



CABINET

DATE:	Friday, 24 July 2026
TIME:	10.30 am
VENUE:	Town Hall, Station Road, Clacton-on-Sea, CO15 1SE

MEMBERSHIP:

Councillor M Stephenson	- Leader of the Council; Portfolio Holder for Corporate Finance & Governance
Councillor I Henderson	- Deputy Leader; Portfolio Holder for Economic Growth, Regeneration & Tourism
Councillor A Baker	- Portfolio Holder for Housing & Planning
Councillor M Barry	- Portfolio Holder for Leisure & Public Realm
Councillor P Kotz	- Portfolio Holder for Assets & Community Safety
Councillor G Placey	- Portfolio Holder for Partnerships
Councillor G Scott	- Portfolio Holder for Arts, Culture & Heritage
Councillor A Smith	- Portfolio Holder for Environment & ICT

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DATE OF PUBLICATION: THURSDAY, 16 JULY 2026

AGENDA

1 Apologies for Absence

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

2 Minutes of the Last Meeting (Pages 7 - 28)

To confirm and sign as a correct record the minutes of the meeting of the Cabinet held on Friday 26 June 2026.

3 Declarations of Interest

Councillors are invited to declare any Disclosable Pecuniary Interests, Other Registerable Interests or Non-Registerable Interests, and the nature of it, in relation to any item on the agenda.

4 Announcements by the Leader of the Council

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

5 Announcements by Cabinet Members

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

6 Matters Referred to the Cabinet by the Council

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

7 Matters Referred to the Cabinet by a Committee

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

8 Leader of the Council's Items

There are no matters referred to the Cabinet by the Leader of the Council on this occasion.

9 Cabinet Members' Items - Report of the Corporate Finance & Governance Portfolio Holder - A.1 - Overview of the Financial Outturn 2025/26 and Proposed Allocation of the General Fund Variance for the Year and other In-Year Budget Adjustments 2026/27 (Pages 29 - 44)

To provide an overview of the financial outturn for 2025/26 and to seek approval of the allocation of the overall 2025/26 General Fund revenue variance along with a number of proposed budget adjustments across 2026/27 and 2027/28.

10 Cabinet Members' Items - Report of the Corporate Finance and Governance Portfolio Holder - A.2 - Treasury Management Performance 2025/26 (Pages 45 - 64)

To report on the Council's treasury management activities and Prudential Indicators for 2025/26.

11 Cabinet Members' Items - Report of the Economic Growth, Regeneration & Tourism Portfolio Holder - A.3 - Pride in Place Programme Clacton-on-Sea: Capacity Funding, Year 1 Delivery Funding, Memorandum of Understanding and Delegated Authority Arrangements (Pages 65 - 94)

This report formally advises Council of the UK Government's endorsement of the Pride in Place 10 Year Vision and Investment Plan and the intended release of the Year 1 funds to pursue the initial delivery steps in the Vision.

The Vision was developed and approved through the Clacton Town Board and the area to which the Vision applies is that of Clacton-on-Sea and Holland-on Sea. This Council is the Accountable Body under the programme and, through a decision of the Leader in November 2025, endorsed the principles set out in the 10 Year Vision.

The Council has previously received funds under Pride in Place to meet expenditure associated with the development of the 10 Year Vision and community engagement. Prior to this report, a number of decisions have been taken since the initial identification of Clacton as a locality to receive £20M over 10 years from the UK Government.

This report seeks Cabinet's approval to confirm and implement the financial and governance arrangements necessary to give effect to the decisions of the Clacton Town Board in respect of the Clacton Pride in Place Programme. Specifically, the report seeks:

- Approval of the Year 1 Delivery Funding allocation (£360,000 capital and £232,000 revenue) and the proposed projects to be funded in 2026/27 as approved by the Clacton Town Board at its meeting on 27 March 2026;
- Approval of a Memorandum of Understanding between Tendring District Council (as Accountable Body) and the Clacton Town Board (MoU 1 the TDC/Board MoU), which sets out the governance, assurance and programme management arrangements between the two parties;
- Approval of the Memorandum of Understanding between Tendring District Council (as Accountable Body) and the UK Government's Ministry of Housing, Communities and Local Government (MHCLG) (MoU 2 the TDC/MHCLG MoU), which is the grant agreement with the UK Government and which must be signed by TDC and returned to MHCLG before Year 1 delivery funding (£360,000 capital and £232,000 revenue) can be released; and
- Delegation of authority to give effect to funding decisions of the Clacton Town Board, including the ability to vary spending arrangements where necessary, subject to the governance safeguards set out in this report.

12 Cabinet Members' Items - Joint Report of the Economic Growth, Regeneration & Tourism Portfolio Holder and the Portfolio Holder for Arts, Culture & Heritage - A.4 - Ten 14 Clacton Thriving - A Culture-Led Framework for the Town Centre: Approval of Draft Report to Progress to Public Consultation (Pages 95 - 200)

To seek Cabinet's approval for the Clacton Town Centre Culture-Led Framework (Clacton Thriving) to proceed to public consultation, prior to its consideration for formal adoption. The report sets out a vision for the future of Clacton-on-Sea and identifies a range of interventions to support the regeneration of the town centre.

13 Cabinet Members' Items - Report of the Housing & Planning Portfolio Holder - A.5 - Consideration and Adoption of the Housing Mutual Exchange Policy (Pages 201 - 224)

To present to Cabinet the Housing Mutual Exchange Policy for approval and adoption.

**14 Cabinet Members' Items - Report of the Partnerships Portfolio Holder - A.6 -
Tendring District Council (Career Track) Apprenticeships (Pages 225 - 236)**

To update Cabinet on the activities of Career Track, the Council's apprenticeship training provider. The report also fulfils the requirements of the Governors' Framework, which is designed to ensure the delivery of a high-quality experience for apprentices and employers, while meeting the expectations of funders and regulators. In accordance with this framework, the Board provides Cabinet with an annual update to maintain transparency and effective governance.

15 Management Team Items

There are no matters referred to the Cabinet by the Management Team on this occasion.

Date of the Next Scheduled Meeting

The next scheduled meeting of the Cabinet is to be held in the Town Hall, Station Road, Clacton-on-Sea, CO15 1SE at 10.30 am on Friday, 25 September 2026.

Information for Visitors

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**MINUTES OF THE MEETING OF THE CABINET,
HELD ON FRIDAY, 26TH JUNE, 2026 AT 10.30 AM
IN THE COMMITTEE ROOM, AT THE TOWN HALL, STATION ROAD, CLACTON-
ON-SEA, CO15 1SE**

PRESENT:

Councillor I J Henderson

Councillor A P H Baker

Councillor M Barry

Councillor P Kotz

Councillor G R Placey

Councillor G G I Scott

Councillor A Smith

PORTFOLIO:

Deputy Leader of the Council and Portfolio Holder for Economic Growth, Regeneration & Tourism (Chairman)

Portfolio Holder for Housing & Planning

Portfolio Holder for Leisure & Public Realm

Portfolio Holder for Assets & Community Safety

Portfolio Holder for Partnerships

Portfolio Holder for Arts, Culture & Heritage

Portfolio Holder for the Environment & ICT

Group Leaders Present by Standing Invitation: Councillor J B Chapman BEM (Leader of the Independent Group)

Also Present: None

In Attendance: Chief Executive (Ian Davidson), Corporate Director (Economy and Wellbeing) & Deputy Chief Executive (Lee Heley), Corporate Director (Finance and IT) & Section 151 Officer (Richard Barrett), Corporate Director (Operations & Delivery) (Damian Williams), Corporate Director (Planning and Community) (Gary Guiver), Director (People) (Katie Wilkins), Assistant Director (Corporate Policy & Support) (Keith Simmons), Assistant Director (Housing and Environment) (Tim R Clarke) and Democratic Services Manager (Ian Ford)

Also in Attendance: Environmental Health Manager (Grant Fenton-Jones), Corporate Governance, Performance & Procurement Manager (Karen Hayes), Programme Manager (LGR) (Dennis Leeks), Housing Manager (Matthew Wicks), Democratic Services Officer (Bethany Jones) and Communications Officer (James Dwan)

1. CHAIR

In the absence of the Leader of the Council, the Chair was occupied by the Deputy Leader (Councillor I J Henderson).

2. APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillors M E Stephenson (Leader of the Council & Portfolio Holder for Corporate Finance and Governance), J D Bray (Leader of the Reform UK Group) and P B Honeywood (Leader of the Conservative Group).

3. MINUTES OF THE LAST MEETING

It was moved by Councillor Henderson, seconded by Councillor Barry and:-

RESOLVED that the minutes of the meeting of the Cabinet, held on Friday 24 April 2026, be approved as a correct record and be signed by the Chairman.

4. DECLARATIONS OF INTEREST

There were no declarations of interest made by Members on this occasion.

5. ANNOUNCEMENTS BY THE LEADER OF THE COUNCIL

In his absence, there were no announcements by the Leader of the Council on this occasion. However, the Deputy Leader of the Council (Councillor Henderson) referred to a recent event that had taken place at one of the District's primary schools which had involved a number of Council Officers at which a formal, proper election had been held. He thanked the Officers that had been involved and regretted that he had been unable to attend due to a prior engagement.

Councillor Henderson then invited the Chief Executive (Ian Davidson) who made remarks along the following lines:-

- *it had been a really good day involving over 300 young people;*
- *the polling station had been run by students from the school (Spring Meadows School, Harwich);*
- *election was for an elected representative and for a deputy representative to sit on the Sir David Amess Children's Parliament which would actually meet in the Houses of Parliament precincts;*
- *each of the six candidates had produced a video to state what they stood for and those videos had been superb;*
- *they had espoused good behaviour and culture and how they would represent their school and the community;*
- *TDC election staff had been present and had set it up a proper polling station including polling booths and ballot papers with a photo of the candidate in the place where a party logo would normally be placed as they all had stood as "independents";*
- *the polling station staff had then conducted the counting of the votes, followed by the usual declaration of result process;*
- *Anna Firth, former MP, who had succeeded Sir David Amess in the by-election held following Sir David's murder had been in attendance and had "sworn in" the successful candidates in the same way as MPs were sworn into the House of Commons;*
- *Sir Bernard Jenkin MP had acted in the "Speaker of the House of Commons" role in welcoming them to the Children's Parliament;*
- *all credit was due to Spring Meadow School in taking part and also to the Sir David Amess Trust who had organised it and above all to all of the children who had taken part.*

The Assistant Director (Corporate Policy & Support) (Keith Simmons) recorded his thanks to those Councillors who had provided "rosettes" for the six candidates to wear, and they had been kept as mementoes by them.

Councillor Henderson felt that this was something that should be shared around as it was important to get young people involved and to recognise the importance of the democratic process in the hoping of improving electoral turnouts at future elections.

6. **ANNOUNCEMENTS BY CABINET MEMBERS**

Launch of the Lynch Plant & Haulage Construction Training Centre

The Economic Growth, Regeneration & Tourism Portfolio Holder (Councillor Henderson) announced that, accompanied by the Partnerships Portfolio Holder (Councillor Placey), he had attended that event at the Colchester Institute on 11 June 2026. He felt that this facility met the employment needs of the District, and possibly the whole of the County. Councillor Henderson read out an outline of the Centre as follows:-

- *the training centre was designed to equip individuals with the practical skills and industry knowledge required to access careers within the infrastructure construction sector; and*
- *the partnership would deliver specialist programmes including plant operation, traffic marshalling and rollers.*

The emphasis was therefore on heavy plant machinery. Adam Ward, the Assistant Principal at the Colchester Institute had stated that this was an important early milestone in their journey as a clean energy technology excellence college supporting adults to access high profile in-demand careers and was a clear, strategic priority as it provided a pipeline of skills and labour for the clean energy sector.

The Portfolio Holder had subsequently had conversations with the Deputy Chief Executive of the Institute that they presently had funding provided by Essex County Council for 96 places at the centre and hoped to be awarded more. The Institute were also investigating the opportunities for military 'leavers' funded by Sizewell 'C' and had four employers already interested in taking on apprenticeships.

Councillor Henderson felt that the good news for this District was that the Institute intended to work with the Council and the Department for Work & Pensions in targeting the District's NEETs to join the scheme. He reported that Sizewell 'C' would require over 800 plant operators with a similar demand at the Lower Thames Crossing. Other projects seeking such skills included National Grid, Anglian Water and likely the Tendring / Colchester Borders Garden Community.

The Partnerships Portfolio Holder (Councillor Placey) endorsed Councillor Henderson's comments. Councillor Placey had been particularly impressed that they were not just teaching individuals how to use the machinery but also good work ethics such as punctuality.

Tendring Jobs and Skills Fair

The Economic Growth, Regeneration & Tourism Portfolio Holder (Councillor Henderson) informed Cabinet that this year's Fair would be held on 1st October 2026 in the Princes Theatre, at the Town Hall. He encouraged all to spread the word. Last year's fair had attracted 900 – 1,000 job seekers.

Another Jobs and Skills Fair would be held on 7th July 2026 at the Sunspot in Jaywick Sands.

Science, Technology, Arts and Mathematics (STEAM) Event – 12 June 2026

The Partnerships Portfolio Holder (Councillor Placey), accompanied by the Environment & ICT Portfolio Holder (Councillor Smith), had attended this latest annual event, held on this occasion at the University of Essex for Year 6 pupils. Out of 14 schools attending, 11 had been from the District of Tendring. In total 624 pupils had attended with 504 pupils being from Tendring Schools.

There had been six workshops covering wind energy, health care science, conservation, drama, autonomous vehicles and games & AI. The pupils had been fully engaged and had shown great energy.

As well as external organisations, the workshops had been delivered by students studying at the University. 14 businesses had attended in the hope of “sowing the seeds” for future career aspirations.

Tendring Colchester Borders Garden Community Development Plan Document (DPD) – Award for Best Plan category at RTPI East of England Awards for Planning Excellence 2026

The Housing & Planning Portfolio Holder (Councillor Baker) made the following statement:-

“Chairman, I am delighted to announce that the Tendring Colchester Borders Garden Community Development Plan Document (DPD) has recently won the Best Plan category at the Royal Town Planning Institute (RTPI) East of England Awards for Planning Excellence 2026, and will hopefully be shortlisted for the national awards, which will be announced in December.

The award is a hugely significant endorsement of the long-term vision, partnership working and technical excellence behind the DPD, which was prepared jointly by help guide the delivery of a sustainable new Garden Community on the border of Tendring and Colchester.

The Best Plan category celebrates planning documents that demonstrate excellence in shaping high-quality places and providing a robust framework for sustainable development. Securing this award is a proud moment for everyone involved in the project and reflects the strength of the councils’ shared commitment to creating a new community that is well-connected, infrastructure-led and landscape-led, while supporting homes, jobs, services and lasting environmental enhancement.

This is a fantastic achievement and a real tribute to the ambition, care and collaboration that has gone into producing a plan that will help shape sustainable growth and high-quality placemaking for years to come and I hope you will agree, Chairman, that we, as Cabinet, should recognise the hard work that has gone into the preparation of not only this document but the ongoing work that is being undertaken by a relatively small team into making the Garden Community happen.”

Beach Patrol Service

The Portfolio Holder for Leisure & Public Realm (Councillor Barry) commended the efforts of the Council’s beach patrol service who had stepped up their work in the current spell of heatwave weather. He indicated that the Team during the previous heatwave at the end of May 2026 during the Whitsun holiday period had moved 186

swimmers who were getting out of their depth; reunited 9 missing persons with family and friends; moved on 155 people from potential danger around or under the piers at Clacton and Walton; performed 29 first aid care; moved 251 people from rocks / groynes and had contacted the emergency services on 12 occasions.

Councillor Barry reported that due to the extraordinary weather this week the beach patrol had been activated earlier than usually the case which had paid dividends. Yesterday, there had been six rescues; which demonstrated the Council's commitment to keeping its residents and visitors safe. He reiterated the message that visitors to the District's beaches needed to respect the water and listen to the advice given to them. He congratulated the Beach Patrol Service, and it showed how valuable a service this was that the Council provided.

7. MATTERS REFERRED TO THE CABINET BY THE COUNCIL

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

8. MATTERS REFERRED TO THE CABINET BY A COMMITTEE - REFERENCE FROM THE PLANNING POLICY & LOCAL PLAN COMMITTEE - A.1 - ADOPTION OF THE REVISED ESSEX COAST RECREATIONAL DISTURBANCE AVOIDANCE AND MITIGATION STRATEGY (RAMS)

Cabinet considered a reference report that enabled it to consider the recommendations made to it by the Planning Policy and Local Plan Committee in relation to the adoption of the revised Essex Coast Recreational Disturbance Avoidance and Mitigation Strategy.

It was reported that the Planning Policy and Local Plan Committee ("the Committee"), at its meeting held on 8 June 2026 (Minute 8 referred), had considered a detailed report of the Corporate Director (Planning and Community) (A.3) which had sought the Committee's agreement to the adoption of the revised Essex Coast Recreational Disturbance Avoidance and Mitigation Strategy (Essex Coast RAMS) and associated tariff, and which had set out the changes from the original 2018 RAMS strategy. That report had also sought the Committee's agreement to the updated governance framework supporting Essex Coast RAMS, including the withdrawal of the existing Supplementary Planning Document (SPD) and its replacement with a Technical Advice Note (TAN).

Following such approval by the Planning Policy and Local Plan Committee the revised Essex Coast Recreational Disturbance Avoidance and Mitigation Strategy (Essex Coast RAMS) and associated tariff, as attached in Appendix 1, (replacing the existing 2018–2038 Strategy), was required to be submitted to Cabinet for formal adoption.

At its aforementioned meeting, the Committee had been reminded that the Essex Coast RAMS set out how the Council, working in partnership with other Essex authorities, would protect the unique wildlife of the Essex coastline whilst enabling new homes and development to come forward. It provided a co-ordinated, partnership-led approach to mitigating the recreational impacts of new residential development on protected coastal habitats and bird populations, ensuring that planned housing growth across Essex could take place in a lawful and sustainable way, whilst safeguarding sensitive species and habitats protected by international nature conservation designations.

Members were made aware that the strategy established a strategic framework to address the in-combination effects of residential development on internationally designated coastal habitats and enabled the Council, in its role as Competent Authority, to meet its statutory duties under the Conservation of Habitats and Species Regulations 2017(as amended).

It had been reported to the Committee that RAMS funding had already delivered tangible mitigation measures along the Tendring coastline, including the Coastal Ranger Service, targeted visitor engagement and behaviour change initiatives, and partnership projects such as Share Our Shores to protect beach-nesting birds. Those interventions, supported by ongoing monitoring, had demonstrably improved ecological outcomes and were particularly important in managing peak seasonal visitor pressures.

Cabinet was informed that the updated Strategy was supported by a refreshed evidence base, including a new visitor survey, and introduced significant changes to the scale and duration of mitigation required. Most notably, it ensured mitigation was secured for the full lifetime of development and reflected a substantial increase in planned housing growth across the Zone of Influence (ZOI) arising from the Government's revised mandatory housing targets. As a result, the RAMS tariff was proposed to increase to £476 per dwelling (or qualifying unit), ensuring that the full cost of mitigation was applied in a fair and proportionate manner.

The report to the Committee had also sought approval to withdraw the existing RAMS Supplementary Planning Document (SPD) and replace it with a Technical Advice Note (TAN), ensuring the guidance remained up to date and consistent across the Essex Coast RAMS partnership.

The Committee's decision at its meeting held on 8 June 2026 had been as follows:-

"RESOLVED that the Planning Policy and Local Plan Committee –

- a) notes the revised and updated Essex Coast Recreational Disturbance Avoidance and Mitigation Strategy (Essex Coast RAMS) associated RAMS tariff, and proposed changes to the governance arrangements, as set out in this report (A.3); and*
- b) recommends to the Council's Cabinet that it:*
 - i. adopts the revised Essex Coast RAMS and associated tariff, as set out at Appendix 1 to report A.3, superseding the original Essex Coast RAMS (2018-2038) Strategy;*
 - ii. approves the implementation of a revised RAMS tariff of £476 per net additional dwelling (or equivalent qualifying development), to take effect from 1 August 2026;*
 - iii. withdraws the adopted Essex Coast RAMS Supplementary Planning Document (SPD), noting that its content is no longer fully aligned with the revised Strategy, evidence base and tariff;*
 - iv. agrees to replace the SPD with an Essex Coast RAMS Technical Advice Note (TAN); and*

- v. *authorises the Corporate Director (Planning and Community), in consultation with the Portfolio Holder for Housing and Planning, to finalise and publish the TAN for use alongside the updated RAMS Strategy.*

Cabinet had before it the following written comments of the Housing & Planning Portfolio Holder:-

"I attended the meeting of the Planning Policy and Local Plan Committee at which this matter was considered, and I would like to thank the Committee for its careful consideration of the revised Essex Coast Recreational Disturbance Avoidance and Mitigation Strategy and for recommending its adoption by Cabinet. I support the Strategy, which provides a clear and robust framework for addressing the impacts of new residential development on internationally important coastal habitats.

The revised Strategy is also a very positive example of joint working across Essex, with partner authorities coming together to establish a consistent and evidence-led approach to mitigation. Importantly, adopting the revised Essex Coast RAMS will help to ensure that the Council continues to meet its legal obligations under the Habitats Regulations, while supporting sustainable growth in a lawful, co-ordinated and responsible way."

At the meeting, the Portfolio Holder for Housing & Planning made the following statement:-

"Chairman, I am pleased to introduce this report that highlights recommendations from the most recent Planning Policy & Local Plan Committee for Cabinet to adopt the revised Essex Coast Recreational Disturbance Avoidance and Mitigation Strategy (RAMS).

That Committee, which I attended, had considered a very detailed report which set out the changes from the original 2018 RAMS strategy, together with a new tariff, along with asking for agreement to the updated governance framework, including the withdrawal of the existing Supplementary Planning Document (SPD) and replacing this with a Technical Advice Note (TAN).

Because we are blessed with internationally important wildlife habitats around our coast at Hamford Water, the Stour Estuary and the Colne Estuary, every inch of Tendring is within the Zone of Influence where new housing development and population growth could increase potential disturbance to those habitats. Under Environmental Law and the Habitat Regulations, the Council has a legal duty to consider and mitigate the impact of the development, and the RAMS strategy and associated mechanism for securing a tariff-based contributions from developers helps fulfil that legal duty.

The Essex Coast RAMS had set out how this Council, working in partnership with other Essex authorities, would protect the unique wildlife of the Essex coastline whilst enabling new homes and development to come forward.

It provided for a co-ordinated and partnership-led approach to mitigating the recreational impacts of residential development on protected coastal habitats and bird populations, ensuring that planned housing growth across Essex could take place in a lawful and sustainable way, whilst safeguarding sensitive species and habitats protected by international nature conservation designation.

The strategy established a strategic framework to address the in-combination effects of residential development on internationally designated coastal habitats and enabled the Council, in its role as Competent Authority, to meet its statutory duties under the Conservation of Habitats and Species Regulations 2017(as amended).

Funding has already delivered tangible mitigation measures along the Tendring coastline, including the Coastal Ranger Service, targeted visitor engagement and behaviour change initiatives, and partnership projects such as Share Our Shores to protect beach-nesting birds. Those interventions, supported by ongoing monitoring, have demonstrably improved ecological outcomes and are particularly important in managing peak seasonal visitor pressures.

The updated Strategy, which is shown from Page 40 onwards, was supported by a refreshed evidence base, including a new visitor survey, and introduced significant changes to the scale and duration of mitigation required.

Most notably, it ensured mitigation was secured for the full lifetime of development and reflected a substantial increase in planned housing growth across the Zone of Influence (ZOI) arising from the Government's revised mandatory housing targets. As a result, the RAMS tariff is proposed to increase to £476 per dwelling (or qualifying unit), ensuring that the full cost of mitigation was applied in a fair and proportionate manner.

Chairman, I do not intend to say anymore, there is a lot more detail in the attached Appendices, including the original report to the Planning Policy & Local Plan Committee, which I would encourage members to read, and my comments are shown on Pages 18-19. The recommendations are shown on Page 19, and I commend them to Cabinet."

The Portfolio Holder for the Environment & ICT made the following statement:-

"I am pleased to second this report.

By way of context, RAMS stands for the Recreational Disturbance Avoidance and Mitigation Strategy. In simple terms, it RAMS is a framework that ensures new housing development contributes towards protecting our internationally important coastal habitats from increased visitor pressure — things like walking, dog activity, and general recreation that, over time, can disturb sensitive wildlife.

This strategy is therefore about making sure that growth is balanced with the proper protection of our natural environment.

This is an important piece of work, not just for Tendring, but for the wider Essex coastline. It strikes a careful and necessary balance between supporting sustainable development and preserving the sensitive coastal habitats that make our area so special.

The Essex Coast RAMS ensures that as new homes are delivered, there is proper mitigation to address the cumulative impact on protected sites. Without this coordinated approach, there would be both environmental harm and significant constraints on the ability to bring forward development.

What is particularly important is that this is a joined-up, county-wide approach. By working collaboratively with other Essex authorities, we are ensuring consistency, fairness, and a clear, robust framework that developers understand.

The revised strategy and updated tariff reflect the latest evidence and costs, helping to ensure that mitigation measures remain effective and can continue to be delivered in practice.

From a local perspective, this is about protecting what residents value most — our coast, our wildlife, and our natural environment — while still enabling sustainable growth for our communities.

I also welcome the fact that this has been considered by the Planning Policy and Local Plan Committee, and that their recommendations are now before Cabinet for formal adoption. For those reasons, Chair, I am very happy to support the recommendations.”

Having duly considered the recommendations submitted to it by the Planning Policy and Local Plan Committee, together with the written formal comments of the Portfolio Holder for Housing & Planning:-

It was moved by Councillor Baker, seconded by Councillor Smith and:-

RESOLVED that Cabinet formally -

- (a) adopts the revised Essex Coast RAMS and associated tariff, as set out at Appendix 1 to this report (A.1), superseding the original Essex Coast RAMS (2018-2038) Strategy;
- (b) approves the implementation of a revised RAMS tariff of £476 per net additional dwelling (or equivalent qualifying development), to take effect from 1 August 2026;
- (c) withdraws the adopted Essex Coast RAMS Supplementary Planning Document (SPD), noting that its content is no longer fully aligned with the revised Strategy, evidence base and tariff;
- (d) agrees to replace the SPD with an Essex Coast RAMS Technical Advice Note (TAN); and
- (e) authorises the Corporate Director (Planning and Community), in consultation with the Portfolio Holder for Housing and Planning, to finalise and publish the TAN for use alongside the updated RAMS Strategy.

9. LEADER OF THE COUNCIL'S ITEMS - A.2 - CONSEQUENTIAL MATTERS IN RESPECT OF THE FORMATION OF NEW PARISHES FOR CLACTON-ON-SEA, HOLLAND-ON-SEA AND WEST CLACTON & JAYWICK SANDS

Cabinet was aware that full Council, at its meeting held on 2 June 2026, had decided to accept the recommendations from the Community Governance Review in respect of Clacton-on-Sea, Holland-on-Sea and West Clacton & Jaywick Sands. That decision had approved the creation of three separate parishes for those communities with effect from 1 April 2027. As part of Council's decision, it had been resolved:

“invites Cabinet to consider the next steps to be undertaken and allocation of resources and, as part of this, to determine the steps the Council considers sufficient to secure that persons who may be interested in the review are informed of the outcome and the reasons behind the Council’s decisions in this matter.”

The Leader of the Council’s report (A.2) therefore invited Cabinet to consider the appropriate level of resource to be allocated to work with community groups, residents and District and County Councillors for the three separate areas to support the establishment of the new parish councils. It also addressed the necessary arrangement to ensure that the tax base for the three new parishes was as accurate as possible in the time available; the development of an initial budget for each of the three parish councils; and, thereby, identify the appropriate initial precept for those three parish councils for 2027/28. Those precepts would need to be determined by the District Council in early 2027 as they would need to be in place ahead of the parish councils being formed on 1 April 2027.

Cabinet was reminded that provisions under the Local Government Finance Act 1992 provided for different amounts of Council Tax to be calculated for different parts e.g. parished and unparished areas, of a district, depending on what, if any, special items related to those parts. A special item was an item (service) which related only to part of the district council’s area.

This Council currently incurred certain costs in respect of Open Space, Playgrounds and Recreation across Clacton, Holland and Jaywick. Those costs had been applied in a way that meant all Band D properties in those three areas funded the special expenses equally. With the formation of the three separate parishes there was a need to review the incurred expenditure and the recovery of those costs from households in the three separate areas. In 2026/27, this Council had allocated £714,519 as Special Expenses and £442,297 of that total related to the combined areas of Clacton-on-Sea, Holland-on-Sea and Jaywick Sands.

Members recognised that in the Community Governance Review for the area concerned there had been a good working relationship with the Essex Association of Local Councils (EALC). In the Phase II consultation (across December 2025-February 2026) EALC had supported the various community meetings with senior representatives from their organisation and this had assisted attendees to hear more about live experiences from parish councils across the county. Given the limited capacity of the District Council to continue the community-based activity (undertaken in the review) for the period to the new parish councils coming into existence on 1 April 2027, Cabinet was invited to consider commissioning EALC to undertake more of that activity in that period. EALC was also able to support the development of initial budgets for the three separate parish councils.

