

**MINUTES OF THE MEETING OF THE CABINET,
HELD ON FRIDAY, 23RD APRIL, 2021 AT 10.30 AM
THE MEETING WAS HELD PURSUANT TO STATUTORY INSTRUMENT 2020/392.**

Present:	Councillor N R Stock OBE	Leader of the Council (Chairman)
	Councillor G V Guglielmi	Deputy Leader of the Council & Portfolio Holder for Corporate Finance and Governance
	Councillor P B Honeywood	Portfolio Holder for Housing
	Councillor L A McWilliams	Portfolio Holder for Partnerships
	Councillor M C Newton	Portfolio Holder for Business & Economic Growth
	Councillor A O J Porter	Portfolio Holder for Leisure and Tourism
	Councillor M J Talbot	Portfolio Holder for Environment & Public Space

Group Leaders Present by Standing Invitation: Councillors J B Chapman (Leader of the Independents Group), I J Henderson (Leader of the Labour Group), G G I Scott (Leader of the Liberal Democrats Group) and G R Placey (Deputy Leader of the Tendring First Group)

Also Present: None

In Attendance: Ian Davidson (Chief Executive), Damian Williams (Corporate Director (Operations and Delivery)), Michael Carran (Acting Corporate Director (Place & Economy)), Lisa Hastings (Assistant Director (Governance) & Monitoring Officer), Richard Barrett (Assistant Director (Finance and IT) & Section 151 Officer), Tim Clarke (Assistant Director (Housing and Environment)), Anastasia Simpson (Assistant Director (Partnerships)), Andy White (Assistant Director (Building and Public Realm)), Mark Westall (Head of Customer and Commercial Services), Ian Ford (Committee Services Manager), Peter Russell (Executive Projects Manager - Housing), William Lodge (Communications Manager) and Matt Cattermole (Communications Assistant)

163. APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillors Allen (Leader of the Tendring First Group) and M E Stephenson (Leader of the Tendring Independents Group).

164. MINUTES OF THE LAST MEETING

It was **RESOLVED** that the Minutes of the meeting of the Cabinet held on Friday 19 March 2021 be approved as a correct record.

165. DECLARATIONS OF INTEREST

In relation to item 14 (Report of the Partnerships Portfolio Holder – A.5 – Determination of a Nomination to Register an Asset of Community Value: The Allotments, Wivenhoe Road, Alresford), Councillor Scott declared a personal interest in this item insofar as he was both a local Ward Member and a Member of Alresford Parish Council.

Later on in the meeting when the aforementioned item was considered by Cabinet, Councillor I J Henderson also declared a personal interest in relation to a question that he asked about the legal status of allotments in general and, in particular, those within the Harwich and Dovercourt area insofar as he was both a local Ward Member and a Member of Harwich Town Council.

166. ANNOUNCEMENTS BY THE LEADER OF THE COUNCIL

There were no announcements made by the Leader of the Council on this occasion.

167. ANNOUNCEMENTS BY CABINET MEMBERS

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

168. MATTERS REFERRED TO THE CABINET BY THE COUNCIL

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

169. MATTERS REFERRED TO THE CABINET BY A COMMITTEE

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

170. LEADER OF THE COUNCIL'S ITEMS - A.1 - EXECUTIVE DECISION(S) 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 Decision(s) 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-19 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, inter alia, 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:

- 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 was anticipated that decisions taken during urgency provisions would be limited or uncontroversial in nature, 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 decision 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 decision taken as a matter of urgency had related to:-

“Proposed Changes to Business Grants / Financial Support Schemes [Published 31 March 2021]

Decision: That the Leader of the Council, on behalf of the Cabinet, approves:-

- a) the revised Additional Restrictions Grant Policy, as detailed in the Report of the Chief Executive;*
- b) the proposals relating to the LRSG (OPEN) business grant scheme and the Local Council Tax Support Payment Scheme, as set out in the Chief Executive's report and authorises the Assistant Director (Finance & IT) to determine the final grant / payment amounts with the overall cost of the schemes not exceeding the associated funding made available by the Government; and*
- c) a delegated power to the Assistant Director (Finance & IT) to implement and administer the scheme and to amend the three schemes set out above in order to reflect any emerging Government guidance as necessary.”*

Having considered the contents of the report:

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

RESOLVED that –

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

171. LEADER OF THE COUNCIL'S ITEMS - A.6 - FREEPORT EAST

The Cabinet gave consideration to a report of the Leader of the Council (A.6) which provided it with a high level update and sought its support for Tendring District Council to form part of the Freeport East Board and develop governance arrangements for future partnership working in order to meet the timescales set by Government for the formal designation of Freeport East.

Members were aware that throughout 2020, the Council had worked with public and private sector partners on a bid to present a compelling case for developing Freeport East (which included Harwich International Port and Felixstowe Ports, as one of the Government's nominated Freeports, following the UK's exit from the EU.

It was reported that, following an announcement by the Chancellor of the Exchequer at his budget speech on 3 March 2021, written confirmation had been received by Government that: *'Freeport East bid has been selected to progress to the next stage of Freeport designation.'*

Cabinet was reminded that, essentially, Freeports were innovative hubs, which boosted global trade, attract inward investment and increased prosperity in the surrounding area. The formation of Freeport East, which was a combined bid covering the ports of Harwich and Felixstowe, was expected to create over 13,500 jobs. Many of those would be highly skilled. In addition, goods brought into a Freeport did not normally attract a requirement to pay duties until they left the Freeport and entered the domestic market. No duty at all was payable if they were re-exported.

Cabinet was made aware that there were now several steps required before confirmation of Freeport status and Civil Servants would be working with partners towards formal confirmation. The key elements of this would be:

- *Completion of Governance Arrangements for the Freeport East Board;*
- *Completion of a Business Case for Freeport East (two phase process submission of an Outline Business Case (OBC) and Full Business Case (FBC), setting out how seed capital funding would be spent and connecting this investment to the wider Freeport proposal and the delivery of the policy objectives); and*
- *Designation of the Tax Sites and Customs sites authorisation.*

Members were informed that a Freeport was a cross-sector and cross-industry development. Freeport East was based upon a partnership between both private and public sectors. Appropriate governance arrangements would be required and developed on the basis of partnership working and joint approaches, in which the District Council would play a part. Determining those governance arrangements was an early part of the process and Government had confirmed that they were looking for Freeports to be designated by the end of 2021, so any delay in local decision making could impact on timescales and the ability to receive Government's approval.

It was likely that throughout the formation of the Freeport work programme, Cabinet would be required to make further decisions, and where possible those would be taken through the normal Cabinet cycle. If the Leader of the Council was required to exercise his urgency powers and take a Portfolio Holder decision, he would do so following consultation with a Portfolio Holder's working group and would reporting back to Cabinet at its next meeting.

Having considered the contents of the Leader of the Council's update report:-

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

RESOLVED that Cabinet –

- a) supports Tendring District Council forming part of a Freeport East Board and developing governance arrangements for future partnership working within the context of this report;
- b) notes that the Leader of the Council will allocate Freeport East to his Portfolio and be the lead Member Representative on the Freeport East Board, or similar, if required;
- c) welcomes the Leader's intention to form a cross-party Portfolio Holder Working Group to ensure consultation and engagement across the Council;
- d) notes and endorses that the Leader of the Council may be called upon to exercise his delegated powers under the Council's Constitution, to make urgent single Portfolio Holder decisions in relation to Freeport East, subject to undertaking consultation with the Working Group and reporting back to Cabinet thereafter;
- e) delegates authority to the Chief Executive to nominate such officers he determines to be appointed as officer representatives to any Freeport Board, shadow or otherwise, steering group, or similar; and
- f) approves the inclusion of the Freeport East project within the Corporate Key Priority Actions for 2021/22, to ensure progress is monitored, acknowledging milestones will need to be formulated as the project progresses.

172. LEADER OF THE COUNCIL'S ITEMS - A.7 - COMMUNICATIONS STRATEGY

The Cabinet gave consideration to a report of the Leader of the Council (A.6) which enabled it to consider whether to adopt a new Communications Strategy.

It was reported that the Council's Communications Strategy had been last reviewed in July 2016 and that it needed updating in order to reflect changes in communications best practice, wider societal changes, and the changes to the ways in which Tendring District Council (TDC) operated.

A draft Communications Strategy had therefore been drawn up to reflect those changes. It sought to explicitly align communications with the Corporate Plan, and set out a vision to improve links between communications and council projects; as well as building upon the recent expansion of the Communications Team.

Cabinet was aware that a key finding of the LGA Peer Review held in early 2018 identified that TDC should do more to publicise and celebrate the great work that it did and adopt an improved approach to project management.

Having considered the contents of the proposed new Communications Strategy:-

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

RESOLVED that the draft Communications Strategy 2021 be approved and adopted.

173. CABINET MEMBERS' ITEMS - REPORT OF THE CORPORATE FINANCE AND GOVERNANCE PORTFOLIO HOLDER - A.2 - CLACTON AND HOLLAND-ON-SEA CLIFF STABILISATION: PHASE 2

The Cabinet had before it a report of the Corporate Finance & Governance Portfolio Holder (A.2) which sought its -

- (i) authority for a scheme of work to stabilise failed and failing cliffs at Holland-on-Sea; and
- (ii) recommendation to Council to use £1.5m currently held in reserves to support the overall funding of the proposed remedial works, which would stabilise approximately 200m of the cliff for the next 50 to 100 years and create new locations for approximately 30 new beach huts.

It was reported that, since February 2020, three areas of cliff in Holland-on-Sea had collapsed or been identified as likely to collapse. If the stability of those areas was not addressed the collapse would continue to progress putting at risk the public highway and infrastructure within it. Public services and amenity would be compromised.

Members were reminded that the Council's emerging Tourism Strategy sets out a 10 point plan, which included the development of the local seafront offer, with the coast being fundamental to the local visitor economy. Tourism was estimated to be worth more than £402 million to the District, and was responsible for over 8,980 jobs, equivalent to 17.9% of the District's employment.

Cabinet was advised that the securing of the cliff areas was in line with corporate priorities and criteria set out in the emerging Annual Capital and Treasury Strategy, specifically safeguarding assets; reducing risks; and seeking to limit future exposure to costs and liability.

Members were informed that monitoring of the movement was continuing to take place. Design of remedial measures had been completed and tenders invited and received within the allocated budget. Evaluation of those tenders was ongoing and separate decisions would be made, subject to the funding decision of Full Council, to appoint a contractor and an engineer to oversee the work.

Cabinet was made aware that if no action was taken further collapse of the cliffs was likely which would expose the Council to significant reputational, financial and legal risk. The potential consequences of not addressing the matter are set out in the options appraisal and risk sections.

It was reported that the lowest tender was in the sum of £1,930,212.92. An allocation of funding in excess of this would be felt to be prudent in order to allow for contingencies and potentially increasing material costs, with a total budget of £2.131m therefore proposed. Subject to Cabinet's approval of the proposed remedial works, it would be recommended to Full Council to utilise £1.5m from the existing beach recharge reserve to support the overall funding required to meet the cost outlined above.

Having considered all of the information and advice contained in the Portfolio Holder's report:-

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

RESOLVED that Cabinet –

- a) subject to Full Council agreeing to the allocation of funding, approves the project to stabilise the damaged cliff areas at Holland-on-Sea;
- b) subject to a) above, approves the inclusion of the cliff stabilisation scheme within the 2021/22 Capital Programme with a budget of £2.131m, to be funded by utilising £1.5m from the existing beach recharge reserve along with the £631k already set aside for this project;
- c) recommends to Full Council that it approves the use of the £1.5m beach recharge reserve to fully fund the proposed cliff stabilisation scheme;
- d) instructs officers to seek ways to generate external funding to offset cliff stabilisation costs; and
- e) approves on-going representations being made to Government in the light of recent experiences and the continuing, significant and financial challenges faced by the Council in this area.

174. CABINET MEMBERS' ITEMS - REPORT OF THE HOUSING PORTFOLIO HOLDER - A.3 - SME / SMALL HOUSE BUILDING PROJECT UPDATE

The Cabinet gave consideration to a report of the Housing Portfolio Holder (A.3) which update it on the Small to Medium-sized Enterprise (SME) /Small House building Project and sought its approval for the acceptance of a proposal submitted.

Cabinet recalled that the Council had adopted its Housing Strategy 2020-2025 in September 2020 and that one of its key priorities was to deliver additional Council housing in the District for local households. An Acquisitions & Development Policy had subsequently been adopted in October 2020 in order to facilitate this delivery. In November 2020, the Council had been one of over fifty local authorities who had expressed an interest in working with Local Partnerships (a joint venture between the Local Government Association, HM Treasury and the Welsh Government) to deliver a project aimed at increasing engagement with the SME sector to deliver additional Council housing locally. In late December 2020, the Council had been advised that its bid for consultancy had been successful along with two other local authorities, namely Cornwall and Thurrock Unitary Councils.

It was reported that this project had commenced in January 2021. The aim of the project was to generate scheme proposals from local SME's on land that they owned or could purchase to deliver Council housing. The SME's were required to commit to securing planning consent and developing new affordable homes which the Council would then purchase at fixed prices, with the Council making staged milestone payments to the builders. As part of the consultancy package from Local Partnerships, the Council had been provided with four templates to assist in engaging with the SME sector, namely:

Invitation to Submit Proposal (ISP) – an easy to understand document for the SME's to complete if they wanted to come forward with proposals and which set out the Council's evaluation criteria and guide/benchmark prices per unit.

Golden Brick Development Agreement (GBDA) – a sample contract with land and housing with title passing to the Council on the final stage payment. The agreement provided for staged payments to be made once certain aspects of the build had been completed and therefore ensured a regular cash flow to the builder.

Ready Reckoner – a financial viability model that used local financial factors (e.g. grant rates, local housing allowance, borrowing rates, social housing rents etc.) to produce a guide price envelope for each affordable house type; and

Base Specification – a sample building specification for the Council to adapt to its own requirements.

In return, the Council was required to identify the types of affordable housing required and a budget below approved EU procurement thresholds. The Council was also required to populate the Ready Reckoner with local information to establish pricing levels and to develop and agree a promotional campaign to attract interest from local SME builders. The early weeks of the project had therefore been spent on adapting and amending the templates to meet local requirements. It was agreed that the Council would look to purchase homes on sites delivering 3-9 homes in total as this would reduce the level of obligations the developer would be required to pay through a Section 106 agreement.

Cabinet was informed that this project had gone 'live' on 1st February 2021 and as the project was time-limited in terms of the consultancy provided by Local Partnerships, the SME's had been advised to return their ISP's by 5th March 2021. As part of the publicity campaign, 44 local SME's had been contacted directly about the project; the project had been promoted on Twitter and a press release had been produced for the local press. The Portfolio Holder for Housing had also taken part in a local radio interview. Once the project went live, ten ISP's had been sent to local SME's who had expressed an interest in the scheme.

Members were made aware that, at the close of business on 5th March 2021, only one ISP had been received and the details of the submission were contained in the related 'Part B' report on the Agenda which proposed a development of three x two bedroom dwellings.

Cabinet was advised that although only one ISP had been received, Officers had been contacted by 5 local SME's who could not submit ISP's within the strict deadline for submissions but had advised that they would be interested in working with the Council on future sites. Officers were confident that there was an appetite from local SME's to

work with the Council in the future and that the lessons learnt from the project and the template documents could be used to continuously engage with the SME sector to bring forward small sites for the development of Council housing but without the requirement for bids to be submitted within strict time-frames.

Having considered all of the information and advice contained in the Portfolio Holder's report:-

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

RESOLVED that Cabinet –

- (a) notes the contents of the report;
- (b) authorises the Corporate Director (Operations & Delivery) to continue a process of engagement with the SME sector to deliver Council housing in the District, making use of the learning from this project; and
- (c) authorises the Corporate Director (Operations & Delivery), in consultation with the Assistant Director for Governance, to enter into a contract to purchase the three bungalows (as set out in the related private and confidential report) for housing purposes, subject to planning permission being granted for the dwellings.

175. CABINET MEMBERS' ITEMS - JOINT REPORT OF THE HOUSING PORTFOLIO HOLDER AND THE CORPORATE FINANCE AND GOVERNANCE PORTFOLIO HOLDER - A.4 - ADOPTION OF THE CCTV CODE OF PRACTICE

The Cabinet gave consideration to a joint report of the Housing Portfolio Holder and the Corporate Finance & Governance Portfolio Holder (A.4) which submitted the Tendring District Council (TDC) CCTV Code of Practice and the Surveillance Camera Commissioner's 12 Guiding Principles and sought their official adoption by the Cabinet of those documents on behalf of the Council.

It was reported that, at the end of December 2018, the Council's Internal Audit team had reviewed the working practices with regards to CCTV systems within the Council. A 'moderate risk' had been found and an improvement notice had been issued. Since that time a CCTV Code of Practice had been drafted (attached as Appendix 1 to the Portfolio Holders' joint report) and a new set of Operational Procedures (Appendix 2 to that report) had been written. Both the Code and the Operational Procedures had been endorsed as fit for purpose by the Internal Audit Manager. The Corporate Enforcement Group, the Assistant Director (Governance), the Information Governance and IT Services Manager, and the Safer Communities Manager had also been consulted and their comments incorporated within the Code.

Members were informed that the Code of Practice took into consideration the Surveillance Camera Commissioner's 12 Guiding Principles and gave CCTV operators a framework to work within. The new set of TDC Operational Procedures would cover every CCTV camera that the Council owned, including the cameras within TDC premises, and as such would offer support and guidance to any Officers across the Council that had to use CCTV as part of their role.

Direction from the Surveillance Camera Commissioner required that the Council should adopt a CCTV Code of Practice, which was published on the corporate website, and communicated to all staff that needed to comply with it. At this point the new Operational Procedures should be rolled out across the Council, along with a training programme, so that all departments were following the same rules.

Cabinet was made aware that once the Code was adopted TDC could apply for a third-party accreditation that would show any specific areas where TDC could improve its systems and procedures or engage an external professional expert from NASCAM (National association of Surveillance Camera Mangers). In advance of this there were known areas that would need attention, namely:

- *In consultation with our partners in Essex Police, and also through public engagement, TDC should review the CCTV System yearly to ensure it was meeting its stated aims. This review would also include the current location of fixed CCTV cameras and any specific areas of crime where a new camera location (either a fixed or rapid deployment) should be considered. This was overdue but would commence once the Code was adopted.*
- *Many TDC cameras were old and did not have the privacy software that could be used to pixelate any areas where the cameras were looking directly at a residents' premises. Although the cameras were generally sited to cover public open spaces there were a number of instances where private addresses were overlooked. Currently, TDC mitigated this issue with the privacy and confidentiality training that its staff undertook however those old cameras would need to be replaced to address this issue fully.*
- *CCTV training was overdue for Operators in the Control Centre, but also had never taken place for other responsible officers around the Council. An in-house training programme would need to be developed and rolled-out across the Council.*
- *A number of cameras had been identified as no longer meeting the aims and objectives of the CCTV system and had been taken out of commission. A future decision would be required as to whether those cameras were removed completely or replaced. It was proposed that this decision be made as part of the annual review.*

It was suggested that, in the future, there could be the need for further cameras to be added if knowledge of new crime or anti-social behaviour hot spots became apparent. At the outset the Council's Senior Responsible Officer (SRO) for CCTV would be notified of this knowledge which might be derived from information received from Essex Police, or directly from services within the Council. The SRO would discuss the matter with the Assistant Director (Partnerships), in consultation with the Portfolio Holder for Housing, and any other relevant Portfolio Holder and Assistant Director or Head of Service, dependent on the nature or location of the circumstances in accordance with the CCTV Code of Practice. Any future decision to deploy cameras would be taken with due regard to the 12 guiding principles in order to ensure a reasonable and proportionate response and recorded accordingly.

Having considered all of the information and advice contained in the Portfolio Holders' joint report:-

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

RESOLVED that Cabinet –

- (a) adopts the CCTV Code of Practice for Tendring District Council and the 12 Guiding Principles, as set out in Appendix A to item A.4 of the Joint Report of the Housing Portfolio Holder and the Corporate Finance & Governance Portfolio Holder;
- (b) authorises the Assistant Director (Partnerships) to deploy future cameras and decide their location in accordance with the Code of Practice and the 12 Guiding Principles; and
- (c) requires that any such decision to deploy will only be made in consultation with the Portfolio Holder for Housing and the Council's Senior Responsible Officer for CCTV, following a compliant proposal being submitted by the relevant Assistant Director or Head of Service, who in their turn will have consulted with the relevant Portfolio Holder, dependent on the nature of the circumstances.

176. CABINET MEMBERS' ITEMS - REPORT OF THE PARTNERSHIPS PORTFOLIO HOLDER - A.5 - DETERMINATION OF A NOMINATION TO REGISTER AN ASSET OF COMMUNITY VALUE: THE ALLOTMENTS, WIVENHOE ROAD, ALRESFORD CO7 8AQ

Earlier on in the meeting, under Minute 165 above, Councillor Scott had declared a personal interest in this item insofar as he was both a local Ward Member and a Member of Alresford Parish Council.

During the consideration of this item by Cabinet, Councillor I J Henderson also declared a personal interest in relation to a question that he asked about the legal status of allotments in general and, in particular, those within the Harwich and Dovercourt area insofar as he was both a local Ward Member and a Member of Harwich Town Council.

The Cabinet gave consideration to a report of the Partnerships Portfolio Holder (A.5) which sought its determination whether The Allotments at Wivenhoe Road, Alresford met the criteria set out in the Localism Act 2011 and The Assets of Community Value (England) Regulations 2012 following its nomination as an Asset of Community Value by Alresford Parish Council. No other criteria were pertinent.

It was reported that a valid nomination to register an asset of community value had been received for The Allotments at Wivenhoe Road, Alresford, as shown identified in the plan included within Appendix A to the Portfolio Holder's report.

Members were reminded that if a local authority received a valid nomination, it must determine whether the land or building nominated met the definition of an asset of community value, as set out in Section 88 of the Localism Act 2011 and The Assets of Community Value Regulations 2012.

The Cabinet was further advised that the Government's non-statutory guidance defined an asset of community value as: "*Building or other land whose main (i.e. "non-ancillary") use furthers the social wellbeing or social interests of the local community, or has recently done so and is likely to do so in the future*". The Portfolio Holder's report provided an assessment of the nomination.

The Cabinet therefore were required to consider the content of the nomination against the statutory criteria (and no other factors) and determine whether the asset should be included within the Council's List of Assets of Community Value.

Taking the evidence provided into account it was the Portfolio Holder's recommendation that the land nominated did meet the criteria as set out Section 88 of the Localism Act 2011 and that the land should be listed as an Asset of Community Value.

Having considered all of the information and advice contained in the Portfolio Holder's report and its appendix:-

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

RESOLVED that The Allotments at Wivenhoe Road, Alresford, Essex CO7 8AQ do meet the definition of an Asset of Community Value (as set out in Section 88 of the Localism Act 2011) and that therefore the asset be added to the Council's List of Assets of Community Value.

177. MANAGEMENT TEAM ITEMS

There were none on this occasion.

178. EXCLUSION OF PRESS AND PUBLIC

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

RESOLVED that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of Agenda Items 17 and 18 on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A, as amended, of the Act.

179. EXEMPT MINUTE OF THE MEETING HELD ON FRIDAY 19 MARCH 2021

It was **RESOLVED** that the exempt minute of the meeting of the Cabinet, held on Friday 19 March 2021, be approved as a correct record.

180. CABINET MEMBERS' ITEMS - REPORT OF THE HOUSING PORTFOLIO HOLDER - B.1 - DETAILS OF THE INVITATION TO SUBMIT PROPOSAL RECEIVED THROUGH THE SME/SMALL HOUSEBUILDING PROJECT

RESOLVED that Cabinet –

- (a) notes the contents of the report;
- (b) approves the inclusion of a budget within the HRA Capital Programme in 2021/22 funded by Section 106 contributions; and
- (c) authorises the Corporate Director (Operations and Delivery), in consultation with the Assistant Director (Governance) to enter in to a Development Agreement based on the draft as attached in Appendix A to the Portfolio Holder's report, contracting to purchase the three bungalows, subject to planning permission being granted, for their delivery on the site and on such other terms as set out in the report.

The Meeting was declared closed at 11.15 am

Chairman

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

21 MAY 2021

REPORT OF THE PORTFOLIO HOLDER FOR BUSINESS AND ECONOMIC GROWTH

A.1 JAYWICK SANDS COVERED MARKET AND MANAGED WORKSPACE (Report prepared by Tom Gardiner, Head of Regeneration)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

For Cabinet to approve the development of a Covered Market and Managed Workspace facility at Jaywick Sands and make the necessary associated decisions required to deliver the project, including seeking approval to use the land held in the HRA for non-housing purposes.

EXECUTIVE SUMMARY

Cabinet adopted the Council's Back to Business recovery plan at its meeting on 13 November 2020, which confirmed that a bid had been submitted to South East Local Enterprise Partnership (SELEP) for a new Covered Market and Managed Workspace facility at Jaywick Sands. Further to that, on 19 February 2021 Cabinet announced the success of that funding bid in the Back to Business Delivery Plan and their intention to deliver the project for Jaywick Sands, *to 'support the local economy, grow local entrepreneurship, and grow and retain economic activity and job creation in the local area.'*

The project forms part of a wider regeneration initiative that aims to lift Jaywick Sands out of the bottom decile of the Index of Multiple Deprivation, improving poor quality housing, stimulating economic growth and maximising the potential of the beach for tourism, improving the public realm and increasing flood resilience.

The proposal has been developed in response to community needs as well as a wider assessment of demand for small business space in the wider area. There is a demonstrated undersupply of commercial space and a high level of demand for affordable light industrial, studio and basic office facilities within the area.

Using the Council-owned vacant site in a very central location in Jaywick Sands presents the opportunity to draw this tenant market to Jaywick Sands, creating employment in the area and stimulating the secondary economy, alongside supporting local start-ups and small businesses in the community through creating a pathway from very affordable market stall accommodation to renting permanent space.

The site forms part of c30H of land purchased by the Council as part of the regeneration strategy for Jaywick Sands and is currently used for a local market. Whilst the bulk of the land will be utilised for new build high quality, flood resilient housing, it is also vital that employment opportunities are provided to support the regeneration and economic well-being of the area. The land is held in the Housing Revenue Account and the original intention of the delivery of housing being a key regeneration principle still remains the long

term objective with the place plan for Jaywick developing over time. Therefore, to use the land for a meanwhile use, an application is required to the Secretary of State to make the case for retaining the land within the HRA but using it for non-housing purposes to develop the land (albeit on a temporary basis – 10 to 15 years).

The Jaywick Sands Covered Market and Managed Workspace Project originally sought to construct 13 affordable rent business units offering 9,500sq ft. lettable area and a covered local market of 10 affordable pitches. Alongside this, the project sought to improve the public realm in the area, which includes the creation of a new community garden and a multipurpose hard landscaped area which can also be used for outdoor markets and seasonal events.

In September 2020 the Council applied to the South East Local Enterprise Partnership (SELEP) for funding under the Government's Getting Building Fund (GBF). The Council's GBF Application is attached for information at [A.1 Appendix One](#).

In November 2020 the Council were notified by the SELEP that its bid for funding in the value of £1.97m, had been successful. This award of funding, together with that allocated by the Council (£105,535), and by Essex County Council (£50,000), provided a total project fund of £2,127,535.

The SELEP's award of grant is subject to two critical conditions:

1. That its Funding Agreement will not be issued unless the scheme secures Planning Permission by the end of July 2021. Project costs to that point are at the Council's risk. Should planning permission not be secured within the stipulated timetable, then the SELEP will withdraw its offer of grant funding.
2. The Council must spend its full allocation of GBF funding by March 2022. Failure to meet this condition could result in the forfeiture and repayment of the funding awarded.

The principle elements of the project and the associated timetable are as follows:

KEY ACTIVITY	TARGET DATE
Feasibility Study Concluded	March 2020
GBF Application Submitted	July 2020
GBF Award	November 2020
Appointment of Professional Team (Initial Design Work and Surveys)	December 2020
Appointment of Operating Partner (Business and Space Planning)	February 2021
Final Design and Cost Plan	April/May 2021
Planning Application Submitted	May 2021
Cabinet Approval	May 2021
Planning Application Determined	July 2021
Funding Agreement Issued by SELEP and Signed by TDC	July/August 2021
Detailed Design, Tender Documentation	July - September 2021
Building Contractor Procurement	July – September 2021
Construction	October 2021 – April 2022
Operating Partner Lease	March 2022
Building Open and Operational	April 2022

A detailed Project Programme is attached for information at [A.1 Appendix Three](#).

This project forms part of a programme of wider regeneration and will deliver an extensive range of positive social impacts to help alleviate the severe deprivations experienced by much of the Jaywick Sands community including increased employment opportunities, increased training opportunities, a rise in skills and employability, pride in the area, a rise in aspiration, especially amongst younger people, and significantly improved health benefits through affordable access to fresh foods. It is highly deliverable, relatively quick to implement and will be the catalyst to unlocking future opportunities in the most deprived neighbourhood in England.

The project responds to social and economic changes exacerbated by Covid-19, including the lack of access to neighbourhood shops and services for everyday necessities within walking distance, as well as the need to support employment and generate inward investment and jobs growth in the community given that coastal communities are amongst those hardest hit.

The Project was identified by Cabinet as one of the Key Priority Actions for 2021/22 at its meeting in January 2021 (Reference D1) and following consultation with Overview and Scrutiny Committees, was formally approved and adopted with milestones in March 2021. The project will form part of the Council's performance monitoring report for 2021/22.

In December 2020, the Council moved to procure its Professional Team (HAT Projects) to lead on the technical design and cost planning of the proposed building and to manage the construction phase through to completion.

In February 2021, the Council selected its Operating Partner (COLBEA). COLBEA will assist HAT Projects with the Building Design (Space Planning) and prepare a Business Plan and Marketing Plan during the pre-construction and construction phases of delivery. It is proposed (subject to Cabinet, Council and Secretary of State approval) COLBEA will be contracted via a lease to manage the building when the facility is constructed and it becomes fully operational.

COLBEA has a long history in the provision of business support services and is experienced in the successful management of incubation and managed workspace. COLBEA's expertise and advice has led to some changes in the planned internal space arrangements of the building, which if approved will require additional funding in the value of £300,000.

Essex County Council has indicated that it may be able to support this requirement and work is in hand to secure confirmation of this additional allocation.

This report therefore presents two development scenarios for consideration:

- Scenario A – This development scenario fits within the original funding allocation of £2,127,535; and
- Scenario B – This development scenario is based on an amended design and requires additional project funding in the value of £300,000 (giving a total scheme value (£2,427,535). It is this scheme that will be represented in the Council's Planning Application.

RECOMMENDATION(S)

It is recommended that Cabinet:

- (1) Formally approves the Jaywick Sands Covered Market and Commercial Space project to be delivered through the funding received from the South East Local Enterprise Partnership from the Government's GBF scheme;
- (2) Subject to (1) above, agrees to the project being included within the 2021/22 Capital Programme with a budget of £2.428m funded by £1.97m from SELEP, £350k from ECC and £105k from the Council's existing budget relating to the provision of Housing in Jaywick Sands. Authorises the Chief Executive to enter into the Funding Agreement with Essex County Council following consultation with the Portfolio Holders for Housing and Business and Economic Growth and the Section 151 and Monitoring Officers;
- (3) Agrees in principle to the land on the north side of Brooklands Jaywick Sands and known as market site Lotus Way, Jaywick Sands, Clacton-on-Sea, Essex being used for the location of the Covered Market and Commercial space, subject to Secretary of State approval and planning permission being granted;
- (4) Endorses the submission of a planning application for Scenario B, acknowledging that funding for the additional cost is currently being sought from Essex County Council;
- (5) Authorises the Chief Executive, in consultation with the Portfolio Holder for Housing to submit an application to the Secretary of State under Section 12 of the Housing Act 1985 seeking approval of the land held in the HRA being used for development on a meanwhile/temporary basis for non-housing purposes for the reasons set out within this report;
- (6) Recommends to Full Council to seek approval for submission of an application to the Secretary of State under Section 32 of the Housing Act 1985 to dispose of the land held in the HRA for a term of 10-15 years by way of lease to a third party to manage the covered market and commercial space once contracted, whilst the future regeneration of the area for housing purposes is developed;
- (7) Subject to (3) and Secretary of State's approval and following completion, the Council will look to adopt this building into its portfolio of assets;
- (8) Subject to Secretary of State, agrees for the Chief Executive and Assistant Director, Governance to agree the Heads of Terms for a Lease to COLBEA, as set out in Appendix Four with regards to future occupation of the site; and
- (9) Authorises the Chief Executive, to complete the lease agreement on these terms and such other terms that may be considered necessary in consultation with the Assistant Director of Governance and Portfolio Holders for Housing and Business & Economic Growth.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

Corporate Plan (2020-2024)

The proposed Covered Market and Managed Workspace development responds directly to the corporate priorities identified within the Council's 2020-2024 Corporate Plan and accords with the Community Leadership and Tending4Growth themes, which are central to that Plan.

The proposed development responds to a number of priorities in the Corporate Plan as set out below:

- Support existing businesses
- More and better jobs
- Develop and attract new businesses
- Maximise our coastal and seafront opportunities

The Project has been identified by Cabinet as a Key Priority Action for 2021/22 (Reference D1) with milestones to deliver against the Corporate Plan and will be included within its corporate performance monitoring report.

Back to Business (2021)

The Council's Back to Business Plan seeks to support the district's recovery from the Covid-19 pandemic.

The Plan seeks to target action that will secure improvements to the environment and the quality of life, and to provide support for the district's residents, businesses and the wider economy in order to support Tendring's recovery from the challenges of the pandemic.

The proposed development is identified as a priority project within the Back to Business Delivery Plan.

Tendring Economic Strategy (2020 – 2024)

The Tendring Economic Strategy was updated in 2020. The Strategy uses evidence from Office of National Statistics to demonstrate that there have been some important changes in the district's economy in recent years which require a change in approach.

The Strategy recommends:

- A greater focus on Clacton and Jaywick, noting a decline in economic performance in these locations. This focuses specifically on local participation within communities and addressing long term prosperity; and specifically for Jaywick Sands recommends:
- 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;
- The Council should identify property assets within public ownership which can be transformed to offer low-cost or free space to support new businesses and positive social activities, particularly in Clacton and Jaywick, to maximise their social value. Map spaces owned by Tendring DC, looking at where there is a stronger case (lower opportunity cost) of making them available for free or low-cost use by residents with ideas. Provide meanwhile space in perpetuity, with advice and guidance to support 'graduates' into more permanent spaces;
- That local people should be given a prominent role in developing and delivering projects within their community as part of a continuum of positive activity towards improved qualifications and employment. The strategy recommends first piloting this approach in Jaywick, particularly around the emerging Place Plan;
- Using the 2019 Employment Land Review, identify priority space to support 'move on'

and growth space, actively promoting this amongst the local business population. This type of development should be encouraged through the use of cross-funding through the delivery of mixed-use sites. There are a number of proposed or allocated sites which have the potential to accommodate this type of development alongside residential and other uses and it should be ensured that these are treated favourably;

- 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; and that
- 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.

Tendring Local Plan (2013 – 2033)

The proposed development aligns with the strategic vision for the Council's emerging Local Plan (2013 – 2033) which seeks to create resilient, successful mixed communities that address issues of deprivation and support a thriving local economy.

Jaywick Sands is identified under Policy PP14 Priority Areas for Regeneration as a priority for focused investment in "social, economic and physical infrastructure and initiatives to improve vitality, environmental quality, social inclusion, economic prospects, education, health, community safety, accessibility and green infrastructure."

Under Policy PP3 Village and Neighbourhood Centres three areas of Jaywick Sands – Broadway, Tudor Parade and the junction of Tamarisk Way/Broadway are defined as neighbourhood centres to be protected and enhanced. Under Policy PP11 Holiday Parks the caravan park to the west of Jaywick Sands is identified as a safeguarded site protected against redevelopment.

North Essex Economic Strategy

At a sub-regional level the proposed development 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.

The proposed development is particularly well aligned with objectives 2 and 3 within this strategy. Objective 2 stresses the importance of supporting those who are already in the labour market to access new skills and adapt to changing working practices. The scheme will deliver against this objective by supporting locally based businesses and potential entrepreneurs to develop viable and sustainable businesses. Objective 3 includes the need to invest in the infrastructure to support distinctive, adaptable and creative places, particularly within coastal towns. This scheme, as an 'anchor' development to kick-start wider regeneration in Jaywick Sands will deliver exactly this infrastructure. It highlights the sharp spatial inequalities within North Essex and the need to improve outcomes in all communities.

SELEP Local Industrial Strategy

At a regional level the proposed development 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.

N.B. Government has indicated that country-wide the LEPs Local Industrial Strategies may be dropped from the national agenda.

UK Government Industrial Strategy

At a national level the proposed development 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. At a micro level, the proposed scheme responds positively to these themes.

FINANCE, OTHER RESOURCES AND RISK

Finance

The capital costs outlined in the Council's GBF application were estimated to be in the order of £2,127,535 in total project costs, of which £1,796,080 was identified as being the construction value of the scheme (based on Q1 2020 costs). This funding profile provides the backdrop to the project described in this report, albeit as the project design has evolved, so too has the available cost plan information.

The majority of the funding for this scheme (£1.972m) is (subject to the standard terms and conditions of the SELEP Funding Agreement, which Tendring is required to enter into directly with Essex County Council) to be sourced via the South East Local Enterprise Partnership from the Government's GBF scheme.

As part of the overall financing for this project, officers have identified funding in the value of £105,535, which (subject to Cabinet approval) will be sourced from a budget (£500k) already allocated by the Council in support of Jaywick Sands.

In addition Essex County Council has allocated £50k in support of the project. This resource will be directed at meeting some of the costs associated with the proposed Community Garden.

Cabinet will note that the "Current Position" section of this report identifies two development scenarios for this project. Scenario A (this describes a scheme which is deliverable within the allocated budget), and Scenario B (this describes a scheme in which the projected costs exceed the allocated budget).

N.B. ECC is currently considering a request by TDC to increase its financial contribution by a further £300k to enable the Scenario B development to proceed.

The projected costs for each development scenario are set out below:

Scenario A

Project Costs	£
Operating Partner	<u>65,000</u>
<u>Fencing and Security</u>	<u>7,000</u>
<u>CDM</u>	<u>2,450</u>
<u>Place Services Archaeology</u>	<u>10,000</u>
<u>Reptile Translocation</u>	<u>1,000</u>
<u>Monitoring and Evaluation</u>	<u>1,500</u>
<u>Contingency (the costs associated with the archaeological work are currently unknown Essex Place Services has requested an intrusive archaeological survey)</u>	<u>13,050</u>
Total Project Costs	£100,000

Construction Costs and Professional Fees	£
Total Construction Costs (including) 5% contingency	1,742,580
Design Team, Planning Fees, Surveys and Investigations	284,955
Total Construction, Fees and Surveys	2,027,535

Overall Project Costs Scenario A	£
Overall Project Costs	2,127,535

Scenario B

Project Costs	£
Operating Partner	<u>65,000</u>
<u>Fencing and Security</u>	<u>7,000</u>
<u>CDM</u>	<u>2,450</u>
<u>Place Services Archaeology</u>	<u>10,000</u>
<u>Reptile Translocation</u>	<u>1,000</u>
<u>Monitoring and Evaluation</u>	<u>1,500</u>
<u>Contingency (the costs associated with the archaeological work are currently unknown Essex Place Services has requested an intrusive archaeological survey)</u>	<u>13,050</u>
Total Project Costs	£100,000

Construction Costs and Professional Fees	£
Total Construction Costs (including) 5% contingency	2,042,580
Design Team, Planning Fees, Surveys and Investigations	284,955
Total Construction, Fees and Surveys	2,327,535

Overall Project Costs Scenario B	£
Overall Project Costs	2,427,535

Design option (Scenario B) has a total scheme value of £2,427,535, which takes the project £300,000 beyond the total budget currently allocated.

Essex County Council has given an informal commitment to resource this funding shortfall. The Portfolio Holder for Corporate Finance and Governance can provide an update as to whether this request was successful within the Financial Outturn report for 2020/21. If unsuccessful, the same report will seek to identify options to fund any shortfall in funding coming from ECC.

The costs above do not include the cost of the land which was purchased by the Council in 2014 and is valued at £80,000 at today's values.

The site for the Covered Market and Managed Workspace development is held and accounted for by the Council's Housing Revenue Account. For the project to proceed the Council will need to secure the Secretary of State's consent to develop the land for a non-housing related purpose. Cabinet will note that this issue is explored in more detail in the "Background" section to this report.

The Council could consider appropriating the land from the HRA to the General Fund (GF). However as set out in more details later on, the original intention of the delivery of housing being a key regeneration principle still remains as the long term goal.

In addition to the above, if the land was appropriated to the GF, any revaluation losses incurred since the land was purchased would be 'crystallised' and charged to the HRA. Based on current estimates this would result in potentially up to £300k being charged to HRA balances if the land was appropriated.

Project management costs (officer time) borne by the project partners are not included.

The original business modelling for the project (set out in more detail at [A.1 Appendix One](#)) shows a cumulative operating surplus by year 3 (or by year 5 under sensitivity testing, which projects higher than anticipated operating costs and lower than anticipated income). An annual surplus is projected for year 2 of operation, or year 3 under the sensitivity analysis.

Risk

Risk during the design development stages will be shared between the Council (represented by the Council's Head of Regeneration as Project Manager), and the Professional Team (led by HAT Projects), and will be managed according to the risk management strategy and risk register. Funded contingency is included in the cost estimates and value engineering will be used to manage any cost overruns that emerge.

The proposed development is subject to the usual planning considerations and so a full planning consent will be required, if the project is to proceed. Securing planning permission is also a condition of the SELEP's Funding Agreement, which requires the Council to have secured planning permission for the development no later than 31st July 2021. Failure to meet this condition will result in the withdrawal (in total) of the GBF grant awarded.

The financial risk up to the above milestone remains with the Council with any money spent having to be met from the £105k budget proposed or by utilising further funding from the £500k budget currently held for housing in Jaywick Sands, if greater than this amount.

Risk during the construction process will be shared between the Council and the Contractor, according to industry standard contractual arrangement (JCT Intermediate Contract). These ensure a fair and impartial allocation of risk, and change control procedures will mitigate against client instructed changes which could result in cost or programme delays.

As part of the SELEP funding agreement and commitments required from ECC, the Council has been clear that it would have to balance costs and affordability and therefore have to apply 'value engineering' principles to the project to ensure the construction costs can be contained within the proposed budget.

Risk during the operation of the facility will be shared between the Council (represented by the Council's Head of Regeneration as Project Manager) and its Operating Partner (COLBEA) according to the contractual arrangements agreed. This will ensure a commercial approach which incentivises the operator to maximise occupancy and ensure tenant satisfaction, while the Council will provide an element of backstop security in the case of genuinely unforeseen circumstances. This is particularly relevant post COVID-19 and will be carefully addressed in the operating contract and lease arrangements. The Council as the scheme promoter is providing an element of funding (up to £45k, which is included in the budgets proposed) to assist with the first year of operation, but KPIs will be agreed with the Operating Partner (COLBEA) who will carry the majority of the risk thereafter.

The Operating Partner's involvement in the design proposals is therefore important to enable them to better manage the operating risks, which is one reason behind the alternative option proposed (Scenario B), where viability risks are expected to be lower.

During the management of the facility there is the risk that the Council's Operating Partner could give notice to quit, leaving the Council (in the short term) with the financial risks associated with the management of the facility until such time that a new operator could be engaged. This could expose the Council to operational and financial losses linked to void units, management (Human Resources) and day-to-day maintenance costs.

The SELEP Draft Funding Agreement includes a Clause (Clause 12 – Withholding, Suspending, Repayment and Clawback of Grant) which sets out the conditions under which the SELEP can clawback the GBF Grant awarded. Schedule 4 of the Draft Funding Agreement sets out the amount of funding TDC would be liable to refund the SELEP as a percentage of the grant received and to be determined by reference to the period that has elapsed since the Completion Date. This is set out below:

Period from Practical Completion Date	Percentage of Grant to be repaid
Within 1 year after completion date	100%
Within 2-4 years after completion date	80%
Within 5-6 years after completion date	60%
Within 7-8 years after completion date	40%
Within 9-10 years after completion date	20%
From 10 years after completion date	0%

Key risks and constraints include:

Risk	Impact	Mitigation/quantified risk within contingency
Planning permission is not granted.	Programme delays.	As this is an application by the Council on Council owned property and a brownfield site within a designated regeneration area, this risk is considered to be low. It will be mitigated by pre-application engagement with the Planning team and good community and stakeholder engagement.
Planning permission is not secured by 31 st July 2021.	GBF award withdrawn, all costs to that point to be met by the Council.	A Project Programme has been established in which the Council's Planning Application will be submitted in early May for determination Planning Committee in July 2021.
Contractor tender returns are higher than expected.	Value engineering may be required or costs may increase.	Contingency has been included in the QRA and cost model.
Secretary of State approval is not granted for the HRA land to be used for non-housing purposes.	The identified site could not be used for the purposes of the project.	The reasons for the proposed meanwhile use must demonstrate a beneficial purpose in connection with the requirements of the persons for whom the housing accommodation is to be provided in the future.
Secretary of State approval is not granted for the disposal of HRA land by way of lease to a third party.	A third party would be unable to manage the space through a lease.	The reasons for the proposed use must demonstrate why a third party operator and lease arrangement is the best solution to encourage employment for the community within the area to satisfy the Secretary of State.
Inflation is higher than expected.	Value engineering may be required or costs may increase.	Contingency has been included in the QRA and cost model.
Unexpected site conditions e.g. ground conditions, ecology.	Cost increase or programme delay.	Contingency has been included in the QRA and cost model. Initial background ecological surveys have already been undertaken and initial specialist advice has informed the scheme. Further specialist advice will be sought at project start-up.
Unexpected Archaeological Costs.	Cost increase or programme delay.	Essex Place Services have indicated that it will require an intrusive archaeological survey. A contingency has been included for this work, but this may not accommodate the costs involved.
Reduced demand for commercial space in the area.	Operational viability could be compromised if	Net scheme benefits will be realised even if occupancy is far lower than projected.

	occupancy levels do not reach projected levels.	
Covid related issues.	Cost increase or programme delay.	Contingency has been included in the QRA and cost model.
Suitably qualified operators for the facility do not choose to tender for the management contract.	Programme delay while suitable operator is found.	Soft market testing has been undertaken and interested operators have been identified. Procurement of the Council's Operating Partner has been undertaken – subject to lease arrangements to be negotiated.
Potential operators demand alternative terms or financial incentives in order to take on contract.	Less favourable management contract terms may be negotiated.	Sensitivity analysis has been undertaken to assess impact. No impact on capital funding model.

LEGAL

The land being proposed for use as the Covered Market Site was acquired by the Council under Section 9 of the Housing Act 1985 and is subsequently held in the Housing Revenue Account which is subject to certain restrictions.

Under Section 12 of Housing Act 1985:

(1) A local housing authority may, with the consent of the Secretary of State, provide and maintain in connection with housing accommodation provided by them under this Part

(a) buildings adapted for use as shops,

(b) recreation grounds, and

(c) other buildings or land which, in the opinion of the Secretary of State, will serve a beneficial purpose in connection with the requirements of the persons for whom the housing accommodation is provided.

Section 32 of the Housing Act 1985 provides the power to dispose of land which is held for housing purposes (outside of the Right to Buy framework), but subject to Section 32(2) and (3) shall not be made without the consent of the Secretary of State. Disposals include leasehold interests and the proposals include granting a lease for 10-15 years for the occupation and management of the site and covered market space to a third party. Due to the proposed heads of terms the property will be let at an undervalue for the first year therefore, it is not possible to rely on the General Consent Order 2013, and a separate Secretary of State approval is required.

Whilst the responsibility for making a Section 32 application to the Secretary of State rests with Cabinet, authorisation of the application being made sits with Council in accordance with The Local Authorities (Functions and Responsibilities) Regulations 2000 (as amended).

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.

Area or Ward Affected

The Covered Market and Managed Workspace facility will be located in the West Clacton & Jaywick Sands electoral ward.

Health Inequalities

Improving employment opportunities through the provision of managed work space and through targeted business support (information, advice and guidance) will positively impact on the health and wellbeing of local people.

It is hoped that the Covered Market may provide the means through which local people can more readily access fresh fruit and vegetables, thereby providing the opportunity for healthy living with improved health outcomes.

Improved public realm including a community garden, outdoor market/events space and a safe pavement connecting the two main residential areas of Jaywick Sands, will have a positive impact on the quality of life currently experienced by residents.

Consultation/Public Engagement

Extensive community and stakeholder engagement and research over the last few years has shown that growing local jobs and the local economy is a key priority for stakeholders and is viewed as an essential part of regenerating Jaywick Sands and lifting it out of the bottom decile of the Index of Multiple Deprivation.

An on-line public consultation has been initiated in order to engage with residents on proposals for the development. Feedback from residents will inform the work of the Council's Professional Team led by HAT Projects.

Ancillary to, but in support of the managed workspace project, the Council's Project Team (comprising TDC/ECC Officers, HAT Projects, and COLBEA) is currently considering two community projects that if supported would enable closer engagement with the Jaywick Sands Community. The projects under consideration are:

- Community Arts Project – Officers are assessing the merit and the cost of supporting a community arts project that would result in the site hoarding being used to display art work created by the community. This could take the form of drawings/paintings, graphics and/or poetry; and
- Community Garden Project – Officers are assessing the merit and the cost of supporting a project that would enable local people to participate in the design, construction and planting of the community garden, which is to be included in the landscaping for the managed workspace project.

N.B. The cost of these projects is thought to be in the region of £35,000. This cost is not included in the financing arrangements for either development scenario. If these projects were to proceed they would require separate and dedicated funding.

Crime and Disorder

The proposed development will be designed in line with good practice guidelines, limiting the opportunities for crime and disorder. Subject to approval, the building and its external spaces will be actively managed by the Council's Operating Partner and the development will create the opportunity to host internal/external activities and events thereby encouraging footfall – animated spaces are generally safer places given the presence of natural/passive surveillance. The building will also be subject to CCTV

surveillance, which will be managed (subject to approval) by the Council's Operating Partner.

Equality and Diversity

The proposed development responds to the government's levelling up agenda and seeks to provide a covered market and affordable business space on a gateway site in Jaywick Sands. This will support the local economy, increase opportunities for local entrepreneurship, and grow and retain economic activity and job creation in the local area - the most deprived in the country.

