial aid, to help businesses get back to their pre-COVID position with regard to market share, turnover, and prospects for growth.

June 2020

[www.hatchregeneris.com](http://www.hatchregeneris.com)

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# 1. Introduction

- 1.1 In 2013 Tendring District Council undertook significant work to develop a 10-year Economic Strategy for the district. This work reflected the commitment of the Council and its partners, to create the conditions needed to stimulate economic growth in the district in the period to 2023.
- 1.2 Now, half-way through this 10-year strategy, the approach has been refreshed to:
- Respond to the uncertain economic context both locally and nationally
  - Better understand the evidence explaining recent performance of the local economy
  - Ensure that the case for future investment in Tendring is informed by the best evidence and a clear strategy
- 1.3 The document supports the broad continuation of Tendring's ten-year journey, but also recognises that elements of the approach will need to change if the district is to achieve long-term, sustainable growth.

## A Refreshed Strategy: What has Changed?

This document marks the continuation of the ten-year strategy which was produced in 2013. It is however clear in the evidence that there have been some changes in the local economy which have identified the need for some distinct changes of approach. These are:

- A greater focus on the populations of Clacton and Jaywick Sands, noting a decline in economic performance of these locations. This focusses specifically on local participation within communities and addressing long term prosperity.
- Bold action in Clacton town centre, recognising that its future is unlikely to be led by retail. Hence prototyping new ideas through more effective use of publicly owned assets.
- Balancing the evolution of Harwich as a port with the ongoing evolution of the visitor economy in the town and surrounding area.
- A tighter focus on two sectors: Care and Assisted Living and Clean Energy. The former is a continuation from the 2013 strategy, whilst the focus on Clean Energy represents an evolution of the original focus, promoting an agile response to emerging opportunities in offshore wind and Low Carbon energy in North Essex.
- A focus upon the higher growth companies within the district, using their experience to support the development of policy and action to support companies within the district.

## How the Strategy Supports Long-Term Sustainable Growth

- 1.4 The focus of the 2013 strategy was long-term systematic change, considering the conditions which needed to be created to enable investment into the district. Following a review of recent economic evidence and consultation with local partners, this general principle remains the same. As such, the mechanisms, by which the Council and partners will support long term sustainable growth will stay the same. Specifically, this will be
- **Promoting diversification within the local business base**, recognising the need to target new sectors which can support a more buoyant and resilient economy.

- **Recognising that it is Tendring's businesses that will be delivering economic growth.** Working in collaboration with businesses to help them grow and deliver more employment opportunities.
- **Recognising and promoting Tendring's role in regional and national economies** and celebrating the district's contribution to wider objectives.
- **Valuing places within Tendring.** Ensuring that they can evolve as modern and effective economic locations where people want to live and work.
- **Recognising the importance of the district's residents to the area's economic future.** Supporting them to develop the necessary skills and aspirations to participate in Tendring's economic evolution.
- **Promoting improved partnership working.** Particularly with sub-regional and regional partners and alongside the business community.
- **Ensuring that the Council continue to prioritise investment into those areas which need it most.** Addressing long term issues which have limited prosperity over the last decade.

## Companion Documents

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- 1.5 To support the delivery of this strategy, a revised evidence base has been produced alongside a new 5-year action plan detailing the recommended actions the Council and its partners should consider. A refreshed Employment Land Review (2019) provides guidance on the future demand for industrial and office space, informing the district's emerging Local Plan.

## Structure of the Strategy Document

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- 1.6 Given the established principles and ambitions are the same as those outlined in 2013, this refreshed Economic Strategy follows a similar structure:
- **Tendring's Economy in Context** - summarises the challenges and opportunities identified within the revised baseline, as well as introducing the strategic and political context within which this strategy is delivered.
  - **Defining the Approach, Vision and Objectives** - sets out the overall direction of the strategy, as well as providing an outline of the vision and approach which underpins this document.
  - **Objective 1: Supporting Tendring's Growth Locations** - outlines the vision for target locations over the next five years. Based on the evidence available and consultation with stakeholders, the initial target locations are Clacton & Jaywick Sands, Harwich & Dovercourt and the Tendring / Colchester border.
  - **Objective 2: Targeting Growth Sectors** - outlines the approach to supporting growth in target sectors in the district. The two target growth sectors for Tendring are Clean Energy and Care & Assisted Living, in addition to a range of wider sector opportunities.
  - **Objective 3: Ensure Residents Have the Skills and Information to Participate** - outlines the need to support residents so that they have the skills and aspiration to participate in the opportunities promoted within this strategy. This includes recommendations on education, skills provision and employment.

- **Objective 4: Support Growth & Innovation in Tendring's Businesses** – outlines the approach to creating a more dynamic, diverse and future-facing business base in Tendring. Improvements in business engagement, innovation and inward investment are the focus of this objective.
- **Objective 5: Delivering Housing to Support Economic Objectives** – recognises the link between population and economic growth in Tendring and outlines how housing development could stimulate economic growth in the future.
- **Delivery and Tracking Success** – introduces some of the main considerations for delivery (which are outlined in more detail in the Action Plan), as well as outlining measures of success and important next steps.

## 2. Tendring's Economy in Context

- 2.1 To support the development of this Economic Strategy and provide the context within which it sits, a separate Socio-Economic Evidence Base has been produced. This outlines the economic challenges the district must overcome, along with the policy context within which the Council and its partners must secure delivery.
- 2.2 It is important that the Council, alongside its partners, respond to an evidence-based needs assessment of the local economy; this will help provide more integrity to future case making as well as providing the foundations for better tracking of success. Equally, given the significant change in national policy over the last few years, it is imperative that this economic strategy responds to regional and national objectives, demonstrating Tendring's contribution to these.
- 2.3 It should be noted that the majority of data used within the evidence is publicly available, government data sources. Whilst this is the most up to date information available, it is still a snapshot and, in some cases, can be 2 or 3 years old. All findings should be considered in context and where possible verified with primary research or local anecdotal evidence.

### What has happened since 2013?

#### Economic Progress

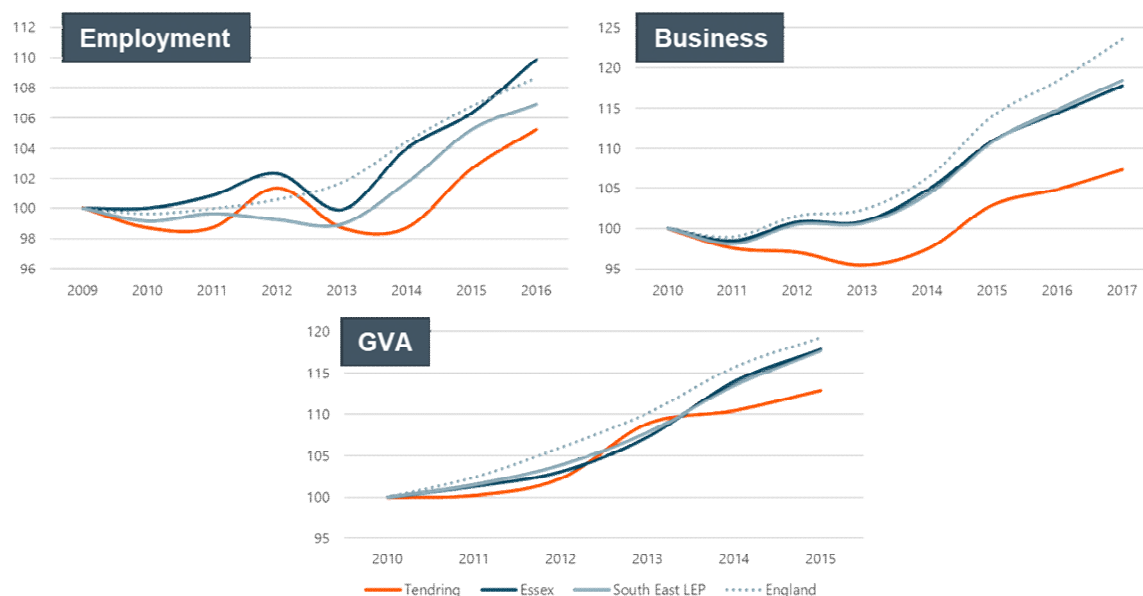
- 2.4 Since the 2013 Economic Strategy was prepared the Tendring economy has grown.
- 2.5 Over the last five years, GVA (output), as well as the number of jobs and businesses in the district have all increased. There are 500 more businesses than in 2013 and overall levels of unemployment and economic inactivity have declined.
- 2.6 Although employment and the number of businesses has grown over the last three years, this growth has been at a slower rate than Essex or England as a whole. In addition, GVA growth over the last three years has been relatively poor when compared to the rest of the county and nationally.
- 2.7 Indicators on higher value occupations and commuting also suggest that those who are highly-skilled and have the transport to do so, are increasingly commuting to other parts of Essex (in particular Colchester). By comparison, the number of higher-value jobs (e.g. managerial occupations) in Tendring has decreased by a quarter over the last five years.

Figure 2.1 Tendring Economic Snapshot



Source: BRES, 2013-17; UK Business Count, 2013-18; ONS Regional GVA Tables 2013-16

Figure 2.2 Employment, Business and GVA Growth, 2009-17



Source: BRES, 2009-16; UK Business Count, 2010-17; ONS Regional GVA Tables, 2010-15

- 2.8 There has been significant geographic variation within Tendring's recent economic performance. Some areas in the district have performed well, with particularly strong growth in Harwich & Dovercourt and Frinton-on-Sea and Walton-on-the-Naze. Clacton, Jaywick Sands and Manningtree in contrast have all experienced decline, with falling employment since 2013.

Table 2.1 Key Centres and Employment Trends

Centre	Employment	Employment Growth 2011-16
Clacton	14,500	-7%
Harwich & Dovercourt	6,000	+20%
Frinton-on-Sea & Walton-on-the-Naze	3,000	+20%
Brightlingsea	2,125	+13%
Manningtree, Mistley & Lawford	1,750	-8%
Jaywick Sands	325	-13%

Source: BRES, 2011, 2016

- 2.9 Tendring still maintains several sector specialisms which differentiate the district's offer from that of the rest of Essex. It has strengths in Ports & Logistics, Tourism and Health and Care, with these sectors all experiencing employment growth over the last five years.
- 2.10 Tendring's population continues to have a high concentration of older people, with 29% of residents over 65 (compared to 18% nationally). Whilst the trend of population growth being driven by the elderly has continued, there is evidence that in recent years there has also been growth in those aged between 10 and 29 years old (although this remains relatively low).
- 2.11 Earnings continue to be low across Tendring, with corresponding pockets of higher deprivation, particularly around coastal communities (including Clacton-on-Sea, Harwich & Dovercourt and Jaywick Sands).

## Overarching Strategic Context

2.12 The Council cannot deliver economic growth and prosperity alone. This document has been designed to specifically position Tendring in the context of current and emerging regional and national policy, not least that of key partners including South East LEP and Essex County Council.

2.13 Figure 2.3 summarises this Economic Strategy's position in relation to national and regional policy. More detail on each policy document can be found within the Socio-Economic Evidence Base.

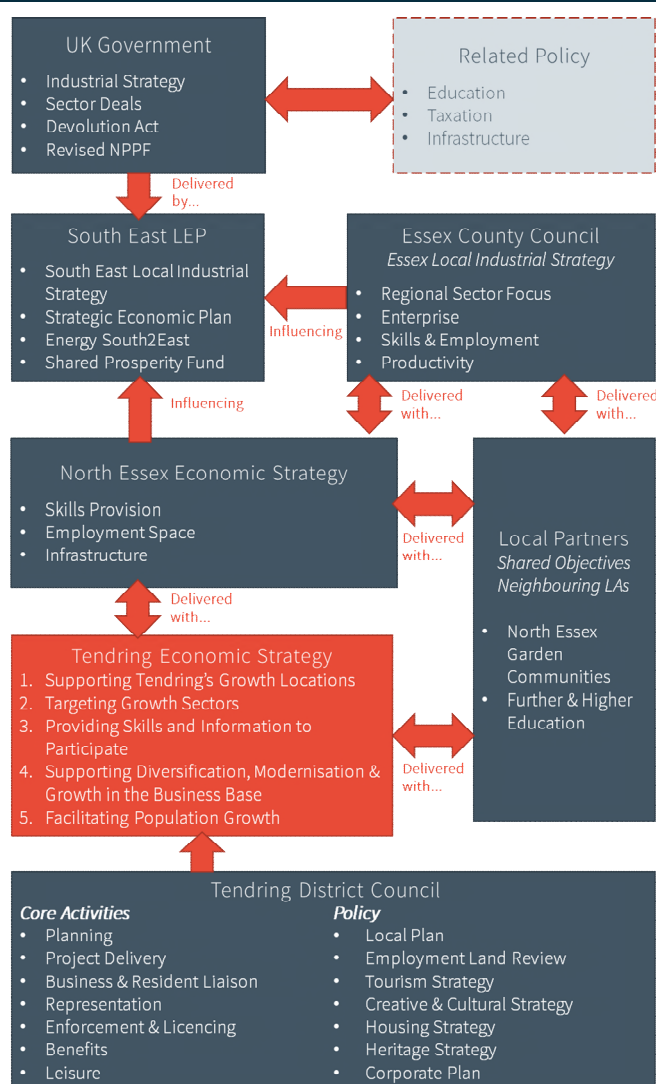
2.14 The strategic context around which Tendring's Economic Strategy is developed has changed considerably over the past five years, and it is important that this is taken into consideration.

- There is still a strong focus, across all regional and national strategies, on targeting productivity improvements through targeted sector development. **The Industrial Strategy White Paper, South East LEP Strategic Economic Plan, Economic Plan for Essex and Economic Vision for North Essex** all have ambitions to raise the level of productivity. Sectors which are routinely mentioned (and

which are of relevance to Tendring) include advanced manufacturing, low carbon & renewables, logistics, life sciences & healthcare and creative industries. It will be important to continue monitoring and supporting these sectors, enabling the district to align itself with funding and investment opportunities as these arise.

- There is also a recognition of the need to improve skill levels to both improve local prosperity and to give businesses the workforce they need to grow. The Essex Employment and Skills Board's Evidence Base identified seven priority sectors which are set for growth and are suffering from skill shortages: advanced manufacturing and engineering, care, construction, financial & related services, health, IT, digital & creative, and logistics. This strategy needs to ensure that Tendring can work with partners to directly address the skills shortages in these sectors.

Figure 2.3 Tendring EDS's Position in Relation to National and Regional Policy



Source: Hatch Regeneris, 2019



- The **Essex Economic Commission** was established in 2016 to provide strategic advice on the development of Essex. This seeks to address several key challenges, including raising skills and qualifications; developing opportunity sectors and technologies; improving transport infrastructure; expanding the availability of suitable workspace and commercial premises; and supporting coastal districts. Its content overlaps significantly with that of this strategy, providing a strong platform for regional collaboration.
- New alliances have been made over the last five years, including the **North Essex Garden Communities** and the **North Essex Energy Group**, helping to strengthen relationships with neighbouring areas. Building on these relationships in the future will provide a greater platform from which Tendring can attract investment and funding.
- The North Essex Authorities (Tendring, Colchester, Braintree and Uttlesford, alongside Essex County Council) have produced the **North Essex Economic Strategy**, which will highlight the need for skills provision, employment space and infrastructure. More widely, partners are working together on strategic cross boundary issues for North Essex as part of their *Local Plan* development, with a joint section on issues including infrastructure, housing numbers and three new Garden Communities.
- **North Essex Opportunity** sets out ambitions to create an innovative and burgeoning multi-sector economy by attracting investment into the area. This sets out a joint ambition for growth across the area, and a commitment to enable businesses and people to help shape and form ideas for the future. This builds on the creation of new homes, jobs, physical and social infrastructure being developed through both the public and private sectors.
- In Tendring, the recently updated **Employment Land Review (2019)** finds there is currently more than sufficient supply of land to meet future needs. Clacton and Harwich continue to offer the greatest range and diversity of employment space, with other smaller markets collectively playing an important role in servicing local needs. This is reflected within this Economic Strategy.
- The **Tendring Local Plan** was submitted to the Inspector in October 2017 and covers the period up to 2033. It acknowledges opportunities for Tendring to develop its strengths in offshore wind and in care & assisted living, with employment in the district expected to grow by 490 jobs annually.
- There are wider ambitions to **improve superfast broadband provision** within Tendring, particularly building on the multi-million-pound investment programme to extend superfast broadband availability in Tendring District to more than 98% by early 2020.

## 3. Approach, Vision and Objectives

### Approach

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- 3.1 The recent performance of the Tendring economy, means that bold action is required to help embed new approaches to build upon the progress made since 2013.
- 3.2 New tactics and actions will balance mobilising the existing population, alongside encouraging new investment, development and infrastructure into Tendring. This blend of 'top-down' and 'bottom-up' approaches should allow people and businesses in the district to work more closely in partnership with the Council to drive greater prosperity.

### Long Term, Sustainable Growth through Partnership

- 3.3 To deliver the vision and actions set out in this document, the Council will need to work in conjunction with local partners and communities to:
  - Change the perceptions of Tendring;
  - Develop partnerships;
  - Lobby partners (including Government, South East LEP and Essex County Council);
  - Pilot new approaches;
  - Attract funding for delivery;
  - Build community cohesion; and
  - Build capacity amongst local residential communities.
- 3.4 Without time being invested in early phase actions, it will be difficult to embed change and achieve long-term, sustainable outcomes.

### Political Foundations for the Strategy

- 3.5 This economic strategy should not just be a list of objectives and projects for the Council and its partners to deliver. It should support a collaborative culture amongst members, officers and partners.
- 3.6 The Corporate Plan 2020-2024 sets out ambitions to respond to the challenges and opportunities associated with economic growth. This includes:
  - Supporting business growth, particularly supporting higher-value employment, attracting more productive businesses and encouraging innovation;
  - Enabling better job prospects;
  - Facilitating improved qualification and skills attainment;
  - Local regeneration; and
  - Supporting rural communities.
- 3.7 The Corporate Plan sets out the need for a clear vision for economic growth and prosperity. This includes the need for higher value, more productive and more innovative businesses, which will help deliver higher skilled and higher wage employment opportunities for residents.

- 3.8 Building community leadership and capacity sits at the heart of the Corporate Plan and is one of the most notable changes in approach between the 2013 Economic Strategy and this document.

- 3.9 Enabling citizens to play a fuller role in developing solutions to their personal economic challenges, as well as those of the district is a key long term aspiration of this refreshed strategy.

### Communicating Tendring's Message and Celebrating Success

- 3.10 As highlighted in the 2013 Economic Strategy, one of the most important roles the Council can play is ensuring that internal and external partners understand and share ambitions for the district. Conversations with partners in developing this document showed that Tendring still has work to do to develop its reputation for delivery with local and regional partners.

- 3.11 To achieve success, Tendring needs to be a place that is much more widely recognised and respected for its economic achievements. Celebrating what is done well will be an important part of a distinctive offer to new investors, businesses, and residents.

Figure 3.1 Tendring Corporate Plan 2020-2024 Overview



Source: Tendring Corporate Plan, 2016-2020

## An Economic Vision for Tendring

- 3.12 The 2013 strategy set out a vision for the district covering two, five- and ten-year time horizons. To support activity to 2024, a revised vision covering the next two and five years is set out below.

### The Two-Year Vision

- 3.13 Over the next two years, the groundwork for sustainable economic growth will be well underway. Despite it being at an early-stage in the strategy's delivery, there will already be improved rates of employment, business creation, population and job creation.
- 3.14 Relevant Council services will be in the process of reconfiguring to deliver the objectives of the strategy, with a strong focus on improved relationships with the business and resident communities. An innovative new plan will be in place for Clacton focussed on challenging and

changing perceptions and building community capacity. Similarly, in Jaywick Sands, bottom-up, participatory activities will be addressing inherent weaknesses and providing foundations for future engagement. The emerging opportunity to create a new growth area on the Tendring / Colchester border will be well developed and supported, with a clear understanding of the benefits for the district.

- 3.15 UK Government, the South East LEP and Essex County Council will increasingly recognise Tendring as a potential centre of excellence for Care & Assisted Living whilst the plans will be in place to use the district's Marine expertise to take a more agile approach to Clean Energy. A consistent lobby will have been established, making a strong case for improved infrastructure; in particular, improvements to the A120, A133 and public transport in and out of the district.
- 3.16 The Council will have been successful in supporting local businesses and partnerships to access funding to support the delivery of the economic strategy over the next five years.
- 3.17 Superfast broadband will have been rolled out to more than 98% of premises by 2020, making Tendring one of the best served areas in Essex. This will support the district's growth ambitions, particularly in attracting higher-value sectors to the area.

## The Five-Year Vision

- 3.18 By 2024, the impacts of this Economic Strategy will be clear. Indicators relating to employment, business creation, population and job creation will all be demonstrating strong improvement with the rate of employment and business growth converging with that of Essex. Perceptions of Tendring will have changed, with the district being recognised as a location where people seek to live, work and visit.
- 3.19 The future of Tendring's key employment locations (Clacton and Harwich) will be acknowledged by investors, with development underway and local citizens playing a more important role in their evolution.
- 3.20 In Clacton, investment in cultural and visitor infrastructure will encourage a broader visitor group to come to the town helping to support the town's visitor economy. This, alongside unique new visitor accommodation, will increase the breadth of Clacton's offer, with the town being recognised as a key regional leisure and cultural destination.
- 3.21 Harwich meanwhile, will have remained agile to new opportunities, helping North Essex (led by North Essex Energy Group) to become a focus for new developments and innovation in the region's Marine and Clean Energy offer. A clear plan will be in place for the long-term future of Harwich Port.
- 3.22 Building on the new Centre for Excellence for Health and Care at Colchester Institute's Sheepen Road campus, Tendring will have a series of new exemplar projects generating national exposure for Tendring within the Care & Assisted Living sector, capitalising upon enhanced broadband connectivity and 5G specifically.
- 3.23 Initial planning for the Tendring / Colchester border Garden Community will be taking place, with a need for the Council to promote its ambitions for a high-quality, low-carbon residential development, with new business, education and R & D functions.
- 3.24 Local companies will begin to see an improvement in productivity, whilst local people will benefit from new jobs created on the back of this success. The first signs of the Tendring skills base being positively skewed towards key employment sectors will be apparent, whilst clear pathways will be evident from school to employment and/or further or higher education.

## Economic Strategy Objectives

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- 3.25 To achieve the economic vision, partners will continue working towards the five objectives established in the 2013 Economic Strategy. As per the 2013 strategy, these are split into two groups; **Targeting Objectives** and **Cross-Cutting Objectives**.

### Targeting Objectives

- 3.26 The following two objectives are designed to ensure a focus on local strength, supporting the aspiration to redefine and diversify Tendring's economy. These focus on the creation of stronger identities and specialisms as the basis for future economic growth:

- Objective 1. Targeting growth locations** – Intervening in locations where the potential for growth is highest and there is a strong case for intervention.
- Objective 2. Targeting growth sectors** – Focusing activity on the sectors that are most important not only to Tendring, but also to Essex and the UK economy.

### Cross-Cutting Objectives

- 3.27 Focus on the following three objectives will ensure a more general improvement in Tendring's economy. They are designed to ensure that economic growth in the district is as impactful and inclusive as possible:

- 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.
- Objective 4. Support Growth & Innovation in Tendring's Businesses** – as well as targeting specific growth sectors, work with existing businesses to ensure that they are given support to grow and innovate in Tendring, particularly those businesses which have high growth potential.
- Objective 5. Delivering Housing to Support our Economic Objectives** – In line with the Local Plan aspirations, support an increase in population and housing (alongside appropriate infrastructure), to support a stronger labour market and increased local spending.

## 4. Objective 1: Supporting the Economy of Tendring's Places

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

### Prioritising Locations

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- 4.2 Given the resources available however, it is recognised that it is not possible (and in some cases not necessary) to focus on all locations over the 5-year lifespan of this strategy. As a result, Tendring's towns have been split into two groups: those which need specific intervention and investment to enable positive economic change; and those areas where the case for direct public sector investment is less strong.

### Enabling Locations

- 4.3 Enabling locations are those places that have the most potential for demonstrable economic improvement and where the case/need for public sector intervention is strongest. These are:
- **Clacton** - Tendring's biggest centre of population and employment and still a popular summer day trip location. Despite recent investment and improvement, Clacton and surrounding areas have continued to experience persistent deprivation over the last two decades. The area is currently in socio-economic decline.
  - **Jaywick Sands** – Although linked to Clacton, Jaywick Sands is worthy of focus in its own right. Still one of (if not the) most deprived locations in the UK, success in Jaywick Sands may not be significant growth, but addressing decline and improving life chances will be no less of a success.
  - **Tendring-Colchester Border** - A potential long-term opportunity as part of the North Essex Garden Communities initiative to deliver up to 9,000 homes as part of three new settlements in North Essex to be built along Garden City principles.
  - **Harwich and Dovercourt** – Tendring's second largest centre, with a major port, providing a significant opportunity for the Clean Energy sector and associated uses.