Recognising that the report’s recommendations set out requirements and good practice in respect of the move from a decision to establish new parish councils and those new parish councils coming into being:-

It was moved by Councillor Henderson, seconded by Councillor Kotz and:-

RESOLVED that –

- (a) the contents of the report be noted, including the reference to the Council (in due course) determining the budgets for the three new parish councils for Clacton-on-Sea, Holland-on-Sea and West Clacton & Jaywick Sands and the Council Tax precepts for 2027/28 for those new parish councils;
- (b) the Assistant Director (Corporate Policy & Support) be authorised to commission the Essex Association of Local Councils (subject to an approval from the Leader of the Council and the Council's Section 151 Officer in relation to the Council's Procurement Procedure Rules) to undertake a range of work with the District Council to support the transition from the decision to create the three new parish councils to them commencing in existence from 1 April 2027 in the sum of £52,500 (on the basis that £25,000 would be recoverable from across the three new parish councils);
- (c) the required financial impact in 2026/27 of £27,500 be met from the Corporate Investment Fund (Revenue);
- (d) the associated work, including tax bases and special expenses that will be undertaken as part of the Council's wider annual budget setting processes for 2027/28 later in the year, be noted; and
- (e) it is noted that the costs incurred by the Returning Officer in administering the elections to the three new Parish Councils will be costs to be recovered from those Parish Councils.

10. CABINET MEMBERS' ITEMS - REPORT OF THE ECONOMIC GROWTH, REGENERATION AND TOURISM PORTFOLIO HOLDER - A.3 - LOCAL REGENERATION FUND (LRF) - MILTON ROAD AND VICTORIA STREET: PROGRESS UPDATE

Cabinet considered a report of the Economic Growth, Regeneration & Tourism Portfolio Holder (A.3) which updated it on the Milton Road and Victoria Street schemes following completion of a competitive tender process identifying a preferred bidder.

Members recalled that the Homes for Dovercourt scheme was one part of the regeneration of Harwich town centre along the peninsula corridor from Dovercourt seafront to the Dovercourt station. A refurbished library with new accessible skills centre was already complete; upgrades to the town centre's public realm and connection to the seafront were underway, and with this scheme, new social housing and improved car parking was planned. This suite of regeneration projects was expected to revitalise the town, improve outcomes for residents and encourage private sector investment ahead of the planned arrival of the Freeport East Green Energy Hub at Bathside Bay.

The Homes for Dovercourt scheme would also see two disused and derelict sites in Dovercourt transformed by the Council, building on the Dovercourt Revisited masterplan that is:-

- At Milton Road, a derelict car park would be refurbished to provide a modern, fit-for-purpose car parking provision, with EV charging, cycle storage, soft landscaping and decorative railings celebrating local heritage;

- At Victoria Street, the site of the historic Victoria Hotel would be rebuilt, echoing the history of the site's design and Conservation Area, to provide eight new affordable homes and amenity space.

It was reported that the project would deliver an estimated £1.04m in Social Value, including four local employment opportunities, 52 apprenticeship weeks and student placement opportunities, c.£970,000 of local supply chain spend, alongside wider community and environmental benefits

A summary of progress made to date, including design, planning and procurement milestones and recent updates following the March 2026 Cabinet report, was as follows:-

- *RIBA Stage 3 design completed, and planning permission secured (Feb–Apr 2025);*
- *An initial tender exercise undertaken in 2025 had not achieved a viable outcome;*
- *The procurement strategy was revised to a two-stage approach to improve cost certainty, supported by a pre-market engagement exercise;*
- *Second procurement (April – May 2026) had attracted strong interest (13 submissions, 12 compliant);*
- *The tender evaluation had now been completed and a preferred contractor identified; and*
- *Project funding had been confirmed in the Council's Capital Programme within the April 2026 Cabinet Finance Report.*

Cabinet was informed that the Corporate Director (Place & Wellbeing) would use his delegated authority to enter into a Pre-Construction Services Agreement (PCSA) with the preferred contractor, in consultation with the relevant Portfolio Holders.

Through the PCSA, the contractor would work with the Council to finalise the design, delivery approach and cost. This would help manage risks early and improve cost certainty. A final construction price was expected in September 2026 and, if within budget, would be subject to a further Officer decision, in consultation with relevant Portfolio Holders.

The procurement process had identified a preferred bidder and included:

- *A fixed cost of the PCSA stage of £69,300 (excluding of VAT);*
- *An estimate of the main works cost which would be refined during the PCSA period;*
- *A programme for completion of the works, which fell well within the funding envelope, and aligned with the above forecast for agreement of the main contract sum. The programme included the early completion of Milton Road Car Park.*

Cabinet was advised that the price submitted for the tender return was within the budget of £3.798m allocated to this project in the General Fund Capital Programme. A contingency of 10% had been included within the budget as a buffer against any potential cost over runs. The PCSA stage provided a defined period to work collaboratively with the appointed contractor and wider supply chain to refine the design, test buildability and progress value engineering, with the aim of reducing costs and securing a deliverable scheme within the available funding envelope.

Recognising that the appointment of a contractor under a PCSA would enable the Council to work collaboratively with the contractor to refine the design, manage risk and develop a robust and deliverable contract sum:-

It was moved by Councillor Henderson, seconded by Councillor Kotz and:-

RESOLVED that Cabinet -

- (a) notes and welcomes the progress on the second procurement exercise in securing a high level of interest from the market and a Preferred Bidder, and enacting the lessons learned from the previous exercise;
- (b) reinforces its ongoing commitment relating to the use and management of the Milton Road and Victoria Street sites, with Milton Road retained for public car parking provision, and the Victoria Street sites retained for housing purposes and being retained within the Housing Revenue Account (together with associated car parking provision), with no current intention to appropriate or dispose of any of the sites; and
- (c) notes and supports the progression of the project to the next stage, including entry into a Pre-Construction Services Agreement (PCSA) with the preferred bidder, in accordance with the existing operational delegated authority.

11. CABINET MEMBERS' ITEMS - REPORT OF THE ENVIRONMENT AND ICT PORTFOLIO HOLDER - A.4 - ADOPTION OF FOOD & SAFETY SERVICE PLAN & ENFORCEMENT POLICY

Cabinet considered a report of the Environment & ICT Portfolio Holder (A.4) which presented to Cabinet a review of the current Food & Safety Service Plan and the Food & Safety Enforcement Policy that had been undertaken by the Food & Safety Manager to amend both documents, to include all legislative changes introduced and to ensure both documents actively reflected the work undertaken by the Food & Safety service in 2026 and beyond.

The report's recommendations sought Cabinet's approval of both documents, and for them to be published accordingly.

The Food & Safety Service Plan – 2026-2027 (Appendix A)

Members were aware that the Food and Safety Service Plan was an expression of Tendring District Council's continuing commitment to the provision of Food Hygiene and Safety, Health and Safety, Animal Welfare and other related services.

The Council was designated as a Food Authority under the Food Safety Act 1990.

It was reported that the Food Service Plan had been produced, as it was a requirement of the Food Standards Agency (FSA) in its Framework Agreement on Official Feed and Food Controls by Local Authorities. The FSA was the governing body that oversaw all areas that related to food safety and standards. The Council was working with the FSA to ensure Food Businesses within the District were safe and registered in accordance with the Food Law Code of Practice (FLCOP).

This plan highlighted what the Food Safety service at Tendring District Council would do moving forward in relation to the statutory functions undertaken by the service, and how the Council would deliver Food Safety enforcement in accordance with current guidelines up to and including 2028, and would be reviewed annually in accordance with FSA requirements to include updates of the work completed during the previous year. The document set out the following priorities:

- *Food safety objectives detailing the Council's responsibilities as set out in legislation, associated statutory code of practice and national Guidelines.*
- *The current work programme within the Service.*
- *The Council's policy on food safety, sampling, provision of information to business, investigation of complaints and allegations of Food Poisoning, response to Food Safety Alerts and infectious disease control.*
- *Ensure that food and drink intended for sale for human consumption, which is supplied, manufactured, produced, stored, distributed, handled or consumed within Tendring complies with the law, is free from contamination and is without risk to the health of consumers (for people who work, live or visit Tendring District).*
- *Be committed to ensuring that satisfactory standards of food hygiene are practised and maintained throughout the district.*
- *Undertake an effective and planned programme of quality risk-based food safety inspections of food premises (by qualified and suitably trained officers), to ensure compliance with food law and to minimise risks to health and safety.*
- *Take appropriate enforcement action proportional to the risks involved and in accordance with the Council's Food Safety Enforcement Policy with due regard being given to the Primary Authority Scheme and guidance from relevant external bodies.*
- *To monitor foodstuffs manufactured, imported, stored or on display for sale in the Tendring district, through a planned yearly sampling programme which includes imported foods. To carry out reactive sampling for microbiological examination. More detail is held within the food sampling policy and procedure*
- *To carry out official sampling of products of animal origin (POAO) as defined in 853/2004, 2073/2005 and other associated food law.*
- *Promote good food hygiene and safety by informative updated communication to businesses and consumers in the Tendring District.*

The Food & Safety Enforcement Policy – 2026-2028 (Appendix B)

Members were informed that the Enforcement Policy covered the work undertaken by the Food and Safety service (also included were the statutory functions relating to Animal Welfare and Tattooing et al). It covered the delivery of enforcement having regard to the Better Regulation Delivery Office – Regulators Code 2014, and the Enforcement concordat.

Cabinet was aware that the Food and Safety service played a vital role in protecting and supporting the public, the environment, and groups such as residents, workers and businesses in the District of Tendring. It was important that those enforcement functions were carried out in an equitable, practical, and consistent manner, and that both those subject to and beneficiaries of regulation and those on whose behalf enforcement was carried out could understand the approach the Council took.

The Council had a duty to enforce a range of statutory instruments adopting a variety of formal and informal sanctions. This could include anything from advising food

businesses about what they needed to do to comply with the law, to prosecuting a householder for animal welfare issues. This placed the Council and its Officers in a position of responsibility to ensure that its approach fitted with national and local policy, codes of practice, and guidance. This was particularly important with regard to the economic challenges facing local government and business.

The policy set out the approach of the Council's Food and Safety service towards enforcement when dealing with non-compliance. It provided guidance on the full suite of powers available to achieve compliance with the legislation we enforce, and how discretionary powers might be used to regulate and raise standards in various sectors. The document was intended to communicate Tendring District Council's policy in respect of its approach to those affected by its activities and officers of the Local Authority.

It also set out the principles applied to encourage smarter, risk-based enforcement. The Council was committed to ensuring that its Officers acted in accordance with this policy. It was not in itself a statement of law and did not affect the discretion of the Council to take legal proceedings where this was considered to be in the public interest.

This policy had been written having regard to the principles outlined in the Better Regulation Delivery Office – statutory Regulators Code, the enforcement concordat and current legislation.

Cabinet was made aware that the current plan and policy had been most recently reviewed in October 2023, and both were due for review accordingly. The current review had been more comprehensive due to the new FLCOP, legislative changes for certain activities undertaken by the team, and the formation of the new unitary as part of LGR. The Council had had in place previous food safety service plans and had been compliant with FSA requirements; however, those documents had not previously been presented to Cabinet for approval. Following a review of the approval process it had been decided to present the plan and the enforcement policy to Cabinet.

Indication of the Work Completed by the Service Annually

It was reported that situated within the District were 1,275 food premises, all of which were included within the Council's proactive inspection programme. The Officer team was supported by a Uniform computer database system which maintained a business database of the District. Those businesses were inspected at different intervals following a risk rating that provided a score. That score would determine the frequency of inspections and would have regard for the type of operation undertaken by the business.

Over the past year the service had inspected and registered 273 new Food Businesses. Year on year the number of new businesses had increased, and this placed further pressures on the team which had limited resources.

In order to implement a Food & Safety Service Plan and a Food & Safety Enforcement Policy to protect public health, ensure legal compliance with food hygiene regulations, and maintain food standards and ensure consistent inspections, risk-based targeting of businesses, and appropriate actions against breaches of food law, ultimately reducing foodborne illnesses and safeguarding consumers:-

It was moved by Councillor Smith, seconded by Councillor Barry and:-

RESOLVED that -

- (a) the Food & Safety Service Plan 2026 – 2027 in the form appended as Appendix A to the Portfolio Holder's report (A.4) be approved in so far as it relates to executive functions;
- (b) the Food & Safety Enforcement Policy 2026-2028 in the form appended as Appendix B to the Portfolio Holder's report (A.4) be approved in so far as it relates to executive functions;
- (c) both documents be referred to the Licensing and Registration Committee for consideration of the non-executive functions, which fall within that Committee's responsibility; and
- (d) subject to the decisions of the Licensing and Registration Committee, the Corporate Director (Operations and Delivery) be authorised to approve amendments or updates as may be required to the Food & Safety Service Plan and Food & Safety Enforcement Policy 2026-2027, and on an annual basis thereafter.

12. CABINET MEMBERS' ITEMS - REPORT OF THE HOUSING AND PLANNING PORTFOLIO HOLDER - A.5 - OUTTURN PERFORMANCE AGAINST THE REGULATOR OF SOCIAL HOUSING'S TENANT SATISFACTION MEASURES FOR 2025/26

Cabinet considered a report of the Housing & Planning Portfolio Holder (A.5) which advised it of the Council's outturn performance against the Regulator of Social Housing's Tenant Satisfaction Measures for 2025/26.

Cabinet recalled that Tenant Satisfaction Measures (TSMs) were metrics that all social housing landlords in England were required to collect and report on to the Regulator of Social Housing (RSH). The TSMs should also be published by those organisations for others to see.

It was reported that the Social Housing (Regulation) Act 2023 had set in place measures intended to improve standards for people living in social housing. It had set out a new regulatory framework for the consumer regulation of social housing to strengthen the accountability of landlords for providing safe homes, quality services and treating residents with respect. The introduction of TSMs had formed part of this framework.

Since 1 April 2023, all social housing providers has been required by the RSH to collect data to inform TSMs and those were aimed at helping improve standards for people living in social housing by:

- *Providing visibility by allowing tenants to see how well their landlord is doing and enabling tenants to hold their landlords to account*
- *Letting tenants see how well their landlord is performing in comparison with other landlords*

- *Giving the RSH insight into which landlords might need to improve things for their tenants*

There were 22 TSMs and those were grouped into the following five themes:

- *Keeping properties in good repair*
- *Maintaining building safety*
- *Respectful and helpful engagement*
- *Complaints handling*
- *Neighbourhood management*

Members were reminded that ten of the TSMs were measured by landlords through their performance indicators and 12 were measured by an annual tenant perception survey. The RSH also set out its requirements (including mandatory questions and methodology) for data collection and reporting.

Landlords with 1,000 or more homes were required to send their data to the RSH by 30 June 2026 and the data for all landlords would be published by RSH in Autumn 2026.

Cabinet was informed that the Council's Outturn Performance Report against the TSMs had indicated a slight decline in tenant satisfaction with the proportion of respondents who reported that they were satisfied with the overall service from their landlord decreasing from 81.3% in 2024/25 to 78.7% in 2025/26.

Satisfaction with repairs, both overall satisfaction with repairs and satisfaction with the time taken to complete a repair, had further decreased. The reasons for this would be explored in more detail with the members of the Tenants' Panel. Conversely, the proportion of non-emergency and emergency repairs completed within the Council's target timescale had increased.

It was notable that there had been an overall increase in the number of complaints received. The number of complaints received at Stage 1 that had been responded to within the Housing Ombudsman's Compliant Handling Code timescales had improved when compared to 2024/25 figures but the opposite had happened in respect of Stage 2 complaints.

The proportion of homes that failed to meet the Decent Home standard had increased to 4.9%. This increase over the 2024/25 figure had been attributed to better data on housing stock quality following the completion of 3,022 stock condition surveys as at 31 March 2026.

The scores for 9 of the 12 TSMs, including overall satisfaction, reported via the tenant perception survey were above the benchmark for local authorities.

The Council would use information from the TSM data to inform ongoing understanding of its services and to plan service improvement.

At the meeting, the Portfolio Holder for Housing & Planning made the following statement:-

“Chairman, I am pleased to introduce this report to inform Cabinet of this Council’s outturn performance against the Regulator for Social Housing’s Tenant Satisfaction Measures.

As Cabinet is well aware, the Regulator for Social Housing has, since 1st April 2023, required all Social Housing providers to collect data to inform the Tenants Satisfaction Measures (TSMs) and which are aimed at helping improve standards for people living in social housing by:

- Providing visibility by allowing tenants to see how well their landlord is doing and enabling tenants to hold their landlords to account.*
- Letting tenants see how well their landlord is performing in comparison with other landlords.*
- Giving the RSH insight into which landlords might need to improve things for their tenants.*

There are currently 22 TSMs, although the RSH has recently introduced a further one for landlords, for the year 2026/2027, and these are grouped into the following five themes:

*Keeping properties in good repair
Maintaining building safety
Respectful and helpful engagement
Complaints handling
Neighbourhood management*

Ten of the TSMs are measured by landlords through their performance indicators and 12 are measured by an annual tenant perception survey.

The RSH also sets out its requirements (including mandatory questions and methodology) for data collection and reporting.

Landlords with 1,000 or more homes are required to send their data to the RSH by 30 June 2026 and the data for all landlords will be published by the RSH in Autumn 2026.

The Council’s Outturn Performance Report against the TSMs indicates a slight decline in performance and tenant satisfaction with the proportion of respondents who report that they are satisfied with the overall service from their landlord decreasing from 81.3% in 2024/25 to 78.7% in 2025/26.

Chairman, the figures for each TSM are shown within Appendix A (pages 403-405), along with Appendix B (pages 407 – 409) which also shows the performance compared with previous years. Within Appendix D, which is the full report from ARP, at page 419 of the Agenda, is shown the performance as compared to the ‘benchmark’ and you will see that our figures are above this in all but one area, in the Tenant Perception Survey.

The ten measured from the Council’s own data show a slight increase in Stage 1 and 2 complaints received, and the percentage of Stage 1 complaints responded to within the timescales has improved, however there has been a drop in Stage 2 complaints

responded to within time. A report in relation to Complaints is due to be presented to Cabinet later in the summer.

You will also see a drop in the number of ASB cases, which is due to the way in which the Council now receives and registers such cases.

The proportion of homes that do not meet the Decent Home Standard has increased, the percentage shown, 4.9%, relates to just 152 homes. The Stock Condition Survey of all our properties has almost concluded, there are just under 200 properties that are yet to be surveyed, and work continues to access and survey these. Any Category 1 hazards that were identified at the time of the survey being undertaken were dealt with straightaway. There are a number of reasons as to why a property may not meet the Decent Home Standard, in most cases this is due to the kitchen or bathroom being older than 20 or 30 years respectively, as specified in the standard. This does not necessarily mean those installations are in poor condition or in need of urgent replacement.

Chairman, it is also shown that the proportion of emergency and non-emergency repairs completed within this Council's target timescale continues to rise, this is something that I would personally like to improve further, and officers will be monitoring this going forward.

The next five measures relate to safety and 4 of the 5 sit at 100%, however Gas Safety checks remain constant. This is because gas safety checks are a rolling programme and in a small number of cases access to the property proves difficult to achieve. In those instances, immediate action is taken to enforce access or as a last resort disconnect the gas supply.

At the heart of our service are our tenants, and I can inform Cabinet that there is ongoing engagement with our tenants, through regular meetings of the main Tenant Panel, three sub-groups, and by our Tenant Involvement Officers.

One of the sub-groups looks at Complaints and Tenant Satisfaction Measures, and met on the 2nd June, which I attended, and made recommendations to the main Tenants Panel, which met on Tuesday 16th June. Their comments were as follows:

"We have looked at the TSM scores for 2025/2026 and feel that overall, the TSMs are satisfactory. We are pleased to note that most of the scores sit above the benchmark for local authorities although we would like to have seen an improvement over the 2024/2025 figures. Of some concern is the drop in satisfaction in relation to complaint handling and we would like to explore this further during the year.

We would be interested in seeing a comparison between in house and external repairs teams to see which our tenants receive a better service from.

Our observation is that communication between the call centre and repairs teams is sometimes poor – what you report and what they come out to repair can differ. We would like to ask the Repairs sub-group to investigate why this is happening and how to overcome it. We would like to know when the response/survey cards are being introduced again and are tenants able to submit repair requests without photos on the website – sometimes we have been told we have to provide photos.

We need to explain clearly the definition of what a repair is and what a complaint is. Tenants perhaps still do not know and that is why complaints and dissatisfaction with complaints has risen. We would like it explained again in Tendring Reports.”

As you can see Chairman, there are a number of things mentioned, and I can state that at least one of their recommendations has been acted upon and is in place (submission of online repair request without having to provide photos) and that the suggestion about entering what is/is not a complaint, to go into Tendring Reports (the quarterly Tenants Magazine) is now scheduled for the Summer issue. The main Tenant Panel endorsed the comments made by the sub-group.

I would like to put on record my thanks to both the Tenant Panel sub-group, and main Tenant Panel, for their comprehensive review of information made available to them on both complaints and TSMs, and their recommendations. I will also be attending the next Complaints & TSM sub-group meeting as I too would like to explore the drop in satisfaction with complaint handling.

Appendix C (pages 411 – 417) shows an action plan we put together following publication of the 2025/25 TSM figures. That plan is very much an ongoing plan and one that is being updated in light of these 2025/26 figures. I hope the inclusion of the plan in this report demonstrates the ongoing commitment that I and officers in the service have to listening to tenant’s views and responding to them, along with what our own data shows us about the quality of the service we are providing to our tenants.

Chairman, I do not intend to say anything further, further details are in the report and appendices. The recommendations are shown on Page(s) 392/393 and you will note that there is a delegation to the Corporate Director (Operations and Delivery) in consultation with myself, to develop a new action plan for 2026/2027, which will show how we intend to focus on improvement, as previously mentioned. I commend them to Cabinet.”

In order to formally receive the outturn performance report before its submission to the Regulator of Social Housing and publication on the Council’s website:-

It was moved by Councillor Baker, seconded by Councillor Scott and:-

RESOLVED that –

- (a) the Council’s Outturn Performance Report against the Regulator of Social Housing’s Tenant Satisfaction Measures for 2025/26, as set out in Appendix A to the Portfolio Holder’s report (A.5), for publication on the Council’s website and submission to the Regulator of Social Housing by 30 June 2026, be noted;
- (b) the Council’s Performance against the Regulator of Social Housing’s Tenant Satisfaction Measures for 2025/26 compared with performance for 2023/24 and 2024/25, as set out in Appendix B to the Portfolio Holder’s report (A.5) be noted;
- (c) the current progress against the Tenant Satisfaction Measures Action Plan for 2024/25, as set out in Appendix C to the Portfolio Holder’s report (A.5) be noted;
- (d) following the Council’s Tenants’ Panel examination of the data presented in this report and its appendices, the Corporate Director (Operations and Delivery), in

consultation with the Portfolio Holder for Housing and Planning, be required to develop a new action plan for 2026/27 focusing on continuous improvement, with consideration to prioritisation, resources and on-going delivery; and

- (e) the Action Plan for 2026/27 be presented to the Council's Audit Committee in due course to review its effectiveness and the monitoring arrangements.

13. MANAGEMENT TEAM ITEMS

There were no formal items submitted to the Cabinet by the Management Team on this occasion.

The Chief Executive (Ian Davidson) stated that today's agenda had clearly demonstrated the amount of work that was being carried on despite the focus on, and distraction of, local government reorganisation. The Council's statutory duties and its duties to residents and to the area showed the amount of work that was going on as demonstrated by the Portfolio Holders' announcements and by the reports on today's agenda such as place shaping within the District; the increase in local democracy through the parishing of the previously unparished areas of the District; the economic improvements coming to fruition; improvements to the quality of life; increased housing provision.

Mr. Davidson gave the assurance that despite the distraction of LGR the Council continued to deliver on its responsibilities to residents as well as actively moving to increase the quality of life of those residents. Today's meeting had been all about the Council's staff and what they were doing and the importance of Portfolio Holders' responsibilities to see that work through. He therefore extended his thanks to the staff and to the Portfolio Holders.

The Deputy Leader of the Council and Cabinet members thanked Mr. Davidson and endorsed the comments that he had expressed.

The Meeting was declared closed at 11.29 am

Chairman

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CABINET

24 JULY 2026

REPORT OF THE CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER

A.1 OVERVIEW OF THE FINANCIAL OUTTURN 2025/26 AND PROPOSED ALLOCATION OF THE GENERAL FUND VARIANCE FOR THE YEAR AND OTHER BUDGET ADJUSTMENTS IN 2026/27 and 2027/28

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To provide an overview of the financial outturn for 2025/26 and to seek approval of the allocation of the overall 2025/26 General Fund revenue variance along with a number of proposed budget adjustments across 2026/27 and 2027/28.

EXECUTIVE SUMMARY

The Portfolio Holder for Finance and Governance agreed the overall financial outturn position for 2025/26 on 30 June 2026, with a high level summary of the General Fund revenue position set out below. The detailed report considered by the Portfolio Holder is available on the Council's website using the following link:

[Decision - Financial Outturn 2025/2026](#)

Variance for the year before carry forward requests	(£23.167m)
Less revenue carry forwards requested by Services	£19.778m
Variance for the year after requested carry forwards	(£3.389m)

- Some key highlights of the Portfolio Holder report mentioned above are as follows:
 - the favourable variance for the year of **£3.389m** is currently being held in the Corporate Investment Fund (Revenue) via the Revenue Commitments Reserve;
 - requested revenue carryforwards total **£19.778m** which remain subject to on-going and separate review. Once the review has been completed and agreed under an existing delegation to the Portfolio Holder for Finance and Governance, the money relating to any items not agreed will be transferred to the relevant Corporate Investment Fund.
 - strong, effective and proactive financial management continues to influence the outturn position each year. Set against this approach, the complementary and comprehensive reviews as part of the quarterly financial performance / budget reports during the year, have provided opportunities to reflect on issues affecting the Council's general financial position in 2025/26, with timely revisions made where necessary.
 - the majority of budget areas have therefore performed to this adjusted position, with

only a limited number of variances being highlighted at the end of the year, with many of the items therefore relating to issues highlighted / discussed during the year rather than new items emerging.

5) following the introduction of the two-year financial plan that was developed as part of the budget setting process for 2026/27, that in-turn reflected an holistic approach to a two-year window leading up to 1 April 2028 (the potential vesting day for the new Unitary authority based on the Government's current timetable), the outturn position forms an important element of this wider position.

- The Council's overall general fund reserves total **£44.368m** at 31 March 2026. (excluding the General Fund outturn variance of **£3.389m** for 2025/26). However, **£40.368m** is in respect of earmarked reserves, which relate to future year's commitments (including the currently requested carry forward amounts). Earmarked reserves therefore predominantly reflect previously identified priorities of the Council. The balance of **£4.000m** is the level of uncommitted reserves that are held based on a broad risk assessed approach, which includes a 'working balance' that forms part of the Council's treasury management processes. The total earmarked reserves also include the balance on the Forecast Risk Fund of **£7.235m**, which is in-line with the previously agreed amount that remains available to support the Council's financial plans in future years.
- In respect of the Housing Revenue Account (HRA), the outturn position for 2025/26 reflected an overall favourable variance of **£1.652m**, that has been transferred to general balances to support the HRA in future years. The HRA general balance at the end of 2025/26 totals **£3.996m**.
- This report also provides a timely opportunity to briefly reflect on the position for 2026/27 and 2027/28, with some further proposed adjustments set out within **Appendix A**, which reflect / support the delivery of Council priorities / Departmental Plans and the two-year financial plan.
- The recommendations below set out a number of delegations associated with the delivery / implementation of the various items agreed within **Appendix A** as necessary.
- As discussed in earlier reports, the Council's two-year financial plan will be subject to updates throughout 2026/27 and will need to reflect new / emerging issues along with any significant changes to issues already identified. In respect of the latter, the two-year plan will need to be reviewed in light of the outturn position for 2025/26.

RECOMMENDATION(S)

That Cabinet:

- (a) notes the high level Financial Outturn Position set out in this report and the favourable General Fund Revenue variance of **£3.389m** for the year, which is currently held within the Corporate Investment Fund (Revenue) via the Revenue Commitments Reserve;
- (b) agrees the use of the General Fund Outturn for the year of **£3.389m** along with the other budget adjustments, as set out in **Appendix A**;

- (c) subject to (b) above, in respect of the additional £0.250m set aside within the existing Contingency budget, authorises the Chief Executive, in consultation with the Portfolio Holder for Corporate Finance and Governance, to utilise this funding during the year;
- (d) subject to (b) above, in respect of the additional £1.000m set aside to support general capacity within the Council, authorises the Chief Executive, in consultation with the Portfolio Holder for Corporate Finance and Governance, to utilise this funding during the year;
- (e) subject to (b) above, in respect of the additional £0.050m set aside in both 2026/27 and 2027/28 to support the extension to the existing local sports grant schemes, authorises the Corporate Director (Place and Wellbeing), in consultation with the Portfolio Holder for Leisure and Public Realm, to implement the necessary associated arrangements; and
- (f) authorises the Council's Section 151 Officer, in consultation with the Corporate Finance and Governance Portfolio Holder, to adjust the outturn position for 2025/26 along with any corresponding adjustment to earmarked reserves / Corporate Investment Funds as a direct result of any recommendations made by the Council's External Auditor during the course of their audit activities relating to the Council's 2025/26 accounts.