The project forms part of a wider regeneration initiative that aims to lift Jaywick Sands out of the bottom decile of the Index of Multiple Deprivation, improving poor quality housing, stimulating economic growth and maximising the potential of the beach for tourism.

Environment and Carbon Neutrality

In all aspects the proposed development will respond to the requirements of the Building Regulations 2010. The building's design will seek to limit its impact on the climate via the use of green technologies. The building's design seeks to ensure that it can be demounted and re-erected on another site, thereby making best use of the materials used in its construction.

The scheme seeks to improve the public realm and will include a community garden as well as space for outdoor markets and other events. Improved walkability of the area and road safety will also improve the environmental conditions in Jaywick Sands.

As part of the ecological arrangements for the development, reptiles will be trapped and translocated to Brook Country Park.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

In October 2018 the Council commissioned HAT Projects Ltd to prepare a Place Plan for Jaywick Sands with the ambition that this should become a framework for development in that area.

The draft Place Plan identified the need to attract and stimulate commercial/economic activity in Jaywick Sands, and recommends the provision of affordable space for business use and social enterprise. During the winter and early spring of 2020 this recommendation was the subject of further investigation.

Feasibility Study

In January 2020 HAT Projects Ltd were appointed via a competitive process to examine the feasibility of providing new workspace in the Jaywick Sands area.

The purpose of the Feasibility Study was:

- To examine the demand for incubation/managed workspace in Jaywick Sands;
- To analyse existing workspace provision within the study area;

- To determine the economic impact of providing new workspace in Jaywick Sands; and
- To determine the indicative costs of providing a building on a suitable site within Jaywick Sands.

The Feasibility Study (attached at A.1 Appendix Two) found there to be a high level of demand in the study area for affordable business space, particularly within the light industrial, studio and basic office sectors, due to an undersupply of space. This is evidenced by the Council's 2019 Employment Land Review and by letting agent interviews undertaken as part of the study.

The Study also found a higher than expected number of credible potential locally based occupiers for a new facility in Jaywick Sands, despite no formal marketing exercise being undertaken. The latent demand was identified through informal contacts. The study concluded that the evidenced demand justified the creation of new workspace in Jaywick Sands providing space for start-ups and existing businesses.

The study recommended that the primary location for such a facility would be the existing market site at the entrance to the Brooklands estate, adjacent to the Council's new residential units on Lotus Way, and the public carpark for the beach.

The market site is marked by the orange dot on the plan below:

Site Location



The range of potential occupiers, along with agent feedback, informed consultants to develop and examine a number of options for a new facility, which were later market tested as part of the project evaluation process. Analysis of the options led consultants to prepare a draft development proposal with estimated capital costs, projected revenue streams, and anticipated cash-flow requirements.

That work identified provision for a new workspace facility of 10,500 sq. ft. (GIA) offering 9,500 sq. ft. net lettable area. The capital costs were estimated to be in the order of £2,127,535 in total project costs, of which £1,796,080 was identified as the construction

value of the scheme (based on Q1 2020 costs).

As part of the Feasibility Study a concept drawing depicting the proposed facility was also produced:

Concept Drawing



As part of the Feasibility Study, cash flow modelling indicated that the scheme should be expected to reach an operating surplus by year two of its operation and a cumulative surplus to be achieved in year three. **This cash flow projection assumes no return on capital**, but as surpluses will be generated after year three, it is suggested that operating surpluses are reinvested, and that the modest cash resource is targeted on community development in Jaywick Sands.

The economic impact assessment concluded that the scheme will secure a net additional impact to the local economy of £1,738,722 per annum. This excludes second round multipliers and the catalytic impact of raising property values and tax receipts from the local area.

Along with the projected economic impact, consultants identified a range of positive social impacts that would be expected to contribute to alleviating the severe deprivations evident in Jaywick Sands.

GBF Application

At the beginning of August 2020, and subsequent to the completion of the Feasibility Study, Government launched its Getting Building Fund (GBF) – a £900 million fund to deliver jobs, skills and infrastructure across the country, targeted on areas facing the biggest economic challenges as a result of the COVID-19 pandemic.

In partnership with Essex County Council and HAT Projects and utilising the Feasibility Study referenced above, the Council led work to prepare and submit a detailed application for funding under the Government's GBF scheme. In the South East of England the scheme was managed and administered by the South East Local Enterprise Partnership (SELEP).

The Council's funding application (attached for information at [A.1 Appendix One – GBF Application](#)) was submitted on 10th September 2020 in line with the submission deadlines

defined by the scheme.

The GBF application sought funding in the value of £1.972 million and estimated the total scheme cost to be £2.12 million. The funding arrangements within the GBF application were as follows:

Project Funding

Funding Source	Amount (£)
Tendring District Council	£105,535
Essex County Council	£50,000
SELEP	£1,972,000
Total Project Value	£2,127,535

The GBF application set out proposals to construct 13 affordable rent business units offering a total of 9,500 sq. ft. lettable area and a covered market of 10 affordable pitches. This configuration was thought to respond to the latent demand for such a facility in this location.

Alongside this, the GBF application set out proposals for public realm improvements including the creation of a new community garden and a multi-purpose hard landscaped area that, amongst other things, will be used for outdoor markets and seasonal events.

The GBF application identified the scheme as being highly deliverable, relatively quick to implement, and as a catalyst to unlocking future opportunities in Jaywick Sands.

Project Objectives

The application identified the following objectives:

- Objective 1: Provide affordable space for start-up and grow-on businesses in the local community creating and retaining employment locally;
- Objective 2: Generate employment opportunities through supporting business growth and entrepreneurship;
- Objective 3: Provide access to affordable healthy fresh food and produce as well as affordable everyday household goods within easy walking distance of a large proportion of the community;
- Objective 4: Generate increased footfall to the Jaywick seafront benefitting local businesses in the area;
- Objective 5: Create better quality public realm including a safe pavement along the key seafront street, community garden and multi-purpose outdoor events/market 'square'; and
- Objective 6: Decreasing blight and stimulating a more positive identity for Jaywick Sands, increasing confidence amongst potential investors and raising aspirations for high quality regeneration and development going forward.

Project Benefits

The project will have a wide range of benefits across economic, social and environmental spheres of influence.

Economic Benefits will include:

- Around 40 FTE jobs will be directly created and brought into the area at c£20kpa with an additional economic impact to the local economy of £1.7m per annum
- Indirect and induced impacts are estimated to comprise around 16 FTE jobs
- Improving Jaywick Sands' reputation, and the visual appearance of a key site in the community, which will complement the other regeneration projects resulting in raising property values for both commercial and residential properties. Raising values will increase the viability of development and redevelopment of sites in private and public ownership and this will be a significant catalytic impact.
- Encouraging wider entrepreneurship in the local community and a mutually supportive local business network, leading to an increased rate of start-up of businesses in the community, and a higher survival rate for businesses.
- Creating training opportunities leading to higher average earnings among Jaywick Sands residents, and therefore increased consumer spend locally supporting business growth among local shops and services.
- Increased tax receipts to local and national government through increased income and commercial activity locally and rising values.
- Reduced local and national government spend on benefits and financial support to the community through a range of current programmes.

Social benefits will include:

- Increased employment opportunities leading to a reduction in deprivation due to unemployment and involuntary exclusion from the labour market, and a reduction in deprivation caused by low income.
- Increased training opportunities leading to a rise in skills and employability, and a rise in aspiration among young people in particular.
- Access to a wider range of fresh food creating positive health impacts across age groups but particularly impactful on the 46% of Jaywick Sands households who do not own a car and therefore struggle to access affordable, healthy food.

Environmental benefits will include:

- Improved public realm including community garden and space for outdoor markets and other events.
- Improved walkability of the area and road safety.

GBF Funding

On the 20th November 2020 the Council were advised that its GBF application had been successful, albeit the SELEP Accountability Board attached two key conditions to its award. The conditions required the Council to secure detailed planning consent for the project by the end of June 2021, and also required the Council to have spent its full allocation of GBF funding by March 2022. Failure to meet these conditions would/could result in the forfeiture and repayment of the funding awarded.

In March 2021 the SELEP Accountability Board reviewed the progress being made by all

of its GBF Funded projects. As part of this review the Council made the request that the June 2021 planning target be pushed back to the 6th July 2021 – the date by which the Council's Project Team expected its planning application to be determined. The Council's request was accepted and the target date for securing planning consent was pushed back to the end of July 2021.

SELEP will issue its Funding Agreement to the Council for signature once the planning milestone referenced above has been achieved. The terms of the draft Funding Agreement are mainly in standard form but some minor details are still currently the subject of negotiation. The terms of the final Funding Agreement will be agreed in consultation with the Portfolio Holders for Housing and Economic Growth and the Section 151 and Monitoring Officers.

Cabinet should note that until such time that the Funding Agreement has been signed and that the funding is made available, all work (that of its Professional Team and Operating Partner) is at the Council's risk.

Project Mobilisation

Professional Team

Given the very tight timetable within which to secure detailed planning consent, officers sought and secured an exemption from the Council's established procurement processes with regard to the selection and appointment of its Professional Team (the design team for the project).

Given HAT Projects work on the Jaywick Sands Place Plan and the Managed Workspace Feasibility Study, and also its contribution towards the Council's GBF application, the company was asked to submit a tender for design and construction management services against the Council's Specification of Requirements.

The Council's specification sought a coordinated Professional Team, headed by a single firm, in a phased commission (i.e. with an express approval or instruction being required to proceed to the next module) to work with the Council and its Operating Partner (see below) to refine and develop the outline proposals for the facility in full, secure the relevant statutory consents and approvals, procure a building contractor in line with the Council's procurement processes, and then to oversee all construction works and associated hard and soft landscaping through to completion.

The Council's Specification of Requirements required its Professional Team to have the skills, experience and ability to work in (inter alia) all of the following disciplines:

- Architecture and Landscape Design
- Exterior/Interior Design and Space Planning
- Community Engagement
- Statutory Approvals
- Land and Building Surveying
- Plumbing, Electrical and Mechanical Engineering
- Structural Surveying
- Quantity Surveying
- Ecology
- Heritage
- Arboriculture

- Procurement
- Project Management
- Works Supervision
- CDM
- And all other required professional disciplines

HAT Projects submitted its tender in December 2020 and after review and evaluation were appointed as the Council's Professional Team.

HAT Projects tender identified a total cost for the work in the value of £255,345. This cost is consistent with the professional fees identified in the GBF application and business plan.

An additional £25,000 has been allocated against HAT Projects to cover the cost of surveys and other project interventions that could not be anticipated at tender stage.

The project programme for the design, procurement and construction of the facility is attached at A.1 Appendix Three.

Client-side CDM Specialist

Subsequent to HAT Projects appointment, officers selected Daniel Connal Partnership (via a competitive process in line with the Council's procurement processes) to provide client-side Construction Design Management (CDM) services in response to requirements of the CDM Regulations 2015. The total cost of this work being £2,450.

Operating Partner

Officers also mobilised in December to procure the Council's Operating Partner (the organisation, whom it is proposed will (subject to Cabinet, Council and the Secretary of State's approval) manage the facility on the Council's behalf once the building works have been completed and the facility is operational).

In February 2021 officers appointed COLBEA (via a competitive process in line with the Council's procurement processes) to be the Council's Operating Partner.

COLBEA's appointment has two distinct elements:

1. Design, Development and Business Planning

To work with the Council and its Professional Team (HAT Projects) to inform and support the preparation of detailed design and layout plans for the Jaywick Sands Covered Market & Managed Workspace facility, as well as assisting (where necessary) with shaping the specification of requirements detailing the construction works, drawing upon its experience of operating similar facilities elsewhere.

Recognising that the selected Operating Partner will ultimately be responsible for managing the facility and for securing its commercial success, COLBEA's input is critical in determining the most effective use of the floor-space to ensure maximum revenue from the lettable areas/revenue earning space of the building.

COLBEA will also be required to develop a high level business plan to inform and support consideration of the options for the use of the building and associated external space, to

provide evidence that the new facility will be able to service all future operational costs whilst providing the Council with a modest return on its investment (for reinvestment into Jaywick Sands and/or the Jaywick Sands community), once the facility is open for business. This will include revisiting and updating the assumptions made in the Council's Feasibility Study in light of COVID-19, and producing a full risk assessment regarding the commercial aspects of the project.

During the construction phase COLBEA will develop and implement a targeted marketing strategy, promoting the availability of space within the market and managed workspace facility in order to secure business occupants once the facility is open and fully operational.

COLBEA will also be required to initiate outreach/business support services, supporting potential tenants through information, advice and mentoring so that they are in a better position to apply for and take-on a tenancy when the scheme formally opens in April 2022. COLBEA will also work with local organisations such as the existing market operator and Inclusion Ventures in order to maximise interest in the facility.

This element of COLBEA's work has been contracted by the Council in the form of a Standard Form of Contract for Services.

The cost of this work to the Council will be £17,000.

2. Operational Management of the Facility

With Heads of Terms to be agreed the second element of the Council's working relationship with COLBEA will, subject to Cabinet, Council and the Secretary of State's approval, take the form of a lease, the latter commencing once the building is handed over by the building contractors on completion for operational use. The details of the lease remain subject to negotiation and will be subject to the Council's established property dealing processes. Draft Heads of Terms are attached for approval at A.1 Appendix Four.

The GBF application and business plan identifies funding in the value of £45,000 to support the facility's year one operational costs. The allocation of this funding will be set against the market value for the property and fee proposal which will be negotiated with COLBEA as part of on-going discussions.

The Council's expectation is such that COLBEA will manage and promote the facility, whilst maximising revenue from the lettable/revenue earning space (both internal and external) to provide a return on the capital investment made by the Council and its partners, to be reinvested in Jaywick Sands and/or the community. It is proposed that the lease will have an initial term of 10 years (with a break in the Council's favour at the end of the first five years).

COLBEA will have responsibility for all day to day administration and for the management of the building and associated external spaces, including: marketing; lettings (business units, covered market, communal space, any hot-desk space provided, virtual offices, and all other revenue earning space); business rates; facilities management (including the management and administration of charges, recharges, and other costs); utilities; health and safety; and for any reception and professional staff based at the building(s) associated with COLBEA's management of the facility.

COLBEA will be expected to set and agree an annual budget for the operation of the building and the use of associated external space, and provide the Council with quarterly reports detailing occupation levels and income/expenditure to date. At the end of each financial year the COLBEA will be expected to provide the Council with a copy of audited accounts for the building clearly showing the income and expenditure for the year and detailing the funds available to provide a return on the Council's investment.

In addition to the facilities management functions outlined above COLBEA is also invited to add value to the accommodation offer through the provision of complimentary on-site business support services. It is expected that these services will include:

- Community engagement;
- On site generic business support;
- B2B networking;
- Events;
- On site professional support for start-up businesses;
- Business advice (including business planning);
- Financial advice for start-up and established businesses; and
- COVID safe working.

COLBEA will also be required to work with the Council's in-house Economic Growth Team as well as local and regional business support providers, to ensure that services are seamless, complimentary and fully aligned.

N.B As part of a separate (but complementary) commission, COLBEA has been appointed on a three year fixed term contract by the Council to provide information, advice and guidance as part of the Council's new District-Wide Business Support Service. This service commenced at the beginning of April 2021.

Use of HRA Land to support the Section 12 and 32 Housing Act 1985 applications:

As part of previous reports, where it was agreed to purchase significant parcels of land in Jaywick Sands, the Council's intentions were made clear. The overall ambition was to seek to resolve the long standing issues of Jaywick Sands including providing a significantly improved housing offer. Inadequate housing and poor environments have been shown to be significant contributors to challenges the area faces, including health inequalities, poor educational attainment, mental health problems etc.

The Council, in its Community Leadership and housing provider roles, was therefore seeking to kick-start regeneration of the area by direct housing development to improve housing conditions for local residents and stimulate a change in market conditions.

The overall ambition is to seek to improve the long term sustainability of the community and the lives of Jaywick residents by providing them with a better housing offer. The above approach was therefore based on the foundation of housing led regeneration with the land therefore purchased and held in the HRA.

This approach has not changed and has been recently supported with the 10 new homes built just opposite the site that is the subject of this report.

However, it is important to keep momentum behind the current regeneration of the area, whilst also recognising that the wider housing solutions are likely to have significant lead in times. This also sits alongside the approach of building private sector developer's confidence in the area, as they will undoubtedly play a key role in the future housing led regeneration of Jaywick Sands.

Research from Public Health England shows clear evidence that good work improves health and wellbeing across people's lives and protects against social exclusion. This project will improve employment opportunities in the District where 18% of Wards were ranked among the top 10% most deprived in England in 2019, with four of those, including Jaywick sands ranking among the top 1%. Evidence suggests that improving employment opportunities will improve health outcomes for local people and increase opportunities to move out of deprivation.

With the above in mind this report sets out a potential interim solution for the meanwhile use of the land, whilst also delivering on other key regeneration activities of employment and local economic growth as discussed further below.

Given that all development land owned by the Council in Jaywick Sands is held by its Housing Revenue Account, determination as to the preferred location for the proposed scheme focussed on: visual impact; accessibility; operational viability; and community regeneration. The selected site occupies a key location, which fulfils these criterion.

As referenced above, the Jaywick Sands draft Place Plan identified the need to attract and stimulate commercial/economic activity in Jaywick Sands, and recommends the provision of affordable space for business use and social enterprise. During the winter and early spring of 2020 this recommendation was the subject of further investigation as part of a Feasibility Study commissioned by the Council.

The study found there to be a high level of demand in the study area (Jaywick Sands, and the wider Clacton area) for affordable business space, particularly within the light industrial, studio and basic office sectors, due to an undersupply of commercial/incubation space in the area. This is further evidenced by the Council's 2019 Employment Land Review and by letting agent interviews undertaken as part of the study.

The proposal has been developed in response to community needs as well as a wider assessment of demand for small business space in the wider area. There is a demonstrated undersupply of commercial space and a high level of demand for affordable light industrial, studio and basic office facilities within the area

Using the Council-owned vacant site in a very central location in Jaywick Sands presents the opportunity to draw this tenant market to Jaywick Sands, creating employment in the area and stimulating the secondary economy, alongside supporting local start-ups and small businesses in the community through creating a pathway from very affordable market stall accommodation to renting permanent space.

Jaywick Sands is ranked as being the most deprived community in England, and the project intervention set out in this report seeks to support a wider programme of Council activity, which has the objective of addressing the deprivations prevalent in Jaywick Sands.

The evidence base underpinning the Council's 2020 Economic Development Strategy identified provides the following social and economic profile:

Jobs & Businesses



325 jobs in 2016
13% (50 jobs) **fall** since 2011



34 active businesses in 2017
9 new start-ups in 2017

Key Sectors in Jaywick

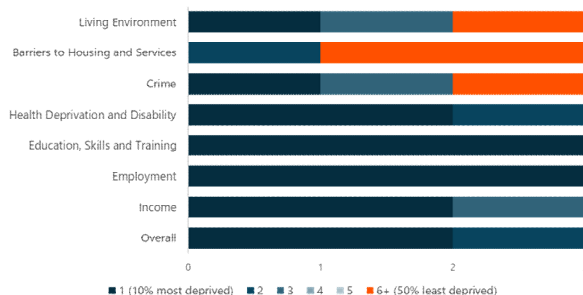
Sector	Jobs	Jobs Change since 2011	Location Quotient
Health & Care 	130	+30%	3.5
Tourism 	80	-20%	2.9
Retail 	70	-13%	2.1

Labour Market

	Jaywick	National
Total Population	5,200	-
% working aged population	51%	-
% with degree level qualifications	7%	27%
% in high-value occupations	21%	41%
No. of claimants (June 2018)	200	-
% of claimants of working-age population	7%	2%

Deprivation

Number of LSOAs in each decile (3 in Jaywick)



Along with the projected economic impact of the proposed project, consultants identified a range of positive social impacts that would be expected to contribute to alleviating the severe social and economic deprivations evident in Jaywick Sands.

As the proposed use of the site that has been identified is not for housing purposes, the land could be appropriated from the HRA to the General Fund (GF), which would need approval from the Secretary of State. However given the long term commitment to housing led regeneration and the proposal potentially being an interim use of the land for anything between 10 to 15 years, it is not proposed to seek the appropriation of the land to the GF. As set out within the finance section earlier in this report, there is also an accounting anomaly that would arise on appropriation, as any valuation loss to date would 'crystallise' and be charged to the HRA.

In addition to the above, it is also worth highlighting that future housing development proposals on or adjacent to the site may compliment or be able to incorporate the proposed covered market and managed workspaces on a more permanent basis. This is especially true, given the flood risks in Jaywick Sands that require housing to be built above a certain height to respond to potential flooding risks. Therefore, retaining the land within the HRA better reflects this approach. However, this can be considered as part of future plans / decisions relating to the housing regeneration and estate development of Jaywick Sands.

Although it is not proposed to appropriate the land, the Council would still have to seek the approval of the Secretary of State to use the land for non-housing purposes to enable the project to continue. Therefore, all decisions relating to this project would remain subject to obtaining this approval.

The Council is also required to seek approval of the disposal on a leasehold basis to an experienced third party provider to manage the workspace once completed for a period of 10 years, to ensure the enhanced benefits of the project can be realised for the well-being of the area.

The associated applications to the Secretary of State would be supported / based on the

arguments set out above.

CURRENT POSITION

The design of the facility has evolved since the concept design identified in the Feasibility Study of March 2020, which was also included in the Council's GBF application of September 2020 (shown above).

Following the appointment of HAT Projects in December 2020 the footprint of the proposed building became more linear in its design, with the central span of the building being used for the proposed Covered Market, the East and West spans being used for the provision of Managed Workspace and a Café, and with vehicle parking to the North of the building – as shown below:

Scenario A Site Plan



This design option (Scenario A) has a scheme value of £2,127,535, which sits within the total budget allocated to this project.

Following the appointment of COLBEA the Project Team explored different design options to accommodate an increase in the number of managed workspace units as well as the provision of office space for COLBEA (enabling an onsite presence) and a business support training room. This work culminated with the creation of Scenario B in which the proposed Covered Market is moved to the Western end of the building (adjacent to the proposed event space and community garden), with the remainder of the building and upper levels being devoted to makers space, kiosks, office accommodation and a training room. Within this design scenario the proposed café is located at ground level at the Eastern end of the building, adjacent to a small external patio. Vehicle parking remains located to the North of the building.

This design option (Scenario B) has a total scheme value of £2,427,535, which takes the project £300,000 beyond the total budget currently allocated to secure delivery.

Essex County Council has given an informal commitment to resource this funding shortfall.

Scenario B - Site Plan



Scenario B - Contextual Design Looking West



Scenario B - Contextual Design Looking East



Scenario Comparison

	Scenario A Scheme (Delivered Within Budget)	Scenario B Scheme (Funding Of £300k Required)
Total Project Cost	£2,127,535	£2,427,535
Key Measurables	<ul style="list-style-type: none"> • C. 9063 sq.ft (842m²) lettable space • 12 units including kiosks, office, light industrial • Average unit Size 700 sq.ft • Net lettable as % of gross internal area – 90% • 10 covered market stalls • Café • Public WCs 	<ul style="list-style-type: none"> • C. 9073 sq.ft (843m²) lettable space • 25 units including kiosks, office, light industrial • Average unit size 363 sq.ft • Net lettable as % of gross internal area – 71% • 10 covered market stalls • Café • Public WCs
Average Rental	£8.50 / sq.ft Inclusive of service charge	£13.00 / sq.ft inclusive of service charge
Income Per Annum	£65,480 @ 85% occupancy (workspace) C. £3,000 covered market	£100,256 @ 85% occupancy (workspace) C. £3,000 covered market C. £9,600 from training room 50% usage @ £80 per day
Impact	<ul style="list-style-type: none"> • Provides affordable space • Space for 13 businesses • Mostly light industrial and kiosks 	<ul style="list-style-type: none"> • Provides affordable space • Space for 25 businesses • Different mix of units providing greater range of sizes/types

	<ul style="list-style-type: none"> • 40 new jobs • 10 covered market pitches • Café 	<ul style="list-style-type: none"> • 45 new jobs • 10 covered market pitches • Café • Delivery of Tendring4Growth business support contract on site, target of 1 business skills workshop per month • Centre coordinator to network and develop strong community partnerships • Tenant only facilities to network and develop partnerships • Opportunity for other training providers to use training room
Risks	<ul style="list-style-type: none"> • Impact of COVID on workspace/office space • Overall financial viability • Larger spaces are not so attractive to start-ups • Low tolerance to under occupancy levels • Larger spaces have higher financial impact on void periods • Mix of market and office space could cause confused messaging 	<ul style="list-style-type: none"> • Impact of COVID on workspace/office space • Overall financial viability • More attractive to wider Tendring businesses so could be viewed with suspicion by residents • Increased number of units means increased marketing effort to meet occupancy targets • Less parking per unit • Mix of market and office space could cause confused messaging

Given Essex Council's informal commitment to fund the £300,000 funding shortfall, HAT Projects has been instructed to prepare the Council's Planning Application with respect to the Scenario B scheme.

Cabinet should note that this does present the project with a degree of financial risk, given that the Council's Planning Application must be submitted in early May to secure determination by the end of July, and that County is unable to confirm its additional financial commitment until the end of May 2021 (by which point the scheme design will have been submitted for determination).

BACKGROUND PAPERS FOR THE DECISION

None.

APPENDICES

A.1 Appendix One – GBF Application

A.1 Appendix Two – Feasibility Study

A.1 Appendix Three – Project Programme

A.1 Appendix Four - Draft Heads of Terms, Lease

A.1 APPENDIX ONE – GBF APPLICATION

Capital Project Business Case

Jaywick Sands Market and Commercial Space

Version control	
Document ID	GBFJSMCS
Version	V1.0
Author	TDC, ECC & HAT Projects Ltd
Document Status	Final - approval by SRO, S151 and Supporting Director
Authorised by	TDC SRO – Paul Price TDC S151 – Richard Barrett ECC Director – Steve Evison
Date authorised	10 September 2020

1. PROJECT OVERVIEW

- 1.1. **Project name:**
Jaywick Market & Commercial Space
- 1.2. **Project type:**
Site development, to facilitate new employment floorspace, market and associated business support to increase local employment and access to goods and services alongside improved public realm
- 1.3. **Federated Board Area:**
Essex
- 1.4. **Lead County Council / Unitary Authority:**
Essex County Council
- 1.5. **Development location:**
Brooklands Avenue, Jaywick Sands, Clacton-on-Sea, Essex CO15 2JE

The proposed site is currently used informally for small car boot sale markets. It was formerly the site for a more extensive market, social club and other leisure activities (20+ years ago). It is central in Jaywick Sands and adjacent to the beach with a long beach facing frontage. The site is positioned next to the first new housing development to be built in Jaywick Sands in over 15 years.

- 1.6. **Project Summary:**
The Jaywick Market and Commercial Space project will build and operate covered market and affordable business space on a gateway site in Jaywick Sands to support the local economy, grow local entrepreneurship, and grow and retain economic activity and job creation in the local area, which is the most deprived in the country. The project forms part of a wider regeneration initiative that aims to lift Jaywick Sands out of the bottom decile of the Index of Multiple Deprivation, improving poor quality housing, stimulating economic growth and maximising the potential of the beach for tourism, improving the public realm and increasing flood resilience.

The proposal has been developed in response to community needs as well as a wider assessment of demand for small business space in the wider area. There is a demonstrated undersupply of commercial space and a high level of demand for affordable light industrial, studio and basic office facilities within the area. Using the Council-owned site in a very central location in Jaywick Sands presents the opportunity to draw this tenant market to Jaywick Sands, creating employment in the area and stimulating the secondary economy, alongside supporting local start-ups and small businesses in the community through creating a pathway from very affordable market stall accommodation to renting permanent space. It will also provide access to affordable, healthy food and other household needs within walking distance of residents, many of whom struggle to access shops and services due to the undersupply in the local area and a lack of access to travel modes, with low car ownership and relatively poor and expensive public transport.

The proposal is to construct 13 affordable rent business units offering 9,500sq ft lettable area and a covered local market of 10 affordable pitches. Alongside this, the public realm in the area will be improved including the creation of a new community garden and a multipurpose hard landscaped area which can be used for outdoor markets and seasonal events. This will form part of a programme of wider regeneration and will deliver an extensive range of positive social impacts to help alleviate the severe deprivations experienced by much of the Jaywick Sands

community including increased employment opportunities, increased training opportunities, a rise in skills and employability, pride in the area, a rise in aspiration, especially amongst younger people and significantly improved health benefits through affordable access to fresh foods. It is highly deliverable, quick to implement and will be the catalyst to unlocking future opportunities in the most deprived neighbourhood in England.

The project responds to social and economic changes exacerbated by Covid-19, including the lack of access to neighbourhood shops and services for everyday necessities within walking distance, as well as the need to support employment and generate inward investment and jobs growth in the community given that coastal communities are amongst those hardest hit.

1.7. Delivery partners:

Partner	Nature of involvement (financial, operational etc.)
Tendring District Council (Lead Applicant)	Scheme Promoter and Sponsor - Financial, operational, programme management and project direction
Essex County Council	Scheme Promoter and Sponsor - Supporting financial, operational, programme management and project direction

The delivery partners have used advisory and technical support from HAT Projects Ltd to develop the scheme design and business case. The full design team, operator and contractor will be procured using open tendering systems following confirmation of funding.

1.8. Promoting Body:

Tendring District Council and Essex County Council

1.9. Senior Responsible Owner (SRO):

Paul Price, Deputy Chief Executive, Tendring District Council, pprice@tendringdc.gov.uk

1.10. Total project value and funding sources:

Funding source	Amount (£)	Constraints, dependencies or risks and mitigation
Tendring District Council	£105,535	A portion of this is set aside for first year revenue support to establish the facility and the business support offer. The remainder covers some capital costs.
Essex County Council	£50,000	Set aside for 20/21 for regeneration of the market site and improvement of public realm.
SELEP	£1,972,000	To be spent by March 2022
Total project value	£2,127,535	Feasibility studies completed in March 2020 provides the basis for the assessment of project costs.

1.11. SELEP funding request, including type (LGF, GPF, GBF etc.):

£1,972,000 capital funding through the GBF is requested from SELEP in the form of a financial contribution. We can confirm that this funding does not constitute State Aid.

1.12. Exemptions:

No exemptions claimed.

1.13. Key dates:

Procure operating partner and design team (commencement of expenditure) – Sept-Oct 2020

Construction commencement: August 2021

Construction completion and scheme opening: March 2022

1.14. Project development stage:

Project development stages completed to date:			
Task	Description	Outputs achieved	Timescale
Formation of Coastal Communities Team	Formation of Coastal Communities Team to lead the development of a new strategy for the holistic regeneration of Jaywick Sands. The CCT formation was supported by MHCLG and includes representatives of TDC, ECC, Homes England, MHCLG, Environment Agency, local ward members and other community representatives and stakeholders.	<p>Agreed vision statement, strategic aims and objectives for the regeneration of Jaywick Sands.</p> <p>Procured professional team to develop Place Plan.</p> <p>Successfully secured a change in the Shoreline Management Plan to Hold the Line for all epochs</p> <p>Supported and delivered a number of 'quick win' initiatives in the local area</p>	<p>2016 (formation of CCT)</p> <p>CCT still exists and forms part of project governance structure</p>
Jaywick Sands Place Plan	Development of holistic place-based strategy	Draft Place Plan submitted to CCT including evidence base analysis, strategic vision, spatial framework and recommended delivery strategy.	2018-2019
Demand and feasibility study for employment space in Jaywick Sands	Market demand and feasibility study for development of employment space, based on recommendations from draft Place Plan	Demand and feasibility study report covering assessment of options and recommendation for preferred option alongside economic impact assessment	Completed March 2020
Initial scoping and design for public realm	Scoping and outline design feasibility for public realm and streetscape improvements on the site. Market testing of costs with contractors.	Outline design and costs	Completed April 2020

Project development stages to be completed:		
Task	Description	Timescale
SELEP Business Case	Development of this Business Case, updates following Gate review and approval	September 2020
Procure operating partner	Open market tender process for operating partner for the employment space and market	September-October 2020
Procure design team	Open market tender process for full design team for the project	September-October 2020
Scheme design	RIBA Stage 2-3 including submission and negotiation of full planning application. Including all required site surveys to reduce risk and substantiate design. Include development of RIBA Stage 3 cost plan and any value engineering required. Include community engagement with design process. Secure approval from Project Board prior to submission of full planning application.	November 2020-February 2021
Planning application	Secure full planning permission (typical timescale 8-12 weeks). Includes statutory consultation.	March-May 2021
Prepare tender information	RIBA Stage 4 design and build tender pack including Employers Requirements. Include initial Building Control submission. Select tender shortlist of contractors based on Expression of Interest and pre-qualification assessment. Secure approval from Project Board prior to issuing tender pack.	March-May 2021
Procure contractor	Procure contractor. Undertake any value engineering required upon receipt of tender returns. Negotiate contract and secure Project Board approval prior to entering contract	June-July 2021
Construction	Construction, snagging, soft landing handover of project	August 2021-February 2022
Business support	Commencement of business support programme targeted at local SMEs, sole traders and potential entrepreneurs	April 2021 onwards
Marketing and letting	Marketing and pre-letting units to tenants	August 2021-February 2022
Scheme opening	Tenants move in, scheme operational	March 2022

1.15. Proposed completion of outputs:

For the purposes of the scheme's appraisal a conservative assessment of the scheme's delivery has been used to ensure sufficient time for project development, community and stakeholder engagement and construction given Covid related uncertainties. While the feasibility study completed in mid-March 2020 estimated a 22-week construction period, for the purposes of this business case, a 30-week construction period (7 months) has been used.

Other related projects in the Jaywick and Clacton area include:

Jaywick Sands Place Plan: The Place Plan continues to be developed into a final strategy and delivery plan which will take into account changing circumstances due to Covid-19.

Future High Streets (Clacton): Tendring District Council has been awarded Phase I Future High Streets Fund (FHSF) development funding to create a phase II submission for the fund. The localities team in the Sustainable Growth Directorate are developing the bid on behalf of TDC to

deliver the first phase of a long-term place-based transformation of Clacton to catalyse regeneration, enhance outcomes for residents and businesses and increase the attractiveness of Clacton as a destination for visitors and business relocations.

Tending Cycling & Infrastructure scheme: Submitted for funding to SELEP, this project aims to deliver a bespoke bike scheme and cycle network infrastructure within Jaywick Sands and Clacton aimed at tackling inequality within one of the most deprived communities in Essex. The bike scheme would be a community-based project to help overcome the barriers to sustainable travel as a result of inequalities, help tackle rising unemployment and to align with the government agenda of active travel and physical activity post Covid-19. Lack of affordable transport options is recognised as a factor in joblessness and insufficient transport provision is a reason for declining employment and access to skills, suggesting that wider availability of cycling for transport has the potential to reduce transport inequality and promote access to jobs and education. The scheme directly links to the wider Clacton Town Centre FHSF and sustainable infrastructure proposed as a result of this programme.

There are other related local programmes including Dig4 Jaywick, Inclusion Ventures' new hub in Jaywick Sands, and the Junior Ambassador Programme.

2. STRATEGIC CASE

2.1. Scope / Scheme Description:

Scheme summary

The proposal is to build a commercial facility on the 'Market Site' - a centrally located gateway site in Jaywick Sands that is owned by Tendring District Council to provide:

- a. Construction of a new workspace facility of 13 low cost units over 10,500 sq. ft. (GIA) offering 9,500 sq. ft. net lettable area of affordable space for a range of business uses including light industrial B1 office space and retail
- b. Bookable hot desk and meeting spaces with a business support programme including mentoring and skills development for locally based entrepreneurs and potential entrepreneurs.
- c. Creation of a vibrant covered market with 10 x affordable pitches to provide a pathway for start-up businesses into trading, respond to local demand for access to fresh food and household goods/services, and facilitate positive health benefits through affordable access to fresh foods
- d. Improved public realm including a community garden, outdoor market/events space and safe pavement where there currently is no footway connecting the two main residential areas of Jaywick Sands.



Issues being addressed

Jaywick Sands is home to the most deprived Lower Super Output Areas in the country, with 6 out of the 7 domains ranked in the bottom 10% nationally, including income, employment and health and wellbeing. There is a job density of only 1 job per 16 working age residents in the area, and as a small coastal community, residents work predominantly in the leisure and care sectors which have been hardest hit by COVID-19. Residents have lower than average incomes, exceptionally poor-quality housing, and struggle with everyday living due to poor health. Around 46% of Jaywick Sands households do not own or have access to a car and are especially reliant on public transport for school, work, shopping and leisure activities.

Jaywick Sands also suffers from a poor internal and external identity. While residents are rightly proud of their strong sense of community and their mutual support, as well as the history of the settlement, wider perceptions and extensive physical blight have resulted in extremely low

residential property values, making market-led housing development unviable. In addition, the issues around flood risk mean that housing development costs are higher than standard. A lack of positive physical interventions that raise aspirations, increase values and confidence, and catalyse market-led development has acted as a brake on regeneration for many decades. Regeneration in Jaywick Sands now has a renewed impetus due to the creation of a cross-partner Coastal Communities Team and initial 'quick win' projects including a substantial upgrade of the street infrastructure has started to raise confidence but more needs to be done.

Extensive community and stakeholder engagement and research over the last few years has shown that growing local jobs and the local economy is a key priority for stakeholders and viewed as an essential part of regenerating Jaywick Sands and lifting it out of the bottom decile of the Index of Multiple Deprivation. The community includes a number of sole traders and small informal businesses who could be supported to develop and grow locally if the right space and business support was available. Jaywick Sands also has a fantastic beachfront location with a long sandy beach and large holiday parks a short walk away, which is not currently maximised for its economic potential. The key undeveloped beachfront site (formerly used for a market, social club, go-kart track and other activities but unused for several decades) currently divides the community into two areas and presents a barrier to integration of the community, with no safe walking route along the street due to the lack of a footway. It is currently semi-derelict and, while immediately adjacent to the public beachfront carpark, creates a negative impression on visitors and residents alike, attracting fly-tipping and anti-social behaviour.

The draft Jaywick Sands Place Plan proposed a range of potential interventions which would grow the local economy alongside providing intersectional benefits to training, health and wellbeing, and a positive sense of identity. This central site was identified as the key location to develop activity which would catalyse wider regeneration and development.

In January a feasibility study and market testing exercise with local businesses and letting agents concluded that there is an undersupply of commercial space in the wider area around Jaywick Sands, and a high level of credible demand for affordable light industrial, studio and basic office facilities from potential tenants both within and outside the community. Local agents supported the concept of creating affordable commercial space within Jaywick Sands and considered it highly lettable. A series of options were developed and tested with potential tenants, agents and community representatives as well as cost tested. The scheme proposal takes forward the preferred option due to its demonstrated positive impacts.

While economic circumstances are changing as a result of Covid-19, current expectations are that there will continue to be good demand for the kind of space provided by the scheme. It is clear that neighbourhood level business space and service provision will become increasingly important as people prefer not to commute using public transport and prefer to avoid crowded locations. Larger, low-cost business units and outdoor market spaces are good for social distancing, and will provide jobs, goods and services in walking and cycling distance of both customers and employees. UK based tourism in rural locations is also seeing an increase compared to city breaks and overseas travel. The potential tenants identified as part of the demand study include small scale fabrication serving a mail order market; café/kiosk activity serving the visitor trade, grocery and household goods retail serving the local community and trade/construction related business.

Intended benefits

The project will have a wide range of benefits across economic, social and environmental spheres of influence.

Economic benefits will include:

- Around 40 FTE jobs will be directly created and brought into the area at c£20kpa with an additional economic impact to the local economy of £1.7m per annum
- Indirect and induced impacts are estimated to comprise around 16 FTE jobs
- Improving Jaywick Sands' reputation, and the visual appearance of a key site in the community, which will complement the other regeneration projects. resulting in raising property values for both commercial and residential properties. Raising values will increase the viability of development and redevelopment of sites in private and public ownership and this will be a significant catalytic impact.
- Encouraging wider entrepreneurship in the local community and a mutually supportive local business network, leading to an increased rate of start-up of businesses in the community, and a higher survival rate for businesses.
- Creating training opportunities leading to higher average earnings among Jaywick Sands residents, and therefore increased consumer spend locally supporting business growth among local shops and services.
- Increased tax receipts to local and national government through increased income and commercial activity locally and rising values.
- Reduced local and national government spend on benefits and financial support to the community through a range of current programmes.

Social benefits will include:

- Increased employment opportunities leading to a reduction in deprivation due to unemployment and involuntary exclusion from the labour market, and a reduction in deprivation caused by low income.
- Increased training opportunities leading to a rise in skills and employability, and a rise in aspiration among young people in particular.
- Access to a wider range of fresh food creating positive health impacts across age groups but particularly impactful on the 46% of Jaywick Sands households who do not own a car and therefore struggle to access affordable, healthy food.

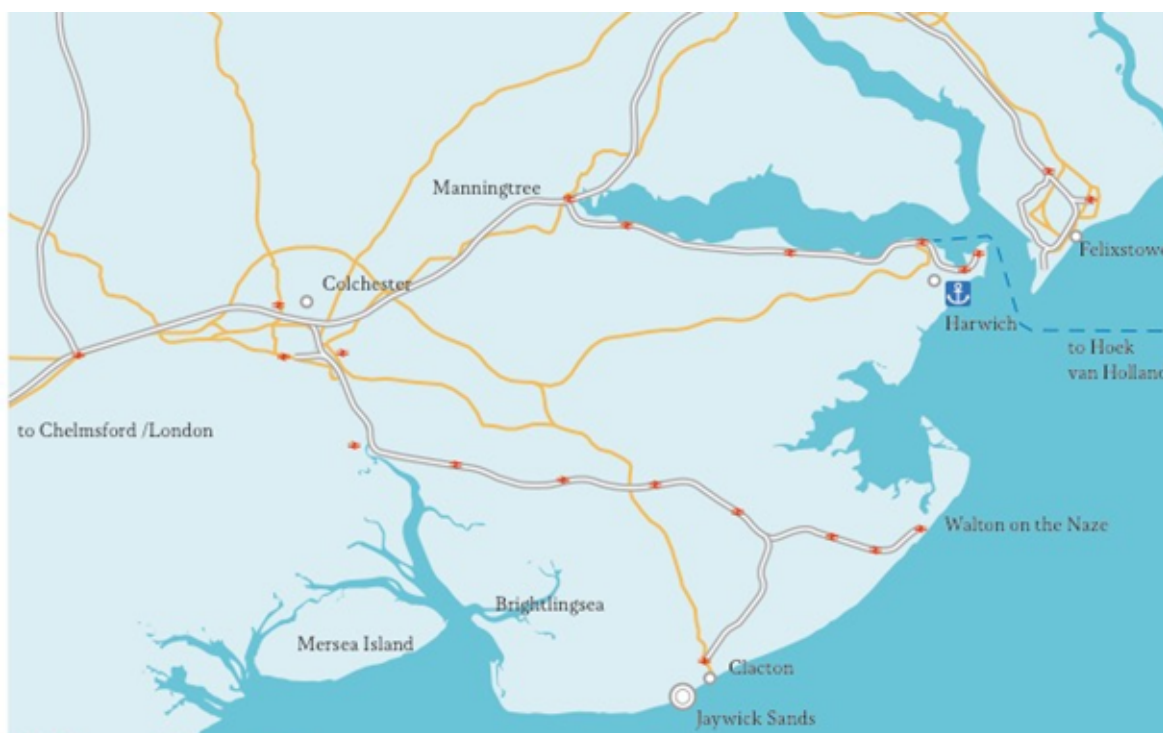
Environmental benefits will include:

- Improved public realm including community garden and space for outdoor markets and other events
- Improved walkability of the area and road safety

2.2. Logic Map

Inputs	Outputs	Outcomes	Impacts
<p>Grant Spend £1.972m</p> <p>Matched Contributions Spend £50,000 – ECC contribution</p> <p>£105,535 – TDC contribution</p>	<p>840 m2 net lettable affordable commercial space (13 units) and covered market space comprising approx. 10 pitches</p> <p>3700m2 new public realm including community garden and space for open air markets and seasonal events</p> <p>New public footway for 150m2 of street frontage</p>	<p>Net additionality of 49 FTE jobs in the area by year 4</p> <p>842m2 net lettable commercial floorspace occupied (B1 use class)</p> <p>12% increase in employment density</p> <p>Increased connectivity around the settlement</p>	<p>Increased attractiveness of Jaywick Sand to developers and businesses</p> <p>Increased employment levels (changes in GVA)</p> <p>Regeneration of the area</p> <p>Improved access to affordable healthy food and household goods for residents</p> <p>Improved health and wellbeing among residents</p> <p>Improved walkability and safety of streetscape and public realm</p> <p>Decreased deprivation</p>

2.3. Location description:



Jaywick Sands is located on the Essex coast, in Tendring District. The village of just under 4,800 residents (2,600 households) is sited along the seafront a few miles south west of Clacton-on-Sea. A century ago the village did not exist. The plotlands settlement of small detached chalets was founded in 1928 and most of the estate was not 'purpose built' for permanent year-round occupation. A unique combination of social, political, economic and geographic factors has meant that Jaywick Sands has retained its distinctive low-rise, self-built character, and strong community, although currently it is best known for including officially the most deprived statistical area in the UK.

Tendring 018A LSOA is the statistical unit which includes the western part of the community and has been ranked as the most deprived area in England and Wales on the Index of Multiple Deprivation in 2010, 2015 and again in 2019. The adjacent LOSA, Tendring 018C, is also in the bottom 5% according to the IoMD, and Tendring 018B (mainly the north of the Tudor Estate) scores in the bottom decile across 3 of the 9 deprivation indices. These statistics are further supported by 2011 census data, other reports and datasets. The deprivation experienced by Jaywick Sands results from many factors, but a lack of local employment, and the difficulty of travelling to local employment centres due to poor public transport connections and geographical isolation, is a significant factor.

The site for the proposed development is in the heart of the community, adjacent to the seafront, situated between the two main residential areas - Brooklands and The Village and next to the public carpark for the beach. It was formerly the heart of Jaywick Sands' leisure economy, home to a go-kart track, arcade/social club, and market, but has been derelict for several decades. It stands as a gateway to the seafront for visitors and in its current state is an eyesore that offers very little to them and residents. TDC have invested considerably in the build of 10 new homes that overlook this site, which has 5 earmarked for social housing and another 5 for open market. There is currently no pedestrian footway along this stretch of the seafront street.

The site has good vehicle access as it is at the junction of the main routes through Jaywick Sands. While all of Jaywick Sands lies within Flood Zone 3, the site is one of the higher areas in the site, and therefore less vulnerable to flooding. It is currently protected from flooding for present day risk by the existing sea wall, which is in good condition and projected to provide a good standard of protection for the next 30 years approximately. The Shoreline Management Plan for Jaywick Sands has a Hold the Line policy position for all epochs, indicating the aspiration to upgrade the flood defences in the future to maintain a good standard of protection for the long term.



Map above shows the site in the context of Jaywick Sands. The orange shaded areas are within Tendring District Council ownership

2.4. Policy context:

The proposal aligns directly with the following local policies, having identified a local property asset that can be developed to support the growth of local businesses and community participation more widely.

Tendring Economic Strategy 2019-2024

The Tendring Economic Strategy (TES) has recently been updated and it concludes that evidence from Office of National Statistics demonstrates that there have been some important changes in the local economy which require the need for a change of approach.

These include:

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

Specifically, with relevance to this project, the TES recommends that:

- 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. 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.
- TDC should identify property assets within public ownership which can be transformed to offer low-cost or free space to support new businesses and positive social activities, particularly in Clacton and Jaywick, to maximise their social value. Map spaces owned by Tendring DC, looking at where there is a stronger case (lower opportunity cost) of making them available for free or low-cost use by residents with ideas. Provide meanwhile space in perpetuity, with advice and guidance to support ‘graduates’ into more permanent spaces.
- 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. The strategy recommends first piloting this approach in Jaywick, particularly around the emerging Place Plan.
- Using the 2019 Employment Land Review, identify priority space to support ‘move on’ and growth space, actively promoting this amongst the local business population. This type of development should be encouraged through the use of cross-funding through the delivery of mixed-use sites. There are a number of proposed or allocated sites which have the potential to accommodate this type of development alongside residential and other uses and it should be ensured that these are treated favourably.
- 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.

It can be seen that the proposal is well aligned with these recommendations. It will use publicly owned assets to create affordable space to support new businesses and positive social activities, supporting the growth ambitions of local businesses within a flexible and supportive environment.

Emerging Local Plan 2013-2033

The strategic vision for the emerging Local Plan is to create resilient, successful mixed communities that address issues of deprivation and support a thriving local economy.

Jaywick Sands is identified under Policy PPL4 Priority Areas for Regeneration as a priority for focused investment in “social, economic and physical infrastructure and initiatives to improve vitality, environmental quality, social inclusion, economic prospects, education, health, community safety, accessibility and green infrastructure.”

Under Policy PP3 Village and Neighbourhood Centres three areas of Jaywick Sands – Broadway, Tudor Parade and the junction of Tamarisk Way/Broadway are defined as neighbourhood centres to be protected and enhanced. Under Policy PP11 Holiday Parks the caravan park to the west of Jaywick Sands is identified as a safeguarded site protected against redevelopment.

It can be seen that the scheme proposal is well aligned with this, as it will focus investment into regeneration which will improve economic prospects, social inclusion, environmental quality and many other positive impacts. It will support the enhancement of the existing Neighbourhood Centres.

Essex County Council Covid-19 Recovery Programme

Whilst data evidencing the extent of the economic impact of Covid-19 is emerging daily, it is clear that Jaywick Sands, with its systemic and structural issues and being the most deprived area in the country will experience significant further deprivation without a bold intervention to create local jobs for the community

The Essex County Council Economic Recovery Programme has developed a strategic approach to utilise the power of public sector institutions to develop bold interventions that will stimulate economic growth, support people back into work and help to safeguard existing employment across the county. It will achieve this through a suite of interventions that align perfectly to the Jaywick Market & Commercial Space project, through a focus on construction to build our way to recovery, the generation of commercial facilities to enable local businesses to start up or grow on, and kickstarting growth through both self-employment and enabling new local jobs. Moreover the programme aims to deliver major regeneration of towns and town centres through a rolling programme of initiatives and build a social value component into new procurement contracts to harness additional spend and local job creation across the Essex supply chain, all critical components of the Jaywick Market & Commercial Space scheme.

Tendring District Council Corporate Plan 2020-24

TDC's Corporate Plan has the following vision: To put community leadership at the heart of everything we do through delivery of high quality, affordable services and working positively with others. It has five themes which support this:

1. Delivering High Quality Services

One of the goals under this theme is 'Public spaces to be proud of' and the proposed scheme clearly aligns to this by regenerating a key area of seafront public realm.