### Supporting Locations

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



## Visions and Activities for Tendring's Enabling Locations

- 4.6 Each town in Tendring is different and therefore will require a unique response. Economic visions and responses have been developed for each.

### Clacton and Jaywick Sands<sup>1</sup>

#### Current Position

- 4.7 Clacton is Tendring's biggest settlement and contains more jobs and businesses than any other location in the district. It is well documented that the town's tourism offer has declined over the last 30 years, with the town now being more reliant economically on local demand and its role as a local service centre.
- 4.8 Since the 2013 Economic Strategy, Clacton's economy has declined, with a 7% fall in employment over the last five years. Sectors which have experienced a strong fall in employment include education (-25%), public administration (-25%), supporting services (-17%), and the creative industries (-14%).
- 4.9 The wider Clacton area (including Jaywick Sands) is still home to some of the most deprived populations in the UK. Today, a third of the local neighbourhoods (LSOAs) in Clacton and Jaywick Sands are among the 10% most deprived local neighbourhoods nationally, and Jaywick was identified as the most deprived neighbourhood in England according to the 2019 Index of Multiple Deprivation. Around 5% of the population are currently claiming unemployment benefits (compared to 2% nationally) and only 10% of the population are qualified to degree-level (compared to 27% nationally).
- 4.10 The Clacton Town Centre Working Group was established in 2018 to help address some of the issues faced by the town centre. This partnership of cross-party district councillors, town centre businesses, local community groups and other stakeholders will explore options for improving the area considering the current challenges faced by the retail sector nationally.
- 4.11 Evidence from the Employment Land Review finds that Clacton already has more than enough employment land (20.1ha) to support the demand forecasted in the future (8.7ha). Gorse Lane is currently the largest operational employment area in Clacton, supplemented by the nearby Oakwood and Crusader Business Parks. Both sites contain a strong mix of B1(a) and B2/B8 industrial premises, across a range of sizes and are generally of good quality.

#### Vision for Clacton - (Re) Building a Strong Service Centre

- 4.12 Clacton will remain Tendring's most important and busiest service centre but needs a bold response to address the current decline. The quality of the town needs to be a key attractor for new residents and businesses, with new cultural infrastructure supporting an increased regional demand from the region's growing population.
- 4.13 Investment in Clacton's beachfront (including a major £36m scheme to protect and enhance the coastline) has provided a significant opportunity for Clacton to rejuvenate its image and to provide a significant uplift in visitor experience, as well as a draw for new businesses. This needs to be complemented by a higher quality offer of attractions and services serving local communities and new residents. By 2024, Clacton should aspire to be recognised as a distinctive, quality destination by a broad range of visitor groups, particularly across the region.

<sup>1</sup> Clacton and Jaywick Sands are considered together within the Socio-Economic Evidence Base.

- 4.14 Given the importance of the local service economy to Clacton, planned housing development and population growth should be viewed as an important component of the town's evolution. Not only will this support improvement, diversification and quality in the town, it will drive demand and local business creation.

**Vision for Jaywick Sands – Addressing Long Term Decline Through Citizen Engagement and Participation.**

- 4.15 Given the persistent high levels of socio-economic deprivation, there is a need for long term investment in both the physical and human assets of the area to enable a positive economic future for Jaywick Sands.
- 4.16 Bold new approaches, built around citizen participation and the building of community capacity, are needed. Residents need to be given a more prominent role in defining and delivering a more prosperous place and defining their role in it.
- 4.17 The response should be locally focussed and long-term, building upon the aspirations of the Jaywick Sands Coastal Community Team to develop a more sustainable and resilient community. This will take time and partners must recognise that short term success may be measured through a slowing decline, rather than through significant and obvious growth.

**Areas of Action for Clacton and Jaywick Sands**

- 4.18 To support the economic development of Clacton and Jaywick Sands, the Council will work with partners and the local community to develop new responses. This will include:
- Supporting long term investment into local civil society, citizen engagement and participatory activities within Jaywick Sands and Clacton. Building community capacity to enable transfer of responsibility to local people, giving them the opportunity to play a more significant role in the long-term development and delivery of new community activities and ultimately community businesses.
  - Continuing to support the Clacton Town Centre Working Group to develop a set of innovative new recommendations to address local economic decline and reposition the town centre as a service hub which is less dependent upon the retail sector. This will seek to prototype new projects and activities which challenge perceptions of Clacton and drive external promotion.
  - Work with Essex County Council to undertake a renewed market demand assessment for visitor attractions in and around Clacton. This should think beyond the current coastal tourism offer and identify facilities which can add new elements to the South East visitor offer.
  - The Council will consider using its own property assets to accommodate new uses and businesses in both Clacton and Jaywick Sands. By offering subsidised space and non-financial support, this will enhance the potential of new and exciting activities being incubated locally. In Clacton, these are likely to be new small companies, in Jaywick Sands local organisations with the potential to evolve into Community Businesses<sup>2</sup>.

<sup>2</sup> 'Communities coming together to set up businesses to address challenges they face together <https://www.powertochange.org.uk/what-is-community-business/>

**Case Study – Building Civic Capacity: Participatory City**

Participatory City is a community-based project in Barking and Dagenham. It brings together organisations and individuals from across the community to create neighbourhood-led projects and new businesses. Participatory City is run in partnership with the Council but draws in a broad spectrum of community partners to develop ideas and solutions to local issues. The programme works with these people to create a network of projects that can tap into the borough's creativity and energy.

The scheme invites people to suggest ideas for projects and businesses they would like to create together and over five years, it will work with 25,000+ people to grow a network of 250 projects and 100 businesses.

[Link](#)

**Relevance for Clacton & Jaywick Sands:** Building community capacity has helped to engage the local community in redevelopment taking place in their communities. In doing so, Barking and Dagenham have increased local ownership of planning, helping build momentum locally. This example demonstrates the importance of thinking long term, but also the potential which can be galvanised within a local community.

**Case Study – Innovative Use of Assets: Folkestone Creative Foundation**

Folkestone Creative Quarter has been enabled by the creative foundation taking ownership of a critical mass of properties, refurbishing them and then letting them for both market and subsidised rent. The focus has been on enabling new businesses through highly affordable space, with a focus on a 25-year return on this investment (rent forgone). 15 years into this project, 90% of the space is now let at market rent and the project is estimated to have created 500 jobs - [Link](#)

**Relevance for Clacton & Jaywick Sands:** In providing space (both at market and subsidised rates) this has created a location from which local business can test and innovate their ideas. This reduces risk helping to boost innovation and start-up rates locally. Activity has created a critical mass of activity and 'churn' within the business base; the value of this has vastly exceeded the income forgone to enable the project.

## Tendring-Colchester Border

### Current Position

- 4.19 The area to the West of Tendring (and east of Colchester) is primarily rural today, although it benefits strategically from proximity to the A120, A133 and the University of Essex. Subject to examination through the Local Plan process, the area will be part of the North Essex Garden Communities which could deliver up to 9,000 homes as part of programme of new settlements across North Essex. These new settlements will act as the catalyst for economic growth and make the area a more attractive place to live, work and spend time.
- 4.20 It is expected that the new Garden Community on the Tendring-Colchester border could deliver at least 2,600 new homes within the Local Plan period to 2033, bringing over 3,000 new people to the area. Led by Garden City Principles, this will provide an opportunity to deliver place making that delivers improved amenity, cultural experience and employment opportunities with local citizens placed at the heart of the evolution of the place.

### Vision for the Tendring-Colchester Border – A new place to bring new value and skills to Tendring

- 4.21 The vision for the North Essex Garden Communities Programme is to establish an area for growth across North Essex that is of strategic national importance. At the heart of this vision is the creation of new Garden Communities where people will want to live, work and play. The Vision has three strands: **sustainable communities, jobs and a supportive infrastructure:**

- **Communities:** sustainable development principles will be at the core of the Garden Communities, balancing social, economic and environmental issues. The garden communities will attract residents and businesses who value innovation, community cohesion and a high-quality environment, and who will be provided with opportunities to take an active role in managing the garden community to ensure its continuing success;
  - **Jobs:** to achieve the vision, the partners will strive to make North Essex an area of inclusive economic growth and prosperity, of strategic importance to the economy of the UK, with businesses capable of competing on a national stage. To make this happen partners will help North Essex create a diverse and thriving economy, with a great choice of job opportunities across many sectors, and growing prosperity and improving life-chances for all its citizens, today and into the future; and
  - **Infrastructure:** within the new garden communities, there will be a focus on providing the right level of infrastructure (roads, utilities, education, health, green areas, community and social infrastructure) at the right time and in a manner that supports substantial new growth whilst ensuring that the countryside and heritage assets are protected and enhanced.
- 4.22 The Tendring-Colchester border should look to build upon the strengths and specialisms of The University of Essex (including Digital, Creative and Health) and provide larger scale employment space for off-site construction, potentially using employment land on the A120, including sites in Harwich which benefit from proximity to the port.
- 4.23 Over the next five years partners should scope desirable options for employment space in and adjacent to the new Garden Community. This should complement the evolution of target sectors, but also should remain agile to emerging demand and opportunity to bring new types of business into Tendring.
- 4.24 Development in the West of Tendring will also help to generate demand for new infrastructure, strengthening the case for improvements to the A120 and A133, improved public transport (into Tendring) and the delivery of a more varied educational offer. Delivering this strong new infrastructure should be a fundamental part of developing this area.

#### Areas of Action for the Tendring-Colchester Border

- 4.25 Fundamental to success is developing a strong partnership between the Council, Colchester Borough Council and Essex County Council. It is critical that the Council (TDC) is given a prominent voice and can influence the economic benefits from the emergence of a new place. Specific actions to facilitate this are:
- Testing feasibility of locations for employment, including identification of the sites and infrastructure necessary to support employment in target sectors.
  - Developing and influencing strategies to enable placemaking and the delivery of cultural infrastructure serving new communities. This includes developing and diversifying the offer in Clacton, Walton on the Naze and Frinton to capitalise upon new demand.
  - Working with University of Essex to support the long-term realisation of knowledge exchange and spin out at new (NEGC) sites and other Tendring locations identified within the Employment Land Review.

## Harwich and Dovercourt

### Current Position

- 4.26 In the mid-20<sup>th</sup> Century Harwich was a successful port and maritime centre, employing several thousand local people. Over the last two decades this has declined by more than 50%, to a point where less than 1,000 people are now working in Port and Logistics industries in the town (although this decline has stabilised at this level since the 2013 Economic Strategy).
- 4.27 Offshore wind could play a role in Harwich with new project delivery creating demand in the town; this however, should not be taken for granted and will need both planning and flexibility. Harwich already provides an operations and maintenance base for Galloper Wind Farm and partners have suggested there is potential for this to grow further in the future. Harwich has however, fallen further behind some of its competitor ports in recent years, with Great Yarmouth and Lowestoft becoming more influential within the offshore wind energy sector. As partners deliver this strategy, they need to maintain focus on the evolution of this market and the role that Harwich could play.
- 4.28 In recent years, tourism has become a more prominent industry for Harwich and Dovercourt, with employment in the sector more than doubling since 2011. Although this sector has helped to create employment opportunities locally, much of this is seasonal or part-time work, with around 41% of local jobs being part-time (compared to 32% nationally). Confidence amongst the town's tourism sector has increased in recent years, with several significant investments being made by local hotels. This has contributed towards the establishment of the Harwich and Dovercourt Coastal Community Team, which will look to build on recent momentum in the tourism sector and drive economic growth and regeneration across the area.
- 4.29 The Employment Land Review finds that the primary driver of Harwich's economy is the International Port and as such it is recommended to protect commercial sites near this. Given that the economy is partly driven through (highly specialised) port-generated demand, there should be a level of flexibility in the employment provision in Harwich and Dovercourt. A lack of clear direction on the long-term future of the port, is a barrier to future investment in sites and subsequently economic opportunity.

### Vision for Harwich and Dovercourt – Using marine heritage and skills to drive Energy and Tourism sectors

- 4.30 Although Harwich has the assets needed for it to develop a significant cluster of activity around the Clean Energy sector (and specifically Offshore Wind), this has not gained traction as per the aspirations set out in the 2013 strategy. Whilst Clean Energy and Marine Activities remain the more likely routes to greater innovation and growth in Harwich, it is important that partners and businesses remain agile to new opportunities and developments. This includes not only the offshore opportunity, but the construction and supply chain opportunities which could come from the development of Sizewell C and Bradwell B Nuclear Power stations. The Government's invitation to existing operators to submit proposals to expand existing operations at Greater Gabbard, Galloper, Gunfleet Sands, and the London Array wind farms also presents a strong opportunity for Harwich to support the development of this infrastructure.
- 4.31 Transfer of information on opportunity to and between businesses, will be critical. Establishing strong networks and supporting collaboration and innovation will help to achieve this. Proposals for the Harwich Innovation Centre, could also be revisited within the strategy period, potentially providing a focal point for this activity.

- 4.32 In addition to the Port related opportunity, Tendring District Council are already looking to deliver new high-quality public realm projects in Dovercourt town centre. This will be an important milestone for the town, making it an attractive place for people to visit, capitalising upon a recent uplift in tourism locally. The 400-year anniversary of the Mayflower in 2020 will provide a more immediate opportunity to promote Harwich and Dovercourt and capitalise upon new visitor markets.

### Areas of Action for Harwich and Dovercourt

- 4.33 Actions for Harwich and Dovercourt will focus on targeting Clean Energy activity, developing marine opportunities and capitalising on an emerging tourism opportunity. More specifically, this includes:
- Continue dialogue with regional partners to scope Clean Energy opportunities. This will involve being aware of market developments, supporting the transfer of information to businesses. The Council should continue to play a leading role in the North Essex Energy Group to secure a more strategic response to supply chain opportunities.
  - Work with Essex County Council to facilitate senior level discussion with the owners of Harwich Port so secure an agreed long-term strategy for the Port. Based on these discussions, develop a clear plan for investment in quayside infrastructure.
  - Continue to expand the visitor economy offer, adding further quality accommodation and amenity, using the 400<sup>th</sup> anniversary of the Mayflower as the catalyst for an uplift in the offer; embedding this heritage further into the identity of the town and district.
  - Lobby for proposed improvements to the A120, building a strategic case for a corridor of activity linking Harwich to the wider UK road network and North Essex Garden Communities.
  - Scope and pilot new approaches to the consolidation of marine skills in Harwich. This could draw together the various marine training and apprenticeship opportunities already available in Harwich and Brightlingsea, alongside boat building and maintenance and marine biology (already has specialism for University of Essex). This could ultimately serve as a physical centre of excellence serving not only Tendring, but a regional audience.

#### Case Study – Maritime Heritage – Titanic Quarter Belfast

Although on a significantly larger scale, Titanic Quarter is a good example of an area using its maritime heritage to develop a modern identity and visitor offer for a place. The development includes a museum and a conference centre focused on the maritime quarter of Belfast. This has been accompanied with supporting projects and community involvement, helping local people to become proud of the city's association with the Titanic. The project has over achieved on its targets and saw between 2012-2015 1.9 million visitors. <http://www.titanic-quarter.com/>

**Relevance for Harwich and Dovercourt:** Although the Titanic Quarter received a significant investment from national government, this shows the benefits that can be generated by shaping an area's image around its maritime heritage, helping to attract tourists and position the area for investment. With the 400<sup>th</sup> anniversary of the Mayflower, this presents an opportunity to put the area's maritime heritage at the heart of the area's tourism offer.

#### Case Study – Marine Skills Centre - Southampton

The Marine Skills Centre at City College Southampton is the biggest of its kind in the UK. It provides a wide range of courses, focused primarily on marine engineering and boat building. The Marine Skills Centre



includes: Composites workshop; Marine engineering workshop; Marine electrical workshop; Boat building and repair workshop; and IT and CAD suites

It is a National Skills Academy and offers a various qualification routes including apprenticeships and industry specific training. The centre also provides career development support and links into industry.

**Relevance for Harwich and Dovercourt:** A maritime focussed skills offer could provide a focal point to the development of specific relevant skills and career development in Harwich. As well as offering improved opportunities for local people, this could serve wider markets and support businesses in the area. The flexibility of marine and maritime skills will ultimately help to develop a more agile local workforce who can respond to the needs of other sectors, including offshore energy.

## Supporting Locations

- 4.34 Over the period of this strategy it will be important to remain alert to challenges and opportunities in supporting locations, ensuring that where necessary, partners are ready to respond.

### Manningtree (including Lawford and Mistley)

- 4.35 Manningtree's economy has struggled over the last five years, with a decline in employment of 8%; much of this can be attributed to a reduction in the number of manufacturing jobs locally. There have however, been increases in the number of jobs in construction and the tourism sector. Manningtree currently has relatively low levels of deprivation, unemployment and economic inactivity.
- 4.36 The area's economy is well placed strategically within Tendring to benefit from the local, rural market, as well as being close enough to Colchester and the A12 to take advantage of wider regional markets. The area continues to benefit from an affluent population and the ongoing development of high-quality homes, including those at Summers Park, Lawford Green and River Reach, will provide adequate residential stock to supplement potential growth in the locality.
- 4.37 Partners should work to ensure that Manningtree continues to function as a pleasant and prosperous location with a strong service offer for its local community. More specifically, it is important to continue to monitor the performance of businesses on the Lawford Industrial Estate.

### Brightlingsea

- 4.38 Brightlingsea has performed relatively well over the last five years, with strong employment growth (+13%) led by increases in the health and tourism sectors. The area still has relatively low levels of deprivation, unemployment and economic inactivity compared to the rest of the district. Moses Lane Industrial Estate is a small, good quality industrial estate which serves a local market with a high occupancy level.
- 4.39 Brightlingsea should also be supported to maintain its position as a small but successful local centre, boosted by the presence of the Orsted operations and maintenance base serving Gunfleet Sands.
- 4.40 The opportunities to reinforce the town's reputation as a leisure port should also be monitored and recent growth within the tourism sector suggests this is performing well. A masterplan produced by the Brightlingsea Harbour Commission (BHC) in 2014 has developed long-term aspirations around Oliver's Wharf which would further help to secure long-term tourism income for the area.
- 4.41 Most of the employment land in the local area is primarily restricted to Brightlingsea Shipyard, which contains several historic and poorer-quality industrial buildings which would benefit from redevelopment or improvement. The Employment Land Review recommends protecting the



marine industry function, although the long-term viability of the Shipyard is likely to require the refurbishment of units.

### **Frinton on Sea & Walton on the Naze**

- 4.42 Frinton and Walton have experienced relatively strong economic growth since 2013, with a 20% increase in the number of jobs in the area over the last five years. This has been led by strong growth within the tourism and retail sectors. However, the area still faces several economic challenges going forward, with relatively high levels of deprivation and unemployment in Walton specifically.
- 4.43 Frinton and Walton should be supported to provide a positive visitor experience. In Walton, objectives to regenerate the town centre could be reconsidered given that it is almost ten years since the publication of the Walton Regeneration Framework<sup>3</sup>, 2010).
- 4.44 Both Frinton and Walton very much support the local market with a number of limited and poor-quality industrial stock at Kirby Cross Industrial Estate and Harmer's Foundry. Occupancy levels are however strong in the area, reflecting both stronger economic growth and limits in available stock.

### **Rural Tendring**

- 4.45 Whilst the rural part of the district is an important business and employment location, it is not envisaged that there will be significant economic growth here over the next five years. Maintaining a dialogue with agricultural businesses will ensure that they are connected to the best sector and business support available and are able to navigate the opportunities and challenges associated with the UK's departure from the European Union. More generally, it will be important to ensure that rural residents are not prevented from accessing economic opportunities because of poor physical and digital connectivity. Opportunities for positive change should also not be overlooked, diversification in food production, offers significant potential for the district and the council should seek to enable this wherever possible.

<sup>3</sup>[http://www.tendringdc.gov.uk/sites/default/files/documents/business/regeneration/walton/Walton%20Regen%20F'work%20-%20Exec%20Summary%20Final%20\(Low%20Res\).pdf](http://www.tendringdc.gov.uk/sites/default/files/documents/business/regeneration/walton/Walton%20Regen%20F'work%20-%20Exec%20Summary%20Final%20(Low%20Res).pdf)

## 5. Objective 2: Targeting Growth Sectors

- 5.1 Unlike the 2013 strategy, this document advocates a more flexible approach to developing growth sectors. It is important that the Council and its partners remain alert to the development of new industries and emerging sectors and respond accordingly, rather than just pursuing presumed focus areas for the strategy period.
- 5.2 Two sectors have however, been identified as being credible of some focus - **Care and Assisted Living** and **Clean Energy**. This is not to say that businesses in other parts of the local economy (such as creative & culture, tourism, digital and retail) will not play an important role in the future of the district, but that these sectors are best placed to support net additional growth and diversification in Tendring over the next five years.

### Care and Assisted Living

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- 5.3 The broad Health and Care sector is Tendring's biggest employer with over 6,500 jobs. Around 3,000 of these jobs are within the Care and Assisted Living sub-sector, the vast majority of which are in care homes<sup>4</sup>.
- 5.4 Harnessing the power of innovation and new digital connectivity to help meet the needs of an ageing society is seen as a fundamental issue within the Industrial Strategy White Paper and is highlighted as one of the four Grand Challenges facing the UK economy. It is expected that nationally, the ageing population will create new demands for technologies, products and services, including new care technologies and new housing models (e.g. flexible design solutions).
- 5.5 The Industrial Strategy White Paper identifies the real opportunity within the Care & Assisted Living Sector being linked to education. The sector offers significant potential for innovation and the development of new technologies, which will ultimately dictate how the elderly will be cared for in the future. With the support of regional and institutional partners, Tendring is as well placed as anywhere in the UK to capitalise upon this opportunity.

### Vision for the Care & Assisted Living Sector in Tendring

- 5.6 Through the course of this Strategy, Tendring will look to develop the Care & Assisted Living sector, making the district a genuinely innovative and attractive location within the UK. To enable this, there is a need to focus on the higher value activities within the sector, particularly those which deliver research, innovation and growth.
- 5.7 Tendring's existing businesses within the care sector should be encouraged to develop their offer, particularly in adopting more innovative practices within the services they provide. Further investment from new providers should also be targeted within the sector, generating higher quality jobs within Tendring.
- 5.8 Supporting technology and knowledge transfer between academic institutions and Tendring's care businesses will become increasingly important, particularly in helping to establish Tendring at the cutting edge of care delivery in the UK. Recent developments at Colchester General Hospital will develop a new Centre of Excellence creating a future facing facility to encourage students and teachers to develop enhanced health and social care skills. It is important that

<sup>4</sup> Tendring has a higher concentration of care homes than any other district in the UK (the district is home to one in five of all the care homes in Essex).

Tendring takes advantage of this facility on its doorstep and ensure knowledge is transferred locally.

## Actions to Support the Care & Assisted Living Sector

- 5.9 Despite the focus in the 2013 Economic Strategy, it is recognised that there is still significant work to do for the sector to become a higher-value driver of the local economy. The relative specialisation of activity still makes it a focus for activity, which should include:
- An innovation audit to gauge the potential for companies to develop and implement new ideas which can support sector growth. Where these companies exist, initial signposting and introductions to relevant business support and relevant academic institutions will start a local dialogue in sector innovation.
  - Lobbying for Tendring to act as a test bed for the application of 5G in the Care and Assisted living sector.
  - Working alongside Colchester Borough Council (in addition to Essex County Council) to understand how a Care Innovation cluster can be developed across the two local authorities. Look for opportunities which might arise from national ambitions in the Industrial Strategy White Paper to harness the power of innovation to help meet the needs of an ageing society.
  - Identification for CPD and peer to peer support to enable those working in the sector to collectively test new activities and behaviours.
  - Work with school and colleges to de-stigmatise the sector and demonstrate the opportunities for career progression. Develop a broader apprenticeship and progression offer to support young people to develop care careers rather than care jobs.
  - Galvanise (Care and non-Care) companies in Tendring to participate within the sector supply chain. This could include diversification into relevant product development or service delivery for companies that had not previously seen this as a growth market.

## Clean Energy

- 5.10 Within the Government's Industrial Strategy White Paper, 'clean' growth is recognised as one of the four Grand Challenges facing the future of the UK's economy. It is estimated that the UK's clean economy could grow at four times the rate of the wider economy<sup>5</sup> and there are ambitions to lead the world in the development, manufacture and use of low carbon technologies, systems and services.
- 5.11 The Offshore Wind Sector Deal sets out ambitions to grow the sector into the future, by investing up to £250m in building a stronger UK wind supply chain and building up to 30GW of offshore wind by 2030 (accounting for over £40bn of infrastructure spending in the next decade).
- 5.12 Across Essex, significant opportunities have been identified within the wider energy sector. The sector has been rapidly evolving over recent years, with the industry having to meet new challenges to capitalise on opportunities presented by less carbon-intensive energy supplies, including offshore renewables and new nuclear.