REASON(S) FOR THE RECOMMENDATION(S)

To consider and note the financial outturn position for 2025/26 and allocate the overall General Fund favourable outturn variance for 2025/26 along with agreeing a number of proposed budget adjustments in 2026/27 and 2027/28.

ALTERNATIVE OPTIONS CONSIDERED

This is broadly covered in the main body of this report.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

At its meeting on 14 November 2025, Cabinet approved a re-alignment of the highlight priorities for the Council for the period until new Unitary Authorities take on local government services in Greater Essex. Although work will remain on-going alongside the development of the two-year work programme / plan, this report forms an important element in terms of supporting the Council's wider financial position and the delivery of its priorities, especially via the allocation of the favourable outturn variance.

Similarly to the GF position set out above, the outturn position for the HRA forms an important element of the on-going development of the 30 year Business Plan, which plays a significant role in the delivery of affordable and decent housing in the District and the Council's responsibilities as a landlord has direct implications for the Council's ability to deliver on its objectives and priorities.

OUTCOME OF CONSULTATION AND ENGAGEMENT

Internal consultation is carried out via the Council's approach to monitoring / developing the budget as set out within the Constitution.

LEGAL REQUIREMENTS (including legislation & constitutional powers)

Is the recommendation a Key Decision (see the criteria stated here)	YES/NO	If Yes, indicate which by which criteria it is a Key Decision	☐ Significant effect on two or more wards ☒ Involves £100,000 expenditure/income ☐ Is otherwise significant for the service budget
		And when was the proposed decision published in the Notice of forthcoming decisions for the Council (must be 28 days at the latest prior to the meeting date)	Publication date was at least 28 days ahead of the date of this decision.

The Council operates under a broad Best Value Duty that relates to the statutory requirement for local authorities and other public bodies defined as best value authorities in Part 1 of the Local Government Act 1999 ("the 1999 Act") to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". In practice, this covers issues such as how authorities exercise their functions to deliver a balanced budget (Part 1 of the Local Government Finance Act 1992), provide statutory services and secure value for money in all spending decisions.

Best value authorities must demonstrate good governance, including a positive organisational culture, across all their functions and effective risk management. They are also required, pursuant to section 3 of the 1999 Act, to consult on the purpose of deciding how to fulfil the Best Value Duty.

In 2024, the former Government published revised Statutory Guidance on the Best Value Duty of Local Authorities in England under section 26 of the 1999 Act, which best value authorities are required to have regard to. To provide greater clarity to the sector on how to fulfil the Best Value Duty, the statutory guidance sets out seven overlapping themes of good practice for running an authority that meets and delivers best value. These seven best value themes build on the lessons learned from past interventions and reflect what most local authorities already do or are striving to achieve. A detailed description of these themes, including characteristics of a well-functioning local authority and indicators used to identify challenges that could indicate failure, is set out within the revised guidance and financial management and sustainability is a reoccurring expectation throughout the themes and indicators. This report, along with how the Council responds to new or developing issues remains an important element of demonstrating these key requirements.

The Council is legally required to calculate its council tax requirement each financial year. Within this framework is the requirement to monitor and report accordingly on the financial position of the authority against this requirement.

In respect of the Housing Revenue Account, it is a statutory requirement on a local authority to determine a budget before the upcoming financial year and to ensure that its implementation

will not result in an overall debit balance on the Account. The plan and strategy which comprise the Housing Investment Programme (HRA Business Plan and Housing Strategy) form part of the Council's policy framework which must be approved or adopted by Full Council, as set out in Article 4 of the Council's Constitution. The original HRA 30 Year Business Plan was agreed as part of the self-financing reforms and associated borrowing agreed by Full Council in February 2012 and the budget for 2025/26 reflected the latest / updated forecast position at that time.

The outturn position set out in this report and the actions proposed are within the Council's powers and reflect the statutory requirements and responsibilities of the Council in the preparation of its accounts.

The approval of the outturn position each year is an additional specific delegation to the Corporate Finance and Governance Portfolio Holder, in consultation with the Chief Financial Officer, to provide the necessary flexibility to comply with the statutory timetable for publishing the Council's Statement of Accounts (Part 3.41 of the Constitution). Any further decisions that may be required following the outturn process, such as allocating money brought forward from the prior year are reported to Cabinet at a subsequent meeting. In effect, the approval of the outturn delegated to the Corporate Finance and Governance Portfolio Holder primarily only places available funding that needs further allocation in reserves until such time as a formal / separate decision is made by Cabinet, with this latter point being the subject of this report.

Yes	The Monitoring Officer confirms they have been made aware of the above and any additional comments from them are below:
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Attention is drawn to the on-going reference to the Council's Best Value Statutory Duty and published statutory guidance, as set out within the legal requirements section above, along with highlighting that where allocations are authorised, separate recorded decision making will be required to allocate further within those budget headings to demonstrate the full purpose of the expenditure and the implications of such decisions.

Within the Best Value Guidance, characteristics of a well-functioning authority are set out under each theme, as part of 'Leadership', an expected standard is that *"The authority's financial strategy and delivery arrangements are aligned with priorities in the corporate plan, and respond appropriately to local need, including the plans of partners and stakeholders."* This linkage is demonstrated through the reference to the Council's Corporate Plan and the Highlight Priorities within this report.

FINANCE AND OTHER RESOURCE IMPLICATIONS

The main financial implications for each section of the Council's accounts are as set out in this report.

Yes	The Section 151 Officer confirms they have been made aware of the above and any additional comments from them are below:
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The Section 151 Officer is the author of this report.

USE OF RESOURCES AND VALUE FOR MONEY

The following are submitted in respect of the indicated use of resources and value for money indicators:

A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;	This is addressed in the body of the report as necessary. In terms of the most recent Value for Money review undertaken by the Council's External Auditor, they confirmed that they did not identify any significant weaknesses in respect of arrangements the Council has put in place to secure economy, efficiency and effectiveness in the use of its resources.
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and	
C) Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.	

MILESTONES AND DELIVERY

This report forms part of the Council's wider budget setting and monitoring processes. In respect of 2025/26, this report sets out a final outturn position for the year that builds on earlier financial performance reports that have been presented to Cabinet on a broadly quarterly basis throughout the year.

As highlighted elsewhere in this report as necessary, the on-going financial forecast and budget monitoring processes will need to take account of the outturn position for 2025/26 and reflect new issues or significant changes to existing issues as part of their development during 2026/27.

ASSOCIATED RISKS AND MITIGATION

Although there are no direct risks associated with the outturn position, there will be various 'knock on' risks to the Council's financial position going forward, which are either set out elsewhere within this report or will be revisited as part of developing the forecast that will be presented to a future Cabinet meeting. The financial position for 2026/27 and beyond will therefore be reviewed in light of this outturn position.

The Council's reserves, including the Forecast Risk Fund and Corporate Investment Funds remain key elements of supporting the Council's financial position in the interim period before new / successor Unitary Councils are established from the currently expected date of 1 April 2028. In respect of the Forecast Risk Fund, there has been no adverse impact on the balance held at the end of 2025/26, which totals **£7.235m** in-line with the amount highlighted within the financial forecast presented to Full Council in February 2026, which remains available to support the forecast this year and beyond.

EQUALITY IMPLICATIONS

There are no direct implications that significantly impact on the Council's financial performance / forecast at this stage. However, the ability of the Council to appropriately address such issues will be strongly linked to its ability to fund relevant schemes and projects and determination of the breadth and standard of service delivery within the wider two-year financial plan.

An impact assessment will be undertaken as part of any separate budget decisions as necessary.

SOCIAL VALUE CONSIDERATIONS

There are no direct implications that significantly impact on the financial forecast at this stage.

However, such issue will be considered as part of separate elements of developing the two-

year plan during 2026/27.

IMPLICATIONS RELATED TO DEVOLUTION AND / OR LOCAL GOVERNMENT REORGANISATION

As highlighted earlier, the Council's financial position is now being considered within an interim period before new / successor Unitary Councils are established from the current expected date of 1 April 2028. This will therefore need to be considered on an on-going basis as part of developing the two-year financial plan. The proposed recommended allocations from the outturn variance of **£3.389m** as set out in **Appendix A**, continues to recognise this significant change in the financial landscape and in turn forms an important element in continuing to support the Council's successful financial management processes and the prioritisation of activities, schemes and projects within the interim period.

The implications and impacts will therefore continue to be reviewed on an on-going basis over the forecast period and Statutory Officers will continue to review guidance published by the Government for those Councils on the Devolution / LGR Priority Programme. Where this specifically relates to governance matters impacting decision making, Government's expectations and the Council's responsibilities will be highlighted within advice and reports.

A part of meeting its obligations to a new incoming Unitary Council, an in-principle / notional approach was set out within the budget report to Full Council in February 2026, with the outturn for 2025/26 and proposed allocation of the overall favourable variance forming a key element of the Council's on-going financial planning.

IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2050

There are no direct implications that significantly impact the financial forecast at this stage.

However, such issue will be considered as part of separate elements of developing the two-year financial plan across 2026/27 and 2027/28 as necessary.

OTHER RELEVANT CONSIDERATIONS OR 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	Please see comments above
Health Inequalities	
Area or Ward affected	

PART 3 – SUPPORTING INFORMATION

BACKGROUND, PROPOSED ALLOCATION OF THE OVERALL GENERAL FUND VARIANCE FOR 2025/26 AND PROPOSED BUDGET ADJUSTMENTS IN 2026/27 AND 2027/28

The Financial Outturn for 2025/26 was agreed by the Portfolio Holder for Corporate Finance and Governance on 30 June 2026.

In terms of the General Fund, the associated report considered by the Portfolio Holder set out an overall General Fund favourable variance of **£3.389m** after allowing for requested revenue

carryforwards totalling **£19.778m**.

The overall General Fund favourable variance of **£3.389m** has been initially transferred to the Corporate Investment Fund (Revenue) via the Revenue Commitments Reserve until its allocation is formally considered at this Cabinet meeting.

The recommendations above also include three delegations to enable expenditure to be incurred against the corresponding budget adjustments as highlighted within **Appendix A**.

This report also provides a timely opportunity to briefly reflect on the 2026/27 and 2027/28 position in the context of the Council's current two-year plan (including the realigned priorities / Departmental Plans) with related adjustments also set out within **Appendix A**.

In addition to the above and as set out within the associated Portfolio Holder report, requested carry forwards remain subject to review within the context of the Council's two-year financial plan e.g. do the associated projects support a corporate priority and/or are they deliverable before the end of March 2028. Once finalised, any money associated with those items not subsequently agreed is proposed to be transferred to the relevant Corporate Investment Fund which can be considered at a later date as part of future financial performance / budget reports as necessary. This review will be undertaken separately under an existing delegation of the Portfolio holder for Finance and Governance.

In terms of the two Corporate Investment Funds held within earmarked reserves, the amounts held that are available to support the Council's two-year financial plan are as follows *(after taking into account the proposed adjustments in Appendix A and other previously agreed allocations covering the two year financial plan period)*:

- Corporate Investment Fund (Revenue) - **£4.970m**
- Corporate Investment Fund (Capital) - **£3.182m**

In terms of the overall level of reserves, it should be noted however, that transfers to earmarked reserves are not an increase in the Council's longer-term unallocated general resources as it relates to future years commitments. It is important to highlight that the Council continues wherever possible to 'cash-back' the delivery of its priorities rather than being based on an assessment of affordability at some time in the future, with delivery planned to continue on a range of schemes / projects over the coming months within the adopted two-year financial plan.

In terms of the outturn position for the HRA, this was also more positive than originally expected, with a favourable overall variance of **£1.652m**, which was transferred to the HRA General Balance.

Taking into account the wider HRA position, the overall level of HRA General Balances has only marginally decreased to **£3.996m** (from £4.052m) at the end of 2025/26 and it remains ahead of the original budgeted / expected position. As set out in earlier budget reports, the Council remains alert to any changes that may be required in managing its housing stock, including the on-going impact from the new era of social housing regulation, which will need to be reflected in the 30 Year Business Plan as necessary. The Business Plan will continue to be subject to updates during 2026/27 with the on-going aim of delivering the long-term financial sustainability of the HRA and meeting obligations emerging from LGR, which can be supported by the favourable outturn position for 2025/26.

In addition to all of the matters highlighted above, during the external audit of the Council's Accounts over the coming months, adjustments or amendments may be recommended by the Council's External Auditor. Although subject to the actual adjustments that may be recommended by the Auditor, they may have a direct impact on the overall outturn position for the year rather than be just presentational changes. They would then be included in the Statement of Accounts that would be presented to the Audit Committee later for approval. To enable the right level of flexibility in responding to any changes recommended by the External Auditor, a delegation is included in the recommendations above to enable the Council's Section 151 officer, in consultation with the Corporate Finance and Governance Portfolio Holder, to make adjustments to the 2025/26 outturn position as may be necessary.

PREVIOUS RELEVANT DECISIONS

Relating to the GF:

Executive's Proposals – General Fund Budget and Council Tax 2025/26 – Item A.1 Full Council 11 February 2025.

Financial Performance Report 2025/26 – General Update at the end of September 2025 - Item A.2 Cabinet 14 November 2025.

Reference from the Cabinet - A.1 – The Local Council Tax Support Scheme, Discretionary Council Tax Exemptions / Discounts / Premiums for 2026/2027 and Annual Minimum Revenue Provision Policy Statement for 2026/2027 – Full Council 25 November 2025.

Updated General Fund Financial Forecast / Budget 2026/27 – Item A.3 Cabinet 19 December 2025.

Updated General Fund Financial Forecast / Budget 2026/27 – Item A.2 Cabinet 30 January 2026.

Executive's Proposals – General Fund Budget and Council Tax 2026/27 – Item A.1 Full Council 17 February 2026.

Financial Performance Report 2025/26 – General Update at the end of December 2025 - Item A.2 Cabinet 24 April 2026.

Relating to the HRA:

The HRA 30 Year Business Plan (from 2025/26 onwards) was reported to Cabinet on 20 December 2024 with further general updates included in subsequent budget reports and regular financial performance reports as follows:

Financial Performance Report 2025/26 – General Update at the end of September 2025 - Item A.2 Cabinet 14 November 2025.

Updated Housing Revenue Account Business Plan and Budget Proposals 2026/27 – Item A.5 Cabinet 19 December 2025.

Updated Housing Revenue Account Business Plan and Budget Proposals 2026/27 – Item A.3 Cabinet 30 January 2026.

Executive's Proposals – Housing Revenue Account Budget 2026/27 – Item A.2 Full Council
17 February 2026.

Financial Performance Report 2025/26 – General Update at the end of December 2025 - Item
A.2 Cabinet 24 April 2026.

***Financial Outturn 2025/26 Report (including GF and HRA) – Agreed by the Portfolio for
Finance and Governance 30 June 2026***
(LINK: [Decision - Financial Outturn 2025/2026](#))

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

None

APPENDICES

Appendix A – Proposed Allocation of the GF Outturn Variance for 2025/26 and Budget
Adjustments for 2026/27 and 2027/28.

REPORT CONTACT OFFICER(S)

Name	Richard Barrett
Job Title	Corporate Director (Finance & IT)
Email/Telephone	rbarrett@tendringdc.gov.uk 01255 686521

Proposed Allocation of the General Fund Outturn Variance 2025/26 and In-Year Budget Adjustments for 2026/27 and 2027/28

	2026/27		2027/28	
Description	Expenditure Budget (including Reserve Adjs)	Income Budget	Expenditure Budget	Reason for Adjustment
	£	£	£	
Section 1a - ALLOCATION OF GENERAL FUND OUTTURN VARIANCE 2025/26				
Cost Pressures				
Use of GF Outturn Variance 2025/26 Carried Forward within the Corporate Investment Fund (Revenue) via the Revenue Commitments Reserve	(3,389,196)			
Air Show Net Costs	46,000		46,000	As referenced within the detailed Portfolio Holder Outturn Report, it is proposed to the fund the cost of the Airshow in 2026 and 2027 via the 2025/26 favourable outturn variance. This is also in-line with the delegation set out within the earlier separate report agreed in June 2026.
*Contingency	250,000			The Council currently maintains a general contingency budget of £0.690m. Although this has been used in previous years to support the volatility in energy costs, it is proposed to increase the budget to £0.940m in 2026/27 to provide additional funding to meet the potential non-reimbursable costs that may emerge from the upcoming parliamentary by-election.

Proposed Allocation of the General Fund Outturn Variance 2025/26 and In-Year Budget Adjustments for 2026/27 and 2027/28

	2026/27		2027/28	
Description	Expenditure Budget (including Reserve Adjs)	Income Budget	Expenditure Budget	Reason for Adjustment
	£	£	£	
Enforcement Capacity	115,000		165,000	Following on from earlier commitments, it is proposed to provide on-going additional capacity to strengthen this important element of the Council's activities. If agreed, it is proposed to create a new enforcement team to meet the changing needs of enforcement within town centres and the wider district, which helps support the following key priorities: 1) Pride in our Area 2) Championing our Local Environment 3) Working with Partners to Improve Quality of Life It also aligns with the Clacton Town Board's commitment to stronger, more visible enforcement within Town Centres, which is supported via a planned contribution by them of £50k in 2026/27.
Local Plan Costs	375,000		175,000	To reflect updated Government policy / guidance, it has been necessary to effectively accelerate the timeframe for the Local Plan to achieve submission before the 'cut-off' date. This has essentially condensed work that would have been undertaken across four years down to just two, that will therefore require additional funding to successfully deliver.

Proposed Allocation of the General Fund Outturn Variance 2025/26 and In-Year Budget Adjustments for 2026/27 and 2027/28

	2026/27		2027/28	
Description	Expenditure Budget (including Reserve Adjs)	Income Budget	Expenditure Budget	Reason for Adjustment
	£	£	£	
*General capacity to support the delivery of a range of key activities including LGR and the two-year financial plan.	1,000,000			To reflect the emerging / recognised risk relating to staff capacity required across a range of functions and activities such as business as usual, existing priorities and projects alongside the work associated with LGR which includes meeting statutory duties etc. In effect the sum proposed 'recycles' part of the total outturn variance relating to employee costs, back into the 2026/27 budget to broadly support existing activities, functions and projects alongside LGR.
Coastal Tourism and Trail Works	20,000		17,500	To enable a number of key tourism related activities to be undertaken, including the development of a coastal trails digital map, related coastal murals in addition to responding to related maintenance requirements.
Theatre Digital Signage	60,000		15,000	To provide external and internal modern signage to continue to provide brand awareness and to support sales etc.
Upgrades to the Princes Theatre Auditorium	15,000		11,500	To enable a number of key activities to be undertaken including re-carpeting, fire exit improvements and emergency lighting modernisation.

Proposed Allocation of the General Fund Outturn Variance 2025/26 and In-Year Budget Adjustments for 2026/27 and 2027/28

	2026/27		2027/28	
Description	Expenditure Budget (including Reserve Adjs)	Income Budget	Expenditure Budget	Reason for Adjustment
	£	£	£	
*Extension of sports grant scheme	50,000		50,000	Following the successful sports grant schemes administered in 2025/26, it is proposed to extend them into 2026/27 and 2027/28 to enable further awards to be made to local groups in respect of widening sport and participation as part of the Council's priority relating to improving wellbeing and encouraging healthier lifestyles
Review of Outturn 2025/26 - Corporate Postage Costs	33,000		33,000	Although a wider outturn review remains in progress, an early item identified relates to postage costs that largely reflect increases in external prices alongside underlying internal demand.

Proposed Allocation of the General Fund Outturn Variance 2025/26 and In-Year Budget Adjustments for 2026/27 and 2027/28

	2026/27		2027/28	
Description	Expenditure Budget (including Reserve Adjs)	Income Budget	Expenditure Budget	Reason for Adjustment
	£	£	£	
Other Adjustments				
Business Rates Resilience Reserve - no longer required <i>(transfer funds to the Corporate Investment Fund (Revenue))</i>	(1,758,422)			The timely opportunity is being taken to transfer money that is currently held in this reserve to the Corporate Investment Fund (Revenue) that reflects the principles behind the two-year financial approach adopted earlier in the year. Following the Government's recent business rates 'reset' and Local Government Financial Settlement, it is felt that the risk has significantly reduced that allows for this proposed approach to be taken. Any residual underlying economic risk can be addressed via the Council's wider financial position and forecast, that includes the Forecast Risk Fund and uncommitted reserves as necessary.
Corporate Investment Fund (Revenue) - Balance of Above - Contributed to / (from) this Fund	3,183,618		(513,000)	Net position of above items transferred to / (from) the CIF (Revenue) across 2026/27 and 2027/28
TOTAL Section 1a GENERAL FUND REVENUE	0	0	0	

Proposed Allocation of the General Fund Outturn Variance 2025/26 and In-Year Budget Adjustments for 2026/27 and 2027/28

	2026/27		2027/28	
Description	Expenditure Budget (including Reserve Adjs)	Income Budget	Expenditure Budget	Reason for Adjustment
	£	£	£	
Section 1b GENERAL FUND CAPITAL				
Housing in Jaywick - transfer funds to Corporate Investment Fund (Capital)	(76,280)			This sum remains within the Capital Programme via the carry forwards from 2025/26. It is proposed to transfer this to the CIF (Capital) for wider consideration as part of the development of the two-year plan rather than leave a residual sum from earlier schemes / projects.
Corporate Investment Fund (Capital) - Contribution to this Fund	76,280			
TOTAL Section 1b GENERAL FUND CAPITAL	0	0	0	
Section 2a HRA Revenue				
<i>The following items will be adjusted against the HRA General Balance</i>				
None				
TOTAL Section 2a HRA REVENUE	0	0	0	
Section 2b HRA CAPITAL				
None				

* In terms of the adjustments 'marked' with an asterisk above, associated delegations are included in the recommendations within the main body of the report.

CABINET

24 JULY 2026

REPORT OF THE CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER

A.2 TREASURY MANAGEMENT PERFORMANCE 2025/26

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To report on the Council's treasury management activities and Prudential Indicators for 2025/26.

EXECUTIVE SUMMARY

- Borrowing and investments have been undertaken in accordance with the 2025/26 Annual Capital and Treasury Strategy that was approved by full Council on the 31 March 2026.

- Summary of the Council's Borrowing Position:**

Amount Outstanding at the end of March 2026	Average Interest Rate Paid in 2025/26	Total Interest paid in 2025/26
£0.112m (General Fund)	6.884%	£0.008m
£28.120m (HRA)	3.591%	£1.048m

No new external borrowing was undertaken in 2024/25 for either the General Fund (GF) or Housing Revenue Account (HRA).

- Summary of the Council's Investment Position:**

Value of Investments held at the end of March 2026	Average Interest rate on Investments 2025/26	Interest Earned on Investments 2025/26
£97.642m	4.378%	£4.949m

The amount of interest earned from investments remained at a relatively high level during the year. Although the Bank of England announced some interest rate reductions during the year, many of the Council's investments are fixed for 6 months at a time and therefore such reductions do not necessarily feed immediately through to the investment income earned. The rate at the beginning of the year was 4.5%, with modest reductions made over the course of the year, with the rate at the end of March 2026 being 3.75%. Advantages from the Council's cashflow position were also seen during the year due to the significant government grant income relating to the associated major regeneration projects. Estimated investment income was increased through the quarterly financial performance and budget reports during the year - from **£1.806 million** at the start of the

year to **£3.878 million** at the end of the year, with the outturn figure being **£4.949 million** as set out in the table above.

- The Council continues to hold one property within its Commercial Investment Portfolio, which had a balance sheet value at 1 April 2025 of **£2.212 million**. This 'book value' was decreased by the Council's appointed valuers by **£0.076 million** at the end of 2025/26. However, this is an 'accounting' valuation and not a direct value that would be achieved on the market if it was sold. In-line with the budget, rental income of **£0.237 million** was earned on the property in 2025/26, in line with estimates.
- Treasury performance figures for the year are set out in **Appendix A** with Prudential Indicators attached as **Appendix B**.
- Responding to inflation continues to be a challenge for the Bank of England with their current forecast suggesting CPI could breach 4.5% in 2026, which is a stark contrast to their earlier forecast which suggested inflation would reach their target amount of 2% from 2026/27.
- In terms of interest rates, the forecast from the Council's own treasury advisors is for rates to remain steady at the current level of 3.75% in March 2026 to 3.5% in September 2027. Steady returns are therefore expected throughout 2026/27.
- In terms of borrowing costs, the outstanding loans currently held by the Council are at fixed rates and are therefore not subject to any short / medium term fluctuations such as those mentioned above. The Council will continue to consider the opportunities from borrowing internally whilst current market interest rates remain relatively high, which is relevant when existing HRA loans mature and are 'replaced'.
- As reflected within the recommendations below and discussed in the main body of this report, it is proposed to increase the maximum amount that can be invested per money market fund to **£6.000m** from **£4.000m** as set out within the Council's Treasury Management Practices (TPM's). This approach will provide Officers with the required additional flexibility when making investment decisions during the year but still set against a proportionate balance with risk.

RECOMMENDATION(S)

That Cabinet:

- a) notes the Treasury Management performance position for 2025/26;
- b) approves the Prudential and Treasury Indicators for 2025/26; and
- c) approves an amendment to the Council's Treasury Management Practices that allows the maximum amount of money that can be invested per money market fund to £6.000m from the current limit of £4.000m.

REASON(S) FOR THE RECOMMENDATION(S)

To provide timely / key financial information to Members and to demonstrate compliance with the Treasury Management and Prudential Codes.

ALTERNATIVE OPTIONS CONSIDERED

Not applicable given the requirements set out elsewhere in this report.

PART 2 – IMPLICATIONS OF THE DECISION**DELIVERING PRIORITIES**

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

The associated forecasting and budget setting / management processes will have direct implications for the Council's ability to deliver on its objectives and priorities. Effective Treasury Management supports the Council in delivery against its corporate goals and objectives.

OUTCOME OF CONSULTATION AND ENGAGEMENT

The Treasury Strategy for 2025/26 is subject to consultation with the Resources and Services Overview and Scrutiny Committee as part of its adoption by Full Council each year and this report sets out the outcome against the Strategy.

LEGAL REQUIREMENTS (including legislation & constitutional powers)

Is the recommendation a Key Decision (see the criteria stated here)	Yes	If Yes, indicate which by which criteria it is a Key Decision	☒ Significant effect on two or more wards ☒ Involves £100,000 expenditure/income ☐ Is otherwise significant for the service budget
		And when was the proposed decision published in the Notice of forthcoming decisions for the Council (must be 28 days at the latest prior to the meeting date)	This item has been included within the Forward Plan for a period in excess of 28 days.

This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2025/26. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

The Local Authorities (Capital Financing and Accounting) (England) Regulations 2003 include the requirement for local authorities to have regard to CIPFA guidance which this Council has adopted.

Although not directly impacting on the outturn position for 2025/26, it is worth highlighting that S78 of the Levelling Up and Regeneration Act 2023 inserted new sections 12A to 12D into the Local Government Act 2003, which came into force on 31 January 2024. These new sections

cover capital finance risk management and include risk mitigation directions, risk thresholds, restrictions of power to give risk-mitigation directions and a duty to cooperate with an independent expert. These changes essentially seek to respond to the financial crisis that some local Authorities have found themselves in over recent years and will continue to form part of future considerations as necessary.

YES	The Monitoring Officer confirms they have been made aware of the above and any additional comments from them are below:
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There are no further comments to make in addition to the contents of the report.

FINANCE AND OTHER RESOURCE IMPLICATIONS

Treasury and Capital Management Strategies and procedures ensure that the Council's investments and borrowing are undertaken in such a way as to minimise the Council's exposure to risk. At the same time, they seek to maximise income from investments and minimise the costs of borrowing within the Council's accepted level of risk within a framework that is highlighted elsewhere within this report.

YES	The Section 151 Officer confirms they have been made aware of the above and any additional comments from them are below:
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The Section 151 Officer is the author of this report.

USE OF RESOURCES AND VALUE FOR MONEY

The following are submitted in respect of the indicated use of resources and value for money indicators:

A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;	This is addressed in the body of the report and appendices where relevant.
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and	
C) Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.	

MILESTONES AND DELIVERY

This has been highlighted elsewhere within this report.

ASSOCIATED RISKS AND MITIGATION

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

Investments are undertaken within an overall risk-averse approach, which is reflected in Treasury Management Practices. With this in mind, a significant level of investment is undertaken with other Local Authorities and with the Government.

As highlighted within the previous year's reports, the risk of investing with authorities which have issued a section 114 notice was highlighted. As noted in previous updates this is not an underlying credit risk, as all local authorities are assessed as having the same risk as the UK government. However, it is accepted that reputationally it can draw adverse attention to such

investments which in turn often leads to resources being unnecessarily diverted to answer Freedom of Information requests and other related queries.

Reflecting on the above, the Council does not invest with authorities that have issued a section 114 notice or where a risk of them potentially doing so has been identified. This is supported by utilising as much evidence as possible within the markets and if there are any overly adverse issues raised about a Local Authority, the Council will seek alternative investment opportunities where possible.