2. Building Sustainable Communities for the Future

One of the goals under this theme is 'Jaywick Sands - more and better housing; supporting the community' and the proposed scheme is clearly aligned to directly achieving this goal through supporting business and entrepreneurship in the community, increasing employment opportunities and catalysing wider regeneration.

3. Strong Finances and Governance

One of the goals under this theme is 'Use assets to support priorities' and the proposed scheme achieves this aim by using Council owned land to support the clear priority need for regeneration and employment growth in Jaywick Sands.

4. A Growing and Inclusive Economy

The goals under this theme include 'Develop and attract new businesses', 'Support existing businesses', 'More and better jobs' and 'Maximise our coastal and seafront opportunities'. The scheme will help achieve these goals through a number of routes – providing the space to allow businesses to develop and grow, supporting entrepreneurship and employment growth through

mentoring and business support, maximising the potential of the Jaywick Sands seafront as an economic generator.

5. Community Leadership Through Partnerships

Under this theme, the goals include 'Health and wellbeing - for effective services and improved public health' and the proposed scheme will help to achieve this outcome through a partnership approach achieving community-based outcomes which will increase health and wellbeing. These outcomes include more and better-quality public realm encouraging active travel and physical activity and increasing access to affordable healthy food improving health outcomes.

The North Essex Economic Strategy

The North Essex Economic Board developed a draft Economic Strategy in 2019 which has the following vision:

North Essex is a high-value, productive and sustainable economy. People choose to live and work locally, in new and established communities that are well connected and inspire innovation and creativity.

This vision is supported by four key objectives:

1. Driving innovation and technology adoption
2. Developing a skilled and resilient workforce
3. Creating a network of distinctive, cohesive communities
4. Growing a greener, more sustainable economy

The proposed scheme is particularly well aligned with objectives 2 and 3 within this strategy. Objective 2 stresses the importance of supporting those who are already in the labour market to access new skills and adapt to changing working practices. The scheme will deliver against this objective by supporting locally based businesses and potential entrepreneurs to develop viable and sustainable businesses. Objective 3 includes the need to invest in the infrastructure to support distinctive, adaptable and creative places, particularly within the coastal towns. This scheme, as an 'anchor' development to kickstart wider regeneration in Jaywick Sands, will deliver exactly this infrastructure. It highlights the sharp spatial inequalities within North Essex and the need to improve outcomes in all communities.

2.5. Need for intervention:

Jaywick Sands includes the most deprived Lower Super Output Area in the country, with 6 out of the 7 domains ranked in the bottom 10% nationally, including income, employment and health and wellbeing. The community, comprising around 5,000 people, experiences very high unemployment and low skills levels, and there are significant barriers to accessing training and employment due to the geographical isolation of the community.

As a coastal community, residents work predominantly in the leisure and care sectors which have been hardest hit by COVID-19 and have lower than average incomes, exceptionally poor-quality housing, and struggle with everyday living. The project aligns with the objectives of the Government to 'level up' these deprived coastal communities, creating opportunities and aspiration which will result in economic and social benefits.

Employment and training issues

The 2019 ONS Business Register and Employment Survey records only 360 jobs in Jaywick Sands, of which around half are part-time jobs. This equates to a job density of 1 job for every 14 residents in the community – a very low ratio compared to 1:3 for Tendring as a whole. This

figure does not include the self-employed – this only includes roles which are PAYE and/or VAT registered. These are predominantly in health and social care, tourism and retail. There are only 31 registered companies in Jaywick Sands.

Census data indicates that residents in full and part-time employment are significantly fewer than the national and district average, and of the employed residents, a higher proportion are self-employed than the national and district averages. The large majority of employed people in the community are therefore commuting out of the area, often significant distances, to access work. As nearly 50% of residents do not have access to a car, and public transport is limited, this presents a barrier to gaining employment for a significant proportion of the population.

Skills levels in the Jaywick community are low compared to Tendring, regional and national averages. There are few students going into higher education, and post-16 education take-up is lower than average. The number of residents of working age with no formal qualification at all is high, around 55%.

There are a number of barriers to accessing training and employment for Jaywick residents, including geographical isolation from centres of employment and education or training, along with an insufficient and unaffordable public transport service. Many school leavers do not meet the minimum skills levels required to start on further or higher education courses, training schemes or apprenticeships so cannot get onto the ladder towards skilled employment. These young people require basic level functional skills training and community-based organisations are looking to provide more vocational and skills training in the area.

There is a lack of start-up or grow-on employment space, and business support/mentoring, within Jaywick Sands. This leads those who are entrepreneurial within the community, to base their businesses outside the community when they grow out of a working from home scenario, thereby depriving local people of the opportunity to find employment or work based training without the need to travel. This also prevents successful businesses in the wider area from locating or growing in Jaywick Sands despite the relatively large potential market of 5000 people in the community. Employment space in the community has been quickly taken up when it has come on the market, despite being of poor quality. Local agents report high demand for affordable business space at the smaller end of the market but due to the low return that this form of development offers to commercial investors, this demand is not being met by supply. Despite Jaywick Sands having a beautiful sandy beach, there are few beachfront businesses to capitalise on this asset as an economic generator, due to the almost entirely residential seafront development pattern.

Access to affordable healthy food and low-cost everyday household goods

Access to fresh affordable food produce and low-cost household goods are limited in Jaywick Sands, where 46% of residents do not own a car, 22% of residents are over the age of 65 years and 15% are on long term sickness or disability allowance. The nearest town – Clacton - is an approximate 2-mile walk away, which given the local demographic is not physically possible for the most vulnerable members of the community. The high street within Broadway accommodates 18 businesses, which includes two convenience stores offering little fresh produce, an off licence, a pet store, the post office, a pub and several takeaway restaurants. As a result, the local community are largely reliant on a small number of convenience stores within the town for food supplies, which according to research provides locals with “no chance for healthy eating, as shops have limited fruit and veg and it is expensive”. Given the lack of competition, high bus fares and people living on extremely tight budgets, this does not support a healthy lifestyle and results in very poor health and wellbeing outcomes for the community.

Recent ethnographic research has identified that there is concern within the community over what is locally available and the limitations this can have on eating healthily. This is heightened by the fact that people have lower than average incomes within Jaywick, resulting in residents living on minimal income and struggling with everyday costs. The community are very vocal about not wanting a supermarket to satisfy this need and ECC & TDC need to be cautious about economic growth and increasing the number of businesses within the area if this would have a detrimental impact on existing local businesses. Market provision would satisfy the community through the delivery of price sensitive products and enable economic growth, without causing ripple effects and business closure.

Public realm and environmental quality

Jaywick Sands suffers from blight and poor-quality public realm as the result of a number of factors, including the low property values which disincentives investment and development by the market. While TDC now own a substantial amount of land in the settlement, this is currently undeveloped and of poor visual appearance, offering nothing to the community in terms of a positive identity and sense of place.

For complex, historic reasons regarding land ownership the street network has, until recently, been in very poor condition. Recent investment of over £5m by Essex County Council has upgraded a large number of the streets but in the area of the site there still lacks any pavement, meaning residents must walk in the roadway. This is both unsafe and a disincentive for walking around the settlement, segregating Brooklands and the Village.

Despite its rural location, Jaywick Sands has a deficit in publicly accessible open space, which is made more severe by the extremely small plot sizes and therefore tiny private gardens for residents. This has impacts on health and wellbeing as well as the opportunity for informal social interaction, seasonal events and similar community initiatives. This project aims to address this deficit by creating both community garden space which would be co-designed with the community and upgrading wider public realm to enable events and outdoor seasonal markets to take place.

Market failure

Jaywick Sands has some of the lowest property values in the UK. It is possible to buy a one-bedroom home for around £40,000. This acts as a disincentive for market-led development and exacerbates the conditions of poor-quality housing. For commercial development, there is a demonstrated undersupply of affordable business space in the area, as shown by the Tendring Employment Land Review. This shows that while there is above average transaction levels and high occupancy (90-95%) within the area, there is a lack of pipeline of development due to the low rental yield that the tenant base can afford. Based on available rental information between 2008 and 2018, the average office rent in the district is £96.45/sqm, and £55/sqm for industrial rent.

The Employment Land Review concludes that there is a need to encourage the delivery of smaller scale mixed units with flexible terms to support newly established businesses. There is very little space available for either industrial or office uses, at the budget end of the spectrum. The only small business units within the wider area of a similar kind were originally a publicly funded 'seedbed' type centre, now in private ownership and fully occupied. While there is sufficient employment land allocated within the emerging Local Plan, there is no active development taking place at the smaller and more affordable end of the market.

Research carried out to support the market demand and feasibility study for this project showed a good level of agent and tenant interest in affordable business space in Jaywick Sands. Interviews showed that the location was not felt to be a barrier to successfully attracting tenants providing space was affordable, due to the overall lack of demand in the area. In addition, leisure and tourism-based businesses did see the opportunity presented by the seafront location to locate in Jaywick Sands and specifically on the proposed site. With the increase in local rural tourism including daytrips as a result of Covid-19 and uncertainties around overseas travel, this is an area that Jaywick Sands should capitalise on as a safe and uncrowded destination for beach visits.

Covid-19 impact

Communities across the UK are being significantly impacted by the profound economic shock created by Covid-19. The economy is now formally in recession, contracting by 20.4% from April to June vs the first three months of 2020 and the Bank of England is expecting the national economy to shrink by 9.5% overall this year.

Whilst evidence is emerging daily, Essex is also experiencing record reductions in GDP and an unprecedented surge in unemployment, both in places of deprivation as well as those that are traditionally resilient. A sharp decline in sectors that are key to the local economy such as Travel, Hospitality, Retail, Construction, Leisure and Manufacturing sectors usually generate 15-40% GVA to the Essex economy, but are now reporting falls in output of between 40-92%

Whilst June 2020 began to report a slight improvement, Essex is already seeing an unprecedented surge in unemployment, with the claimant count for June of 67,580 still at its highest since the 1990s recession, with more than double the number of new claimants than seen in June 2019 (26,175)

Of these, 13.7% of all new claimants in Essex in June 2020 were aged 16-24 vs 7.5% of people aged 25 to 49 and 5.3% of people aged 50 plus. Moreover, the surge of new claimants in June was driven by workers in Essex's most deprived communities

National evidence suggests that those in lower-paid, lower-skilled, less secure work were among the first to become unemployed as the COVID-19 outbreak took hold. Areas such as Jaywick Sands, that are already within Essex's most deprived 10% have seen twice as many new unemployment claims per head in April compared to areas in the least deprived 10% and Tendring has one of the highest new claim rates in the country in April 2020.

There is therefore an urgent need to address the rise in deprivation which will accompany this rise in unemployment. Enabling local people to develop skills and develop businesses within the community which support the community and meet local needs is key to developing a sustainable local economy where spend is captured and levered for local benefit. The business support programme of the proposed scheme will start up prior to construction completion in order ensure locally based potential tenants and market stallholders are supported to succeed and occupy space from the point of opening.

2.6. Sources of funding:

As demonstrated above, there is clear evidence of market failure to provide affordable business space, as despite there being a large amount of allocated employment land in the Clacton area, small business units are undersupplied and there is no development pipeline due to the relatively low returns offered. Commercial lending to the public sector for the project would not succeed due to similar issues over the return on investment. Evidence from elsewhere shows that spaces like this are usually funded by the public sector as part of regeneration initiatives. For example,

within Tendring the only other comparable facility was funded by Essex County Council some years ago.

The project does not qualify for other sources of public funding such as the Future High Streets fund, due to a combination of locational and other factors. Tendring District Council and Essex County Council's ability to self-fund the project is limited due to the well understood need to prioritise limited budgets towards service provision.

The operational model indicates that the facility will be self-sustaining and provide an operating surplus once operational.

2.7. Impact of non-intervention (do nothing):

A non-intervention scenario is likely to perpetuate the deprivation and lack of access to employment and local services experienced by the community. The reference case would be delayed development on the site while awaiting other factors to raise market values and thus improve commercial viability. At this stage it is difficult to anticipate how this could materialise without public investment in regeneration in Jaywick Sands and while the wider regeneration initiatives will have some impact in improving outcomes for local people, they will not address the basic issues around the lack of employment, lack of business support, and lack of access to affordable business space. The reference case includes the possibility of limited support for a small market on the site and a small amount of streetscape upgrading made possible by the match funding ringfenced by TDC and ECC, but no capital works to create business space or public realm.

Expected outcomes from a non-intervention reference case would include:

- No new affordable business space created in Jaywick Sands or the wider area, due to lack of market interest and viability.
- Start-up and grow-on businesses would locate elsewhere outside the area, bringing their economic benefits and indirect benefits to other locations which are less deprived.
- Local entrepreneurs would not be supported to develop viable and stable businesses, leading to a high failure rate
- The seafront location would not drive economic growth in Jaywick Sands or increase the number of visitors it attracts. It is likely that visitor numbers would decrease as other areas become more attractive in comparison.
- Employment density in Jaywick Sands would continue to be extremely low, with a lack of employment opportunities for local people leading to a continued dependency on benefits and low income.
- Multiple deprivation effects associated with low incomes and lack of aspiration would continue.
- While some market activity could be supported on the site without capital investment, the benefit of this would be limited and would struggle to attract traders without a more attractive and functional public realm within which to operate.
- Wider regeneration and market led investment in housing would struggle to be viable due to the continued blight and lack of market appeal of the area.
- Covid-19 related impacts will be expected to worsen deprivation within Jaywick Sands and act as a negative multiplier on the above.

2.8. Objectives of intervention:

Project Objectives

Objective 1: Provide affordable space for start-up and grow-on businesses in the local community creating and retaining employment locally

Objective 2: Generate employment opportunities through supporting business growth and entrepreneurship

Objective 3: Provide access to affordable healthy fresh food and produce as well as affordable everyday household goods within easy walking distance of a large proportion of the community.

Objective 4: Generate increased footfall to the Jaywick seafront benefitting local businesses in the area

Objective 5: Create better quality public realm including a safe pavement along the key seafront street, community garden and multi-purpose outdoor events/market 'square'.

Objective 6: Decreasing blight and increasing positive identity for Jaywick Sands, increasing confidence in potential investors and raising aspirations for high quality regeneration and development going forward.

Problems or opportunities the project is seeking to address (add as required)

Problem / Opportunity 1: Lack of affordable smaller sized business units in the area

Problem / Opportunity 2: Lack of local employment and lack of support for locally based potential entrepreneurs

Problem/Opportunity 3: Lack of locally based, affordable fresh food and everyday goods suppliers accessible to the community

Problem/Opportunity 4: Lack of seafront-based businesses and attractors in Jaywick Sands

Problem/Opportunity 5: Poor quality and unsafe streetscape, deficit in public open space

Problem/Opportunity 6: Poor reputation and identity, lack of confidence and low values which act as a disincentive to market led investment and regeneration.

	Problems / opportunities identified in Need for Intervention section					
	Problem / Opportunity 1	Problem / Opportunity 2	Problem / Opportunity 3	Problem / Opportunity 4	Problem / Opportunity 5	Problem / Opportunity 6
Objective 1	✓✓✓		✓✓	✓		✓✓
Objective 2	✓✓	✓✓✓	✓✓	✓✓		✓
Objective 3			✓✓✓	✓		
Objective 4				✓✓✓		✓✓
Objective 5				✓✓	✓✓✓	✓✓✓
Objective 6				✓✓	✓✓	✓✓✓

2.9. Constraints:

The site is relatively unconstrained. It is already fully in public ownership and this ownership extends around the site so that construction access and temporary site requirements can be accommodated easily.

Constraints include:

- Presence of well-used streets to the southern and eastern boundaries of the site. Brooklands Avenue and Lotus Way will need to be open throughout the construction period and the inevitable short-term disruption will need to be managed carefully.
- Flood risk: while the flood risk is relatively low for the proposed site compared to the rest of Jaywick Sands, there remains a long-term potential flood risk as well as a short-term low probability risk of a breach scenario. This will be mitigated by ensuring that the

proposed construction is flood resilient and includes Sustainable Drainage Systems (SuDS)

- Initial ecological surveys indicate the presence of some protected species on the site. This is not a constraint in that a mitigation strategy is proposed and has been costed for.

2.10. Scheme dependencies:

The proposed scheme has few genuine dependencies upon which it relies to maximise impact. It is a standalone project which will deliver 'quick win' positive impacts and act as a front-runner or catalyst for wider regeneration to follow, rather than being embedded within a programme of other activity upon which it is dependent.

There are however the following related proposals and activities in the Jaywick and Clacton area which, if delivered, will amplify and increase the benefits of the scheme. This potential additional impact has not been quantified or included within the cost benefit analysis presented within this business case.

- **Tendring Cycle & Infrastructure Scheme:** This proposal aims to deliver a bespoke bike scheme and cycle network infrastructure within Jaywick Sands and Clacton aimed at tackling inequality within one of the most deprived communities in Essex. The bike scheme would be a community-based project to help overcome the barriers to sustainable travel as a result of inequalities, help tackle rising unemployment and to align with the government agenda of active travel and physical activity post Covid-19 with a target of 3,000 bikes initially. Lack of transport options is recognized as a factor in joblessness and insufficient transport provision is a reason for declining employment and access to skills suggesting that wider availability of cycling for transport has the potential to reduce transport inequality and promote access to jobs and education. Should this project be realised it would increase the accessibility of Jaywick Sands to both consumers and potential employees, increasing footfall and trading potential and potentially create wider business opportunities linked to the commercial site through the use of Cargo Bikes.
- **Future High Streets (Clacton):** Tendring District Council has been awarded Phase I Future High Streets Fund (FHSF) development funding to create a phase II submission for the fund. The localities team in the Sustainable Growth Directorate are developing the bid on behalf of TDC to deliver the first phase of a long-term place-based transformation of Clacton to catalyse regeneration, enhance outcomes for residents and businesses and increase the attractiveness of Clacton as a destination for visitors and business relocations.
- **Jaywick Sands Place Plan:** The Place Plan continues to be developed into a final strategy and delivery plan which will take into account changing circumstances due to Covid-19. Delivery of other aspects of the Place Plan will complement and amplify impacts from the proposed scheme through further improving the public realm, housing and environmental quality, and provision of employment and services in the community. The Place Plan is a 20-year strategy for long-term change dependent on strategic decisions regarding sea defence upgrades.
- **Sea Defence upgrades:** The Environment Agency is currently scoping options for upgrading the sea defences at Jaywick Sands to provide a good standard of protection in the longer term. While the existing defences will provide a good standard of protection for 20-30 years, which is longer than the 10 projected persistence of benefits of the scheme as quantified in the benefits analysis, the longer-term benefits beyond this period would be increased by a commitment to upgrading defences.
- **BMX Track** – as part of the wider Tendring Cycle & Infrastructure programme, TDC and ECC, are investigating the potential opportunity to deliver a BMX track in partnership with

Access Sport on unused land behind the market site. Access Sport have delivered a similar facility in Bristol, which has seen a 400% increase in usage since Covid-19. This site would be a huge asset to the local community and would complement the commercial facility by generating additional footfall to the area increasing the consumer base for local businesses.

2.11. Expected benefits:

Creating space for businesses to start-up, relocate and operate in Jaywick Sands, and the public realm improvements planned, will have a wide range of impacts on the community as a whole. Current public sector spend in Jaywick Sands is heavily weighted to mitigating the effects of deprivation in the community and these would be impacted by the project on a number of fronts.

The economic benefits are quantified in full detail in section 3 of this document which includes the assessment approach. The summary economic benefits are anticipated to be:

- Total net local employment gains of 44 FTE jobs by year 4 of occupation – equivalent to a 12% increase in the number of jobs within the community.
- Total net local GVA gains of £15.8m over a ten-year period.
- A Benefit Cost Ratio of 8.3
- Increasing the job density within Jaywick Sands from 1 job per 14 residents to 1 job per 8 residents.

The following benefits beyond those which are quantified in the Economic Case are expected:

- Increased employment opportunities leading to a reduction in deprivation due to unemployment and involuntary exclusion from the labour market, and a reduction in deprivation caused by low income.
- Increased training opportunities leading to a rise in skills and employability, and a rise in aspiration among young people in particular.
- Increased entrepreneurship and business survival rate within the community.
- Keeping spend local through creating space for local independent businesses which meet local community needs – helping the community help itself.
- Access to a wider range of fresh food creating positive health impacts across age groups but particularly impactful on the 46% of Jaywick Sands households who do not own a car and therefore struggle to access affordable, healthy food.
- Increased footfall to the seafront of Jaywick Sands and associated benefits to the wider local business community.
- Improving Jaywick Sands' reputation, and the visual appearance of a key site in the community, which in turn will complement the other regeneration projects, resulting in increased viability for more market-led projects.
- Increased safety and walkability of the area, incentivising active travel and improving health and wellbeing
- Creating space for community events, increasing social cohesion and mixing between the different communities within Jaywick Sands
- Increased local pride due to replacing currently derelict brownfield land with high quality development at an important central location.
- Mitigate some Covid-19 related impacts on local employment

2.12. Key risks:

The main risk register in later sections of this document lists risks and mitigation in detail. The key risks include:

- Not finding a suitable operator for the facility, or finding a suitable operator requires different commercial terms to those anticipated: there is a relatively small pool of local workspace operators with the required expertise but soft market testing has shown that there is appetite among providers for involvement in the project.
- Cost increases either during design or construction: a robust change management and cost control process is planned.
- Reduced demand for affordable commercial space or market pitches in the area: while demand studies have shown good demand, market conditions are changing and demand will need to be reviewed to ensure the unit mix meets market requirements. However, sensitivity tests show that even a lower than anticipated take-up of space will show significant quantified benefits.
- Stakeholder cooperation: the project is a partnership between TDC and ECC and also requires strong community buy-in. Support for the project is currently strong among stakeholders but wider community consultation was put on hold due to Covid related issues. Feedback from planned consultation will be fed into the scheme development.
- Covid and Brexit related uncertainties.

3. ECONOMIC CASE

3.1. Options assessment:

Long list of options considered

The draft Place Plan identified the need to attract and stimulate commercial/economic activity in Jaywick Sands and recommended the provision of affordable space for local entrepreneurship and social enterprise. During the winter and early spring of 2020 this recommendation was the subject of further investigation, including a market demand and feasibility study.

Market demand research included interviews with local agents, local businesses and potential tenants from within and around the community as well as baseline research into the availability of commercial space locally.

As part of the demand study and feasibility study during the development phase of the project, several options were considered and appraised in terms of their potential to stimulate economic growth, grow local entrepreneurship and create social and environmental benefits for the community as a whole. The options assessment included considering different locations within Jaywick Sands and different models of affordable business space including a range of management models.

In addition, a research exercise identified successful similar models from elsewhere in the region and nationally. Lessons learnt in terms of the type of space provided, management models and design were incorporated into the shortlist of options.

Models considered:

- Small co-working/shared workspace
- Makerspace
- Studio space aimed at creative industries/artists
- Larger light industrial
- Market/indoor market
- Business space with public sector anchor tenant
- Mixed models combining one or more of the above

The demand study identified weak demand for makerspace and studio space aimed at creative industries, but strong demand for light industrial, market space and business space. A public sector anchor tenant was felt by stakeholders to be undesirable in encouraging market facing entrepreneurial activity. Shared workspace and co-working were of some interest, mainly appealing to public and charity sector bodies looking for a base for activities within Jaywick Sands. All stakeholders, agents and potential tenants identified the need for business support as an integrated part of the project, to encourage and support start-ups and entrepreneurs locally to become stable rent-paying businesses.

Options appraisal of sites

An appraisal of potential sites was undertaken to inform the potential models and options for market testing. This only assessed sites currently owned by TDC, but the land holding is significant.

The site appraisal was undertaken with the understanding of the wider emerging Place Plan framework and the likely location of early phases of housing-led development. However, the concept for the workspace proposal is for a medium-term project which can be demounted as values rise and higher value uses, or more intensive development become viable and desirable

on the site. Selecting a centrally located site was therefore scoped in as placing an active use scheme in a central location is considered to be an effective way of reducing blight and improving perceptions of the area, leading to a rise in values which can catalyse future development.

The key considerations for siting are:

- Excellent visibility and profile within Jaywick Sands - presenting a public face.
- Good road accessibility for deliveries
- Space for parking
- Links/clustering with existing businesses/social enterprise
- Links to beachfront for consumer facing businesses

Three sites were shortlisted and used to develop an initial suite of options which were then tested with potential occupiers, local agents and community groups.

Options assessment

The assessment approach considered demand, value for money and impacts. Initial feasibility level models were developed for the options to establish likely scale and approximate order of costs as well as the 'offer'. These were then tested through a SWOT analysis and through market testing with local agents and potential tenants including small business owners and sole traders from both the local community directly, and from the wider area.

Short list of options

Three models were tested in detail through outline scheme layouts and unit schedules as well as sketch visuals to help stakeholders and potential tenants understand the offer. The three models included:

1. Smaller scale development on Brooklands Gardens comprising smaller retail/office units.
 - c.550m² (6000 sq ft) footprint building + loading bay, cycle parking, refuse storage
 - Could be part 2-storey to reach c. 800m² GIA
 - Small retail/business units, some with direct street access
 - Businesses could provide local retail/services to Brooklands residents e.g. food, cafe
 - Could provide co-working, social enterprise, small makerspace, training facilities
 - Use parking at Resource Centre and could be jointly managed
 - Could also take over 12 Brooklands etc
 - Would animate the public realm, natural surveillance of alleyway, focus activity within the most deprived part of Jaywick Sands.

2. Larger scale light industrial development on Lotus Way comprising larger 'shed' units
 - Range of units from small office to larger light industrial, rented to private and community/public sector tenants
 - Basic shell spec to keep affordable rental, expect tenant to fitout
 - Could offer a range of shared facilities, e.g. bookable meeting space, can also serve for training
 - Peer networking and user mix supports business growth
 - Could be used for a range of activities including makerspace, training, service provision, gym/dance classes, etc
 - Single storey but with generous floor to ceiling heights i.e. capacity for mezzanine
 - Parking between buildings
 - Could be phased

3. Midscale development on the 'Market' site comprising small to medium shell units suitable for workshop or office use alongside space for covered market type activity.

- Flexible space for small kiosks to larger units, within large 'shed' - approx. 900m² floorspace shown
- Could support/interact with car boot sale and have external active frontage
- Could include community space as well as commercial space
- Capture visitor trade and service beach in summer - external public realm
- Highly visible at central junction - serve retail and trade customers
- Vehicle access from rear
- Could provide 6-12 kiosks (36m²) and 3-6 larger units (50-100m²)
- Demountable so site can be redeveloped if needs/viability change

Feedback on options

The Market site and Lotus Way options were favoured by occupiers, local stakeholders and agents. The Market site had most community support due to visible presence and impact on perceptions of Jaywick Sands, link to existing market activity and was also most attractive to consumer facing occupiers (retail, cafe) due to its visibility and beach adjacency. Brooklands Gardens was felt to be tricky - some occupiers could work from there, but location is felt to be sub-optimal from a market perspective.

Agent feedback was that it would be easy to let Lotus Way units due to the shortage of light industrial space locally. If similar sized units (600-1500 sq ft) were created on the Market site it was considered that these would also let easily. Agent feedback also indicated that the smaller 'kiosk' type units would be popular due to their affordability for start-up businesses and this has informed the unit mix in the final proposal.

From this assessment process the preferred option was developed taking on board feedback from the market testing. The scale and mix of spaces in the preferred option was directly influenced by this feedback, resulting in some larger units being introduced into the mix and fewer 'kiosk' type units, and incorporating bookable meeting space and touchdown space as well as considering the management model in further detail.

Preferred option

The preferred option comprises a 975m² (Gross Internal Floor Area) building along with covered market space, parking, open air market/events space and a small community garden at the western end of the site adjacent to existing homes.

The design and layout for the recommended option has been informed by the feedback from agents and potential occupiers to create a broad mix of unit sizes and types ranging from small kiosks (170sqft) to larger light industrial units (1000sqft). Variety in unit sizes is always critical to attract occupiers who tend to have differing needs and budgets.

The building is sited at the most visible corner of the site and should be an eye-catching symbol of change for the local community to take pride in. Covered market space has been included from feedback from the community and to create a clear pathway for business start-up and growth, allowing new businesses to test their model in a low-cost market stall model and then grown on to a permanent unit. This is located to be sheltered from the north and west, so the buildings block prevailing winds, creating a welcoming environment and also serving as solar shading for the building itself, reducing overheating and energy costs.

There is little formal public realm in Jaywick Sands for visitors and residents to dwell so this space will help attract and retain footfall to the site. This will also create informal meeting space

for the community and a focus for activity particularly in the summer months, increasing dwell time and customer activity for businesses.

Informal outdoor overspill parking and market space is created to the west of the building, allowing the existing car boot sale to continue to operate and benefit from the footfall to the facility. This is a basic hard landscaped area, complemented by a small community garden at the far western end of the site adjacent to existing homes, providing much needed outdoor recreational space for the community and adding to the visual appeal of the site. As part of this, a proper pavement will be created along 150m of the seafront where there is currently no footway at all. This will increase street safety and walkability in the area.

The business centre is split into two parts - a main section containing the majority of the units, and a street-facing cafe/retail unit. The two buildings are linked by a covered walkway that creates a further link from the car boot sale area to the covered market and other units to drive footfall: this is designed with roller shutters so it can be closed off at night for security. All the units, apart from the kiosks, have direct loading access from the parking areas to the rear and sides and roller shutter access.

The preferred option aligns with the objectives through providing:

- A range of affordable business suitable for a large variety of occupiers, including a mix of unit sizes and types to maximise tenant appeal and responding to evidenced market demand.
- Bookable meeting space and touchdown space allowing public sector organisations to use the facility on an ad hoc basis as well as a hub for the business support programme.
- Space for market stalls and kiosks providing low-cost space for businesses providing essential fresh food and household items for the community
- Café space targeting the visitor market due to the proximity of the beach as well as creating a space for the community to informally socialize
- Outdoor hard and soft landscaped space for seasonal events as well as informal socializing.
- Increasing connectivity between different parts of the community and encouraging active travel.
- A high-quality landmark design situated along a key stretch of the seafront, addressing the current blight of the site and creating a positive image and attractive setting.

The scheme has strong stakeholder support as evidenced through our consultation with local stakeholders and the wider Coastal Communities Team group which represents a number of community groups as well as local and national public sector bodies.

3.2. Assessment approach:

The scheme design and costs have been developed by an experienced design team and cost consultant and the operating costs by an experienced workspace consultant.

A holistic impact assessment including economic, social and environmental factors was conducted on the preferred option as part of the demand and feasibility study. The approach taken is in line with the HCA Additionality Guide Fourth Edition and 'Green Book' guidance for economic appraisal and uses benchmark data from publicly available data sources.

The HCA methodology has been used to derive the measurable economic impact in terms of additionality regarding gross direct and indirect jobs growth in Jaywick Sands and the wider Clacton-on-Sea area as a result of the proposal, over a ten-year period. This is in line with the

HCA's guidance which recommends using BIS's Impact Evaluation Framework Plus (IEF+) guidance (BIS 2009b). This recommends a persistence of benefits of 10 years for bringing land back into use. The GVA impact has been calculated for a notional 100% occupancy and then pro rata'd to account for occupancy stepping up in line with the business model for the project (see assumptions in 3.4 below). A 3.5% annual discounting rate has also been applied.

Employment gains through the construction process have not been included as the focus is on jobs additionality within the community itself, and while the social value approach to procurement aims to ensure at least some local employment in the construction process, to avoid over-estimating this has been excluded. All key appraisal assumptions and the sources of data used to justify them have been listed below.

The reference case is a do-nothing scenario where the only business growth is organic on privately owned sites in the area and a limited amount of outdoor market activity on the site supported by a small amount of public funding equivalent to the match funding ringfenced by TDC for the proposal. Historic data shows a very low level of growth and in fact a net decline in job density in Jaywick Sands, but to provide a conservative (i.e. optimistic) reference case assessment, this has been set at 5 FTE jobs per year.

A sensitivity scenario to test the impact of under-occupancy on the benefit-cost ratio has been undertaken and an optimism bias test is also shown.

3.3. Economic appraisal assumptions:

- Gross direct employment gains have been derived from recognised floorspace per job benchmarks published by the HCA (Employment Densities Guide, 3rd ed., 2015). Based on current site plans, it is anticipated that the facility would accommodate a mix of light industrial/workshop (48%), retail/café (32%) and office (20%) space, with 12m² of Net Internal Area (NIA) floorspace required to support an office-based job, 15m² of NIA required to support a retail/café job, and 47m² of NIA required to support a light industrial/workshop-based job. This results in 39.5 FTE jobs. In addition, 0.5 FTE jobs per market stall are estimated (totalling 3.5 FTE jobs) as a conservative estimate, and 1 FTE job in facilities management and maintenance. This brings the total gross direct employment gains (at 100% occupancy) to 45 FTE jobs.
- Take-up rates have been calculated on the following basis: Year 1: 65%; Year 2: 70%; Year 3 – 80%; Year 4 and onwards: 85%. These are conservative estimates as occupancy levels for commercial space in the Clacton area are currently 90-95% based on the Tendring Employment Land Assessment. A sensitivity analysis is presented for lower occupancy rates.
- Deadweight: there is no deadweight predicted as the site has not come forward for development and the assumption is no development would occur in the absence of public intervention and funding.
- Leakage: as the appraisal looks at economic activity and jobs in Jaywick Sands and the Clacton area, direct jobs leakage has been set at 10% as current trends show high levels of self-containment for jobs located within the area with low in-commuting.
- Displacement: as the proposal fills gaps in the local economy and the demonstrated undersupply of business space in Tendring as a whole, it is not anticipated that there will be substantial displacement from within the Jaywick and Clacton area. Currently businesses originating in the area move out to find space to grow or operate and our demand research shows that a limited number of tenants are likely to be already operating in Jaywick Sands itself. Displacement is therefore set at 10%.
- Multiplier: ONS statistics indicate the following employment multipliers:
 - Manufacturing - 1.91

- Wholesale and retail trade - 1.45
- Food service - 1.26
- Other service activities - 1.29

The proposal will be multi-sectoral across these sectors and therefore we have taken a median multiplier of 1.45 for the purposes of this assessment.

- GVA per employee: The UK Assets Publishing Service suggests the GVA per job in predominantly rural areas was £43,900 pa in 2018. This is the figure used for GVA to avoid over estimation.
- Annual benefits have been discounted on an annual basis at the standard rate of 3.5%

Using the HCA Additionality Guide Fourth Edition model and the assumptions above, net additional GVA impact is calculated as follows, for a 100% occupancy scenario:

		Intervention Option - at 100% occupancy	Reference Case	Additionality (at 100% occupancy)
A	Gross direct jobs	45	5	40
B=A*10%	Estimated jobs leakage – 0%	0	0	
C=A-B	Gross local direct effects (jobs)	45	5	40
D=C*10%	Displacement – 10%	4.5	0.5	
E=C-D	Net local direct effects (jobs)	40.5	4.5	36
F=E*(1.45-1)	Multiplier - 1.45	18.225	2.025	
G=E+F	Total net local effects (jobs)	58.725	6.525	52.2
H	Average annual GVA per employee in predominantly rural areas (£)	£43,900	£43,900	
I=G*H	Total net local effects (£)	£2,578,027	£286,447	
J=I (Intervention option) - I (Reference Case)	Total net additional local effects per annum (£)			£2,291,580

This annual total net local effect has then been modelled through a ten-year period using the assumptions regarding occupancy (take-up) rates and discounting stated above.

This results in a 10-year total net local additionality of £15,783,366.

From year 4 onwards, assuming an 85% occupancy rate, the additionality to the local economy per year would be 34 FTE gross direct jobs, and 44 FTE net local jobs including multiplier effects.

In addition we have estimated the net additionality of construction related activity during 2021-22 as 10 FTE jobs. This has been added into the benefits additionality using a multiplier of 1.97.

This brings the total 10-year net local additionality to £16,648,197.

Sensitivity testing has examined a risk scenario of under-occupancy of the units to ensure that optimism bias can be adequately assessed. The scenario tested a lower than anticipated take up

with year 1 occupancy of 40% rising to 70% for years 4 onwards. This represents a heavily downgraded forecast as similar space locally is occupied at 90-95% but represents a worst-case scenario for occupancy.

This scenario results in a 10-year total net local additionality of £13,838,131.

3.4. Costs:

	2020-2021	2021-2022
Capital	£ 170,973.00	£ 2,081,035.00
Building costs and associated landscaping		£ 1,253,000.00
Pavement		£ 60,000.00
Outdoor market/event space		£ 82,000.00
Community garden		£ 60,000.00
Total construction works		£ 1,455,000.00
Preliminaries (including contractor OHP)		£ 115,000.00
Contingency on construction costs		£ 157,000.00
Total (construction) at Q1 2020 prices		£ 1,727,000.00
Inflation on construction costs to Q2 2021		£ 69,080.00
Total construction (inc inflation)		£ 1,796,080.00
Design team and planning fees, surveys and investigations	£ 155,430.00	£ 259,050.00
Contingency on fees, surveys and investigations	£ 15,543.00	£ 25,905.00
Total fees and surveys	£ 170,973.00	£ 284,955.00
Non-capital	£ -	£ 46,500.00
Business support, support for year 1 operating costs		£ 45,000.00
Monitoring and Evaluation		£ 1,500.00
Total costs	£ 170,973.00	£ 2,127,535.00

The costs above do not include the cost of the land which was purchased by TDC in 2014 and is valued at £80,000 at today's values.

The scheme funding will be split down as follows:

- Tendring District Council: £105,535
- Essex County Council: £50,000
- SELEP funding £1,972,000

The costs below are all the capital and non-capital costs associated with the design, construction and occupation of the building at completion.

Project management costs borne by the project partners are not included in the below. Scheme operating costs are subject to a separate business plan and are not included in this as no funding is sought for them. The business modelling shows a cumulative operating surplus by year 3, or

by year 5 under sensitivity testing which projects higher than anticipated operating costs and lower than anticipated income. An annual surplus is projected for year 2 of operation, or year 3 under the sensitivity analysis.

3.5. Benefits:

The impacts of the project encompass economic (quantified), economic (unquantified), social and environmental benefits. While the primary approach for this Full Business Case is to test whether the preferred option represents good value for money and is robustly justified when taking into account risk and sensitivity analysis and optimism bias, there are a much wider range of benefits that will accrue during the initial 10 year period and beyond.

Quantified economic impacts

The appraisal presented below focuses on the jobs growth in Jaywick Sands and Clacton as a direct and indirect result of this project. We anticipate that the project will generate a total net local additionality of 44 FTE jobs by year 4 and that this will persist for the 10-year period. As stated above this is on a relatively conservative estimate of an 85% occupancy rate which is below that currently reported for similar premises in the area.

Unquantified economic impacts

The proposed project will create additional economic impacts by:

- Improving Jaywick Sands' reputation, and the visual appearance of a key site in the community, which in turn will complement the other regeneration projects. resulting in raising property values for both commercial and residential properties. While in other locations this might not be viewed as a positive impact, in Jaywick Sands development is currently suppressed due to the low values generated. Raising values will increase the viability of development and redevelopment of sites in private and public ownership and this will be a significant catalytic impact.
- Encouraging wider entrepreneurship in the local community and a mutually supportive local business network, leading to an increased rate of start-up of businesses in the community, and a higher survival rate for businesses. This will result in increased tax receipts to local and national government.
- Creating training opportunities leading to higher average earnings among Jaywick Sands residents, and therefore increased consumer spend locally supporting business growth among local shops and services. This will result in increased tax receipts and reduced local and national government spend on benefits and financial support to the community through a range of current programmes.
- Increased footfall to the seafront of Jaywick Sands and associated benefits to the wider local business community

Impact on Index of Multiple Deprivation and other social impacts

Current public sector spend in Jaywick Sands is heavily weighted to mitigating the effects of deprivation in the community and these would be impacted by the project on a number of fronts. The following benefits beyond those quantified for the Economic Case are.

- Increased employment opportunities leading to a reduction in deprivation due to unemployment and involuntary exclusion from the labour market, and a reduction in deprivation caused by low income.
- Increased training opportunities leading to a rise in skills and employability, and a rise in aspiration among young people in particular.
- Access to a wider range of fresh food creating positive health impacts across age groups but particularly impactful on the 46% of Jaywick Sands households who do not own a car and therefore struggle to access affordable, healthy food.

- The workspace proposal will deliver environmental benefits by replacing a low value, unattractive use of a prominent site in Jaywick Sands, with a high quality, attractive location.
- Increased local pride and sense of place, resulting in higher aspirations among young people in particular and incentivising existing property owners to improve and maintain their sites
- Increased safety and walkability of the area, incentivising active travel and improving health and wellbeing.
- Creating space for community events, increasing social cohesion and mixing between the different communities within Jaywick Sands

Climate impacts

Tendring District Council declared a climate emergency in 2019 and is developing an action plan with the aim of making its activities carbon neutral by 2030. TDC aims to act as a community leader to encourage the rest of Tendring to join this mission. It is therefore critical that the project demonstrates a positive climate impact as well as wider environmental benefits. The climate impacts of the project derive from a range of aspects of its conception and delivery.

- The site is in an easily accessible location for non-car modes of transport, including walking, cycling and bus. A community of 5000 people live within walking distance of the site and the provision of new retail and services in this central location will create a positive impact on car use by residents who currently need to travel outside of the local area to access similar services.
- The project will of course generate new vehicle trips to the site through supply and customer activity. The carbon footprint of this can be measured and businesses encouraged to reduce their trip generation through their operational planning as part of the business support offer.
- The project concept is for a facility that can be deconstructed and moved or reused into new development elsewhere when wider regeneration plans require the redevelopment of the site. This means that a cradle-to-cradle design approach has been adopted from the outset and will reduce the embodied carbon impacts of the project very significantly. Specification of materials and detailed design should ensure this philosophy is carried through the design and construction process, using off-site manufacture to minimise material wastage. By creating a lean adaptable building design which can accommodate multiple sector or user types, wastage costs in fitout are minimised.
- The facility will be built to current energy and resource usage standards as required by Building Regulations. This states a very low carbon impact from running costs. Tenants will be incentivised to minimise their operational energy and water usage through submetering of utilities and direct billing to each tenant. This has proved on other projects to lower energy usage well below building regulations targets.

Wider environmental benefits

The workspace proposal will deliver environmental benefits by replacing a low value, unattractive use of a prominent site in Jaywick Sands, with a high quality, attractive location.

- The development will incorporate sustainable drainage strategies (SuDS) to minimise surface water runoff and pluvial flooding impacts. The development is sited on a relatively high part of Jaywick Sands relative to tidal flooding and will be resilient against flood risk for its lifetime.
- Ecological surveys of the site have shown that some protected species are present on and around the site. The capital budget includes a sum for relocation and mitigation. Biodiversity mitigation will involve on-site and off-site measures and will achieve biodiversity net gain for the project.

3.6. Local impact:

A significant level of local impacts is anticipated, which is captured in the above.

3.7. Economic appraisal results:

The key appraisal results are shown below for the preferred option and an optimism bias scenario, showing the Benefit-Cost Ratio with regard to SELEP funding.

Appraisal summary table - Preferred option		
A	Present Value Benefits based on Green Book principles and Green Book Supplementary and Departmental Guidance	£16,648,196.80
B	Present Value Costs	£1,972,000.00
C	Present Value of other quantified impacts	0
D	Net Present Public Value [A-B] or [A-B+C]	£14,676,196.80
E	'Initial' Benefit-Cost Ratio [A/B]	8.4
F	'Adjusted' Benefit Cost Ratio [(A+C)/B]	8.4
G	Significant Non-monetised Impacts	Refer to the above
H	Value for Money (VfM) Category	High
I	Switching Values & Rationale for VfM Category	A reduction in quantified benefits of 85% would be required to reduce the BCR down to 1. The Value for Money is therefore considered very good.

Optimism bias

A 40% increase in project cost requirements has been applied to the overall public sector costs to account for a very high level of optimism bias, along with the under-occupancy detailed in the appraisal methodology and the consequent decrease in benefits. This is in practice highly unlikely to occur, as the project management and funding agreements will require value engineering of the proposal to take place before key gateway signoffs. Additional contingency funding of 20% has been set aside by Tendring District Council for genuine unforeseens and changes in market conditions so in practice costs to SELEP will not rise.

This still results in a High VfM category being reached for the preferred option.

Appraisal summary table - Applying optimism bias		
A	Present Value Benefits based on Green Book principles and Green Book Supplementary and Departmental Guidance	£13,831,121.33
B	Present Value Costs	£2,760,800.00
C	Present Value of other quantified impacts	0
D	Net Present Public Value [A-B] or [A-B+C]	£11,070,321.33
E	'Initial' Benefit-Cost Ratio [A/B]	5
F	'Adjusted' Benefit Cost Ration [(A+C)/B]	5
G	Significant Non-monetised Impacts	Refer to the above
H	Value for Money (VfM) Category	High

4. COMMERCIAL CASE

4.1. Procurement options:

The project requires procurement of the following:

- Facility operator (management team)
- Design team
- Construction contractor

Lessons have been learnt from other similar projects in the wider area and the following options have been considered for each of the contracts listed above:

Facility operator

Options considered included:

- restricted tender (pre-tender soft market testing and expression of interest process, followed by inviting a shortlist of suitable suppliers to submit full proposals). This route has the advantages that only suitably qualified suppliers submit proposals, and therefore this can be less resource intensive for the client body. However, it has the disadvantage that relatively new market entrants or innovative approaches may be sifted out by the expression of interest stage. There is a relatively small pool of suppliers for this role and a more open process can attract more interest.
- open tender process (single stage open call). This has the advantage of attracting a wide range of approaches which can include new market entrants and innovative proposals. However more established providers can be put off from submitting proposals due to the perceived risk of being undercut or priced out. This route is quicker than a restricted tender process.
- In addition, procuring a workspace operator/specialist on a consultancy basis for the design and development stages, followed by a tender process for the actual management contract itself, was considered. This presents the risk of handover between operators after the design has been completed, and therefore the incoming operator being unable to influence the design or specification to suit their proposed operating model.

Design team

Options considered included:

- restricted tender (two stage process requiring an expression of interest, followed by inviting a shortlist of suitable suppliers to submit full proposals). This route has the advantages that only suitably qualified suppliers submit proposals, and therefore this can be less resource intensive for the client body. However, it has the disadvantage that relatively new market entrants or innovative approaches may be sifted out by the expression of interest stage.
- open tender process (single stage open call). This has the advantage of attracting a wide range of approaches which can include new market entrants and innovative proposals. However more established providers can be put off from submitting proposals due to the perceived risk of being undercut or priced out. This also runs the risk of requiring a large amount of resource for evaluation due to the large number of suppliers in the marketplace for these services, although it should, on balance, be a faster procurement route.
- Procurement from a public sector framework. This has the advantage that framework suppliers have prequalified and are certified as delivering a good standard of service. However, costs are often fixed by the framework providing a lack of flexibility. In addition, more locally based suppliers are less likely to form part of national frameworks and therefore value for money and social value aspirations may not be derived.

Contractor

Options considered included:

- restricted tender (pre-tender soft market testing and expression of interest process including evaluation of financial stability, followed by inviting a shortlist of suitable suppliers to submit full proposals). This route has the advantages that only suitably qualified and financially stable contractors submit proposals, and therefore this can be less resource intensive for the client body.
- open tender process (single stage open call). This has the advantage of attracting a wide range of approaches but can result in a large number of poor-quality submissions. As contractor tender processes typically involve a large number of queries during the tender process, and an in-depth analysis of tender returns, an open tender is infrequently used for construction contracts.
- Procurement from a public sector framework. This has the advantage that framework suppliers have prequalified and are certified as delivering a good standard of service. However, costs are often fixed by the framework providing a lack of flexibility. In addition, more locally based suppliers are less likely to form part of national frameworks and therefore value for money and social value aspirations may not be derived.

In addition, a comparison of design and build, and traditional contracting routes has been undertaken.

- Design and build has the advantage of fixing costs and a single point of responsibility for delivery at an earlier stage in the process but achieves less control over design and specification. Design and build can produce efficiencies due to contractor involvement with specification but requires close monitoring of quality and detail to ensure the employers requirements are met and to ensure that regulations including fire requirements are adhered to. Design and build can increase whole life costs as contractors are incentivised to propose lower quality materials, products and systems and clients can have little control over this.
- Traditional contracts have the advantage of specifying all aspects of the design and specification with little capacity for contractor changes. There is therefore a high degree of certainty over the final product to be delivered. However, costs are not fixed at an early stage of the process and value engineering post tender can be required if tenders are over budget.

4.2. Preferred procurement and contracting strategy:

All contracts will be procured through transparent tender processes on the basis of well scoped briefs and employers requirements.

The facility operator will be procured through an open (single stage) tender process on the basis of a full brief and scope of services. This is to ensure a quick and transparent appointment process and to encourage locally based and suitable suppliers to submit proposals, due to the limited range of operators who are suitable.

The design team will be procured through an open (single stage) tender process on the basis of a full brief and scope of services. This is to ensure a quick procurement process which will not delay the project timeline. Due to the location of the project, it is likely that more locally based suppliers will submit proposals as London-based suppliers will not be cost effective in delivering services to this location. This will therefore naturally limit the number of tenders received and manage the resource implications of the evaluation process.

A traditional construction contract and procurement process has been selected for the main contractor. This will involve a prequalification round to select suitable and stable shortlist of contractors who will be invited to prepare a full tender. This will ensure good quality tender returns from reputable contractors and allow a social value element to be considered. A

traditional contract route will ensure quality and control over design and specification. As a relatively simple project, this is not likely to result in unexpected costs but will ensure that the whole life costs of the project are minimised through adherence to specified products, materials and systems.

4.3. Procurement experience:

The project promotor and team have extensive experience of procuring similar contracts. Tendring District Council and Essex County Council have delivered a number of similar projects recently (see 6.8 for further details.)

4.4. Competition issues:

TDC and ECC are public bodies and therefore will be complying fully with procurement regulations and with consideration of competition risk. We do not anticipate any issues at this stage.

4.5. Human resources issues:

The team within TDC who have led the delivery of the project development up to this point, will continue to be responsible as project sponsor, senior responsible officer and project manager for the design, planning and construction stages. To mitigate human resources issues, Essex County Council are also providing project management support for the team in specific areas – refer to 6.1 for further details.

TDC are procuring an operating partner for the proposed facility in recognition that as a local authority they do not have a team that is experienced in managing commercial space of this kind. This will bring in strong operational and business planning expertise with the benefit of taking ownership of delivering against the KPIs for the project and managing commercial risk.