<sup>5</sup> Ricardo Energy and Environment for the Committee on Climate Change (2017) 'UK business opportunities of moving to a low carbon economy'

- 5.13 In March 2016, a County wide Energy Sector Review identified there being £13bn of planned capital investment (in offshore wind, and oil and gas decommissioning) across the Essex region (16% of planned investment nationally) by 2020, and a further £28bn of planned capital investment to 2030<sup>6</sup>. Whilst this investment has not been realised as envisaged thus far, it still presents a potentially huge opportunity for the area as well as a potential focus for residents to better engage with STEM skills provided by the sector.

## Existing Clean Energy Activity in Tendring

- 5.14 Tendring has been one of the leading partners in the North Essex Energy Group, in partnership with other North Essex Authorities, the Haven Gateway Partnership, Hutchinson Ports, the University of Essex and Colchester Institute. This group aims to build momentum to secure current and future economic opportunities within the energy sector.
- 5.15 Harwich has a relatively strong presence servicing the offshore wind farm industry, with the fully-operational Galloper Wind Farm being maintained out of Harwich International Port. The town's location and the availability of sites locally, provide opportunities for growth, although further investment in access and infrastructure will be needed to fully capitalise.

## Vision for Clean Energy in Tendring

- 5.16 Partners need to be bold and flexible in their ambitions for Harwich to attract wider clean energy investment, including projected investment in nuclear, oil and gas decommissioning and offshore photovoltaics. Whilst the diversity of opportunity is acknowledged locally, Harwich (and Tendring as a whole) is still not viewed as a significant investment location by industry partners.
- 5.17 In the next five years, Tendring will clearly define and communicate its offer to become a key location in the UK for Clean Energy. This will recognise the breadth of the sector and the transferable STEM related skills which cut across different industries and activities. This approach should offer Tendring residents the opportunity to participate in activities which is genuinely innovative and of vital importance to the Essex and UK economies.
- 5.18 To further improve the inward investment potential of Tendring related to Clean Energy, there is a need for further investment in access and infrastructure improvements to the eastern A120. A partnership approach will give Tendring a stronger voice to make this strategic case:
- Unlocking barriers to a new centre of excellence to act as a focus for the offer in Harwich. This could be further development of the Harwich Innovation Centre concept or the development of a Marine Skills Centre (see section 4).
  - Raising awareness of new opportunities and routes to secure new business, through improved industry intelligence and a structured campaign of events/workshops focusing on specific projects and/or sub-sector opportunities.
  - Providing ongoing strategic business health checks and support to map capability with emerging Clean Energy opportunities.
  - Securing investment, funding and help businesses navigate the complex business support landscape. In addition, roll-out wider energy and manufacturing business support.
  - Strengthening the regional proposition for inward investment, by promoting the North Essex area's USPs with access to major energy and low carbon markets.

<sup>6</sup> North Essex Energy Group; Facilitated Workshop Write-Up, 2018

- Remain agile in planning and investment to secure influence and involvement in major projects, including East Anglia Two and Three Offshore Wind Farms. Work alongside Essex County Council to identify potential opportunities for North Essex (and Tendring), including providing construction support for all future clean energy projects from Harwich port.

#### Case Study – Aura Energy Centre Hull

As with the 2013 strategy, partners have identified Orbis Energy Centre in Lowestoft as the type of facility to which Tendring (and Harwich) should aspire. There are however, other new and emerging facilities which are worth considering (alongside Orbis) as an aspiration for the district. Currently in development, Aura in Hull, is the culmination of a partnership between the industry, local authority and University of Hull to deliver not only supply chain support, but also knowledge exchange and R and D which recognises the role of local small business in doing this. <https://aurawindenergy.com/> <http://www.orbisenergy.net/>

Closer to Tendring, The East Coast College Energy Skills Centre has received LEP funding to deliver new state of the art facilities in Lowestoft and Great Yarmouth. <https://www.eastcoast.ac.uk/locations/energy-coast-training-academy/>

**Relevance to Tendring:** The Aura Energy Centre has been fundamental in helping bring together all those involved in the wind energy supply chain and to help improve the sharing of knowledge and innovative practices between businesses and education institutions. A similar centre in Tendring would help to spread knowledge amongst local business and provide a platform for innovative thinking.

## Other Sectors

- 5.19 Although there is a strong focus on the two sectors mentioned above, Tendring should remain open to wider sector opportunities which will inevitably occur throughout the duration of this Economic Strategy. This will particularly be the case where there are local opportunities to diversify (such as culture in Clacton and Jaywick Sands) or capitalise (such as tourism in Harwich and Dovercourt) on emerging sectors.
- 5.20 Tendring District Council and its partners must use the data available alongside improved dialogue with businesses (see Objective 4) to monitor the evolution of other sectors. Sectors which are of interest to partners and which have the potential to support Tendring's growth and job creation include:

### Construction

- 5.21 After a decade of limited growth, Tendring's construction sector has been growing strongly over the last five years, with an 18% increase in employment over the period.
- 5.22 There are several significant opportunities which are expected to evolve locally, including large housing delivery associated with the North Essex Garden Communities and Jaywick Sands Place Plan, as well as transport infrastructure improvements to the A12 and A120 and development projects further afield. This is expected to generate demand for significant numbers of construction workers and businesses.
- 5.23 Colchester Institute has already identified this as an opportunity within Tendring and has transformed its Clacton campus towards a more construction-focused curriculum through investment into new construction teaching facilities. More widely, North Essex has ambitions to improve the skills and digital infrastructure to establish the area as a centre for offsite construction and Building Information Modelling (BIM).

## Creative & Cultural

- 5.24 Tendring's creative and cultural sector remains a relatively small part of its overall economy, but it plays an important role in bringing together communities and improving the (mental) health and wellbeing of Tendring's residents.
- 5.25 Tendring's Creative & Cultural Strategy (set to be launched in 2020), has ambitions to use culture and creativity as levers that translate Tendring's values and variety into innovation, jobs and wellbeing. This includes driving innovation levels up by supporting the growth of the freelance community, using quality of life and proximity to growing markets such as Colchester to encourage sector growth.
- 5.26 Creativity and Culture are important drivers of individual wellbeing and opportunity. The Creative and Cultural Strategy proposes enhanced work with communities which currently experience low levels of cultural participation as a precursor to more formal routes to economic activity and prosperity. This is driven by increasing the supply of cultural events and working with local groups to increase participation.

## Tourism

- 5.27 Tourism employment has grown by 35% over the last five years following a period of decline. This has in part, been driven by the actions promoted in the Tendring Tourism Strategy 2010-16. Many of the actions in the Tourism Strategy remain relevant, although there is a need for an updated/refreshed strategy to reflect the latest trends and changing demands of new and existing populations. Keeping the offer fresh and using the Council's influence and property assets to try new things will also help to ensure continued momentum.
- 5.28 New schemes in Harwich and Dovercourt including wayfinding and the development of a new mobile tourism app, will help to boost the profile of local attractions ahead of the Mayflower 400 commemoration. Wider investment into the sector, including Brook Park West (£75m investment), the facelift of Clacton Pier (£4m), the Water Park at Clacton Pavilion (£1m) and wider public realm improvements taking place across the District are also important in helping to make Tendring a more attractive place for tourists to visit.
- 5.29 Like Culture, the Tourism Sector needs to remain flexible to changing consumer demand and the new markets created by growing regional populations. The Council can act as a conduit for information to support businesses, as well as influencing local employers to offer enhanced training and development opportunities for employees.

## Food Production and Processing

- 5.30 A significant proportion of Tendring's land is rural, providing important space for food production, processing and distribution.
- 5.31 Business such as Surya Foods and Thompson's Fresh Produce are amongst the fastest growing and most innovative in the district. Whilst rural sectors face challenges associated with Brexit, they also provide significant opportunities to develop new practices and become more efficient and productive. It is important that the council and its partners, maintains dialogue with prominent companies, supporting them to do this and ultimately provide more diverse opportunities for local residents.

## Digital

- 5.32 Although the digital sector is a relatively small sector in Tendring, it is a national priority and the district has the potential to capitalise upon recent sector growth in Colchester. With improvements to digital infrastructure in Tendring (as part of the Superfast Essex programme) and the right employment space for digital businesses, Tendring can become a more welcoming place for digital businesses looking to combine access to the growing South East, with strong digital connectivity.
- 5.33 Digital activities cut across all business activity, and so link to many of Tendring's existing opportunity sectors (e.g. Clean Energy, Care & Assisted Living, Cultural & Creative). Promoting ongoing innovations in digital connectivity to support these sectors will be important. The emergence of 5G could have a fundamental impact upon the way the Care sector and Cultural and Creative businesses operate; Tendring companies need to be ready to adapt to this and develop new practices, acting as demonstrators for their sectors.



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

- 6.1 Local people are the fuel which can power a local economy. It is important to ensure that Tendring's residents (current and new) can access opportunities emanating from economic growth and diversification in the district.
- 6.2 The revised Socio-Economic Evidence Base has shown that although the economy is growing, many residents remain disconnected from the labour market and hence face increasing disadvantage. Without addressing these fundamental issues (particularly in Clacton, Jaywick Sands and Harwich), the district will struggle to reach its full economic potential and to take advantage of future opportunities.
- 6.3 Since the 2013 Economic Strategy was prepared, participation in further education has declined and the number of apprenticeships started by Tendring's residents has remained static. The GCSE performance in Tendring's schools is currently below the Essex and national average, with only 54% of pupils attaining A\*- C in English and Maths compared to 64% across Essex. Low attainment is limiting personal opportunity and, in some cases, creating embedded cycles of inter-generational unemployment.
- 6.4 Partners must be fully committed to ensuring that this strategy supports local people to participate in future opportunities in Tendring, Essex and the Greater South East. Although the Council has no statutory role in delivering skills provision, it can work with partners to help to ensure that all Tendring's residents are able to benefit from the opportunities available.

### Why Support Skills and Education?

- 6.5 Low skills levels across Tendring impacts not only upon the aspirations and prospects for residents, but also makes the district a less competitive location for investment. Rising levels of out-commuting for those in higher occupations, especially to Colchester, and falling employment in those areas with some of the lowest skills levels (e.g. Clacton-on-Sea and Jaywick Sands), reflect the low skills levels experienced in Tendring's workforce.
- 6.6 Historically, consultation with businesses, has suggested that the local workforce (and particularly young people) do not have the skills and knowledge required to meet local employer needs. In addition, a lack of practical skills, aspiration and motivation has also been cited by local companies as barriers to recruiting local people.
- 6.7 Nationally, the *Industrial Strategy White Paper* sets out aspirations to improve skills across all ages, increasing earning power and opportunities to access better jobs. It also recognises the importance of equipping citizens for a future shaped by next generation technology, with a need to ensure that as the economy adapts, everyone can access the opportunities available. The Essex Employment and Skills Board's Evidence Base identified seven priority sectors which are set for growth across the region but are suffering from skill shortages. This includes advanced manufacturing and engineering, care, construction, financial & related services, health, IT, digital & creative, and logistics.
- 6.8 Tendring must position itself to take advantage of any opportunities to support digital skills and to establish a technical education system, which provides apprenticeships and qualifications (e.g. T Levels) which can provide the skills needed to support future growth. This is particularly relevant to Tendring's growth sectors, especially Clean Energy and Care and Assisted Living. It is also

important that partners do not overlook the links between long term employment and qualifications and the softer skills and habits which drive aspiration.

- 6.9 Developing the capacity and capabilities of local people through civil society and enhanced participation will help provide the foundations for sustainable employment and opportunity. Projects such as those supported by Jaywick Sands Community Interest Company (CIC) not only help residents to develop personal skills, they also allow them to play a fuller role within their communities and in the development of solutions to local issues. This in turn can help local people develop their own response to personal and neighbourhood economic issues, which become more embedded because of local ownership.

## **Commitment to Skills and Employment**

- 6.10 Over the next five years, Tendring will seek to develop a workforce which helps it support the growth of local business and attracts new businesses into the area. The Council will develop strong relationships with providers to ensure that all residents are able to participate in the opportunities available to them. Local people should be given more of a prominent role in developing and delivering projects within their community as part of a continuum of positive activity towards improved qualifications and employment.
- 6.11 At present, there is a skills mismatch between what employers are demanding and the skills the local population has. There is a need to work with local employers to make sure that the right information and support is provided to help them recruit people locally. For those businesses who have chosen Tendring as a place to locate and grow their business, support should be provided to help remove barriers for them recruiting (and training) staff.
- 6.12 Tendring should also look to equip its workforce for the future, providing them with the skills needed to succeed in a future shaped by technology. Giving the workforce the practical, digital and transferable skills needed will better prepare the district for the future. Whilst Colchester Institute has provided focussed opportunities for the Construction sector in Clacton, partners should now look to develop activities in the Marine sector in Harwich as the basis for future diversification in Clean Energy provision.
- 6.13 Tendring relies heavily on part-time and flexible work to support its economy. There is a need to secure more long-term careers in the area, with this being embedded in young people at an early age with school-aged students educated about the options available to them. This should include all possible career paths and qualifications, including those linked to Tendring's target sectors and apprenticeships.
- 6.14 Fundamentally, partners should recognise that Tendring residents are part of a wider labour market which stretches across Essex, Suffolk and in many cases as far as London. Workforce mobility is important, and residents should be supported to access jobs not just in Tendring, but across the South East.

## **Areas for Action**

- 6.15 It is important that Tendring continues to develop a response which links closely to the activities of the Essex County Council Employment and Skills Unit (ESU). In particular, this should provide access to support in relevant, shared target sectors (Construction, Engineering, Care, Health and Logistics). In addition to this, local action should include:
- Building the capacity of local civil society and third sector organisations to support the development of routes to employment in community businesses, social enterprise and alternative labour markets.

- Give employers a more prominent role in education and training; in particular, supporting them to become more engaged in mentoring students and driving a wider appreciation of the opportunities in local businesses and sectors.
- Understand the key skills which are needed to equip Tendring's workforce for the future, including working with future technological developments, and work with partners to deliver this.
- Work with core Higher Education and Further Education partners (primarily the University of Essex and the Colchester Institute) to promote this strategy and facilitate a conversation with local businesses (particularly those identified as high growth/scaling businesses).
- Develop a specific long-term vision/concordat on skills for Tendring, setting the foundation for the development of the offer for at least the next decade.
- Support FE providers to be more visible to school leavers in Tendring, targeting those people staying in education beyond NVQ Level 3.
- Work with local community groups to understand the key challenges and barriers facing community participation. Take a long-term approach to engagement, targeting the most disadvantaged communities in the district.
- Recognise transport barriers to work, supporting residents to physically access work through improved road and rail services and infrastructure.
- Identify opportunities and gaps in neighbouring authorities, promoting collaboration to support access to employment across a wider area.

#### Case Study – Birmingham Education Partnership

The Birmingham Education Partnership is a collaboration that is developing a new curriculum focused on Electrical and Electronic Engineering to help provide the skills needed for the Midlands' future economy.

The Partnership is an innovative education partnership, formed between the University of Birmingham, University College Birmingham and South & City College; it has recently received funding from HEFCE to develop new and enhanced courses focused on Electrical and Electronic Engineering. These will improve student's digital, technical and employment skills alongside core academic content. The curriculum will align with several key sectors outlined in the Industrial Strategy.

**Relevance to Tendring:** In creating a platform through which education providers can come together and share insights and expertise, this Partnership is helping to build a stronger response to skills needs in the Birmingham area. A similar platform in Tendring would help bring together education providers and identify key skills gaps and issues facing the area, before coming up with a collaborative approach to tackling these.

#### Case Study – East Coast College

East Coast College is a Further Education/(FE) college which has campuses in Lowestoft and Great Yarmouth. Following a six-month pilot area review in 2014, it was proposed that the merger of Great Yarmouth College and Lowestoft College would result in improved education and training provision locally.

The colleges have now formed a Federation as East Coast College. The colleges formally merged in the Summer of 2017. East Coast College is a partner college of the University of Suffolk and the Lowestoft campus boasts specialist maritime and offshore training opportunities, responding to the specific needs and requirements of local businesses and sectors.

**Relevance to Tendring:** The merger of colleges and providers has created scale and diversity of offer which has enabled East Coast College to be more responsive to need. The specific sector focus and links to HE provision has created a continuum of education and training which is available to the population throughout their careers. The scale of the federation has allowed investment at all campuses, supporting specialisation at specific facilities.

## 7. Objective 4: Support Growth & Innovation in Tendring's Businesses

- 7.1 If local people are the fuel, businesses are the engines of local economic growth; they need to be supported and nurtured to allow them to grow and develop strong roots in Tendring.
- 7.2 Successful economies need companies to constantly diversify, innovate and modernise to make locations more competitive and resilient. Whilst Objective 2 outlines two sectors for targeted action, it is important that support is provided for existing and new Tendring businesses across all markets and specialisms.

### Why Support the Evolution of the Business Base?

- 7.3 Evidence suggests that Tendring has relatively low levels of business growth and limited new start-up activity, with only seven new businesses started in Tendring each year per 1,000 population, compared to 10 across Essex. This trend has remained static since the 2013 Economic Strategy, alongside very low levels of inward investment. This has reduced rates of churn in the business base, which contributes to lower levels of competition and diversification.
- 7.4 The relatively low levels of business growth over recent years has limited Tendring's potential to promote the district as a successful place to do business and develop a culture of enterprise locally. Decreasing funding for business support has also hindered the Council's ability to work with partners to support and develop local businesses. Where local business support has been offered, this has tended to be well received by users.
- 7.5 The 2019 Employment Land Review has also identified that there is a lack of supply of both industrial and office stock, with commercial property agents reporting that incoming tenants are struggling to find appropriate premises. Current vacancy levels suggest that there is a tightly-held market, with limited choice.
- 7.6 To be able to attract businesses into Tendring, there is a need to expand on the range of stock currently available and ensure that this new stock meets the needs of businesses the district is seeking to attract. This particularly includes the need for flexible office and industrial space (e.g. incubator and flexible workspace).

### Commitment to Improvement

- 7.7 Businesses need strong networks to enable them to support each other; the Council is best placed to bring companies together and support this. Over the lifespan of this strategy, it will be important to improve dialogue with local business to support them in their growth ambitions and encourage them to collaborate, innovate and diversify their offering.
- 7.8 Recent successes with the SME Growth Fund have helped provide new and existing businesses in target sectors with the support they need to start up and to grow an existing business, helping to create new permanent employment and safeguard existing jobs. With this scheme now extended until 2020, it will be important to maximise the potential benefits that can be generated.
- 7.9 Across Tendring, ongoing commitment is required to support start-up and micro business growth, particularly as new residents move into the area. Over the next five years, Tendring should look to better utilise opportunities that already exist locally and regionally (through the BEST Growth Hub and experienced local providers) to facilitate small business growth.

- 7.10 A key element of this offer will be the provision of spaces to support new companies to grow within a flexible and supportive environment. This includes thinking about how managed workspace and incubation space could be used to support new businesses in Tendring. There is also a need to ensure that a wide range of industrial and office units are provided, which match the needs of those businesses looking for space in the district.
- 7.11 Going forward, it will be important for Tendring to promote and celebrate the business success it has, ensuring that the role that local companies play in the wider Essex and South East economies is not overlooked. The Council will work in partnership with local and regional support providers including business associations, chambers of commerce and local enterprise agencies, to uncover success stories within Tendring's businesses.
- 7.12 Connectivity is increasingly important to business, so building on the successful work being undertaken as part of Superfast Essex (which is intervening to close the remaining gaps in superfast broadband coverage across Essex) will be important for local centres and business premises. The Council is committed to investing in the necessary digital infrastructure needed for business growth and should continue to position the district to be an early adopter of new technologies in this area.
- 7.13 To achieve transformational levels of growth, new inward investment will be important. Tendring's offer needs to be better articulated by local and regional partners (including Invest Essex), to ensure that the strengths and opportunities within the local economy are presented to a wider audience.
- 7.14 Once companies have been attracted into Tendring, the Council and Essex County Council must work together in order to support businesses in laying the foundations for their business and continue to support them on an ongoing basis. Focus is needed around those sectors and locations in which there is a strong commercial rationale to attract businesses.

### Focus on High Growth Companies

- 7.15 The Scaleup UK dataset identifies 35 scale up businesses in Tendring – companies that have grown turnover by at least 20% for the last three years. These businesses include Rose Builders (Construction), Surya Foods (Food Production), Bioline AgroSciences (Horticulture) Mann Lines (Port Based Logistics) and Healthcare Homes (Care).
- 7.16 Protecting and supporting these higher growth companies should be a key component of the Council's approach to business support. Maintaining a senior level dialogue with these companies will provide an understanding of the issues facing local business as well as ensuring that these companies are retained in the district. Having grown themselves, these businesses can also provide insight into the service offer which could support others to grow.

### Areas for Action

- 7.17 Any business growth initiatives which aim to support Tendring's businesses should be developed around evidence and knowledge of what companies need. These initiatives should build upon existing business support provision and should not seek to duplicate or replicate existing activity.
- 7.18 To ensure there is strong future uptake, it is essential that there is strong communication between the Council, its partners and the business community. Particular Council activity includes:
- Map local provision, using new and existing resources to undertake more effective direct business liaison, referral and sign-posting. Where possible, ring fence resource for liaison for growth businesses within the district.

- Agree clearer roles and responsibilities with Essex County Council, Invest Essex, BEST Growth Hub and other key partners to undertake targeted inward investment activities, particularly in relation to the core target sectors.
- Map all contact that departments of the Council have with local companies to ensure that this is consistent and 'business friendly'.
- Map local public sector purchasing to identify where partners could support business growth in Tendring through local purchasing.
- Leverage value from the University of Essex's role within EIRA (Enabling Innovation: Research to Application) to support knowledge exchange to businesses in Tendring, as well as supporting innovation within the existing business base.
- Use enhanced local engagement and participation as a route to support residents into community business and enterprise.
- Accommodate the business needs of a growing population by developing new flexible spaces for start-up and micro business growth. Consider the feasibility of using Council owned assets to provide subsidised support.
- Using the 2019 Employment Land Review, identify priority space to support 'move on' and growth space, activity promoting this amongst the local business population.

#### Case Study: BG Effect

In Blaenau Gwent, Wales's first Enterprise Facilitation project (<https://www.bgeffect.com/home/english>) was established to work with local community to tease out new ideas and support locally networked solutions to individual challenges. Since 2011 they have worked with over 1100 clients, helping to build capacity amongst the local community.

**Relevance for Tendring:** In building capacity amongst local community groups and organisations, this has enabled residents to have a great say in development locally and build their own personal skills. Building similar community capacity within Tendring would help develop skills amongst local communities and help build community cohesion.

#### Case Study: Pilcrow Pub

In Manchester a section of the local community has been funded to build and run their own community pub <https://ilovemanchester.com/the-pilcrow-the-pub-built-by-the-people-of-manchester-for-the-people-of-manchester-opens-its-doors/>. Pilcrow pub was built by local businesses who were supported to learn traditional craft and design techniques. They have been supported to manage the pub, which also functions as a community hub for the local community.

**Relevance for Tendring:** Allowing the community to take ownership of the design process has helped the Pilcrow Pub become embedded into the local community and helped build the skills and resources which can be transferred onto other community projects. Allowing a similar process to take place in Tendring, would help build community capacity locally and improve cohesion amongst residents.



## 8. Objective 5: Delivering Housing to Support Our Economic Objectives

- 8.1 Tendring is an excellent place to live, offering a good quality of life and affordable housing. These characteristics need to become a more significant part of the district's economic offer. Attracting more people to live in the district will help not only to create more demand for services, but also create a more diverse workforce to underpin the area's offer to new businesses.

### Why Support Population Growth and Housing Development?

- 8.2 Tendring has an unbalanced age profile, with 29% of the population aged over 65, significantly higher than across Essex (20%) and England (18%). Tendring also has fewer residents who are at the younger end of the working age population (20-40-year old) which limits the available workforce (in addition to the skills issues considered in Objective 3).
- 8.3 Evidence from the Socio-Economic Evidence Base suggests that Tendring's economy is very localised, with most of the demand for goods and services produced in Tendring coming from within the district and neighbouring areas. To help create growth within the local economy, it will be important to help stimulate local demand for goods and services in Tendring. As well as increasing the wealth of local residents (through economic growth), it will also be important to encourage more people to live in Tendring.
- 8.4 Other parts of the UK have demonstrated this practically (and successfully) by placing housing at the heart of their economic strategies. Council Tax and local spending (and hence business rates) will help the Council to be more self-sufficient, as well as providing funds to reinvest in economic development.