As reported previously, the performance of the investment property in Clacton, is performing satisfactorily against the financial target set out within the original decision to purchase the property, with budgeted investment income continuing to be achieved each year. It is important to highlight that the rental payments can be seen as paying back the original investment made in purchasing the property. The overall performance of the investment therefore needs to take into account such considerations over the life of the Council's ownership of the property rather than any shorter-term position in isolation.

It is worth highlighting that the Council's Commercial Property Investment Policy is underpinned by robust risk management actions, which will respond to any changes to the situation. With the latter point in mind and as set out within the Commercial Property Investment Policy, the Council's wider treasury management activities are designed to ensure that the Council is not faced with a position of having to sell the property for cash flow purposes. This in turn ensures that the Council remains in control of when the property is ever exposed to the market rather than potentially having to sell the property during a period where there may be a downturn in commercial property prices.

EQUALITY IMPLICATIONS

There are no direct implications.

SOCIAL VALUE CONSIDERATIONS

There are no direct implications.

IMPLICATIONS RELATED TO DEVOLUTION AND / OR LOCAL GOVERNMENT REORGANISATION

There are no direct implications at this stage, although the management of debt and investments form a key element of the associated financial work-strands that will be subject to further development during the year.

IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2050

There are no direct implications.

OTHER RELEVANT CONSIDERATIONS OR 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

Health Inequalities

Area or Ward affected

Please see comments above

PART 3 – SUPPORTING INFORMATION

BACKGROUND AND CURRENT POSITION

The Council has adopted the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice for Treasury Management in the Public Services. The main reporting elements to comply with this code include the following:

- **An Annual Capital and Treasury Strategy approved by Cabinet after consultation with the relevant overview and scrutiny committee for recommending to Full Council.**
- **Regular monitoring reports that form part of the Council's Corporate Financial Performance Monitoring arrangements during the year.**
- **An annual treasury performance or outturn report for the preceding year that is presented to Cabinet.**

In terms of the second bullet point above, there were no breaches of treasury management practices to report in 2025/26.

Although not a breach of treasury management practices, in 2025/26 there was an investment placed with another Local Authority on 20 March 2026 for £6m for the period from April 2026 to October 2026. Upon review, it was realised that the Local Authority had been added to Central Government's Exceptional Financial Support (EFS) list in February 2026, but this had not been picked up at the time of placing the deal. In order to prevent this in future, deals are now subject to authorisation / management review at the time of placing the deal instead of at the time of payment. As set out in previous discussions, there is no underlying risk associated with transactions with other Local Authorities, and this 'deal' will be left to the 'maturity' date in-line with the original agreement.

This report sets out the necessary information in response to the third bullet point above and provides a summary of the treasury activities undertaken in 2025/26 (**Appendix A**) and final Prudential and Treasury Indicators at the end of 2025/26 (**Appendix B**), with revised figures for 2026/27 where relevant.

During 2025/26 the Council complied with its legislative and regulatory requirements and associated treasury management activity remained in accordance with the Treasury Strategy and Treasury Management Practices with further details in respect of specific borrowing and investment considerations set out in the next section of the report.

BORROWING AND INVESTMENTS 2025/26

Borrowing

The Base Rate set by the Bank of England reduced in 2025/26 from 4.50% to 3.75% in 2025/26, as set out in the table below.

Date of meeting	Rate	Change
20 March 2025	4.50%	0.00%
08 May 2025	4.25%	-0.25%
19 June 2025	4.25%	0.00%
07 August 2025	4.00%	- 0.25%
18 September 2025	4.00%	0.00%

06 November 2025	4.00%	0.00%
18 December 2025	3.75%	-0.25%
05 February 2026	3.75%	0.00%
19 March 2026	3.75%	0.00%
30 April 2026	3.75%	0.00%
18 June 2026	3.75%	0.00%

The latest forecast from the Council's treasury advisors indicates that the base rate is expected to remain at the current level throughout 2026/27 and only starting to fall in September 2027.

Public Works Loan Board (PWLB) rates have remained elevated alongside the base rate with the rates currently at 6% for 25 years and 5.80% for 50 years. These rates are all above the target rates set by the treasury advisors and have been since autumn 2022. No new / replacement external borrowing has therefore, been undertaken during the year. In respect of the General Fund, the Council is also currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with external loans, as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This has also been the position with the replacement of HRA borrowing, a maturity loan of **£1.000m** was not replaced by external borrowing during the year, which is in line with the approach set out within the Strategy. While interest rates remain elevated and the Council has sufficient cashflow to allow for internal borrowing, this remains the preferred approach, with new / replacement borrowing only being considered once interest rates fall back to what the treasury advisors view as the 'long term normal level' of around 3%. The Council's current investment property was not financed by loan.

No new external borrowing or restructuring of existing debt was undertaken for General Fund or Housing Revenue Account purposes in 2025/26. Principal on HRA debt continues to be repaid each year in line with the 30-year business plan. Debt rescheduling opportunities are limited in the current economic climate with no debt rescheduling taking place in 2025/26.

No temporary borrowing from the markets was required during the year.

One of the key prudential indicators relates to the Council's Authorised Borrowing Limit. It is therefore worth highlighting that borrowing has been maintained within the Council's Authorised limit as set out below:

Key Indicator			Limit 2025/26	Amount Borrowed (Internal and External)
Authorised borrowing	Limit	–	£78.171m	£35.458m

Investments

The year saw continual cumulative growth over the period in investment returns as set out in the table below. Estimates were adjusted in year to reflect the additional income.

Date	Estimated Amount £m*	Actual amount £m
30/04/25	£0.000	£0.434
31/05/25	£0.000	£0.921
30/06/25	£0.000	£1.381

31/07/25	£0.144	£1.845
31/08/25	£0.630	£2.296
30/09/25	£1.311	£2.704
31/10/25	£2.009	£3.118
30/11/25	£2.875	£3.497
31/12/25	£3.426	£3.886
31/01/26	£3.577	£4.264
28/02/26	£3.727	£4.585
31/03/26	£3.878	£4.949

* Profile budgets reflect cash income whereas the actual is the accrued position.

The weighted average length of investments made during 2025/26 was 26 days. This reflects the fact that many deals are placed with the DMO for short periods (total of **£1.352 billion** over the year). The average investment interest rate for the year was 4.378% and this has been benchmarked against average SONIA benchmarks for 2025/26 in **Appendix A**, where SONIA is the Sterling Overnight Index Average. The average rates for a range of maturities are shown in the table below, compared with the Council's own investment returns

Measure	Bank Rate	SONIA 30 day	SONIA 90 day	SONIA 180 day	Tendring DC
Average rate	4.04	4.01	3.94	3.87	4.38

The Council manages its investments in-house and invests in accordance with the approved strategy. The Council invests for periods of time dependent on the Council's cash flows, the view as to future interest rate movements and the interest rates offered by counterparties whilst balancing various risks such as interest rate risk and counterparty risk.

The Council's investments continued across the following investment types:

- Deposits at fixed rates and for fixed terms with other local authorities and the Government's Debt Management Office (DMO).
- Deposits at fixed rates and for fixed terms with UK-based banks and building societies meeting the counterparty risk criteria.
- Certificates of deposit, which are tradeable but if held to maturity are at fixed rates
- Use of deposit accounts with UK banks and the two Money Market Funds to support liquidity.

Further detail on how the investment types changed over the year is set out below.

A significant proportion of the Council's investments were still made with other local authorities. Money also continued to be placed with the Bank of England's Debt Management Facility (DMO) throughout the year. A total of **£1.3517 billion** was placed with UK government during the year (with **£1.3522 billion** repaid). Over the year **£4.000 million** of Certificates of deposit with banks meeting the Council's criteria were purchased, along with some fixed deposits with Building Societies and the call accounts and Money Market Funds, leading to a total of **£29.120 million** placed with UK financial institutions over the year. Both government and local authority investments fit well with the Council's low appetite for risk with the security and liquidity of the investment the prime concern. This level of risk appetite broadly reflects the rate achieved compared to the SONIA benchmarks above. With the elevated levels reflecting the timing of investments, with higher rates carried forward from the investments in early parts of the year that exceed the comparable rates for later time periods.

The total invested in local authorities at 31 March 2026 was **£81.000 million** out of a total investment of **£97.642 million**, **£11.500 million** invested short term with the Debt Management Office and **£3.615 million** invested in two Money Market Funds. A total of **£1.527 million** was placed in call accounts.

Aggregated investments reached **£1.5077 billion** for the year as set out in **Appendix A**. As was the case last year, this may appear to be a surprisingly large figure given the much more limited cash balances held / invested at any one time (e.g. £97.642m held as investments at 31 March 2026). This is due to the repetitive nature of day to day investment activities. For example, the Council may place an investment of £10m within the UK money markets for a period of 1 month. On expiry of this 1 month period, and if there remains an adequate overall positive cash flow position for the Council, then the same £10m may be placed in the money markets again for a further period. In this example the total investments made would be an aggregate of the two (£20m) although it is in effect the same £10m that has been invested over two individual transactions. When you scale up the various investment transactions over the course of a whole year it equates to the aggregated figure quoted above.

The Council receives regular credit rating updates during the year following which the appropriate action is taken as soon as practical where the credit rating falls below the minimum ratings, which form part of the Council's Treasury Management Practices.

The UK holds an AA rating with one rating agency, AA- with a second and Aa3 with the third, with the lower grades not having a specific adverse impact on the Council's treasury activities at the present time.

Given the relatively high level of cash balances at the present time, it is proposed to increase the level of money that can be invested in money market funds. At the present time, the limit is set at **£4.000m** per fund within the Council's Treasury Management Practices. It is proposed to increase this to **£6.000m** that would bring it in-line with the same level that can be invested in UK Local Authorities. The criteria when using money market funds is based on the lender holding at least an AAA long term rating backed up with lowest volatility rating, with therefore a low level of credit risk. This approach will provide Officers with the required additional flexibility when making investment decisions during the year but set against a proportionate balance with risk. As associated recommendation is therefore included above.

In accordance with the Council's Commercial Property Investment Policy, an annual update on the portfolio is set out below.

In August 2017 the Council purchased an investment property in the District. The purchase was financed partly from capital receipts and partly from revenue resources, so there was no increase in indebtedness arising from the purchase. The purchase price, including stamp duty, was **£3.244 million**. At 31 March 2018 the property had been revalued to **£3.100 million** (the purchase price less stamp duty tax). In each subsequent year the Council's appointed valuer has revalued the property for the purposes of the Council's Statement of Accounts and the fair value has changed as set out in the table below.

Date	Comment	Value £ million	Impairment / (Gain) £ million
August 2017	Purchase	3.244	0.000
March 2018	Revalued – excluding stamp duty	3.100	0.144

March 2019	Revalued	2.300	0.800
March 2020	Revalued	2.155	0.145
March 2021	Revalued	1.985	0.170
March 2022	Revalued	2.108	(0.123)
March 2023	Revalued	2.364	(0.256)
March 2024	Revalued	2.284	0.080
March 2025	Revalued	2.212	0.072
March 2026	Revalued	2.136	0.076

A 'loss' of **£0.076 million** is recognised within the Council's 2025/26 statement of accounts, which is charged to revenue within the Comprehensive Income and Expenditure Statement and then reversed out through the Movement in Reserves Statement so that it does not affect the amount that needs to be financed. It is worth highlighting that the above adjustments reflect the necessary end of year accounting adjustments and therefore do not necessarily reflect the value of the property on the open market. This remains as the only property in the portfolio.

In terms of the performance of the property, during the year the rental income was **£0.237 million**. The annualised amount represents an annual rate of return of approximately 7% compared to the purchase price including stamp duty. The property is therefore performing satisfactorily against the financial target with the budgeted investment income achieved for the year. It is important to highlight that the rental payments can be seen as paying back the original investment made in purchasing the property. The overall performance of the investment therefore needs to take into account such considerations over the life of the Council's ownership of the property rather any shorter-term position in isolation.

The original leasehold occupier of the property ceased trading from the property in back in November 2018 with the property remaining sublet, a position expected to remain for the unexpired period of the lease (approximately 1 year). It is worth highlighting that the Council's Commercial Property Investment Policy is underpinned by robust risk management actions, which will respond to any changes to the situation. With the latter point in mind and as set out within the Commercial Property Investment Policy, the Council's wider treasury management activities are designed to ensure that the Council is not faced with a position of having to sell the property for cash flow purposes. This in turn ensures that the Council remains in control of when the property is ever exposed to the market rather than potentially having to sell the property during a period where there may be a downturn in commercial property prices.

It is worth highlighting that as part of developing the forecast / budget, it was recognised that the level of annual rent achievable from this investment property is likely to decrease based on current market expectations when the current lease expires.

Taking the above into account, there are no additional risks to the Council's long-term forecast or significant changes to the risk of holding commercial property at this time, but this will be reviewed on an on-going basis with any further changes required to be made to the forecast set out as part of the financial strategy process over the year.

Compliance with Treasury and Prudential Limits

During the financial year the Council operated within the treasury limits and Prudential Indicators set out in the Council's annual Treasury Strategy. The outturn for the Prudential Indicators is shown in **Appendix B**.

PREVIOUS RELEVANT DECISIONS

Approval of the Annual Capital & Treasury Strategy 2025/26 – Item A.5 Full Council 20 May 2025.

Financial Performance Report 2025/26 – General Update at the end of September 2025 - Item A.2 Cabinet 14 November 2025.

Financial Performance Report 2025/26 – General Update at the end of December 2025 - Item A.2 Cabinet 24 April 2026.

Financial Outturn 2025/26 Report – Agreed by the Portfolio for Finance and Governance 30 June 2026

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

None

APPENDICES

Appendix A - Treasury Performance figures 2025/26

Appendix B - Prudential and Treasury Indicators 2025/26

REPORT CONTACT OFFICER(S)

Name	Richard Barrett
Job Title	Corporate Director (Finance and IT)
Email/Telephone	rbarrett@tendringdc.gov.uk 01255 686521

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1 Borrowing**1a Long Term Debt**

Principal	Opening Balance 1 April 2025 £'000	New Borrowing £'000	Principal Repaid £'000	Balance at 31 March 2026 £'000	Average Debt for Year £'000
Long Term Borrowing					
PWLB - General Fund	119	0	7	112	116
PWLB - Housing Revenue Account	30,534	0	2,414	28,120	29,327
Total Long Term Borrowing	30,653	0	2,421	28,232	29,443

Average Interest Rates	Average Interest Rate 1 April %	New Borrowing %	Principal Repaid %	Average Interest Rate 31 March %	Average Interest Rate for Year %
Long Term Borrowing					
PWLB - General Fund	6.931	0.000	5.828	6.823	6.884
PWLB - Housing Revenue Account	3.598	0.000	7.907	3.590	3.591
Overall Long Term Borrowing	3.742	0.000	7.880	3.742	3.604

Interest paid relating to 2025-26

General Fund	8
Housing Revenue Account	1,048
	<u>1,056</u>

Long term debt is defined in legislation as loans repayable over more than one year.

1b Total debt

Average debt over the year	£29,443
Interest paid relating to 2025-26	£1,056
Average interest rate for year	3.604%

This includes interest paid on temporary debt

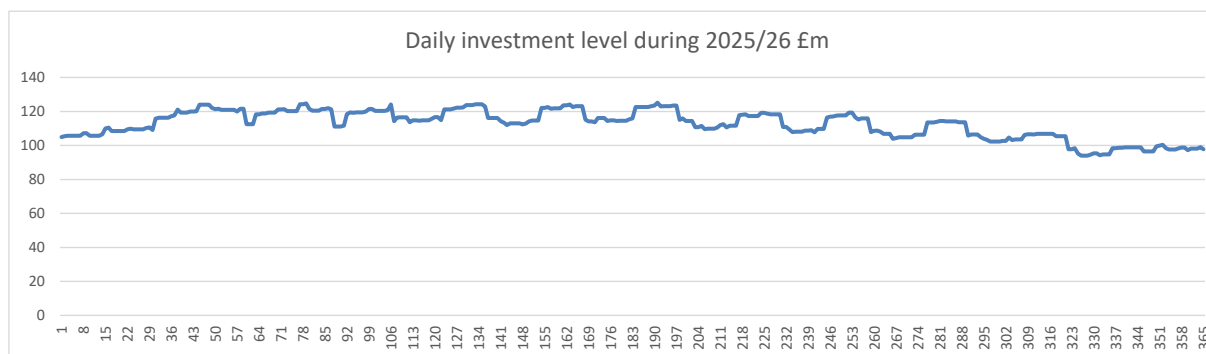
1c Budget for Total Interest Paid

	Original Estimate £'000	Out-turn £'000	Variation from Budget £'000
General Fund	9	8	(1)
Housing Revenue Account	1,062	1,048	(14)
Total Interest Paid	1,071	1,056	(15)

2 Investments

2a Temporary Investments

Principal	Opening Balance 1 April 2025 £'000	New Investments £'000	Investments Repaid £'000	Balance at 31 March 2026 £'000	Average Investments for Year £'000
Investments less than a year					
Investments with UK Government via Treasury Bills, DMO, Local Authorities and other public bodies	89,000	1,500,700	1,497,200	92,500	
Investments with UK Financial Institutions (including Money Market Funds)	9,722	29,120	33,700	5,142	
Investments with non-UK Financial Institutions	0	0	0	0	
Total Temporary Investments	98,722	1,529,820	1,530,900	97,642	98,182



Average Interest Rates	Average Interest Rate 1 April %	Average Interest Rate 31 March %	Average Interest Rate for Year %
Temporary Investments	4.982	4.163	4.378

2b Budget for Total Interest Earned

	Original Estimate	Revised final Estimate £'000	Out-turn £'000	Variation from Revised Budget £'000
Total Interest Earned	(1,806)	(3,878)	(4,949)	(1,071)

3 Comparison of interest earned to SONIA benchmarks for 2025/26

	Bank rate	30 day	90 day	180 day
High	4.5	4.47	4.36	4.28
High Date	01/04/25	07/05/25	02/04/25	02/04/25
Low	3.75	3.72	3.57	3.49
Low Date	18/12/25	22/12/25	27/02/26	27/02/26
Average	4.04	4.01	3.94	3.87
Spread	0.75	0.74	0.79	0.79

SONIA is Sterling Overnight Index Average and these are the average rates for the periods shown

PRUDENTIAL INDICATORS
CAPITAL EXPENDITURE

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

	2024/25 Actual	2025/26 Approved budget	2025/26 Actual	Notes	2026/27 as agreed by Full Council 31st March 2026	Amended 2026/27 for carry forwards
Capital Expenditure - General Fund						
£000s						
Total Capital Expenditure	3,809	69,580	9,746		1,570	61,406
Financing - General Fund						
External contributions	(333)	(52)	-		-	(52)
Section 106	(14)	(155)	(155)		-	-
Other Government grants	(1,539)	(47,330)	(6,887)		-	(40,443)
Disabled Facilities Grant	(1,460)	(11,720)	(2,050)		(1,000)	(10,670)
Capital receipts	10	(3,874)	-		(500)	(4,374)
Direct revenue contributions	(257)	(1,656)	(201)		(70)	(1,525)
Earmarked reserves	(216)	(4,793)	(453)		-	(4,342)
Total Capital Financing	(3,809)	(69,580)	(9,746)	-	(1,570)	(61,406)
Net Financing need (External Borrowing)	0	0	0		0	0

	2024/25 Actual	2025/26 Approved budget	2025/26 Actual	Notes	2026/27 as agreed by Full Council 31st March 2026	Amended 2026/27 for carry forwards
Housing Revenue Account Capital Schemes £000						
Total Capital Expenditure	7,916	7,312	3,427		6,900	9,295
Financing - Housing Revenue Account						
Major repairs reserve	(3,314)	(3,556)	(2,765)		(3,556)	(4,347)
Direct revenue contributions	(1,015)	(1,490)	-		(1,537)	(1,537)
Earmarked Reserves	(423)	(1,430)	(414)		-	(1,016)
Section 106	(651)	(693)	(105)		-	(588)
Capital receipts	(2,513)	(143)	(143)		(1,807)	(1,807)
Total Capital Financing	(7,916)	(7,312)	(3,427)		(6,900)	(9,295)
Net Financing need (External Borrowing)	0	0	0		0	0

CAPITAL FINANCING REQUIREMENT

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

CAPITAL FINANCING REQUIREMENT	2026/27 as agreed by Full Council 31st March 2026				
	2024/25 Actual	2025/26 Estimate	2025/26 Actual	Notes	
	£000	£000	£000		£000
General Fund	4,632	4,528	4,337		4,381
Housing Revenue Account	32,535	31,121	31,121		29,707
Total	37,167	35,649	35,458		34,088

PRUDENTIAL INDICATOR

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

PRUDENTIAL INDICATOR	2026/27 as agreed by Full Council 31st March 2026				
	2024/25 Actual	2025/26 Estimate	2025/26 Actual	Notes	
	£000	£000	£000		£000
Capital Financing Requirement	37,167	35,649	35,458		34,088
External debt	30,654	28,232	28,232		25,811
Internal borrowing	6,513	7,417	7,226		8,277

OPERATIONAL BOUNDARY AND AUTHORISED LIMIT

The Council must set an operational boundary and authorised limit for external debt. The operational boundary is based on the Council's estimate of most likely, i.e. prudent, but not worst case scenario for external debt. It reflects the decision on the amount of debt needed for the Capital Programme for the relevant year. It also takes account of other long term liabilities, which comprise finance leases, Private Finance Initiative and other liabilities that are not borrowing but form part of the Council's debt. The Council only has Finance Leases at the present time.

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

PRUDENTIAL INDICATOR					2026/27 as agreed by Full Council 31st March 2026
	2024/25 Actual	2025/26 Estimate	2025/26 Actual	Notes	
	£000	£000	£000		£000
Operational boundary - borrowing	67,603	68,503	68,503		70,984
Authorised limit - borrowing	76,747	78,171	78,171		80,735

RATIO OF FINANCING COSTS TO NET REVENUE STREAM

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, but this is no longer net of investment income.

ESTIMATE OF THE RATIO OF FINANCING COSTS TO NET REVENUE					2026/27 as agreed by Full Council 31st March 2026
	2024/25 Actual	2025/26 Estimate	2025/26 Actual	Notes	
	%	%	%		%
General Fund	2.13	1.06	1.96		1.04
Housing Revenue Account	43.91	38.19	38.48		40.87

RATIO OF COMMERCIAL AND SERVICE INVESTMENTS TO NET REVENUE STREAM

This indicator highlights how much of the Council's net revenue spend is financed by income from commercial and service investments. The Council has one commercial investment and no service investments

ESTIMATE OF THE RATIO OF COMMERCIAL INVESTMENTS TO NET REVENUE	2024/25	2025/26	2025/26	Notes	2026/27 as agreed by Full Council 31st March 2026
	Actual	Estimate	Actual		
	%	%	%		%
General Fund	-1.43	-1.28	-1.46		-0.94

INTEREST RATE EXPOSURE

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

PRUDENTIAL INDICATOR	2024/25	2025/26	2025/26	Notes	2026/27 as agreed by Full Council 31st March 2026
	Actual	Estimate	Actual		
	£000	£000	£000		£000
Upper limit for Fixed Interest Rates on debt	37,167	35,636	35,458		34,088
Upper limit for Variable Interest Rates on debt (based on 30% of the fixed rate limit)	11,150	10,691	10,637		10,226

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

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

PRUDENTIAL INDICATOR	2024/25	2025/26	2025/26	Notes	2026/27 as agreed by Full Council 31st March 2026
	Actual	Estimate	Actual		
	£000	£000	£000		£000
Limits on the total principal sum invested to final maturities longer than 364 days	3,500	3,500	3,500		3,500

MATURITY STRUCTURE OF FIXED RATE BORROWING

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

PRUDENTIAL INDICATOR	Upper limit	Lower limit	Actual outstanding debt maturity % at		2026/27 as agreed by Full Council 31st March 2026
	%	%	31/03/2026		31/03/2027
Under 12 months	25	0	8.58%		4.22%
12 months and within 24 months	30	0	3.86%		4.22%
24 months and within 5 years	60	0	11.59%		12.67%
5 years and within 10 years	75	0	13.86%		13.86%
10 years and above	95	25			
10-20 years			8.98%		8.98%
20-30 years			53.13%		58.12%
30 years			0.00%		0.00%

TREASURY INDICATOR - EXPOSURE TO CREDIT RISK

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

TREASURY INDICATOR	2024/25 Actual	2025/26 Actual	2026/27 Upper limit
Average credit score for investments	1.04	1.02	2.00

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CABINET

24 JULY 2026

REPORT OF THE PORTFOLIO HOLDER FOR ECONOMIC GROWTH, REGENERATION AND TOURISM

A.3 PRIDE IN PLACE PROGRAMME CLACTON-ON-SEA: CAPACITY FUNDING, YEAR 1 DELIVERY FUNDING, MEMORANDUM OF UNDERSTANDING AND DELEGATED AUTHORITY ARRANGEMENTS

PART 1 KEY INFORMATION

PURPOSE OF THE REPORT

This report formally advises Council of the UK Government's endorsement of the Pride in Place 10 Year Vision and Investment Plan and the intended release of the Year 1 funds to pursue the initial delivery steps in the Vision. The Vision was developed and approved through the Clacton Town Board and the area to which the Vision applies is that of Clacton-on-Sea and Holland-on-Sea. This Council is the Accountable Body under the programme and, through a decision of the Leader in November 2025, endorsed the principles set out in the 10 Year Vision.

The Council has previously received funds under Pride in Place to meet expenditure associated with the development of the 10 Year Vision and community engagement. Prior to this report, a number of decisions have been taken since the initial identification of Clacton as a locality to receive £20M over 10 years from the UK Government.

This report seeks Cabinet's approval to confirm and implement the financial and governance arrangements necessary to give effect to the decisions of the Clacton Town Board in respect of the Clacton Pride in Place Programme. Specifically, the report seeks:

- Approval of the Year 1 Delivery Funding allocation (£360,000 capital and £232,000 revenue) and the proposed projects to be funded in 2026/27 as approved by the Clacton Town Board at its meeting on 27 March 2026;
- Approval of a Memorandum of Understanding between Tendring District Council (as Accountable Body) and the Clacton Town Board (MoU 1 the TDC/Board MoU), which sets out the governance, assurance and programme management arrangements between the two parties;
- Approval of the Memorandum of Understanding between Tendring District Council (as Accountable Body) and the UK Government's Ministry of Housing, Communities and Local Government (MHCLG) (MoU 2 the TDC/MHCLG MoU), which is the grant agreement with the UK Government and which must be signed by TDC and returned to MHCLG before Year 1 delivery funding (£360,000 capital and £232,000 revenue) can be released; and
- Delegation of authority to give effect to funding decisions of the Clacton Town Board, including the ability to vary spending arrangements where necessary, subject to the governance safeguards set out in this report.

EXECUTIVE SUMMARY

The Clacton Pride in Place Programme (formerly Plan for Neighbourhoods and, before that, Long Term Plan for Towns) is a UK Government-funded regeneration programme for Clacton-on-Sea. The Clacton Town Board, established in March 2024, oversees delivery of up to £20 million over ten years under the programme. This Council acts as the Accountable Body for the programme, and is responsible for ensuring compliance with legal, procurement and financial requirements.

The Board's 10-Year Vision and 4-Year Investment Plan was submitted to MHCLG in November 2025 and formally endorsed on 23 March 2026. This endorsement triggers the requirement to finalise and sign two separate Memoranda of Understanding (MoU) before Year 1 delivery funding can be released:

- MoU 1 TDC/Board MoU: the governance agreement between TDC as Accountable Body and the Clacton Town Board, setting out the programme management, assurance and financial control arrangements between the two parties. MHCLG has confirmed it wishes to see this document before it is finalised. A draft was approved by the Board at its January 2026 meeting and a revised version approved at the March 2026 meeting. This MoU is attached at Appendix B.
- MoU 2 TDC/MHCLG MoU: the grant agreement between TDC as Accountable Body and the UK Government (MHCLG). This is the document that directly triggers the release of Year 1 delivery funding (£360,000 capital and £232,000 revenue) once it has been signed by TDC and returned to MHCLG. This MoU is attached at Appendix C.

In advance of the Year 1 delivery funding to which this report relates, the programme has received £600,000 in capacity funding, of which £129,237 has been spent and a further sum committed. The capacity funding has been used to establish governance structures, develop the Regeneration Plan, undertake community engagement, build the Love Clacton brand and appoint key staff including the Programme Manager and part-time Communications Officer.

Year 1 delivery funding of £360,000 capital and £232,000 revenue is now available subject to both MoUs being signed.

The Clacton Town Board has approved the Year 1 delivery programme and budget at its meeting on 27 March 2026. The first MHCLG six-monthly monitoring return was submitted in May 2026 in respect of the use of the capacity funding and the initial plans for Year 1 delivery funding.

This report seeks the necessary Cabinet approvals and delegations to enable this Council as Accountable Body to sign both MoUs and implement the Board's Year 1 funding decisions efficiently and transparently, in compliance with MHCLG requirements and the Council's own governance obligations.