4.6. Risks and mitigation:

Risk during the design development stages will be shared between the scheme promoters and the design team and will be managed according to the risk management strategy and risk register. Funded contingency is included in the cost estimates and value engineering will be used to manage any cost overruns that emerge.

Risk during the construction process will be shared between the scheme promoters as the client, and the contractor, according to industry standard contractual arrangement (JCT Intermediate Contract). These ensure a fair and impartial allocation of risk, and change control procedures will mitigate against client instructed changes which could result in cost or programme delays.

Risk during operation of the facility will be shared between the scheme promoters and the operating partner according to the contractual arrangements agreed. This will ensure a commercial approach which incentivises the operator to maximise occupancy and ensure tenant satisfaction, while the scheme promoter will provide an element of backstop security in the case of genuinely unforeseen circumstances. This is particularly relevant post Covid and will be carefully addressed in the operating contract. TDC as the scheme promoter are providing an element of funding within the project value for first year operating costs but will expect KPIs to be agreed and met by the operating partner who will carry the majority of the risk thereafter.

4.7. Maximising social value:

The Council is committed to the Public Services (Social Value) Act 2012 (PSSVA 2012); ensuring that social, economic and environmental issues are considered at all stages of our commissioning and procuring process, and as part of the whole life cost of a contract.

The Council is committed to ensuring its procurement approach embraces the PSSVA (2012) to support these aims in delivering services that; are innovative; reduce waste; minimise the use of natural resources; promote health and reduce inequality; provide local economic opportunities. "Social Values" referred to in the act include: hiring / creating jobs locally; paying a living wage; linking to local apprenticeship and employment schemes; training and up skilling staff; collaborating with Third Sector / Community groups; supporting SMEs.

Social Value is a standard element within TDC's general approach to procurement. The project's tender specifications will incorporate appropriate economic, social and environmental requirements to deliver a project that maximises social value, in particular with regard to local employment in both the construction and operation of the facility, to maximise benefits from the project within the local community and to keep spend in the local area.

5. FINANCIAL CASE

5.1. Total project value and funding sources:

The spend per funder for the project has been profiled as per the below through 2020-2022. Please note that this does not include the value of the site itself which was purchased by TDC in 2014 and at present day values is valued at £80,000. This is in effect a match funding contribution from TDC.

The table below extends to 2022/23 due to the funding ringfenced by TDC to supporting the first-year operating costs of the facility. All SELEP funding is profiled to be spent by the end of April 2022 as required under the terms of funding.

Funding source	2020/21	2021/22	2022/23	Total
TDC		£69,035	£36,500	£105,535
ECC		£50,000		£50,000
SELEP	£170,973	£1,801,027		£1,972,000
Total Scheme Costs	£170,973	£1,920,062	£36,500	£2,127,535

5.2. SELEP funding request, including type (LGF, GPF, GBF etc.):

£1,972,000 (GBF)

5.3. Costs by type:

EXPENDITURE				
Cost type	2020-21	2021-22	2022-23	Total
Capital	£170,973	£1,910,062		£2,081,035
Building costs and associated landscaping		£1,253,000		£1,253,000

Pavement along street		£60,000		£60,000
Outdoor market/event space		£82,000		£82,000
Community garden		£60,000		£60,000
Total construction works		£ 1,455,000		£1,455,000
Preliminaries (including contractor OHP)		£115,000		£115,000
Contingency on construction costs		£ 157,000		£157,000
Total (construction) at Q1 2020 prices		£1,727,000		£1,727,000
Inflation on construction costs to Q2 2021		£ 69,080		£69,080
Total construction (inc inflation)		£1,796,080		£1,796,080
Design team and planning fees, surveys and investigations	£155,430	£103,620		£259,050
Contingency on fees, surveys and investigations	£15,543	£10,362		£25,905
Total fees and surveys	£ 170,973	£113,982		£284,955
Non-capital		£10,000	£36,500	£46,500
Business support and support for first year operating costs		£10,000	£35,000	£45,000
Monitoring and Evaluation			£1,500	£1,500
Total project costs	£170,973	£1,920,062	£36,500	£2,127,535

The costs above include inflation and do not account for optimism bias.

5.4. Quantitative risk assessment (QRA):

The costs for the works have been developed through the following process:

- The initial feasibility study for the market and commercial space, including an element of the public realm and landscaping works, was costed by Potter Raper Partnership (cost consultants) at Q1 2020 prices.
- The community garden and new pavement/streetscape works were market tested with reputable locally based contractors during Q2 2020 and have informed the costs presented above.
- The capital costs presented above have a 4% inflation allowance built in to take costs from Q1/Q2 2020 to the point of tendering the project in Q2 2021. This is felt to be conservative but sensible in light of market uncertainties due to Covid.

A Quantitative Risk Assessment table can be found below.

Risk item	Cost (£)	Comments	Risk (1=low, 5=high)	Contingency	
				%	£
Ecological mitigation	£20,000	Initial surveys have been undertaken and costs tested	3	12.0%	£2,400

Groundworks	£182,000	Ground conditions are worse than expected or unexpected contamination is found through desk based or site investigations. £50,000 allowance has already been made for abnormal ground conditions above and beyond direct costs within cost plan.	3	12.0%	£21,840
Highways and streetscape works	£60,000	Detailed design may result in additional cost	3	12.0%	£7,200
Community garden	£60,000	Community co-design process and detailed planting plan may result in additional cost	2	8.0%	£4,800
Utilities	£90,000	Mains utilities networks may require upgrading	5	20.0%	£18,000
Building costs generally	£1,253,000	Specification and design will be subject to design development but value engineering will be employed	2	8.0%	£100,240
Preliminaries	£ 115,000.00	Market uncertainty due to Covid and Brexit	3	12.0%	£13,800
Design team fees	£ 259,050.00	Unexpected levels of survey work are required. Regulatory changes may require additional services	2	8.0%	£20,724
Total	£2,039,050				£189,004
Total in cost plan	£2,126,035				£182,905

The above shows that the contingency allowance within the costs is in line with an itemised quantitative approach to assessing risk.

5.5. Funding profile (capital and non-capital):

Expenditure Forecast			
Funding source	2020-21	2021-22	
Tendring District Council		£ 69,035	£ 36,500
Essex County Council		£ 50,000	
SELEP	£ 170,973	£ 1,801,027	
Total funding requirement	£ 170,973	£ 1,920,062	£ 36,500

5.6. Funding commitment:

Provision is available within Tendring District Council's budgets to accommodate any unexpected cost overruns, over and above the costs identified in this GBF application. Subject to the level of

unexpected cost overruns, funding is assured and has been allocated to support the development and regeneration of Jaywick Sands.

In terms of the management and delivery of the project (especially from a budgetary perspective), it would be delivered within the Council's usual financial and non-financial performance and governance frameworks, where value engineering would be employed to balance the delivery of the intended outcomes with the overall cost of the project.

Signed assurance from the TDC Section 151 officer to confirm that funding is assured and that the lead applicant will cover any cost overruns relating to expenditure and programme delivery in attached in Appendix B

5.7. Risk and constraints:

Key risks and constraints include:

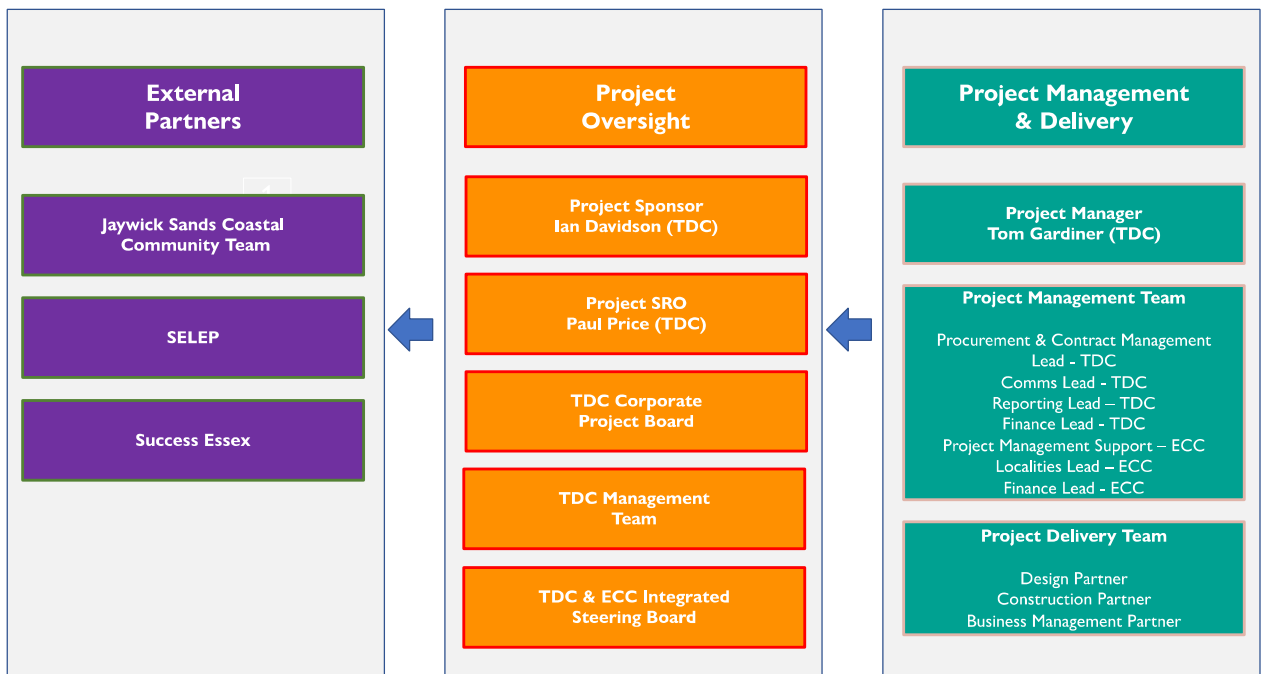
Risk	Impact	Mitigation/quantified risk within contingency
Suitably qualified operators for the facility do not choose to tender for the management contract	Programme delay while suitable operator is found	Soft market testing has already been undertaken and interested operators have been identified.
Potential operators demand alternative terms or financial incentives in order to take on contract	Less favourable management contract terms may be negotiated.	Sensitivity analysis has been undertaken to assess impact. No impact on capital funding model.
Planning permission is not granted	Programme delays	As this is an application by the Council on Council owned property and a brownfield site within a designated regeneration area, this risk is considered to be low. It will be mitigated by pre-application engagement with the Planning team and good community and stakeholder engagement.
Contractor tender returns are higher than expected	Value engineering may be required or costs may increase	Contingency has been included in the QRA and cost model
Inflation is higher than expected	Value engineering may be required or costs may increase	Contingency has been included in the QRA and cost model
Unexpected site conditions e.g. ground conditions, ecology	Cost increase or programme delay	Contingency has been included in the QRA and cost model. Initial background ecological surveys have already been undertaken and initial specialist advice has informed the scheme. Further specialist advice will be sought at project start-up
Reduced demand for commercial space in the area		Net scheme benefits will be realised even if occupancy is far lower than projected
Covid related issues	Cost increase or programme delay	Contingency has been included in the QRA and cost model

6. MANAGEMENT CASE

6.1. Governance:

An appropriate governance structure for the Jaywick Market & Commercial Space Project is essential to the successful delivery of the design, planning and construction activities that will enable its opening in 2022, as well as the ongoing oversight and day to day management required once the facility is operational.

The diagram below demonstrates the project management structure responsible for delivering the scheme, its executive oversight and key external partners.



Project Sponsor – Ian Davidson (CEO, Tendring District Council)

The Project Sponsor make key financial decisions and provide top-level endorsement of the rationale and objectives of the programme. It provides continuing senior level commitment and support for proposed deliverables and monitors implementation.

Senior Responsible Officer (SRO) - Paul Price (Tendring District Council)

The SRO is ultimately accountable for the programme, ensuring that it meets its objectives and realises the expected benefits. The SRO is empowered to direct the programme, take decisions and provide leadership to the programme team.

Project Management & Delivery

Day to day management of the Jaywick Market & Commercial project will be delivered throughout by Tom Gardiner, TDC Head of Regeneration as the dedicated TDC Project Manager, overseeing the supporting Project and Delivery teams. This role will have overall responsibility for project delivery including procurement of the Design, Construction and Business Management Contracts and securing planning permission on TDC owned land with the support of a dedicated project team. An overall project delivery plan will be developed with key

deliverables and milestones as well as a risk register, financial appraisal, cashflow and processes for ongoing benefits tracking. Project progress tracking and reporting will be through a weekly meeting cycle and monthly reporting cycle

Project Oversight

Project progress, approvals, escalations and risk and issue management will report through the Project SRO Paul Price, TDC Deputy Chief Executive & Corporate Director, through to the Project Sponsor and the TDC Corporate Project Board which comprises TDC Assistant Director of Finance & Information Technology Richard Barrett (Chair), TDC Internal Audit Manager Craig Clawson, plus two Senior Managers from different disciplines within the Council. Administration is provided by a dedicated Executive Projects Manager, Alison Rowlands, as well as additional oversight provided by the TDC Management Team.

The TDC Corporate Project Board will meet monthly to review project progress, costs, risks and identified issues requiring escalation or agreement.

The Project Manager will also report progress to the joint TDC & ECC Integrated Steering Board, whose attendees include the ECC SRO Steve Evison and TDC Chief Executive Ian Davidson. (Note that this is part of the wider Tendring regeneration programme, this board will shortly become the Tendring Coastal Board and attendees expanded to include supporting officers, cabinet portfolio holders, wider public sector and local business partners. Its remit will be to provide oversight, steering and strategic direction in respect of the suite of regeneration initiatives within the Tendring Coastal locality.

External Partners

Wider consultation regarding the project deliverables and progress will be discussed with the Jaywick Sands Coastal Community Team, which includes representation from local community groups, local resident groups, Environment Agency, MHCLG, Homes England, Essex Police, Institute of Housing & Finance, local Councillors as well as senior TDC and ECC officers, and chaired by the TDC Chief Executive Office, Ian Davidson. This forum met every 2 months until the Covid-19 lockdown and plans are in development to move to a virtual meeting format going forward.

6.2. Approvals and escalation procedures:

The information provided in Section 6.1 confirms that:

TDC & ECC Integrated Steering Board is ultimately responsible for the final approvals of the Jaywick Market & Commercial Space design and the SELEP business case. Approvals can be granted severally by each board member for expediency and any cross-cutting issues can be escalated to this board for an integrated decision. The ISB is also responsible for providing strategic steering for the project to ensure alignment with the wider regeneration programme for Clacton-on-Sea and Jaywick Sands. This remit will transfer to the Tendring Coastal Board once it has been formally mobilised.

TDC Corporate Project Board is responsible for steering and approvals for the operational delivery of the project, setting the required levels of internal scrutiny and monitoring, managing risk and oversight of budgets, financial returns, monthly progress against deliverables, benefits and outcomes.

Jaywick Sands Coastal Community Team, which includes representation from residents and local community groups, will be consulted on the design and composition of the Jaywick Market

& Commercial Space at each scheduled meeting, with feedback solicited and incorporated into the final design scheme as appropriate. Once construction of the facility has completed, ongoing performance updates will be discussed with this forum.

TDC are the lead local authority for delivery of this project and are responsible for all daily operational decisions. Strategic decisions regarding scheme design, delivery partners and ongoing financial performance will be achieved through the Integrated Steering Board, which will ensure that this project is strategically aligned with the wider approach to place regeneration

Dispute Resolution: The TDC SRO and the TDC Corporate Project Board are responsible for resolving any issues raised by the project delivery teams and escalating any conflicts to the TDC Management Team or Integrated Steering Board as appropriate. If either local authority partner has any issues, concerns or complaints about the project, that partner will notify the other to seek resolution of the issue by structured communication. If the issue cannot be resolved to the satisfaction of both partners within a reasonable period of time, the matter will be escalated to the Chief Executive Officer of each local authority for resolution

6.3. Contract management:

The TDC Project Manager will be responsible for contract management for the project overall, reporting through the process above.

For the design consultant team, industry standard contracts will be used to ensure outputs are delivered in line with scope, quality requirements and programme. Regular project meetings will be held (fortnightly) to review progress. A risk register will be updated at each project meeting and all stage reports and outputs will be subject to approvals and quality review.

For the construction contract, industry standard JCT Intermediate contract will be used with a Contract Administrator appointed to ensure an impartial and professional approach to contract management. The design team will be required to undertake fortnightly site inspections and report to the Project Manager on quality. Monthly Progress Meetings will be held with the Project Manager, contractor and Contract Administrator and monthly progress reports will be required from the contractor and Contract Administrator to track progress against agreed programme, costs and quality. Monthly financial reports by the client-side cost consultant will ensure costs and cost risk are closely tracked.

For the facility operator (management contract) clear KPIs will be included in the contract and monitoring requirements built in. Monthly progress reports will be required to track progress against KPIs. Monthly or quarterly contract meetings between the Council and the operator will act as a touch point review of performance against business plan, identifying any threats or opportunities for over/under performance, changes in the market, and user feedback. An annual review and report on activity across the year to include financial performance against business plan, expected KPIs (occupancy, jobs, events held) will be required and formal feedback given to support the annual KPI forecast review.

6.4. Key stakeholders:

Jaywick Sands has a large range of stakeholders and a full stakeholder map is included in Appendix H. Stakeholder and community engagement is key to the success of the project and has already formed part of the development so far. Community buy-in is essential to all projects in Jaywick Sands and the proposed management model is intended to integrated community oversight and input from the start.

Past stakeholder and community engagement

The proposal has developed through the work to develop a draft Place Plan, the strategic framework for Jaywick Sands' regeneration. This has involved the full range of stakeholders, in particular the Coastal Communities Team (CCT) and the Jaywick Forum which comprises representatives from across the community. The demand study and feasibility study for the market and commercial space proposal also involved local engagement. The initial options were presented and discussed with a range of stakeholders including the CCT, the Jaywick Sands Revival CIC, the Jaywick Sands CLT and ward members as well as individuals and organisations within the community including Inclusion Ventures, Jaywick Martello Tower and potential tenants from within the community. These stakeholders were extremely supportive of the proposal concept and informed the development of the preferred option.

Wider public engagement on the Place Plan and the market/commercial space proposal was planned for June 2020 but was postponed due to the impact of Covid-19 as the community would require extensive face to face engagement for this to be meaningful.

Planned stakeholder and community engagement

Stakeholder and community engagement will be undertaken during the next stages of project and design development. The intention for the community garden is that it is co-designed with the local community and this will be restarted using a mixture of online and safely distanced in person engagement activity during autumn 2020. Wider community engagement will be undertaken on the design of the market and commercial facility itself using online and physical methods. Stakeholders will be formally involved through the project governance structure as detailed above ensuring full accountability.

The proposed operational model requires the operator to build capacity within the local community to allow governance and management of the facility to transfer to a locally led organisation after an initial 5-year period. A steering group of local representatives will be formed at an early stage to start this process and ensure community buy-in. The facility operator will also be required to engage with specific community and stakeholder groups involved with training and work with young people in the community in developing their business support offer and pathways to entrepreneurship.

6.5. Equality Impact:

Will be completed prior to Inter-Gate meeting.

6.6. Risk management strategy:

To maintain confidence in delivery, risk management will be conducted at both a programme and project level, with a detailed and up to date strategic risk register capturing all key risks, the RAG status, commentary and mitigating actions. The register will be a standing item at project and board meetings to ensure ownership and delivery remains on track.

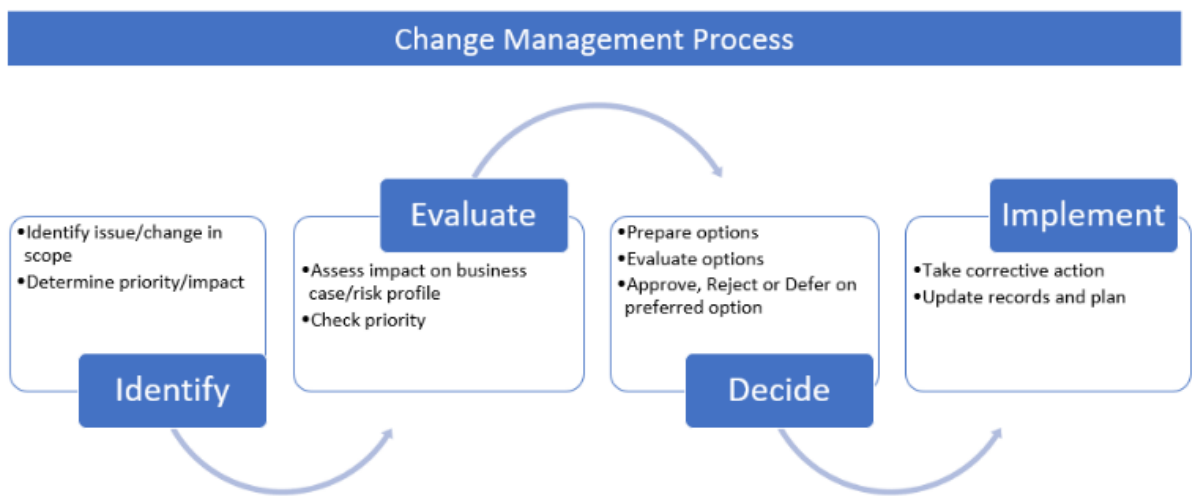
In line with the management framework above, the following risk management roles and responsibilities will be in place:

- SRO – who will hold overall responsibility for putting in place an effective risk management policy and process;
- ECC/TDC Programme Board – will have oversight responsibility for risk management processes;
- Programme Manager and/or Project Lead – responsibility for implementing risk management policy; and

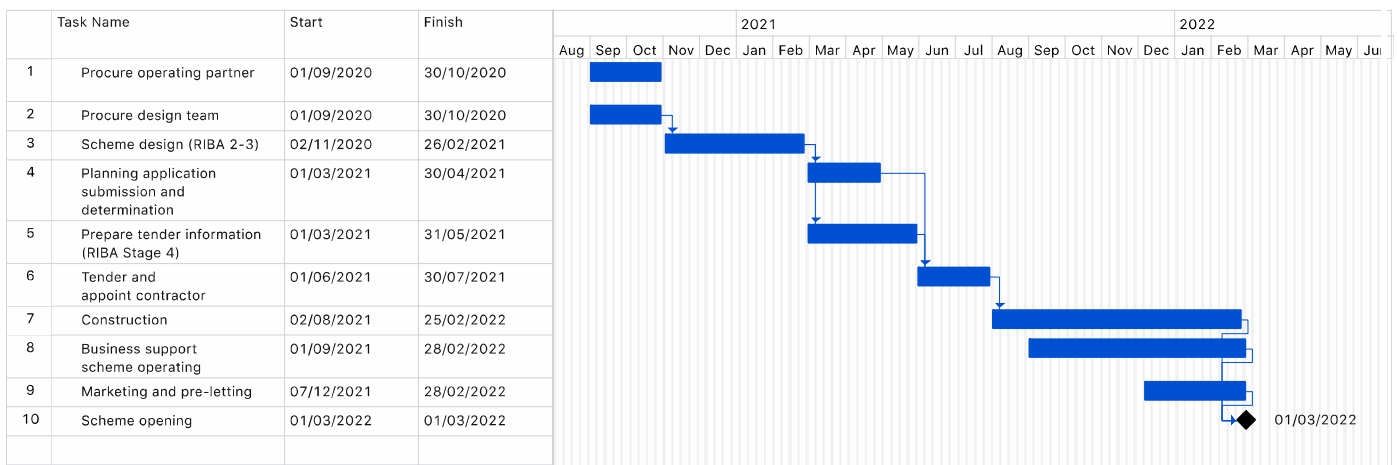
- Risk owner - the person best placed to direct or take mitigating action against an identified risk

Change management will also be controlled at a programme and project level in line with the flow process opposite. Change authority will sit at the Strategic Board, Programme Board or Project Boards dependant on the level of request respectively.

Tendring District Council will set aside 20% contingency funding in the event of any unforeseen cost overruns, inflationary impacts or lower than forecast occupancy rates. This forms part of wider budgets committed to the regeneration of Jaywick Sands.



6.7. Work programme:



The critical path for the project is shown in the Gantt chart above. Resourcing has been programmed and is described further in 6.1 above.

6.8. Previous project experience:

Jaywick Sands Place Plan

The Jaywick Sands Place Plan was procured and has been delivered to date by the same project team comprising TDC as lead authority and ECC as a supporting partner. Outputs to date include a draft Place Plan which has contributed towards changing the Shoreline Management Plan for the Jaywick and Clacton coastline to Hold the Line for all epochs in support of the regeneration strategy being put in place.

First 10 homes

TDC have recently completed a pilot housing development in Jaywick Sands comprising 10 new-build homes, split between affordable rent and market sale homes. The Council was successful in obtaining £200,000 from the HCA targeted originally towards the delivery of 10 Starter Homes, viability considerations meant that the HCA has agreed that the funding can be used in support of five Starter Homes alongside five Council homes as part of the initial development, given the Council's commitment to ensure that the renewal development of Jaywick Sands embraces the concept of local homes for local people and aims to improve the quality of homes in the area, particularly in respect of flood resilience.

In order to deliver homes quickly, to a high standard and to trial modern construction methodology off site construction was investigated as a means to develop the first and second storeys quickly and with a high level of thermal efficiency and long term sustainability. This is very much a proof of concept/trial as the pre-constructed units have been secured to a flood resilience ground floor garage base constructed from traditional materials. A specialist manufacturer was procured to deliver the pre-fabricated elements, while the ground floor flood resilient garage base is more akin to traditional construction and as such followed the normal procurement route.

The five Council homes will be subject to a local lettings plan which will mean that we will attempt to allocate these homes to families in need from the housing register who either currently live in or close to the Brooklands/Grasslands/Jaywick Sands village area. The Starter Homes could in theory be purchased by anyone who meets the Starter Homes criteria but given the issues currently faced in attracting and retaining key workers to critical local services, the Council is exploring available options with a view to finding a mechanism to address these employment issues where good quality and affordable accommodation has been identified as a causal factor to attract or retain skilled professionals.

Clacton and Holland Coastal Defence Scheme

A technically challenging coastal defence scheme in 2014-15 was managed by TDC and ECC to a successful conclusion ahead of schedule and below the allocated budget. Funding for the project (£35m) came from TDC, ECC and EA (the Agency paying the lions share – circa £30m).

The scheme is made up of 23 fishtail rock groynes and approximately 950,000 cubic metres of sand and shingle beach recharge. 61 vessels delivered 270,000 tonnes of rock from Norway. 349 trips were made to the offshore dredge site and 863,000m³ dredged and pumped to the foreshore. The material was pumped onto shore, via an 800mm diameter pipeline, from a dredging vessel moored offshore during high water periods. The material formed a beach with a crest 18 metres wide and a level of 1 metre below the existing promenade level. Owing to the natural processes that occur on the beach, the shape of the beach will evolve over time.

Because the works were on a beach, they were subject to tidal and weather impacts and were undertaken 7 days a week and 24 hours per day. Phase 1 works between Holland Haven and Fernwood Avenue commenced 22 July 2014 and was completed and the beaches opened to the public on 24 January 2015. Phase 2 works between Fernwood

Avenue and Clacton Pier commenced end of March 2015 and the beaches were completed and fully opened to the public on 25 September 2015.

Clacton and Holland Cliff Stabilisation

Following the successful completion of the above, a further major civil engineering project was carried out by TDC, in part funded by the underspend on the initial coastal defence scheme. This was a £5 million project to stabilise and improve cliffs in Holland-on-Sea, providing vital protection to homes and businesses for decades to come. The scheme, carried out by Tendring District Council, finished in time for the 2019 Clacton Air show.

The project built by Jackson Civil Engineering involved stabilising a 500-metre section of the coastal slope using a specialist drainage system. To enable construction the team temporarily removed and stored 80 beach huts with the support from owners, with a local carpenter employed to make repairs to huts before and during relocation. These have since been returned to the promenade and are now situated on a new, hard standing concrete base to increase the beach hut lifespan. Social value components to the project included working with Holland Haven Primary School to produce artwork for the site compound fencing and sponsoring the Holland-on-Sea Christmas Tree for 2018.

'Mermaid' site

SELEP Local Growth Fund funding was used to target a key intervention of purchasing and demolition of a former nightclub/bar (the Mermaid) at the heart of the community to bring forward a development site for construction of a block of high-quality residential units. The grant from SELEP was for £666,666 and this provided the capital required to both purchase and demolish the Mermaid and has been entirely used for this purpose.

6.9. Monitoring and evaluation: (See next page for table)

6.91 Logic Map

Objectives	Inputs	Outputs	Outcomes	Impacts
<p>Objective 1: Provide affordable space for start-up and grow-on businesses in the local community creating and retaining employment locally</p> <p>Objective 2: Generate employment opportunities through supporting business growth and entrepreneurship</p> <p>Objective 3: Provide access to affordable healthy fresh food and produce as well as affordable everyday household goods within easy walking distance of a large proportion of the community.</p> <p>Objective 4: Generate increased footfall to the Jaywick seafront benefitting local businesses in the area</p>	<p>Grant Spend £1.972m</p> <p>Matched Contributions Spend £50,000 – ECC contribution</p> <p>£105,535 – TDC contribution</p>	<p>840 m2 net lettable affordable commercial space (13 units) and covered market space comprising approx. 10 pitches</p> <p>3700m2 new public realm including community garden and space for open air markets and seasonal events</p> <p>New public footway for 150m2 of street frontage</p> <p>40 businesses supported each year</p> <p>20 potential entrepreneurs supported to become business ready each year</p>	<p>Net additionality of 49 FTE jobs in the area by year 4</p> <p>714m2 net lettable commercial floorspace occupied (B1 use class) (representing 85% occupancy)</p> <p>12% increase in employment density</p> <p>Increased connectivity around the settlement</p>	<p>Increased attractiveness of Jaywick Sand to developers and businesses</p> <p>Increased employment levels (changes in GVA)</p> <p>Regeneration of the area</p> <p>Improved access to affordable healthy food and household goods for residents</p> <p>Improved health and wellbeing among residents</p> <p>Improved walkability and safety of streetscape and public realm</p> <p>Decreased deprivation</p>



Objective 5: Create better quality public realm including a safe pavement along the key seafront street, community garden and multi-purpose outdoor events/market 'square'.

Objective 6: Decreasing blight and increasing positive identity for Jaywick Sands, increasing confidence in potential investors and raising aspirations for high quality regeneration and development going forward.

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7. DECLARATIONS

<p><i>Has any director/partner ever been disqualified from being a company director under the Company Directors Disqualification Act (1986) or ever been the proprietor, partner or director of a business that has been subject to an investigation (completed, current or pending) undertaken under the Companies, Financial Services or Banking Acts?</i></p>	<p style="text-align: center;">Yes / No</p>
<p><i>Has any director/partner ever been bankrupt or subject to an arrangement with creditors or ever been the proprietor, partner or director of a business subject to any formal insolvency procedure such as receivership, liquidation, or administration, or subject to an arrangement with its creditors</i></p>	<p style="text-align: center;">Yes / No</p>
<p><i>Has any director/partner ever been the proprietor, partner or director of a business that has been requested to repay a grant under any government scheme?</i></p>	<p style="text-align: center;">Yes / No</p>

**If the answer is “yes” to any of these questions please give details on a separate sheet of paper of the person(s) and business(es) and details of the circumstances. This does not necessarily affect your chances of being awarded SELEP funding.*

I am content for information supplied here to be stored electronically, shared with the South East Local Enterprise Partnerships Independent Technical Evaluator, Steer Davies Gleave, and other public sector bodies who may be involved in considering the business case.

I understand that a copy of the main Business Case document will be made available on the South East Local Enterprise Partnership website one month in advance of the funding decision by SELEP Accountability Board. The Business Case supporting appendices will not be uploaded onto the website. Redactions to the main Business Case document will only be acceptable where they fall within a category for exemption, as stated in Appendix G.

Where scheme promoters consider information to fall within the categories for exemption (stated in Appendix G) they should provide a separate version of the main Business Case document to SELEP 6 weeks in advance of the SELEP Accountability Board meeting at which the funding decision is being taken, which highlights the proposed Business Case redactions.

I understand that if I give information that is incorrect or incomplete, funding may be withheld or reclaimed and action taken against me. I declare that the information I have given on this form is correct and complete. Any expenditure defrayed in advance of project approval is at risk of not being reimbursed and all spend of Local Growth Fund must be compliant with the Grant Conditions.

I understand that any offer may be publicised by means of a press release giving brief details of the project and the grant amount.

<p><i>Signature of applicant</i></p>	<p><i>Tom Gardiner - Head of Regeneration TDC Anna Watson – Locality Lead ECC</i></p>
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8. APPENDIX A – ECONOMIC APPRAISAL ASSUMPTIONS

All appraisal assumptions are contained in section 3.4

9. APPENDIX B - FUNDING COMMITMENT

Draft S151 Officer Letter to support Business Case submission

Dear Colleague

In submitting this project Business Case, I confirm on behalf of [Insert name of County or Unitary Authority] that:

- The information presented in this Business Case is accurate and correct as at the time of writing.*
- The funding has been identified to deliver the project and project benefits, as specified within the Business Case. Where sufficient funding has not been identified to deliver the project, this risk has been identified within the Business Case and brought to the attention of the SELEP Secretariat through the SELEP quarterly reporting process.*
- The risk assessment included in the project Business Case identifies all substantial project risks known at the time of Business Case submission.*
- The delivery body has considered the public-sector equality duty and has had regard to the requirements under s.149 of the Equality Act 2010 throughout their decision-making process. This should include the development of an Equality Impact Assessment which will remain as a live document through the projects development and delivery stages.*
- The delivery body has access to the skills, expertise and resource to support the delivery of the project*
- Adequate revenue budget has been or will be allocated to support the post scheme completion monitoring and benefit realisation reporting*
- The project will be delivered under the conditions in the signed LGF Service Level Agreement or other grant agreement with the SELEP Accountable Body.*

I note that the Business Case will be made available on the SELEP website one month in advance of the funding decision being taken, subject to the removal of those parts of the Business Case which are commercially sensitive and confidential as agreed with the SELEP Accountable Body.

Yours Sincerely,

*TDC SRO (Director Level) Paul Price – TDC Deputy Chief Executive & Corporate Director
Place and Economy*

TDC S151 Officer: Richard Barrett – TDC Assistant Director Finance and IT

ECC Director: Steve Evison – ECC Director of Sustainable Growth



TDC S151 Assurance
Letter 9 Sep 2020.pdf



TDC S151 Jaywick
Funding Letter 2 2010

10. APPENDIX C – RISK MANAGEMENT STRATEGY

Description of Risk	Impact of Risk	Risk Owner	Risk Manager	Likelihood of occurrence (Very Low/ Low/Med/ High/ Very High) (1/2/3/4/5) *	Impact (Very Low/ Low/ Med/ High/ Very High) (1/2/3/4/5) **	Risk Rating	Risk Mitigation	Residual Likelihood/Impact Scores
Suitably qualified operators for the facility do not choose to tender for the management contract	Programme delay while suitable operator is found	TDC	Project Manager	3	3	9	Soft market testing has already been undertaken and interested operators have been identified.	2/2
Potential operators demand alternative terms or financial incentives in order to take on contract	Less favourable management contract terms may be negotiated.	TDC	Project Manager	3	3	9	Sensitivity analysis has been undertaken to assess impact. No impact on capital funding model.	2/2
Planning permission is not granted	Programme delays	TDC	Project Manager	1	4	4	As this is an application by the Council on Council owned property and a brownfield site within a designated regeneration area, this risk is likely to be low. It will be mitigated by pre-application engagement with the Planning team and good	1/1

Description of Risk	Impact of Risk	Risk Owner	Risk Manager	Likelihood of occurrence (Very Low/ Low/Med/ High/ Very High) (1/2/3/4/5) *	Impact (Very Low/ Low/ Med/ High/ Very High) (1/2/3/4/5) **	Risk Rating	Risk Mitigation	Residual Likelihood/Impact Scores
							community and stakeholder engagement.	
Contractor tender returns are higher than expected	Value engineering may be required, delays may occur or costs may increase	TDC	Design Team	3	3	9	Contingency has been included in the QRA and cost model	3/2
Inflation is higher than expected due to Covid and Brexit related factors	Value engineering may be required or costs may increase	TDC	Design team	3	3	9	Contingency has been included in the QRA and cost model	3/2
Unexpected or worse than expected ground conditions or contamination	Cost increases and programme delays	TDC	Project Manager/ Design Team	3	4	12	Early survey work to ascertain ground conditions and contamination. £50k allowance for abnormalities already included in cost plan	3/2

Description of Risk	Impact of Risk	Risk Owner	Risk Manager	Likelihood of occurrence (Very Low/ Low/Med/ High/ Very High) (1/2/3/4/5) *	Impact (Very Low/ Low/ Med/ High/ Very High) (1/2/3/4/5) **	Risk Rating	Risk Mitigation	Residual Likelihood/Impact Scores
Design development is prolonged due to unforeseen circumstances	Programme delays	TDC	Project Manager	3	3	9	Clear brief and deadlines will be contractually agreed with design team	3/2
Utilities networks locally require upgrading	Programme and cost overruns	TDC	Project Manager/ Design Team	4	4	16	Applications to statutory utilities to be made as soon as scheme development recommences	3/3
Reduced demand for commercial space in the area / lack of tenant take up	Under-occupancy and reduced benefits	TDC/ECC	Project Manager	3	2	6	Net scheme benefits will be realised even if occupancy is far lower than projected. Sensitivity modelling shows a 85% reduction in quantified benefits would be required to reduce the BCR to 1	3/1
Community opposition	Delays and reputational damage, under-occupancy	TDC/ECC	Project Sponsor	2	4	8	Ongoing community and stakeholder engagement and adapt scheme to reflect community feedback	1/2
Running costs higher than anticipated	Scheme takes longer to break-	TDC	Project Manager/ Operator	3	3	9	Sensitivity analysis shows that costs can increase by a quarter without affecting	3/2

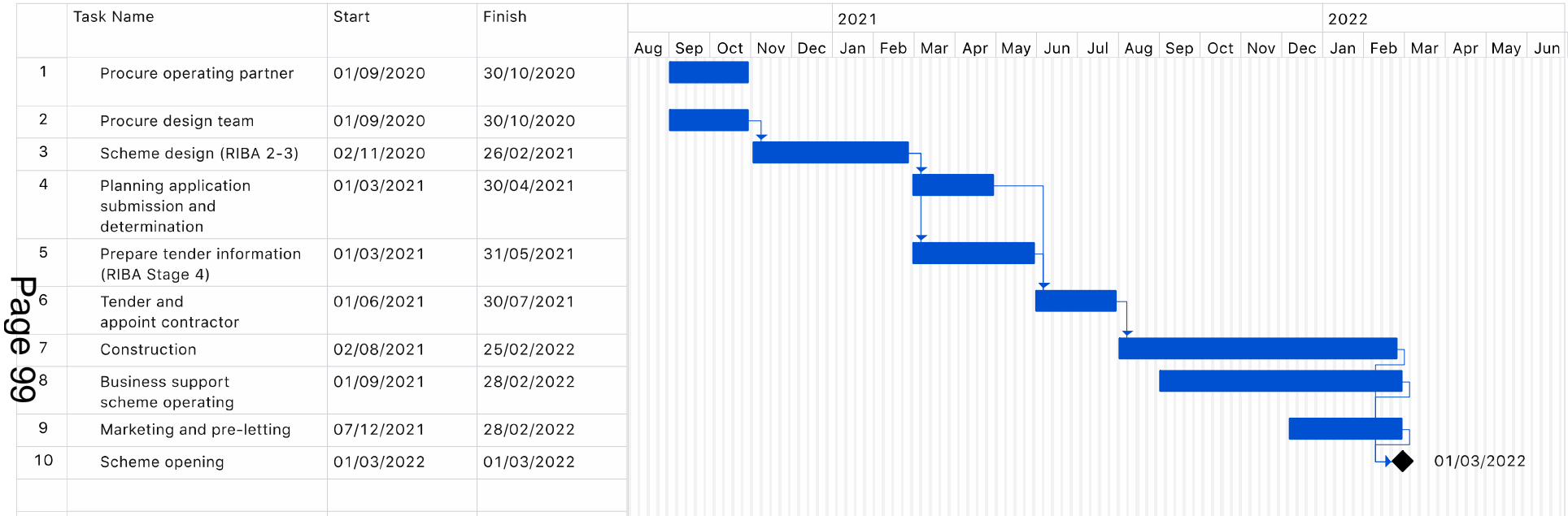
Description of Risk	Impact of Risk	Risk Owner	Risk Manager	Likelihood of occurrence (Very Low/ Low/Med/ High/ Very High) (1/2/3/4/5) *	Impact (Very Low/ Low/ Med/ High/ Very High) (1/2/3/4/5) **	Risk Rating	Risk Mitigation	Residual Likelihood/Impact Scores
	even/provide an operating surplus						ability to provide a net surplus by year 5	
COVID related issues impact programme (e.g. local lockdown or wider economic uncertainty affecting scheme take up)	Cost increase, programme delay, under-occupation	TDC/ECC	Project Manager	3	3	9	Contingency has been included in the QRA and cost model. Continue close monitoring of situation and adopt agile approach to adapting scheme if required.	3/2
Brexit related issues	Cost increase, programme delay, under-occupation	TDC/ECC	Project Manager	3	3	9	Contingency has been included in the QRA and cost model. Continue close monitoring of situation and adopt agile approach to adapting scheme if required.	3/2

* Likelihood of occurrence scale: Very Low (1) more than 1 chance in 1000; Low (2) more than 1 chance in 100; Medium (3) more than 1 chance in 50; High (4) more than 1 chance in 25; Very High (5) more than 1 chance in 10.

** Impact scale: Very Low (1) likely that impact could be resolved within 2 days; Low (2) potential for a few days' delay; Medium (3) potential for significant delay; High (4) potential for many weeks' delay; Very High (5) potential for many months' delay

Please note, not all sections of the table may require completion.

11. APPENDIX D – GANTT CHART





Category	Key Performance Indicators	Description
Jobs	Jobs connected to intervention (permanent, paid FTE)	The net local jobs growth anticipated from the scheme – 44 FTE jobs by Year 4
Land and Property	Commercial floorspace planned	842m2 net lettable floorspace (B1 use class) plus 10 market pitches
	New and improved public realm	3700m2 new and upgraded public realm including community garden, new pavement and outdoor market/event space
	New safe pavement/footway along street	150m2 new footway created
Business support	Number of businesses supported through programme	40 businesses supported/engaged through business support programme per year
	Number of potential entrepreneurs supported to become business ready	20 potential entrepreneurs supported per year

JAYWICK MARKET AND COMMERCIAL SPACE

This Monitoring and Evaluation Plan provides the details of the inputs, outputs, outcomes and impacts of the Jaywick Market and Commercial Space how they will be measured, and the costs associated with this for the Baseline Report and One Year After Opening Report and Five/Three Years After Opening Report.

The objectives of the scheme are:

Objective 1: Provide affordable space for start-up and grow-on businesses in the local community creating and retaining employment locally

Objective 2: Generate employment opportunities through supporting business growth and entrepreneurship

Objective 3: Provide access to affordable healthy fresh food and produce as well as affordable everyday household goods within easy walking distance of a large proportion of the community.

Objective 4: Generate increased footfall to the Jaywick seafront benefitting local businesses in the area

Objective 5: Create better quality public realm including a safe pavement along the key seafront street, community garden and multi-purpose outdoor events/market 'square'.

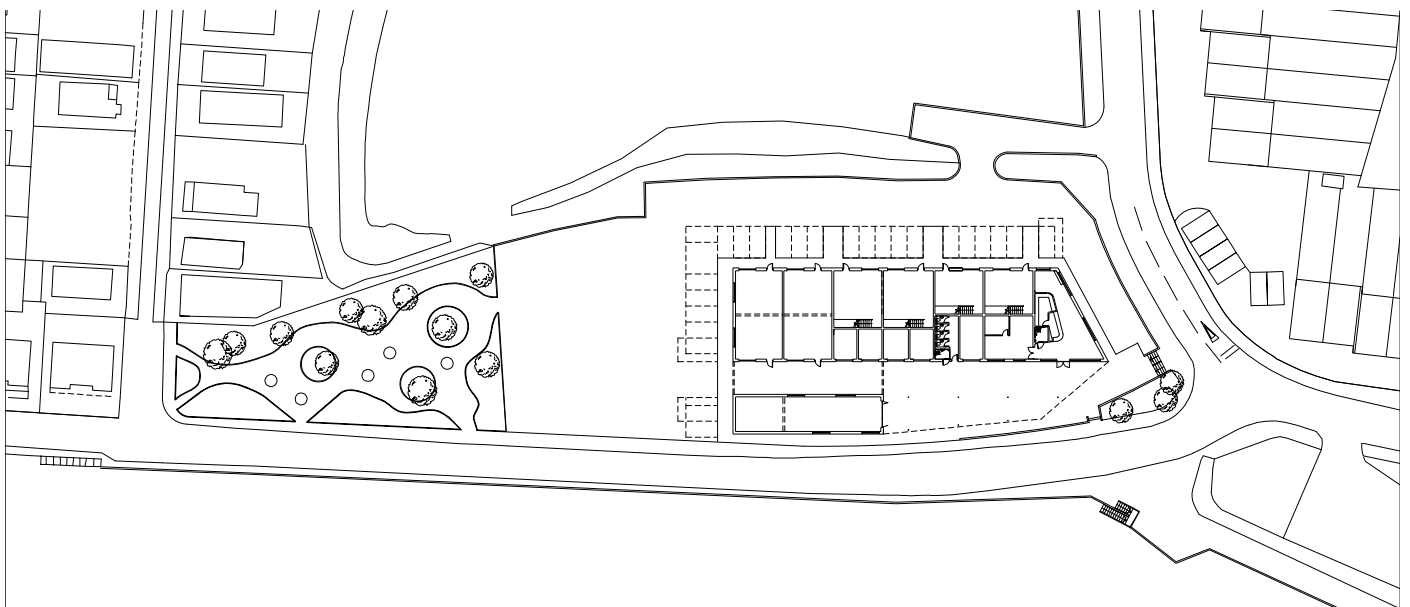
Objective 6: Decreasing blight and increasing positive identity for Jaywick Sands, increasing confidence in potential investors and raising aspirations for high quality regeneration and development going forward.



The geography of the scheme is shown in the map below:



Above: Orange dot indicates site location within Jaywick Sands. Orange shaded areas are currently owned by Tendring District Council.



Above: indicative site layout for the proposed scheme

INPUTS

ID	Input Description	Source of Value	Monitoring Approach	Frequency of Tracking	Source	2020/21 (£,000)				2021/22 (£,000)				2022/23 (£,000)			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IN1	Grant Spend - SELEP	Forecast	Based on monthly contractor certificates and professional fee invoices – reported in monthly financial statement	Monthly	Planned/ Forecasted Spend Profile			85.5	85.5	270.2	270.2	450.3	810.5				
IN2	Matched Contributions Spend - TDC	Forecast		Monthly	Planned/ Forecasted Spend Profile					10.4	10.4	17.3	31.1	9.1	9.1	9.1	9.1
IN3	Matched Contributions Spend - ECC	Forecast		Monthly	Planned/ Forecasted Spend Profile					5.5	5.5	9.1	16.4				

INPUT 4: PROJECT DELIVERY AND MILESTONS

Milestone	Planned Date of Delivery
Start of project (start spending LGF or match funding)	September 2020
Detailed Design	February 2021
Full Planning Permission Granted	April 2021
Site Mobilisation Works Commence	August 2021
Project Completion / Site Opening	March 2022

INPUT 5: RISK MITIGATION

Risk	Impact	Mitigation/quantified risk within contingency
Suitably qualified operators for the facility do not choose to tender for the management contract	Programme delay while suitable operator is found	Soft market testing has already been undertaken and interested operators have been identified.
Potential operators demand alternative terms or financial incentives in order to take on contract	Less favourable management contract terms may be negotiated.	Sensitivity analysis has been undertaken to assess impact. No impact on capital funding model.
Planning permission is not granted	Programme delays	As this is an application by the Council on Council owned property and a brownfield site within a designated regeneration area, this risk is likely to be low. It will be mitigated by pre-application engagement with the Planning team and good community and stakeholder engagement.
Contractor tender returns are higher than expected	Value engineering may be required or costs may increase	Contingency has been included in the QRA and cost model
Inflation is higher than expected	Value engineering may be required or costs may increase	Contingency has been included in the QRA and cost model
Unexpected site conditions e.g. ground conditions, ecology	Cost increase or programme delay	Contingency has been included in the QRA and cost model. Initial background ecological surveys have already been undertaken and initial specialist advice has informed the scheme. Further specialist advice will be sought at project start-up.
Reduced demand for commercial space in the area		Net scheme benefits will be realised even if occupancy is far lower than projected.
Covid related issues	Cost increase or programme delay	Contingency has been included in the QRA and cost model



OUTPUTS

ID	Output Description	
OP1	Provision of affordable commercial space to let	<p>Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring</p> <p>Value: 840m2 net lettable affordable commercial space and 10 covered market pitches</p> <p>Source of Value: Full Business Case</p> <p>Future Monitoring Approach: Confirm provision of final floorspace at Practical Completion</p> <p>Frequency of tracking: Once at practical completion</p> <p>Costs Allocated to Monitoring: Free- from project management reporting</p> <p>Details: Proposed Method of Collecting Baseline Information</p> <p>Approach for Collection: Confirm from 'as built drawings</p> <p>Costs Allocated: Free- from information provided by Design Team and Contractor as part of professional services</p>
OP2	New public realm created including community garden and space for open air markets and seasonal events	<p>Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring</p> <p>Value: 3700m2 new public realm</p> <p>Source of Value: Full Business Case</p> <p>Future Monitoring Approach: Confirm provision of final area at Practical Completion</p> <p>Frequency of tracking: Once at practical completion</p> <p>Costs Allocated to Monitoring: Free- from project management reporting</p> <p>Details: Proposed Method of Collecting Baseline Information</p> <p>Approach for Collection: Confirm from 'as built drawings</p> <p>Costs Allocated: Free- from information provided by Design Team and Contractor as part of professional services</p>
OP3	New public footway along street frontage	<p>Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring</p> <p>Value: 150m2 length of new footway</p> <p>Source of Value: Full Business Case</p> <p>Future Monitoring Approach: Confirm provision of final area at Practical Completion</p>



		<p>Frequency of tracking: Once at practical completion</p> <p>Costs Allocated to Monitoring: Free- from project management reporting</p> <p>Details: Proposed Method of Collecting Baseline Information</p> <p>Approach for Collection: Confirm from 'as built drawings</p> <p>Costs Allocated: Free- from information provided by Design Team and Contractor as part of professional services</p>
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OUTCOMES

ID	Outcome Description	
OC1	Number of jobs directly created as a result of the intervention	<p>Details: Planned / Anticipated Outcome Value and Proposed Approach for Monitoring</p> <p>Value: Direct jobs of 34 FTE by year 4</p> <p>Source of Value: Full business case</p> <p>Future Monitoring Approach: From data which the scheme operator will collect.</p> <p>Frequency of tracking: Annually at year end</p> <p>Costs Allocated to Monitoring: Free, through scheme operators contract</p> <p>Details: Proposed Method of Collecting Baseline Information</p> <p>Approach for Collection: As this is a new facility, no baseline information to collect for direct FTE jobs.</p> <p>Costs Allocated: None</p>

IMPACTS

As the scheme is under £2m, impacts are not required to be monitored.