### Commitment to Improvement

- 8.5 As new development takes place across Tendring, it will be important to ensure that this supports economic growth across the district (building on the work undertaken across the other 4 objectives of this strategy). In particular, the Council should request more from local developers in terms of a demonstrable commitment to support local economic objectives. This contribution could include:
- Creating spaces which can support jobs in Tendring's growth sectors.
  - Committing to supporting the development of more diverse and skilled workforce through construction phases and in final development.
  - Deliver housing to encourage a more balanced population in Tendring, with a particular emphasis on encouraging more 20-40-year-old skilled residents into the district.
  - Provide strong amenity which capitalises upon higher demand and consumer spending for goods and services across the district, particularly in town centres and the cultural and visitor economy.
  - Building new and improved schools and educational facilities, to support skills development.
  - Building improved infrastructure to facilitate internal and external connectivity.
- 8.6 The Council will work closely with neighbouring authorities to ensure developments deliver a mutual benefit for respective economies; nowhere is this clearer than in relation to the emerging opportunity presented by the North Essex Garden Communities.

## Areas for Action

- 8.7 Supporting population growth and housing development will take time, and a long-term approach is needed if Tendring is to be successful.
- 8.8 To embed long term economic impact, it is important that detailed and effective planning is undertaken. This needs to consider target markets, specifically ensuring that there is space to accommodate growing workforces within target sectors. Actions include:
- Ensuring that the Planning and Inward Investment & Growth teams work closely together so that economic considerations are given greater prominence within the planning process.
  - Working closely with land owners to identify a clearer timeline for the evolution of housing in each location. Understand how new developments can support the development of new social and physical infrastructure, linking to emerging sectors and the objectives of the economic strategy.
  - Ensuring that as new developments move through the Planning and delivery process, there are strong physical connections between them and existing town centres, creating stronger cultural and service hubs.
  - Creating new marketing material for Tendring which celebrates the quality of life the district can offer for skilled residents and their families.
  - Identifying opportunities for the district to become a home to more innovative construction businesses and processes (offsite manufacturing, closed loop waste processes and cradle to grave construction).
  - Creating a direct link between new communities in Colchester and the Tendring coastal cultural and visitor offer.

## 9. Delivery and Tracking Success

### A Long-Term Focus on Delivery

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- 9.1 The delivery of this strategy will take time. Many of the objectives set out here will require a significant step-change in Tendring's economic trajectory. The delivery of this strategy is set out in more detail in the accompanying Action Plan, this provides more detail on how the objectives and actions outlined here will be delivered.
- 9.2 To achieve desired outcomes, it is imperative that the Council works closely with public and private sector partners to realise practical and deliverable actions. This is particularly important in the current challenging and volatile economic conditions, with ongoing uncertainty in relation to resources to support delivery. **Ensuring that partners can see the long-term vision for Tendring will be crucial in building momentum behind Tendring's economy.**
- 9.3 Some of these actions will be easier to deliver, and the results will be highly visible, particularly those related to physical development. For others, especially those linked to aspirations, employment and resident's skills, action is as much about shifting cultures in the district as it is about measurable results. Some of these actions could take a generation or more to embed, but this doesn't mean they are any less important to long-term economic success in Tendring.
- 9.4 The long-term nature of this economic strategy means there is a need for a strong dialogue to be maintained between the Council and its partners. Also fundamental to the success of this strategy is the Council's ability to work alongside national, regional and sub-regional development partners (including the South East LEP, Essex County Council and neighbouring boroughs) and to ensure they continue to see the long-term vision for Tendring's economy.

### Measuring Success

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- 9.5 Demonstrating need and tracking progress is important for any economic strategy and is particularly pertinent for Tendring given the diverse nature of actions identified by this Strategy and the current socio-economic challenges facing the district.
- 9.6 Success needs be measured much more broadly than just the traditional measures of growth (e.g. Gross Value Added (the economic value of goods and services produced within any given economy) and the number of jobs). For this strategy, progress should be measured much more widely, including the vibrancy and equality of economic growth across the area.

#### The Essex Vibrant Economy Index

- 9.7 Essex County Council has recently produced its Vibrant Economy Index. This looks at the performance of various districts and boroughs in the county against a series of publicly available datasets. This takes a broad view of economy vibrancy and prosperity and, as a result provides a useful framework against which Tendring can take a view of its economy.
- 9.8 The Index reinforces the messages of the Tendring Socio-Economic Evidence Base, showing that the district has the further than other Essex authorities to converge with the national average for most of the indicators within this strategy.

## What does a Vibrant Economy look like?

Prosperity	Dynamism and Opportunity	Inclusion and equality	Health, well being and happiness	Resilience and sustainability	Community, trust and belonging
We have an economy that is producing wealth and creating jobs.	Our economy is entrepreneurial and innovative, with a population that has skill sets that can drive future growth.	Everyone benefits from economic growth. The gap between richest and poorest narrows, regional disparities reduce and there are equal opportunities for all.	People are healthy and active, leading fulfilling lives which provides individual prospects.	Our economy has a neutral impact on the natural environment and our built environments are resilient places we want to live in.	Vibrant communities have a lively and creative cultural life, and a clear identity that all its people are proud of. People feel safe, engage in community activities and trust the integrity of businesses and institutions.

## What does the Vibrant Economy Index measure?

<ul style="list-style-type: none"> <li>Total GVA (£m)</li> <li>GVA per job (£000)</li> <li>Average workplace earnings (£)</li> <li>Employment in Knowledge driven sectors (%)</li> <li>Businesses with turnover over £1 million (%)</li> <li>Businesses with turnover over £100 million (%)</li> <li>Foreign owned businesses (%)</li> </ul>	<ul style="list-style-type: none"> <li>Business formation rates</li> <li>Patents granted (per 100,000 pop)</li> <li>Residents qualified to NVQ 4+ (degree level)</li> <li>Share of knowledge workers (%)</li> <li>Pupils achieving 5 or more GCSEs at grades A*-C (%)</li> <li>Employment in higher education</li> <li>Employment in research and development</li> </ul>	<ul style="list-style-type: none"> <li>Indices of Multiple Deprivation – average score</li> <li>Inequality score</li> <li>Child poverty (score)</li> <li>Housing affordability</li> <li>Employment rate (%)</li> <li>Fuel poor households (%)</li> <li>Unemployment over 5 years (%)</li> <li>Working age population claiming benefits (%)</li> <li>Housing benefit claimants (%)</li> <li>Homelessness</li> <li>NEETs</li> <li>Unemployed inequality (ethnicity)</li> </ul>	<ul style="list-style-type: none"> <li>Sports participation</li> <li>Life expectancy at birth (male and female combined)</li> <li>Diabetes prevalence (%)</li> <li>Obesity in adults (%)</li> <li>Child obesity in year 6</li> <li>Happiness (score)</li> <li>Anxiety</li> <li>Life satisfaction</li> <li>Life worthwhile</li> <li>Mean hours worked differential</li> </ul>	<ul style="list-style-type: none"> <li>Air Quality score</li> <li>Waste recycled</li> <li>Per capita CO2 emissions</li> <li>Energy consumption (all fuels)</li> <li>Households on LA waiting list</li> <li>Total dwelling completions</li> <li>Total planning applications</li> <li>Proportion of new residential addresses created in National Flood Zone</li> </ul>	<ul style="list-style-type: none"> <li>Valid votes turnout (%)</li> <li>Violent Crimes (per 1,000 pop)</li> <li>Living alone, aged over 65 years old (%)</li> <li>Cultural amenities score</li> <li>Community asset score</li> <li>Ethnic diversity score</li> </ul>
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## Moving Forward

- 9.9 The County Council are committed to monitoring the index on an ongoing basis, but it is important that Tendring Council continue to look in more detail at the specific statistics which are salient to the delivery and success of this strategy. Partners should become familiar with these measures, recognising the breadth of indicators which will contribute to economic success.
- 9.10 A range of indicators from the 'Vibrant Economy Index' have been selected on the basis that they are the most relevant to Tendring's future economic development. These should be tracked through the course of this strategy to monitor Tendring's progress in achieving the Council's economic objectives. Additional, appropriate indicators (including cultural participation, emissions and property vacancy) have also been included to reflect the broader objectives of this strategy.

Indicator		Measurement	Source	Updated
Prosperity	Value of the Economy	Total GVA (£m)	Regional Accounts, ONS	Annually
	Productivity	GVA per job (£000)	Regional Accounts, ONS	Annually
	Household Incomes	Average (median) household incomes for residents	Annual Survey of Hours and Earnings, ONS	Annually
	Household Incomes	Proportion of Households with Incomes (equivalised) of less than £15,000 per year	Household disposable income statistics, ONS	Annually
	Knowledge-Intensive Jobs	% of employment in knowledge drive sectors	Business Register & Employment Survey, ONS	Annually
	Inward Investment	The proportion of Essex's new inward investment which comes to Tendring	Invest Essex	Ongoing
Dynamism	Business Specialisation	Employment specialisation (LQ) in Growth Sectors	Business Register & Employment Survey, ONS	Annually

	New Business Starts	New business registrations within Tendring	Business Demography, ONS	Annually
	Workplace Jobs	Number of jobs within Tendring	Business Register & Employment Survey, ONS	Annually
	Qualification Levels	The proportion of the working-age population who have no qualifications	Annual Population Survey, ONS	Annually
	Employment Rate	Proportion of working age population in work	Annual Population Survey, ONS	Annually
	Population aged 20-40 years old	The number of people of an 'early to mid' career age living in Tendring	Mid-year Population Estimates, ONS	Annually
Inclusion & Equality	Educational Attainment	% of GCSEs at A*-C including English and Maths	Ofsted	Annually
	Deprivation	Number of LSOAs (Lower-Layer Super Output Area) in Tendring among the 10% most deprived nationally	Index of Multiple Deprivation	Every 3-4 years
	Wellbeing	Index showing overall measure of wellbeing	Personal Wellbeing Estimates	Annually
	Unemployment for 16-24-year olds	Number of young people out of work	Claimant Count, ONS	Annually
Health, Wellbeing & Happiness	Life Expectancy	Life expectancy at birth for males and females	Life Expectancy Data, ONS	Annually
	Life Satisfaction	Estimates of life satisfaction, worthwhile, happiness and anxiety	Personal Well-Being Estimates, ONS	Annually
	Active Lifestyle	Participation in sports	Local Sports Data, Sport England	Annually
	Health	Obesity in adults (%)	Public Health England	Annually
Resilience & Sustainability	Digital Connectivity	% of premises connected by superfast broadband	Ofcom	Monthly
	Commercial Property Vacancy Rates	Vacancy rate for office, retail and industrial units	CoStar	Daily
	Emissions	Per capita CO2 emissions	Department for Business, Energy and Industrial Strategy	Annually
	Housing development	Total dwelling completions	Locally held / Ministry of Housing, Communities & Local Government	Annually
Community, Trust & Belonging	Crime rate	Violent crimes (per 1,000 population)	Crime Statistics, ONS	Annually
	Cultural Participation	Participation in leisure and recreational activities, including sport, physical activity and culture	Active Lives Survey, Arts Council England	Annually
	Cultural Amenities	Number of cultural amenities in the borough	Locally held information	Ongoing

	Community Diversity	% from ethnic minority backgrounds	Annual Population Survey, ONS	Annually
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- 9.11 Arguably of more importance than assembling publicly available data, is the collecting of primary research and insights. The ongoing formal and informal surveying of local people and businesses will provide vital reflection on the day to day performance of the economy at an uncertain time. Acting as a conduit to the sharing of this information is a critical role for the Council.



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

24 JULY 2020

### REPORT OF PORTFOLIO HOLDER FOR BUSINESS & ECONOMIC GROWTH

#### A.4 REJUVENATING CLACTON TOWN CENTRE

(Report prepared by Andy White and Gary Guiver)

#### PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT
<div data-bbox="100 743 136 927" data-label="Page-Header"> <p>Page 179</p> </div> <ul style="list-style-type: none"> <li>To Advise Cabinet of the progress and proposed submission of a bid for the Future High Streets Fund.</li> <li>To seek Cabinet's support for substantial capital investment in Town Centre Proposals</li> <li>To seek Cabinet's support for the commitment of Council owned property to the proposed schemes</li> <li>To seek Cabinet's direction on the continued development of proposals within the scope of the bid and beyond it.</li> </ul>
EXECUTIVE SUMMARY
<ul style="list-style-type: none"> <li>On 13 September 2019 Cabinet Approved a vision for the Town Centre and the consultations and funding for the preparation of a bid for the Future High Streets fund, including: <i>the Director for Planning and Regeneration, in consultation with the relevant Portfolio Holders, be authorised to submit a detailed business case for Clacton Town Centre to the Government's 'Future High Streets Fund' by the deadline of 30th April 2020.</i></li> <li>Government extended the deadline for submissions to 31 July 2020.</li> <li>The Council's management Team has been restructured and the Deputy Chief Executive Corporate Director for Place and Economy is now the relevant delegated officer.</li> <li>The District and Count Council's officers have carried out consultations and investigations and have prepared a bid proposal for submission.</li> </ul>

- The Portfolio Holder for Business & Economic Growth and the Deputy Leader of Council and Portfolio Holder for Corporate Finance & Governance have both been consulted and have concurred with the proposed submission of the bid.
  - The Council is promoting recovery from the COVID 19 crisis and a Back to Business approach to the economy which interlocks closely with the renewal of the Town Centre.
  - Details of the bid are set out in the current position section of the report.
  - The guidance provided in relation to the bid submission indicates a requirement for co-funding of the proposals to be demonstrated.
  - The proposals created include the redevelopment and reuse or disposal of property owned by both the District and the County Council and the potential acquisition of further property.
  - The proposals also require capital investment by the authorities which will be offset by partner investment, grant and future potential disposals.
  - Officers from Essex County Council are seeking approval from their Recovery Advisory Board to the principle of use of property and Capital investment. It is proposed that TDC's Cabinet makes a similar in principle commitment in support of the bid.
- The amount of government grant will be determined during the bid process and detailed design and negotiations have not yet been fully concluded. It is therefore proposed at this stage for commitments to be in principle and for specific investment decisions to be quantified in business case form for future specific decision.
- Officers are also working with consultants on potential public sector relocation to the area and with the CCG on a potential Seacole Centre.
  - The process of preparing the bid has identified a significant gap between useful interventions and available funding. There are significant further opportunities for community and cultural activities, transport and open space, covered areas links to the coast and a number of other aesthetic and management improvements.
  - It is proposed that officers should prepare in outline a framework of and for such initiative in order to prepare for potential future partnerships and funding schemes.

## RECOMMENDATIONS

**That Cabinet:**

- a) Notes the progress and of the bid for the Future High Streets Fund and the proposed submission of that bid on or before 31 July 2020.
- b) Approves the principle of the addition of an allocation in the Capital Programme to facilitate substantial capital investment in Town Centre Proposals, Subject to normal approvals and business case in respect of the detail of the schemes being developed.
- c) Subject to the decisions above, approves the principle of the acquisition of strategic property and the appropriation of currently owned property pursuant to the proposed schemes, subject to specific approval of terms and details in each case.
- d) Instructs officers, in partnership with officers of Essex County Council, to continue development of proposals within the scope of the bid set out in this report in anticipation of award of a significant grant. Such proposals to be subject to detailed business case and decision.
- e) Instructs officers, in partnership with officers of Essex County Council, to develop further complimentary outline proposals, in line with the bid proposals, for Back to Business initiatives, further rejuvenation of the Town Centre and enhancement of its links to the Seafront and all parts of the District. Such proposals to be subject to further funding reporting and decision.

## PART 2 – IMPLICATIONS OF THE DECISION

### DELIVERING PRIORITIES

The interventions proposed are likely to have positive effects in terms of recovery from the Coronavirus pandemic in addition to the general revitalisation of the Town Centre.

The proposals relate to work undertaken with the consultancy firm Dragongate aiming to bring public sector jobs to the District and the CCG bid for a Seacole centre at Clacton Hospital.

These potential projects interlock and add potential value and strength to each other.

The Corporate plan contains a range of priorities relevant to this project:

- Public spaces to be proud of in urban and rural areas
- Building and managing our own homes
- Strong and focused leadership
- Develop and attract new businesses
- Maximise our coastal and seafront opportunities
- Promote Tendring's tourism, cultural and heritage offers
- Vibrant Town Centres
- Effective planning policies
- Use assets to support priorities
- Support existing businesses
- More and better jobs

## RESOURCES AND RISK

### Resources

Appendix C includes a summary of the potential project elements, values and investment. It is anticipated that if grant funding and other requirements are met ECC will take the lead on redevelopment of the library site and street improvements and TDC would take the lead in the other elements.

In each case the lead partner will be required to forward fund the developments and reclaim grant funding as the project progresses and receive capital receipts, or if preferred rental income, following completion. Other models, vehicles and partnerships can be explored if the bid is successful but for bidding purposes it is important that a clear and simple delivery model is set out.

None of the projects are commercially viable in the normal sense and that is in essence the reason for the grant scheme. For the TDC led elements the current financial model includes private funding in the form of NCP investment in the Jackson Road Car Park and potential private funding from negotiated surrenders of any associated leases. Additionally assets at an estimated value of £6.5m would be included in the scheme.

The likely capital investment in the schemes amounts to some £53.8m which would be offset during the project by grant draw down, private funding and contribution of assets totalling around £25.4m

and generating assets with an estimated value of £28.4m which could be sold for capital receipt, retained for rental growth or a combination of those.

It is anticipated that MHCLG will wish to negotiate grant levels and scheme content as part of an assessment and award process. Accordingly it is proposed that Cabinet confirms its wish to continue to support the proposals and associated bid for funding and explore / develop options to be able to deliver this very important regeneration / economic project for the district.

Given the need to forward fund elements of the project, one of the major financial considerations will be the effective management of cash flow and its implications whilst balancing the timing of expenditure with the generation of potential capital receipts for example.

A project of this as scale will undoubtedly have an impact on the Council's base revenue budget and is likely to be in areas such as potential loss of commercial property rental income and associated running costs in areas such as maker spaces / market and arcade facilities.

230901003 This would be in addition to the major one-off capital investment required to deliver the overall project. Although funding from other potential partners will be actively explored, the level of investment required from this Council could exceed £20m.

At this stage of developing the project it is difficult to estimate with any degree of certainty the exact capital costs, revenue and cash flow implications. These will be considered as part of a detailed business case process as the project is developed, with any financial implications clearly set out at the various stages of the decision making process.

However to strengthen the funding bid it is important that the Council sets out a commitment in principle to support and coordinate the various financial packages required to successfully deliver this ambitious project. In terms of the Council's own financial commitment, this could include maximising opportunities to allocate funding to the project as they arise over the course of financial year and forecasting cycles. Similar to the success of the recent major coast protection works across the Clacton and Holland seafront, a strong financial commitment by the Council, backed by the actual setting aside of funding, can have a major impact in terms of leveraging in external funding. Examples of where the Council could start to assemble the necessary funding packages could be when it

considers the allocation of any outturn underspends each year, the allocation of new homes bonus funding, the use of other Government grants and/or refocusing money that has already been set aside in the capital programme such as the money originally set aside for the Town Centre Fountain.

By establishing such a clear and ambitious focus on pulling together the necessary funding, a significant level of money could be set aside over a relatively short period of time and would run in parallel with the overall development time scales associated with the project. Notwithstanding this point, the Council will still need to balance demands elsewhere in the district as part of delivering its key priorities, which can be done as part of the financial forecasting process and financial performance monitoring activities undertaken over the course of the year. .

#### Risk

<b>Risk</b>	<b>Control</b>
The funding bid is unsuccessful	Physical and property investment will not be made until the bid outcome is confirmed.
The funding bit so partly successful	The schemes can be reviewed post grant decision in order to tailor them to the available resources.
Required properties cannot be acquired	Every effort to acquire voluntarily will be made but ultimately the bid documentation and process adds substantial strength to a potential use of compulsory powers.
Construction prices rise or property values fall significantly	The schemes can be reviewed post grant decision in order to tailor them to the prevailing climate.
Relationships between the partners deteriorates.	To some degree the initial model allows the elements to be progressed independently. Resolution mechanisms can be deployed.
One of the partners is unable to deliver the planned property interests or investment.	The schemes can be reviewed post grant decision in order to tailor them to the available resources.
Proposals are opposed by the community or businesses	It is inevitable that some people will be dissatisfied. Significant engagement and consultation has taken place during and prior to bid development.



Covid 19 restrictions or cultural changes affect the viability of proposals.	The schemes can be reviewed post grant decision in order to tailor them to the prevailing climate.
Private sector funding is not available.	The delivery model can be reviewed to allow direct delivery of proposed partner elements. The schemes can be reviewed post grant decision in order to tailor them to the available resources.

## LEGAL

Sections 1 to 6 of the Localism Act 2011 gave Councils a general power of competence. In summary, the GPC enables councils to do things:

- an individual may generally do
- anywhere in the UK or elsewhere
- for a commercial purpose or otherwise, for a charge or without a charge
- without the need to demonstrate that it will benefit the authority, its area or persons resident or present in its area (although in practice councils will want to realise such benefits).

There are some limitations, the power cannot be used to:

- provide councils with new powers to raise tax or precepts or to borrow
- enable councils to set charges for mandatory services, impose fines or create offences or byelaws, over and above existing powers to do so
- override existing legislation in place before the Localism act 2011, so-called 'pre-commencement limitations' (however powers enacted after commencement of the GPC will only limit the GPC if this is explicitly stated in the legislation).

In coming to decisions in relation to management of assets, the Council must act in accordance with its statutory duties and responsibilities. Under case law following Section 120 of Local Government Act 1972 (LGA 1972), the Council is obliged to ensure that the management of its assets are for the benefit of the district.

Section 120 of LGA 1972 gives the Council power to acquire land for the purposes of any of their functions under that or any other enactment, or for the benefit, improvement or development of their area. The Council may acquire by agreement any land, whether situated inside or outside its area.

From the information currently available it seems that the relevant powers that could be used to acquire the land either by agreement or compulsorily are as follows:

Section 120(1) of the LGA 1972 would allow the Council to purchase land by agreements providing it was for the purposes of (a) any of its functions under this or any other enactment, or (b) the benefit, improvement or development of their area. Should the negotiations for agreed purchase fail Section 121 of the LGA 1972 provides powers to acquire land compulsorily for any purpose for which it is authorised by that Act or any other public general Act to acquire land. The latter compulsory purchase powers would need to be used in conjunction with powers and procedures in the Acquisition of Land Act 1981.

Alternatively Section 227 of the Town and Country Planning Act 1990 (TCPA 1990) would allow the Council to acquire land by agreement if it is required for any purpose for which a local authority may be authorised to acquire land under section 226 of that Act. Section 226 of the TCPA 1990 is a compulsory power which allows the Council, on being authorised to do so by the Secretary of State to compulsorily purchase land in its area:

(a) if the authority thinks that the acquisition will facilitate the carrying out of development, re-development or improvement on or in relation to the land; or the land is required for a purpose which it is necessary to achieve in the interests of the proper planning of an area in which the land is situated.

However, a local authority must not exercise the power under paragraph (a) unless they think that the development, re-development or improvement is likely to contribute to the achievement of any one or more of the following objects

- (a) the promotion or improvement of the economic well-being of their area;
- (b) the promotion or improvement of the social well-being of their area;
- (c) the promotion or improvement of the environmental well-being of their area.

Acquiring land pursuant to the TCPA 1990 would also need to be in accordance with the relevant parts of the Compulsory Purchase Act 1965,

Any application for a Compulsory Purchase Order pursuant to any of the above powers would need to ultimately be approved by the relevant Secretary of State.

Compensation is likely to be payable to the Landowner. Compensation is likely to have the land value as a starting point but also be assessed on the level of profit that an owner might otherwise have made or loss that he incurs as a result of the CPO.

The need for full and detailed evidence to support the application of any powers must be addressed including:

1. assessment of any proposal in accordance with Human Rights legislation;
2. assessment of any proposal in accordance with and the Public Sector Equality Duty
3. planning permission and resolution of policy tension
4. detailed feasibility, affordability and funding.
5. confirmed outputs in terms of regeneration.

## OTHER IMPLICATIONS

**Crime and Disorder:** Anti-social behaviour has been identified as one of the key issues currently facing Clacton Town Centre and some of the recommendations emerging from the Working Party will relate to tackling this issue. Continued support for the work of the Tendring Community Safety Partnership will be key to maintaining a safe and secure environment in Clacton Town Centre. The overall aim of making the town centre more busy and vibrant will assist in providing increased natural surveillance and reducing the likelihood and temptation of crime and disorder.

**Equality and Diversity:** The recommendations in this report are aimed at benefitting all who live, shop, work and visit Clacton. The benefits of an improved Town Centre will be felt in that centre most clearly. It lies in Pier Ward the fourteenth most deprived ward in England.