RECOMMENDATION(S)

It is recommended that Cabinet:

- (a) welcomes the endorsement by the UK Government of the locally developed and approved 10 Year Vision and Investment Plan for Clacton as the principal document for delivery of the Pride in Place programme here;**

- (b) approves the Year 1 delivery funding programme for the Clacton Pride in Place Programme, as set out in this report and Appendix A, comprising £360,000 capital and £232,000 revenue as approved by the Clacton Town Board at its meeting on 27 March 2026;
- (c) approves:
- (1) the finalised Memorandum of Understanding between this Council (as Accountable Body) and the Clacton Town Board (MoU 1 TDC/Board MoU) as set out at Appendix B to this report, and authorises the Chief Executive to then sign on behalf of the Council;
 - (2) the Memorandum of Understanding between Tendring District Council (as Accountable Body) and the Ministry of Housing, Communities and Local Government (MoU 2 TDC/MHCLG MoU) as set out at Appendix C to this report and authorises the Chief Executive to then sign on behalf of the Council. This signature will trigger the release of Year 1 delivery funding;
- (d) delegates authority as follows to give effect to delivery funding decisions of the Clacton Town Board (upon production of an approved Minute from the Board/confirmation of a decision taken by Board Members outside of a meeting) that fall within the approved budgets and is otherwise in accordance with the MoUs applicable to this programme:
- (1) Capital delivery funding is delegated to the Portfolio Holder for Economic Growth, Regeneration and Tourism to authorise capital expenditure decisions in line with Board resolutions;
 - (2) Revenue delivery funding is delegated to the Deputy Chief Executive following consultation with the Council's Section 151 Officer; and
- (e) notes that future year allocations of delivery funding will be reported to Cabinet within the appropriate budget update report and the delegations in 4. above will apply to those funds.

REASON(S) FOR THE RECOMMENDATION(S)

This Council has obligations as the Accountable Body for the Pride in Place Programme to ensure that public funds are utilised appropriately, that procurement requirements are observed and that openness and transparency requirements are complied with. The MoU between the Board and the Council (at Appendix B) sets out the governance framework within which these obligations are to be discharged.

Cabinet approval of the MoU and of the delegation to implement the Board's delivery funding decisions is therefore an essential step in enabling the programme to move into that delivery phase.

The delegation sought in Recommendation 4 is necessary to avoid each individual funding decision of the Board requiring a separate Cabinet report, which would create unacceptable delays in programme delivery. The delegations do not over-ride separate decision making in respect of the individual elements of that overall budget allocation (following a decision by the Clacton Town Board).

ALTERNATIVE OPTIONS CONSIDERED

Not to approve the MoU or the delegation sought in this report has been considered and discounted. Not to approve these would mean that Year 1 delivery funding could not be released, and every individual project funding decision of the Clacton Town Board would require a separate report to Cabinet. This would create significant delays to programme delivery, risk non-compliance with MHCLG requirements and undermine the Board's ability to demonstrate progress to the community.

PART 2 IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The Pride in Place Programme directly supports the following Cabinet priorities as set out in the Council's Recast Priorities document (November 2025):

- Pride in our area and services to residents the programme is explicitly listed as a Cabinet priority and is entirely focused on improving pride in Clacton-on-Sea through physical regeneration, community engagement and town centre improvements under the Love Clacton brand.
- Raising aspirations and creating opportunities Year 1 projects including the Youth Board Participatory Budget, Vacant Units Activation Programme, Skills Fund development and Shopfront Improvements Phase 2 directly address this priority.
- Working with partners to improve quality of life the programme is delivered through a cross-sector partnership model spanning TDC, Essex County Council, NHS, Essex Police, the voluntary sector and local businesses.

OUTCOME OF CONSULTATION AND ENGAGEMENT

The Clacton Town Board undertook extensive community, business and stakeholder engagement during the development of the 10-Year Vision and 4-Year Investment Plan, carried out by CVS Tendring. This engagement covered residents, businesses, visitors and young people and directly informed the Regeneration Plan submitted to MHCLG.

MHCLG specifically commended the Board for its investment in engaging the community and shaping the Pride in Place plan. The Government has asked the Board to maintain strong and visible engagement as the programme moves into delivery, ensuring the community continues to feel ownership of the plan.

This report has not been subject to specific public consultation as it concerns the internal governance and financial arrangements for implementing decisions already taken by the constituted Clacton Town Board. The Clacton Town Board has considered the proposed MoU between it and the Council and has agreed with its content.

LEGAL REQUIREMENTS (including legislation & constitutional powers)

This Council acts as Accountable Body for the Pride in Place Programme under the terms of its designation by MHCLG. In this capacity, it is responsible for ensuring that public funds are managed in accordance with Managing Public Money guidance, the Local Government Act 1999

(Best Value), TDC's Financial Procedure Rules and Contract Standing Orders, and the Procurement Act 2023.

Two separate Memoranda of Understanding are required in connection with this programme:

- MoU 1 TDC/Board MoU (Appendix B): sets out the governance, assurance and programme management arrangements between TDC and the Clacton Town Board. MHCLG has confirmed it wishes to see this document before it is finalised.
- MoU 2 TDC/MHCLG MoU (Appendix C): the grant agreement with the UK Government. This must be signed by TDC and returned to MHCLG before Year 1 delivery funding can be released. Signature of this document is the direct trigger for funding release.

The delegation of authority sought in Recommendation (d) is consistent with this Council's Constitution and the Council's scheme of delegation, including the Cabinet decision of 25 July 2025 in respect of revenue spending (in that case capacity funds).

All investment proposals recommended by the Board will be subject to this Council's governance processes including risk, value for money, equality, climate impact and financial analysis before implementation, in accordance with MoU 1.

Is the recommendation a Key Decision (see the criteria stated here)	YES	If Yes, indicate which by which criteria it is a Key Decision	☒ Significant effect on two or more wards ☒ Involves £100,000 expenditure/income ☒ Is otherwise significant for the service budget
		And when was the proposed decision published in the Notice of forthcoming decisions for the Council (must be 28 days at the latest prior to the meeting date)	22 June 2026

☒ **The Monitoring Officer confirms they have been made aware of the above and any additional comments from them are below:**

It is noted within the body of the report that the first MHCLG six-monthly monitoring return was submitted in May 2026 in respect of the use of the capacity funding and the initial plans for Year 1 delivery funding. Updates on performance should also be provided to Cabinet to ensure that delivery against the plan is being monitored in an open and transparent manner and scheduled accordingly.

FINANCE AND OTHER RESOURCE IMPLICATIONS

Capacity Funding: The programme has received £600,000 in capacity funding in total (£250,000 in 2024/25, £200,000 in 2025/26 and £150,000 in March 2026). This is not subject to restrictions requiring it to be spent in the year it was received.

Year 1 Delivery Funding: The Year 1 delivery funding allocation comprises £360,000 capital and £232,000 revenue. This funding has been approved by MHCLG and will be released to TDC as Accountable Body

once the MoU between them and the Council is signed. All expenditure will be managed in accordance with TDC's Financial Procedure Rules and the MoU.

Year 2 Delivery Funding (for information): The programme funding split is approximately 75% capital and 25% revenue. On this basis, Year 2 delivery funding is expected to comprise approximately £1,736,000 capital and £256,000 revenue a significant step up from Year 1, particularly on the capital side. These receipt of the funds will require separate Cabinet approval at the appropriate time.

Delegation of authority: Given the split between capital and revenue delivery funding, it is proposed that capital delivery spending decisions (Year 1: £360,000; Year 2: £1,736,000) are authorised by the Portfolio Holder, whilst revenue delivery spending decisions (Year 1: £232,000; Year 2: £256,000) are authorised by the Deputy Chief Executive (following consultation with the Section 151 Officer). This mirrors the existing 'capacity' funding delegation agreed by Cabinet on 25 July 2025. Revenue delivery funding in Years 1 and 2 (£232,000 and £256,000 respectively) remains below the £600,000 total capacity funding envelope, providing a useful reference point for proportionality of delegation.

There are no direct financial implications for this Council's general fund as the programme is entirely funded by the UK Government grant. The Council's costs of acting as Accountable Body are met from within existing resources, with the exception of the Programme Manager salary and the part-time Communications Officer salary, both of which are funded directly from the Pride in Place capacity funding allocation.

☑ The Section 151 Officer confirms they have been made aware of the above and any additional comments from them are below:

Although there are no significant comments over and above those already set out elsewhere within this report, it is worth highlighting the pragmatic and proportionate approach proposed relating to MOU1 that supports the Council in meeting its own obligations as the Accountable Body along with the proposed delegations relating to future Capital and Revenue expenditure. In respect of this latter point, as highlighted earlier, such decisions will be included within future monitoring reports for completeness and supporting openness / transparency.

USE OF RESOURCES AND VALUE FOR MONEY

A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;	The programme is fully externally funded by the UK Government. TDC's role as Accountable Body is funded from within existing resources and from the capacity funding allocation. The MoU includes robust financial controls, audit arrangements and a comprehensive Risk Register reviewed quarterly.
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and	The MoU sets out the governance, assurance and programme management arrangements, including the roles of the Section 151 Officer, Monitoring Officer and Internal Audit. All investment decisions are assessed against agreed criteria including strategic fit, deliverability, value for money, community support and social/environmental/economic impact.
C) Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance	The programme will be subject to MHCLG's six-monthly monitoring returns, which measure progress against programme objectives and outputs. TDC will conduct bi-

to improve the way it manages and delivers its services.	monthly reporting to the Board and annual public reporting. Costs are benchmarked and benefits are quantified at appraisal, delivery and post-completion stages.
MILESTONES AND DELIVERY	
Key milestones for the programme are as follows: • MoU between TDC and the Clacton Town Board to be signed following Cabinet approval [June 2026] • UK Government MoU signed to be signed by TDC and returned to MHCLG to release Year 1 delivery funding [June/July 2026] • Year 1 delivery funding received (£360,000 capital + £232,000 revenue) [Spring/Summer 2026] • Four operational sub-groups established and first meetings held [summer 2026] • Love Clacton Launch Event delivered [summer 2026] • Town Centre Manager recruited [July/August 2026] • Key Year 1 projects commenced including Enforcement Support, Shopfront Improvements Phase 2, Town Centre Public Realm and Vacant Units Activation Programme [Summer/Autumn 2026] • Second MHCLG monitoring return submitted [October 2026] • Board meeting [2 October 2026] • Board meeting [11 December 2026]	
ASSOCIATED RISKS AND MITIGATION	
The principal risks associated with this report and their mitigations are: • Delay in signing the MoU this would prevent Year 1 delivery funding being released and delay programme delivery. Mitigation: Cabinet approval of the MoU is sought at this meeting; the Chief Executive is authorised to sign on behalf of TDC without further delay. • Failure to comply with MHCLG programme requirements this could result in funding being clawed back or future tranches being withheld. Mitigation: robust governance arrangements are in place via the MoU; the S151 Officer provides independent financial oversight; MHCLG monitoring returns are submitted on time. • Town Centre Manager post remaining vacant this could delay delivery of several Safe and Lively projects. Mitigation: post is being re-recruited on a longer-term contract; Programme Manager is holding key relationships in the interim. • Local Government Reorganisation the creation of a new unitary authority for North East Essex from April 2028 may affect the Board's governance structure and TDC's role as Accountable Body. Mitigation: the MoU includes provision to adapt governance arrangements in line with LGR; MHCLG is being kept informed.	
EQUALITY IMPLICATIONS	
An Equality Impact Assessment has not been prepared specifically for this report as it concerns governance and financial arrangements rather than direct service delivery. The individual projects funded through the Pride in Place programme will each be subject to equality impact assessment as they are developed and approved. The programme's community engagement strategy specifically seeks to engage underrepresented groups and the Board's governance requirements include at least 51% of membership being people who live or work in the Clacton area.	
SOCIAL VALUE CONSIDERATIONS	

The Pride in Place programme is fundamentally a social value investment its entire purpose is to improve the economic, social and environmental wellbeing of Clacton-on-Sea and its residents. The programme's three themes (Safe and Lively, Prosperous and Healthy) directly address social value outcomes including community cohesion, economic opportunity, health and wellbeing and environmental quality. All investment decisions are assessed against social, environmental and economic impact criteria as set out in the MoU.

IMPLICATIONS RELATED TO DEVOLUTION AND/OR LOCAL GOVERNMENT REORGANISATION

As noted in the risks section above, Local Government Reorganisation (LGR) for Greater Essex with a new unitary authority for North East Essex expected from April 2028 will affect the future governance of the Clacton Town Board and TDC's role as Accountable Body. The Board agreed in January 2026 to consider membership implications ahead of May 2027. The programme is also required to move to a community-led incorporated model (such as a charity or Community Interest Company) within three years. These matters will be reported to the Board and Cabinet at the appropriate time.

IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2050

The Pride in Place programme includes provisions to ensure that funded projects seek to protect the environment, avoid excess use of carbon fuels and promote reuse and recycling where possible. These requirements are embedded in the Service Level Agreement template that accompanies all funding decisions. Specific projects such as the Active Journeys and Places Programme and the Town Centre Housing Uplift Programme have direct climate co-benefits.

OTHER RELEVANT CONSIDERATIONS OR IMPLICATIONS

Crime and Disorder: The Enforcement Support and Tactical Response Team projects funded through the programme directly address crime and disorder in Clacton town centre. The Community Safety Partnership is represented on the Clacton Town Board through Chief Inspector Stuart Austin.

Health Inequalities: The Healthy theme of the programme addresses health inequalities through the Sports and Activity Grants, Active Journeys Programme and Town Centre Housing Uplift. The Selective Licensing Feasibility Study being commissioned through HDRC Greater Essex will specifically examine health determinants related to housing quality.

Subsidy Control: All funding decisions will be assessed for subsidy control compliance in accordance with the Subsidy Control Act 2022 and related statutory guidance, as part of TDC's governance processes as Accountable Body.

Area or Ward affected: The Pride in Place programme boundary covers Clacton-on-Sea town centre and is a UK Government-defined area. Multiple wards within Clacton-on-Sea are affected.

PART 3 SUPPORTING INFORMATION

BACKGROUND

The Clacton Town Board was established in March 2024 under what was then the Long Term Plan for Towns programme. The programme was subsequently renamed the Plan for Neighbourhoods and then,

in September 2025, the Pride in Place Programme. The Board's 10-Year Vision and 4-Year Investment Plan was submitted to MHCLG in November 2025 and formally endorsed on 23 March 2026.

The programme provides up to £20 million over ten years for the regeneration of Clacton-on-Sea, with delivery organised around three themes: Safe and Lively, Prosperous and Healthy. This Council acts as Accountable Body and has received £600,000 in capacity funding to date to support programme development. Year 1 delivery funding of £360,000 capital and £232,000 revenue has now been approved by MHCLG.

Although the capacity funding is a relatively small amount compared with the delivery funding that is to be received, it has been possible to utilise this for shop wrapping of empty units (where we could secure the agreement of the shop owners), lamp-post banners, a Town Board Website and the extensive engagement that delivered the 10 Year Vision now endorsed by the UK Government.

As an overarching framework for the Council as Accountable Body and the UK Government's MHCLG in respect of the Pride in Place Programme is set out in the Memorandum of Understanding at Appendix C (MoU 2 TDC/MHCLG MoU). This sets out, among other things, reference to circumstances where costs could be over and above the Grant Funding under the Pride in Place Programme. By accepting the agreement, the Council does not commit to meeting also such cost overruns etc. The need for good financial and project management has been a strong influence in establishing the other Memorandum of Understanding between the Council and the Clacton Town Board. This seeks to embed good decision making in respect of the local Pride in Place Programme.

The Memorandum of Understanding between the Board and the Council was approved in draft by the Board on 30 January 2026 and a revised version presented to the Board on 27 March 2026. MHCLG has seen the MoU and raised no issues with it. Cabinet approval is now sought to finalise and sign the MoU and to put in place the delegated authority arrangements necessary to implement the Board's funding decisions.

The Programme Manager (Naomi Richards) was appointed through Public Practice and took up post in April 2026.

PREVIOUS RELEVANT DECISIONS

- Clacton Town Board capacity Fund Allocation 10 October 2024 (Minute 30 refers)
- Cabinet report 24 May 2024 (Minute 10 refers)
- Clacton Town Board Set Up: Decision 1 March 2024
- Cabinet Report 15 December 2023 (Minute 65 refers)
- Cabinet Report 25 July 2025 (Minute 44 refers)
- Leader decision on 3 December 2025 'in principle' support for the Clacton Town Board's 10 Year Vision
- Cabinet Report 24 April 2026 (Minute 141 refers)

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

- Clacton Town Board Agenda Papers 27 March 2026 (published on the Council's website)
- Clacton Town Board Agenda Papers 30 January 2026 (published on the Council's website)
- MHCLG Pride in Place Programme Guidance December 2025
- MHCLG Pride in Place Monitoring Guidance March 2026
- MHCLG Endorsement Letter 23 March 2026

APPENDICES

Appendix A - Year 1 Delivery Funding Programme and Budget (as approved by the Clacton Town Board, 27 March 2026)

Appendix B - Memorandum of Understanding between Tendring District Council (Accountable Body) and the Clacton Town Board (MoU 1 TDC/Board MoU)

Appendix C - Memorandum of Understanding between Tendring District Council (Accountable Body) and the Ministry of Housing, Communities and Local Government (MoU 2 TDC/MHCLG MoU)

REPORT CONTACT OFFICER(S)

Name	Naomi Richards / Keith Simmons
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Pride in Place Programme – Year 1 Delivery budgets approved by Clacton Town Board on 27 March 2026

The Regeneration Plan has three pillars for improvement (1) Safe and Lively, (2) Prosperous and (3) Healthy. The Board also recognised that communications and engagement crosses all of those pillars.

Revenue Funding Forecast

PIP Themes	Project	Budget item	Regen Plan	Year 1
Safety & Security	APPROVED Love Clacton – Town Centre Refresh	Town Centre Manager (Staff Role)	Safe & Lively	57000
Safety & Security	APPROVED Town Centre Events Programme	TCM Budget (including Town Centre	Safe & Lively	43000
Safety & security	APPROVED Enforcement Support	Enforcement Capacity TDC Team	Safe & Lively	50000
Cohesion	Love Clacton - Town Centre Refresh	Engagement	Safe & Lively	
Cohesion	Love Clacton - Town Centre Refresh	Community greening/ Community-le	Safe & Lively	
Regeneration, high streets &	Town Centre Public Realm	Post masterplan studies - public rea	Safe & Lively	
Regeneration, high streets &	CCTV, lighting and evening and night-time economy measures	CCTV and lighting - Clacton-wide stu	Safe & Lively	32,000
Cohesion	Youth Board & Participatory Budget	Youth Board Participatory Budget an	Prosperous	10,000
Health & wellbeing	Sports Groups Grants	Sports Groups Grants - continuation	Healthy	10,000
		Contingency/carry forward		30,000
		Total		232,000
		Revenue funding (grants)		232,000

Capital Funding Forecast

PIP Theme	Project	Budget item	Regen Plan	Year 1
Regeneraton, high streets & heritage	Town Centre Public Realm	Town Centre public realm - delivery c	Safe & Lively	
Regeneration, high streets & heritage	Shopfront Improvements	Shopfront Improvements (Phase 2) -	Safe & Lively	
Safety & security	CCTV, Lighting & ENTE Measures	CCTV and lighting, evening and night	Safe & Lively	
Regeneraton, high streets & heritage	Love Clacton – Town Centre Refresh	Community Greening & Gardening -	Safe & Lively	
Transport	Movement and Car Parking Study	Carparking & movement improveme	Safe & Lively	150,000
Regeneraton, high streets & heritage	Vacant Units Activation Programme	Vacant Units Activation Programme	Prosperous	50,000
Transport	Active Journeys and Places Programme	Active Journeys and Places Program	Healthy	50,000
		Contingency/carry forward		110000
		Total		360,000
		Capital funding (grants)		360,000

Clacton Regeneration Plan Summary and Year 1 Activity

Projects for the 4 year investment plan:	Type of investment	Clacton Vision Pillar	Additional commentary	Activity/Initial Milestones 2026/27
Enforcement Support	Tactical response	Safe and Lively	A new integrated team will introduce a triage system and a zero tolerance approach to persistent non-compliance enabling swift resolution of minor cases and freeing up specialists for complex matters.	• Service Level Agreement and action plan • Appointment & training
Tactical Response Team	Tactical response		The group brings partners together to deliver targeted interventions and ensure a coordinated response, aiming to boost public confidence and enhance the town's reputation.	• Develop Action Plan – initial focus on street drink and ASB.
Love Clacton – Town Centre Refresh	Quick win projects		The project brings together visual upgrades, community engagement and activities such as community greening and tailored business support to boost footfall and strengthen local pride. Led by the Town Centre Manager (TCM)	• Appoint TCM • Shape priority projects with residents and businesses. • Continue window wrapping & group clean-ups.
Town Centre events programme	Quick win projects		The initiative will activate spaces during the daytime and evening hours to boost footfall and vibrancy. Leveraging the Creative People and Places fund, the programme will coordinate with commercial [and community] providers [...] to create collaborative cultural offerings.	• Love Clacton launch event- May (see comms) • Develop annual events programme with partners
Town Centre public realm	Project expansions		Building on the momentum of the CRP programme to further improve the quality and appeal of public spaces in Clacton Town Centre through enhancements such as upgraded paving, seating, bins, street furniture, landscaping and wayfinding.	• Agree expanded focus area for PiP funding. • Community engagement & codesign
Shopfront improvements (phase 2)	Project expansions		Support to eligible Town Centre businesses to improve the frontage of their shops, including fascia/signage upgrades, doors and entrances,	• Develop design guide

			awnings and external lighting. The PiP fund will build on and expand the current CRP programme.	- Explore training/upskilling programme alongside upgrades - Develop shop keepers charter or similar with business group - Launch grant programme
Upper frontages and heritage restoration	Planning		The programme will complement planned shopfront improvements, targeting heritage at risk assets to create visual cohesion and architectural quality and improve the overall perception of the Town Centre.	Year 2 onwards
CCTV, lighting and evening and night economy measures	Planning		The programme aims to achieve comprehensive Town Centre surveillance coverage while looking at additional measures such as introducing Street Angels/Taxi Marshals and a Nite Net radio system for security staff at night time venues to enhance evening and night time security.	Review existing CCTV and Lighting across the PiP boundary and develop next stage proposals.
Movement and car parking study	Planning		A comprehensive study to rationalise and optimise car parking movement across the Town Centre, aligned with the emerging Clacton Masterplan. The research will explore strategic pedestrianisation opportunities particularly a section of Pier Avenue/West Avenue, to create enhanced event spaces and improve pedestrian experience.	Commission study, and review alongside masterplan and Civic Quarter scheme.
Vacant units activation programme	Planning		Establishment of a dedicated taskforce to coordinate the activation of empty Town Centre properties through strategic programming and landowner engagement. The initiative will develop new uses that transform vacant shops into accessible opportunities for local entrepreneurs.	- Establish dedicated taskforce to coordinate activity in empty shops. - Target initial shop.
Youth Board participatory budget	Quick win projects	Prosperous	A dedicated fund under the direct control of the Clacton Youth Board empowering young people to make autonomous spending decisions on youth support initiatives and PiP projects,	- Appoint lead support organisation who will oversee the Youth Board and develop the participatory grant scheme. - First Board meetings held
Skills Fund	Project expansions		This funding will enable the fit out of a modern learning hub that can deliver industry relevant courses, and expand apprenticeship	Year 2 onwards

			opportunities in key growth sectors. This approach will need to be aligned with other initiatives, such as the Local Skills Improvement Plan, and will help bridge skills gaps and strengthen Clacton's position as future ready.	
Town Centre uses study	Planning		Building on the Clacton masterplan the study can build a roadmap for a future mix of Town Centre uses and include the exploration of the feasibility of a new workspace hub which builds on the success of Sunspot in Jaywick Sands and of a renovated food offer.	Possible Year 2 project: commission study that can build a roadmap for a future mix of Town Centre uses
Town Centre housing uplift programme	Planning	Healthy	Considering a selective licensing scheme for residential landlords to improve the housing quality in the Town Centre. This raises standards, improves property maintenance and management, enhances neighbourhood quality and reduces anti-social behaviour. In this initiative it is proposed to establish a Living Over the Shops Scheme. Offering grants assistance to eligible property owners for renovating or repurposing vacant/underutilised upper floor spaces into affordable residential accommodation.	Commission Health Determinants Research Commission (HDRC) to undertake study on selective licensing
Sports and Activity Grants	Quick win projects		The programme aims at working through private facility owners and schools to unlock greater community access to sports and activities for local residents. The intention is to create sustainable pathways for increased sports participation.	- Design sports and activities grants. - Launch grants programme.
Active Journeys and Places programme	Planning		Promoting active lifestyles improving connectivity and encourage cycling/walking. Some examples are: - Active school journeys (building on Beat the Street programmes). - LOWIP – to improve town-wide connectivity. - Leisure Centre active sports path	Healthy Group to explore active journeys programme in more detail and prioritise future projects
Clacton Connects	Capacity	Comms	A fund to include two primary streams aimed at improving digital connectivity in Clacton. - A comprehensive comms and marketing strategy to re-brand and promote Clacton's offer for tourists and residents. - A study to scope and plan for the delivery of open city WiFi infrastructure to enhance visitor experience and digital connectivity for people living and working in Clacton.	Comms & marketing strategy deliverables
Engagement strategy	Planning		Comms Officer, Town Centre Manager, VCSEs, Youth Board, Business Board.	Develop engagement strategy and ensure

				proactive and community led delivery embedded in the PiPP and across all 3 sub-groups.
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Memorandum of Understanding Between Tendring District Council (Accountable Body) and the Clacton Town Board For the Delivery of the Pride in Place Programme in Clacton-on-Sea

1. Purpose

This Memorandum of Understanding (MoU) establishes the framework of cooperation between Tendring District Council (TDC), acting as the Accountable Body, and the Clacton Town Board, responsible for overseeing and delivering the Pride in Place Programme in Clacton-on-Sea. It sets out governance, assurance, and programme management arrangements to ensure transparency, accountability, and effective delivery.

2. Objectives

- Deliver the Pride in Place Programme in line with government priorities and funding conditions.
- Ensure robust governance and assurance mechanisms consistent with *Managing Public Money* and Best Value principles.
- Promote inclusive community engagement and maximise local impact across the three programme themes: **Safe & Lively, Prosperous, and Healthy**.
- Maintain transparency and accountability through published decisions, reporting, and audit.

3. Governance Arrangements

Clacton Town Board

- Established March 2024, with representation from private, public, and voluntary/community sectors.
- Operates under Terms of Reference approved by MHCLG, covering meetings, communications, and decision-making.
- Adheres to the **Seven Principles of Public Life (Nolan Principles)**.
- Maintains a Register of Interests lodged with TDC's Monitoring Officer; conflicts of interest are actively managed.
- Chaired by an independent, experienced leader.
- Meetings and papers are published on TDC's website to ensure transparency.
- Utilises task-and-finish groups and dedicated working groups aligned to programme themes, supported by a Programme Manager.

Relationship with Accountable Body

- Decisions made by the Board are communicated to TDC, which ensures compliance with governance, legal, procurement, and financial requirements before implementation.
- TDC publishes Board decisions to promote transparency and accountability.
- Investment proposals recommended by the Board are subject to TDC's governance processes (including decision making processes as necessary), along with risk, value for money, equality, climate impact, and financial analysis.

A.3 APPENDIX B

- Reports are reviewed by TDC's Monitoring Officer, Section 151 Officer, and Management Team.
- The Board will respond timely to questions and enquiries made by TDC in connection with the delivery of the Pride in Place Programme.

4. Programme and Project Management

- All investment decisions are assessed against criteria including strategic fit, deliverability, value for money, community support, and social/ environmental/ economic impact.
- Delivery routes include:
 - Public sector partners (via direct delivery or grant agreements).
 - Private sector developers/operators (via procurement under the Procurement Act 2023 and Subsidy Control Act 2022).
 - Community organisations (via procurement, grants, or service contracts).
- Due diligence is undertaken on all delivery partners.
- Programme oversight will adapt to Local Government Reorganisation, with continuity ensured through collaboration with MHCLG.
- Robust project management and monitoring will implemented by the Board, including regular reporting to TDC that also aligns with its Accountable Body obligations

5. Assurance Framework

Best Value

TDC ensures continuous improvement in economy, efficiency, effectiveness, and performance under the Local Government Act 1999.

Managing Public Money

All funds are managed in line with HM Treasury guidance, ensuring regularity, propriety, value for money, accountability, and fairness and where applicable the implementation of effective controls both financial and non-financial, that includes:

- The mitigation of the risk of fraud.
- Ensuring compliance with all public sector statutory obligations, including equality.
- The effective management of information and data in compliance with data protection legislation.

Key Assurance Mechanisms

- **Section 151 Officer:** Provides independent financial oversight, signs off commitments, and issues annual Assurance Letters and Statements of Grant Usage to Government.
- **Financial Controls:** Compliance with TDC Financial Procedure Rules, Contract Standing Orders, and procurement legislation.
- **Audit:** Internal audit reviews governance and financial controls; recommendations are tracked and implemented.
- **Monitoring & Reporting:** Bi-monthly reports to the Board, annual public reporting, and reporting to Government as required.

A.3 APPENDIX B

- **Risk & Fraud Oversight:** Comprehensive Risk Register maintained and reviewed quarterly, with escalation protocols to TDC's Management Team and Audit Committee.