BASELINE REPORT

JAYWICK MARKET AND COMMERCIAL SPACE

This Baseline Report provides the details of the inputs, outputs, outcomes and impacts of the Jaywick Market and Commercial Space from the period September 2020 to March 2022 before the scheme is constructed/delivered.

The objectives of the scheme are:

Objective 1: Provide affordable space for start-up and grow-on businesses in the local community creating and retaining employment locally

Objective 2: Generate employment opportunities through supporting business growth and entrepreneurship

Objective 3: Provide access to affordable healthy fresh food and produce as well as affordable everyday household goods within easy walking distance of a large proportion of the community.

Objective 4: Generate increased footfall to the Jaywick seafront benefitting local businesses in the area

Objective 5: Create better quality public realm including a safe pavement along the key seafront street, community garden and multi-purpose outdoor events/market 'square'.

Objective 6: Decreasing blight and increasing positive identity for Jaywick Sands, increasing confidence in potential investors and raising aspirations for high quality regeneration and development going forward.



The geography of the scheme is shown in the map below





INPUTS

ID	Input Description	Source of Value	Monitoring Approach	Frequency of Tracking	Source	2020/21 (£,000)				2021/22 (£,000)				2022/23 (£,000)			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IN1	Grant Spend - SELEP	Forecast	Based on monthly contractor certificates and professional fee invoices – reported in monthly financial statement	Monthly	Planned/ Forecasted Spend Profile			85.5	85.5	270.2	270.2	450.3	810.5				
IN2	Matched Contributions Spend - TDC	Forecast		Monthly	Planned/ Forecasted Spend Profile					10.4	10.4	17.3	31.1	9.1	9.1	9.1	9.1
IN3	Matched Contributions Spend - ECC	Forecast		Monthly	Planned/ Forecasted Spend Profile					5.5	5.5	9.1	16.4				

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INPUT 4: PROJECT DELIVERY AND MILESTONS

Milestone	Planned Date of Delivery
Start of project (start spending LGF or match funding)	September 2020
Detailed Design	February 2021
Full Planning Permission Granted	April 2021
Site Mobilisation Works Commence	August 2021
Project Completion / Site Opening	March 2022

INPUT 5: RISK MITIGATION

Risk	Impact	Mitigation/quantified risk within contingency
Suitably qualified operators for the facility do not choose to tender for the management contract	Programme delay while suitable operator is found	Soft market testing has already been undertaken and interested operators have been identified.
Potential operators demand alternative terms or financial incentives in order to take on contract	Less favourable management contract terms may be negotiated.	Sensitivity analysis has been undertaken to assess impact. No impact on capital funding model.
Planning permission is not granted	Programme delays	As this is an application by the Council on Council owned property and a brownfield site within a designated regeneration area, this risk is likely to be low. It will be mitigated by pre-application engagement with the Planning team and good community and stakeholder engagement.
Contractor tender returns are higher than expected	Value engineering may be required or costs may increase	Contingency has been included in the QRA and cost model
Inflation is higher than expected	Value engineering may be required or costs may increase	Contingency has been included in the QRA and cost model
Unexpected site conditions e.g. ground conditions, ecology	Cost increase or programme delay	Contingency has been included in the QRA and cost model. Initial background ecological surveys have already been undertaken and initial specialist advice has informed the scheme. Further specialist advice will be sought at project start-up.
Reduced demand for commercial space in the area		Net scheme benefits will be realised even if occupancy is far lower than projected.
Covid related issues	Cost increase or programme delay	Contingency has been included in the QRA and cost model



OUTPUTS

ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OP1	Provision of affordable commercial space to let	Baseline	0				
		Planned/ Anticipated	840m2 net lettable affordable commercial space and 10 covered market pitches	Confirm provision of final floorspace at Practical Completion	Once at practical completion	Free- from project management reporting	
Details: Method of Collecting Baseline Information							

ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OP2	New public realm created including community garden and space for open air markets and seasonal events	Baseline	0				
		Planned/ Anticipated	3700m2 new public realm	Confirm provision of final area at Practical Completion	Once at practical completion	Free- from project management reporting	
Details: Method of Collecting Baseline Information							

ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OP3	New public footway along street frontage	Baseline	0				
		Planned/ Anticipated	150m2 length of new footway	Confirm provision of final area at	Once at practical completion	Free- from project management reporting	



				Practical Completion			
Details: Method of Collecting Baseline Information							

OUTCOMES

	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OC1	Number of net additional jobs created/brought into the area	Baseline	0				
		Planned/ Anticipated	34 FTE jobs by Year 4	From data which the scheme operator will collect.	Annually at Year End		
Details: Method of Collecting Baseline Information							

IMPACTS

As the scheme is under £2m, monitoring of impacts is not required.



14. APPENDIX G - CATEGORIES OF EXEMPT INFORMATION

None



Partner	Key Areas of Interest
Government	
Ministry of Homes, Communities and Local Government and its Secretary of State Homes England	<input type="checkbox"/> Area regeneration <input type="checkbox"/> Economic Growth & Job Creation <input type="checkbox"/> Funding <input type="checkbox"/> Value for Money <input type="checkbox"/> Timely spending
Local Members of Parliament	
Giles Watling MP for Clacton Natalie Elphicke OBE MP for Dover	<input type="checkbox"/> Area regeneration <input type="checkbox"/> Economic Growth & Job Creation <input type="checkbox"/> Local authority goals and plans <input type="checkbox"/> Constituent concerns and feedback
Local Community Groups & Partners	
Coastal Community Team Inclusion Ventures Jaywick Sands Revival CIC Jaywick Community Land Trust Jaywick Happy Club Never Say Die Community Pub Martello Tower & Friends Golf Green Hall Jaywick & Tudor Residents' Association, Jaywick Resource Centre Dig4Jaywick Citizens Advice Tendring CVS DERiC Tendring Community Safety Partnerships Essex Police	<input type="checkbox"/> Resident Engagement <input type="checkbox"/> Area regeneration <input type="checkbox"/> Economic Growth & Job Creation <input type="checkbox"/> Community Access <input type="checkbox"/> Community Facilities <input type="checkbox"/> Community Safety
Natural and Built Environment Stakeholders	
Environment Agency Essex Wildlife Trust Jaywick Sands Residents Housing & Finance Institute HAT Projects	<input type="checkbox"/> Location of site <input type="checkbox"/> Protected species <input type="checkbox"/> Flooding <input type="checkbox"/> Short-term construction impacts <input type="checkbox"/> Parking facilities <input type="checkbox"/> Visual aspect of the build <input type="checkbox"/> Neighbouring homeowners
Local Enterprise Partnerships	
SELEP	<input type="checkbox"/> Value for money <input type="checkbox"/> Timely spending <input type="checkbox"/> Alignment with strategic objectives
Supporting Upper Tier Local Authorities	
Essex County Council Leader: David Finch Portfolio Holder: Tony Ball Chief Executive: Gavin Jones Responsible Director: Steve Evison	<input type="checkbox"/> Linkage with key policy drivers, including organisational strategy, economic growth job creation, regeneration of areas of deprivation <input type="checkbox"/> Improved access to fresh food
Supporting Lower Tier Local Authorities	
Tendring District Council Tendring DC Leader: Neil Stock Portfolio Holder: XXX Chief Executive: Ian Davidson Responsible Director: Paul Price	<input type="checkbox"/> Linkage with key policy drivers, including organisational strategy, economic growth job creation, regeneration of areas of deprivation <input type="checkbox"/> Appropriate planning process <input type="checkbox"/> Linkage with emerging / adopted Local Plans and delivery of housing and jobs
Ward Members for Jaywick Sands Paul Honeywood Dan Casey Nicola Overton	<input type="checkbox"/> Regeneration <input type="checkbox"/> Improved access to affordable goods and produce residents and businesses <input type="checkbox"/> Ward concerns and interests



Business Stakeholders	
Commercial Space Management Company Jaywick Boot Market Traders & Customers Clacton & St Osyth Market Traders & Customers Tendring4Growth Jaywick Sands Neighbourhood Team Existing Local Businesses New Local Businesses DWP	<input type="checkbox"/> Delivery and lease of new business and market space <input type="checkbox"/> Operation of existing business and access to new community facilities <input type="checkbox"/> Productivity and profitability of existing and future businesses <input type="checkbox"/> Public perception of Jaywick
Highways Sustainable Transport and Travel Planning Functions	
ECC Strategic Development Team, ECC Passenger Transport, ECC Sustainable Travel, ECC Network Assurance, ECC Network Operations	<input type="checkbox"/> Public transport, walking and cycle links <input type="checkbox"/> Car parking management <input type="checkbox"/> Travel Planning <input type="checkbox"/> Land and road ownership (TDC & ECC)
Transport Users and Providers	
Essex Local Access Forum, Access Groups, Bus Operators and Users, Taxi and Mini Cab Operators Emergency Services	<input type="checkbox"/> Accessibility <input type="checkbox"/> Capacity <input type="checkbox"/> Safety and security, <input type="checkbox"/> Welfare facilities
Utilities	
Anglian Water, National Grid, UK Power Networks, Digital Service Providers	<input type="checkbox"/> New connections and capacity <input type="checkbox"/> Safe operation of assets

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Jaywick Sands Workspace Feasibility study report



HAT Projects
April 2020

1. Executive Summary

"Jaywick Sands through the provision of a deliverable development framework, will be a sustainable community with associated economic, community and employment opportunities."

Tendring District Council Emerging Local Plan policy

This study was commissioned by Tendring District Council to investigate the feasibility of creating a new managed workspace to support emerging and growing entrepreneurs and businesses in the Jaywick Sands area, meeting the key objective of the Place Plan and the Coastal Communities Team overseeing Jaywick's regeneration.

The purpose of the feasibility study is as follows:

- To examine the demand for incubation/managed workspace in the Jaywick Sands area
- To analyse existing workspace provision within the wider study area.
- To determine the economic impact of providing new workspace in Jaywick Sands.
- To determine the indicative costs of providing a building on a suitable site within the Jaywick Sands area.

The study area covered the village of Jaywick Sands and its immediate hinterland, acknowledging that the catchment for potential users of such a facility may (initially) fall beyond the Jaywick Sands area.

Findings from the study

The study has found that there is a high level of demand in the wider area for affordable business space within the light industrial, studio and basic office sectors, due to an undersupply of space. This is evidenced by the Tendring Employment Land Review in 2019 and by letting agent interviews undertaken as part of this study.

The study also found a higher than expected number of credible potential locally based occupiers for a new facility in Jaywick Sands, despite no formal marketing exercise being undertaken. The demand uncovered was through informal contacts only. The evidenced demand justifies the creation of new workspace in Jaywick Sands, to meet the sectors where demand is identified in the wider area as well as locally.

The range of potential occupiers, along with agent feedback, informed the development of a number of initial options for a new facility, which were market tested. Following further user and agent feedback, a recommended model has been developed and costed with a full operational model and cashflow as well as capital costings.

The recommended new workspace facility is a 10,500 sq ft (GIA) building offering 9,500 sq ft net lettable area (90% net:gross). The capital costs are estimated to be £1,858,175 in total project costs (including fees) of which £1,595,000 is the construction value of the scheme at Q1 2020 costs.

Cashflow modelling shows that the scheme should be expected to reach an operating surplus by year 2 of operation and a cumulative surplus in year 3. This assumes no requirement for capital return on investment but as surpluses will be consistently generated after year 3, a decision can be made about whether some capital return is recouped or whether (the preferred option) surpluses are reinvested in community development for the Jaywick Sands community.

The recommended model is an interim 10-15 year facility occupying a prominent site in the centre of Jaywick Sands to maximise its catalytic impact on the regeneration of the area. The design assumption is that the building should be constructed to be disassembled and reused as components or re-erected elsewhere.

The economic impact assessment finds a net additional impact to the local economy of £1,738,722 per annum. This excludes second round multipliers and the catalytic impact on raising property values and tax receipts from the local area, which will be considerable. Along with the economic impact, there will be a range of positive social impacts which would be expected to contribute to alleviating the severe deprivation experienced by much of the Jaywick Sands community.

The study therefore recommends that the project proceed to the next levels of development and design and a further gateway review prior to submitting the scheme for full planning permission. Key next steps will be:

- Approval to proceed to develop the next level of detail up to a further gateway review, from senior leadership and executive members at TDC as required.
- Procurement of a consultant team and preferred operator to develop detailed proposals to RIBA Stage 3 (submission of planning permission)

£1,858,175 capital project investment

Operating surplus in year 2

£1,738,722 net economic impact on the local economy

Wide regeneration benefits and catalytic economic impacts

2. Context

2.1 About Jaywick Sands

Jaywick Sands is located on the Essex coast, in Tendring District. The village of just under 4,800 residents (2,600 households) is sited along the seafront a few miles south west of Clacton-on-Sea.

A century ago the village did not exist. The plotlands settlement of small detached chalets was founded in 1928 and most of the estate was not 'purpose built' for permanent year round occupation. A unique combination of social, political, economical and geographic factors have meant that Jaywick Sands has retained its distinctive low-rise, self-built character, and strong community, although currently it is best known for including officially the most deprived statistical area in the UK.

Tendring 018A LSOA is the statistical unit which includes the western part of the community, and has been ranked as the most deprived area in England and Wales on the Index of Multiple Deprivation in 2010, 2015 and again in 2019. The adjacent LOSA, Tendring 018C, is also in the bottom 5% according to the IoMD, and Tendring 018B (mainly the north of the Tudor Estate) scores in the bottom decile across 3 of the 9 deprivation indices. These statistics are further supported by 2011 census data, other reports and datasets. The deprivation experienced by Jaywick Sands results from many factors, but a lack of local employment, and the difficulty of travelling to local employment centres due to poor public transport connections and geographical isolation, is a significant factor.

With collaboration and support from various authorities and agencies, represented in the Coastal Communities Team, a range of interventions, including a Place Plan, are being developed to improve the physical, economic and social resilience of Jaywick Sands. This study forms part of this regeneration programme and has been developed in an integrated dialogue with key stakeholders in the community and wider area.



2.2 Jaywick's economy

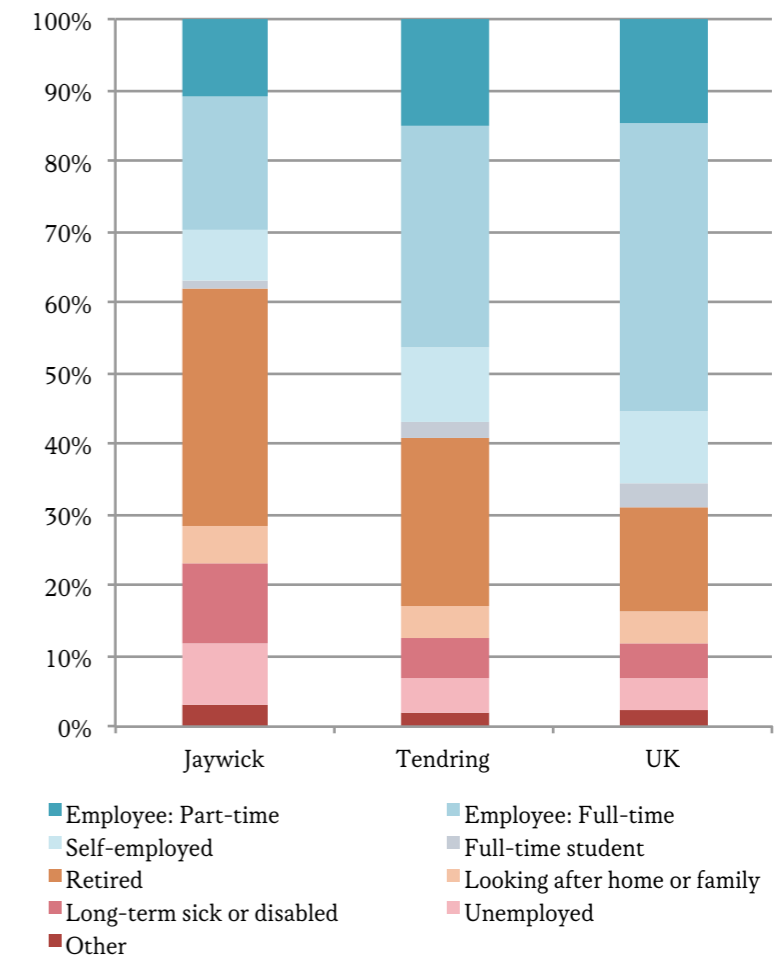
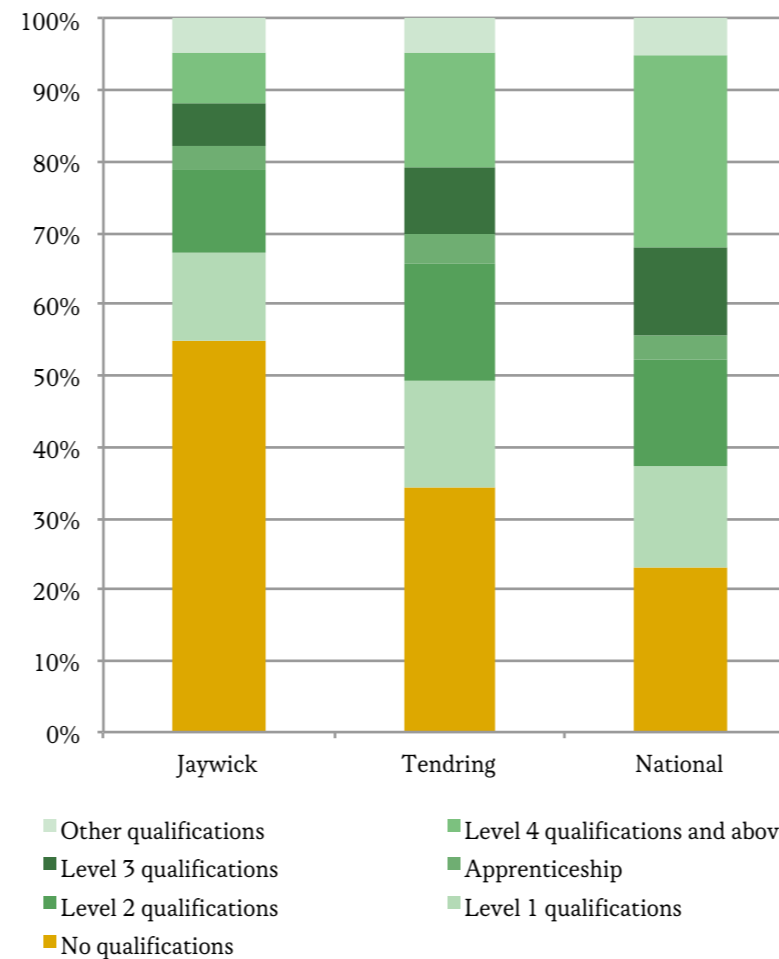
Data on economic activity in Jaywick Sands is limited due to the lack of very localized datasets and the significant informal economy in the community. The 2019 ONS Business Register and Employment Survey records only 360 jobs in Jaywick Sands, of which around half are part-time jobs. This equates to a job density of 1 job for every 14 residents in the community – a very low ratio compared to 1:3 for Tendring as a whole.

This figure does not include the self-employed – this only includes roles which are PAYE and/or VAT registered. Census data indicates that residents in full and part-time employment are significantly fewer than the national and district average, and of the employed residents, a higher proportion are self-employed than the national and district averages. The large majority of employed people in the community are therefore commuting out of the area, often significant distances, to access work.

There are 31 registered companies (Companies House) and 5 registered charities (Charities Commission) with their registered addresses in Jaywick Sands, but a greater number of businesses (over 100) listed as operating in the village on common websites such as www.oneofthelocal.co.uk.

The main sectors of employment in Jaywick Sands are health and care (including childcare) with approx. 130 jobs, tourism (including accommodation such as the holiday parks) which provides approx. 80 jobs and retail which provides approx. 70 jobs. While Tendring as a whole has strengths in construction, ports and logistics and some advanced manufacturing, neither of these are represented in Jaywick Sands.

Skills levels in the Jaywick community are low compared to Tendring, regional and national averages. There are few students going into higher education, and post-16 education take-up is lower than average. The number of residents of working age with no formal qualification at all is high, around 55%.



There are a number of barriers to accessing training and employment for Jaywick residents, including geographical isolation from centres of employment and education or training, along with an insufficient and unaffordable public transport service. Many school leavers do not meet the minimum skills levels required to start on further or higher education courses, training schemes or apprenticeships so cannot get onto the ladder towards skilled employment. These young people require basic level functional skills training and community based organisations are looking to provide more vocational and skills training in the area.

Map and directory of existing businesses and charities based in Jaywick Sands



Companies & Charities

- ◆ 1. RSCS Holding Ltd
- ◆ 2. DQP Ltd
- ◆ 3. Seconds Out Ltd
- ◆ 4. The Property Guru Limited
- ◆ 5. The Property Guru (Residential) Ltd
- ◆ 6. BRS Maintenance Ltd
- ◆ 7. Broadway Takeaway Ltd
- ◆ 8. Pyrkes Property Services Limited
- ◆ 9. Mmphotostudio Limited
- ◆ 10. Accounting Solutions (Anglia) Limited
- ◆ 11. Simply Self Assessment Ltd
- ◆ 12. Savio Investment Limited
- ◆ 13. Jaywick Stores Ltd
- ◆ 14. Jaywick Convenience Store Ltd
- ◆ 15. Jaywick Sands Revival Community Interest Company
- ◆ 16. Dreamy Petz Ltd
- ◆ 17. Colne Yacht Surveys Limited
- ◆ 18. L & B Transport Ltd
- ◆ 19. Luke Stevens Electrical Limited
- ◆ 20. Safe Therapeutic Training Ltd
- ◆ 21. Bluebird Resource Centre Ltd
- ◆ 22. Network 81
- ◆ 23. Nick's Mechanical Services Ltd
- ◆ 24. Boathouse Residents Association Limited
- ◆ 25. Boathouse Holdings Ltd
- ◆ 26. L&P Seltap Services Ltd
- ◆ 27. Trime Care Ltd
- ◆ 28. Gingerlilly Designs Limited
- ◆ 29. Cheque Bid Ltd
- ◆ 30. E & A Decorating Limited
- ◆ 31. Loyalty Project Ltd

Charities

- 32. Extra - Support for Families
- 33. Golf Green Hall Trust
- 34. Inclusion Ventures Limited
- 35. Jaywick Community & Resource Centre
- 36. Jaywick Millennium Lunch Club
- 37. The Frobisher Parent Teacher's Association

Source: Companies House; Charities Commission;
www.oneofthelocal.co.uk

2.3 Existing regeneration and community initiatives in Jaywick Sands

This study has been undertaken in line with a number of existing and emerging initiatives aimed at addressing the engrained issues of deprivation in Jaywick Sands. These are in line with the vision for Jaywick Sands as expressed in the emerging Local Plan:

“Jaywick Sands through the provision of a deliverable development framework, will be a sustainable community with associated economic, community and employment opportunities.”

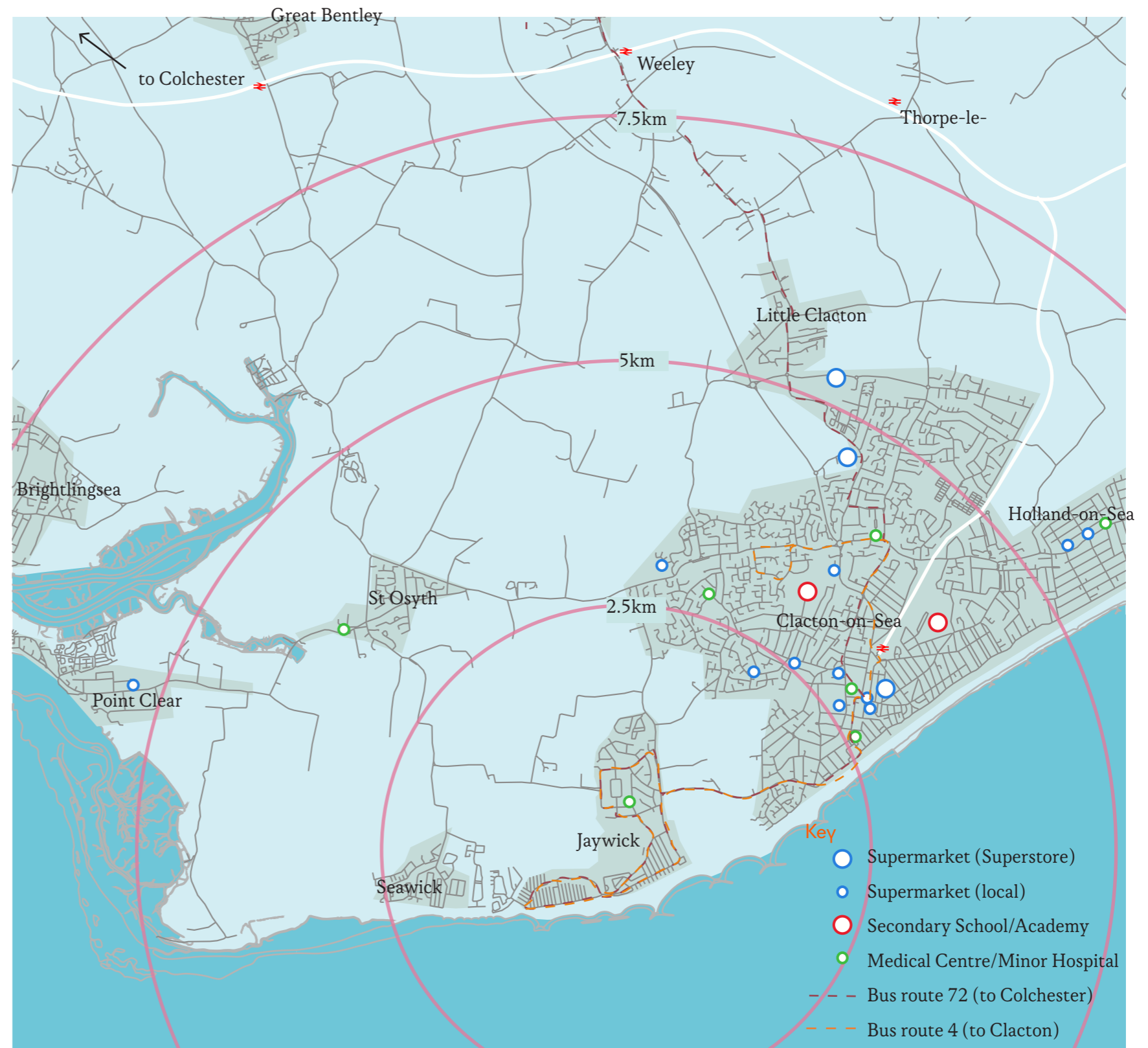
A Coastal Communities Team was set up for Jaywick Sands in 2016 to bring together the full range of stakeholders to tackle the multi-dimensional challenges of Jaywick Sands with the support and funding of MHCLG. The CCT has a Place Plan Strategy for Jaywick Sands which is underpinned by five strategic objectives:

1. Transform housing quality & the built environment
2. Ensure long term flood resilience
3. Create greater connectivity to neighbouring areas
4. Attract commerce and new economic opportunities
5. Improve people’s life chances & health and wellbeing.

HAT Projects are lead consultants for the Jaywick Sands Place Plan, a comprehensive spatial framework in development for the area. This plan, commissioned by Tendring District Council, will form the framework for phased regeneration and is being developed in collaboration with CCT members.

Individually, TDC, ECC and other third sector organisations and charities operate a number of schemes in the area to support different aspects of Jaywick’s regeneration. These include:

- Work with young people at risk including education and training
- Health and wellbeing initiatives including active living
- Physical improvements including streetscape and public realm
- Interventions on poor quality housing and rogue landlords
- Jaywick Sands Forum, a regular meeting of community groups
- Jaywick Sands Revival CIC, a relatively new CIC focusing on housing issues and advice to residents
- Jaywick Sands Community Land Trust, a relatively new CLT aiming to create affordable homes and support business.



3. Wider strategic and policy context

3.1 Tendring Economic Strategy 2019-2024

The Tendring Economic Strategy (TES) has recently been updated and it concludes that evidence from Office of National Statistics demonstrates that there have been some important changes in the local economy which require the need for a change of approach. These include:

- A greater focus on Clacton and Jaywick, 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.

The TES two year plan anticipates that an innovative new plan should be put in place for Clacton focussed on challenging and changing perceptions and building community capacity. Similarly, in Jaywick, bottom-up, participatory activities should be addressing inherent weaknesses and providing foundations for future engagement. Specifically with relevance to this project, the TES recommends that:

- 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. 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.
- TDC should identify property assets within public ownership which can be transformed to offer low-cost or free space to support new businesses and positive social activities, particularly in Clacton and Jaywick, to maximise their social value. Map spaces owned by Tendring DC, looking at where there is a stronger case (lower opportunity cost) of making them available for free or low-cost use by residents with ideas. Provide meanwhile space in perpetuity, with advice and guidance to support 'graduates' into more permanent spaces.

- 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. The strategy recommends first piloting this approach in Jaywick, particularly around the emerging Place Plan.
- Using the 2019 Employment Land Review, identify priority space to support 'move on' and growth space, activity promoting this amongst the local business population. This type of development should be encouraged through the use of cross-funding through the delivery of mixed-use sites. There are a number of proposed or allocated sites which have the potential to accommodate this type of development alongside residential and other uses and it should be ensured that these are treated favourably.
- 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.
- Culture is also mentioned as a potential opportunity for Jaywick.

Emerging Local Plan 2013 -2033

Regeneration

Jaywick Sands is identified under **Policy PPL4 Priority Areas for Regeneration** as a priority for focused investment in "social, economic and physical infrastructure and initiatives to improve vitality, environmental quality, social inclusion, economic prospects, education, health, community safety, accessibility and green infrastructure." No specific employment land allocations are identified in Jaywick Sands.

Village services and other facilities

Under **Policy PP3 Village and Neighbourhood Centres** three areas of Jaywick Sands - Broadway, Tudor Parade and the junction of Tamarisk Way/Broadway are defined as neighbourhood centres to be protected and enhanced. Under **Policy PP11 Holiday Parks** the caravan park to the west of Jaywick Sands is identified as a safeguarded site protected against redevelopment.

Flood Risk

Under **Policy PPL1 Development and Flood Risk**, new development in areas of high flood risk "must be designed to be resilient in the event of a flood and ensure that, in the case of new residential development, that there are no bedrooms at ground floor level and that a means of escape is possible from first floor level." However commercial development is not affected by flood risk issues due to it not posing a risk to life.

4. Supply and demand for employment space in the wider area

4.1 Tending Employment Land Review (2019)

The recently updated Employment Land Review (2019) finds there is currently more than sufficient supply of land to meet future needs, but that there is a shortage of readily available stock of built space on the market. Consultations with local commercial agents to inform the Employment Land Review indicate good demand for stock in Tendring (predominantly small units) but a lack of supply. Office occupancy rates are at around 90-95% which suggests Tendring has a vibrant and attractive market with capacity for growth but with limited choice in the market.

Clacton-on-Sea remains the centre point of the office market with the largest number of deals and largest amount of floorspace transacted. In terms of the industrial market, industrial transactions have been fairly consistent over the last decade but have increased in the last couple of years. Clacton remains the dominant focus of this market with Gorse Lane industrial estate seeing the largest levels of activity.

The findings suggest that while the market is small, it is a strong market with high occupancy levels and above average transaction volumes in the most recent years. The low vacancy levels suggest that the momentum of these transaction volumes may struggle to be maintained without further stock being brought to the market. In terms of office space, there is a need to encourage the delivery of smaller scale mixed units with flexible terms to support newly established businesses. There is very little space available for either industrial or office uses, at the budget end of the spectrum.

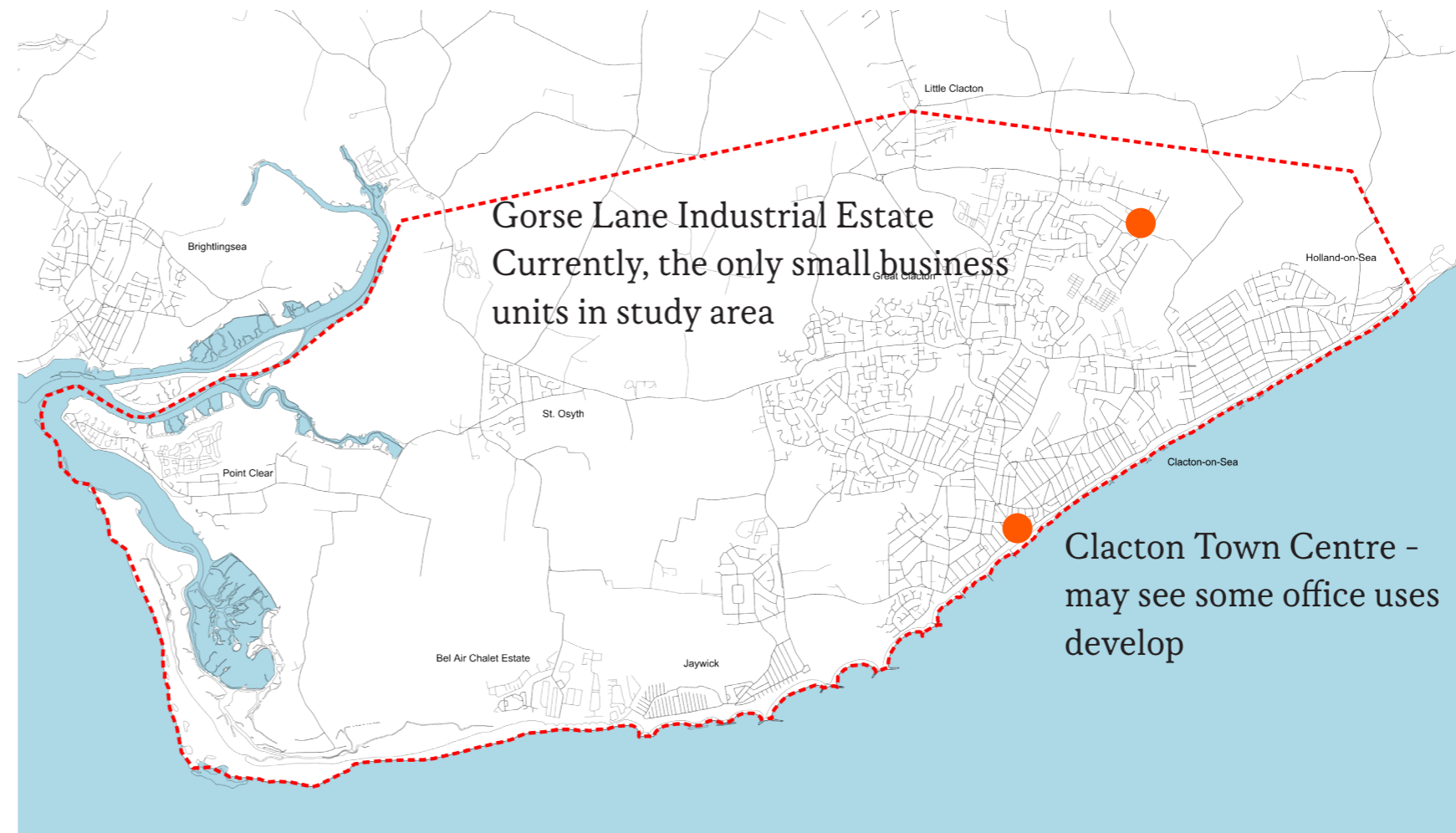
Based on available rental information between 2008 and 2018, the average office rent in the district is £96.45/sqm, and £55/sqm for industrial rent.

4.2 Analysis of current workspace provision

Employment space provision in the wider study area is limited, particularly with regard to managed or incubation space. There are only two complexes which could be described in this way – the Clacton Enterprise Centre and the Pace Centre, both in the Gorse Lane industrial area. This supports the findings of the Employment Land Review and also the findings from our demand research – see below.

While some new managed workspace may be developed in the future as part of the regeneration of Clacton Town Centre, this

is likely to be more office focused rather than light industrial/ low cost multi-purpose business units. This may meet some of the needs for a pipeline of low cost office space and meet some of the recommendations of the Economic Strategy, but will not address the lack of supply for more basic units suitable for small-scale manufacturing, food, and other sectors requiring larger, more robust space with good parking and delivery access.



5. Demand for employment space in Jaywick Sands

We have undertaken extensive research with local agents, community representatives and local businesses to assess if there is demand for employment space in Jaywick Sands and if so, of what nature.

5.1 Agent feedback

Agent feedback shows that while there is no formally registered demand for space in Jaywick Sands, this is due to a perception that it is not a location to look for space due to the lack of a meaningful existing business cluster and its currently poor reputation.

Agents do see advantages to Jaywick Sands as a location, such as affordability and easy parking, and due to the lack of available space in the wider study area, they consider that occupiers could be interested in taking space in Jaywick if space was actually available. A key driver is likely to be the low vacancy rates in the wider area, which is highlighted in the Tendring 2019 Employment Space Review. There is a particular shortage of smaller units (office and light industrial) highlighted in this report and this is an opportunity for Jaywick to become a destination for occupiers.

Agent feedback on initial models presented is that light industrial units of 600-1500 sq ft would be easy to let in Jaywick Sands due to the shortage in the area. We are currently pursuing contacts through agents, of businesses who are looking for space in the wider area and who are willing to participate in our research.

5.2 Potential tenants

Research through networks in the local community has resulted in approaches from several potential occupiers who have expressed interest in taking space in a potential employment space development in Jaywick Sands. Credible business interest includes:

- A successful local café owner/operator currently operating premises in Clacton, who would like to open a café/food business, ideally well located to attract beach trade, in Jaywick Sands. They

are interested in 1000-1800 sq ft of space. 4-8 people would be employed depending on the time of year.

- A Jaywick based retail manager with a long track record in London and Essex, who would like to set up a snack bar
- A Jaywick based custom fabrication business currently operating out of unsuitable premises elsewhere and struggling to find somewhere in the area, has been looking as far as Marks Tey due to lack of supply but this is too far to travel. Interested in customer facing space to sell from as well as fabrication space of c.500sqft.
- A Jaywick based retiree who previously operated successful vehicle repair businesses and who is interested in setting up a similar enterprise locally, has much of his equipment. Would rent 3000-4000 sq ft of light industrial space.
- A Jaywick based individual would rent a small (kiosk) unit to sell fruit and veg – has experience running similar operations and contacts with suppliers.
- A Jaywick based person would rent a kiosk/small unit to sell baby clothing and accessories retail.
- Interest in operating a gym/fitness business.
- Several locally based individuals interested in shared studio space for their creative practice (light industrial/makerspace not ‘office’ studios.) and/or makerspace membership (i.e. low cost access to shared space as they cannot afford their own studio)

The level of response so far from credible potential occupiers, despite no formal marketing or publicity, is encouraging.

Community contacts from social enterprises, third sector agencies and institutional partners has indicated a healthy demand for space to expand their range of social programmes and their physical presence in Jaywick Sands. These groups have expressed demand for meeting/training space; hot-desking or co-working space; and similar. While space is available at the Community Resource Centre it is recognised that this is often busy and does not always meet the needs of potential users. These users are able to pay for space rental by the hour and potentially on a more ongoing basis.

Almost all organisations and individuals contacted, have stressed the importance of business support for local entrepreneurs and business owners, to ensure a healthy business survival and growth rate. The added value of clustering and co-production, as well as a range of unit sizes to allow businesses to grow and expand on site, has also been emphasized. Formal and informal business support on site should form part of the future management model to maximise the opportunities to encourage existing businesses and new start-ups to grow sustainably.



The only small business units in the study area are at Gorse Lane on the edge of Clacton (top). The next nearest provision is in Colchester, a 40 minute drive or over an hour by bus.

5.3 SWOT analysis

In summary, we have analysed the strengths, weaknesses, opportunities and threats of Jaywick Sands as a location for new workspace provision as follows:

Strengths

- Low land costs
- Easy parking and space to create more
- Good social enterprises on the ground
- Good broadband
- Beachfront location and caravan parks
- Relatively large local population – relatively ‘captive’ (poor public transport/low car ownership) – provides customer base
- Land ownership in public hands

Weaknesses

- Low skills in population
- Low current level of economic activity
- Low disposable income among residents
- Poor reputation and visible blight
- Coastal location has the 180° issue i.e. lack of catchment and poor accessibility for attracting workforce and customers from outside local area
- Flood risk - although not an issue from a planning perspective, may impact insurance premiums.

Opportunities

- Lack of pipeline for space and good demand in the wider area/district
- Negative image can become a positive – it has name recognition and impact investment is a growing sector. Can create a positive social enterprise and innovation ‘brand’ for Jaywick Sands with potential to attract brands who wish to project a strong ethical and social image.
- Strong community support for community owned and managed business
- Capture market demand for small units in the wider area
- Building from a low base – the only way is up
- Beachfront location – build tourist offer, attract caravan park users
- Social enterprise and community enterprise
- Creative industries
- Potential for funding from external sources due to the deprivation rating

Threats

- Lack of action by public sector means a lack of trust that projects may be delivered and well managed
- Lack of business support could lead to high failure rates and loss of confidence
- Wider regeneration plans and public investment could affect outcomes
- Flood strategy could change
- Low viability due to low values



6. Case studies of comparator facilities

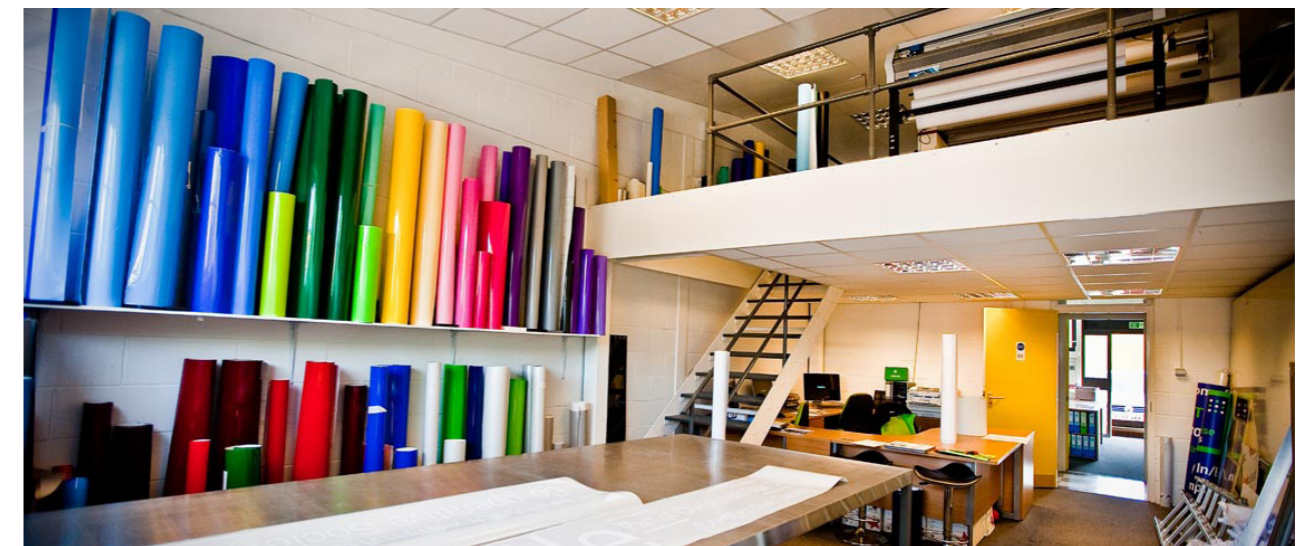
Clacton Enterprise Centre

Location: Clacton
Size: 5,600 sq ft - 20 units
Year completed: c. 1980
Cost (construction): Unknown
Unit types/sizes: Office and light workshops, 175-500 sq ft
Typical rent/sqft: £16-17/sqft inclusive of service charge. Service charge includes all electricity and heating.
Tenancy model: One year licences, one month's notice
On-site facilities: Shared reception (unmanned), CCTV, meeting room for hire, free parking, wifi
Management/ownership structure: Now owned and managed by private company who also occupies a proportion of the office space.



Seedbed Centre

Location: Colchester
Size: 44 units
Year completed: 1998
Cost (construction): Unknown
Unit types/sizes: Office/studio and light industrial, 250-1500 sq ft
Typical rent/sqft: £12-28/sqft depending on size of unit. Rent is inclusive of service charge. Service charge includes fibre internet, water, building insurance, external repair, lighting and cleaning to common areas, CCTV, site security and management. Tenants are responsible for business rates, gas, electricity and telephone.
Tenancy model: Monthly licence fee
On-site facilities: Cafe on site, free parking, printing/photocopying available on request. Partners with BEST Growth Hub for business support
Management/ownership structure: Run by commercial business unit provider (Capital Space) specialising in premises for startup and growing businesses.



Colbea North

Location: Colchester
Size: c 10,000 sq ft - 27 units on three floors
Year completed: 2010
Cost (construction): unknown
Unit types/sizes: Offices, 250-450 sq ft
Typical rent/sqft: c £20.70 per sq ft pa. Includes lighting; excludes, heating, internet, rates, unit cleaning.
Tenancy model: Flexible licences, usually from one month upwards on one month's notice.
On-site facilities: Reception, meeting and training room hire, post service, virtual tenancy, kitchenettes on each floor, hot drinks machine, parking.
Management/ownership structure: Colbea run under Colchester BC freehold ownership.



Ongar Business Centre

Location: Ongar
Size: 15,000 sq ft. - 30 units on two floors.
Year completed: 2007
Cost (construction): unknown - new build.
Unit types/sizes: Offices. 150 - 847 sq ft
Typical rent/sqft: £31.00 per sq ft pa. Includes, all electricity heating and wifi, excludes rates and unit cleaning.
Tenancy model: Flexible licences or max three year leases.
On-site facilities: Reception, meeting room hire, virtual tenancies, kitchen on each floor, parking
Management/ownership structure: Run by Let's Do Business Group on a lease and management arrangement from Essex CC freehold ownership.



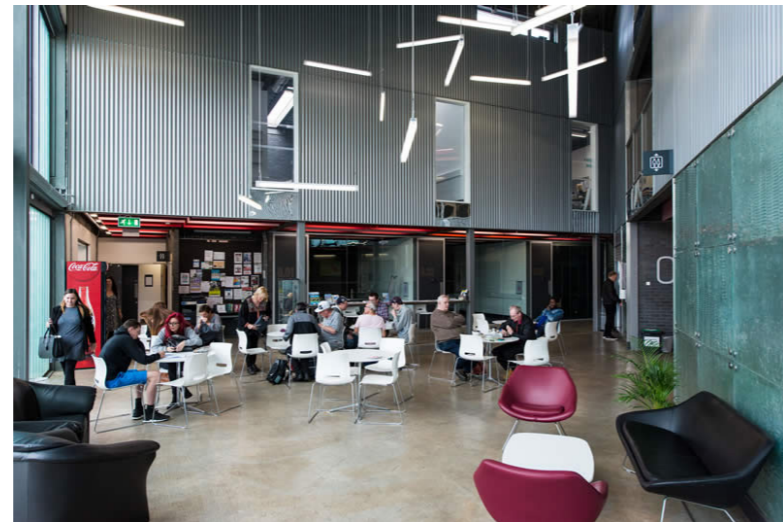
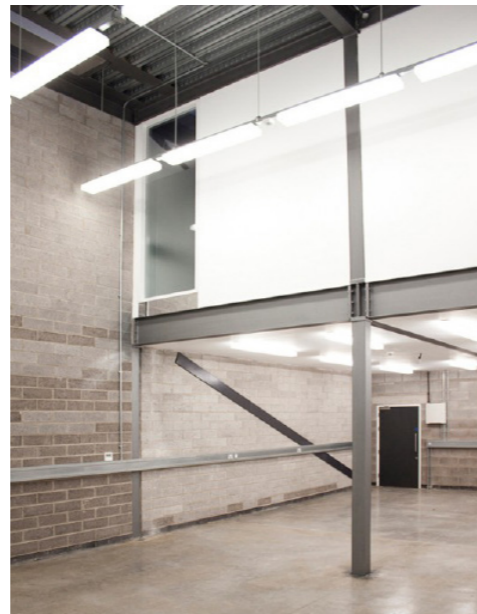
Harlow Enterprise Hub

Location: Harlow
Size: c 20,000 sq ft - 54 units on three floors
Year completed: c 2009
Cost (construction): Unknown - new build.
Unit types/sizes: Offices. 161 - 1,635 sq ft
Typical rent/sqft: c £26 per sq ft pa. Includes electricity, heating internet.
Tenancy model: Flexible terms
On-site facilities: Reception, telephone answering service, conference facilities,
Management/ownership structure: was run by NWES on management arrangement with Harlow BC



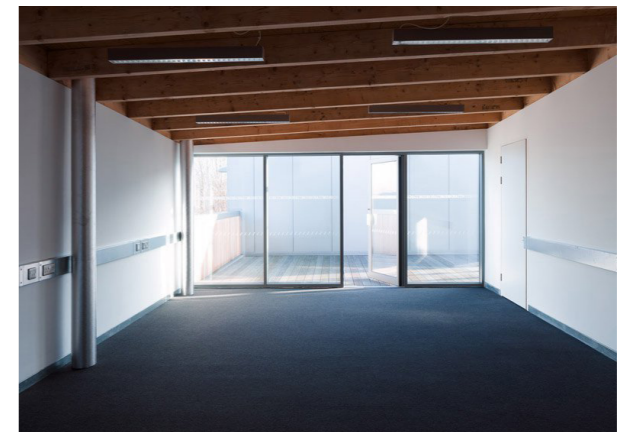
Soar Works

Location: Sheffield
Size: 3,600m² / 38,750 sq ft GIA
Year completed: 2011
Cost (construction): £4.1m / £1138/m²
Unit types/sizes: 110-730 sqft office and workshop units
Typical rent/sqft: £10/sq ft approx depending on size of unit. Rent is inclusive of service charge. Service charge includes manned reception, security, heat light and power (offices only), kitchen, shower and locker facilities, building maintenance, waste management.
Tenancy model: Monthly licence fee
On-site facilities: Three meeting rooms (bookable for a fee) and a conference room. Open plan 'atrium' space for gatherings with cafe open 10am-2pm. Free parking. Broadband and phone on request (at additional cost)
Management/ownership structure: Run by the trading arm of a community regeneration charity that provides a range of services designed to improve people's health, well-being and employability.