**Health Inequalities:** Any enhancements carried out to the town centre following recommendations in this report will assist in promoting a healthier lifestyle for those who live, shop, work and visit Clacton. The proposal to establish the Love Clacton Ambassadors in particular is a positive means of getting local people more active.

**Area or Ward affected:** Pier Ward directly, but all wards indirectly – particularly those within Clacton and the wider catchment.

**Consultation/Public Engagement:** The recommendations in this report have been derived from positive engagement with businesses, external agencies and community groups through the Clacton Town Centre Working Party. Specific consultation with residents, businesses and partners has been carried out in order to inform, develop and support the proposals.

## PART 3 – SUPPORTING INFORMATION

### BACKGROUND INFORMATION

On 13 September 2019 Cabinet Approved a vision for the Town Centre and the consultations and funding for the preparation of a bid for the Future High Streets fund, including:

*the Director for Planning and Regeneration, in consultation with the relevant Portfolio Holders, be authorised to submit a detailed business case for Clacton Town Centre to the Government's 'Future High Streets Fund' by the deadline of 30th April 2020.*

Government extended the deadline for submissions to 31 July 2020.

The Council's management Team has been restructured and the Deputy Chief Executive Corporate Director for Place and Economy is now the relevant delegated officer.

The District and County Council's officers have carried out consultations and investigations and have prepared a bid proposal for submission.

The Portfolio Holder for Business & Economic Growth and the Deputy Leader of Council and Portfolio Holder for Corporate Finance & Governance have both been consulted and have concurred with the proposed submission of the bid.

### CURRENT POSITION AND PROPOSED ACTION

Proposals for interventions in the Town Centre have been consulted on and prepared:

1. ECC led redevelopment of the Library site to include new library, adult and community education facilities and quality housing.
2. ECC led street and infrastructure improvements.

3. TDC led development of quality housing, improved parking/interchange, linkages and business starter or “Maker” spaces at the Carnarvon Road site.
4. TDC led development of quality housing, improved parking/interchange, linkages and business starter or “Maker” spaces at Pier Avenue/ Jackson Road.

Indicative Plans and illustrations are included at Appendix B

Details of the potential funding of the proposals is set out in the Finance section of the report and are set out in Appendix C.

The guidance provided in relation to the bid submission indicates a requirement for co-funding of the proposals to be demonstrated.

The proposals created include the redevelopment and reuse or disposal of property owned by both the District and the County Council and the potential acquisition of further property.

The proposals also require capital investment and commitment of property in the order of £60m by the authorities together which will be offset by partner investment, grant and future potential disposals. The net cost to the authorities (assuming that all of the completed properties are sold rather than retained for revenue growth) based on current scheme and estimates is £9.7m plus land at estimated value of £9.6m. This investment levers private funds and grant funding to a total investment level of £81m.

Officers from Essex County Council are seeking approval from their Recovery Advisory Board to the principle of use of property and Capital investment. It is proposed that TDC’s Cabinet makes a similar in principle commitment in support of the bid.

The amount of government grant will be determined during the bid process and potentially negotiated as part of the award process. Detailed design and negotiations have not yet been fully concluded. It is therefore proposed at this stage for commitments to be in principle and for specific investment decisions to be quantified in business case form and formally allocated following that in a future specific decision.

The process of preparing the bid has identified a significant gap between useful interventions and available funding. There are significant further opportunities for community and cultural activities, transport and open space, covered areas links to the coast and a number of other aesthetic and management improvements.

Officers are also working with consultants on potential public sector relocation to the area and with the CCG on a potential Seacole Centre.

All of these potential schemes and interventions form a matrix of mutually supportive and enhancing projects that could combine to totally transform the fortunes of the town.  
It is proposed that officers should prepare in outline a framework of and for such initiatives in order to prepare for potential future partnerships and funding schemes.

## APPENDICES

Appendix A: Vision for Clacton Town Centre  
Appendix B: Illustrative plans and Images  
Appendix C: schedule of capital costs and potential returns

## BACKGROUND DOCUMENTS

None



# Spatial vision

## Waterglade/Rosemary Road West

Developing a high quality ‘anchor’ retail park within a stone’s throw of the core shopping area.

Priorities:

- Work with the owners to support their proposals to expand the retail park onto the old gasworks site to give more choice to shoppers and to tidy up an otherwise redundant site.
- Working with the developers of the Waterglade extension and through other sources of funding to secure improvements to the public realm along Rosemary Road West to promote and maintain linked trips by foot and cycle between the retail park and the town centre.

## Core Shopping Area (including Central Pier Avenue/Electric Parade)

Providing and promoting Clacton’s best shopping, eating and drinking in the heart of its vibrant historic core. A series of short, medium and long-term measures will aim to transform this area into ‘Electric Parade’, the thriving heart of Clacton.

Short-term priorities:

- Alter parking and traffic restrictions to create additional on-street parking opportunities close to the core of the town centre in the short-term to help improve footfall for existing businesses.
- Remove planning restrictions to promote a flexible mix of uses including restaurants and cafes amongst shops.
- Working with businesses and partnerships, the Love Clacton Ambassadors will host a variety of events throughout the year which will be well publicised through a variety of media outlets (including social media) and will be well attended, by Clacton’s own residents and visitors.

Medium-term priorities:

- Improve access to and from the car park in Jackson Road for pedestrians and car users and increase off-street parking capacity, through the potential creation of a multi-storey car park.
- Work with bus companies and taxi drivers to relocate taxi ranks and bus stops to help increase parking provision and pave the way for a more pedestrian friendly environment in the long-term.
- Utilise property to create necessary pedestrian linkages and create new residential accommodation and business space to add to the vibrancy of the town centre.

Long-term priorities:

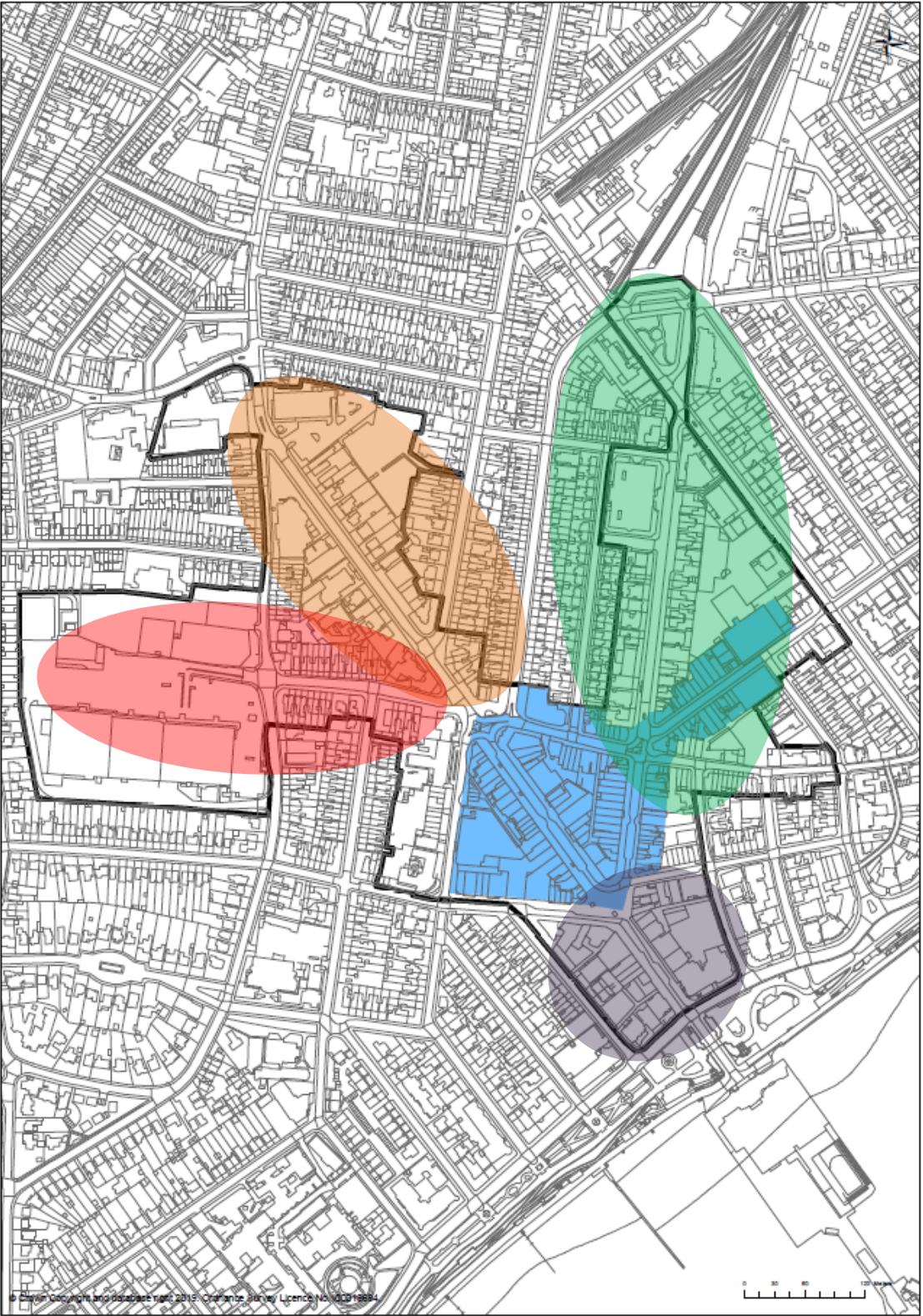
- Comprehensive programme of public realm improvements to create a pedestrian friendly area that promotes and conserves Clacton’s special Victorian seaside character.
- Re-brand as ‘Electric Parade’ with attractive cast-iron archways at either end and an under-cover canope through its centre, retro street-furniture, lighting, bunting and signage and branding that promotes Clacton’s heritage.
- Create a thriving mix of shopping, eating and drinking opportunities and a host of regular street entertainment, specialist markets and other events.

## Pier Avenue North

Enhancing an important gateway into the town centre via its health and spiritual quarter.

Priorities:

- Public realm improvement including new paving, lighting and street furniture to give residents and visitors a more welcoming sense that they have arrived in the town centre.
- New easy to understand and interactive signage will help direct drivers to the town centre’s off-street car parks in Jackson Road, Wellesley Road and the High Street.
- Utilise some of the lighting columns relocated from central Pier Avenue/Electric Parade following its transformation and furnish with positive Love Clacton branding, events advertising and seasonal decoration.



## Station Road/High Street/Rosemary Road

Enhancing an important gateway into the town centre via the railway station and developing a hub of educational, health and community services.

Priorities:

- Manage long-term transition from businesses and estate agents moving on-line to enable alternative town centre uses including community use, shops, cafes and residential.
- Reduce and ultimately remove forecourt parking in Station Road to enable wider pavements, better cycle links and a better flow of traffic.
- Utilise and amalgamate land and property to create a mixed-use public sector employment site, high-quality residential development and a new library, community hub and educational/health facilities to help increase footfall and usage of the town centre.
- Work with Sainsburys to improve, expand and enhance the town centre’s anchor supermarket and support retailers in the High Street.
- Increase car parking capacity and improve pedestrian and cycle connections through to the core of the town centre.
- Improved signage to direct drivers, walkers and cyclists.
- Create coach parking facilities and encourage the flow of day-visitors visitors through the town centre on their way to the seafront.
- Work with the rail company to promote trips to Clacton and pedestrian flows through to the town centre.

## Pier Avenue South/Seafront

Create a destination for socialising, eating, drinking and partying for people across a range of age-groups top support the evening and night time economy.

Priorities:

- Manage long-term transition from amusement arcades to encourage new restaurants, bars and clubs – expanding on the existing hub of evening activity.
- Work with partners to explore the potential to fully pedestrianise southern Pier Avenue to create a more pedestrian friendly zone that is safe, easy to Police and which supports growth in the evening and night time economy and which allows for an extension of the town square to host events and street markets.
- Promote the history of the town through its public realm and explore the potential to reveal and restore some of the town’s earliest Victorian buildings.
- Enhance pedestrian linkages to and from the Pier, seafront and Hospital.



# Love Clacton – The Vision for Our Town Centre in 2030

Clacton Town Centre in 2030 will be a fun and well-loved, year-round destination that positively promotes its unique seaside heritage and works in seamless harmony with the town's fantastic beaches and famous attractions.

It will be a place with a familiar brand and a distinctive traditional character and atmosphere in which local residents and businesses take pride and active ownership, and where visitors are made to feel welcome and safe.

People of all ages and abilities will come to our vibrant town centre to live, work, dine, socialise, shop and learn about Clacton's fascinating history. Whether you are a resident, holidaymaker or day-tripper, the town centre will be the place to go for excellent food, quality goods, activities and entertainment both during the day and into the evening. Information and services will be readily available anywhere in the town centre, on-line and via the latest mobile technology.

With free access to the internet, people will take mobile working to another level, bringing their office to a town centre café, workspace or even a spot on the beach. The town centre will also be a place to interact and learn - providing a hub for formal educational and health services, interactive experiences and community engagement.

Residents of all ages will be actively involved in the promotion and upkeep of the town centre and in providing excellent customer service to ensure that people can 'Love Clacton' for many generations to come.

Clacton will be:

**C**ONVENIENT AND FREE – Easy to get to by all forms of transport with ample free street parking and conveniently located off-street car parks.

**L**OCAL AND PROUD – Positively promoted, loved and well looked after by local businesses and residents working together.

**A**CTIVE – Lots to do all year round with fun events, specialist markets and live music held regularly in the town square during the day and into the evening.

**C**LEAN AND SAFE – Family-friendly spaces kept safe and tidy by local people and businesses working closely with the Council and the Police.

**T**RADITIONAL CHARACTER – Proud of its history as one of the UK's top seaside resorts and not afraid to show off its traditional Victorian charm.

**O**BLIGING AND WELCOMING – Businesses and their staff are well trained, friendly and helpful to make visitors and residents feel welcome.

**N**EW AND EXCITING – Embracing new ideas and new technology and welcoming new business, activities and attractions.



## Achieving the vision

*In response to the revolution of on-line shopping, Clacton will develop to become more than just a shopping destination. Following a relaxation in the planning rules, the core of the town centre will start to offer a vibrant range of national and independent shops, services, restaurants, cafes and entertainment venues which complement and work with the attractions on the seafront whilst maintaining footfall for independent businesses occupying the surrounding streets. With the creation of new homes on upper floors of shop units and in the side streets, the community has been brought closer to the centre of town – maintaining and adding to the vibrancy and activity throughout the day and into the evening. Businesses will want to stay open for longer to exploit the opportunities for trade and increased tourist footfall and the day-time and evening economies will enjoy a seamless transition.*

*Not only will the town centre offer a place to shop and socialise, it will also offer more opportunities for people to work thanks to the roll out of free wifi and mobile connectivity – allowing more people to do business, whether that be from a laptop or smartphone in one of the town’s cafes or through the flexible working space and hireable meeting rooms that have been created in response to ever increasing demand. Some people will even take their office outside; enjoying their lunch or coffee on the outdoor seating provided by the town’s many eating and drinking establishments, or even the beach. Comprehensive wifi and mobile coverage will have also revolutionised the way people access shopping and services in the town centre. Not only will customers be kept abreast of all the latest offers, events and special deals, but paying for things will be safe, convenient and easy with the advancement of mobile and contactless technology.*

*‘Love Clacton’ will not only be the brand that all residents and many of the town’s visitors will have become familiar with, it will also be the philosophy held by the community of businesses and residents, supported by the local Council, Police and voluntary organisations. As a brand, the Love Clacton logo will enjoy a consistent physical presence in shop windows, signs and banners throughout the town and will also be at the forefront of social media, newspaper, radio and local television. Businesses will work together to promote the brand and to ensure that local people need look no further than Clacton Town Centre and its seafront for fun, entertainment and enjoyment.*

*The Love Clacton philosophy will have developed into a community of people that take pride in their town and who want to offer their time and assistance in making the town centre a clean, safe, attractive and vibrant place. An army of ‘Ambassadors’ of all ages and backgrounds, with strong leadership from the town’s business community, will volunteer their time to welcome visitors and help promote, maintain and generally keep an eye on their town centre. The Ambassadors will organise and marshall a host of public events on the town square, throughout the year which will be effectively promoted through various media channels – these will include live music and entertainment, specialist markets and themed events. They will also play a critical role in helping to keep the town centre tidy and attractive by assisting with planting and maintenance, reporting problems to the relevant authorities and being a constant presence in the town centre to assist businesses, visitors and the work of the Police. Thanks to the measures put in place by the Tendring Community Safety Partnership, people will feel safe in Clacton Town Centre and it will be seen as a place that is fun, welcoming and family-friendly.*

*With some subtle but effective changes to the parking and traffic arrangements in the short-term, Clacton Town Centre will have become easier to get around – whether by foot, bicycle, bus, taxi or car. The area will have also become busier which will be beneficial to its sense of vibrancy and to local businesses. With more opportunities to park in the heart of the town centre, local shops will have enjoyed a boost in trade. Adjustments to the flow of traffic and improvements to signage will have made it easier to park. Key routes into the town centre will have also seen investment in their public realm including planting, signage, cycle/footways and street furniture. Important links into the town centre from the seafront and the railway station will have also been improved and Clacton’s traditional Victorian seaside character will be enhanced and promoted as a key element of the overall Clacton experience. Through encouragement and incentives for businesses to repair and improve their properties, the town’s buildings will look better than ever – contributing positively to the town’s character and people’s enjoyment of its environment.*

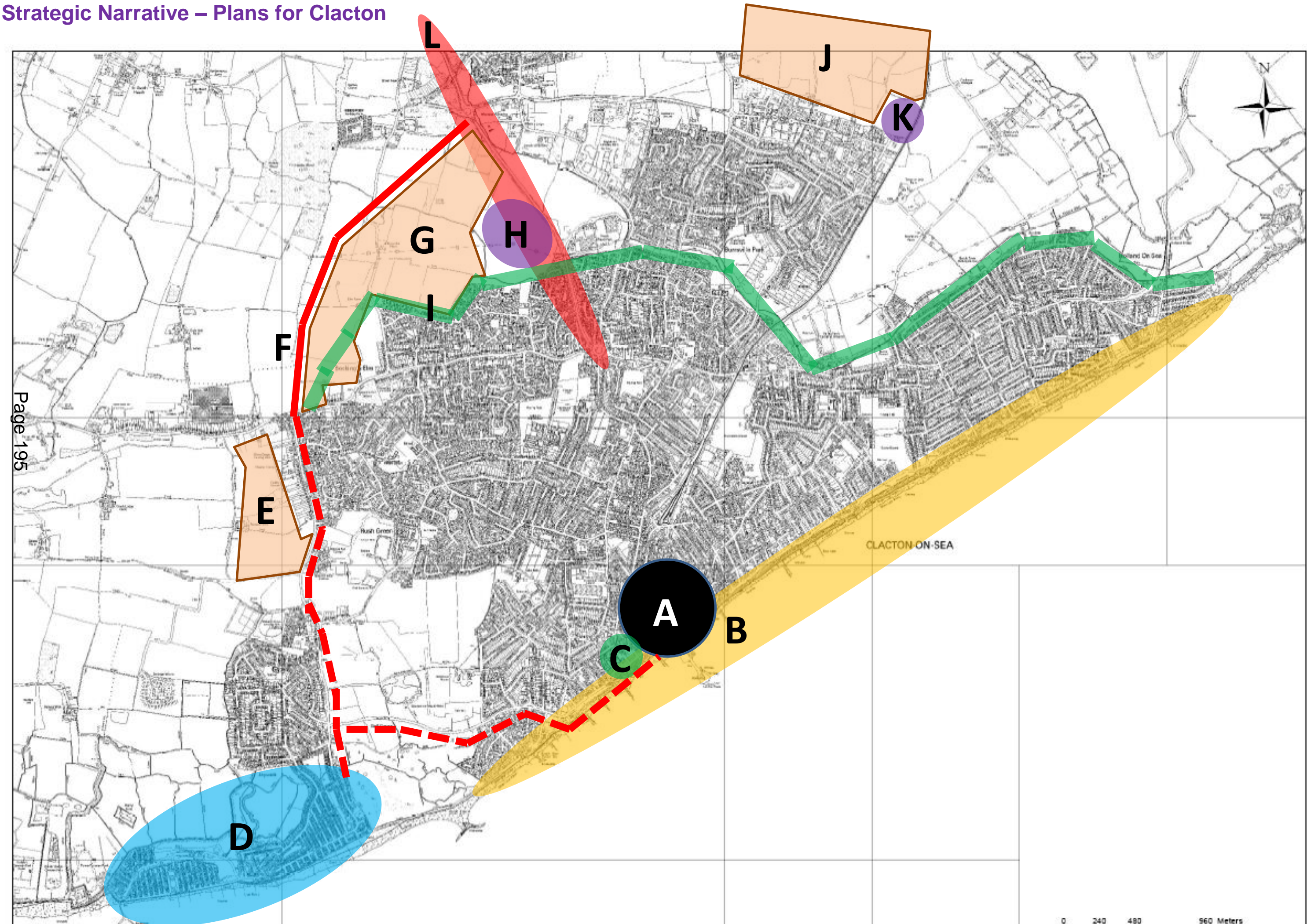
*Thanks to the programme of measures developed and implemented by the community and businesses (working together with the support of the Council, partners and government) and through the good will of its residents, Clacton Town Centre in 2030 will have achieved this vision of being a fun and well-loved, year-round destination that positively promotes its unique seaside heritage and works in seamless harmony with the town’s fantastic beaches and famous attract*

## Overarching objectives

- OBJ1: Make the town centre a destination associated with fun and enjoyment where people are just as likely to go to meet socially and be entertained, as for shopping.
- OBJ2: Turn the town centre into an all-weather shopping and leisure destination where, come rain or shine, there are things to enjoy and reasons to visit, and to stay longer.
- OBJ3: Make the town centre vibrant - concentrating activity in its central core and increasing the resident population through quality housing above shops and in side streets.
- OBJ4: Make sure the town centre works in seamless harmony with the town’s beaches and seaside attractions with activity and trade in both areas extending into the evenings.
- OBJ5: Actively promote the ‘Love Clacton’ brand both physically throughout the town centre and through a variety of digital and other communication channels.
- OBJ6: Positively promote the town’s unique history and seaside heritage through its branding, public realm, architecture, events and activities – to set it apart from other places.
- OBJ7: Make the town centre a place that people can get to easily and conveniently by all forms of transport and prepare it for the predicted rise in the ownership of electric cars.
- OBJ8: Make the town centre safe, easy and convenient to navigate for pedestrians of all ages and physical abilities and improve connectivity to surrounding assets.
- OBJ9: Make the town centre a place that is tidy, welcoming and safe and a place with excellent customer service that residents and businesses are proud of.
- OBJ10: Bring the town centre into the digital age to enable people to work remotely and access online and app-based services and information.
- OBJ11: Make the town centre a hub for education, public services, community activities and clubs and manage the transition from a retail destination to a more varied and mixed offer.



Strategic Narrative – Plans for Clacton





**A: Rejuvenation of Clacton Town Centre**

Package of measures developed by the Clacton Town Centre Working Party and part funded through the Future High Streets Fund to transform Clacton Town Centre into a fun and well-loved, year-round destination that positively promotes its unique seaside heritage and works in seamless harmony with the town’s fantastic beaches and famous attractions.

**B: Investment in Beaches and Seafront Attractions**

Ongoing public and private investment in the seafront including the recently completed Clacton to Holland on Sea Coast Protection Scheme – a multi-agency scheme that has created 5 kilometres of attractive new beaches; and ongoing multi-million pound private investments in the owners of key attractions including Clacton Pier, Clacton Pavilion and the Kingscliff Hotel to provide modern first-class amusements, rides, attractions, eating and drinking facilities and visitor accommodation. It is the Council and its partners’ aspiration to deliver further improvements along the seafront and maximise the potential of Clacton’s new beaches.

**C: Upgrade of Clacton District Hospital**

Plans for comprehensive redevelopment of the Clacton Hospital site are being developed by the NHS (CCG-led) in consultation with the Council. The site design strategy aims to co-locate two local GP surgeries onto the site alongside the Urgent Treatment Service, other Outpatient and primary care services, Maternity, and clinical support services, and develop a Community Health & Wellbeing Hub that includes social services and prescribing, and supports the integration of mental and physical health. This scheme includes the range of current healthcare providers and will replace buildings that are old and no longer fit-for-purpose, refurbish some of the better estate and upgrade plant, while creating a more functional and purposeful facility for all users, with a characteristically civic feel. The new environment will be much improved for the delivery of a range of medical services and the patient experience. In its early design stages at present, the scheme may present an opportunity for some disposal of land on the site for housing and enhance the regeneration of the town centre project.