6. Communication and Transparency

- Board meetings, papers, and minutes are published on TDC's website.
- Decisions are communicated and published by TDC to ensure transparency.
- Annual public reporting ensures accountability to the community.

7. Duration and Review

- This MoU takes effect upon signature and remains valid for the duration of the Pride in Place Programme.
- It will be reviewed annually, or sooner if required, to reflect governance changes, including Local Government Reorganisation.

8. Signatures

Signed on behalf of Tendring District Council (Accountable Body):

Name: _____ Position: _____

Date: _____

Signed on behalf of the Clacton Town Board:

Name: _____ Position: _____

Date: _____

A.3 APPENDIX B

Annexes to support the Memorandum of Understanding between Tendring District Council (Accountable Body) and the Clacton Town Board

Introduction

These Annexes provide stakeholders with a consolidated reference to the supporting materials underpinning the Memorandum of Understanding (MoU). It sets out the **Investment Appraisal Criteria and Routes to Market** (Annex A) and the **Assurance Mechanisms** (Annex B). Together, these annexes ensure transparency, accountability, and clarity in how projects are assessed, delivered, and monitored under the Pride in Place Programme in Clacton-on-Sea.

Annex A

Investment Appraisal Criteria and Routes to Market

Investment Appraisal Criteria	Description
Strategic Fit	Alignment with Vision pillars (<i>Safe & Lively, Prosperous, Healthy</i>) and Pride in Place objectives.
Programme Alignment	Consistency with other local, regional, and national programmes and initiatives.
Deliverability & Readiness	Evidence that the project can be delivered effectively and is ready to proceed.
Value for Money	Demonstration of economic efficiency, cost-effectiveness, and measurable benefits relative to costs.
Match & Leveraged Funding	Ability to attract additional funding or investment to complement Pride in Place resources.
Community & Stakeholder Support	Evidence of engagement and backing from local residents, businesses, and organisations.
Social, Environmental & Economic Impact	Contribution to wider outcomes including equality, climate change, sustainability, and local prosperity.
Delivery Routes to Market	Clear and compliant pathways for implementation, procurement, or partnership.

Routes to Market

Route	Delivery Approach	Compliance Requirements
Public Sector Partners	Direct delivery by TDC or via Grant Agreements with partners such as Essex County Council, NHS, Essex Police.	Compliance with TDC governance and statutory obligations.

A.3 APPENDIX B

Private Sector Developers/Operators	Procurement of private sector partners to deliver projects.	Procurement Act 2023; Subsidy Control Act 2022.
Community Organisations	Delivery through procurement, grants, or service contracts with local voluntary/community groups.	Due diligence checks; TDC Financial Procedure Rules; Contract Standing Orders.

Annex B

Assurance Mechanisms

Mechanism	Description	Oversight/Compliance
Section 151 Officer	Provides independent financial oversight, signs off commitments, issues annual Statement of Grant Usage and Assurance Letter to Government.	Ensures compliance with <i>Managing Public Money</i> principles and fraud controls.
Financial Controls	All expenditure follows TDC Financial Procedure Rules, Contract Standing Orders, and Procurement Act 2023. Due diligence applied to all third parties.	Maintains audit trails and ensures transparency in financial administration.
Audit	Internal audit reviews governance, financial controls, and compliance. Recommendations tracked and implemented.	Independent assurance provided as required by Government funding agreement.
Risk & Fraud Oversight	Comprehensive Risk Register maintained and reviewed quarterly, with escalation protocols to TDC Management Team and Audit Committee.	Mitigates risks and strengthens fraud prevention.
Value for Money	Demonstrated at appraisal, delivery, and post-completion stages. Costs benchmarked, benefits quantified, evaluations conducted.	Ensures economy, efficiency, and effectiveness under Best Value duty.
Monitoring & Reporting	Bi-monthly reports to Town Board, annual public reporting, and reporting to Government. Performance measured against Pride in Place objectives.	Provides transparency, accountability, and community feedback integration.

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MEMORANDUM OF UNDERSTANDING**Between****The Secretary of State for Housing, Communities and Local Government****-and-****Tendring District Council****-and-****Clacton-on-Sea Neighbourhood Board****1. Purpose**

- 1.1. This Memorandum of Understanding (MoU) sets out the terms that will apply to the relationship between the Secretary of State for Housing, Communities and Local Government (the Secretary of State), Tendring District Council (the local authority) and the Clacton-on-Sea Neighbourhood Board regarding the administration and delivery of the Pride in Place Programme (the programme).
- 1.2. This MoU relates to the allocation set out in the [Programme Prospectus](#).
- 1.3. This MoU will be for the first investment period of the programme which spans the period 1 April 2026 to 31 March 2030. Changes will be made only where signatories deem it necessary.
- 1.4. The MoU sets out the conditions and expectations for the Programme.
- 1.5. The Secretary of State and the local authority shall be parties in this agreement.
- 1.6. This MoU is not intended to create legal or binding obligations. It describes the understanding between both parties for the use of funding specified in section 3 of this agreement.
- 1.7. The Neighbourhood Board for Clacton-on-Sea is not a formal party to this agreement, but a signatory in acknowledgement of the Neighbourhood Board's role and responsibilities in programme delivery within their place, as set out in the programme guidance.

2. Background

- 2.1. The Pride in Place Programme was launched on 25 September 2025. The Secretary of State has agreed the Neighbourhood Board's Pride in Place Plan for Clacton-on-Sea.
- 2.2. This MoU covers the funding commitments from the Secretary of State and the delivery, financial expenditure, agreed milestones, reporting and evaluation,

communications and branding expectations between the Parties as well as the steps the Secretary of State could take in the event of underperformance, if required.

- 2.3. The Secretary of State has published guidance on the delivery of the programme in the [Pride in Place Programme prospectus and guidance](#). The Secretary of State will notify the local authority of any changes to the prospectus and, if necessary, provide guidance on how changes are to be managed.

3. Purpose of the Funding

- 3.1. The funding from the programme is being provided to deliver activity in line with the prospectus and the priorities for investment agreed by the Neighbourhood Board, based on community engagement activity carried out throughout the programme lifetime.
- 3.2. The allocation to the local authority is set out in the [Pride in Place Programme prospectus and guidance](#). The local authority will receive annual grant payments as set out in this allocation, subject to the conditions in sections 5 and 6.
- 3.3. Any changes to the allocation will be notified to the local authority as soon as practicable. Funding will not be withdrawn unreasonably.
- 3.4. Funding must be spent in line with the rules set out in the [Pride in Place Programme prospectus and guidance](#).
- 3.5. Funding should be managed through a partnership between the Neighbourhood Board and the local authority, as set out in the [Pride in Place Programme prospectus and guidance](#).
- 3.6. The local authority is expected to agree a way of working with the Neighbourhood Board which:
- recognises and upholds the Neighbourhood Board's role as decision-maker in relation to how programme funding is used to deliver the strategic aims of the programme in the local area;
 - enables development and embedding of appropriate processes and controls for the funding allocation; and
 - ensures that residents, businesses, and grassroots organisations are actively involved in programme design and decision-making throughout the lifetime of the programme.
- 3.7. Funding should be used to deliver in line with the Pride in Place Plan for **Clacton-on-Sea** which has been agreed with MHCLG. The partnership can make changes to the plan agreed by the Secretary of State. The scale, type and process for making changes is set out in published guidance and at section 10 of this agreement.

4. Reporting

- 4.1. As part of the delegated delivery model, the local authority will provide formal reporting on the use of Pride in Place Programme funding as set out in the [Pride in Place Programme prospectus and guidance](#).

5. Financial Arrangements

- 5.1. The agreed funds will be issued to the local authority as grant payments under Section 50 of the United Kingdom Internal Markets Act 2020 ('UKIM').
- 5.2. Details of the annual funding allocation, broken down into capital and revenue funding, will be confirmed in annual grant determinations.
- 5.3. The grant payment and grant determination letters (GDL) for 2026-27 will be made after this MoU is signed.
- 5.4. The 2027-28, 2028-29 and 2029-30 grant payments will be paid in Quarter 1 (April-June) of each year. Release of payments is dependent on submission of satisfactory Statement of Grant Usage and monitoring reports in the preceding year as set out in [Pride in Place Programme prospectus and guidance](#) and ongoing compliance with the Pride in Place Programme prospectus and guidance.
- 5.5. Grant determination letters (GDL) for years 2027-28, 2028-29 and 2029-30 will be provided following confirmation of the annual payment for each year.
- 5.6. The grant payment arrangements for financial year 2030-31 and beyond will be set out in a separate memorandum of understanding.
- 5.7. Where the local authority is holding any underspend from the Pride in Place programme capacity funding payments made in 2023-24, 2024-25 and 2025-26, this may be retained and brought forward to be spent in future years in line with the Funding Flexibility rules outlined in the [Pride in Place Programme prospectus and guidance](#). The 2026/27, 2027-28, 2028-29 and 2029-30 grant payments from MHCLG will not be adjusted as a result of any brought forward funding.
- 5.8. Capital grant funding, as set out in grant determinations, may only be used for capital expenditure.
- 5.9. Revenue grant funding may be used for revenue or capital expenditure, in line with the local authority's accounting practices.
- 5.10. If the Secretary of State has concerns around future spending plans, based on the experience of local delivery to date, or wider financial issues or governance

affecting delivery, then the Secretary of State may pay in instalments, withhold or recover funding.

- 5.11. The local authority accepts responsibility for meeting any costs over and above the Secretary of State's contribution, agreed in the annual grant determination. This includes potential cost overruns and the underwriting of any funding contributions expected from third parties.

6. Conditions of Approval

- 6.1. MHCLG's agreement of the Pride in Place Plan for Clacton-on-Sea is conditional upon the following condition/s being completed:

a) N/A

- 6.2. In the event that the above conditions are not met by the date set out, the Secretary of State may withhold further annual payments until such time as the conditions are satisfactorily completed.

7. Branding and Communication

- 7.1. The Secretary of State will provide the local authority with guidance on the Branding and Communication associated with the programme in due course.
- 7.2. The Parties agree to adhere to the guidance and any updates subsequently released by the Secretary of State or HMG on communications linked to the programme.
- 7.3. The local authority agrees to publish details of Neighbourhood Board membership, place governance arrangements and key documents regarding delivery of the programme in the local area, as outlined in the [Pride in Place Programme prospectus and guidance](#).
- 7.4. The local authority agree to make monitoring returns submitted to the department publicly available as outlined in the [Pride in Place Programme prospectus and guidance](#).

8. Evaluation

- 8.1 The Secretary of State will publish an evaluation strategy, setting out how the programme will be evaluated, in due course.
- 8.2 The local authority will support any evaluation of the fund through capturing and providing relevant monitoring data and engaging as appropriate with MHCLG or its contractors.

9. Assurance

- 9.1. The Secretary of State has set out the approach to assurance for the programme in the [Pride in Place Programme prospectus and guidance](#).
- 9.2. Funding will be managed within the finance governance framework adopted by local authorities and the existing local authority accountability and assurance regime, under the oversight of the local authority's Chief Financial Officer [England and Wales: Section 151, Scotland: Section 95, Northern Ireland: Section 54].
- 9.3. The Chief Financial Officer will be required to submit an annual Statement of Grant Usage return to MHCLG. This will provide confirmation that they have undertaken to actively apply all the necessary checks to ensure proper administration of its financial affairs regarding the funding programme, and that the funding has been managed with propriety, regularity and value for money.
- 9.4. The local authority is expected to have the necessary governance and assurance arrangements in place and that all legal and other statutory obligations and consents will be adhered to.
- 9.5. As set out in the [Pride in Place Programme prospectus and guidance](#), the local authority is responsible for applying management controls that:
- mitigate the risk of fraud;
 - ensure funding has been used in accordance with UK subsidy control legislation;
 - ensure that any procurement undertaken by a contracting authority funded by the fund has complied with public procurement rules;
 - ensure compliance with its statutory equality obligations;
 - ensure adequate assessment of environmental impacts arising from programme activities and compliance with environmental duty; and
 - ensure that any personal data obtained in connection with the fund's activities is handled in compliance with data protection legislation.
- 9.6. The local authority will respond directly to questions addressing the local delivery of the fund and cooperate with the Secretary of State in any inquiries regarding the delivery of the fund.

10. Changes to agreed Pride in Place Plan

- 10.1. The local authority will notify the Secretary of State of any changes to the activities, expenditure, management processes and governance arrangements set out in their Pride in Place Plan through routine monitoring returns. The local authority does not need approval from the Secretary of State to make changes to its delivery unless the change constitutes a 'material change' as set out in the [Pride in Place Programme prospectus and guidance](#).

- 10.2. Requests for material changes can be made to the Secretary of State as and when required during delivery, following the published process.

10. Compliance with the MoU

- 10.1. The Parties to this MoU are responsible for ensuring that they have the necessary systems and appropriate resources in place within their respective organisations to comply fully with the requirements of this MoU.

11. Changes to the MoU

- 11.1. The arrangements under this MoU will be kept under review. Amendments to this MoU may only be made upon written agreement between the Parties.

12. Resolution of Disputes

- 12.1. Any dispute that may arise as to the interpretation or application of this MoU will be settled by consultation between the parties.

Signed on Behalf of the Local Authority (by Chief Executive / Chief Financial Officer):

Name:

Job Title:

Date:

Signed on Behalf of Secretary of State:

A handwritten signature in black ink, appearing to read 'Kay Withers', with a stylized, cursive script.

Name: Kay Withers

Job Title: Director, Communities, Cohesion and Inclusive Growth

Date: 31 March 2026

Signed on Behalf of the Neighbourhood Board in acknowledgement of the Neighbourhood Board role in delivery of the programme:

Name:

Job Title:

Date:

CABINET

24 JULY 2026

JOINT REPORT OF THE PORTFOLIO HOLDER FOR ECONOMIC GROWTH,
REGENERATION & TOURISM AND THE PORTFOLIO HOLDER FOR ARTS, CULTURE &
HERITAGE

A.4 TEN 14 CLACTON THRIVING – A CULTURE-LED FRAMEWORK FOR THE TOWN
CENTRE: APPROVAL OF DRAFT REPORT TO PROGRESS TO PUBLIC
CONSULTATION

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT
To seek Cabinet approval for the Clacton Town Centre Culture-Led Framework (Clacton Thriving) to proceed to public consultation, prior to its consideration for formal adoption. The report sets out a vision for the future of Clacton-on-Sea and identifies a range of interventions to support the regeneration of the town centre.

EXECUTIVE SUMMARY
Community Regeneration Partnership The Ten_14 Culture-Led Framework forms part of the Government-funded Community Regeneration Partnership (CRP) programme for Clacton and Jaywick. The project was identified through the Government’s “Deep Dive” review of the area in 2024 and included within the package of regeneration projects selected by Ministers for investment. On 20 December 2024, Cabinet accepted the CRP funding and commenced delivery. Ten_14 Culture-Led Framework received total revenue funding of £100,000.00, and the detailed brief and approach for delivering the project was set out in the Project Initiation Document (PID) approved in August 2025 in consultation with the Portfolio Holder for Arts, Culture and Heritage. The design consultants, Publica, were appointed in August 2025 which represented successful defrayment of funds. Regeneration Context This Culture-Led Framework sits within the wider context of significant regeneration activity underway across Clacton, supported by a range of Government-funded programmes including the Community Regeneration Partnership and the Clacton Civic Quarter project. These initiatives share a common ambition to strengthen the town centre, improve the public realm, support economic growth and enhance quality of life for residents. The Framework also supports the ambitions of the Clacton’s <i>Pride in Place</i> programme by providing a clear strategic basis for future investment within the funded Pride in Place Regeneration Plan and beyond, helping to coordinate regeneration activity, attract external funding and ensure that projects contribute to a coherent long-term vision for the town centre. The Framework is also an opportunity to connect the multiple government-funded regeneration projects underway in the town centre, to ensure they work together to deliver best impacts for local communities.

Lastly, the Framework builds upon and complements the Council's Creative and Cultural Strategy (2019-2024) by translating its strategic ambitions into a place-based vision for Clacton town centre. The Framework uses culture as a catalyst for regeneration, supporting priorities around economic growth, town centre vitality, community wellbeing, participation, heritage, creativity and place-making. In doing so, it provides a spatial and delivery-focused approach to achieving the wider objectives set out within the Council's Creative and Cultural Strategy and related regeneration programmes. The Framework will also inform the update the Creative and Cultural strategy currently under development.

Work to Date

The Culture-Led Framework has been prepared as part of the Community Regeneration Partnership programme and provides an overarching vision and spatial framework for the future regeneration of Clacton Town Centre. Developed by Publica Associates on behalf of the Council, the Framework builds on extensive evidence gathering, review of previous studies and strategies, baseline analysis, and engagement with residents, businesses, cultural organisations and stakeholders.

The Framework is structured around five interrelated themes: Open Spaces; High Street (note: this refers to the urban planning concept of "a high street" and is not referring to the named street within Clacton); Civic and Culture; Community Participation; and Governance. These themes are translated into a series of spatial strategies, projects and practical interventions that seek to strengthen connections across the town centre, improve the quality of the public realm, support local businesses, increase cultural activity and encourage greater community participation.

The Framework adopts a Culture-Led approach to regeneration, recognising the role that culture, creativity and community activity can play in supporting economic growth, improving wellbeing, increasing civic pride and creating a more vibrant and attractive town centre.

It is intended to provide a long-term direction for future investment and project development whilst identifying a range of short-term opportunities and deliverable interventions that can contribute towards the wider regeneration ambitions for Clacton. As such, the Framework will inform Clacton Town Board's plans for the town under Pride in Place; the longer term plans in the Framework are not funded and will require external investment, most likely from Government.

Next Steps

Public Consultation: To undertake public consultation in September on the draft Culture-Led Framework and associated Action Plan to ensure that proposals secure community support and develop a strong sense of ownership as delivery progresses. It is intended that public consultation will run in conjunction with Pride in Place to ensure a cohesive approach to both projects.

Consultation activity will include attendance at key public events, supported by target promotion through the Council's communications channels, including press releases, e-newsletters and social media. As the document, once adopted, will have weight in planning terms, this consultation provides an opportunity to join up with consultation on the Local Plan.

Adoption: Following public consultation, the Final Report and accompanying Action Plan will be presented to Cabinet for adoption by Tendring District Council.

The PID originally envisaged adoption of the framework as a Supplementary Planning Document (SPD). However, this is no longer feasible in light of the Government's ongoing Planning reforms, which will replace SPDs with 'Supplementary Plans' under a revised plan-making system.

Notwithstanding this, the Culture-led Framework and Action Plan will be taken forward for formal adoption as a non-statutory document. Once adopted, it may be a material consideration in the determination of planning applications where relevant, providing a strategic framework to inform regeneration, place-making and investment within Clacton town centre. The Framework is being prepared with a view to informing decision-making in the town both in advance of and following Local Government Reorganisation (LGR).

RECOMMENDATION(S)

It is recommended that Cabinet:

- (a) approves the Draft Clacton Town Centre Culture-Led Framework (Clacton Thriving), as set out in Appendix A and the accompanying Draft Action Plan, as set out in Appendix B for public consultation for a period of 8 weeks;
- (b) subject to (a); requests that the consultation period commence on 17th August 2026, and authorises the Portfolio Holder for Arts, Culture & Heritage to approve the consultation arrangements, prior to commencement; and
- (c) notes that the outcome of the consultation will be taken into consideration with the final documents when they are submitted to Cabinet for adoption in due course.

REASON(S) FOR THE RECOMMENDATION(S)

To support the Council's ambition to bring about economic regeneration, improve quality of life, and address socio-economic issues in Clacton-on-Sea through the preparation of a Culture-Led Framework that advances the objectives for growth set out in the Council's Local Plan and the Council's Corporate Priorities.

ALTERNATIVE OPTIONS CONSIDERED

- **Do nothing** – this would risk the loss of MHCLG funding and failure to deliver the project;
- **Do not endorse or progress to public consultation** –this would prevent meaningful delivery, including community engagement and ownership of the Culture-Led Framework and Action Plan;
- **Delay endorsement and progression to public consultation**– this could impact the ability to secure adoption prior to LGR and risks the work becoming abortive.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

Corporate Priorities

The following refers specifically to the Framework's outputs and outcomes. For details on the wider projects, please refer to the December 2024 Cabinet Report.

Pride in our area and services to residents:

Promote pride in our communities by encouraging everyone to take responsibility for keeping their area a pleasant place in which to live and work:

- By enhancing an identity and character of the town centre supporting a shift in perceptions and enhancing pride in place.
- By convening partners to co-deliver transformation and investment.

Raising aspirations and creating opportunities:

- Public engagement and consultation - Encouraging engagement from local community in projects to improve pride in the area within which they live.
- Supporting economic growth and enterprise through supporting businesses and town centre success, which will also contribute to additional jobs and skills.
- Introduction and enhancement of cultural offer in town centre is recognised to provide wider economic benefit to town centre and benefit neighbouring businesses.

Championing our local environment:

- Enhancing identity and character of the town centre supporting a shift in perceptions and enhancing pride in place.
- Supporting positive interventions to maintain and celebrate the town's historic architecture and heritage environment.

Working with partners to improve quality of life:

- Key opportunity of the masterplan is to galvanise investment and action from partners and establish a shared vision for change.

Promoting our heritage offer, attracting visitors and encouraging them to stay longer:

- Contributing to improving the local area which will support boosting tourism and the local economy.
- Supporting positive interventions to maintain and celebrate the town's historic architecture and heritage environment.

Financial Sustainability and Openness:

- Providing a basis for informed decision-making including appraisal and prioritisation of project opportunities.
- Establish community priorities.

The Local Plan

The Framework supports the delivery of the Local Plan by translating strategic planning policies into a place-based framework for Clacton town centre. In doing so, it will help to implement objectives relating to regeneration, town centre vitality and viability, tourism, heritage, active travel and community wellbeing.

At present, the Local Plan consultation is proposed for September and October, with the focus elsewhere in the District where most newly planned development will take place. Therefore, the *Clacton Thriving* consultation focusing on Clacton provides an opportunity to expand the scope of the engagement on the Local Plan in the town.

The Framework aligns with Clacton's role as a Strategic Urban, supporting investment in the town centre as a focus for economic growth, infrastructure improvements and regeneration.

It will support the implementation of town centre policies by promoting a more diverse and vibrant year-round offer, including the introduction of new uses, support for independent

businesses, increased cultural activity, public realm improvements and the activation of vacant units.

The Framework also contributes to Local Plan tourism objectives by strengthening Clacton's visitor economy, reinforcing its seaside identity, and encouraging increased footfall and dwell time throughout the year.

The Framework reinforces heritage policies through the conservation and enhancement of Clacton's historic environment, architectural character and seafront heritage assets, recognising their role as key drivers of regeneration.

In addition, the Framework supports active travel and connectivity objectives through proposals for improved walking and cycling routes, better wayfinding, enhanced public spaces and stronger links between key destinations.

Complementing the Council's Creative and Cultural Strategy, the Framework recognises culture as a catalyst for regeneration, economic growth, community participation and health and wellbeing, which is consistent with Local Plan objectives.

More broadly, it provides a delivery-focused framework to inform future planning, investment and regeneration decisions.

OUTCOME OF CONSULTATION AND ENGAGEMENT (including with the relevant Overview and Scrutiny Committee and other stakeholders where the item concerns proposals relating to the Budget and Policy Framework)

Member and Portfolio Holder consultation

The Leader of the Council and the project's Portfolio Holders have been regularly briefed by Publica and Officers on the progress of the Culture-Led Framework to date and proposed next steps.

Ward Members continue to be regularly consulted throughout the project development, including design development, most recently through the Portfolio Holder Working Group of December 2025 and May 2026, and no objections have been raised in relation to the current proposals.

The outcome of consultation and engagement has informed the development of the Culture-Led Framework design and associated Action Plan such as ensuring an incremental implementation approach is recommended as part of taking any proposals forward in future.

Public Consultation

During the production of the Framework, Publica undertook a thorough review of previous engagement documents was carried out during the research phase to ground all findings, opportunities, and emerging actions in the context, needs, and desires of the community.

Additionally, a series of community and stakeholder events were held to gather local knowledge of cultural organisations and events across the wider Clacton area, as well as to discuss and workshop the progressing proposals. This included online and in-person one-to-one conversations with six stakeholders, and a 'Clacton Café' event with eight members of cultural organisations and local businesses attending. These events provided

invaluable insights and feedback that informed the emerging strategies.

For the one-to-one conversations, cultural organisations and local contributors, such as cafés and shops, were reached via email, phone, and social media.

Consultation and stakeholder engagement highlighted a strong desire to strengthen Clacton's cultural offer and re-establish the vibrancy that was once created through events, cultural venues and town centre activities. Participants identified a lack of cultural infrastructure, limited funding and an overreliance on volunteers as challenges to the long-term sustainability of the sector. However, there was widespread support for developing a clearer cultural identity for the town, improving coordination and promotion of events, and creating opportunities for greater collaboration between cultural organisations.

Stakeholders also emphasised the importance of community-led initiatives, investment in facilities and support for young people, recognising that culture has an important role to play in boosting civic pride, increasing town centre activity and enhancing Clacton's attractiveness as a place to live, work and visit. All of this feedback has fed into the Culture-Led Framework (Section 4 – Projects) and associated Action Plan with proposals directly referencing the issues discussed.

The next phase of public consultation activity will include attendance at key public events, supported by target promotion through the Council's communications channels, including press releases, e-newsletters and social media. As the document, once adopted, will have weight in planning terms, this consultation provides an opportunity to join up with consultation on the Local Plan.

LEGAL REQUIREMENTS (including legislation & constitutional powers)

Is the recommendation a Key Decision (see the criteria stated here)	YES	If Yes, indicate which by which criteria it is a Key Decision	☒ Significant effect on two or more wards ☐ Involves £100,000 expenditure/income ☐ Is otherwise significant for the service budget
		And when was the proposed decision published in the Notice of forthcoming decisions for the Council (must be 28 days at the latest prior to the meeting date)	25 June 2026

The Culture-Led Framework has been prepared through a process of evidence gathering, stakeholder engagement, spatial analysis and public consultation, drawing upon best practice approaches commonly used in the preparation of planning and regeneration strategies. However, it is not intended to be adopted as a statutory planning document and is therefore not subject to the legislative requirements associated with the preparation of Local Plans or Supplementary Planning Documents, including independent examination.

The Framework is proposed to be adopted by the Council as a non-statutory regeneration and place-making document that provides an overarching vision and strategic framework for the

future development and revitalisation of Clacton Town Centre. Its purpose is to guide investment decisions, inform project development, support funding bids and facilitate collaborative working between the Council, its partners, businesses, cultural organisations and the wider community.

Whilst the Framework may be a material consideration in the determination of planning applications where relevant, it does not form part of the statutory development plan and does not introduce new planning policy or alter the provisions of the adopted Local Plan. It should therefore be regarded as a complementary document that supports the delivery of regeneration, cultural, economic and place-making objectives within Clacton Town Centre.

YES

The Monitoring Officer confirms they have been made aware of the above and any additional comments from them are below:

It is noted from the Report that consultation will run in conjunction with Pride in Place to ensure a cohesive approach to both projects. At the outcome of the proposed consultation, detail should be provided within the report back to Cabinet for adoption, to assist future decision making, as to how the two separate, but complimentary strategies align, ensuring there is a clear understanding recorded.

FINANCE AND OTHER RESOURCE IMPLICATIONS

The Culture-Led Framework has been produced for and on behalf of and working alongside the Council by Publica consultants with support from Officers across relevant services within the Council. The work has been funded through the Community Regeneration Partnership fund. The overall project budget is £100,000.00 of revenue and to date, our committed project costs stand at **£87,762.00** and our actual spend to date stands at **£87,139.00** – a difference of **£623.00**. The remaining project underspend of **£12,861.00** will fund external public consultation and other associated activities.

The Culture-Led Framework outlines a comprehensive strategy for Clacton Town Centre's regeneration. Presently, it outlines a number of proposals lacking financial backing. It will be important in public consultation to be clear that the proposal are ideas for future investment, not guaranteed funded projects. As part of the work a feasibility cost report (Appendix C) has been produced which outlines high level costs for the repurposing and refurbishment of different building typologies throughout the town centre, for instance a 2000m² large vacant unit or a 50m² vacant shop. This will primarily be used as a decision-making tool in future. However, the associated Action Plan is not yet costed or funded.

Nonetheless, the Culture-Led Framework's primary objective is to serve as a driving force to attract funding and investment, thereby enhancing the quality of life for Clacton-on-Sea's residents and the broader community. In the absence of a viable blueprint, opportunities to compete for external funding and attract inward investment would be significantly constrained. The Culture-Led Framework is an ambitious roadmap for the future growth of Clacton-on-Sea, building on the momentum of the external government funding secured to date.

YES

The Section 151 Officer confirms they have been made aware of the above and any additional comments from them are below:

There are no comments over and above those already set out elsewhere within the report.