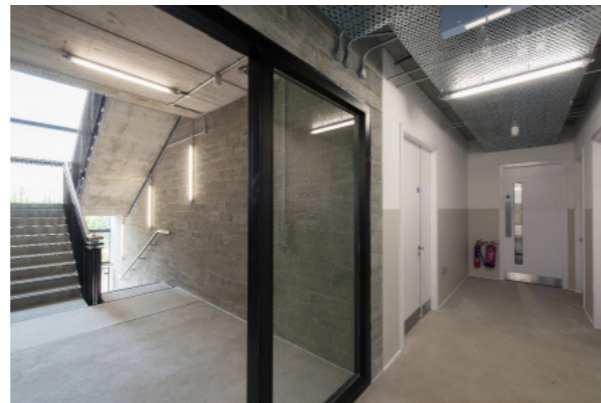
Manor Works

Location: Sheffield
Size: 1,600m² / 17,216 sq ft GIA
Year completed: 2014
Cost (construction): £3m / £1,875/m²
Unit types/sizes: Offices 220-540sqft, Workshops 430-540 q ft
Typical rent/sq ft: £15-18/sqft depending on unit type. Inclusive of heating, light, electricity, central wifi, security, reception service, breakout areas, central atrium and decked terrace, kitchen, 24 hour access, cctv, waste management, cycle storage.
Tenancy model: Monthly licence fee
On-site facilities: Meeting rooms (bookable at a fee), interview rooms and a main event room (up to 50 people). At an extra cost, telecoms system, secretarial services, franking & postal services. Virtual office option.
Management/ownership structure: Run by the trading arm of a local charity that uses any surpluses to reinvest in activities that promote training, volunteering and employment opportunities for the local community.



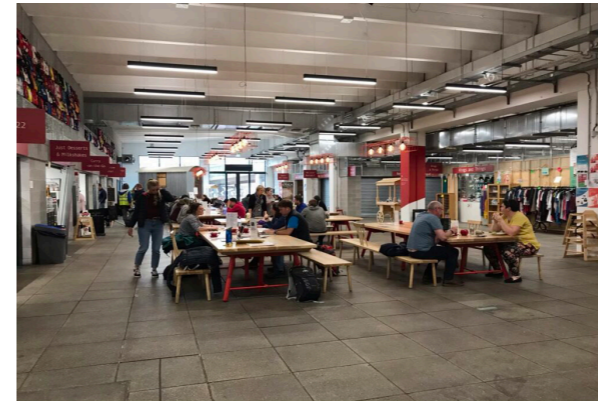
High House Artists' Studios

Location: Purfleet
Size: 2151m² / 23,150 sq ft GIA - 44 units on 3 floors
Year completed: 2014
Cost (construction): £1.8m / £836/m² GIA
Unit types/sizes: 23-1400 sq ft + work-live studios
Typical rent/sqft: £11/sqft. Rent is inclusive of service charge. Service charge includes internet, security, building maintenance, water, landlord power.
Tenancy model: Annual tenancy
On-site facilities: Shared washup, shower and WC facilities. Free parking.
Management/ownership structure: Run by Acme Studios, a dedicated studios operator and registered charity.



Ty Pawb

Location: Wrexham
Size: 3700m² / 40,000 sqft GIA
Year completed: 2018
Cost (construction): £4.5m / £1,215/m² GIA
Unit types/sizes: Kiosks and market stalls included in wider adaptive reuse of former multi-storey carpark into arts and market building
Typical rent/sqft:
Tenancy model: Annual tenancy
On-site facilities: Shared 'food court' eating area, meeting rooms, classroom/learning studios, art gallery, theatre space
Management/ownership structure: Run by Wrexham Borough Council



Blackhorse Studios

Location: Walthamstow

Size: 810m²

Year completed: 2014

Cost (construction): £3m / £1,875/m²

Unit types/sizes: Open plan studio space with 35 desk units available. 6 self-contained studios and 8 converted shipping containers. Workshop provides 12 woodwork and 4 metalwork benches available.

Typical rent/sq ft: Desk in open-plan studio is £250pcm (inc VAT), inclusive of service charge to cover electric, water, waste, broadband etc and workshop use. Access to wood & metal workshops with bench space and machinery: Half day - wood: £21 / metal: £23. Full day - wood: £29 / metal: £32. Month (rolling start date): £225. 6 months: £855. Year: £1590.

Tenancy model: Open plan studio space on a monthly licence fee, with initial commitment of 3 months. Workshop rate as above, with an induction required before access.

On-site facilities: Studio: Serviced reception, wifi, layout table, access to workshop facilities, kitchen.

Workshop: Short term storage space available. Technicians on-site. Wide range of woodwork, metalwork, hand and power tools available. On-site café-bakery and brewery.

Management/ownership structure: Run as a Community Interest Company to enable and support creative practice in the community.

Trinity Works

Location: Colchester

Size: 355m² / 3820sqft GIA

Year completed: 2018

Cost (construction): £130,000 (Note: reduced construction cost as the build was directly managed by HAT Projects)

Unit types/sizes: Office, cafe and shared workshop space, 3no small studios (100sqft)

Typical rent/sq ft: £12-25/sqft, Makerspace membership £15-30/month depending on usage.

Tenancy model: Leases with break clauses, small studios on monthly licence fee, makerspace on monthly membership model

On-site facilities: Shared event space, courtyard.

Management/ownership structure: Owned and managed by HAT Projects



7. Initial options appraisal

7.1 Site appraisal

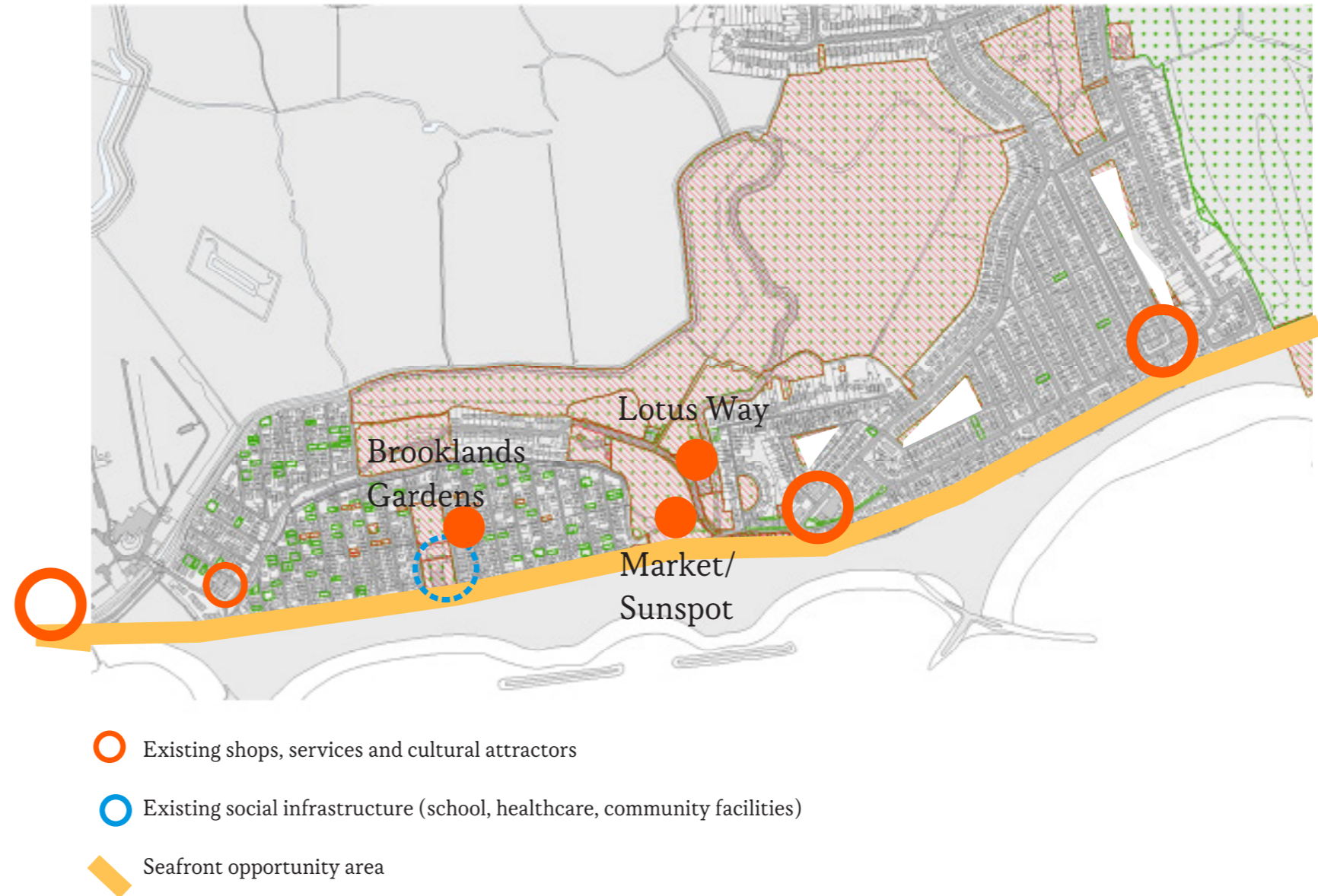
An appraisal of potential sites was undertaken to inform the potential models and options for market testing. This only assessed sites currently owned by TDC but the land holding is significant.

The site appraisal was undertaken with the understanding of the wider emerging Place Plan framework and the likely location of early phases of housing-led development. However the concept for the workspace proposal is for a medium-term project which can be demounted as values rise and higher-value uses or more intensive development become viable and desirable on the site. Selecting a centrally located site was therefore scoped in as placing an 'interim' use scheme in a central location is considered to be an effective way of reducing blight and improving perceptions of the area, leading to a rise in values which can catalyse future development.

The key consideration for siting are:

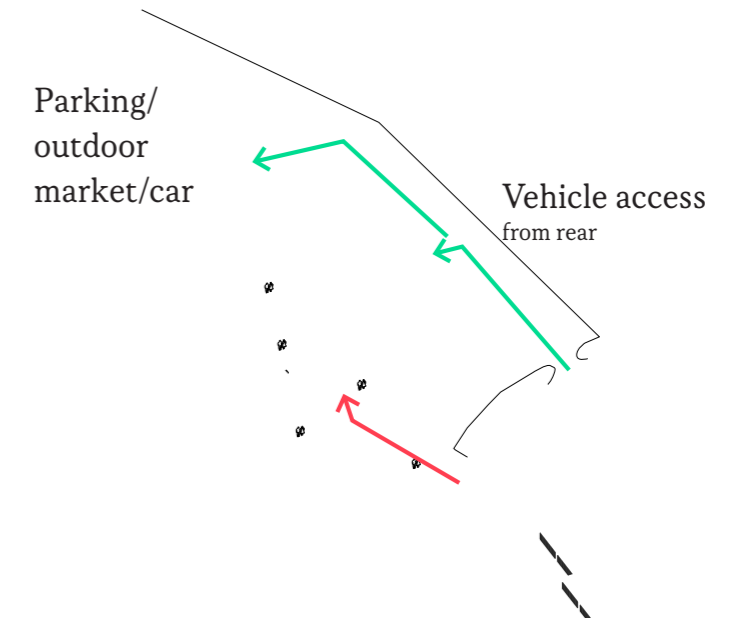
- Excellent visibility and profile within Jaywick Sands - presenting a public face.
- Good road accessibility for deliveries
- Space for parking
- Links/clustering with existing businesses/social enterprise
- Links to beachfront for consumer facing businesses

Three sites were shortlisted and used to develop an initial suite of options which were then tested with potential occupiers, local agents and community groups.



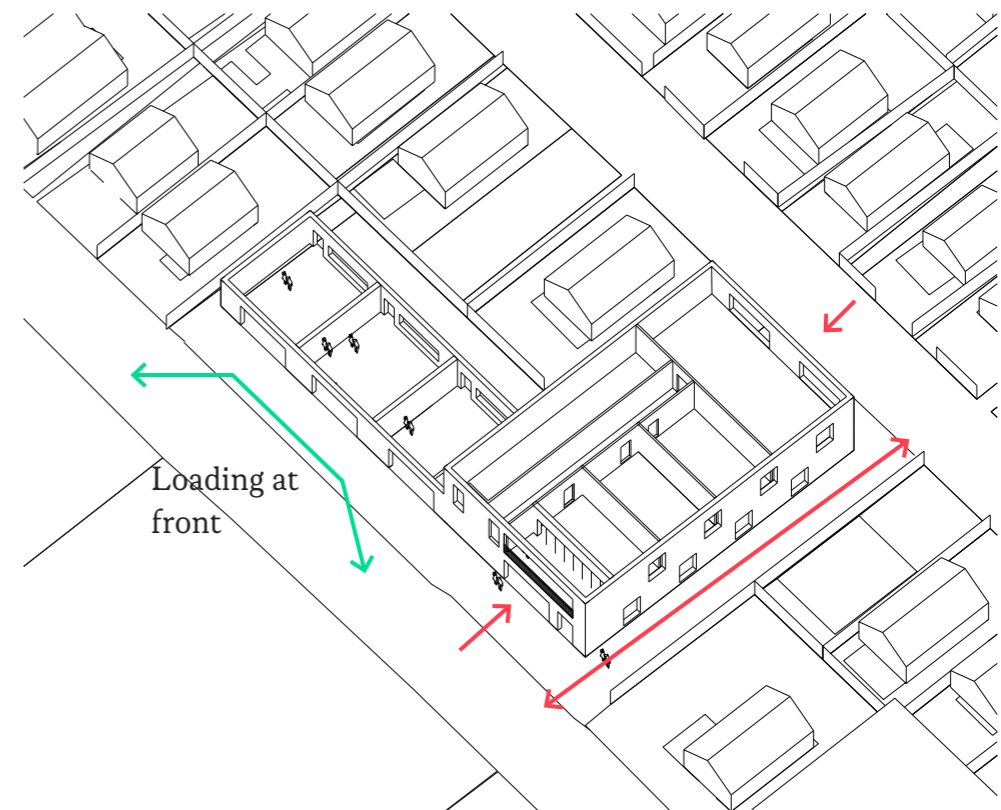
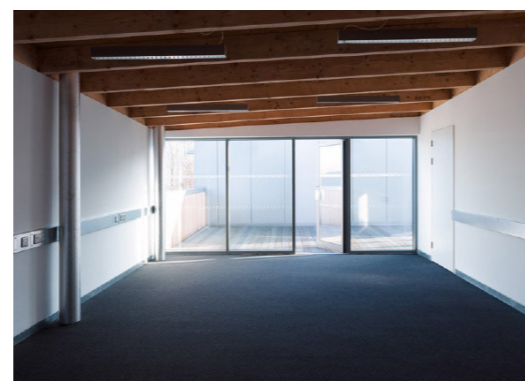
7.2 Initial Market site option

- Flexible space for small kiosks to larger units, within large 'shed' - approx 900m2 floorspace shown
- Could support/interact with car boot sale and have external active frontage
- Could include community space as well as commercial space
- Capture visitor trade and service beach in summer - external public realm
- Highly visible at central junction - serve retail and trade customers
- Vehicle access from rear
- Could provide 6-12 kiosks (36m2) and 3-6 larger units (50-100m2)
- Demountable so site can be redeveloped if needs/viability change



7.3 Initial Brooklands Gardens option

- c.550m² (6000 sq ft) footprint building + loading bay, cycle parking, refuse storage
- Could be part 2-storey to reach c. 800m² GIA
- Small retail/business units, some with direct street access
- Businesses could provide local retail/services to Brooklands residents e.g. food, cafe
- Could provide co-working, social enterprise, small makerspace, training facilities
- Use parking at Resource Centre and could be jointly managed
- Could also take over 12 Brooklands etc
- Animates public realm, natural surveillance of alleyway

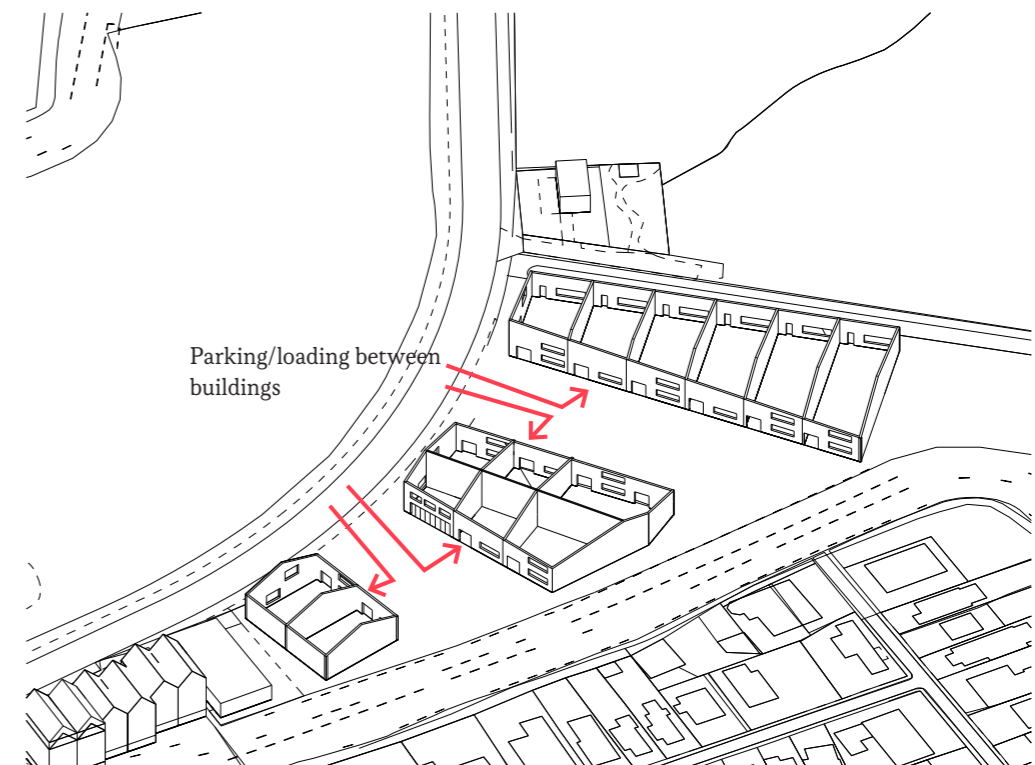


7.4 Initial Lotus Way option

- Range of units from small office to larger light industrial, rented to private and community/public sector tenants
- Basic shell spec to keep affordable rental, expect tenant to fitout
- Could offer a range of shared facilities, e.g. bookable meeting space, can also serve for training
- Peer networking and user mix supports business growth
- Could be used for a range of activities including makerspace, training, service provision, gym/dance classes, etc
- Single storey but with generous floor to ceiling heights i.e. capacity for mezzanine
- Parking between buildings
- Could be phased



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7.5 Market response to initial models

The Market site and Lotus Way options were favoured by occupiers, local stakeholders and agents. The Market site had most community support due to visible presence and impact on perceptions of Jaywick Sands, link to existing market activity and was also most attractive to consumer facing occupiers (retail, cafe) due to its visibility and beach adjacency.

Agent feedback was that it would be easy to let Lotus Way units due to the shortage of light industrial space locally. If similar sized units (600-1500 sq ft) were created on the Market site it was considered that these would also let easily. Agent feedback also indicated that the smaller 'kiosk' type units would be popular due to their affordability for start-up businesses and this has informed the unit mix in the final proposal.

Brooklands Gardens was felt to be tricky - some occupiers could work from there but location is felt to be sub-optimal from a market perspective.

In consultation with TDC, the preferred site was therefore identified as the Market site, but with a greater emphasis on light industrial type units to offer a more market friendly range of units, based on agent feedback. This is the model developed further to the recommended option.

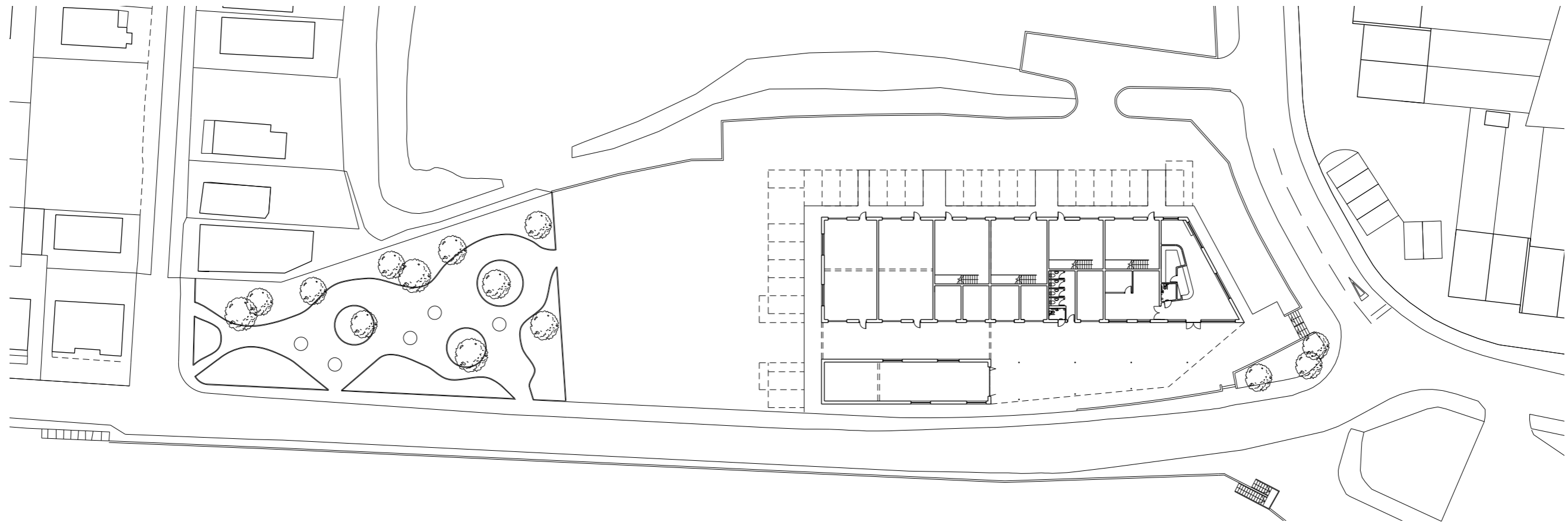


8. Recommended option

8.1 Siting and layout

The design and layout for the recommended option has been informed by the feedback from agents and potential occupiers to create a broad mix of unit sizes and types ranging from small kiosks (170sqft) to larger light industrial units (1000sqft). Variety in unit sizes is always critical to attract occupiers who tend to have differing needs and budgets.

The building is sited at the most visible corner of the site and should be an eye-catching symbol of change for the local community to take pride in. Covered market space has been included from feedback from the community and to create a clear pathway for business start-up and growth, allowing new businesses to test their model in a low cost market stall model and then grown on to a permanent unit. This is located to be sheltered from the



north and west so the buildings block prevailing winds, creating a welcoming environment and also serving as solar shading for the building itself, reducing overheating and energy costs.

There is little formal public realm in Jaywick Sands for visitors and residents to dwell so this space will help attract and retain footfall to the site. This will also create informal meeting space for the community and a focus for activity particularly in the summer months, increasing dwell time and customer activity for businesses.

Informal outdoor overspill parking and market space is created to the west of the building, allowing the existing car boot sale to continue to operate and benefit from the footfall to the facility.

The business centre is split into two parts - a main section containing the majority of the units, and a street-facing cafe/retail unit. The two buildings are linked by a covered walkway that creates a further link from the car boot sale area to the covered market and other units to drive footfall: this is designed with roller shutters so it can be closed off at night for security. All the units, apart from the kiosks, have direct loading access from the parking areas to the rear and sides and roller shutter access.

8.2 Design and specification

The building is envisaged and costed as an economic steel framed shed which would be almost entirely dry construction and therefore demountable when the site is required for future redevelopment. All units should be designed as basic shell units to keep capital costs and rents down to affordable levels. This is proven to be much more attractive to occupiers, who have the option to customise their unit to meet the specific needs of their business. The shed building form allows mezzanine space to be created for the larger units, adding value at little cost. All units should have excellent daylighting to reduce energy costs and create a good quality working environment from a wellbeing perspective.

Use of supergraphics and colour on the exterior will ensure the building presents a positive image which will reinforce the message of change and also spread online on social media. It should be a fresh and accessible building with a clear 'shopfront' - high quality design using low budget materials inventively to strengthen the message of creativity and resilience.

8.3 Climate change mitigation and adaptation

Tendring District Council has declared a climate emergency and climate impacts must be considered at the outset and throughout the development of the project. Climate change responses should encompass:

- Mitigation - this means reducing impacts on the climate, through reducing carbon emissions, water usage and material waste
- Adaptation - this means adapting to the climate change that is already happening and will continue to happen over the lifetime of the building - specifically hotter, drier summers and warmer, wetter winters along with sea level rise and increased extreme weather events.

Addressing climate change is also good for operational viability - reduced energy use and resource consumption reduces running costs, and designing for climate resilience and cradle-to-cradle lifecycles reduces ongoing maintenance costs and ensures that value is retained in the material fabric of the building when it is demounted and reused

The following should form part of the detailed design and specification as a minimum and have been costed into the feasibility costs for this report:

- High fabric performance and careful elevation design to reduce heat loss during winter and overheating in the summer
- Submetering of all tenanted units for electrical usage including heating - this has been proven on many projects to reduce actual energy consumption well below Building Regulations standards,

as users can adjust their heat and electrical usage to actual requirements.

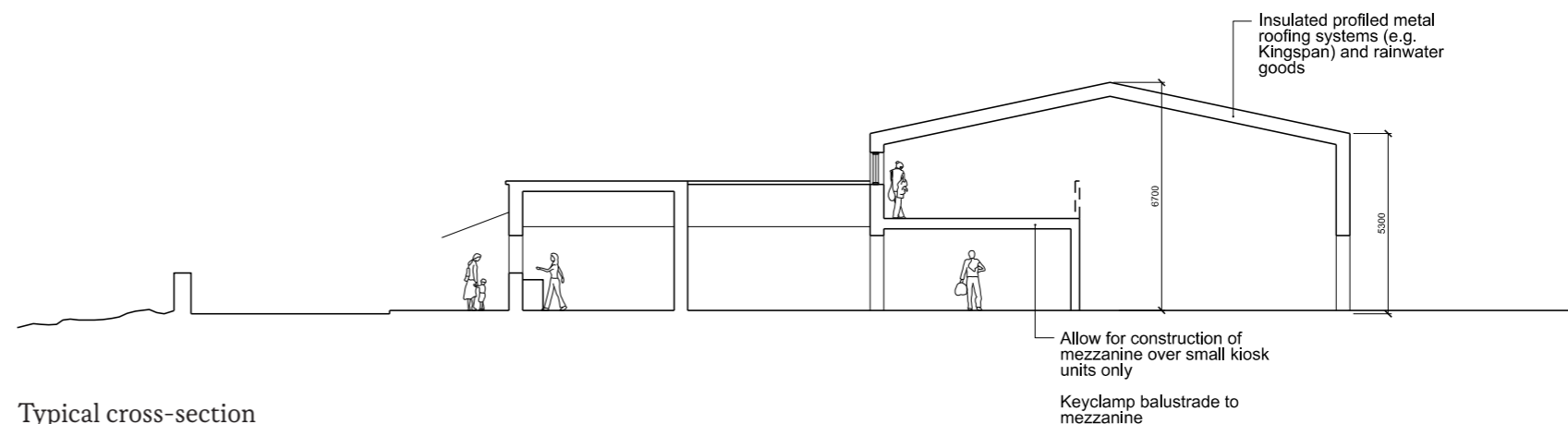
- Low energy, low cost LED lighting throughout.
- Low flow water fittings
- Dry demountable construction above ground for maximum flexibility, adaptability and reuse (cradle to cradle design)

We recommend that at the next stage a full feasibility study be carried out into the whole life climate impacts of the building and the viability of additional measures to reduce these further. These should focus on:

- Additional fabric performance upgrades including triple glazed windows and fully airtight roller shutter doors
- Installation of renewable energy technologies including solar thermal hot water, photovoltaic panels
- Rainwater harvesting systems and greywater reuse
- Green or brown roof systems

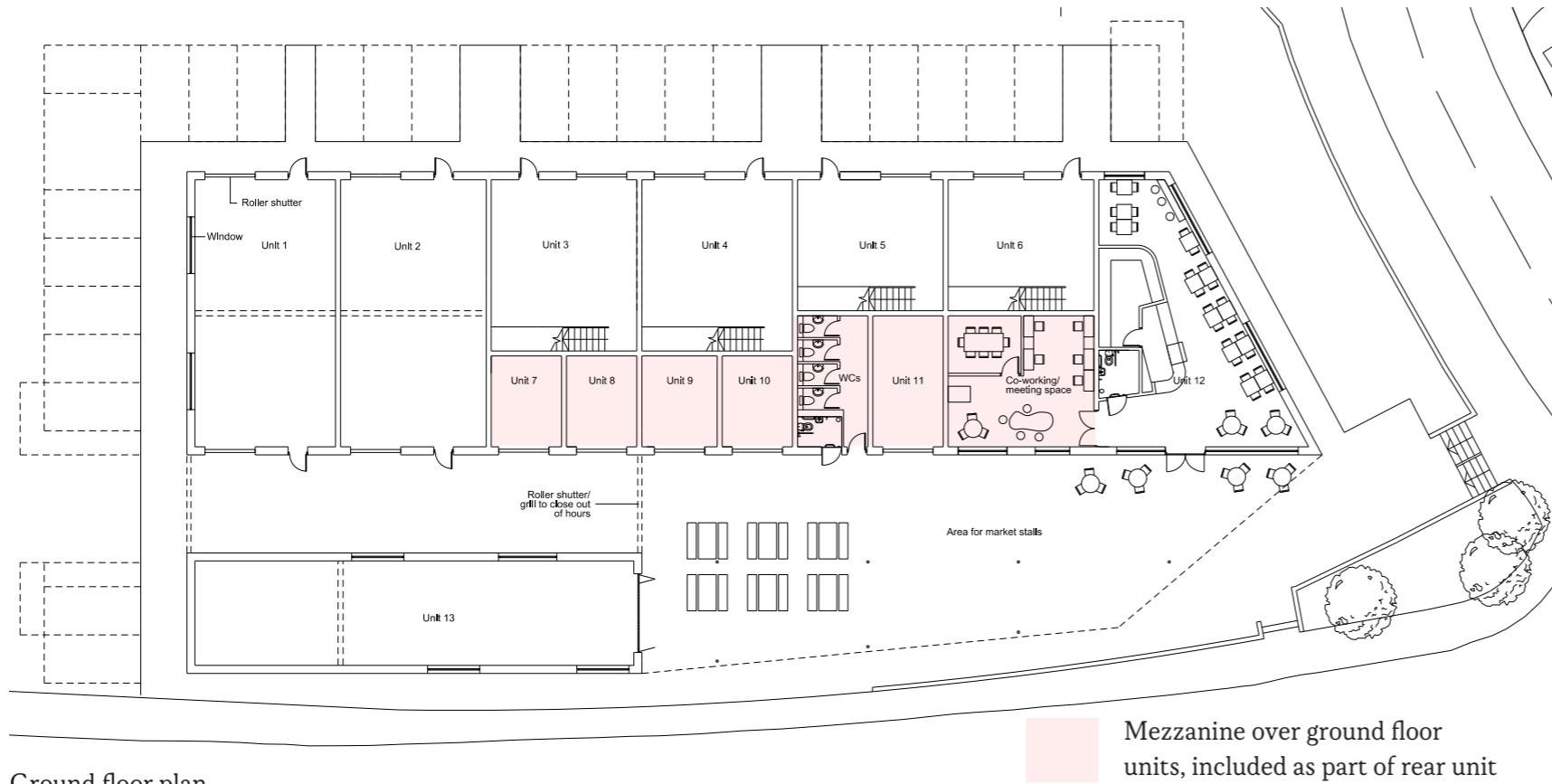
8.4 Parking

27no parking spaces are shown on the layout, averaging 2 spaces per unit. This will meet demand for day to day usage bearing in mind that most employees and customers will come from the local area and should be encouraged to walk or cycle to work. Overspill parking is available on the car boot sale area as well as TDC's public car park located adjacent to the site.



Typical cross-section

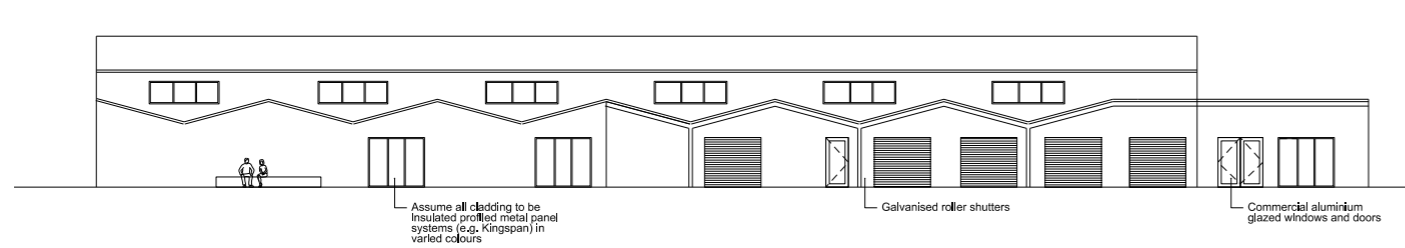
Unit mix and sizes



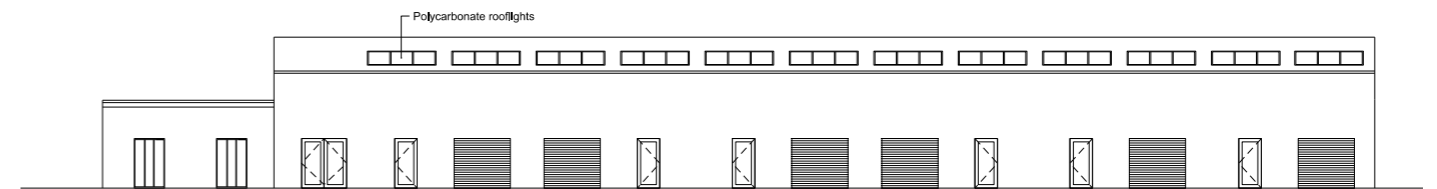
Ground floor plan

	Area (Sq ft)	
	Ground Floor	Mezzanine
Unit 1	1002	
Unit 2	1038	
Unit 3	590	373
Unit 4	609	385
Unit 5	434	529
Unit 6	434	529
Unit 7	170	
Unit 8	170	
Unit 9	183	
Unit 10	170	
Unit 11	246	
Unit 12 Café	982	
Unit 13	1223	
Co-working/meeting space	509	
Total	7760	1816
Total net lettable area	9576	
Gross internal floor area (GIFA)	10511	
Net: gross	91%	

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South (seafront) elevation



North (rear) elevation

9. Operating model

9.1 Operating model assumptions

The operational model and business plan has been developed as a typical three year initial business plan, with the aim that initial operating deficits as the facility becomes established, are offset by year 3, resulting in a break-even position over the three year initial period. After the initial three year period, the assumption is that the facility should be operationally self-funding, generating a small operating surplus but as the aim is to provide affordable workspace and support community business growth, it is not anticipated that a return on capital investment will be provided. Operating surpluses should be used to build up reserves to buffer against economic cycles and to be reinvested in further business support, training and community development.

The objectives for the operator are:

- To let and manage affordable space for a range of business uses, including retail, café, and B1 office/light industrial uses.
- To provide and manage bookable hot-desk and meeting space
- To provide and manage covered market stall space, and oversee the operation of car boot sales and other external events on the adjacent parking area
- To oversee the provision of business support for occupiers

We believe it is important that the operational structure is at arms-length from TDC, for the following reasons:

- TDC does not have the expertise or capacity to manage the operations of a workspace facility
- TDC should limit its exposure to financial risk due to low take-up of units or poor management
- The facility should have ‘buy-in’ from the local community and be perceived as a community resource

We therefore recommend that Tendring District Council would retain the freehold ownership and either lease or contract out the operation of the facility, and we have based the business model on

this assumption. The terms of the lease or contract will need to fairly reflect the risk that the operator will be taking, effectively ensuring that the contract is attractive to operators to take on, while not disincentivising them to make every effort to fill vacancies and run a cost-efficient operation.

9.2 Recommended operating model

The long-term management of the facility would ideally sit with a community governed organization such as a Community Interest Company, to ensure support for and buy-in by the community it will be serving. However it is recognized that in the initial set-up period, there is no community organization already existing in Jaywick Sands, with the skills and the capacity to take on this role. It is vital that in the early years, the facility is professionally and competently managed to establish its credibility within the market as an attractive and secure location for businesses to locate, particularly as attracting tenants from the wider area is a key market opportunity due to the undersupply of similar space in east Tendring. This is critical to building up occupation of the units to a sustainable level.

We therefore recommend that the initial 3-5 years of operation are managed through a professional workspace management provider, and this provider should be brought on board in an advisory capacity during the design stages to ensure that they can influence the layout and specification of the units and therefore have confidence in the viability of the scheme and its attractiveness to tenants. This would require procurement of the operator at an early stage, and typically this would involve a professional services contract (essentially consultancy) role during the design and construction phases, tied to the initial management contract or lease.

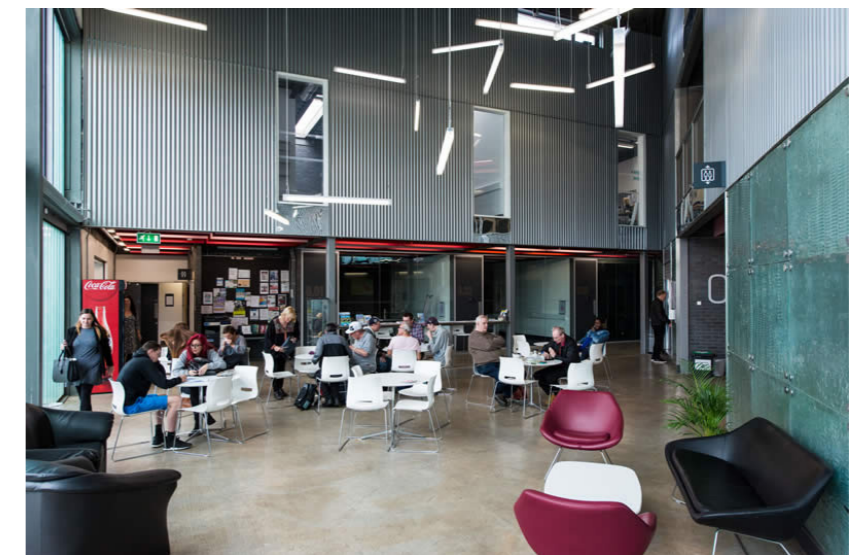
For management to be successful from the outset the operator needs to be a professional and experienced operator. There are no experienced operators in Jaywick Sands so external experience is essential. There are some experienced operators across Essex, including the authors of this report, and further afield. It would

be desirable for the operator to be able to offer business support services as an add-on both formally and informally. If this is not the case, a separate business support provider should be sought and this must be hard-wired into the proposition from the outset albeit funded separately and outside the cashflow as presented in this report.

We recommend that the operator should take on a mentoring role to community-led organisations on the ground in Jaywick Sands with a view to either handing over to an existing organisation after the initial 3-5 year period or helping to set up a dedicated new CIC.

9.3 Letting and management of tenanted units and market stalls

The key objective is attract, support and retain as many genuine business users as possible and it is therefore important that rents and tenancies are attractive to occupiers. We recommend an ‘easy in and easy out’ licence agreement as an alternative to a full tenancy, which allows a person to start a new business without the liability of a fixed term lease on a property. If things go badly,



Soar Works is a CIC-managed workspace in Sheffield, offering a range of light industrial and office spaces along with co-working.

tenants should be able to leave without accruing large debts. This also allows seasonal variation in occupancy which will be attractive to some potential tenants. This seasonal flow could also be acknowledged by weighting rents seasonally, which helps cashflow for tenants.

The cashflow in chapter 10 shows affordable rent levels which are set competitively in relation to other local facilities offering a similar type of space. For comparison, the Clacton Enterprise Centre typically rents space at £16-17 per sq ft per annum and in our model we have input rents at £7.50-£14.50 per sq ft. This is critical to draw demand to Jaywick Sands.

Community use of the facility should be considered carefully, Jaywick Sands has a high level of third sector providers occupying a large amount of space and the lessons learnt from the existing Enterprise Centre on Lotus Way is that they can be seen as an 'easy way out' from seeking genuine business tenants. This would have a negative effect on the economic and social impact of this project and the operator must be clearly incentivised through the contract to limit third sector rental of space even as a temporary stopgap.

The proposed market stalls would be rented on a weekly basis at an affordable level of £10 per week. These provide an important stepping stone for start-up and emerging businesses to test their models.

9.4 Management of desk rental and meeting space

The provision of desk rental/hot-desking and bookable meeting space is a key part of providing a pathway for emerging businesses to move from home-working to full rental of a self-contained unit. The informal support of working in a space with other businesses at a similar stage in their development, and having access to professional facilities such as virtual office services, is a vital part of growing entrepreneurship and building confidence.

Managing desk rental/hot-desking and meeting space requires an on-site 'host' presence to book users in and out, manage access and provide trouble-shooting for any technology or other requirements. Although the actual work required of this 'host' role is not great, it does require a consistent physical presence during the hours

for which this facility is available. This goes beyond the on-site management presence which would be required for the other aspects of the facility's operation, which would typically be once a week or even less (excluding security patrols if required).

We have assessed a range of commonly used models for managing similar space. The most viable and feasible is to make 'hosting' the responsibility of one of the tenants in an adjoining unit, typically a café, but sometimes a community organization with a permanent office team, a business support organization which is based out of the facility but operates in the wider area, or another tenant with the on-site presence and resource to provide the 'host' role. Typically the 'host' tenant receives a discounted rent in exchange for providing the hosting service as a contract.

We have based the business plan on one of the café units acting as the 'host' to the adjacent space which would be fitted out to provide desk rental/hot-desks and a meeting room, and adjusted rental assumptions to discount the café rent. The hosting service would at a minimum comprise management of desk rental and meeting space, and daily opening and locking up with regular walk-rounds of the facility as a whole. Unit letting, marketing, rent collection, maintenance and repairs would remain the responsibility of the overall facility operator.

10. Capital and revenue costs and cashflow

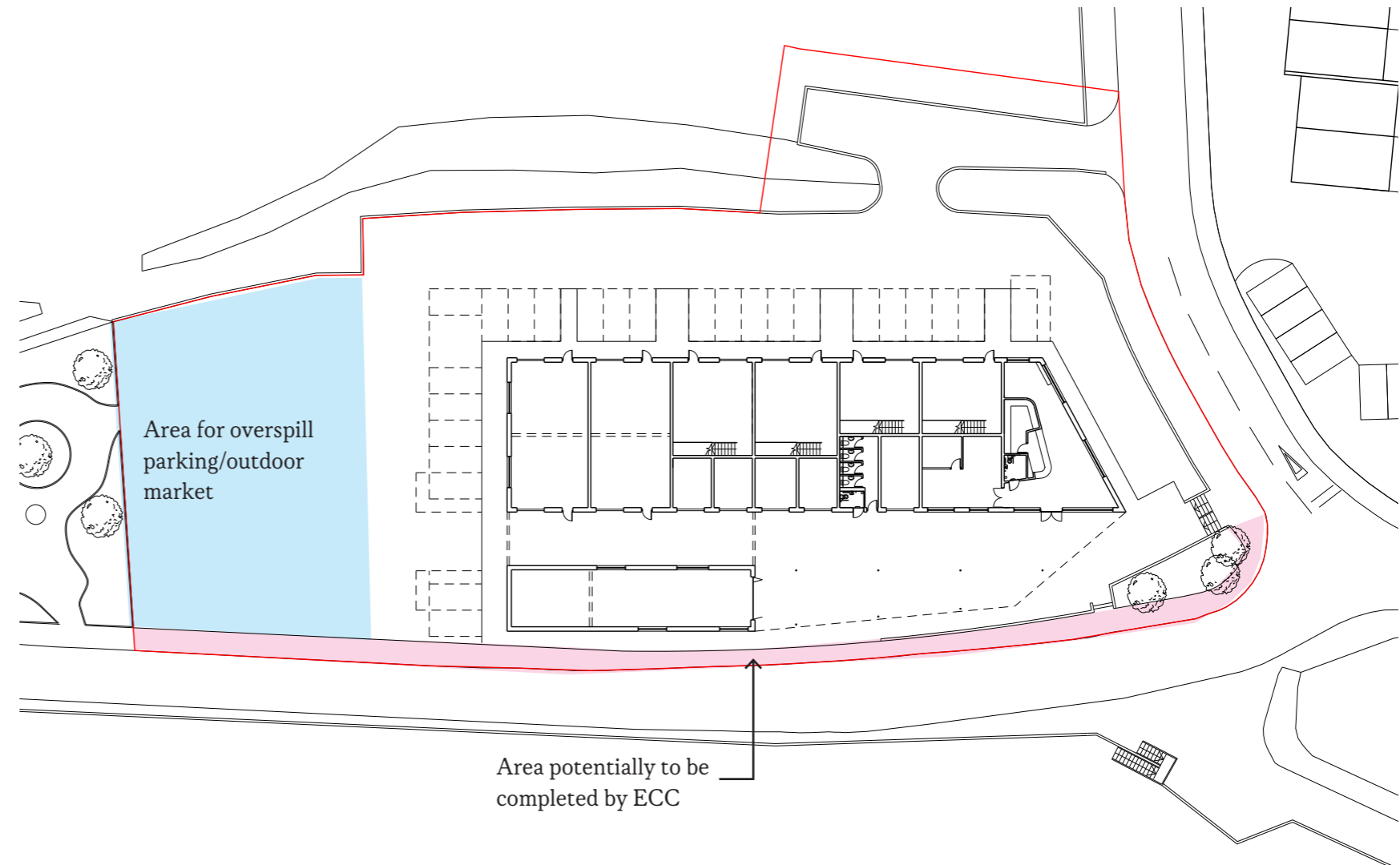
10.1 Capital costs

The preferred option has been costed by Potter Raper Partnership. For costing purposes the following assumptions have been made regarding construction, specification and form of contract:

- Steel frame construction with insulated cladding panel roof and walls, i.e. a completely demountable dry construction above ground, basic shell finishes only.
- Basic lighting, electric heating and basic wet services capped off to each unit.
- Fitout of the cafe unit, including catering equipment, has been excluded but fitout of the WCs and the co-working space has been included.
- Foul and surface water drainage will discharge by gravity into the existing mains sewer, which is deemed to have sufficient capacity.
- No contaminated soil, invasive species or other deleterious materials, but an allowance for removing all the existing hardstanding on the site.
- An allowance of £20,000 has been included for ecological mitigation due to protected species present on the site.
- It has been assumed that the works to the site will be carried out by a single building contractor procured via a competitive tender under a 'Traditional' Contract, built over a single phase.
- An on site construction programme in the region of 22 weeks.

Construction costs summary

New pavement (pink) - possibly by ECC	£37,000
Outdoor market/car boot sale area (blue)	£82,000
Workspace buildings and associated landscaping	£1,253,000
Subtotal construction	£1,372,000
Preliminaries	£110,000
Risk contingency @ 8%	£113,000
Total (Q1 2020)	£1,595,000



Capital project cost summary

Construction costs	£1,595,000
Design team fees, surveys and planning fees @ 15%	£239,250
Risk contingency on fees and other costs @ 10%	£23,925
Total capital project costs (Q1 2020)	£1,858,175

10.2 Operating costs and five year cashflow

A five year operating budget has been developed and is presented on the following pages.

Operating costs

Operating costs, including management, utilities and maintenance, have been benchmarked against known costs from other HAT Projects workspaces. A conservative contingency has been included due to the outline nature of this study.

	Annual cost	Annual cost per sq ft lettable area	Monthly cost
Management costs	£15,000	£1.57	£1,250
Building & Public liability insurance	£4,309	£0.45	£359
Electricity - common parts	£600	£0.06	£50
Water - whole building	£1,436	£0.15	£120
Fire alarm & extinguisher testing	£479	£0.05	£40
Workshop door servicing	£720	£0.08	£60
CCTV servicing	£500	£0.05	£42
Fibre broadband	£1,915	£0.20	£160
Maintenance	£1,915	£0.20	£160
Signage renewals	£240	£0.03	£20
Marketing costs	£1,500	£0.16	£125
Cleaning	£3,120	£0.33	£260
IT & website maintenance	£500	£0.05	£42
Security	£1,200	£0.13	£100
Subtotal	£33,435	£3.49	£2,786
Business rates for voids and co-working unit	£5,470	£0.05	£456
Contingency on costs	£6,000	£0.05	£500
Totals	£44,905	£3.59	£3,742

Rental yield

Rental levels have been market tested with local agents and occupiers and have taken on board comments received, with the aim of keeping space affordable and therefore as fully occupied as possible.

Unit no.	Ground floor		Mezzanine		Service charge contribution	Gross rent pa	Gross rent pcm	Rounded gross rents pcm
	Area	£/sqft	Area	£/sqft				
1	1002	5			2.5	£7,515	£626	£630
2	1038	5			2.5	£7,785	£649	£650
3	590	6	373	2	2.5	£5,761	£480	£480
4	609	6	385	2	2.5	£6,909	£576	£580
5	434	6	529	2	2.5	£6,070	£506	£510
6	434	6	529	2	2.5	£4,747	£396	£400
7	170	12			2.5	£2,465	£205	£210
8	170	12			2.5	£2,465	£205	£210
9	183	12			2.5	£2,654	£221	£220
10	170	12			2.5	£2,465	£205	£210
11	246	11			2.5	£3,321	£277	£280
12	982	7			2.5	£9,329	£777	£800
13	1223	8			2.5	£12,842	£1,070	£1,070
The co-working space is assumed to make only a nominal contribution to income								£200
7no market stalls at £10/week for 30 weeks in the year								
Total gross rental yield at 100% occupancy (2020 prices)								£77,575

- Retail and cafe rents could be seasonally weighted to help cashflow
- Unit 12 (the cafe which also oversees the co-working space) has a discounted rent to account for their role in management
- Rents would exclude rates, electricity, internal cleaning and repairs, public liability insurance.
- Rents would include exterior maintenance, water rates, broadband, site CCTV & security.
- Heating would be occupiers responsibility, submetered as part of electricity consumption

Five year cashflow

The cashflow shows that an operating surplus is achieved in year 2, and a cumulative surplus in year 3.