**D: Regeneration of Jaywick Sands**

Jaywick Sands is the most deprived community in England (the Index of Multiple Deprivation) but has a core of longstanding residents with a strong sense of community who are extremely keen to see physical and social improvements to the area. The area has complex economic and physical issues, including high levels of flood risk. The Council is leading a multi-agency effort to regenerate the area through a ‘place based approach’ to addressing social, economic and health issues by developing a ‘Place Plan’ which will include proposals for new high quality housing. The Coastal Community Team (CCT) is recognised as the only one in the UK where government and residents are working in the same space to develop the renewal process.

**E: Rouses Farm Development**

Development of 950 new homes with land for a new primary school and neighbourhood facilities on the western edge of Clacton with outline planning permission in place and a developer seeking to complete the first homes as early as 2021. Boosting the supply of new housing in Clacton is a key objective in both the Council’s Housing and Economic Strategies to address housing need, increase the demand for goods and services and thus generate economic activity and support the use of the town centre.

**F: North Clacton Relief Road**

Construction of a new link road around the north west of Clacton between the A133 and Jaywick Lane which will unlock and provide access to the major housing-led mixed-use development at Hartley Gardens Development, relieve existing traffic and highway capacity issues in Clacton and create an alternative route for tourists and visitors to the town to the west, via Jaywick Lane, West Avenue and Martello Bay providing more direct and convenient access to the seafront and its attractions, the town centre and Jaywick Sands which will aid their regeneration and commercial potential. The Council is working with government and Essex County Council to explore the potential for forward-funding the relief road so it can be delivered as early as possible.

**G: Hartley Gardens Development**

Major urban extension to north-west Clacton proposed through the emerging Local Plan which will deliver the North Clacton Relief Road, a further 1,700 new homes, new community facilities, a health facility; large areas of new green space around Picker’s Ditch Walkway and additional employment land. The Council is working with landowners, developers and government to develop a comprehensive master plan for the scheme and to bring the development forward as quickly as practicable. It is currently anticipated that development will begin in 2024.

**H: Brook Park West**

Multi-million pound private development already under construction at the gateway entrance into Clacton expanding upon the popularity and success of the existing Brook Park Retail Park. The scheme includes a new Lidl Foodstore, a drive-thru McDonalds, a Marsdens Pub/Restaurant and Hotel complex space for additional retail warehouses, land for business and industrial units, 200 new homes and an expansion to the Picker’s Ditch Walkway. The development will work in harmony with the wider Hartley Gardens scheme and the 200 new homes are expected to be built from 2021.

**I: Pickers Ditch Walkway**

A network of green spaces, footpaths and cycleways around the outskirts of Clacton that has been created in phases extending from the housing developments in west Clacton through to Holland and Sea and Holland Haven Country Park. The Walkway will be expanded significantly as part of the Hartley Gardens development in north west Clacton – providing an important green lung through for the town’s existing and future residents.

**J: Oakwood Park**

Major urban extension to north-east Clacton proposed through the emerging Local Plan which will deliver around 1,000 homes of which 250 have already obtained full planning permission and a housebuilder is aiming to start work in 2019/20. The wider scheme will deliver a new primary school, community facilities, open space and specialist accommodation to meet the needs of older and disabled residents. The development will support the economy of the town centre as well as the neighbouring shopping outlet.

**K: Extension to Gorse Lane Industrial Estate**

A six hectare extension to the Gorse Lane Industrial Estate, Clacton’s largest industrial area, is under construction and will add to the choice and variety of premises available to the existing business community and potential inward investors.

**L: Improvements to the A133**

The main road into Clacton is the A133 which connects to Colchester and the A120 to the west of Tendring and which suffers from heavy congestion during commuting times and the holiday season. Essex County Council as the Highway Authority and the South East Local Enterprise Partnership are jointly funding changes to the roundabouts at the A120 link road in Frating and at Weeley designed to improve the flow of traffic which will, in turn, improve the commercial attractiveness of Clacton and improve the experience of residents and visitors. Developer funding will also be secured to make improvements to the busy St. John’s Roundabout on the A133 in Clacton.



Spatial strategy for Clacton Town Centre

- 1

Long-term re-direction of tourism traffic into the town centre via the new North Clacton Relief Road and the seafront attractions to the west of Clacton Pier.
- 2

Short-term creation of a performance area/events space on the town square to generate additional footfall, support community activity and deliver public information/advertising opportunities.
- 3

‘Electric Parade’: Integrated transport hub with direct connection to a re-branded and consolidated town centre core with high quality public realm, all-weather activity and residential development.
- 4

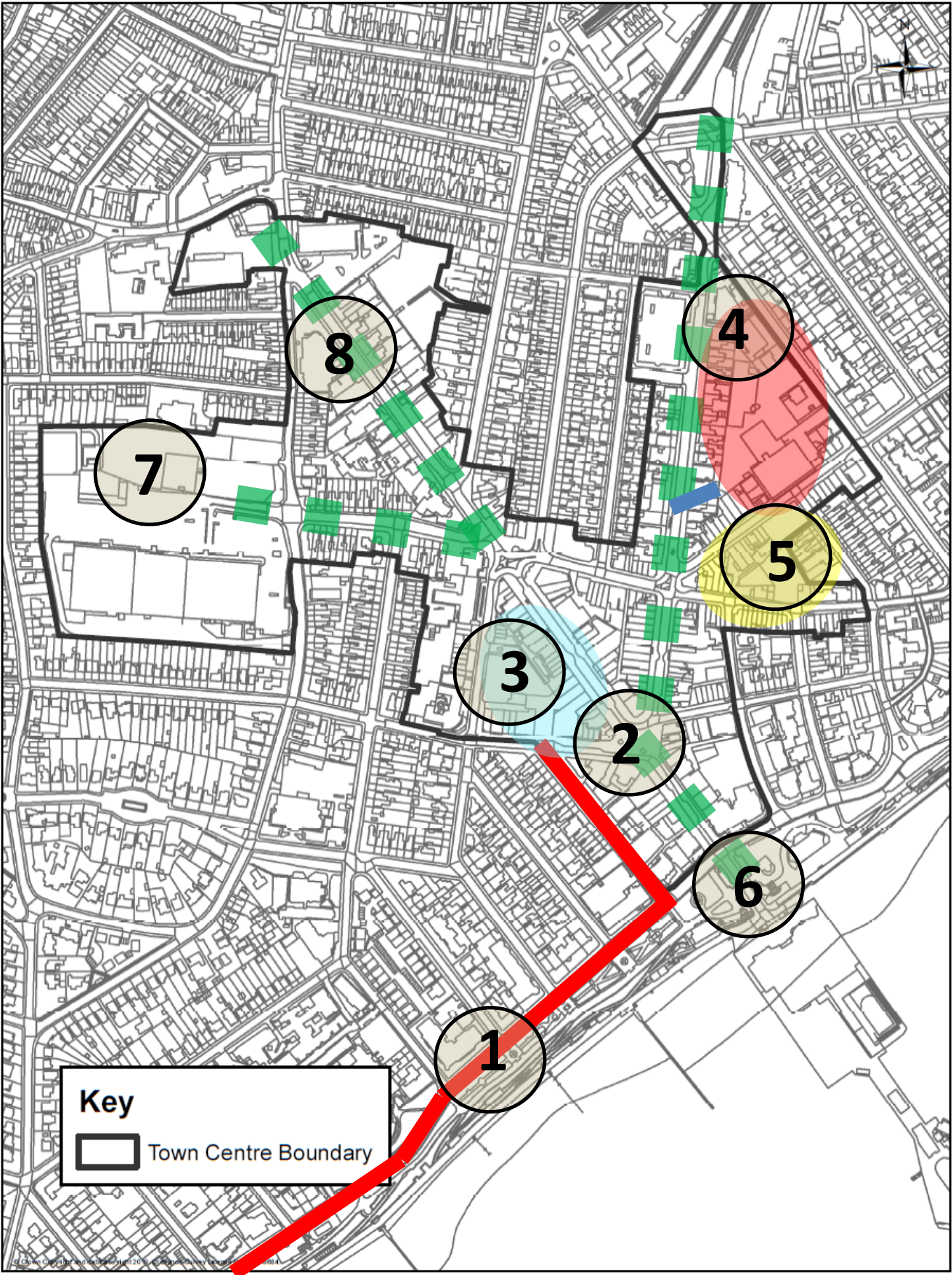
‘Carnarvon Towers’: Major residential development and/or major public sector hub to support footfall in the town centre alongside improved parking facilities, a modernised anchor food store and
- 5

‘Savoy Place’: Creation of hub for education and learning, community services and conferencing facilities to support footfall in the town centre and meet a variety of socio-economic needs.
- 6

Continued private investment in Clacton’s main tourist and seaside attractions, supported by the rejuvenation of the wider town centre, growth in the night time economy and positive branding.
- 7

Private investment in the expansion of Waterglade Retail Park to help generate more linked trips into the town centre and improve one of the area’s key gateways.
- 8

Improvements to public realm, signage and walking, cycling and other transport facilities to facilitate better navigation of the area, convenient access and better public perception.



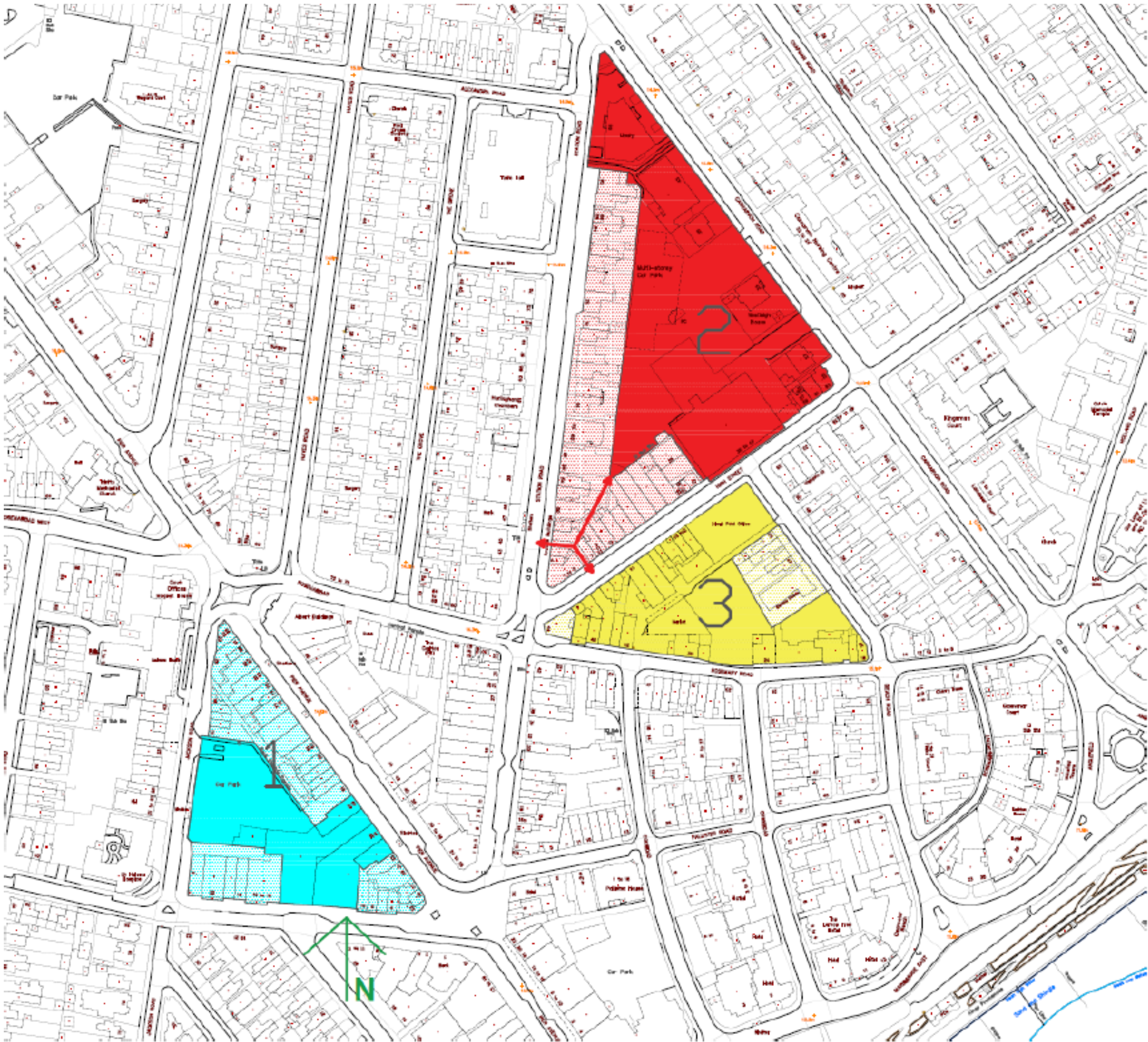


Opportunities for intervention

Site 1: 'Electric Parade

Site 2: 'Carnarvon Towers

Site 3: 'Savoy Place





Site 1: ‘Electric Parade’

Located in the town’s core shopping area, this opportunity focusses on the triangular block of property bound by central Pier Avenue, West Avenue and Jackson Road.

Key property includes:

- The terrace of architecturally significant Victorian villas on the western side of central Pier Avenue, historically known as Electric Parade – the first part of Clacton to be installed with electric lighting.
- Within that terrace, the former Marks & Spencer store which is vacant following its closure in 2018 – although M&S hold a lease with almost 8 years remaining the freehold of the property belongs to Tendring District Council. This unit benefits from dual frontages onto Pier Avenue and West Avenue (the latter of which lies a short walking distance to the seafront and its attractions).
- The large unit immediately adjoining the form M&S Store currently in private ownership and occupied by Poundland which also benefiting from dual frontages onto Pier Avenue and West Avenue and a potential third entrance into the Jackson Road surface car park (previously utilised when the store was occupied by Woolworths, but currently bricked up). Both the M&S and Poundland buildings are mid twentieth century in character and out of keeping with the Victorian character of the bulk of the street. It is understood that the properties were reconstructed after bomb damage.

The Jackson Road surface car park, formerly the town’s bus station, in private ownership and operated by NCP with 90 pay and display spaces, often under-utilised and, in part, used for a small weekday market. It is the closest off-street car park to the core of the town centre but is difficult for visitors to locate and does not enjoy direct pedestrian access to the Pier Avenue shops following the closure of the former Woolworths (now Poundland) back entrance.

- The Town Square and main shopping street, under the control (but not ownership) of the District Council and County Council, which were reconfigured in 2006/07 to create a more pedestrian-friendly experience; but where footfall has fallen in recent years. The Town Square is used for occasional events and activities but is awkwardly located between the town’s amusement arcades and main shops and is asphyxiated by traffic routes to two faces. The main shopping street has restricted vehicular access with priority for buses, deliveries and taxis but greater restrictions on car parking.
- Other retail ownership is split amongst a number of private landlords and a smaller number of owner occupiers. Rents and values are relatively low, which has supressed vacancy rates in the past, but a growing number of units are empty.
- Generally the character of the area is spoiled by being neither one thing nor the other: neither pedestrianised nor open to traffic, neither Victorian nor modern, available for events but constrained and sporadic and by being inconsistently maintained in all aspects.

Site 2: ‘Carnarvon Towers’

Located in the Station Road/High Street/Rosemary Road area, this large triangle of property lies between the town’s railway station and the core shopping area and is bound by Station Road (home to Clacton Town Hall and the area occupied by many Estate Agents, Solicitors and other profession services), Carnarvon Road (the last stretch of the A133 terminating at the seafront) and the High Street.

Key property includes:

- Clacton Library, owned by Essex Council – a brutalist 1970s prefabricated modular concrete building with forecourt parking occupying a key corner gateway into the town centre. The top floor of the library is used by the Clacton History Society to exhibit historic photographs and other artefacts.
- Carnarvon House, - a 1960s prefabricated concrete structure with some forecourt and undercroft parking immediately adjoining the library and owned by Tendring District Council and remains leased to the NHS. The property is now surplus to NHS requirements and has been vacated although four years of the lease remain unexpired.
- Group of four privately owned and rented flats erected in the early 21st Century with rear garden and parking
- Carnarvon Road Car Park, owned by Tendring District Council which comprises both surface level and multi-storey car parking provision (300 spaces in total).
- Former Westleigh House site, a vacant site formerly occupied by a Tendring District Council scheduled to be adapted into a further 30 parking spaces
- Sainsbury’s food store, the largest supermarket within the core shopping area of the town centre.
- Small group of retail premises and a minor care facility located on the corner at the junction with the high street.
- The combined effect of the whole of these premises is to give the impression of a hotchpotch of barely considered and poorly used and maintained premises that deter rather than welcome passers-by added to a supermarket that is well used but somehow lost in the space between local and substantial shopping.

Site 3: ‘Savoy Place’

Located immediately south of the Carnarvon Towers opportunity site, this is a triangle of property bound by the High Street, Rosemary Road.

Key property includes:

- The former Post Office which has now been vacated following co-location of PO services into to the WHSmith outlet in Central Pier Avenue.
- Sam’s Hall, formerly the Imperial Hotel and current Head Quarters for Tendring Community Voluntary Services (TCVS).
- Vacant site of the former ‘Sandles’ restaurant (formerly Osbourne Hotel and Lord Nelson pub) which was one of Clacton’s earliest buildings but demolished after becoming structurally unsound and a health and safety concern. The site is currently subject of a planning appeal against the refusal of planning permission for a mixed-use residential and commercial scheme.
- Indoor Market Accommodated in a mid-twentieth century shed with a small outdoor market space to the front.
- Former Savoy Theatre - an attractively designed Victorian building with shopping frontages onto both High Street and Rosemary Road and with disused entrance and auditorium on the First Floor. Formerly the Operetta house and later Vice Versa and Rumours Nightclubs. The upper parts are currently on the market with a long lease and planning permission for conversion to flats.
- A small number of rather unattractive retail premises with flats over which separates the vacant Sandles site from the TCVS building and the market.
- Arguably these sites represent some of the best and most original architecture of Clacton coupled with community endeavour and at the same they represent the loss of cultural aspiration from the town and the decline of the built fabric and the unviability of many development forms.

# Site-specific objectives

## Site 1: ‘Electric Parade’

Being located in the core of the town centre and a relatively short distance from the seafront and its attractions, this site provides by far the best opportunity to deliver direct, tangible and transformational changes aimed at boosting activity and footfall, supporting a more diverse offer and experience for visitors and delivering upon many of the overarching objectives for rejuvenating the town centre.

The site-specific objectives of developing the Electric Parade site, which align with the vision, spatial priorities and overarching objectives, are:

- Re-branding the core of the town centre as ‘Electric Parade’ and re-invigorating the area to offer a unique experience from other competing towns by positively promoting and emphasising the town’s seaside history, Electric Parade’s proximity to the seafront and attractions, the town’s its association with fun, enjoyment and entertainment and the architectural beauty of Electric Parade through positive branding, high quality street furniture and signage, a vibrant town square and tasteful but spectacular lighting. [OBJ1, 4, 5 and 6]
- Make Electric Parade the core focus for commercial activity as part of a managed contraction of the town centre but creating commercial space and seeking to locate a mix of multiple retailers, high quality independents and food and drink establishments into this core area. [OBJ3, 11]
- Facilitating direct and convenient access and footfall into the town centre core and the seafront attractions by creating an attractive, safe and direct pedestrian link from the Jackson Rd car park into the newly branded Electric Parade by re-configuring existing units and creating additional commercial floorspace in the process. [OBJ3, 4, 8, 11]
- Improving access to the core of the town centre and seafront area by all forms of transport through the construction of a new multi-storey car park in Jackson Road that is easy to locate for people traveling from multiple directions which incorporates integrated electric charging points, a central bus interchange, bike storage and which connects directly to Electric Parade via the new pedestrian link. [OBJ3, 4, 7, 8, 10]
- Maximising the space above shop units to deliver new high-quality residential accommodation in the core of the town centre which will stimulate day and night time activity, respond to housing needs and improve safety and natural surveillance - with the potential for an iconic high-rise tower incorporating an observation platform and maximum sea views and utilising transport and parking provision provided at the new electric-enabled multi-storey facility. [OBJ 3, 4, 9]
- Transform Electric Parade into a vibrant, pedestrian friendly area that can host a range of street activities including art, live music and performance, entertainments, events, activities by local clubs, street markets and food and drink stalls – activities that will complement the offer provided by the seafront attractions. [OBJ1, 3, 4, 5, 6, 8, 9, 11]
- Creation of a unique and stylish overhead canopy extending partially above the new pedestrian-friendly area which will ensure activities can take place in all weather and into the cooler evenings. The canopy will be designed to maximise and enhance views of Electric Parade’s unique architecture and, as well as providing protection from the weather, it will provide a structure for the integration of wifi and other telecommunications infrastructure to support remote working and use of digital technology; and a structure for decorative and seasonal lighting which will also help extend activity and trade into the evenings. It could also host solar panels. [OBJ1, 2, 3, 4,5, 6, 9, 10]

## Site 2: ‘Carnarvon Towers’

Lying on the outskirts of the core of the town centre, the Carnarvon Towers development would play a key role in supporting the objectives for Electric Parade whilst providing a range of wider socio-economic benefits. With much of the property already under public control, there is an opportunity to deliver a comprehensive scheme that can improve footfall whilst addressing wider objectives.

The site-specific objectives of developing the Carnarvon Towers site which align with the vision, spatial priorities and overarching objectives, are:

- Facilitate the relocation of library and other public services and facilities into premises closer to the core of the town centre where they can help to directly support footfall and the vitality and viability of other town centre businesses. [OBJ3, 11]
- Create a major purpose-built mixed-use development for:
  - a) The creation of high-quality, medium-rise office-space for co-located public services and/or private sector companies – benefitting from close proximity to Clacton Railway Station and the Town Hall that could provide significant additional local employment and support footfall in the wider town centre; and/or
  - b) High quality, medium-rise residential accommodation including specialist housing, starter homes, key-worker housing and private housing for sale which will help to address the general and specialist needs of a growing population whilst increasing footfall in the town centre, improving safety and natural surveillance and generating funding to be invested in improvements to the wider town centre. [OBJ3, 11]
- Facilitating direct and convenient access and footfall into the town centre core and seafront attractions by creating an attractive, safe and direct pedestrian link from the Carnarvon Rd public car park into the southern part of Station Road. [OBJ3, 4, 8, 9]
- Improving the quality of the Carnarvon Road public car park and upgrading it to incorporate electrical charging points whilst providing the opportunity to consolidate that car park (in light of the proposed increase in provision at Jackson Road) to either incorporate coach parking facilities (to encourage coach visitors to pass through the town centre on their way to the seafront); or provide additional land for office or residential development. [OBJ4, 7, 10, 11]
- Creation of an attractive piece of public realm feature on the corner of Station Road and Carnarvon Road with iconic artwork, planting or lighting to mark the entrance into the town centre, especially for people arriving by train – incorporating the ‘Love Clacton’ branding. [OBJ4, 5, 6]
- Expansion and modernisation of the Sainsbury’s food store to re-inforce its important role as the most central of Clacton’s supermarkets, best placed close to the core of the town centre to act as an anchor for shoppers and generating footfall for surrounding businesses. [OBJ3, 10]
- Improvement of the public realm and the pedestrian link via Sainsbury’s into the High Street. [OBJ8, 9]

## Site 3: ‘Savoy Place’

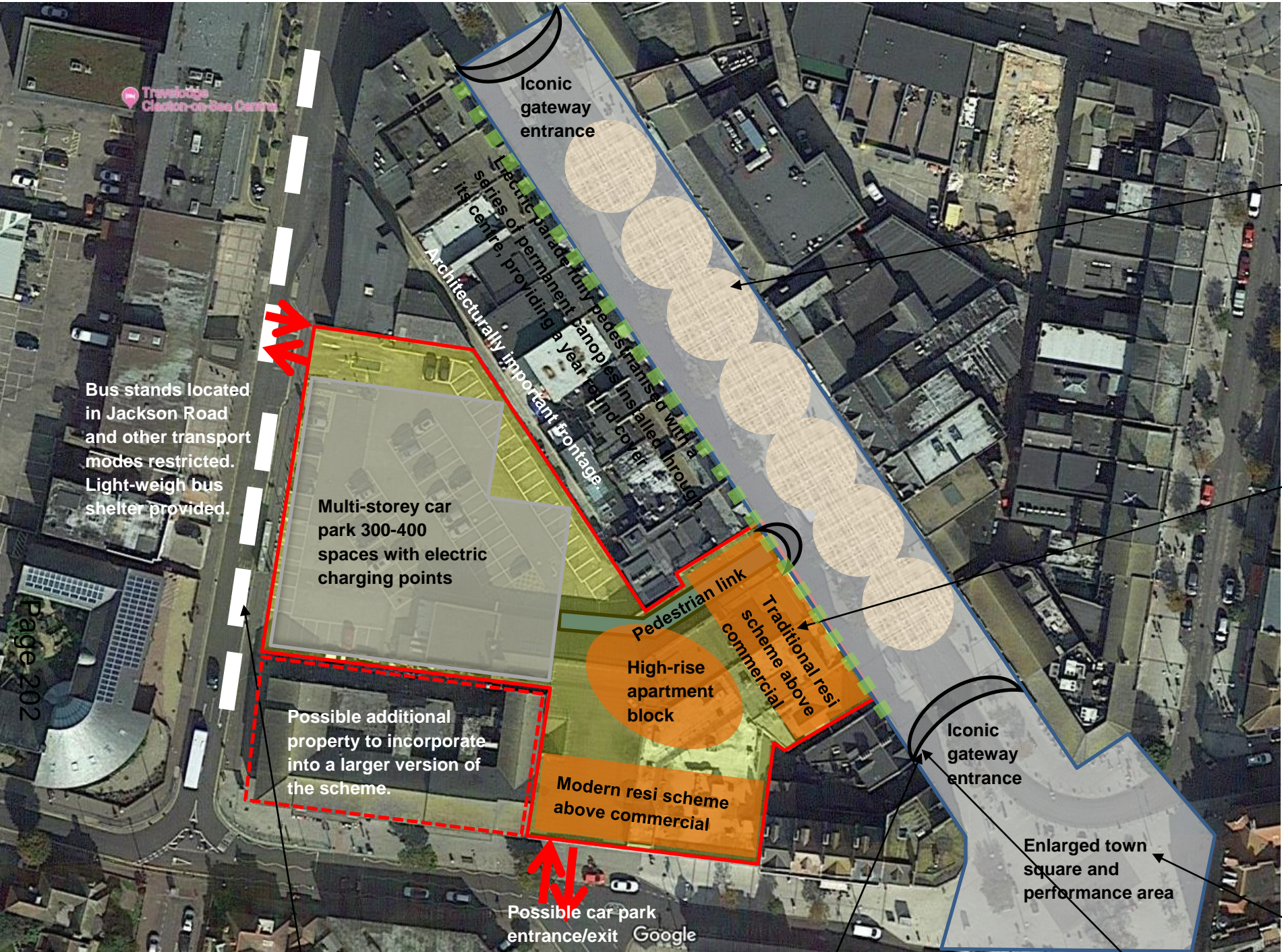
One of the key overarching objectives emerging from the vision for Clacton Town Centre is to make it a hub for education, public services, community activities and clubs and manage the transition from a retail destination to a more varied and mixed offer. The Savoy Place site has the potential to become that ‘hub’, building on the existing presence of Community Voluntary Services Tendring (CVST) and utilising under-utilised land and property to co-locate other community-focussed organisations and educational facilities.