USE OF RESOURCES AND VALUE FOR MONEY

The following are submitted in respect of the indicated use of resources and value for money indicators:

A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;	The proposals set out in the Culture-Led Framework are not, as yet, funded. As part of the work a feasibility cost report has been produced which outlines high level costs for the repurposing and refurbishment of different building typologies throughout the town centre, for instance a 2000m² large vacant unit or a 50m² vacant shop. This will primarily be used as a decision-making tool in future. However, the associated Action Plan is not yet costed or funded. Delivery is dependent on funding being secured and/or the Council, its partners or other third parties being in a position to cover the capital and revenue costs for delivery. The Culture-Led Framework provides a means by which the Council, with its partners, could seek government and/or other funding or third-party investment – but does not commit the Council to any specific expenditure.
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and	The Council will have a Culture-Led Framework identifying strategic proposals aimed at bringing about the regeneration of Clacton-on-Sea. The Council is not committed and, as it stands, does not have funding to deliver the interventions – but the Culture-Led Framework provides the basis by which discussion with government, partners and other third parties can commence. Any future action to deliver upon the interventions will require formal decisions and measures put in place to manage processes and risks at the appropriate time.
C) Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.	The Council will have a Culture-Led Framework identifying strategic proposals aimed at bringing about the regeneration of Clacton-on-Sea. The Council is not committed and, as it

	stands, does not have funding to deliver the interventions – but the Culture-Led Framework provides the basis by which discussion with government, partners and other third parties can commence. Any future action to deliver upon the proposals will require specific consideration of economy, efficiency and effectiveness at the appropriate time.
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MILESTONES AND DELIVERY

Progress to Date

- **Aug 2025** – PID approved and Publica appointed to lead the Culture-Led Framework.
- **Sep 2025** – Project inception meeting held at Clacton Town Hall.
- **Oct 2025** – Publica engaged with the Pride in Place programme to align emerging town centre ambitions.
- **Oct–Nov 2025** – Review of existing evidence, reports and consultation completed.
- **Nov 2025** – Regular coordination established with the Clacton Town Centre Public Realm project team.
- **Dec 2025** – Drafting of the Framework began.
- **Jan–Feb 2026** – Public consultation undertaken, directly informing projects and the Action Plan.
- **Feb 2026** – Following Government changes to SPDs, the Framework's route to adoption was revised.
- **Mar 2026** – **Draft Framework, Action Plan and feasibility cost plan issued for review.**
- **April 2026** – Consultation with Pride in Place team to discuss project interface.
- **May 2026** – **TDC comments provided to inform the final document.**
- **Jun 2026** – **Internal stakeholder interviews undertaken to refine the Action Plan.**

Forward Look

- **July 2026** – Report presented to Cabinet for initial comment and approval to go out to public consultation.
- **Aug-Oct 2026** – External public consultation.
- **Nov-Dec 2026** – Report presented to Cabinet with external public consultation findings seeking approval for adoption.

ASSOCIATED RISKS AND MITIGATION

Risks and issues, and accompanying mitigations, are monitored and updated on a monthly basis through the Regeneration Capital Delivery Board, facilitating regular communication and reporting on the status of risks to all project team members, stakeholders and sponsors is essential to effective delivery. Financial risks relating to the tender are discussed elsewhere.

The current top 10 risks, including mitigation measures being undertaken, are as follows:

		Risk	Impact	Mitigation
1		External stakeholder engagement	Success	External comms and final consultation/engagement pieces being finalised in line with Pride in Place and Clacton Town Centre Public Realm.
2		Comms risks	Communications	Comms & engagement plans under development for the project - as above.
3		Internal stakeholder engagement	Success	Stress-testing the refined Action Plan with services across TDC and securing their buy-in of proposals.
4		If not adopted	Programme Success	Although not an SPD the report will still be adopted.
5		Negative response to lack of direct intervention	Success Communication	As for other communication risks
6		Accessibility and legibility of final outcome	Success	Make printed copies available with other local planning documents. Document to follow accessibility best practice and guidelines. Consultants asked to utilise accessible language and refrain from jargon.
7		If adopted	Programme Success	Adoption process can sit outside defrayment period. Not being progressed as an SPD but will still be adopted.
8		Resource availability	Programme	PDU Recruitment drive complete with new Project Manager started 8th June 2026.
9		Funding period	Funding	Funding officially defrayed due to entering into contract with Publica
10		Development to progress that doesn't meet Masterplan	Success	Existing consents to be mapped and development sites monitored Unlikely due to viability issues

The current live issues on the project, including work underway to manage their impact, are as follows:

	Issue	Impact	Action
1	Cultural quarter	Impact on success of outcome	To be addressed through a series of stepping stones throughout the

			town centre rather than being refined to one area.
2	Interface with other projects	Potential for duplication or conflict	Regular update meetings between project leads. Regular external engagement will occur in line with Clacton Town Centre Public Realm and Pride in Place.
3	Local Plan Review	Could impact on the success of outcome and/or have implications in terms of capacity	New Local Plan referenced within document.
4	Resource & capacity	Programme delays	Dedicated project manager assigned from PDU
5	Procurement	Programme delays	Framework used for procurement
6	Viability gap	Success of outcome	Limited scope for strategy
7	Consultation fatigue	Negative response in public engagement	Project underspend to be utilised for final engagement and delivery testing.
8	Local Government Reorganisation	Legacy of document	Query with LPA over impact of LGR on LDP, given this is developed in collaboration with neighbouring second tier councils at present
9	Substantial existing work and background	Lack of consistency or conflict, which could exacerbate consultation issues	Initial literary review undertaken received very positively internally
10	Conservation Area	Additional requirements	Consultant scope includes heritage consultant

EQUALITY IMPLICATIONS

The EqIA undertaken and approved as part of the PID in August 2025 concluded that the Ten_14 Cultural-Led Framework project should proceed and is expected to deliver overall positive benefits through supporting town centre regeneration, economic growth, employment opportunities and improved access to facilities. The assessment identified positive impacts for people with disabilities and older residents, with no negative impacts identified across any of the protected characteristics. Key considerations include ensuring future development remains affordable, managing impacts on existing businesses, and maximising social value through procurement and delivery. Appropriate mitigation and monitoring measures have been incorporated into the project Action Plan.

SOCIAL VALUE CONSIDERATIONS

The procurement has been carried out in compliance with the Council's Social Value Policy adopted November 2024.

The tender received and recommended for award of contract includes a comprehensive package of social value deliverables aligned with the Essex County Council TOMs framework. These include:

1. Four hours of support to unemployed people
 - a. Not yet complete
2. Provision of careers mentoring and school engagement
 - a. The contractors are taking two sixth form students from Clacton for a week's work experience in the consultant's London offices.
3. Supporting digital skills development to disadvantaged groups
 - a. Not yet complete
4. Crime reduction initiatives
 - a. Not yet complete

Nominal commercial value of the social value offer is estimated at £8,972.16.

IMPLICATIONS RELATED TO DEVOLUTION AND/OR LOCAL GOVERNMENT REORGANISATION

The external consultation and adoption of the Culture-Led Framework and associated Action Plan will be completed ahead of the anticipated implementation of Local Government Reorganisation (LGR).

Consideration has been given to the potential implications of LGR for the future use and application of the Framework. The document establishes the Council's priorities and strategic approach to regeneration, place-making and investment in Clacton town centre, providing a clear basis for future decision-making.

Following LGR, planning decisions will be taken by the future Unitary Authority, and the Framework will continue to inform decision-making and may be a material consideration in the determination of planning applications where relevant.

As such, adoption of the Culture-Led Framework is not expected to be adversely impacted by LGR and will provide continuity in approach beyond the transition to new governance arrangements.

IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2050

The Culture-Led Framework is intended to support the regeneration of Clacton Town Centre by increasing footfall, attracting visitors, supporting businesses and encouraging greater use of the town centre. As a result, successful delivery of the Culture-Led Framework may lead to an increase in visitor numbers and associated travel demand, including additional vehicle movements.

However, the Framework also promotes a range of measures aimed at supporting the Council's ambition to achieve net zero by 2050, including improvements to walking and cycling routes, enhanced public realm, improved connectivity between town centre destinations, support for public transport use, additional greening and soft landscaping as well as the reuse of existing buildings and spaces.

OTHER RELEVANT CONSIDERATIONS OR 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

The Culture-Led Framework supports the reduction of crime and disorder

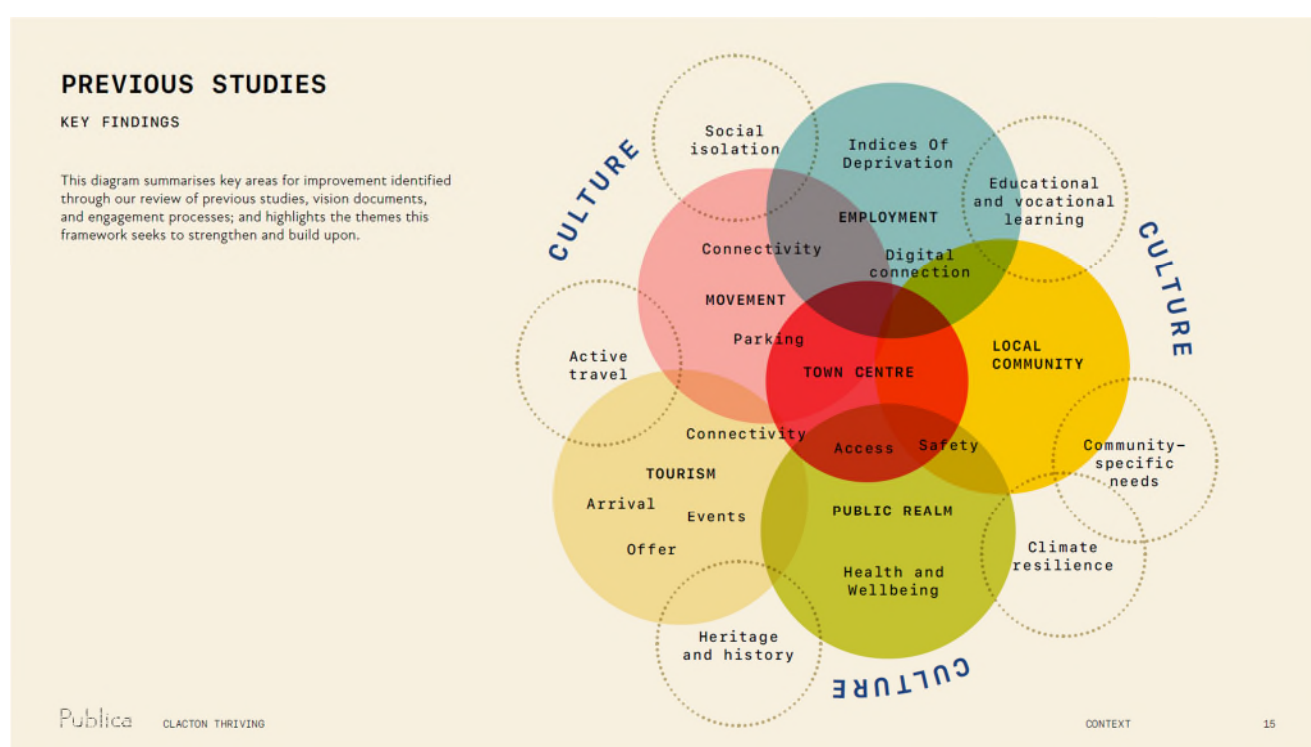
	through the promotion of active, well-used public spaces, improved lighting, better pedestrian connectivity, increased natural surveillance and the activation of vacant buildings and spaces. These measures are intended to improve perceptions of safety, reduce opportunities for anti-social behaviour and contribute to a more vibrant and welcoming town centre.
Health Inequalities	The Culture-Led Framework supports the reduction of health inequalities through the making the town easier to walk round, improved public realm, enhanced access to community and cultural activities, and the creation of safe spaces accessible for all. These measures can help improve physical health, mental wellbeing, social connectivity and overall quality of life for residents.
Subsidy Control (the requirements of the Subsidy Control Act 2022 and the related Statutory Guidance)	This involves purchasing services following appropriate public procurement and therefore does not constitute a subsidy.
Area or Ward affected	Pier St Pauls St James Coppins

PART 3 – SUPPORTING INFORMATION

BACKGROUND
Context Clacton-on-Sea is a coastal town with a distinctive identity and a range of established assets that provide a strong foundation for future growth and regeneration. These include its nationally recognised seafront, pier and beaches, a rich architectural and civic heritage, a resilient and creative community, and a compact, walkable town centre that benefits from direct rail connections to London and the wider region. Building on these strengths presents an opportunity to create a more vibrant, inclusive and economically resilient town centre that better serves residents, businesses and visitors throughout the year. Work To Date The Ten_14 Culture-Led Framework forms part of the Government-funded Community Regeneration Partnership (CRP) programme for Clacton and Jaywick. The project was identified through the Government’s “Deep Dive” review of the area and included within the package of regeneration projects selected by Ministers for investment. On 20th December 2024, Cabinet accepted the CRP funding and commenced delivery.

To support this ambition, Tendring District Council commissioned Clacton Thriving, a Culture-Led Framework developed to complement the Council's wider regeneration programmes, including the Pride in Place initiative. The framework has been designed to translate the aspirations of Clacton's 10-Year Regeneration Plan into a practical and deliverable place-based strategy, creating a clear link between strategic objectives and on-the-ground interventions that can improve the town centre experience and strengthen economic, social and cultural outcomes.

The development of the framework has been informed by a comprehensive review of existing strategies, policies and evidence, alongside extensive engagement with Council services, stakeholders and local communities. A key principle of the work has been ensuring that local knowledge and community aspirations play a central role in shaping future priorities. As a result, the framework reflects both established policy objectives and the lived experiences of those who work, live and spend time within the town centre.



The framework is structured around five interconnected themes, referred to as "lenses": Open Spaces; High Street; Civic and Culture; Community Participation; and Governance, Ownership and Reputation. Through each lens, the framework assesses current strengths, identifies challenges and opportunities, and proposes a range of interventions that can support long-term regeneration. This includes consideration of physical improvements to the public realm, activation of underused spaces, support for local organisations and businesses, and measures that strengthen community involvement and place stewardship.

THE LENSES

OPEN SPACES

Create a welcoming, more resilient and greener public realm that increases dwell time, improves safety, removes barriers to accessibility, and invites everyone to discover and enjoy the town centre.



HIGH STREET

Support a vibrant, diverse and year-round ground-floor economy that generates footfall, champions local businesses, healthy lifestyles, and reflects the town's cultural identity.



CIVIC AND CULTURE

Embed culture in everyday life and enrich it through shared civic and cultural initiatives that bring the community together.



COMMUNITY PARTICIPATION

Strengthen participation across all ages to strengthen the sense of belonging, community confidence and safety.



GOVERNANCE

Establish adaptable, community-led governance that guides incremental growth and keeps priorities rooted in local needs and aspirations.



Publica CLACTON THRIVING

SPATIAL FRAMEWORK

46

A key feature of the framework is its adoption of a "stepping stones" approach to regeneration. Rather than relying solely on large-scale transformational projects, the framework advocates a series of connected and incremental interventions capable of delivering visible change in the short term while contributing to longer-term strategic objectives. This approach recognises the importance of building momentum, confidence and public support through achievable actions that demonstrate progress and encourage further investment.

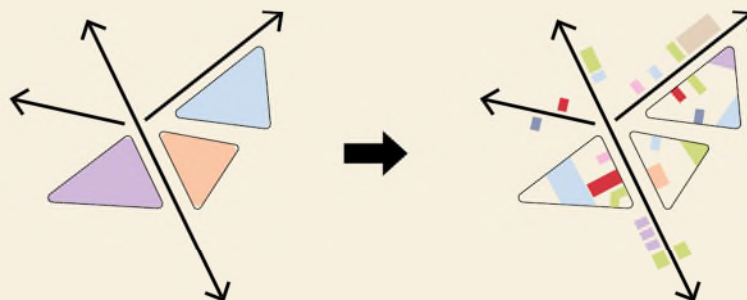
FROM 'QUARTERS' TO 'STEPPING STONES'

SPATIAL STRATEGIES FOR THE TOWN CENTRE

The Spatial Framework builds on the concept of the Quarters proposed in the Love Clacton vision, but expands its ambitions to adopt a more incremental approach towards delivery. Rather than defining prescribed uses and characters to different areas of the centre, with the risk to exacerbate current issues arising due to the lack of connections, the following spatial strategies propose a mix of small and large interventions that seek to connect existing assets, inviting people into the town centre.

Building on initiatives already underway and carried out by TDC, spatial strategies suggest an array of interventions to make change more feasible, immediate and incremental.

This approach creates a rhythm of change that provides opportunities for cultural expression and development, incorporating new ideas from community initiatives to address current and future needs and desires, focusing an increased footfall and more resilient local economy. Blending spatial, environmental, social, and infrastructural elements, these spatial and programmatic strategies aim to guide growth, movement and change in the town centre, to shape both residents and visitors experience positively.



Publica CLACTON THRIVING

SPATIAL FRAMEWORK

44

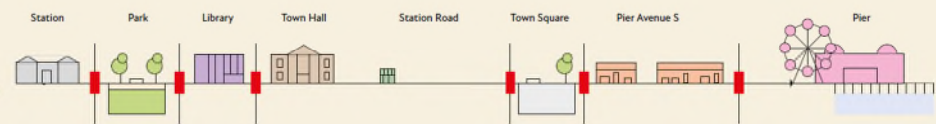
A 'STEPPING STONES' APPROACH

COMPLETING THE JOURNEYS

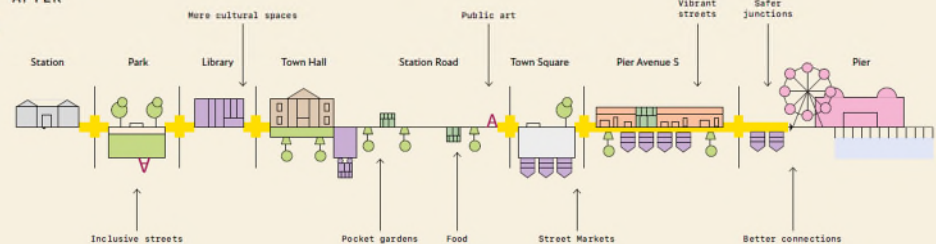
The concept of "stepping stones" proposes carefully planned interventions that gradually enhance the area over time, creating a more active town centre for Clacton, while implementing change from day one. These 'stepping stones' projects also become an opportunity for testing longer term strategies. It reframes development not as a single, continuous project but as a series of interconnected interventions of varying scales, that help people navigate, inhabit, and understand what makes Clacton unique.

The following section outlines the different town-centre-wide spatial strategies that form a cohesive strategic plan. Five Lenses are defined to ground priorities towards delivery. Each lens is supported by a set of objectives that are spatially translated through both area-wide and eye-level illustrations.

BEFORE



AFTER



Publica CLACTON THRIVING

SPATIAL FRAMEWORK 45

Examples of short-term opportunities include enhanced wayfinding, temporary events and markets, improved lighting, public art installations and the promotion of meanwhile uses within vacant town centre properties. These smaller-scale interventions are intended to complement and support major regeneration schemes already underway or in development, including the Civic Quarter redevelopment and public realm improvements being delivered in partnership with Essex County Council. Together, these initiatives form part of a coordinated programme of change aimed at improving the attractiveness, functionality and vitality of the town centre.

4.2 CIVIC QUARTER

A QUIET NORTH-SOUTH ROUTE THROUGH THE CIVIC QUARTER

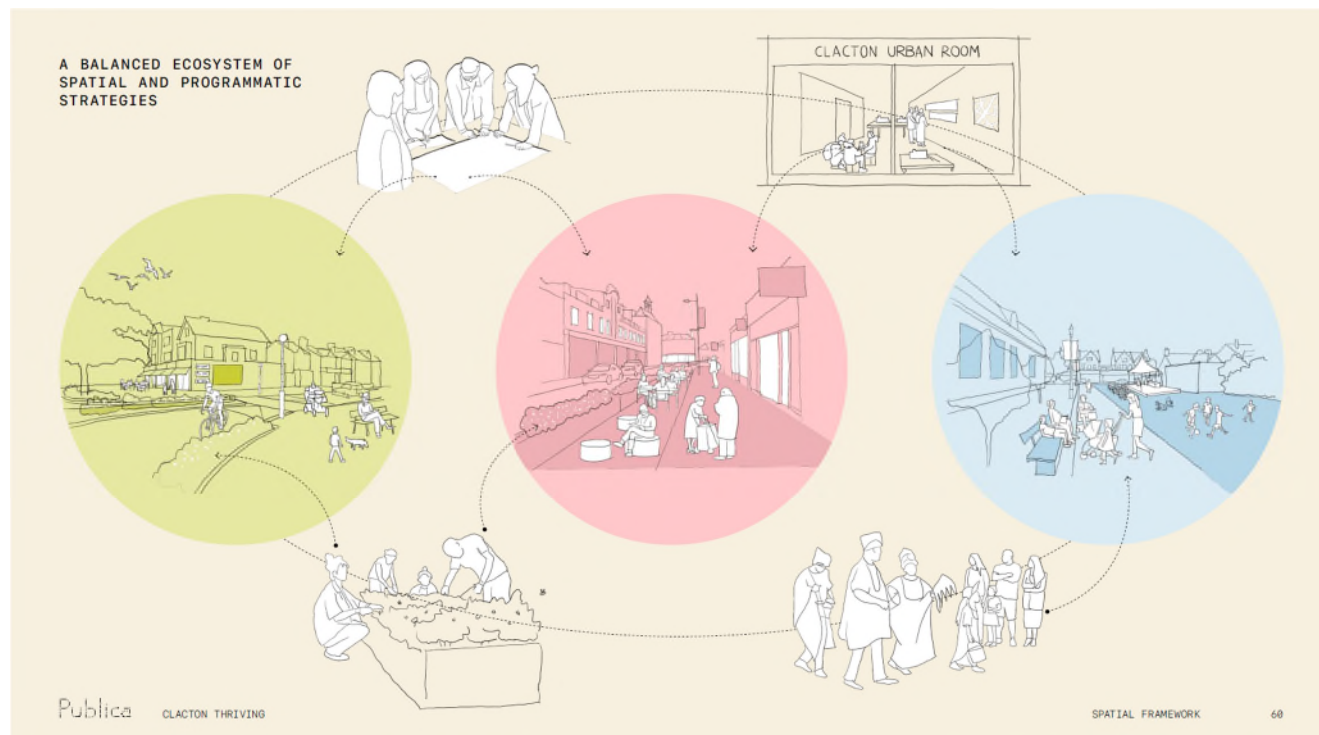
- 1  Proposed library redevelopment as new learning hub as part of the Clacton Civic Quarter development with improvements to the existing car park, creation of civic and community spaces and new creative workspace
- 2  Shopfront improvements and diversification of uses along Station Road to improve arrival experience and provide food and beverage offer for theatre goers. This will contribute to the ongoing shopfront improvements programme
- 3  Use of blank frontages along rear of Clacton Civic Quarter development for murals. Integration of planting, seating, art, play features, and water features into the landscaping of the development to improve wayfinding and invite people in
- 4  New makerspace and creative workspace as part of the Clacton Civic Quarter development
- 5  Potential for meanwhile uses in the former Sainsbury's building including activating the ground floor with amenity for local businesses and organisations
- 6  Improvements to western passage, likely to become a key connection to and from Carnarvon Terrace, through public art, lighting and wayfinding
- 7  Public realm improvements to key routes created through the Carnarvon Terrace development connecting the town centre and the seaside. Creation of a pedestrian friendly environment with greening, lighting, and murals to ensure safety at all time between the proposed car park and the High Street

Publica CLACTON THRIVING



Culture is positioned at the heart of the framework as both a catalyst for regeneration and a means of strengthening community identity, participation and engagement. Clacton benefits from an established cultural offer that includes theatres, a cinema, performance venues, arts

organisations, community groups and a diverse programme of local events. The Framework recognises that there is significant potential to further integrate cultural activity into everyday town centre life by increasing its visibility within public spaces, improving connections between cultural venues and destinations, and supporting the organisations and volunteers who contribute to the town's cultural and community networks.



Ultimately, Clacton Thriving provides a shared vision and delivery framework for the future of Clacton town centre. It seeks to bring together residents, businesses, community organisations, cultural partners and public sector stakeholders around a common ambition: to create a thriving, welcoming and sustainable town centre that celebrates Clacton's unique character, supports economic growth and enhances quality of life for all who live, work and visit the town.

PREVIOUS RELEVANT DECISIONS

20th December 2024 - Cabinet A.6 CRP Programme Delivery: Approved funding and creation of Ten_14 Cultural Masterplan.

17th March 2025 (Minute 149) - Cabinet A.7 CRP Programme Update: Progress update for the CRP programme.

29th August 2025 - Officer Decision – Consultant Appointment: Appointed Publica to prepare the Culture-Led Framework.

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

N/A

APPENDICES

Appendix A - [DRAFT: Clacton Thriving - A Culture-Led Framework](#)

Appendix B - [DRAFT: Action Plan](#)

REPORT CONTACT OFFICER(S)	
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CLACTON THRIVING

A CULTURE-LED FRAMEWORK
FOR THE TOWN CENTRE

JUNE 2026
FINAL DRAFT ISSUE

Tendring
District Council





FOREWORD

TDC to draft

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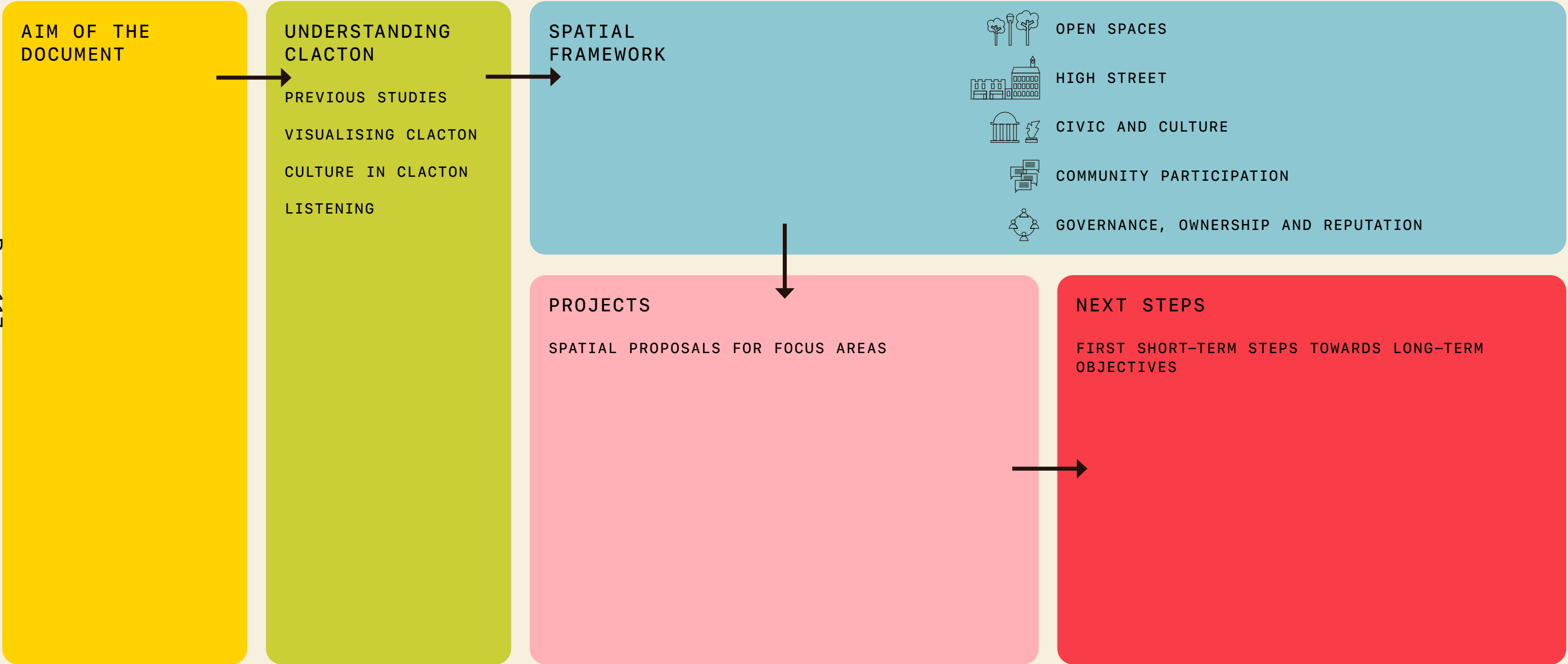
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INTRODUCTION	07
CONTEXT	11
SPATIAL FRAMEWORK	43
PROJECTS	61
NEXT STEPS	70

STRUCTURE OF THE DOCUMENT



EXECUTIVE SUMMARY

Clacton-on-Sea is a town with multiple strengths: a much-loved pier and beach, a rich architectural heritage, a resilient and creative community, and a walkable town centre with good rail connections to London. This framework sets out how those strengths can be built upon to create a more dynamic, inclusive and economically-resilient town centre, one that works for residents and visitors, across every season of the year.

Page 118
Clacton Thriving is a culture-led spatial framework commissioned by Tendring District Council to complement the Pride in Place Programme and initiatives. It translates the ambitions of Clacton's 10-year Regeneration Plan into a place-based delivery strategy, connecting strategic policy to practical, spatially-grounded action. The framework has been shaped by a thorough review of existing documents, by close collaboration with Council teams, and by direct engagement with the local community, whose voices are woven throughout.