A conservative estimate of occupancy levels has been taken to ensure no over-estimation of viability at this stage. However our market research shows that similar business centres are at full occupancy and there is strong demand.

Inflation on costs and rents has been estimated at 5% per annum but this should be reviewed as economic circumstances are currently changeable.

A sensitivity analysis is also presented to demonstrate the impact of lower occupancy and increased running costs. In all scenarios a cumulative surplus is achieved in year 4.

Year 1

It is anticipated that rent free periods and other incentives will be offered to occupiers during year 1. Overall occupancy has been assumed to be as follows:

- Units: an average occupancy of 65%, ranging from 40-90% over the year to reflect seasonal trends and the likelihood of some ‘trial’ tenancies which do not continue long term.
- Market stalls: an average of 5 per week over 30 weeks of the year
- A 50% reduction in rents through rent free periods and other incentives. This is a relatively high level but it will be important to get the facility as fully occupied as possible to raise confidence and the cluster effect, rather than prioritising income generation in year 1.

Year 2

- Units: an average occupancy of 70%, ranging from 50-90% over the year to reflect seasonal trends.
- Market stalls: an average of 5 per week over 30 weeks of the year
- No allowance for rent free periods/incentives - any income reduction from these is assumed to form part of the overall occupancy level of 70%.

	Year 1	Year 2	Year 3	Year 4	Year 5
Occupancy	65% + 50% rent free period incentives	70%	80%	85%	85%
Cash receipts	£25,905	£58,464	£70,968	£78,996	£82,946
Cash expenditure	£44,905	£47,151	£49,508	£51,983	£54,583
Annual surplus/deficit	(£19,000)	£11,313	£21,460	£27,013	£28,363
Cumulative surplus/deficit	(£19,000)	(£7,687)	£13,773	£40,786	£69,149

Sensitivity analysis

Occupancy lower than projected					
Occupancy	50%	60%	70%	80%	80%
Cash receipts	£20,100	£50,337	£62,435	£74,516	£75,264
Cash expenditure	£44,905	£47,151	£49,508	£51,983	£54,583
Annual surplus/deficit	(£24,805)	£3,186	£12,926	£22,533	£20,681
Cumulative surplus/deficit	(£24,805)	(£21,619)	(£8,692)	£13,840	£34,522

Costs at 120% of projections					
Cash receipts	£25,905	£58,464	£70,968	£78,996	£82,946
Cash expenditure	£53,886	£56,581	£59,410	£62,380	£65,499
Annual surplus/deficit	(£27,981)	£1,883	£11,558	£16,616	£17,447
Cumulative surplus/deficit	(£27,981)	(£26,098)	(£14,540)	£2,076	£19,523

Year 3

- Units: an average occupancy of 80%, ranging from 50-90% over the year to reflect seasonal trends.
- Market stalls: an average of 7 per week over 30 weeks of the year
- No allowance for rent free periods/incentives.

Years 4 and 5

- Units: an average occupancy of 85%, ranging from 50-90% over the year to reflect seasonal trends.

11. Integrated impact assessment

The main output from the project will be new space for a variety of business and community uses, on what is currently an unattractive and under-used piece of open space. There are a variety of economic outputs from the project as well as a range of other impacts and these are set out in this section of the report.

11.1 Measurable Economic Impact

The forecast direct impact of the project is likely to be in excess of £1 mn in annual revenue that will support around 43 jobs.

Sources of direct economic impact:

- Jobs created/relocated to Jaywick Sands. The project is estimated to host 25 to 30 jobs at worst scenario and 30 to 40 at best, averaged out at 30 jobs. This is calculated on the basis of 1-2 jobs per kiosk/small unit, and 4-5 jobs per larger unit. The average wage per job for the project is estimated to be £20k per annum, which is conservatively estimated relative to Tendring averages of £28.7k per annum.
- The UK Assets Publishing Service suggests the GVA per job in predominantly rural areas was £43,900 pa in 2018. This is the figure used for GVA above to avoid over estimation.

Sources of indirect economic impact:

- Business spend on supply chain (first round multiplier). ONS statistics indicate the following employment multipliers

Manufacturing - 1.91
 Wholesale and retail trade - 1.45
 Food service - 1.26
 Other service activities - 1.29

The proposal will be multi-sectoral across these sectors and therefore we have taken a median multiplier of 1.45 for the purposes of this assessment.

- Management and running costs of the facility, estimated to be around £33,500 per annum of which a large proportion will be

retained locally, and equivalent to 1 FTE job.

Sources of induced economic impact:

- Spend in the Jaywick Sands economy by customers/visitors coming to the area as a result of the facility existing. While it is difficult to estimate additional footfall, a conservative estimate of 2,700 additional day visits to Jaywick Sands has been used, calculated as an average of 30 additional day visits for a three-month summer season. Studies show that a coastal day visitor in Essex spends on average around £33 per visit and this has been used to estimate the economic impact.

Second round multiplier

To avoid over-estimation for what is a relatively small project, we have not accounted for a second round multiplier effect.

Estimated Gross Impact

	GVA	Local FTE jobs
Direct	£1,317,000	30
Indirect	£592,650	13.5
Induced	£89,100	2.5
Total Gross Impact	£2,031,750	46

Deadweight, displacement and leakage

There is not predicted to be any deadweight as a result of the proposals as no existing businesses will be directly closed down in Jaywick Sands due to the project.

There will be some limited displacement spend from other businesses in the area. Based on our initial demand study we estimate around 10% of businesses that may occupy the new facility, are currently operating in Jaywick Sands or the wider area.

There will be leakage of spend outside the immediate area and this

is estimated at around 50% of first round multiplier effects due to the limited locally based supply chain. However there will be very limited leakage beyond the wider Tendring area due to the anticipated type of tenants for the business centre.

	GVA	Local FTE jobs
Displacement	£131,700	3
Leakage	£161,325	7
Net additional impact	£1,738,322	36

11.2 Catalytic economic impacts

It is widely acknowledged among local investors and stakeholders that there would be positive catalytic impacts from the workspace project. This supports the evidence reported in the previous chapter. The expectation among stakeholders is that the workspace project will add most value and catalytic economic benefits by:

- Improving Jaywick Sands' reputation, and the visual appearance of a key site in the community, which in turn will complement the other regeneration projects, resulting in raising property values for both commercial and residential properties. While in other locations this might not be viewed as a positive impact, in Jaywick Sands development is currently suppressed due to the low values generated. Raising values will increase the viability of development and redevelopment of sites in private and public ownership and this will be a significant catalytic impact.
- Encouraging wider entrepreneurship in the local community and a mutually supportive local business network, leading to an increased rate of start-up of businesses in the community, and a higher survival rate for businesses.
- Creating training opportunities leading to higher average earnings among Jaywick Sands residents, and therefore increased consumer spend locally supporting business growth among local shops and services.

Catalytic economic impacts will measurably result in:

- Increased values of residential and commercial property, including the large amount of land owned by Tendring District Council
- Increased tax receipts to local and national government through increased income and commercial activity locally and rising values
- Reduced local and national government spend on benefits and financial support to the community through a range of current programmes.

It is difficult within the scope of this study to quantify all these impacts but based on national averages, over £100,000 per annum in employment taxes and national insurance contributions alone, would accrue as a direct result of the project.

11.3 Impact on Index of Multiple Deprivation

Creating space for businesses to start-up, relocate and operate in Jaywick Sands will have a wide range of impacts on the community as a whole. Current public sector spend in Jaywick Sands is heavily weighted to mitigating the effects of deprivation in the community and these would be impacted by the project on a number of fronts:

- Increased employment opportunities leading to a reduction in deprivation due to unemployment and involuntary exclusion from the labour market, and a reduction in deprivation caused by low income.
- Increased training opportunities leading to a rise in skills and employability, and a rise in aspiration among young people in particular.
- Access to a wider range of fresh food creating positive health impacts across age groups but particularly impactful on the 46% of Jaywick Sands households who do not own a car and therefore struggle to access affordable, healthy food.

11.4 Environmental impact

Tendring District Council declared a climate emergency in 2019 and is developing an action plan with the aim of making its activities carbon neutral by 2030. TDC aims to act as a community leader to encourage the rest of Tendring to join this mission. It is therefore critical that the project demonstrates a positive climate impact as well as wider environmental benefits.

The climate impacts of the project derive from a range of aspects of its conception and delivery.

Siting and vehicle trip impacts

The site is in an easily accessible location for non-car modes of transport, including walking, cycling and bus. A community of 5000 people live within walking distance of the site and the provision of new retail and services in this central location will create a positive impact on car use by residents who currently need to travel outside of the local area to access similar services.

The project will of course generate new vehicle trips to the site through supply and customer activity. The carbon footprint of this can be measured and businesses encouraged to reduce their trip generation through their operational planning as part of the business support offer.

Building construction and running costs

The project concept is for a facility that can be deconstructed and moved or reused into new development elsewhere when wider regeneration plans require the redevelopment of the site. This means that a cradle-to-cradle design approach has been adopted from the outset, and will reduce the embodied carbon impacts of the project very significantly. Specification of materials and detailed design should ensure this philosophy is carried through the design and construction process, using off-site manufacture to minimise material wastage. By creating a lean adaptable building design which can accommodate multiple sector or user types, wastage costs in fitout are minimised.

The facility will be built to current energy and resource usage standards as required by Building Regulations. This states a very low carbon impact from running costs. Tenants will be incentivised to minimise their operational energy and water usage through submetering of utilities and direct billing to each tenant. This has

proved on other projects to lower energy usage well below building regulations targets.

Wider environmental benefits

The workspace proposal will deliver environmental benefits by replacing a low value, unattractive use of a prominent site in Jaywick Sands, with a high quality, attractive location.

The development will incorporate sustainable drainage strategies (SuDS) to minimise surface water runoff and pluvial flooding impacts. The development is sited on a relatively high part of Jaywick Sands relative to tidal flooding and will be resilient against flood risk for its lifetime.

Ecological surveys of the site have shown that some protected species are present on and around the site. The capital budget includes a sum for relocation and mitigation. Biodiversity mitigation will involve on-site and off-site measures and will achieve biodiversity net gain for the project.

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A.1 APPENDIX FOUR – DRAFT HEADS OF TERMS

Draft Heads of Terms for
JAYWICK COVERED MARKET
(SUBJECT TO CONTRACT)

1. PROPERTY

1.1	Ward:	West Clacton and Jaywick Sands
1.2	Address of the property:	Market site Brooklands Jaywick Essex CO15 2JE
1.3	Description of the property:	Indoor market and managed workspace premises to be constructed by the Landlord
1.4	Rights specifically granted:	Leasehold interest
1.5	Rights specifically reserved:	Access

2. PARTIES

2.1	Landlord:	Tendring District Council Town Hall, Station Road, Clacton-on-Sea, Essex CO15 1SE Telephone: Email:
2.2	Landlord's Solicitor:	Tendring District Council Legal Services Town Hall, Station Road Clacton-on-Sea, Essex CO15 1SE Email: legalpropertyadmin@tendringdc.gov.uk
2.3	Landlord's Agent:	N/A
2.4	Tenant:	Full names/company (Register no. []) Correspondence address: Contact name: Email: Telephone:

2.5	Tenant's Solicitors:	Company name: Company address: Contact name: Email: Telephone:
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2.6	Tenant's Agent:
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2.7	Guarantor:	TBC
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3. TERM, BREAKS AND NOTICES

3.1	Duration of lease:	10 years
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3.2	Commencing on:	TBC
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3.3	Break Clause:	at the fifth anniversary of Commencement and each anniversary thereafter
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3.4	Exercisable By:	Landlord break
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3.5	Notice Period:	Six calendar months preceding the anniversary of Commencement.
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4. RENT

4.1	Rent:	£ 90% of the net rents or fees received by the tenant from under tenants and licensees Defined as: annual surplus after deduction for permitted costs and outgoings from aggregate rents and fees received. Permitted costs and outgoings to include business rates for common areas, utilities charges, maintenance, security, property cleaning and waste, property insurance, selected professional fees and a management fee payable to the Tenant. The tenant to maintain and make available accounts for this purpose on an open book basis.
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4.2	Commencing on:	Commencement of the lease.
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4.3	Rent payment dates:
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		Within 28 days of the anniversary of commencement, in arrears
4.4	Payment method:	BACS
4.5	VAT Payable on Rent:	No
4.6	Rent-free Period:	N/A
4.7	Review Dates:	N/A
4.8	Review Basis:	N/A
4.9	Dispute:	If rent not agreed by review date, either party may refer to Independent Expert for determination.
4.10	Fees:	Fees of both Independent Expert and President of RICS to be apportioned equally between the parties.
4.11	Time of Essence:	No.
5. INTEREST		
5.1	Late Rent Payment:	Interest at 4% above base rate for rent unpaid 21 days after due date.
5.2	Post Rent Review:	N/A.
6. OUTGOINGS, RATES AND UTILITIES		
6.1	The Tenant will be responsible for business rates, utility services and other outgoings.	
6.2	If any rates, taxes or other impositions are payable in respect of the property together with other property, the Tenant shall pay a fair proportion of the amount payable.	
7. INSURANCE		
7.1	Building:	Tenant to full value and all risks

7.2	Plate Glass:	Tenant
7.3	Contents:	Tenant (or under tenants/licensees where applicable)
7.4	Public Liability:	Tenant £10m minimum required
7.5	Date Cover to Commence:	Commencement date

8. CONDITIONS OF LEASE

8.1	Tenant's Conditions	Provide services as the Management Agreement
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9. PERMITTED USE AND OPENING HOURS

9.1	Permitted Use:	Provision of business support, community services, health services and business office and commercial activity compatible with residential neighbour uses.
9.2	Opening Hours:	Normal business hours

10. LEGAL AND SURVEYORS COSTS

10.1	Of Lease:	Parties to bear their own costs
10.2	Of Consents:	Tenant
10.3	Of Registration:	Tenant

11. ASSIGNMENT

	Prohibited	If not prohibited is Subject to Written Consent	Permitted without consent
Assignment of whole	Yes	N/A	N/A
Assignment of part	Yes	N/A	N/A
Sub-Lease whole	Yes	N/A	N/A



Sub-Lease part	No	No	Yes
Group Sharing	Yes	Yes	No

For sub-lettings consider: Maximum number of occupiers, limitations
Code requires sublettings to be at market rent.
CNUW= Consent not to be unreasonably withheld.

11.1 AGA: TBC.

12. LANDLORD AND TENANT ACT 1954

12.1 Is the lease excluded from the Act? Yes

13. REPAIR AND MAINTENANCE

13.1 Building External to include glazing/Structure: **Tenant**

13.2 Building Internal: **Tenant**

13.3 Decoration External: Tenant Frequency 3 years

13.4 Decoration Internal: Tenant Frequency 5 years

13.5 Boundaries/Other: **Tenant**

13.6 Grounds Maintenance: **Tenant**

13.7 Schedule of Condition:

13.8 Testing: Tenant to carry out testing of all fixed electrical installations and gas installations every 5 years or greater frequency to British Standard or other legislative need. Gas appliances and portable electrical equipment all in accordance with the then

current British Standards and to repair any defect or deficiencies noted. The testing will also be required at the termination of the tenancy. Copies of inspection certificates are to be provided to the Landlord on request and free of charge.

14. ALTERATIONS AND IMPROVEMENTS

	Prohibited	If not prohibited is Subject to Written Consent	Permitted without consent
External	Yes	N/A	N/A
External structural	Yes	N/A	N/A
Internal structural	No	Yes	No
Internal non-structural	No	Yes	No

Note: Is an agreed form of licence to be attached to lease?

14.1 Electrical Wiring:

If the Tenant requires to extend or alter the electrical writing apparatus this shall be undertaken only by an appropriately qualified electrician who shall issue a current Completion Inspection Certificate for the wiring in accordance with the current Edition of the IEE Wiring Regulations which certificate shall be made available to the Landlord free of charge.

14.2 Signage:

Permitted with the Landlord's prior written consent only if related to the Tenant's business.

14.3 Aerials:

Permitted with the Landlord's prior written consent only if related to the Tenant's business.

15. PLANNING

15.1 Tenant to observe and comply with the Planning Acts and make no application under the Planning Acts without the Landlord's prior written consent.

16. INDEMNITY



16.1 Tenant is to indemnify the Landlord against any claims arising from the Tenant's occupation of the premises.

17. SERVICE CHARGE

17.1 None.

18. OTHER TERMS (DELETE OR EXPAND AS APPROPRIATE)

18.1	Installation of Services:	To be included in construction
18.2	Statutory Consents:	To be included in construction. Any additional consents required by under tenants or licensees to be obtained by them as required
18.3	Asbestos register:	Landlord to provide as part of Safety File
18.4	Environmental issues:	The tenant to neither do not permit any activity likely to contaminate the land.
18.5	Health and Safety file and other issues:	Landlord to provide following construction.
18.6	Collateral Warranties:	N/A
18.7	Energy Performance Certificate:	Landlord to provide
18.8	General:	The tenancy shall contain any other terms and conditions as the Landlord's solicitor considers necessary for a letting of this nature.

We hereby indicate my/our agreement to the proposed heads of terms for the new lease/lease renewal* as set out above.

Signed:.....
For and on behalf of

Name:.....
Please print name

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

21 MAY 2021

REPORT OF THE PORTFOLIO HOLDER FOR BUSINESS & ECONOMIC GROWTH

A.2. THE ‘LEVELLING UP FUND’ – PROPOSED BID FOR CLACTON TOWN CENTRE
 (Report prepared by Gary Guiver and Paul Woods)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT
<p>To seek Cabinet approval to work with Essex County Council to submit a bid to the Government’s ‘Levelling Up Fund’ to secure moneys towards delivering improvements in Clacton Town Centre that will help to rejuvenate the area, promote a shift towards electric vehicles and contribute towards achieving key elements of the ‘Love Clacton Vision’ that has been developed with local businesses and other stakeholders over the last few years.</p>
EXECUTIVE SUMMARY
<p>Since 2018, the Council has been working with local businesses and other stakeholders to develop the ‘Love Clacton Vision’ for the future of Clacton Town Centre and to identify measures aimed at boosting footfall and economic activity in the face of declining trade, shop closures and increasing problems around public perception. This formed the basis for the Council’s bid, working in partnership with Essex County Council, to the government’s ‘Future High Streets Fund’. Unfortunately the Council’s Future High Streets Fund bid was unsuccessful and the government was unable to award any funding to Clacton Town Centre, judging that the Council’s proposal would not achieve a sufficient ‘Benefit to Cost Ratio’ (BCR) in respect of value for money.</p> <p>The Government has however now launched a new fund, the ‘Levelling Up Fund’ designed specifically to support investment in places where it can make the biggest difference to everyday life, including ex-industrial areas, deprived towns and coastal communities. The Levelling Up Fund will invest in local infrastructure that has a visible impact on people and their communities and bring pride to a local area as we recover from the economic impacts of COVID-19 – particularly measures aimed at regenerating a town centre, local investment in cultural facilities, upgrading local transport infrastructure and supporting carbon reduction (which reflects the Council’s declaration of a climate emergency and its promotion of a shift towards electric vehicles).</p> <p>The Levelling Up Fund differs from the previous Future High Streets Fund and the focus will be more on transport investments, regeneration and town centre investment and cultural investment with an expectation that some works will be implemented in the short term and within the remainder of the</p>

2021/22 financial year. Local authorities are allowed to submit one bid per parliamentary constituency and the fund will focus investment towards projects that require up to £20million of funding.

For Clacton Town Centre, the Levelling Up Fund provides the opportunity to bid for money to progress some elements of the Love Clacton Vision and the previous Future High Street Fund proposals. The fund is however limited to three projects per bid so the Council will not be able to simply re-submit the previous Future High Streets Fund proposal without revisiting certain elements of it. For example, there is a stronger emphasis on promoting carbon neutrality and sustainable travel and a lesser emphasis on delivering residential development or large scale transformation.

Officers seek the Cabinet's authority to again work with colleagues in Essex County Council to draw up and submit a bid for the Levelling Up Fund in respect of Clacton Town Centre that draws on those elements of the previous Future High Streets Fund submission that best meet with the objectives of the new fund as set out in the supporting prospectus and accompanying guidance.

RECOMMENDATIONS

That the Cabinet:

- a) **authorises the Assistant Director for Strategic Planning and Place, in consultation with the Portfolio Holder for Business and Economic Growth, to work with Essex County Council to submit a bid to the Government's 'Levelling Up Fund' in respect of Clacton Town Centre; and**
- b) **authorises the Assistant Director for Strategic Planning and Place to utilise funds already set aside within the Council's budget for Clacton Town Centre projects and associated business case development to joint-fund any necessary further technical work required in support of the Levelling Up Fund bid.**

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

Economic growth is one of the Council's main priorities and Clacton Town Centre is the single largest concentration of economic activity in the district. Maintaining the town centre's vitality and viability is critical to the local economy and the health and wellbeing of residents both in Clacton and the wider district as well as helping to address issues around deprivation.

RESOURCES AND RISK

Resources: To date, the costs involved in running the Clacton Town Centre Working Party have been met through existing staff resources and existing budgets and the time and effort given

generously and voluntarily by the representatives of businesses and other external agencies. This has been a corporate project that has drawn upon the time and expertise of staff across all sections of the Council.

Officers will work with Essex colleagues to utilise existing budgets for Clacton Town Centre projects and associated business case development and will seek additional capacity funding from government to advance more detailed work if the bid is successful. Maximum use will be made of the technical work already carried for the Future High Streets Fund bid but some additional work will be needed to revise the scheme accordingly for the purpose of the Levelling Up Fund.

The Levelling Up Fund itself provides for up to £20million of capital funding towards transport investments, regeneration and town centre investment and cultural investment – however the level of funding awarded in each case will depend on the proposals submitted, how they fit with the government’s objectives of the fund and overall value for money, which will include consideration of any potential ‘co-funding’ from local authority or other public/private sector sources.

Essex County Council previously committed co-funding the Future High Streets Fund proposals had they been successful but has indicated that it would be prepared to carry forward some of that funding to support the revised Levelling Up Fund proposals. This Council may, in due course, wish to consider whether it can make any additional commitment towards co-funding improvements in the Town Centre once it is clearer what the schemes will comprise.

Risks: The success or otherwise of this project will be highly dependent on securing necessary funding through the various channels outlined above and the continued support and constructive engagement of local businesses, external agencies and our residents. There is also an expectation that bids will receive support from the local Member of Parliament. It will be critical to ensure that the vision for the town centre developed through the Clacton Town Centre Working Party continues to achieve buy-in from the wider business and resident community and Officers consider that engagement needs to be extended further, as proposals are worked up in more detail, to ensure that any proposed changes in Clacton Town Centre have local support.

With the Levelling Up Fund bidding process, if a bid is rejected the authority has the opportunity to re-submit a bid to the next round of funding. If however government makes a full or partial award of funding, no further bids can be submitted. With this in mind, the Council’s bid needs to be realistic about how much money is sought with a view to putting forward the optimum case to government for funding in the first round.

LEGAL

Legislation: The proposals for which funding through the Levelling Up Fund will be sought will require full consideration of any legal implications. However, the proposals that are likely to form part of the bid, which will contain elements of the previous Future High Streets Fund submission, are understood to be deliverable within the known legislative framework.

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.

Health Inequalities: Any enhancements carried out to the town centre using moneys secured through the Levelling Up Fund will assist in promoting a healthier lifestyle for those who live, shop, work and visit Clacton.

Tackling Climate Change: The Levelling Up Fund specifically aims to support proposals that help to reduce carbon emissions which could include the Council's promotion of electric vehicles following its declaration of a climate emergency.

Area or Ward affected: The Pier Ward and St. James' 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. It is however important that engagement continues in relation to the detail of some of the proposals as they emerge and that it is widened to include more local businesses, residents of Clacton and the surrounding area, visitors and younger people in particular. The support of the local Member of Parliament is also an important consideration for government when determining the submitted bids.

PART 3 – SUPPORTING INFORMATION

Rejection of the Future High Streets Fund Bid

Since 2018, the Council has been working with local businesses and other stakeholders to develop a vision for the future of Clacton Town Centre and to identify measures aimed at boosting footfall and economic activity in the face of declining trade, shop closures and increasing problems around public perception. One of the products of this work was the 'Love Clacton Vision' developed in association with businesses and formally endorsed by the Cabinet in September 2019. It sets out the overarching vision, aims and objectives for the future of the town centre and formed the basis for the Council's bid, working in partnership with Essex County Council, to the government's 'Future High Streets Fund'.

The Council had been working very closely with stakeholders right up to the beginning of the COVID-19 pandemic and the first national lockdown and had been making positive progress to that point, with the intention of having a full programme of public engagement and consultation on the Love Clacton Vision and the Future High Street Fund proposals. While the COVID-19 pandemic and associated lockdown measures had a severe and sudden impact on the ability of the town centre to trade and for the Council to carry out the level of engagement that had been planned, the process for submitting a Future High Streets Fund bid continued and Officers worked with Essex County Council colleagues to undertake a virtual online consultation exercise in the absence of face to face activities and submit a detailed and fully costed £24.5million business case to government in July 2020.

On Boxing Day 2020, Officers were informed that the Council's submission had been rejected. The feedback from the Ministry of Housing, Communities and Local Government (MHCLG) was that whilst the Council had made a good case for government assistance in Clacton, the proposal itself (including new car parks, residential and commercial development, new library and educational facilities and major public realm improvements) would not deliver sufficient value for money and that other schemes in the country had demonstrated a higher 'Benefits to Cost Ratio' (BCR). Many of the schemes that had been successful were either located in the North of England, involved town centres with larger catchment populations, benefited from higher property values or were able to achieve stronger levels of co-funding from the local authorities or the private sector.

Levelling-Up Fund

In March 2021 the government launched a new fund, the 'Levelling Up Fund' designed specifically to support investment in places where it can make the biggest difference to everyday life, including ex-industrial areas, deprived towns and coastal communities. The Levelling Up Fund will invest in local infrastructure that has a visible impact on people and their communities and bring pride to a local area as we recover from the economic impacts of COVID-19 – particularly measures aimed at regenerating a town centre, local investment in cultural facilities or upgrading local transport infrastructure. Local authorities are allowed to submit one bid per parliamentary constituency and so Officers from this Council will assist colleagues in Essex County Council to put forward funding bids in respect of both Clacton and Dovercourt Town Centres which fall within different parliamentary constituencies, where the case for funding is strongest and where specific proposals have already been developed to a reasonably advanced stage.

Bids require the support of both District and County Councils and are more likely to succeed with support from the local Member of Parliament and demonstrable support from the community and relevant stakeholders. The Levelling Up Fund differs from the previous Future High Streets Fund and the focus of the first round of the fund will be on:

- **Transport investments** including (but not limited to) public transport, active travel, bridge repairs, bus priority lanes, local road improvements and major structural maintenance, and

accessibility improvements – with an emphasis on reducing carbon emissions, improving air quality, cutting congestion, supporting economic growth and improving the experience of transport users.

- **Regeneration and town centre investment**, to upgrade eyesore buildings and dated infrastructure, acquire and regenerate brownfield sites, invest in secure community infrastructure and crime reduction, and bring public services and safe community spaces into town and city centres.
- **Cultural investment** maintaining, regenerating or creatively repurposing museums, galleries, visitor attractions (and associated green spaces) and heritage assets as well as creating new community-owned spaces to support the arts and serve as cultural spaces.

The fund will focus investment towards projects that require up to £20million of funding with, in very exceptional cases, between £20million and £50million for major transport projects (for which a more detailed business case process would apply). For Clacton Town Centre, the Levelling Up Fund provides the opportunity to bid for money to progress some elements of the Love Clacton Vision and the previous Future High Street Fund proposals. In some respects, the Levelling Up Fund provides a greater prospect for success in Clacton than the Future High Streets Fund as it is more tailored towards areas (including coastal communities) that need support rather than those that can demonstrate greater profitability in terms of a benefit to cost ratio. In other respects, the new fund is more focussed and is limited to three projects per bid so the Council will not be able to simply re-submit the previous Future High Streets Fund proposal. Officers are working with colleagues in Essex County Council to draw up a bid for the Levelling Up Fund in respect of Clacton Town Centre that draws on those elements of the previous Future High Streets Fund submission that best meet with the objectives of the new fund as set out in the supporting prospectus and accompanying guidance.

The deadline for submissions to the first round of the Levelling Up Fund is Friday 18th June 2021. Tendring has been identified by the government as a 'Priority 1' location where there is strong prospect of securing assistance but where there is an expectation that bids will be submitted to this first round. This is a relatively short period of time that offers very limited scope for any radical change in direction from the earlier plans or for any significant additional stakeholder engagement. To meet with this timescale, therefore, Officers have sought to make the best use of existing work, supplemented with focussed support from specialist consultants. As such, it is proposed that the existing Love Clacton Vision, the strategic case submitted as part of the Future High Streets Fund and the results from the 2020 online consultation and previous engagement efforts will form part of the new submission.

The public reaction to these proposals through the online consultation exercise was generally supportive, with particular enthusiasm around measures to create makerspaces and market areas for small businesses, improve parking facilities, and improve access for other modes of travel including walking, cycling and public transport. There were more mixed views expressed about residential developments and the linear park.

For the purposes of the Levelling Up Fund and the identification of three more focussed projects, Officers propose to work with Essex County Council to prepare a bid that seeks to deliver on key elements of the earlier Future High Streets Fund proposals – particularly those with a focus on generating footfall, improving sustainable transport access and promoting electric vehicle use, the public realm, the creation of business space, community facilities and promoting heritage and culture. The bid is likely to be focused on:

- creating a purpose built events space/performance area with associated public realm improvements at the town square, using property in Pier Avenue to creating new start up business space and achieve a safe pedestrian connection through to the Jackson Road car park and re-branding central Pier Avenue as ‘Electric Parade’ with facilities for charging electric vehicles;
- redeveloping the existing library with a new modern facility containing a new library, a new adult community learning facility and flexible office space with some residential development and improvements to the public car park in Carnarvon Road; and
- improving connectivity between the town Centre, the railway station and (potentially) Jaywick Sands by walking, cycling and bus and improving the public realm along Station Road, including the creation of space for a street market in the High Street.

In the meantime, irrespective of any Levelling Up Funding, Officers are already working with businesses to prepare for the town’s 150th birthday celebrations, Essex County Council to review and upgrade road signage, the North Essex Parking Partnership to review on-street parking arrangements and urban designers to develop plans for a high quality scheme for the Town Square.

APPENDICES

None.

BACKGROUND PAPERS

The Government’s Levelling Up Fund prospectus [Levelling Up prospectus.pdf \(publishing.service.gov.uk\)](#)

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

21 MAY 2021

REPORT OF THE PORTFOLIO HOLDER FOR LEISURE AND TOURISM

A.3 TOURISM STRATEGY FOR TENDRING

(Report prepared by Mike Carran, Assistant Director Economic Growth and Leisure)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To present the Tourism Strategy 2021-2026 and a work programme for the first year to Cabinet for approval.

EXECUTIVE SUMMARY

- At their meeting on 11 September 2020 Cabinet approved the draft tourism strategy to be sent out for consultation for a two month period. Following that process, the final strategy is now presented for adoption;
- This five year plan replaces the previous strategy for Tendring, which expired in 2016;
- Tourism is estimated to be worth more than £402 million to Tendring, and is responsible for over 8,980 jobs, equivalent to 17.9% of the District’s employment. To put matters into perspective, tourism has increased in value to the local economy by £115 million since the previous strategy was written in 2010;
- The coronavirus pandemic has impacted significantly on the local tourism industry and this strategy is tailored to extend ‘back to business’ support towards the recovery of the sector;
- The strategy sets out a 10 point plan for delivery of the following objectives:

1. Wealth creation

2. Job creation

3. Quality of life for local people

4. Long term growth of the tourism sector

- This strategy recognises that Tendring has wide attraction, with its towns and villages all having their own unique features, tourism offer and charm. It is important that the Council works with partners to develop those unique selling points and promotes all of the District’s component parts. From beautiful coastlines and visitor attractions, to picturesque countryside and heritage of international significance; the power of Tendring’s tourism offer is in the diversity of its destinations and that should be embraced and marketed accordingly;
- There has been significant private sector investment in the local tourism industry in recent years, including multi million pound investment into some of Tendring’s key attractions. This has improved the quality of the District as a visitor destination and demonstrates local confidence and commitment to raising standards;

- The Council has invested in major projects such as the £36m Coastal Defence scheme for Clacton and Holland, creating tangible tourism assets in Harwich for Mayflower 400, is developing a scheme to celebrate the 150th anniversary of Clacton on Sea and public realm schemes to improve the appearance of the District;
- Furthermore, the Council has invested resources into both organising and facilitating an expanding quality events programme in recent years. Building on the success of the nationally recognised Clacton Airshow and Harwich Illuminate, event organisers have felt empowered to bring events of national significance such as The Tour of Britain and the first 'on road' Motor Rally in England and Wales, to the Tendring District;
- The strategy recognises that tourism is a fast moving, agile economy and the Council is one partner in ensuring long term success. As such, this strategy has greater emphasis on the Council's role of facilitation than its predecessor;
- This strategy is accompanied by a work programme for 2021/22, which sets out actions the Council will take to deliver its strategic aims. It is recognised that this work programme is a live document and will adapt to a changing environment.

RECOMMENDATION(S)

That Cabinet agrees the Tourism Strategy 2021-2026 and the work programme for 2021-2022.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

This strategy will support a number of priorities in the Corporate Plan as set below:

- Promote Tendring's tourism, cultural and heritage offers
- Develop and attract new businesses
- Support existing businesses
- More and better jobs
- Maximise our coastal and seafront opportunities

Further to that, the following opportunities listed in the plan will be impacted upon by the strategy:

- Clear vision for economic growth and prosperity;
- Our coast;
- Tourism, culture and sport.

This strategy compliments the Economic Growth strategy, which was adopted by Cabinet in July 2020.

FINANCE, OTHER RESOURCES AND RISK

Finance and other resources

Additional funding from the Economic Growth budgets has been made available to fund the delivery plan, as set out in Appendix B.

Cabinet has already committed finance and staffing resource to support tourism promotion and an events programme which includes Clacton Airshow, Mayflower 400 commemorations, Beside the Seaside, Illuminate Festival and Tour de Tendring. Funding

has also been secured to provide a new tourism product to celebrate the 150th anniversary of Clacton on Sea.

Further to that, Cabinet have set out their Back to Business Recovery Plan, which includes a number of tourism projects, including seafront improvement schemes across the District.

LEGAL

The proposals are within the Council's powers. The Request for allocation of budget will be in accordance with the Budget and Policy Framework, as set out in Part 5 of the Council's Constitution.

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.

Area or Ward Affected

The tourism strategy impacts on the entire District.

Health Inequalities

Improving employment opportunities through growing the sector will impact on quality of life of local people.

Consultation/Public Engagement

This strategy has been subject to consultation with private and voluntary sector partners in the local tourism sector, together with Town and Parish Councils. This principles for this strategy was subject to scrutiny by the Resources and Services Overview & Scrutiny Committee in July 2018. The recommendations from that Committee were as follows:

- (a) the parish and town councils within the District be included as part of the consultation process on the emerging Tourism Strategy; and
- (b) in view of the fact that tourism generates £372million* income for the District, additional funding be allocated to the Tourism Section within the Operational Services department in order to ensure that it is fully resourced.

*note: this has now increased to £402m in the latest economic impact assessment

Following on from the consultation, there have been no further comments received which relate to the strategy, but operational comments have been reflected in the delivery plan. These include:

- (a) Investigating a rural cycling network with partners;
- (b) The top 10 places to photograph in Tendring.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

There has been significant investment by both the public and private sector in tourism over recent years. Amongst others, there has been multi million pound investments into

Clacton Pier, Clacton Pavilion and the Pier Hotel, Harwich. In addition to this, in 2015 the Council completed a £36 million coastal defence project stretching from Clacton to Holland on Sea in partnership with the Environment Agency. Not only has this protected the coastline, it has led to the creation of 23 new sandy beaches which provide a major opportunity for tourism development.

Cabinet adopted the 'Back to Business' agenda at their meeting on 13 November 2021, which set out how the Council would work across its range of services and portfolios to support the local economy, Tending businesses and residents in recovering from the Covid-19 pandemic. The tourism projects set out in that plan are reflected in the work programme for 2021/22.

Clacton celebrates its 150th anniversary in 2021, which provides a strong hook for promotion during these challenging times. External funding to the value of £250,000 was secured from National Lottery Heritage, to develop a wayfinding trail, organise a mass participation event and develop a range of schemes/events to encourage visitors and residents to explore the heritage of our seafronts.

2020 marked the 400th anniversary of the Mayflower's voyage to the New World. Harwich played a central role in this iconic story, with the ship and its Captain, Christopher Jones hailing from Harwich. Despite the national and international restrictions, Tending continues working with ten national partners together with others in the USA and Holland to maximise the benefit. Although the Coronavirus pandemic has clearly impacted on the 'in year' potential of opening up to new tourism markets from the US and Holland, the long term possibilities are still very much alive. It is widely hoped that the anticipated 1.7 million additional visitors anticipated to the UK during 2020 will arrive when travelling restrictions are lifted. There is also potential to widen the tangible heritage offer in Tending, through working with the private sector on historical links to The Witch-Finder General trails and other narratives around heritage.

It is also important to recognise the role of quality visitor accommodation plays in a healthy tourism economy and to use this strategy to guide planning decisions. There needs to be a concerted effort to increase the quantity of quality bed space available in the District and protecting what already exists.

The Council has increasingly worked closely with partners over recent years, in recognition that a holistic approach is the key to success. This has included working with the private sector in Clacton to develop the 'Love Clacton' promotional campaign and with the Harwich and Dovercourt Tourism Group, where key successes include the development of a new best in practice promotional website and a new brand for Harwich which has been adopted across the town.

The Council has been working with representatives from the public, private and voluntary sectors over the last 3 years to develop the tourism industry in Harwich. This is Chaired by the Managing Director of the Milsom Hotel Group and includes representatives from the Harwich Haven Authority, Harwich Society, Harwich Town Council, Harwich Festival of the Arts, Harwich Mayflower Trust, representatives of the retail sector, Harwich Connexions, Hotels/Restaurants and others. The Council has played a key role in this group and has contributed towards delivering new branding for Harwich, a new website and promotional campaign. This model can be used as the benchmark to roll out similar groups across the District to improve partnership working and guide decision making.

BACKGROUND PAPERS FOR THE DECISION

None.

APPENDICES

Appendix A: Tourism Strategy for Tending 2021 – 2026
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Appendix B: Tourism Work Programme, 2021 - 2022

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Tourism Strategy for Tendring 2021—2026



INTRODUCTION

Tendring: A Tourism Industry ‘on the up’

Tendring has a thriving tourism economy incorporating a blend of heritage, stunning natural environment and high quality leisure attractions. The District’s towns and villages all have their own unique characteristics and charm, which should be embraced and nurtured to maintain and develop the overall offer to visitors. A thriving Tendring tourism economy not only has the effect of improving local wealth and job creation, but also the quality of life for local people by enhancing the natural and built environment.

The District is less than 50 miles from Greater London, 35 miles from Stansted Airport, benefits from links with Europe via Harwich, and is surrounded by some of the region’s most attractive countryside. The net worth of Tendring’s tourism economy has grown by around £115 million since 2010, with private sector investment, an expanding events programme and new hospitality and leisure opportunities driving momentum in the sector. The sector is worth almost £402 million to Tendring, with the industry responsible for almost 9,000 jobs, equivalent to 17.9% of the District’s employment. The Council has worked with partners to develop a programme of events that will draw visitors to Tendring and raise the profile of the area. In 2018 Tendring hosted the first ever on-road rally in England which was followed by a second event in 2019. This attracted significant media interest and had a positive impact on Clacton. Tendring also stages the annual Clacton Airshow, now in its 29th year, which attracts around a quarter of a million visitors each year.

There has been significant investment by both the public and private sector in tourism over recent years. Amongst others, there has been multi million pound investments into Clacton Pier, Clacton Pavilion and the Pier Hotel, Harwich. In addition to this, in 2014 the Council instigated a £36 million coastal defence project stretching from Clacton Pier to Holland on Sea in partnership with the Environment Agency. Not only has this protected the coastline, it has led to the creation of 23 new sandy beaches which provide a major opportunity for tourism development.

Tendring: A Tourism Industry ‘on the up’ (cont.)

The Coronavirus Pandemic has impacted significantly on the national and local economy and Central Government has recognised the specific challenges faced by the tourism industry. The core goals of this strategy will ensure the impending delivery plan will be focussed on supporting our local tourism businesses, to recover from their forced closures. Furthermore, with evidence suggesting that more and more people are less likely to travel abroad over the next few years there is potential to take advantage of this opportunity.

Clacton celebrates its 150th anniversary in 2021, which provides a strong hook for promotion during these challenging times. External funding to the value of £250k has been secured to develop a wayfinding trail, organise a mass participation event and develop a range of schemes/events to encourage visitors and residents to explore the heritage of our coastline. 2020 marked the 400th anniversary of the Mayflower’s voyage to the New World. Harwich played a central role in this iconic story, with the ship and its Captain, Christopher Jones sailing from Harwich. Tendring has been working with ten national partners together with others in the USA and Holland to maximise the benefit of a projected 1.7 million additional visitors anticipated by this commemoration. Although the pandemic has disrupted the ‘in year’ opportunity for this opportunity, the US travel trade has indicated that all the planned trips will be postponed until it is deemed safe to travel.

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The Council has increasingly worked closely with partners over recent years, in recognition that a holistic approach is the key to success. This has included working with the private sector in Clacton to develop the ‘Love Clacton’ promotional campaign and with the Harwich and Dovercourt Tourism Group, where key successes include the development of a new best in class town website and a Harwich brand for which has been adopted across the town. The latter is a consortium of public, private and voluntary sector organisations and chaired by a local business owner. This is considered to be a model which works in bringing together the key tourism related stakeholders to ensure that projects are developed by and for partners, with the Council often acting in the role of facilitator.

With 36 miles of coastline, a rich and entertaining history, beautiful countryside and award winning local restaurants, there’s much to be discovered for visitors in Tendring. Through a concerted effort of effectively managing resources, tailoring promotional campaigns and importantly working with key partners, Tendring is well placed to meet the challenges of the current climate and continue to develop its tourism offer to further improve the sector’s importance to the local economy.

SCOPE OF THE STRATEGY

This strategy covers the development and promotion of tourism in the Tendring District, with input and integration from partners in the private, voluntary and wider public sector. The high level strategic objectives within this plan, will inform a detailed delivery plan to set out the actions to be taken to achieve successful outcomes.

The following points are considered to be the drivers in developing this strategy:

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- 1. Increase the volume and value of tourism**
- 2. Improve and consolidate existing markets and exploit new markets**
- 3. The delivery of this strategy must account for available resources, so innovation is paramount**
- 4. Progression can only take place through collaborative/partnership attainment**



VISION

“To develop tourism as a platform to improve the quality of our environment and the quality of Tendring life.”

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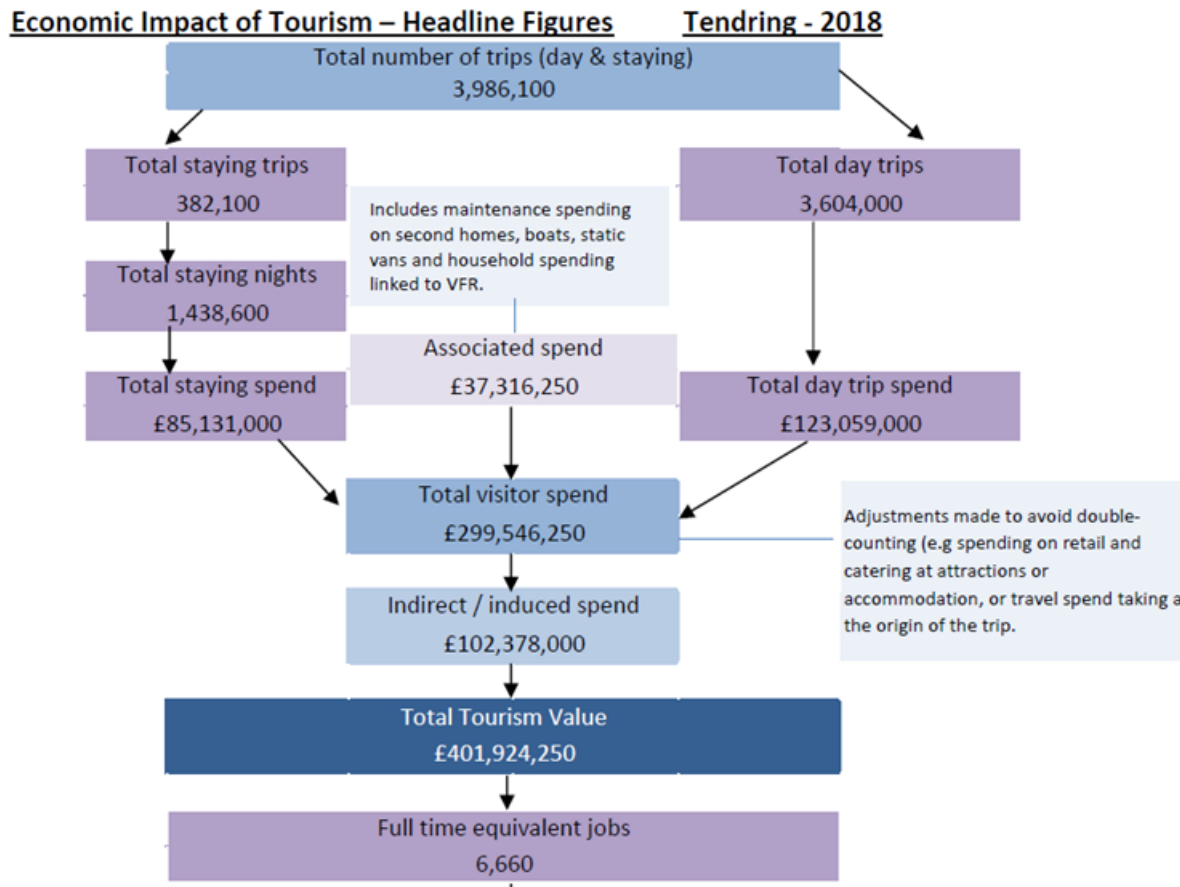
MISSION STATEMENT

“Grow the volume and value of tourism for the wider benefit of the Tendring economy and increase recognition of our brands. Work with partners to drive improvements to the local tourism offer for our residents and visitors”



TAKING STOCK

Each year a report is published, setting out the economic impact of tourism for the Tendring District. The results are derived using the Cambridge Economic Impact Model based on the latest data from national tourism surveys and regionally/locally based data. The following chart sets out the high level findings from the latest report for 2018, which is the latest available data (the reports are carried out in arrears).



CORPORATE ROAD MAP

The Council's Corporate Plan sets out the organisation's corporate goals and tourism is considered a key opportunity. Through the Council's role as community leader, a strong tourism economy will contribute towards the *following* targets set out in the document:

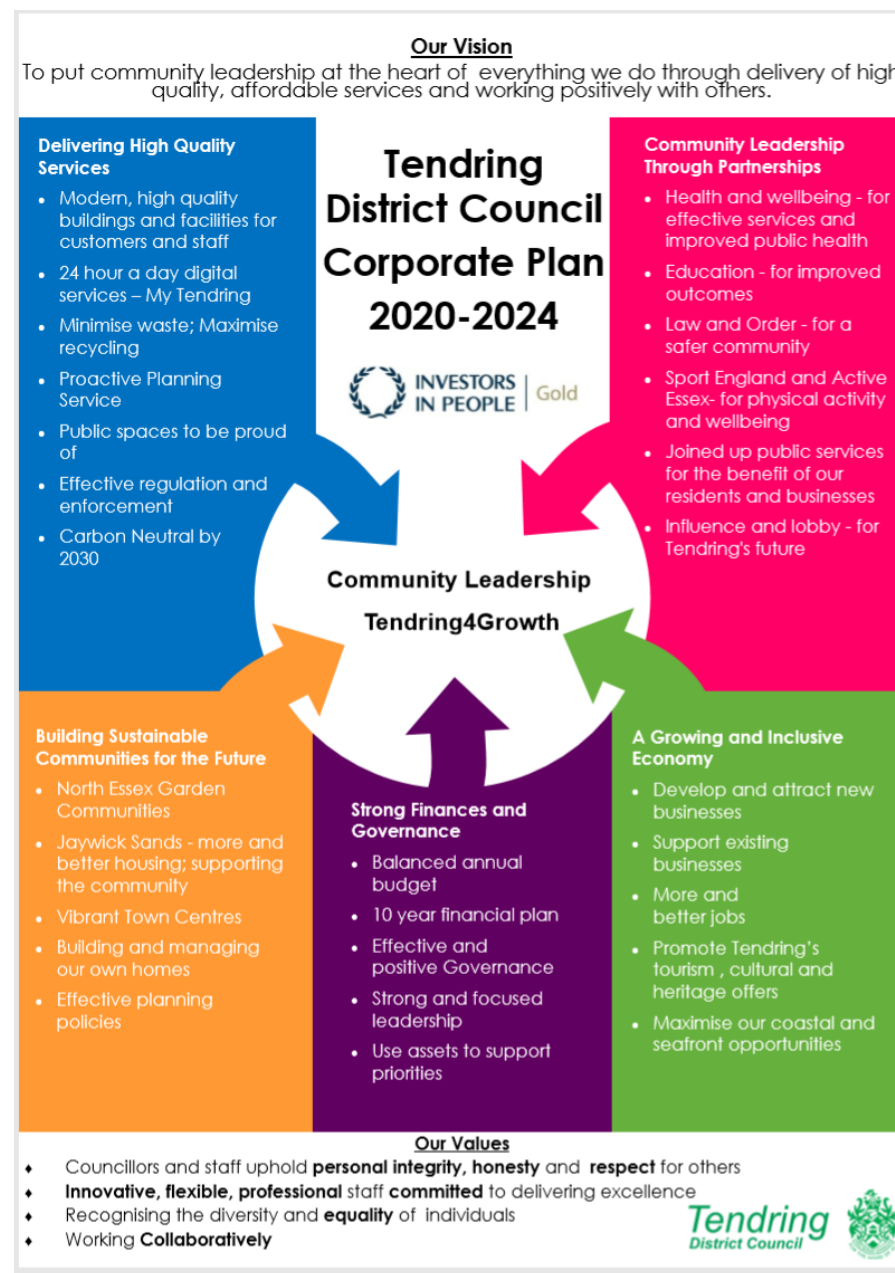
- **Promote Tendring's tourism, cultural and heritage offers**
- **Develop and attract new businesses**
- **Support existing businesses**
- **More and better jobs**
- **Maximise our coastal and seafront opportunities**

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These corporate priorities, have guided the strategic goals of this strategy, which are set out below:

- 1. Wealth creation**
- 2. Job creation**
- 3. Quality of life for local people**
- 4. Long term growth of the tourism sector**



STRATEGIC OBJECTIVES

These are the high level objectives which will measure the success of this strategy over its lifecycle.