The site-specific objectives of developing the Savoy Place site which align with the vision, spatial priorities and overarching objectives, are:

- Utilise the redundant former Rumours Nightclub (previously the Savoy, and earlier to that part of Clacton’s original Town Hall) to create a flexible arts and cultural venue, combined with the better shops integral to the building community facility and enterprise space that can be utilised by community groups, CVST and educational establishments. [OBJ6, OBJ11]
- Relocate market elements closer to the core of the town centre in Electric Parade so it can expand and benefit from the improved footfall. [OBJ3]
- Facilitate the accommodation of a significant arts attractor into the area as to generate interest and visitor numbers. [OBJ3, 6, 11]
- Manage retail users from the poorer quality units on Rosemary Road into the better ones closer to the High Street and Town Centre to concentrate footfall and viability. [OBJ3]
- Relocate Library facilities together with adult education to the former Post Office site and forge links to third sector offerings in the area. [OBJ3, 11]
- Provide high quality residential accommodation on upper floors where feasible. [OBJ3]
- Establish a small community square within the block to support the functions in the built form and act as a space for impromptu events and pop-up stalls. [OBJ3]
- Develop the vacant Sandles site, poor retail and the relocated covered market into a purpose-built conferencing facility and campus for further education to help address Clacton’s need for skills and training facilities and to boost footfall and supply-chain industry in the wider area. [OBJ 3, 11]
- Work with third sector and community providers to ensure that the combined facilities offer a varied and vibrant range of cultural, educational and community facilities that attract visitors and residents to the Town Centre in support of the revised retail offer close by. [OBJ3, 11]



Concept idea – Site 1 ‘Electric Parade’



Example of an overhead canopy, Borneo



Sketch showing possible high-rise iconic tower above Electric Parade and re-configured shop units



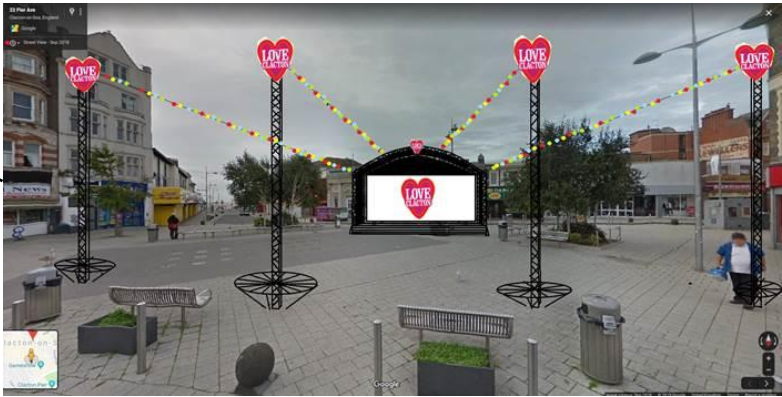
Example of lightweight bus shelter



Concept showing potential scale of development from Agate Road/West Avenue



Example of Gateway entrance: Beale Street, Memphis



Sketch showing performance area in Clacton Town Square



Concept idea – Site 2 ‘Carnarvon Towers’

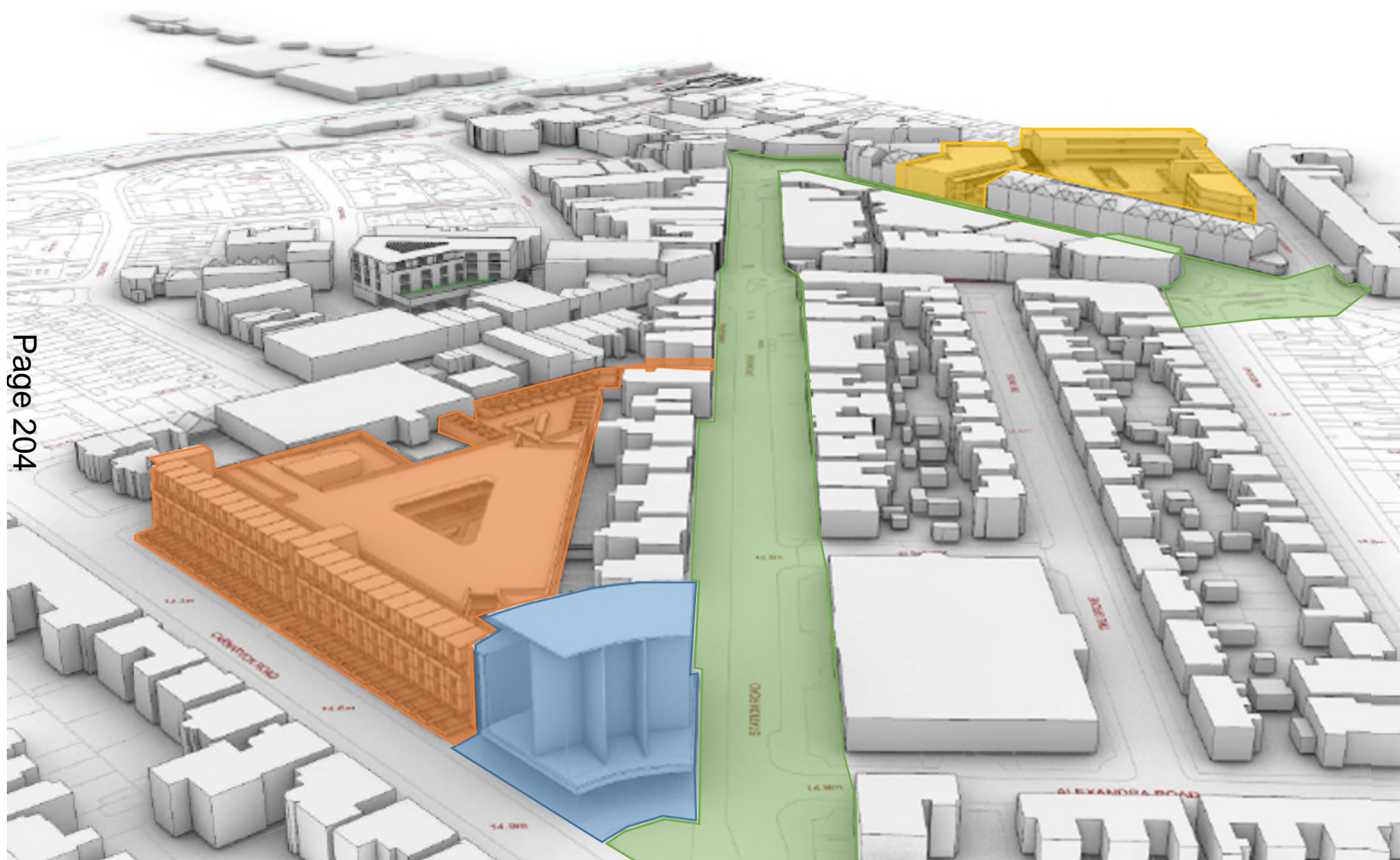


Concept showing potential scale of iconic high rise building with public space, planting and public art.

Concept idea – Site 3 ‘Savoy Place’







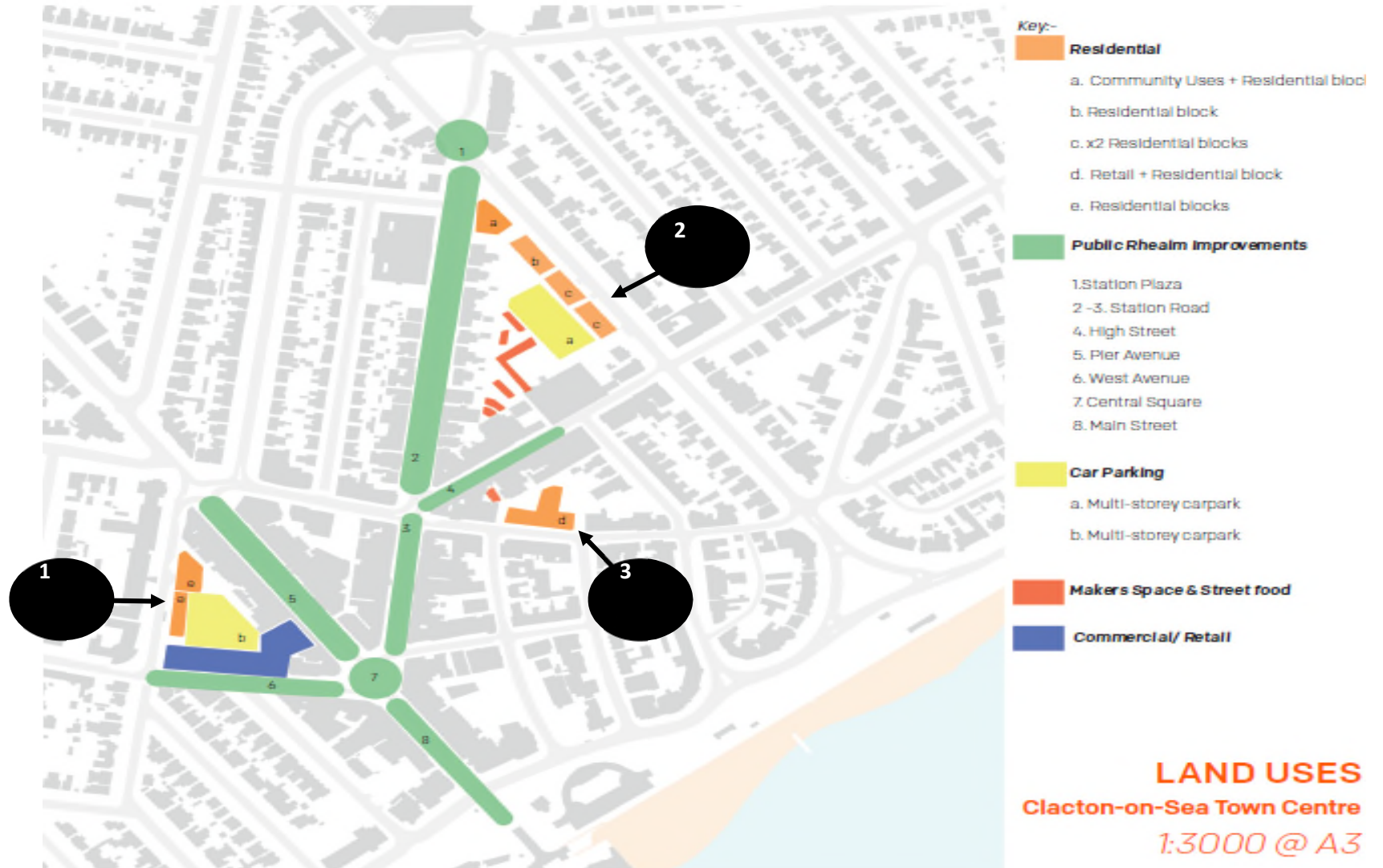
POTENTIAL TOWN CENTRE PROJECTS



## Objective

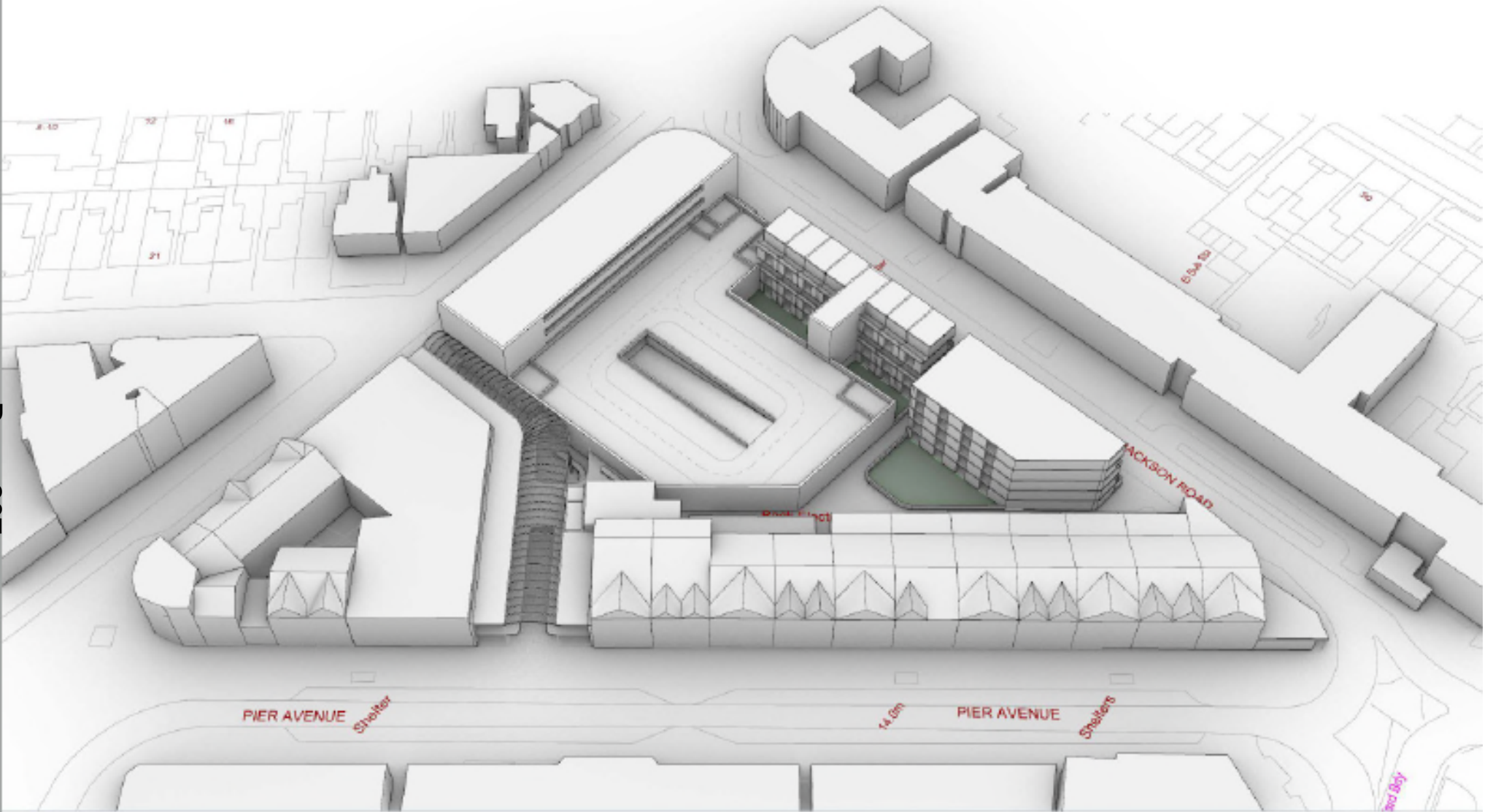
To support Town Centre regeneration. Together with Essex County Council we are making a bid for a future High Streets Fund grant. The bid encompasses three Town Centre intervention sites:

The aim of these interventions overall is to rejuvenate the town centre by introducing community and health uses, removing surplus capacity at the fringes, promoting activity adding housing, population and demand and by simplifying and improving access and parking.





- 1 Proposed relocation of buses
- 2 Proposed taxi rank location
- 3 Proposed car parking for approx. 200 cars over G+2 levels
- 4 5 storey residential of approx. 28,000sqft Nett
- 5 Potential commercial, retail and F&B space of approx. 36,500sqft GIA
- 6 Converted M&S to accommodate Poundland approx. 20,000sqft over 2 floors
- 7 Existing Poundland converted to double height arcade approx. 5500sqft
- 8 Access to car park from West Avenue under upper floors of commercial/retail adjacent and over
- 9 Enhanced frontage to arcade & new Poundland unit to suit heritage character





#### A4 Appendix C.

All figures in £m

Scheme	Cost	Value	ECC fund	ECC Land	TDC Fund	TDC Land	FHSF Grant	Private/ Other	Funding Gap
<b>Electric Parade.</b> New multi storey car park. New arcade and link New start up business premises New flats	£28.7	£13.5	£ -	£ -	£1.0	£3.0	£7.7	£3.5	£ -
<b>Library Site</b> New Library New adult learning centre New landmark flats	£23.3	£12.4	£3.6	£5.1	£ -	£ -	£2.2	£ -	£ -
<b>Carnarvon Site</b> New multi storey car park New business and maker spaces Link to Station Road New flats	£25.1	£14.9	£ -	£ -	£1.0	£1.5	£7.7	£ -	£ -
<b>Transport Works</b> Parking changes Sustainable drainage Sustainable Transport Greening	£ 4.1	£ -	£4.1	£ -	£ -	£ -	£ -	£ -	£ -
<b>Total</b>	<b>£81.2</b>	<b>£40.8</b>	<b>£7.7</b>	<b>£ 5.1</b>	<b>£2.0</b>	<b>£4.5</b>	<b>£17.6</b>	<b>£ 3.5</b>	<b>£ -</b>
			<b>£ 12.8</b>		<b>£6.5</b>		<b>£21.1</b>		



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<b>Key Decision Required:</b>	<b>Yes</b>	<b>In the Forward Plan:</b>	<b>Yes</b>
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## CABINET

24 JULY 2020

### REPORT OF THE PORTFOLIO HOLDER FOR CORPORATE FINANCE AND GOVERNANCE

#### A.5 GRANT OF EASEMENT IN RESPECT OF A RIGHT OF WAY, OVER LAND SITUATED IN COLCHESTER ROAD, WEELEY

(Report prepared by Jennie Wilkinson)

#### PART 1 – KEY INFORMATION

##### PURPOSE OF THE REPORT

To seek approval for the principle of granting an easement over land situated in Colchester Road, Weeley, shown on the Plan in Appendix A.

##### EXECUTIVE SUMMARY

The Council has been approached by the owner of a proposed development on Colchester Road, Weeley. Following the granting of their planning consent, they have discovered that the only access from the development to the highway is over a small piece of land owned by the Council. The owner is seeking an easement in order to provide access to the development for themselves and the future property owners, by way of the construction of a section of road to link their development to the Highway. This access is imperative to the land owner as without it the development is no longer feasible.

##### RECOMMENDATION(S)

That subject to their decision in respect of the report in Part B of the Agenda, Cabinet authorises the granting of an easement over the land in principle.

#### PART 2 – IMPLICATIONS OF THE DECISION

##### DELIVERING PRIORITIES

The Council has priorities with regard to balancing the annual budget and using assets to support priorities and the granting of this easement supports these.

##### FINANCE, OTHER RESOURCES AND RISK

###### Finance and other resources

The granting of this easement will enable the owner to carry out their development plans and use their land effectively, as well as providing a financial gain to the Council.

###### Risk

The property owner will be responsible for making good the Council's land and for future maintenance of the roadway until such time as it is adopted by Essex Highways. The freehold of the land remains with the Council. It is not considered there are any significant risks in this transaction.

## LEGAL

In coming to decisions in relation to management of assets, the Council must act in accordance with its statutory duties and responsibilities. Under case law following Section 120 of Local Government Act 1972, the Council is obliged to ensure that the management of its assets are for the benefit of the district.

Section 123(1) Local Government Act 1972 (1972 Act) indicates that, a local authority may dispose of land held by it in any way it wishes so long as (section 123 (2)) the land is disposed for a consideration not less than the best that can reasonably be obtained.

## 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.**

An Equality Impact Assessment has been carried out.

The local Ward Member has been made aware of this report and its recommendations.

### **Ward**

Weeley & Tendring

## PART 3 – SUPPORTING INFORMATION

### BACKGROUND

The Developer was originally advised that this land was part of the public highway due to an error with Essex Highways data. Following an approach by Officers to both the Developer and Essex Highways, it was established that there is a piece of land in the Council's ownership between this development and the public highway. Without the Council granting access over this land, the Developer will not be able to proceed with the development as there is no viable alternative route.

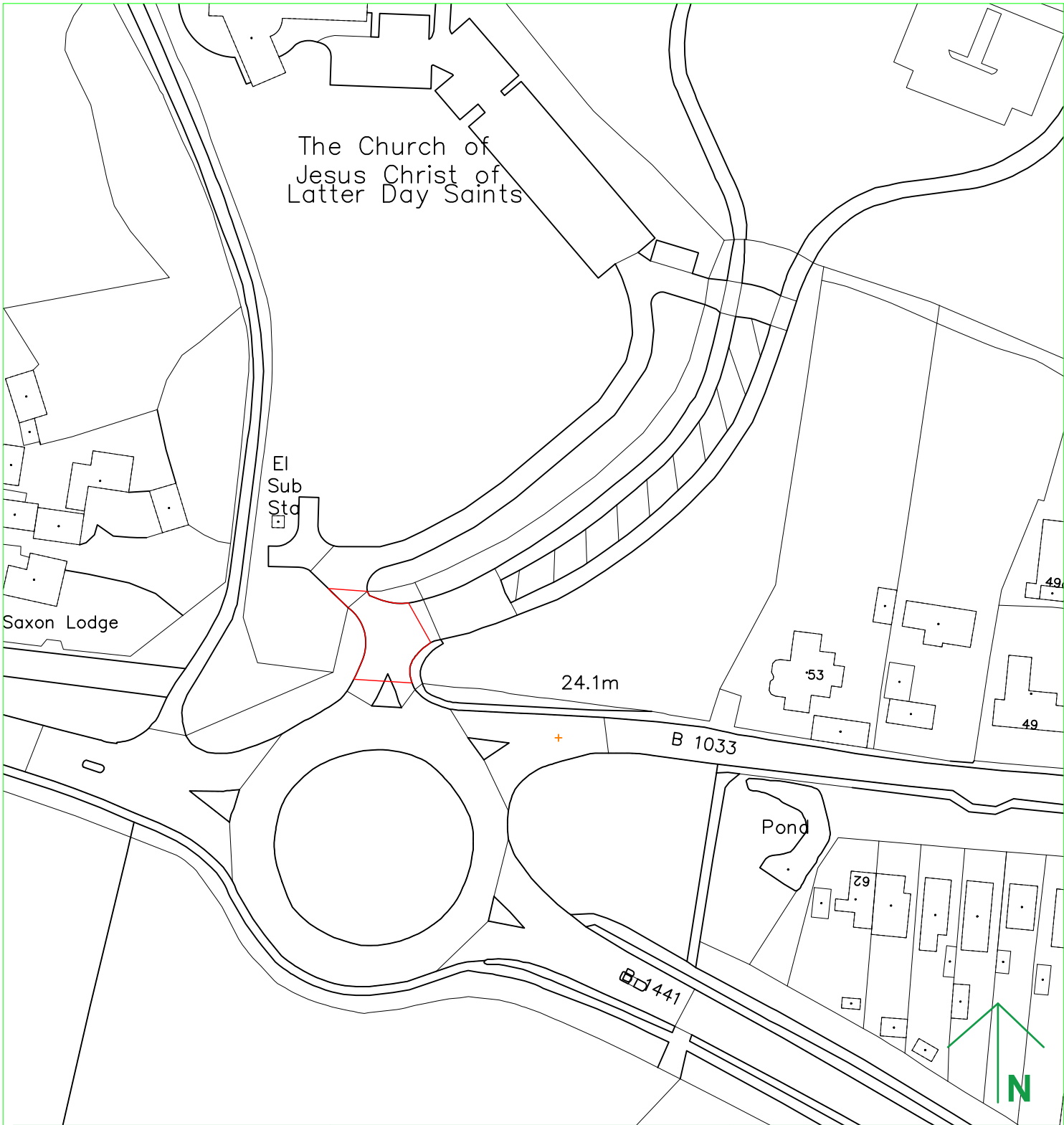
The Developer has therefore approached the Council requesting a right of way over the land by way of an easement for themselves and their successors in title and permission to construct a joining piece of road on the land to connect their development to the public highway,

### CURRENT POSITION

Two open market valuations have been carried out, in accordance with the Council's Property Dealing Procedure, full details of which are contained in the concurrent confidential report. The developer has agreed to pay the market value for the easement in accordance with the reports received.