Target	Details	Review Date
Increase visitor numbers	Work with the local Tourism Sector and wider partners to increase visitors numbers. Baseline data: <i>Total number of trips: 3,986,100</i> <i>Total number of day trips: 3,604,000</i> <i>Total number of staying trips: 382,100</i>	Dec 2026
Increase economic benefit	Work with the local Tourism Sector and wider partners to increase the economic benefit of tourism. Baseline data: £401,924,250	Dec 2026
Improve profile	Increase website hits by 5% Increase social media interaction by 20% Reach 10,000 App Users <i>Baseline Data:</i> <i>Website hits: 657,000</i>	Dec 2026
Improve partnership working	Set up and sustain 4 local partnership 'boards' to collaborate on driving forward tourism promotion	Dec 2026
Improve the visitor offer	Protect current high quality visitor attractions and visitor accommodation and work to increase available quality bed space	Dec 2026 and beyond

THE 10 POINT PLAN

The following high level plan will be used to deliver the strategy and will be underpinned by an annual delivery plan will be based on the 10 points set out in the table:

Priority	Details
1	Develop individual brand identity Recognise, embrace and promote the unique nature and selling points of the individual towns and destinations around the District. Where appropriate promote and develop existing brands, e.g. Love Clacton, Historic Harwich etc
2	Develop Events Programme Develop and sustain a quality District wide programme to attract visitors, extend the tourism season and to increase brand awareness through: 1. Quality in-house managed events, e.g. Clacton Airshow, Beside the Seaside, Tour de Tendring, Illuminate Festival Princes Theatre 2. Attract, facilitate and support quality externally delivered events
3	Promotion of the District/Digital Marketing Promote the District as a great place to visit. Develop resources to focus on digital marketing, through appropriate websites and social media channels, to include: Web development, Creative PR, TV/VOD and Social Media

The 10 POINT PLAN (continued)

	Priority	Details
4	Improve tourism infrastructure	Work to develop the resident & visitor experience by improving presentation of key areas, wayfinding and enforcement where appropriate. Support and facilitate the private sector to invest in new opportunities which meet the objectives of this strategy
5	Develop/Improve Seafront Offer	Ensure the 27 miles of coastline in the District is maintained to the highest standards achievable within available resources and seek opportunities to develop seafront attractions to improve the resident and visitor offer
6	Private Sector Support	Provide guidance to private sector tourism providers/investors to support job creation. Work with partners to encourage new tourism attractions and improve existing facilities
7	Promotion of the District as an area for Outdoor Activities	Work with partners to improve infrastructure and raise the profile of the District as a destination for walking, cycling, water sports, dog walking and other outdoor activities.
8	Manage Resources	In order to focus long term planning, set up partnership boards of public, private and voluntary sector partners in key locations around the District. Actively seek external funding opportunities for projects which meet the aspirations set out in this strategy

THE 10 POINT PLAN (continued)

	Priority	Details
9	Planning	Use the Tourism Strategy to guide Planning Policy to protect quality visitor attractions and visitor accommodation. Work with the private sector to attract new high quality tangible assets in our towns to attract and retain visitors. Work with the private sector to increase the number of high quality bed spaces.
10	Develop/Improve Heritage Offer	Work to create a tangible, bookable product to enhance and improve the resident & visitor experience. Develop and deliver a stand alone action plan for the long term development of the District's heritage assets and wider expansion into other heritage offers, e.g. Witchfinder Trails

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Appendix B: Work Programme 2021 - 2022

	Priority	Actions
1	Develop individual brand identity	<p>Develop the Essex Sunshine Coast website and maintain updates to drive optimisation and to ensure the Council's digital content remains relevant. Maximise effectiveness and efficiency and highlight our tourism brand resulting in physical visits. Ensure that the website is easily accessible and user friendly and use as a tool to influence visitor's needs.</p> <p>Web: www.clactonairshow.com Web: www.essexsunshine-coast.org.uk</p> <p>Use digital media and limit any tradition print to the exception. Develop social media channels, and participate in targeted paid campaigns to further grow brand awareness, engage with audiences and increase audience reach to drive clicks to our main website and tourism offer. Linking in with partners for up to date content.</p> <p>Facebook: @TheSunshineCoastOfficial Instagram @EssexSunshineCoast Facebook: @ClactonAirshow</p> <p>Utilise Facebook Business Manager and link in with Twitter and Instagram pages, providing more regular and consistent content throughout. Linking in with partner brands of Love Clacton and Historic Harwich including having presence on all our Tourism pages.</p> <p>Develop Love Tending app – currently being redeveloped into a more user friending interactive. Continually update the content, to include events and 'live' information about seafronts and visitor updates. This will include which beaches are crowded and car park updates.</p>

		Develop concerted campaigns about all the unique features of our visitor towns, which highlight their unique charms and reasons to visit.
2	Develop Events Programme	<p>If national guidelines allow, implement a 'Celebrate Tendring' initiative in 2021, to include an event which would celebrate Clacton's 150 year anniversary and the Harwich Illuminate Festival.</p> <p>Based on national guidance for mass participation events, make a decision on the 2021 Clacton Airshow prior to the end of May 2021. The alternative option, could be an aspiration to run an event during Autumn Half Term, subject to guidelines allowing this to take place.</p> <p>Host stage 5 of the Women's Tour, which forms a part of the prestigious UCI Women's WorldTour series. A high profile, globally recognised event showcasing our open spaces and aiding in the Districts economic recovery.</p> <p>Work with external organisers to facilitate a wider series of quality local events which (subject to national guidance) will take place throughout the 2021 and 2022 seasons. Following on from the Back to Business Delivery Plan, produce the criteria and promote seed funding for local event organisers to facilitate a high quality programme to support the Tendring tourism economy in its recovery.</p> <p>Deliver an art sculpture trail for Tendring, in the summer of 2021. This will serve to drive footfall for retail and tourism related businesses, with a key link to the Local Delivery Pilots scheme to encourage active travel around the District. Data collected for a previous local sculpture trail, shows 100,000 QR code scans – demonstrating the potential power of these projects.</p>
3	Promotion of the District/Digital Marketing	<p>Refresh web pages & social media – update content to make and staycation focused.</p> <p>Improvements to Love Clacton app making it user friendly and interactive providing more tailored visitor focused information and introducing instant updates on car park indicators and seafront related information.</p> <p>TDC led campaigns will include but not limited to Sea/Beach Safety raising awareness of key "Needs to</p>

		<p>know” when visiting our seafronts and staying safe.</p> <p>Encouraging staycation & domestic holidays and choose Tendring as a destination of choice. Open spaces – Highlighting places to explore & discover & the variety of what we have to offer such as green spaces, gardens, walks & trails, wildlife.</p> <p>Locals campaign highlighting things to see and do on your own doorstep encouraging people to support local tourism.</p> <p>Partner campaigns with Visit Essex including Coastal campaign, Live Local Love Local, Great adventures close to home.</p> <p>Develop a digital competition for the Top 10 places to photograph in Tendring</p>
4	Improve tourism infrastructure	<p>Following the successful bid to the National Lottery Heritage Fund, as outlined in the Back to Business report, deliver a project to celebrate the 150th anniversary of Clacton. This will provide new heritage features on the seafront between Jaywick Sands and Holland Haven, including the Town Centre. Furthermore, two additional members of staff could be recruited on a fixed term basis to promote and develop our seafront tourism offer.</p>
5	Develop/Improve Seafront Offer	<p>Following on from the Back to Business Delivery Plan, bring forward proposals for improvements to the District’s seafront offer and aspire to complete as many as possible prior to the high season. This will include improvement projects in the following locations, prior to the School summer Holiday period:</p> <ul style="list-style-type: none"> - Clacton/Holland on Sea - Harwich/Dovercourt Bay - Brightlingsea - Walton on the Naze - Frinton on Sea <p>Apply for a range of Blue Flag and Seaside Awards in the following locations:</p>

		<table border="1" data-bbox="763 245 1361 719"> <tr> <td>Blue Flags:</td> </tr> <tr> <td>Brightlingsea</td> </tr> <tr> <td>Dovercourt Bay</td> </tr> <tr> <td>Walton (on the Naze) Albion</td> </tr> <tr> <td>Seaside Awards:</td> </tr> <tr> <td>Brightlingsea</td> </tr> <tr> <td>Martello Bay</td> </tr> <tr> <td>Dovercourt Bay</td> </tr> <tr> <td>Frinton on Sea</td> </tr> <tr> <td>Walton on the Naze</td> </tr> <tr> <td>Harwich</td> </tr> </table> <p data-bbox="663 762 1957 831">Carry out an in-house feasibility study on the work required to extend the number of Blue Flags for 2022 and beyond in the District, for means of tourism promotion.</p> <p data-bbox="663 879 1935 948">Investigate the potential for additional resources to improve seafront cleaning, public realm and aesthetics for the high season.</p>	Blue Flags:	Brightlingsea	Dovercourt Bay	Walton (on the Naze) Albion	Seaside Awards:	Brightlingsea	Martello Bay	Dovercourt Bay	Frinton on Sea	Walton on the Naze	Harwich
Blue Flags:													
Brightlingsea													
Dovercourt Bay													
Walton (on the Naze) Albion													
Seaside Awards:													
Brightlingsea													
Martello Bay													
Dovercourt Bay													
Frinton on Sea													
Walton on the Naze													
Harwich													
6	Private Sector Support	<p data-bbox="663 1018 1957 1086">Under the Tendring 4 Growth banner, a specialist third party provider will be providing a comprehensive range of business engagement, support and outreach services to Tendring businesses</p> <p data-bbox="663 1126 1957 1275">A wide range of services and interventions will be offered, to include generic business support, business planning, cash-flow management, Covid safe working and recovery support, marketing and communications and support with funding applications. The tourism team will work with colleagues in Economic Growth to ensure this service is widely promoted to the tourism sector.</p>											

7	Promotion of the District as an area for Outdoor Activities	<p>Work with partners to improve infrastructure and raise the profile of the District as a destination for walking, cycling, water sports, dog walking and other outdoor activities.</p> <p>Develop promotional campaigns on outdoor activities, such as water sports, cycling, walking etc.</p> <p>Working with land owners, look into the feasibility of a rural cycleway</p>
8	Manage Resources	<p>Following on from the success of the Harwich and Dovercourt Tourism Group, work with public and private sector partners to develop two new Tourism collectives in Tendring in preparation for 2021 season.</p>
9	Planning	<p>Focus of tourism development include:</p> <p>Both the Council's adopted and emerging Local Plans support growth in the tourism sector and the diversification of attractions and accommodation. The Council's emerging Local Plan is set to be adopted in late 2021 following examination and key policies within it include Policy PP8: 'Tourism' which gives general support proposals that would help improve the tourism appeal of the District to visitors; and Policy PP9 'Hotels and Guesthouses' which supports proposals for new hotels, guesthouses and other visitor accommodation as well as proposals to expand on existing provision whilst seeking to protect hotels and guesthouses from redevelopment to residential in town centres and seafront locations.</p> <p>Policy PP10: 'Camping and Touring Caravan Sites' and Policy PP11 'Holiday Parks' seek to safeguard camping, touring and holiday parks, encourage the modernisation of their accommodation, facilities and attractions and support their expansion in appropriate locations, with flood risk and ecology being key considerations. The Council's approach is informed by a recent study undertaken by specialist consultants Frontline in 2019/20 which recognised the important role that parks play in the local tourism economy and which recommended safeguarding sites from redevelopment to other uses and support their growth and sustainability as tourism assets – particularly as the current supply of accommodation is broadly meeting current levels of demand. The study also recommended promoting a mixture of owner occupied and rentable units on holiday park sites to widen their appeal and strengthen their economic viability.</p>

10	Develop/Improve Heritage Offer	<p>Develop the Mayflower 400 visitor offer in Harwich to attract visitors and work with international and local partners to extend and develop tourism markets. Open the following attractions with Mayflower links:</p> <ul style="list-style-type: none">- Open the house of Christopher Jones to visitors- Open the Mayflower Visitor Centre- Mayors Garden- Blue Roundabout Project- Mayflower Trail & new Harwich Sign- Prepare for Mayflower Tours <p>Following preliminary feasibility studies, work with the Portfolio Holder to consider external funding bids for heritage assets in the District, including:</p> <ul style="list-style-type: none">- The refurbishment of Clacton Victorian Lights- The refurbishment of Dovercourt Leading Lights
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Key Decision Required:	Yes	In the Forward Plan:	Yes
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CABINET

21 MAY 2021

REPORT OF THE PORTFOLIO HOLDER FOR CORPORATE FINANCE AND GOVERNANCE

A.4 SURRENDER OF THE LEASE OVER CARNARVON HOUSE, CARNARVON ROAD, CLACTON-ON-SEA

(Report prepared by Jennie Wilkinson)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT
To consider the principle of accepting a surrender of the lease over Carnarvon House, Carnarvon Road, Clacton-on-Sea.

EXECUTIVE SUMMARY
TDC have been approached by NHS Property Services who lease Carnarvon House requesting a surrender of the current lease. The property is currently vacant and rather than continuing to stand empty until the end of the current lease, NHS Property Services would like to surrender the Lease and had in back to TDC.

RECOMMENDATION(S)
That subject to Cabinet’s decision in Part B of this Agenda, the principle of the surrender of the Lease is agreed.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES
Accepting the lease surrender will reduce burden on NHS and therefore support health and wellbeing by effective services and improved public health.

FINANCE, OTHER RESOURCES AND RISK
<p>Finance and other resources Financial terms for the surrender of the lease are set out in Part B of the Agenda.</p> <p>Risk Risks associated with this transaction are set out in Part B of the Agenda.</p>

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.

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.

Empty property can lead to problems with anti-social behaviour and the deterioration of that property having a knock on affect in the local area.

Area or Ward Affected

Pier Ward

Carbon Neutral by 2030

Whilst an energy audit has not been carried out on this property, due to the age, construction and heating and cooling systems within the property, it is considered that it would have a large carbon footprint. The cost of retrofitting this property for energy efficiency would be high.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

The freehold of Carnarvon House is owned by TDC. It has been leased to NHS Property Services since April 1994 and has been used as office space for their sub-contractors and health providers. Over the last several years the building has been underused as subcontracts and health providers changed and property has been rationalised. In May 2019 the last company vacated and the property has been vacant ever since.

CURRENT POSITION

The current lease to NHS Property Services is due to expire in March 2024, however, NHS Property Services would like to surrender the lease to TDC and give the property back early so their resources can be used elsewhere rather than on a vacant building. This will also provide TDC with the opportunity to do something else with the building now, rather than waiting until the end of the lease in 2024 with the building empty for another 3 years. Officers have negotiated terms for a lease surrender and these are set out in Part B of the Agenda.

FURTHER HEADINGS RELEVANT TO THE REPORT

None

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

None

Key Decision Required:	No	In the Forward Plan:	No
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CABINET

21 MAY 2021

REPORT OF PORTFOLIO HOLDER FOR CORPORATE FINANCE AND GOVERNANCE

A.5 UPDATE ON APPRENTICESHIP PROVISION OF CAREER TRACK

(Report prepared by Carol Magnus and Debiannne Messenger)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT
<p>This report is provided to Cabinet as part of the Career Track governance process as required by Ofsted. It will provide Cabinet with an update on its activities and seek its agreement for the priorities for the next 18 month period.</p>
EXECUTIVE SUMMARY
<p>Career Track was established within Tendring District Council in 1983. Since then it has continuously provided apprenticeship opportunities within the organisation and for other employers. Over the years the nature of the apprenticeships and indeed the very definition of ‘what is an apprentice’ has changed when government priorities and focus have been amended as part of both education and employment policy.</p> <p>The Council’s sustained commitment to the Career Track apprentice scheme has been a central plank of its work to develop a more skilled workforce and to “grow our own” employees of the future within Tendring.</p> <p>In the last 10 years over 500 people have taken part in a Career Track apprenticeship programme; expected success rates for the end of the 2020/2021 year is 94%.</p> <p>The Council’s Back to Business Agenda will add value to the Career Track Programme by improving opportunities and the quality of apprenticeship schemes for young people. This agenda will include providing small/medium employer wage incentives to encourage the engagement of 10 new employers and fund 25% of the apprentice’s wages.</p> <p>Following the Government’s simultaneous overhaul of apprenticeship delivery rules with the introduction of the national Register of Approved Training Providers alongside the introduction of the Apprenticeship Levy May 2017, Career Track has maintained its accreditation and has successfully increased its offer both in terms of qualifications available and the range of employers it supports.</p> <p>This report sets out the nature of that change and the current position of Career Track. It will also outline the key priorities for the service over the coming 18 months.</p>
RECOMMENDATION(S)
<p>It is recommended –</p> <p>That Cabinet resolves to continue its support for Career Track and to support its priorities for the next 18 months, including an increased emphasis on supporting local firms as part of the Council’s Back to Business priority.</p>

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES
<p>The Council's Corporate Plan 2021-2024 puts Community Leadership through Partnerships and A Growing and Inclusive Economy at the heart of everything we do, and within that it has a focus on education through the following priorities:-</p> <ul style="list-style-type: none">• Develop and attract new businesses• Support existing businesses• More and better jobs• Education - for improved outcomes
FINANCE, OTHER RESOURCES AND RISK
<p>Finance and other resources</p> <p>Risk</p> <p>There is a limited risk that projects may fail. However, robust project management and good partnership working help to mitigate this.</p>
LEGAL
<p>It is recognised that Tendring District Council does not have statutory duties or powers in relation to education, health and wellbeing but through its Community Leadership role it engages with partners in supporting improvements in relation to both these areas.</p>
OTHER IMPLICATIONS
<p>Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.</p> <p>Crime and Disorder / Equality and Diversity / Health Inequalities / Area or Ward affected / Consultation/Public Engagement.</p> <p>The work of Career Track positively addresses disadvantage by providing employment opportunities for young people and raising educational attainment within the District and beyond. Having gainful employment is known to positively improve mental health, engagement and self-esteem. This report applies to all Wards.</p>

PART 3 – SUPPORTING INFORMATION

BACKGROUND AND CURRENT POSITION
<p><u>BACKGROUND</u></p> <p><u>Career Track</u></p> <p>Career Track was established within Tendring District Council in 1983. Since then it has continuously and successfully provided apprenticeship opportunities within the organisation and for other employers. In the last ten years over 500 people have achieved an apprenticeship and nearly 100 employers have engaged with the service. Over the years the nature of the apprenticeships and indeed the very definition of 'what is an apprentice' have changed when Government priorities and focus have been amended as part of both education and employment policy.</p> <p>Following the Government's simultaneous overhaul of apprenticeship delivery rules with the introduction of the national Register of Approved Training Providers alongside the introduction of the Apprenticeship Levy, Career Track has maintained its accreditation and has successfully increased its offer both in terms of qualifications available and the range of employers it supports.</p>

The team consists of five staff; Work Based Learning Manager (full time), Training Assessment Team Leader (part time), two Training Assessment Officers (one part time and one full time) and a Work Based Learning Support Assistant (part time). It is managed by the Work Based Learning Manager.

Career Track is part of the Partnerships Directorate and is managed by the Organisational Development Manager.

The team provide apprenticeship standards in Business Administration, Customer Service, Team Leading, Supervision, Management and more recently the Public Services Operational Delivery Officer Standard. There are limited providers offering this apprenticeship and Career Track is in a unique position with the subject matter expertise of its assessment team

The majority of apprentices study Customer Service at Level 2 and Business Administration and Customer Service at Level 3.

In broad terms level 2 is roughly equivalent to a good pass at GCSE and level 3 is roughly equivalent to A Level. It takes between 12 and 15 months to complete a level 2 and 18 months to complete a Level 3. During this time the learner gains experience in the job, demonstrates they can perform consistently and competently with an understanding of their role. The learner works towards gaining an NVQ/BTEC qualification. At the end of the 'apprenticeship' they undertake an End Point Assessment by an external organisation, this usually adds a further three months onto the programme.

Apprentices and Apprenticeships

Traditionally an apprentice was a young person who would spend up to five years apprenticed to a business, often in a 'trade' such as carpentry, engineering, plumbing. Over the past 30 years this definition has changed. An apprentice is still often a young person aged between 16 and 19. The Government's priority is still to ensure that all young people in this age group continue learning in either a work or more traditional education setting.

More recently, the Government changed its definition so that anyone of any age could undertake an apprenticeship providing they could show they were gaining new skills and/or knowledge. This opened up the opportunity for staff who were already employed and older than 19 to also become an apprentice. Most apprenticeship qualifications were set at levels 2 to 5. **51% of all apprentices are in the 16-18 range, 36% are 19-23, 13% 24 and above.**

In 2017 the government changed this again and introduced apprenticeships up to and including degrees in skills shortage areas and even up to MBA. Now, a senior manager or Chief Executive in an organisation can also be an apprentice. From August 2020 all apprenticeships are now 'standards' which incorporate a period of time addressing knowledge, skills and behaviours (and often a formal qualification) and then an externally assessed end point assessment.

Funding

In 2017 funding rules changed. The Apprenticeship Levy was introduced. All employers with a payroll in excess of £3m pa have to pay 0.5%pcm into their Digital Apprenticeship Account via HMRC. Organisations then have up to 24 months to spend the money on apprenticeship fees prior to it 'expiring' and being claimed back by the government.

Employers with a payroll less than £3m do not have to contribute to the levy. If they have an apprentice aged 19 or over they pay just 10% of the course fee and the government pays the rest; if the apprentice is aged 16 to 18 the apprenticeship fees are fully funded by the government.

Organisations and companies are therefore referred to as either 'levy paying' or 'non levy paying' employers.

Providers

Companies that provide apprenticeship training, such as Tendring District Council under the name of Career Track are referred to as 'Providers'.

In the previous report to Cabinet (May 2019) it was explained that Career Track had been unable to continue providing its service to non-levy paying employers due to the regulation requirements at that time. This was a bitter blow and meant that some opportunities were lost. In January 2020 the regulations changed and Career Track was once again able to work with employers of any size. This has been welcomed and despite the challenges of 2020, Career Track has still managed to re-establish some previous relationships and attract new employers from within the District.

As an Approved Provider, Career Track is audited by ESFA (Education and Skills Funding Agency) and is inspected by Ofsted.

In June 2019 Career Track successfully re-applied to continue their approved provider status with the ESFA.

In the same month Career Track received an Ofsted Monitoring visit; some of the Ofsted judgements include

Leaders and managers

- have an extremely good strategy for their apprenticeship provision
- work successfully with employers to recruit suitable apprentices
- have extremely good oversight of their apprentices' progress
- have a good understanding of what makes for a good apprenticeship programme
- manage staff performance skillfully
- place a high priority on safeguarding apprentices.

Covid-19

Career Track moved their apprenticeship delivery online in March 2020 and have been able to continue to work successfully with all their apprentices. Contact increased to weekly to monitor and support the mental health and wellbeing of all our apprentices and to ensure they continued to make progress. As a result, all apprentices were able to continue their learning and complete their apprenticeships within the required timeframe

Learners can continue to undertake exams and other essential education focussed face to face activities with enhanced Covid risk assessments in place.

CURRENT POSITION

The loss of opportunity to support non levy paying employers with apprenticeships within Tendring between 2017 and the start of 2020 had a negative impact on Career Track which resulted in an estimated total loss of £60,000 revenue. It sadly meant that many long

standing working relationships with small local businesses were impacted however throughout 2020 significant work has taken place and those relationships are being re-established. We are now working with a number of smaller employers.

The Council's Back to Business Agenda, to support the District's recovery from the ongoing Covid-19 pandemic, will add value to the Council's Career Track Programme by improving opportunities and the quality of apprenticeship schemes for young people. Working closely with our Economic Growth Team this agenda will include providing small/medium employer wage incentives to encourage the engagement of 10 new employers and fund 25% of the apprentice's wages.

Career Track also has an officer dedicated to support additional learning and support needs and mental health and wellness.

Employers can already access a £1,000 incentive payment for employing a 16-18 year old apprentice and now the government have introduced a further £3,000 incentive which means local employers can access £4,000 to encourage them to engage in an apprenticeship programme.

The financial aim for the career Track service is to ensure it operates at a break-even level each year. The financial arrangements for receipt of funding from the Education and Skills Funding Agency (ESFA) can be complex and the able support from accountancy is much appreciated.

As well as supporting Tendring District Council, Career Track also supports Colchester Borough Council, Maldon District Council, Braintree District Council, Epping Forest District Council, Kent County Council, East Suffolk Council and Silverton Aggregates, The Letting Link, Harwich Town Council and UK Construction Parts Ltd. Negotiations are ongoing with other new employers.

At the time of writing Career track is supporting **14 apprentices within the organisation. 56% of all the apprentices in the Council are with Career Track.** It is also supporting **25 apprentices in other organisations.** A further **nine apprentices** are expected to start within the coming two months as advertised apprentice vacancies are filled.

For Tendring District Council, the annual levy payment of around £48K pa is spent on apprenticeship fees with Career Track so no levy is unspent.

Career Track worked with Human Resources and the DWP in delivering a mentoring circles programme to claimants which will support the Council's position as a Disability Confident Leader.

Expected success rates for the end of the 2020/2021 year is 94%.

96% of all apprentices who completed their programme achieved their qualifications and achieved a meaningful outcome, which includes employment, education and training.

In the last seven years 22 Career Track apprentices have gone onto University following their achievement of an apprenticeship.

One Tier 3 Manager and three Tier 4 managers currently employed in Tendring started their career as a Career Track apprentice.

Sixteen Tendring staff have undertaken Foundation Degree Apprenticeships with Career Track in the last three years.

13% of Tendring's current staff were once an apprentice.

The following are extracts of feedback from apprentices with Career Track.

"100% amazing programme to get you on your working career! Wouldn't change my choice to do an apprenticeship. It has got me to where I am today. I am now a Sales Coordinator for a technology company and have recently completed my level 4."

"After completing my A levels and being unsure about university, I decided to apply for an apprenticeship. I am now completing a level three NVQ in Business Administration, after completing my level two. All while earning and having a full time job in a field that I am interested in. The support from Career Track has been fantastic and now I'm looking into completing a master's degree through work." Bradley Tendring District Council

"Wow, can't believe you're still going! I started in Career Track working for Tendring District Council back when I was just 16! I'm now almost 33. Career Track gave me lots of great careers advice and training and I'm now a Border Force Officer and have been for 13 years now. I will be sending my daughters your way when they reach that age! Highly recommend!"

PROJECTS AND PRIORITIES

The following sets out details of specific priorities over the next 18 months:

- Engage with increased number of local employers to increase apprenticeship opportunities with the District as part of the Back To Business priority
- Increase the number of apprentices to a total of 60 by August 2022.
- Prepare for Ofsted inspection, target to gain 'Good' grading by August 2022.

Conclusion

This report provides an overview of the work of Career Track. The projects identified above will continue to form the subject of regular updates to the Senior Management Team and Members.

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

None

Key Decision Required:	No	In the Forward Plan:	No
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CABINET

21 MAY 2021

REPORT OF PARTNERSHIPS PORTFOLIO HOLDER

A.6 UPDATE ON COMMUNITY PROJECTS

(Report prepared by Rebecca Morton, Leanne Thornton, John Fox and Anastasia Simpson)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To provide an update and seek Cabinet endorsement for a number of community projects that contribute to the organisation’s Community Leadership role.

EXECUTIVE SUMMARY

The Council’s Corporate Plan 2020-2024 places Community Leadership at the forefront of everything the authority does through the delivery of high quality, affordable services and working positively with others.
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To deliver this aspiration, a number of community projects have been formed under the following themes:

- Health and Wellbeing
- Education
- Community Safety
- Regeneration and Skills

Officers have been instrumental in the sourcing of, and application for external funding, for the delivery of a number of these projects. To date this has secured £4.3 million of funding for these initiatives.

This report provides an overview of the projects which have been identified in accordance with the role of the Council, as a Community Leader. The Council is not the statutory provider for Education, Health and Wellbeing. However, through influence, bringing stakeholders and partners together to share and improve practices, there are a number of areas where the Council can offer support to Education and Health providers and ultimately children, learners, patients and residents across the district.

The projects below will continue to form the subject of regular updates to the Portfolio Holder for Partnerships and the Community Safety and Health and Wellbeing Board.

RECOMMENDATION(S)

It is recommended that:-

- | |
|---|
| <p>a) Cabinet endorses the projects listed within this report as those which will continue to be supported in 2021/2022 in alignment with the Corporate Plan priorities.</p> |
|---|

- b) Cabinet tasks officers with the production of a Community Engagement Strategy to support the work of these projects and that this is presented to a future meeting of the Cabinet.
- c) The Community Leadership Overview & Scrutiny Committee continue to scrutinise this work programme.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The Council's Corporate Plan 2020-2024 puts Community Leadership at the forefront of everything we do, and within that has a focus on education, health, community safety and regeneration, in addition to the following priorities:-

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

FINANCE, OTHER RESOURCES AND RISK

Finance and Other Resources

The majority of the projects identified require partnership working (*including officer time*) to deliver.

Some projects are subject to external funding or partners' financial support (*see table below*).

<u>Project</u>	<u>External funding sourced (£s)</u>
Wellbeing Hub (young people)	245,000.00
Tendring Education Strategic Board (TESB)	
Teach First	
IntoUniversity	1,200,000.00
Marathon Kids	4,300.00
Tendring Health and Care Academy	
Stay at Home Grow Your Own	6,000.00
Community Safety & Health and Wellbeing Board	
Local Delivery Pilot	40,000.00 allocated so far (micro grants)
Essex Pedal Power	2,800,000.00
Housing and Mental Health Project	
XY Impact Project	30,000.00
Dot Come & Watch Over Me	
SOS Bus Project	
Crucial Crew	10,000.00
Junior Ambassadors Programme	16,000.00
TOTAL	4,351,300.00

Risk

Robust project management and good partnership working will mitigate the risk of failure to deliver against key milestones.

LEGAL

The Council has a statutory requirement to deliver against agreed priorities for its Community Safety work programme. (*The Crime and Disorder Act 1998 places a statutory duty on a number of responsible authorities to work in partnership to reduce crime and disorder*).

It is recognised that the Council does not have a specific statutory obligation in relation to Education, Health and Wellbeing. However, through its Community Leadership role, it does engage with partners in supporting and influencing improvements in these areas.

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.

The above will be considered as part of the formulation of individual projects.

PART 3 – SUPPORTING INFORMATION**BACKGROUND**

An overview of each of the projects is provided below:

Education

The ongoing work to support the Education agenda also supports both the Essex and Tendring Children & Young People's Strategy 2016 and Delivery Plan. Tendring's priorities include ensuring children are emotionally healthy, have positive futures and have access to good quality education, training and work opportunities.

Tendring Children & Young People Strategy 2017 – 2020 (*update in progress*) identifies our priorities for the children and young people of Tendring as follows:-

- **Start Well**
To support schools in improving and maintaining attainment levels, promoting school readiness, a positive experience and opportunities through school, to allow each child to achieve their full potential;
- **Stay Safe**
Children and young people feeling safe in their community;
- **Mental Health & Emotional Wellbeing**
Enjoying good mental health and wellbeing;
- **Positive Futures**
Working together with partners to enable families to lift themselves out of poverty, enhance aspirations and provide opportunities for life long wellbeing.

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

Health

The Council has had a Health and Wellbeing Board since 2013 to bring key partners together around health and how to work more effectively as a system to deal with the wider determinants of health that have an impact on the health of residents.

In 2020, the Community Safety Partnership and Health and Wellbeing Board merged, due to the joint agenda they both were seeking to address, such as mental health which is a significant issue for residents. Merging the two Boards has increased partnership working and the resolution of issues in a more joined up approach.

Community Safety

Crime and Anti-Social Behaviour prevention is not the sole responsibility of any one public service but of all agencies and communities. The success of dealing with the complex challenges faced in Tendring needed innovative solutions. Essex Police and Tendring District Council worked together to develop a Hub approach where partners could be co-located to share formal and informal information.

An analysis review of overall recorded crime, together with an evaluation of responses from public engagement, identifies the key priorities for the Tendring Community Safety Partnership 2020/21 the delivery plan has been extended until 2022. Key themes within this plan are:-

- **Tackling and enforcement of Anti-Social Behaviour (ASB) issues**
ASB affects families and communities and by addressing these activities through supporting victims, identifying hotspots and trends, we can help improve quality of life in the community. This can decrease the fear of crime and facilitate local problem solving to address issues;
- **To reduce harm to and safeguard vulnerable victims from**
Abuse, exploitation and crime;
- **Reducing violence and knife crime**
Identifying hotspot locations, and/or increases in crime trends, working with partners to raise awareness of knife crime across the district. With a specific emphasis on County Lines, violence with injury and drug/alcohol related violence;
- **Reduce youth offending and re-offending of adults and young people**
Reduce instances of residential (dwelling) burglary, most serious violence, personal robbery and drug offences.

Regeneration

Community projects undertaken by the team tend to have an economic focus, for example the emerging Creative & Cultural Strategy, which highlights the opportunities for job creation and business growth in this sector across the district.

Projects such as the Dig4Jaywick Community Garden and the Junior Ambassadors have demonstrated great success, attracting attention from University of Essex and Anglia Ruskin University, as well as forging strong partnerships with organisations such as Refugee Action and local BAME groups.

PROJECTS

The following sets out details of specific projects which are being undertaken.

EDUCATION PROJECTS

Rollout of Wellbeing Hub model, Gt Bentley Primary School. Funding: £245,000 – bid to Health Alliance Investment Fund.

Alongside officers of the Council, the Executive Head Teacher at Gt Bentley Primary School set up a pilot Wellbeing Hub in April 2017, operating as an after school facility. Children with mild to moderate mental health issues were organised in groups and supported around the themes of play, art, construction, and science, gaining a “*rucksack of skills*” to take them forward into secondary school and beyond. In addition to this, the Hub also offered information sessions for parents and carers covering topics such as sleep, nutrition and behaviour management.

Evaluation was completed in October 2017, and outcomes showed very positive early signs of improvements in the children.

The concept was presented to the Strategic Transformation Partnership Leaders Event in April 2018. The Council was successful in a bid to the Health Alliance Investment Fund to support the rollout of the Wellbeing Hub model in 21 primary schools across Tendring & Colchester.

Despite some delay due to the pandemic, the project is making progress with the rollout, which is due to commence from April 2021, and online training for all identified staff due to be involved with their school hub has been launched in March 2021.

Evaluation partners for the project rollout have been identified and baseline data on the whole school wellbeing in all 21 schools will be collected prior to commencement of the Hub (April 2021). Evaluation will take place over a two year period and include feedback from all parties.

Tendring Education Strategic Board (TESB).

The TEB was established in January 2020. Membership of the Board includes Head Teachers from each secondary school, a representation of primary school Head Teachers, Essex County Council, Tendring, Colchester Institute, IntoUniversity and other local education providers. Recognising the need to work collaboratively to achieve the following aims:-

- Raise educational outcomes for the children and young people of Tendring;
- Positively impact on the wider community of Tendring through improvement of education;
- Influence other programmes to specifically support Children and Young Persons (CYP) and their families;
- Connect with other organisations to target funding and initiatives towards Tendring e.g. lottery funding, commissioned contracts;
- Identify and deliver collective solutions which increase the consistency of best practice and offer for CYP in Tendring.

In order to meet the above, the Board have targeted their focus on 3 key areas. The priorities which have been agreed by the TESB for 2020/21 academic year are:-

- Recruitment of high-quality staff;
- Retention of high-quality staff;
- Improved pupil attendance and engagement of children, young people and their families.

There is also a sub-group working on the development of the Post-16 local offer, who report into the TESB, as well as a regional/national barriers sub-group looking at solutions to any potential barriers within the locality. Progress on the agreed priorities will be reported at the Community Leadership Overview and Scrutiny Committee in May 2021.

Teach First.

Teach First is a national organisation that operates both as a training provider and recruitment agency. The authority has been working with schools and Teach First to encourage them to place teachers and work more closely with schools in the Tendring area.

Last year, Teach First placed 5 teachers in Tendring (*an increase of 2 trainees in 2019*). Despite Tendring not being defined as an Opportunity Area (*as set by the Department of Education*), Teach First remain committed to working in Tendring, the provision of high quality trainees and achieving the right match between trainee and school. Teach First are an active member of the Tendring Education Strategic Board.

Website: <https://www.teachfirst.org.uk/>

IntoUniversity. Funding: £1.2 million – joint investment between IntoUniversity and Anglia Ruskin University.

IntoUniversity and Anglia Ruskin University formed a partnership to launch a new learning centre in Clacton in 2017. The joint investment for the new centre will ensure that the project is sustainable for at least 5 years.

IntoUniversity is an education charity that provides learning centres where young people are inspired to achieve. There are currently 31 centres across England. IntoUniversity offers an “innovative, long-term programme” to young people (age seven to eighteen) from disadvantaged backgrounds to fulfil their potential.

The Clacton learning centre has three full time members of staff and two part time and has a particular focus on STEM subjects (Science, Technology, Engineering and Maths).

Despite the challenges of the pandemic, IntoUniversity have continued the delivery of their core programmes online, raising young people’s chances of progressing to University or further education.

834 students worked with the Centre (*this academic year*).

1,735 students have worked with the Clacton centre since it opened three years ago as follows:-

- 336 Primary;

- 498 Secondary;
- 94 students seen for academic support;
- 50 students seen on the Buddy Programme;
- 301 students seen on the Primary Focus Programme;
- 456 students seen on the Secondary Focus Programme.

For further information: <https://intouniversity.org/>

Marathon Kids. Funding: £4,300 – via grant from the Sofranie Foundation.

For further information: <http://sofronie.org/>

The Executive Projects Officer and Public Health Improvement Officer worked jointly with the charity Kids Run Free to bring Marathon Kids to primary schools within the district. Kids Run Free had been successful in securing funding to launch and support 12 primary schools in the district over two years, with a view to getting children more active, improve their health & wellbeing, to challenge and inspire.

Marathon Kids challenges children to run or walk up to four marathons over an academic year by running laps of a course on either the school field or playground. The programme focuses on personal achievement rather than competition and is fully inclusive regardless of fitness or ability. Using the Marathon Kids 5 Pillars schools can set goals, track performance and reward effort.

To date the following schools have signed up for the programme:-

- St George's C of E Primary;
- Hazelmere Primary;
- Harwich Community Primary School and Nursery;
- St Osyth C of E Primary School;
- Highfields Primary School;
- Brightlingsea Primary School;
- St Clare's RC Primary;
- Bradfield Primary School;
- Hamford Primary Academy.

Three further schools are currently in discussion regarding sign up for the programme.

At the time of writing, evaluation within participating Tendring schools shows an **89.5%** participation rate amongst students and that the average distance run in total per child is 24.3km, with one child having completed a total of 4 marathons.

Positive feedback has been received from schools who are taking part.

For further information: <https://www.marathonkids.co.uk/>

Tendring Health & Care Academy.

Following a pilot in Colchester in the summer of 2020, the Tendring Health & Care Academy was created as part of the NHS North East Essex Clinical Commissioning Group's (NEECG's) Tendring Workforce Regeneration Programme.

A series of targeted activities are offered to 14-18 year olds in collaboration with local schools. In addition, the existing close partnership working across North East Essex is being harnessed to develop an enhanced offer for adults aged 16+ living in Tendring, particularly those from more disadvantaged backgrounds.

Working with a number of local partners including the Suffolk and North Essex Integrated Care System (ICS) and the North East Essex Health & Wellbeing Alliance, the Academy is seeking to introduce Tendring residents to the wide range of training and employment options available within the health and care sector by:-

- Increasing awareness around opportunities;
- Actively encouraging recruitment;
- Promoting equality and inclusion;
- Enhancing the use of apprenticeships;
- Providing support on the different entry routes into health and care roles.

The Academy's initial 'You Can' programme, was launched in early 2021. The course comprises of 6 virtual sessions delivered over three weeks by Adult Community Learning (ACL) and is being offered free of charge. It is aimed at young people and adults living in the Tendring area only and is scheduled to run a further four times until July 2021.

The University of Essex will be assisting the Academy in evaluating the programme from a qualitative perspective, as well as looking at the wider social value this intervention will generate for Tendring in the longer term.

HEALTH PROJECTS

Stay At Home Grow Your Own.

A partnership project between TDC and Colchester Borough Council, the two authorities commissioned Abberton Rural Training (ART) to provide free grown your own fruit and vegetable packs to 200 Tendring residents.

TDC supported the scheme with a contribution of £6k from the Public Health Grant, paid by Essex County Council annually.

The project aims were to encourage healthy lifestyle behaviours during COVID-19, including healthy home cooking and staying active at home, and an enjoyable stay at home activity to support mental good health.

Packs were provided to those who were either shielding, receive Universal Credit or who had recently accessed a food bank.

ART sourced and delivered the materials, along with a training pack, supported by CVS Tendring, Hamblion Transport and Perrywoods Garden Centre.

In total 383 packs were delivered across North East Essex, and feedback has been overwhelmingly positive. Of the feedback received **84%** reported increased outdoor activity, a third ate more healthily, while **69%** experienced reduced stress and **55%** felt moments of happiness while taking part.

Positively, **95%** said they were likely to carry on growing their own, and **86%** were inspired to do more learning and take part in community projects.

ART has secured funding from the Department of Work and Pensions (DWP) for a legacy project as part of wider work across North East Essex in relation to COVID-19 recovery plans, with a focus on reintegration of care homes into the community. It will also see access to leadership training for individuals who are vulnerable, isolated or have mental health issues, and get them involved in community projects.

Community Safety Partnership and Health and Wellbeing Board.

The health aspects of the Board include developing the Active Essex “Shaping Our Future” strategy which seeks to address high levels of inactivity in our area. It highlights the importance of systematic and joined up working to support those suffering health inequalities to obtain the benefits of physical activity.

The Prevention and Enablement Model, a collaboration between Active Essex, Adult Social Care and Sport for Confidence, is a test and learn project funded for 12 months promoting physical activity for those supported by Adult Social Care to improve strength and balance – helping individuals to develop their overall health, which also supports service provision.

Local Delivery Pilot (LDP).

Sport England has extended the Local Delivery Pilot to 2025 to allow more time for effective learning. Discussions are ongoing with Sport England to look at an extension of funding to support this.

There have now been 47 applications for micro grants (*up to £2,500*) with the vast majority being approved both by the Local Implementation Group (*made up of local partners*) and then approved by Sport England, with just under £40k allocated. Projects supported include:

- Bodymove
An app to get people active through chair-based exercise;
- Feel Good Drumming in Walton
Where an initial grant was then extended for the class to go on to the beach to continue in a socially distanced manner.

More significant investments have included:

- Supporting Inclusion Ventures with a physical activity worker;
- Lads Need Dads being extended into Harwich;
- Funding CVS Tendring to help the groups they support incorporate a physical activity offer.

Another very significant investment from the LDP is the Essex Pedal Power initiative (see below).

Essex Pedal Power.

Working with wider partners and in particular Essex County Council, who lead on this, and The Active Wellbeing Society in Birmingham, a successful bid was made to the South East Local Enterprise Partnership for £2.8m funding.

This funding will be used for infrastructure upgrades between Jaywick Sands and Clacton to allow cycling along this route, but will also see the provision of bikes to residents in Jaywick Sands and West Clacton.

By providing a bike, residents will be enabled to carry out physical activity without the barrier of the cost of a bicycle – and further allow them to access work and education. The bikes will be provided free and are GPS tracked. Those who get bikes must use them weekly for a six month period, and if so will be offered longer access to the bikes. The first bikes are envisaged to be distributed in June 2021, along with lights, a helmet and lock.

This is supported through significant funding provision from the Local Delivery Pilot in respect of provision of the bikes, while an activity worker will help to deliver the scheme effectively on the ground.

A feasibility study is also being undertaken on the possibility of building a Pump Track, co-created with the community, in Jaywick Sands.

Housing and Mental Health Project.

Funded by the North East Essex Clinical Commissioning Group, this project sees staff from the Mental Health Trust work alongside Council officers undertaking routine work, such as housing or environmental protection visits. The Health Support works with those identified in these visits as having mental health issues, which may be exacerbating their housing need. This ensures a longer-term solution can be identified, rather than just solving the immediate housing or environment need.

Although Mental Health staff had to return to the Trust during the pandemic to support the extra demand, towards the end of 2020 this support was restarted and officers again have the ability to get support when a significant mental health issue is identified.

COMMUNITY SAFETY PROJECTS

The Essex Violence and Vulnerability (V&V) Unit.

The V&V Unit has identified Tendring as one of the areas where a multi-agency approach is needed to tackle violence and vulnerabilities within communities. This correlates with two of the Tendring Community Safety Priorities of reducing harm to and safeguarding vulnerable victims (*including children*), and reducing violence and knife crime.

It also aligns with three of the priorities in the Police and Crime Plan 2016-2021:

- Priority 4 - Reverse the Trend in Serious Violence;
- Priority 5 - Tackle Gangs and Organised Crime;
- Priority 6 - Protecting Children and Vulnerable People from Harm.

The V&V Strategic Executive Group agreed to focus on 11 wards within five areas of Essex (*two of which are in Tendring: Pier Ward and West Clacton & Jaywick Sands Ward*), as part

of the approach. It focuses on prevention of perpetrators offending, rather than victim prevention, alongside tackling crime hotspots.

Officers have been working with Essex Police to liaise with the V&V Unit, and agreed to approach UTURN4SUPPORT to devise a project meeting these shared objectives.

XY Impact Youth Project. Funding: £30,000 UTurn project.

The XY Impact Youth Project is a community-based mentoring and educational project designed to implement early intervention to prevent long-term Anti-Social Behaviour, social exclusion, and criminal offending.

Delivered by UTurn youth workers, it will provide one-to-one and group sessions with young people where they congregate. Youth workers will provide support, advice and information on county lines and knife-related violence, helping young people to redirect and reorder their own lives away from offending.

Young people will develop their self-esteem and confidence, have reduced barriers to education, and be prepared to deal with life by equipping them with social skills, self-awareness, and to increase their resilience. These skills will include relationships and trust, conflict resolution, and promote positive peer groups.

The objectives include:-

- To provide and encourage young people to participate in the use of existing services and support;
- Identifying young people with underlying risk and protective factors for becoming involved in county lines related crimes using a multi-agency approach;
- Changing attitudes and increasing young people's confidence and aspirations, reducing the likelihood of violence.

Dot Com and Watch Over Me Programmes. Funded by the Police, Fire & Crime Commissioner and V&V Unit.

The V&V Unit has commissioned the Dot Com Programme and Watch Over Me project, with the programme offered in Tendring to young people, in education or other settings such as community groups.

The Dot Com Digital Programme is a safeguarding resource for schools which educates children to prevent their becoming victims of crime. It is supported by the Home Office and cited as a tool for prevention of online harm in Department for Education (DFE) guidance.

Dot Com Digital is a cartoon friend to primary school children who empowers them to speak up about issues which frighten or worry them, while teenagers have the Watch Over Me soap opera series – which aligns with the curriculum requirements about relationships and sex education.

The Dot Com Digital resource has been developed by children and Essex Police with the support of the Metropolitan Police and The National Police Chief Council.

Watch Over Me is designed to stimulate discussion around sensitive issues and the risks young people face in life.

Community Safety and Health and Wellbeing Project – SOS Bus Project. Funding: All agencies support the project with officer attendance each week.

As the pandemic has developed, many across Tendring now face the possibility of hardship, which will affect their ability to remain in accommodation moving forward.

The SHELLS partnership is a collection of charities and organisations who are working together in Tendring to help support homeless people, or those at risk of homelessness, with health, wellbeing and accommodation support. The Open Road SOS Bus will enable the SHELLS partnership to provide an outreach service.

The SHELLS partnership includes:

- Open Road;
- Summit Services;
- Essex Partnership University Trust;
- CVS Tendring;
- Social Prescribing;
- Anglia Care Trust;
- Phoenix Futures.

Officers from TDC attend when required.

Crucial Crew. Funding: £10,000 by Community Safety Partnership.

Tendring's Crucial Crew for year six pupils is being delivered virtually this year within school classrooms due to COVID-19. The programme, Helping Hands, has been designed and produced by Loudmouth Education and Training.

This online pre-recorded lesson has been created specifically to help children to stay safe, using the NSPCC's PANTS rule. Each letter gives an important message for children to help them stay safe; as the central theme the team teaches the children about safe and unsafe secrets and body contact as well as recognising the feelings that may occur when you feel unsafe. The programme explores difficult topics such as abuse, knife crime and exploitation; in a safe and gentle way.

There has been positive feedback from schools about the session, in particular that it allowed the opening of discussions with children about difficult topics.

The programme has been delivered in 11 primary schools between lockdowns, and another 23 are planned before the end of July 2021 – reaching a total of 34 of the district's 43 primary schools.

REGENERATION PROJECTS

Tendring Junior Ambassadors Project.

First developed as a response to a rise in hate crime figures, particularly racial, during 2017/18, Junior Ambassadors encourages children to become more involved in their community, showing respect for themselves, others and their environment.

With an overall theme of cultural awareness, the year five and six pupils become community representatives delivering a message to friends and family about diversity and inclusion, showing an understanding of the differences between those from different backgrounds.

This year 16 schools are taking part – seven during Autumn term 2020 and nine during Summer term 2021 – with 500 pupils participating.

Activities include a Bollywood dance session, a Chinese calligraphy workshop, and a very emotive session from Refugee Action – Colchester including an account from a Syrian refugee.

An author and artist work with the children after sessions to capture their experiences, creating a booklet which is a resource for schools and to share with the wider community.

TDC is providing £16k funding, with a further £10k coming from the Essex Cultural Diversity Project to support workshops around Black History Month in October, engaging children with African storytelling and dance.

Feedback from schools is positive, both from staff and pupils. The project also supports the Arts, both for children’s development and through the commissioning of the artists involved; whose livelihood has been challenged by the pandemic.

BACKGROUND PAPERS FOR THE DECISION

None

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