### APPENDICES

Appendix A - Plan



<b>TENDRING DISTRICT COUNCIL</b>  A.WHITE BSc MRICS HEAD OF PROPERTY SERVICES CORPORATE SERVICES	<b>Title</b> Land North of, Colchester Road, Weeley  <b>Date:</b> 2 July 2020 Page 213	<b>Scale:</b> 1:1250  <b>Drawn By:</b> J. Wilkinson  <b>Drawing No. &amp; Revision</b> 1                      A
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Key Decision Required:	Yes	In the Forward Plan:	Yes
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## CABINET

24 JULY 2020

### REPORT OF CORPORATE FINANCE AND GOVERNANCE PORTFOLIO HOLDER

#### A.7 TREASURY MANAGEMENT PERFORMANCE 2019/20

(Report prepared by Richard Barrett and Wendy Borgartz)

#### PART 1 – KEY INFORMATION

##### PURPOSE OF THE REPORT

To report on the Council's treasury management activities and Prudential Indicators for 2019/20.

##### EXECUTIVE SUMMARY

- Borrowing and investments have been undertaken in accordance with the 2019/20 Annual Treasury Strategy that was approved by Council on 26 March 2019.
- Summary of the Council's Borrowing Position:**

Amount Outstanding at the end of March 2020	Average Interest Rate Paid in 2019/20	Total Interest paid in 2019/20
£0.207m (General Fund)	7.790%	£0.022m
£40.106m (HRA)	3.386%	£1.401m

No external borrowing was undertaken in 2019/20 for either the General Fund (GF) or Housing Revenue Account (HRA).

- Summary of the Council's Investment Position:**

Value of Investments held at the end of March 2020	Average Interest rate on Investments 2019/20	Interest Earned on Investments 2019/20
£66.460m	0.829%	£0.583m

The amount of interest earned from investments increased during the year as rates rose slightly although the bank base rate remained at 0.75% until 11 March 2020 when, due to the Covid-19 pandemic it was cut to 0.25%, with a further cut to 0.10% on 19 March 2020. However, compared to historic interest figures, the 2019/20 return still remained relatively low because of the continuing underlying low interest rate environment. The impact of the latest base rate reduction to 0.1% will be felt in 2020/21. Estimated income was increased during the year from the original estimate of **£0.336 million** to **£0.556 million**, with the outturn figure being **£0.583 million** as set out in the table above.

- The Council continues to hold one property within its Commercial Investment Portfolio, which had a balance sheet value at 1 April 2019 of **£2.300 million**. This 'book value' was reduced by the Council's appointed valuers to **£2.155 million** at the end of 2019/20. However this is an 'accounting' valuation and not a direct value that could be achieved on the market if it was sold. In-line with the budget, rental income of **£0.211 million** was earned on the property in 2019/20.
- During 2019/20 there was one occasion where treasury management limits were exceeded. The maximum amount that can be invested with a single Local Authority is **£6.000 million**. However, due to human error this limit was exceed by **£1.000 million** when a deal was agreed with a local authority on 27 March. Efforts were made to find a replacement counter party, but this could not be readily achieved, so the Council had **£7.000 million** with this one borrower from 27 March until an investment of **£2.000 million** held with them matured on 6 July. Given the relatively low risk that investments with local Authorities present, there was only a very limited credit risk and once balanced with the potential adverse impact on the Council's reputation in the financial markets if trying to withdraw from a deal, the position was felt acceptable.
- Treasury performance figures for the year are set out in **Appendix A** with Prudential Indicators attached as **Appendix B**.

#### RECOMMENDATION(S)

**That Cabinet notes the Treasury Management performance position for 2019/20 and approves the Prudential and Treasury Indicators for 2019/20.**

## PART 2 – IMPLICATIONS OF THE DECISION

#### DELIVERING PRIORITIES

Good and effective Treasury Management supports the Council in delivery against its corporate goals and objectives.

#### FINANCE, OTHER RESOURCES AND RISK

##### Finance and other resources

Key treasury management performance data is set out in **Appendix A**.

##### Risk

Risk is inherent in all treasury management activities. Such risks are considered within the Capital and Treasury Strategy with management actions necessary to mitigate the risks set out in the Council's Treasury Management Practices.

#### LEGAL

This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2019/20. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

The Local Authorities (Capital Financing and Accounting) (England) Regulations 2003

include the requirement for local authorities to have regard to CIPFA guidance which this Council has adopted.

#### **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 direct implications in respect of the above areas.

### **PART 3 – SUPPORTING INFORMATION**

#### **BACKGROUND AND CURRENT POSITION**

The Council has adopted the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice for Treasury Management in the Public Services. The main reporting elements to comply with this code include:

- An Annual Capital and Treasury Strategy approved by Cabinet after consultation with the relevant overview and scrutiny committee for recommending to the Full Council.
- Regular monitoring reports that form part of the Council's Corporate Financial Performance Monitoring arrangements during the year. (For 2019/20, no issues were brought to the attention of members as part of this reporting process but there is one issue to raise as part of this outturn review)
- An annual treasury performance or outturn report for the preceding year that is presented to Cabinet.

This report sets out the necessary information in response to the third bullet point above and provides a summary of the treasury activities undertaken in 2019/20 (**Appendix A**) and final Prudential and Treasury Indicators at the end of 2019/20 (**Appendix B**), with revised figures for 2020/21 where relevant.

During 2019/20, the Council complied with its legislative and regulatory requirements and associated treasury management activity remained in accordance with the Treasury Strategy and Treasury Management Practices with further details in respect of specific borrowing and investment considerations set out in the next section of the report.

#### **BORROWING AND INVESTMENTS 2019/20**

##### **Borrowing**

The Base Rate set by the Bank of England remained at 0.75% through 2019 but in response to the Covid-19 pandemic it was cut to 0.25% on 11 March 2020 with a further cut to 0.10% on 19 March 2020. The latest forecast from the Council's treasury advisors indicates that this historically low rate of 0.10% is unlikely to change until after March 2023. Public Works Loan Board (PWLB) remain at low levels historically, although HM Treasury imposed an increase of an additional 1% on all PWLB rates without any prior warning on 9 October 2019 and then partially reversed this for some forms of lending on 11 March 2020. The changes are because HM Treasury are trying to stop local authorities borrowing money from the PWLB to purchase commercial properties to raise rental income to support their General Funds. Currently HM Treasury are running a consultation on further changes to PWLB borrowing, with the suggestion that if an authority is planning

any purchase of commercial property during a financial year it will not be able to borrow any money from the PWLB for any purpose.

No external borrowing was undertaken during the year. 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 remains relatively high. As set out in the Treasury Strategy, the current internal borrowing position is running just ahead of the £5m agreed. However given the continuing low return on investments and no significant increases in PWLB interest rates in the immediate future, 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 and set against the background of potential increases in borrowing rates in the future.

No new borrowing or restructuring of existing debt was undertaken for GF or HRA purposes in 2019/20. Principal on HRA debt continues to be repaid each year in line with the 30 year business plan.

Debt rescheduling opportunities are limited in the current economic climate with no debt rescheduling taking place in 2019/20.

No temporary borrowing from the markets was required during the year.

One of the key prudential indicators relates to the Council's Authorised Borrowing Limit. It is therefore worth highlighting that borrowing has been maintained within the Council's Authorised limit as set out below:

Key Indicator	Limit 2019/20	Amount Borrowed (Internal and External)
Authorised Limit – borrowing	£76.455m	£45.554m

### **Investments**

The year saw the continuation of the challenging investment environment of low investment returns with relative high level of counterparty risk continuing. The tight monetary conditions remain and short term deposit rates remain at low levels, although there was an increase in interest earned due to a higher level of available funds invested through the year as a result of the timing of expenditure in both the revenue account and capital programme, plus increases in the rates obtained. However, this began to fall right at the end of March with the cuts in the bank base rate due to the Covid-19 pandemic.

The Council manages its investments in-house and invests in accordance with the approved strategy. The Council invests for periods of time dependent on the Council's cash flows, the view as to future interest rate movements and the interest rates offered by counterparties whilst balancing various risks such as interest rate risk and counterparty risk.

The Council's investments continued across the following investment types:

- Deposits at fixed rates and for fixed terms with other local authorities and the Government's Debt Management Office (DMO)
- Deposits at fixed rates and for fixed terms with UK-based banks and building societies meeting the counterparty risk criteria

- Treasury bills, which are tradeable but if held to maturity are at fixed rates, although none were purchased during 2019/20 as the rates were much lower than could be achieved elsewhere
- Certificates of deposit, which are tradeable but if held to maturity are at fixed rates
- Use of deposit accounts with UK banks for liquidity

These remain the same instruments the Council has used in prior years so there has been no new investment types used during 2019/20. Further details on how the investment types changed over the year is set out below.

With poor investment returns available along with limited 'low' risk counterparties, a significant proportion of the Council's investments were still made with other local authorities. A number of banks have, however, seen their ratings rise over recent years which brought them back onto the Council's lending list. The returns on Treasury Bills were so low that none were bought during the year. Certificates of deposit and fixed deposits with banks were pursued for much of the year and were used when they offered better returns than that available from local authorities. Local authority rates rose in autumn 2019 and in early 2020 and the Council continued to invest with them again. Both government and local authority investments fit well with the Council's low appetite for risk with the security and liquidity of the investment the prime concern.

The total invested in local authorities at 31 March 2020 was **£53.000 million** out of a total investment of **£66.460 million**, with a further **£1.900 million** invested short term with the Debt Management Office. Other investments were held with UK banks with no amounts held with Building Societies, non-UK institutions or in Treasury Bills.

The Council receives regular credit rating updates during the year following which the appropriate action is taken as soon as practical where the credit rating falls below the minimum ratings which form part of the Council's Treasury Management Practices.

The UK holds an AA rating with one rating agency, AA- with a second and Aa2 with the third, with the lower grades not having a specific adverse impact on the Council's treasury activities at the present time.

In accordance with the Council's Commercial Property Investment Policy, an annual update on the portfolio is set out below.

In August 2017 the Council purchased an investment property in the District. The purchase was financed partly from capital receipts and partly from revenue resources, so there was no increase in indebtedness arising from the purchase. The purchase price, including stamp duty, was **£3.244 million**. At 31 March 2018 the property had been revalued to **£3.100 million** (the purchase price less stamp duty tax). During 2018/19 the Council's appointed valuer revalued the property for the purposes of the Council's Statement of Accounts and the fair value was reduced to **£2.300 million** at 31 March 2019. During 2019/20 the Council's appointed valuer revalued the property again for the purposes of the Council's statement of accounts and the fair value was further reduced to **£2.155 million**. An impairment of **£0.145 million** was therefore recognised in the Council's 2019/20 statement of accounts, which is charged to revenue within the Comprehensive Income and Expenditure Statement and then reversed out through the Movement in Reserves Statement so that it does not fall as a direct cost that needs to be financed. It is worth highlighting that the above adjustments reflect the necessary end of year accounting adjustments and therefore do not necessarily reflect the value of the property on the open market. This remains as the only property in the portfolio.

In terms of the performance of the property, during the year the rental income was **£0.211 million**. This represents an annual rate of return for the year of **6.5%** compared to the purchase price including stamp duty. The property is therefore performing satisfactorily against the financial target with the budgeted investment income achieved for the year.

The current leasehold occupier of the property purchased ceased trading from the property in November 2018. There have been no major changes since last year with discussions on-going with the current leasehold occupier to explore options going forward, which could include them subletting the property for the unexpired period of the lease (approximately 6 years). It is worth highlighting that the Council's Commercial Property Investment Policy is underpinned by robust risk management actions which will respond to any changes to the situation.

Given the above, there are no current risks to the Council's long term forecast or significant changes to the risk of holding commercial property, but this will be reviewed on an on-going basis with any changes required to be made to the forecast set out as part of the financial strategy process over the remainder of the year.

### **Specific Issues Experienced in 2019/20**

On 19 February 2020 the Council agreed a deal to lend initially £2.000 million to one Local Authority on 27 March 2020. This took the amount with this one local authority up to the maximum of **£6.000 million**. However, due to human error, on 4 March it was agreed to lend a further **£1.000 million** to the same authority, taking the total lent to **£7.000 million** and therefore exceeding the treasury management limit of **£6.000 million**. When this was realised, discussions were held with the relevant Local Authority and they attempted to find a replacement lender to them. However, interest rates between local authorities were rising through March and they were unable to find a replacement lender at the same rate. Given the relatively low risk and balanced against the need to protect the Council's reputation within the financial markets, the deal remained in place. An investment of **£2.000 million** held with the same authority matured on 6 July 2020 which brought the limit back under the **£6.000 million** limit. To prevent a recurrence, when deals are being placed with authorities where there are multiple deals outstanding, the figures will be independently double-checked before the deal is agreed with the broker.

### **Compliance with Treasury and Prudential Limits**

During the financial year the Council operated within the treasury limits and Prudential Indicators set out in the Council's annual Treasury Strategy. The outturn for the Prudential Indicators is shown in **Appendix B**.

### **BACKGROUND PAPERS FOR THE DECISION**

None

### **APPENDICES**

**Appendix A** Treasury Performance figures 2019/20

**Appendix B** Prudential and Treasury Indicators 2019/20



**1 Borrowing****1a Long Term Debt**

Principal	Opening Balance 1 April 2019 £'000	New Borrowing £'000	Principal Repaid £'000	Balance at 31 March 2020 £'000	Average Debt for Year £'000
<b>Long Term Borrowing</b>					
PWLB - General Fund	306	0	99	207	280
PWLB - Housing Revenue Account	41,770	0	1,664	40,106	40,878
<b>Total Long Term Borrowing</b>	<b>42,076</b>	<b>0</b>	<b>1,763</b>	<b>40,313</b>	<b>41,158</b>

Average Interest Rates	Average Interest Rate 1 April %	New Borrowing %	Principal Repaid %	Average Interest Rate 31 March %	Average Interest Rate for Year %
<b>Long Term Borrowing</b>					
PWLB - General Fund	7.958	0.000	8.550	7.515	7.790
PWLB - Housing Revenue Account	3.408	0.000	2.371	3.451	3.386
<b>Overall Long Term Borrowing</b>	<b>3.441</b>	<b>0.000</b>	<b>2.718</b>	<b>3.472</b>	<b>3.457</b>

**Interest paid relating to 2019-20**

General Fund	22
Housing Revenue Account	1,401
	<u>1,423</u>

Long term debt is defined in legislation as loans repayable over more than one year.

**1b Total debt**

Average debt over the year	£41,158
Interest paid relating to 2018-19	£1,423
Average interest rate for year	3.457%

This includes interest paid on temporary debt

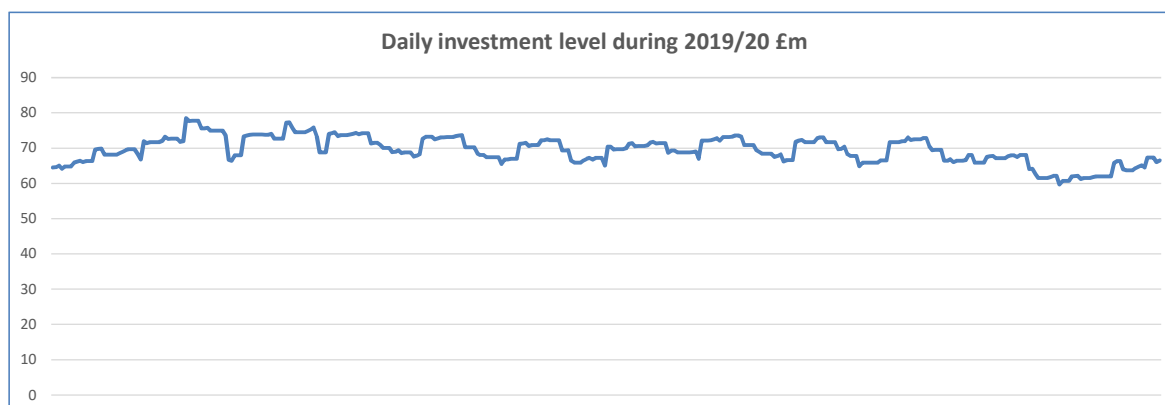
**1c Budget for Total Interest Paid**

	Original Estimate £'000	Out-turn £'000	Variation from Budget £'000
General Fund	22	22	0
Housing Revenue Account	1,413	1,401	(12)
<b>Total Interest Paid</b>	<b>1,435</b>	<b>1,423</b>	<b>(12)</b>

## 2 Investments

### 2a Temporary Investments

Principal	Opening Balance 1 April 2019 £'000	New Investments £'000	Investments Repaid £'000	Balance at 31 March 2020 £'000	Average Investments for Year £'000
<b>Investments less than a year</b>					
Investments with UK Government via Treasury Bills, DMO, Local Authorities and other public bodies	47,000	281,900	274,000	54,900	
Investments with UK Financial Institutions (including Money Market Funds)	12,470	41,990	42,900	11,560	
Investments with non-UK Financial Institutions	0	0	0	0	
<b>Total Temporary Investments</b>	<b>59,470</b>	<b>323,890</b>	<b>316,900</b>	<b>66,460</b>	<b>69,628</b>



Average Interest Rates	Average Interest Rate 1 April %	Average Interest Rate 31 March %	Average Interest Rate for Year %
Temporary Investments	0.915	0.819	0.829

### 2b Budget for Total Interest Earned

	Original Estimate £'000	Revised Q3 CBM £'000	Out-turn £'000	Variation from Revised Budget £'000
<b>Total Interest Earned</b>	<b>(336)</b>	<b>(556)</b>	<b>(583)</b>	<b>(27)</b>

## 3 Base rates

%

At 1 April 2019	0.750
At 31 March 2020	0.100

The rate was reduced by the Bank of England on 11 March 2020 to 0.25% and on 19 March 2020 to 0.10%

## PRUDENTIAL INDICATORS

## 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.

<b>Capital Expenditure - General Fund</b> <b>£000s</b>	<b>2019/20</b>			<b>Notes</b>	<b>2020/21 as</b>	<b>Amended</b>
	<b>2018/19</b>	<b>Approved</b>	<b>2019/20</b>		<b>agreed by</b>	<b>2020/21 for</b>
	<b>Actual</b>	<b>budget</b>	<b>Actual</b>		<b>Leader 24 April</b>	<b>carry</b>
					<b>2020</b>	<b>forwards</b>
<b>Total Capital Expenditure</b>	<b>4,831</b>	<b>13,657</b>	<b>5,202</b>		<b>1,024</b>	<b>9,420</b>
<b>Financing - General Fund</b>						
External contributions	(203)	(67)	(23)		-	(43)
Section 106	(168)	(15)	(7)		-	(8)
Coast protection grant	(2,609)	(2,108)	(1,670)		-	(439)
Other Government grants	-	(322)	(40)		-	(282)
Disabled Facilities Grant	(1,077)	(4,727)	(1,507)		(757)	(3,977)
Capital receipts	(41)	(907)	(28)		-	(825)
Direct revenue contributions	(165)	(486)	(341)		(55)	(199)
Earmarked reserves	(568)	(5,025)	(1,586)		(212)	(3,647)
<b>Total Capital Financing</b>	<b>(4,831)</b>	<b>(13,657)</b>	<b>(5,202)</b>	<b>-</b>	<b>(1,024)</b>	<b>(9,420)</b>
<b>Net Financing need (External Borrowing)</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>

<b>Housing Revenue Account Capital Schemes</b> <b>£000</b>	<b>2019/20</b>			<b>Notes</b>	<b>2020/21 as</b>	<b>Amended</b>
	<b>2018/19</b>	<b>Approved</b>	<b>2019/20</b>		<b>agreed by</b>	<b>2020/21 for</b>
	<b>Actual</b>	<b>budget</b>	<b>Actual</b>		<b>Leader 24 April</b>	<b>carry</b>
					<b>2020</b>	<b>forwards</b>
<b>Total Capital Expenditure</b>	<b>4,283</b>	<b>7,602</b>	<b>5,370</b>		<b>3,457</b>	<b>5,608</b>
<b>Financing - Housing Revenue Account</b>						
Major repairs reserve	(3,224)	(3,754)	(3,652)		(3,176)	(3,196)
Direct revenue contributions	(342)	(2,890)	(1,197)		(281)	(1,975)
Section 106	-	(380)	(86)		-	(294)
Capital receipts	(37)	(461)	(368)		-	(93)
External contributions	(600)	(117)	(67)		-	(50)
Government grant	(80)		-		-	
<b>Total Capital Financing</b>	<b>(4,283)</b>	<b>(7,602)</b>	<b>(5,370)</b>		<b>(3,457)</b>	<b>(5,608)</b>
<b>Net Financing need (External Borrowing)</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>

## 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.

<b>CAPITAL FINANCING REQUIREMENT</b>	<b>2019/20</b>			<b>Notes</b>	<b>2020/21 as</b>
	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>		<b>agreed by</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Actual</b>		<b>Leader 24 April</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>		<b>2020</b>
General Fund	5,676	5,449	5,448		5,231
Housing Revenue Account	41,770	40,106	40,106		38,441
<b>Total</b>	<b>47,446</b>	<b>45,555</b>	<b>45,554</b>		<b>43,672</b>

## 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					2020/21 as agreed by Leader 24 April 2020
	2018/19 Actual	2019/20 Estimate	2019/20 Actual	Notes	
	£000	£000	£000		£000
Capital Financing Requirement	47,446	45,555	45,554		43,672
External debt	42,076	40,312	40,312		38,592
Internal borrowing	5,370	5,243	5,242		5,080

#### 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					2020/21 as agreed by Leader 24 April 2020
	2018/19 Actual	2019/20 Estimate	2019/20 Actual	Notes	
	£000	£000	£000		£000
Operational boundary - borrowing	67,861	67,704	67,704		67,525
Authorised limit - borrowing	80,505	76,455	76,455		76,156

#### 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					2020/21 as agreed by Leader 24 April 2020
	2018/19 Actual	2019/20 Estimate	2019/20 Actual	Notes	
	£000	£000	£000		£000
General Fund	-1.91	-0.64	-2.49		-1.61
Housing Revenue Account	47.89	46.23	57.54		45.05

#### 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					2020/21 as agreed by Leader 24 April 2020
	2018/19 Actual	2019/20 Estimate	2019/20 Actual	Notes	
	£000	£000	£000		£000
Upper limit for Fixed Interest Rates on debt	47,446	45,555	45,554		43,672
Upper limit for Variable Interest Rates on debt (based on 30% of the fixed rate limit)	14,234	13,667	13,666		13,102

**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	2019/20	2020/21 as agreed by Leader 24 April 2020	
	Actual	Estimate	Actual	Notes	
	£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

**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			Actual outstanding debt maturity % at	2020/21 as agreed by Leader 24 April 2020	
	Upper limit	Lower limit			
	%	%	31/03/2020		31/03/2021
Under 12 months	25	0	4.27%		4.33%
12 months and within 24 months	30	0	4.15%		5.76%
24 months and within 5 years	60	0	15.55%		16.67%
5 years and within 10 years	75	0	20.13%		17.57%
10 years and above	95	25			
10-20 years			16.89%		15.76%
20-30 years			1.82%		0.95%
>30 years			37.21%		38.87%

**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 Actual	2020/21 Upper limit
Average credit score for investments	1.43	1.26	2.00

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