The framework is organised around five lenses: Open Spaces, High Street, Civic and Culture, Community Participation, and Governance, Ownership and Reputation. Across each lens, the analysis identifies what is already working well, where conditions could

be improved, and what interventions, at a range of scales and timescales, would make the most meaningful difference.

The spatial strategy takes a 'stepping stones' approach: rather than prescribing fixed quarters or waiting for transformative projects to be delivered in full, it proposes a connected series of incremental interventions that can begin immediately and build momentum over time. Short-term, low-cost actions, from temporary wayfinding and markets to meanwhile uses in vacant units and improved lighting, create early visible change and lay the groundwork for longer-term investment. Larger ongoing projects, including the Clacton Civic Quarter redevelopment, and public realm improvements led by ECC, are set within this broader rhythm of change.

Culture sits at the heart of the framework. Clacton has an active cultural ecosystem, from theatres and a cinema to independent venues, performing arts groups and community organisations, whose potential to animate everyday life in the town centre is not yet fully realised. Embedding culture more visibly in the public realm, strengthening the connections between cultural venues, and supporting the organisations that sustain community life are central to this framework's ambitions.

Clacton Thriving is a document for action. It is intended to unite residents, businesses, cultural partners and the Council around a shared, optimistic vision for what its Town Centre can become.



1.

INTRODUCTION

AIM OF THE DOCUMENT

1.1 PURPOSE OF THIS DOCUMENT

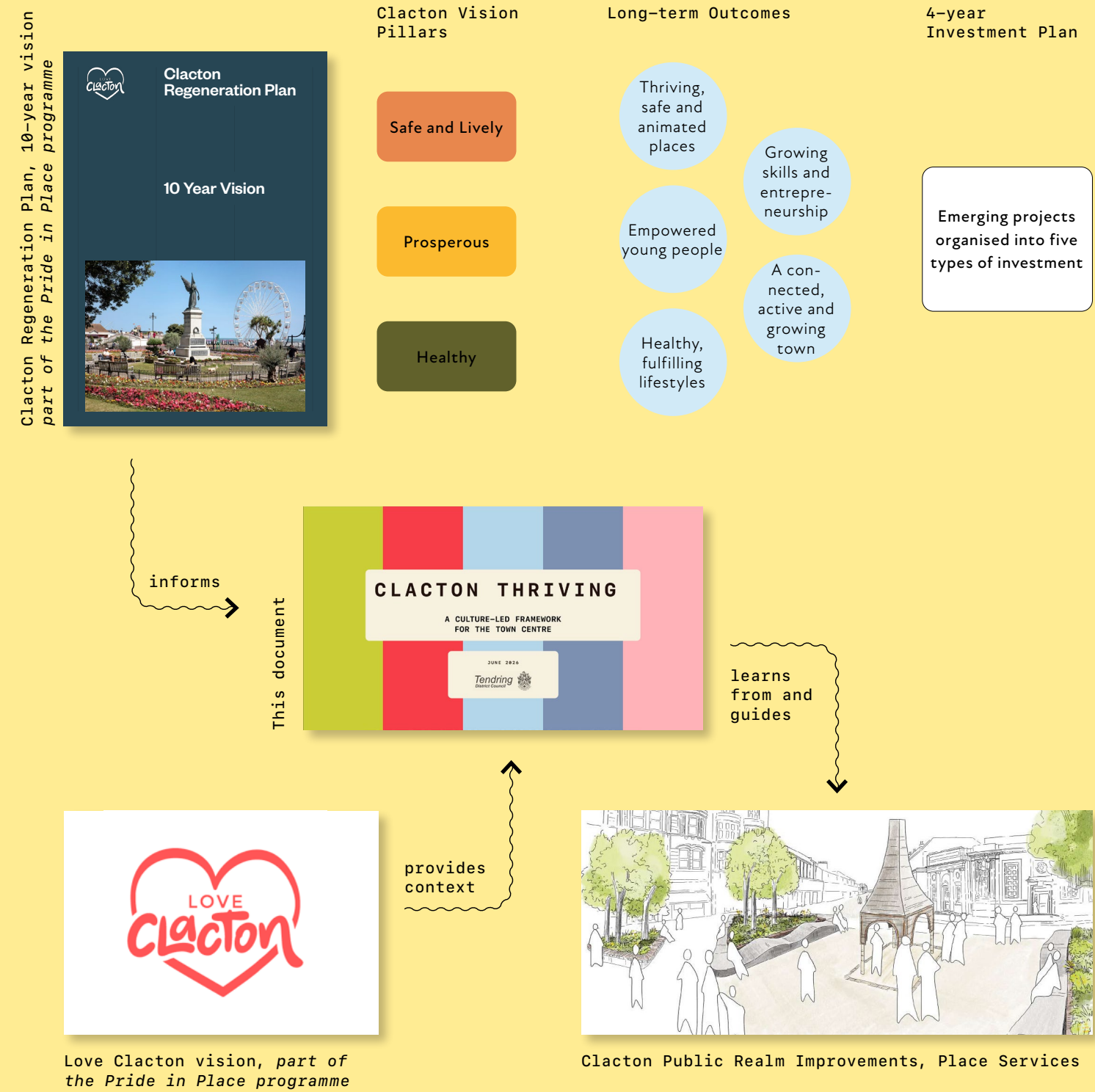
This culture-led framework consolidates and refreshes existing strategies, translating the ambitions of the Pride in Place Programme, into a deliverable, spatially-grounded plan. The spatial framework sets out concrete, deliverable interventions that can realise the aspirations set out, and deliver on the Regeneration Plan's 10 year vision, complementing the Pride in Place interventions.

This document repositions Clacton-on-Sea town centre as a dynamic, inclusive, and resilient destination for residents and visitors, anchored in a distinctive identity that celebrates its seaside heritage and unlocks the potential of its cultural economy. This documents connects strategic policy to place-based delivery to support Tendring District Council’s aspirations and frame a long-term vision around short-term deliverability.

Clacton Thriving provides a strong narrative to unite residents, local businesses and cultural partners towards a shared vision for change.

"Clacton-on-Sea stands at a pivotal moment of transformation. Over the next decade, we will revitalise our seaside community through collaborative action across three essential pillars, creating a place where residents of all ages and visitors alike can thrive and build futures."

10-year Vision, Clacton Regeneration Plan



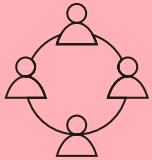
1.2 AREAS OF FOCUS

Page 121

LENSES	CHALLENGES	WHAT HAS BEEN DONE/ IS UNDERWAY?	WHAT MORE CAN BE DONE?	WHAT ROLE CAN THE FRAMEWORK PLAY?
PUBLIC REALM AND OPEN SPACES 	• arrival and connections • active travel/ bus network • access to parking • lack of spaces to socialise and play • perception of safety, including in the evening • lack of trees and planting	• Clacton Public Realm Improvements • Community Transport Buses • Clacton Civic Quarter - increased connectivity	connect ongoing and future public realm improvements through cohesive spatial plan	identify short- and long-term public realm initiatives and projects
HIGH STREET, RETAIL AND F&B 	• seasonality • vacant units • retail parks • character of retail	• Shopfront improvements • Clacton Civic Quarter - diverse uses • Town Centre Manager	diversification of uses, short-term activation of vacant units to test potential future uses	spatialise opportunities for diversified retail and land uses
CIVIC AND CULTURE 	• tourism-focused culture • culture amenity spread out • opportunities for learning • not directed at young people	• Seafront Micro Venue • Cultural Strategy • Creative Tending CPP • Clacton Civic Quarter - new cultural production and civic uses	embed culture in the everyday to develop curiosity and establish longer term cultural direction	create connections across the network of cultural organisations and give culture an everyday presence in the town centre

1.2 AREAS OF FOCUS

Page 122

LENSES	CHALLENGES	WHAT HAS BEEN DONE/ IS UNDERWAY?	WHAT MORE CAN BE DONE?	WHAT ROLE CAN THE FRAMEWORK PLAY?
COMMUNITY PARTICIPATION 	- community voices under-represented at governance level - digital connection - social isolation/ levels of deprivation	- Setting up of Youth Board - Regeneration Plan and Pride in Place programme - Love Clacton public consultation - Women's Safety Charter	include Youth Board and local businesses to decision-making process strengthen/ address vulnerable voices	identify spatial opportunities and initiatives to foster community participation and bring people on the journey
OWNERSHIP AND REPUTATION 	- disparate and complex ownership - access to public toilets - online presence - character and identity not visible across the town	- Bids to purchase additional assets - Love Clacton and Celebrate-on-Sea initiatives - Regeneration Plan and Pride in Place programme - Clacton Civic Quarter - council-led, affordable homes	highlight opportunity areas and potential for additions to portfolio	building on Love Clacton Vision, give people ownership of the Spatial Framework

2.

CONTEXT

UNDERSTANDING CLACTON

2.1 PREVIOUS STUDIES

DOCUMENTS REVIEW

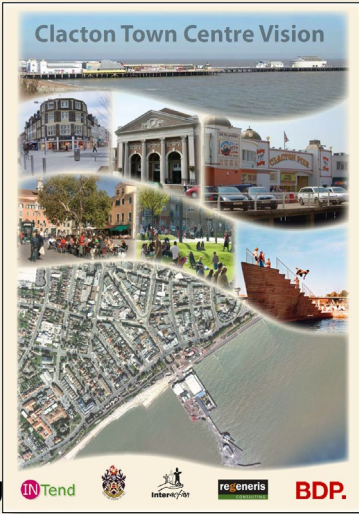
To establish a strong foundation for this document, we began by undertaking a comprehensive review of existing work relating to Clacton-on-Sea and the wider district.

This included reviews of long-term visions, strategic plans, technical studies, and a wide range of engagement documents produced over many years. Documents spanned a wide range of scales, from county-level policy frameworks and regional investment strategies to detailed town centre analyses and thematic reports covering regeneration, transport, culture, health, housing, and economic development.

By systematically consolidating this diverse body of evidence, we identified key issues, opportunities, and priorities that consistently emerged across documents. These recurring themes provided a clear and robust baseline, shaping the focus, direction, and ambition of the framework and ensuring it builds on established knowledge, responds to local needs, and aligns with wider strategic objectives.

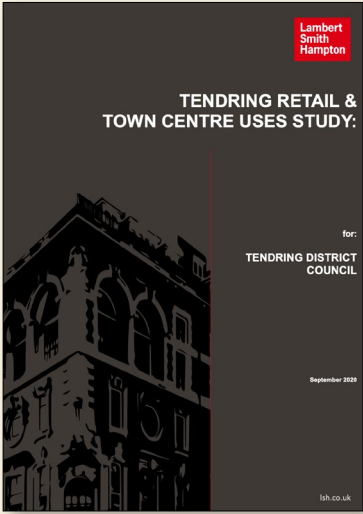


PREVIOUS VISIONS, STRATEGIES AND RESEARCH



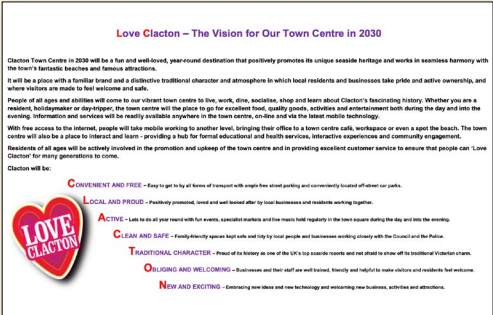
CLACTON TOWN CENTRE VISION, BDP 2009

The 2009 Clacton Town Centre Vision outlined a plan to revive the town centre by improving its public realm, reducing car dominance, and strengthening its retail offer. It aimed to tackle deprivation in the Pier ward and create a more appealing, accessible, and vibrant centre through coordinated physical upgrades and socio-economic regeneration.



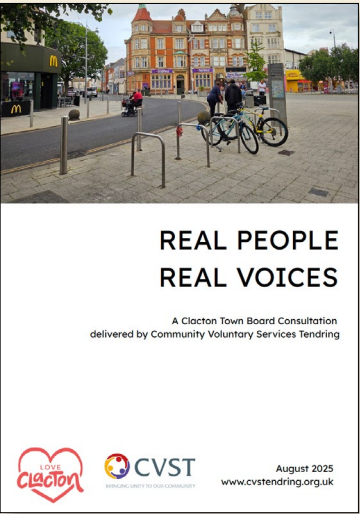
TENDRING RETAIL & USE STUDY, LSH 2020

This study aims to assess current and future needs for retail space, evaluate key centres and alternative locations, identify suitable retail types through 2033, explore emerging trends, and recommend practical transformations for retail-led centres based on best practices.



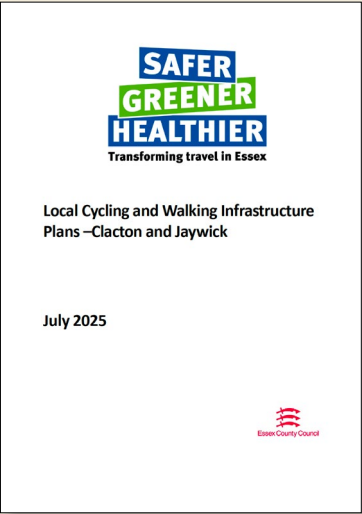
LOVE CLACTON, TENDRING DISTRICT COUNCIL 2025

This vision document positions Clacton as a year-round destination that positively promotes its unique seaside heritage and works in seamless harmony with the town’s fantastic beaches and famous attractions where visitors are made to feel welcome and safe.



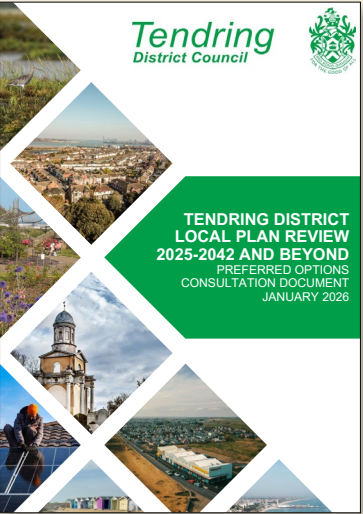
REAL PEOPLE, REAL VOICES CVST 2025

The Real People, Real Voices report gathered views from over 600 residents to shape Clacton’s 10-year Regeneration Plan, highlighting priorities such as improving the high street, transport, housing, health services, safety, and public spaces. Residents also expressed pride in Clacton’s beach, seafront gardens, pier, and strong community spirit.



LOCAL CYCLING AND WALKING, ESSEX CITY COUNCIL, 2025

This report presents a comprehensive analysis of the data collected through the LCWIP consultation survey. It provides an in-depth understanding on the support for cycling and walking in Clacton and Jaywick and highlights people’s attitudes and priorities.



LOCAL PLAN, TENDRING DISTRICT COUNCIL 2026

TDC's revised Local Plan provides a clear and robust framework for guiding development across the District. This document is critical to ensuring positive growth and protecting the District from speculative and unplanned development.

LOVE CLACTON

ENGAGEMENT SUMMARY

Back in August 2025, Community Voluntary Services Tendring (CVST) designed and delivered a comprehensive engagement programme on behalf of the Clacton Town Board, with findings captured in the *Real People, Real Voices* document.

Undertaken as part of the Love Clacton programme, CVST engaged with more than 600 residents through digital engagement, face-to-face outreach and targeted focus groups, ensuring wide representation across Clacton’s diverse communities. The feedback and findings informed the development of Clacton’s 10-year Regeneration Plan, supported by £20 million of investment through the Pride in Place Programme.

Residents shared views across six themes: High Street and Heritage, Housing, Education, Work and Skills, Health and Wellbeing, Cohesion and Safety, and Transport. The findings demonstrate strong local commitment, acknowledge ongoing challenges, and set out a clear, community-led roadmap for regeneration.

The adjacent selected quotes have been collated from the *Real People, Real Voices* document and categorised into the lenses used throughout this spatial framework as a high-level summary of the feedback received during that period of engagement. This review has helped us establish priorities and areas of focus for this framework to ensure it reflects the needs of the community.

PUBLIC REALM & OPEN SPACES

- "Improved footways and cycle routes, improve local bus services, rail connectivity and access"
- "Better bus service during the evenings"
- "More greenery, trees, flowers in and around town."
- "More benches"
- "Better, cheaper transport links with a more frequent train service."
- "Disabled/push chair access to beach water front, duckboards on sand."
- "Improve pavements especially for vulnerable older people and those with pushchairs."
- "Closer parking to town."
- "Put speed bumps in roads in and around town to stop speeding. All of them need more improvements."
- "Street bunting"

HIGH STREET, RETAIL AND F&B

- "Better Shops along the high-street, such as department stores and independents."
- "Drop the rent's of shops to enable more small business to take over empty there's enough of them."
- "Professional, free events run in the centre of the town once a month. A regular market."
- "Do something with the empty shops. When (not if) the percentage of empty shops drops any further then all will go as it makes the shopping street unviable and loses the draw for day trippers and locals alike."
- "Encourage new shops"
- "A weekly market, housing for the people of Clacton first."
- "Turn old QDS into a market place for small traders."
- "Encourage (no rates) empty shops to re-open – individual, quirky shops – take a guide from Frinton."
- "Make it a seaside centre where tourist experience is new and exciting."

CIVIC AND CULTURE

- "Hosting more arts and culture events"
- "Open up the empty shops and have community shops where people can access help and advice rotating different voluntary organisations daily."
- "A social club for teens of an evening supervised in one of the empty shops. The leisure centre needs expanding to include more activities for all age groups especially evenings. A skating rink would be good too or ice rink."
- "Help the market on Saturday at Christmas Island to grow, fresh food would be nice."
- "Mental health support, access to health and affordable leisure facilities."
- "More toilets"
- "Support people back into work, increasing skills provision, increasing educational opportunities, support for families and young people."
- "There are not much events in Clacton town, could build a green park or something near town"

COMMUNITY PARTICIPATION

- "Encourage more singers into Christmas Island"
- "More arts, craft and culture available to those who wish to study and learn new skills"
- "Promotion of strong role models from within our community and beyond, put on talks and events to provide inspiration."
- "Walk in surgeries that enable those who do not have internet or technology to access."

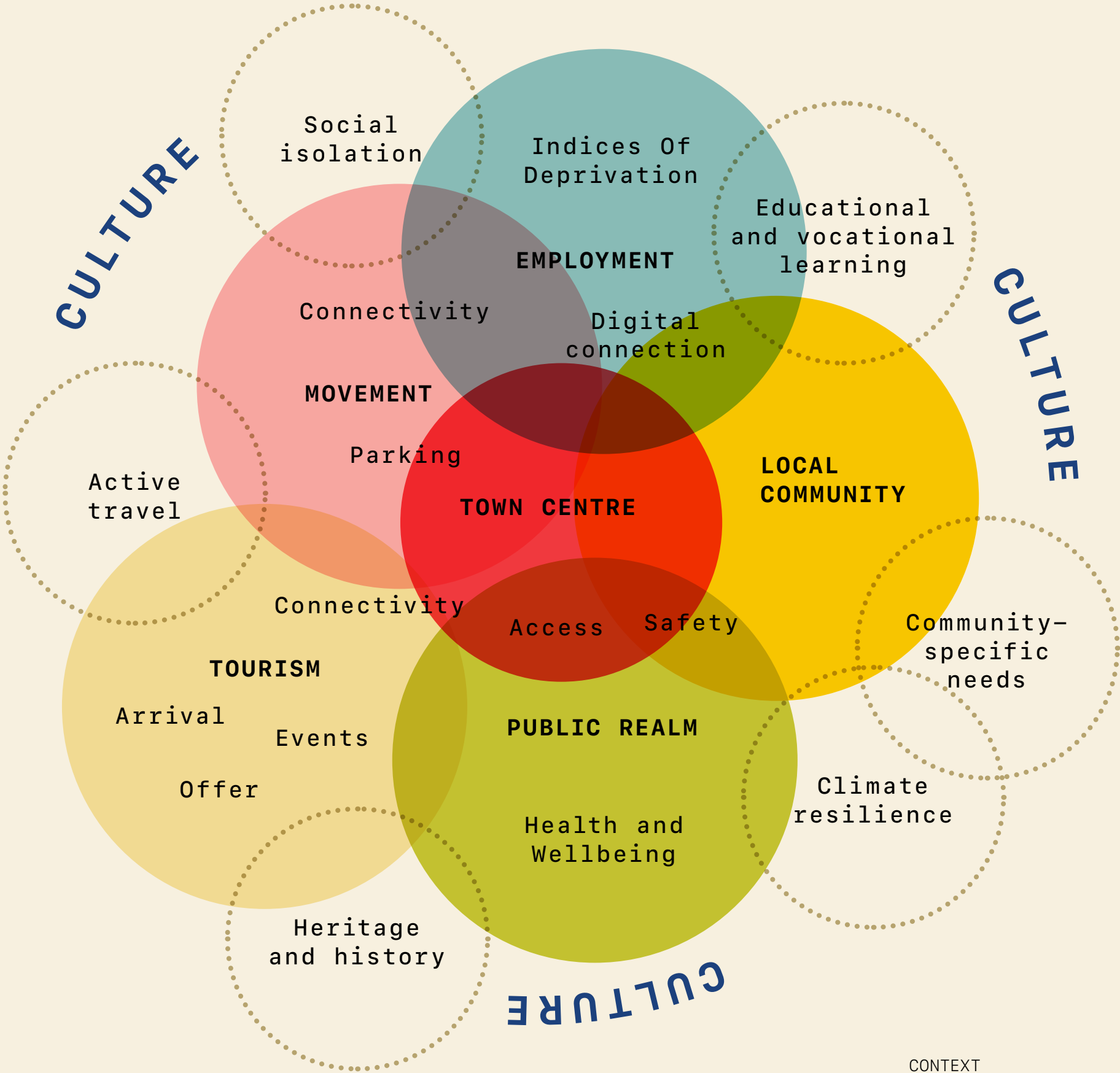
OWNERSHIP AND REPUTATION

- "Be safer at night time"
- "Less cars"
- "Support for volunteering and community facilities."
- "More police on streets"
- "Cleaner toilets"
- "Clean up town centre. Keep seafront tidy even in winter not only summer months."

PREVIOUS STUDIES

KEY FINDINGS

This diagram summarises key areas for improvement identified through our review of previous studies, vision documents, and engagement processes; and highlights the themes this framework seeks to strengthen and build upon.



2.2 VISUALISING CLACTON

BASELINE ANALYSIS

Working closely with Tendring District Council's teams across the Council including Culture, Creativity & Visitor Services, Economic Growth and Planning departments, a baseline analysis was developed in order to embed the spatial framework within the existing context.

The following pages establish a site-specific spatial portrait of the town centre, mapping land use, ownership, building condition, public realm and movement networks with a focus on the Town Centre area and its strategic axis: Pier Avenue, Station Road, Rosemary Road, the Town Square, the Pier and the seafront.

This spatial analysis identifies barriers and opportunities to be addressed through this framework.

The baseline analysis includes fieldwork and desk-based research undertaken between October 2025 and March 2026, in collaboration with transport consultants Markides, retail specialists Portas, and socioeconomic experts Amion. The compiled mapping and research span across the following themes: Historical context, Transport and accessibility, Community & cultural assets; Cafés, restaurants and bars; Retail; Seasonality; Evening and night time activity; Young people; and Listed buildings and conservation areas.



HISTORICAL CONTEXT

HISTORICAL STREET PATTERN

Historically, much of Essex would have come under the diocese of St Paul’s Cathedral and it is possible that Clacton may have been a centre of seaborne trade between London and northeast Essex. Much of current day Clacton was comprised of farmland that belonged to Seaside House Farm. It covered most of the town centre as we know it today, spanning from Rosemary Road East to Station Road, in the area then known as Great Clacton Beach.

The pier was completed in 1871 which was also the year the bank holiday act was passed, one of many factors leading to the rapid growth of Clacton as a seaside resort.

By 1881 new civic and cultural buildings had developed, and by 1882 the railway had been connected up to the line serving Thorpe-le-Soken, allowing for greater numbers of day trippers from London.

The decline of Clacton as a seaside resort came through numerous events, the 1960s riots, the closure of Butlins in 1983, and the growing affluence of the nation which led to holidaymakers traveling abroad.

- 1880s road network
- 1920s road network
- 1880s development
- 1920s development
- 1950s development

- BOUNDARIES**
- Project boundary
 - Priority area for regeneration (as defined in *Clacton Regeneration Plan*)



HISTORICAL CONTEXT

A HOLIDAY DESTINATION

Between the 1950s and 1970s, Clacton-on-Sea functioned as one of the East of England's most significant seaside resorts, drawing large volumes of domestic tourists, predominantly from London and the East Midlands, during the postwar holiday boom. The town's economy and spatial character were shaped almost entirely by this seasonal influx, with its built environment organised around the provision of leisure, entertainment and hospitality.

The pier and seafront formed the civic and commercial spine of the resort. The lido, bandstand, and Pier Gap concentrated recreational activity along the waterfront, while the Electric Parade supported a dense mix of retail and visitor-facing uses. This layering of functions gave Clacton a relatively sophisticated leisure offer by the standards of the period.

Culturally, the town sustained a live music scene of some vitality, with ballrooms and seafront venues attracting touring acts through the 1960s, reflecting broader national trends in popular entertainment. Public events, including open-air performances and large-scale spectacles along Marine Parade, reinforced the town's identity as a place of collective, democratic leisure.

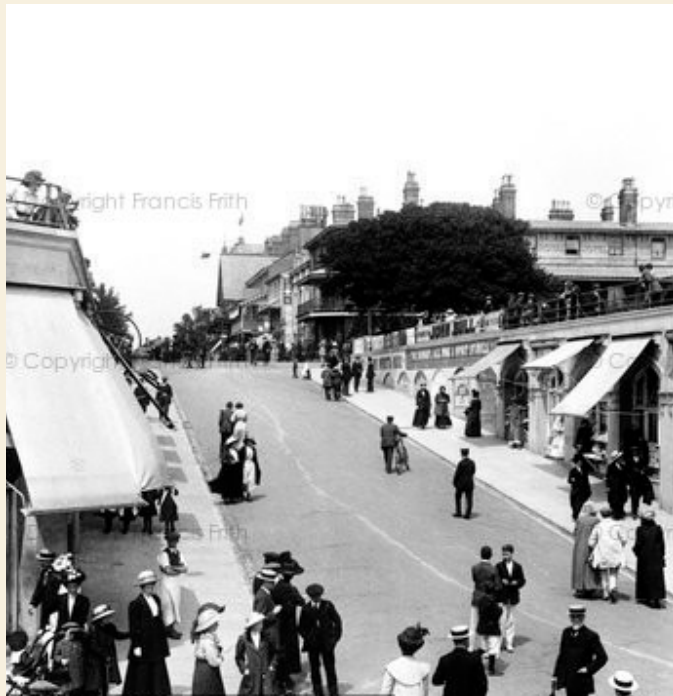
This period represents a high-water mark in Clacton's cultural and economic life, and offers a meaningful reference point for understanding the town's potential as a destination today.



Electric Parade, Image source: The Francis Frith Collection



The Bandstand, Image source: Clacton & District Historical Society



Pier Gap, Image source: The Francis Frith Collection



Lido at the Pier, Image source unknown



Clacton covered market, Image source: Lesley Croxford, BBC news



Elephants on Marine Parade, Image source: Clacton & District Historical Society

PUBLIC REALM AND OPEN SPACES

OBSERVATIONS

OPEN SPACES

The town centre is organised around vehicle movement and parking, which shapes how the public realm feels to people on foot and those who cycle or use public transport. Town Square and the beach are important public spaces within the town and are well-used in the warmer season. Station Green is an underutilised open space which could contribute to creating a more welcoming arrival experience from the station. Most other open areas in the town centre are currently given over to car parking. There is an opportunity to review how these spaces can be used more creatively while retaining sufficient parking provision at all seasons.

PUBLIC REALM

Many residents and visitors from surrounding areas currently rely on cars to reach the town centre, reflecting the relatively low frequency of public transport (e.g. one train per hour on the Colchester corridor), as well as the importance of parking provision within and around the town centre. Within the town centre, footways are often narrowed by on-street parking, signage and railings. There is

room to declutter the public realm to create a more accessible environment.

The arrival experience from the railway station also presents an opportunity where improved crossings and a clearer route would welcome people from their first steps off the train. Bringing greater consistency and quality to pedestrian and cycling infrastructure will improve accessibility and inclusivity, and could be especially valuable for younger children, carers, and people with restricted mobility, helping the public realm feel safe and welcoming for all ages and abilities, and reducing the risk of social isolation.

WAYFINDING

Distances between key destinations in the town centre are comfortable to walk, which is a strong foundation to build on. Strengthening crossing points, widening footways, and introducing clearer wayfinding and a more consistent material palette would help translate this walkable scale into an inviting pedestrian experience that can support economic vibrancy and make the town centre easier to navigate and a draw from surrounding areas.



TRANSPORT AND ACCESSIBILITY

BASELINE REVIEW

PUBLIC TRANSPORT AND CYCLING

Public transport in Clacton-on-Sea provides direct bus connections to nearby towns and destinations including Colchester, Manningtree, Jaywick, Clacton Shopping Village and Frinton-on-Sea. While the bus network is diverse, residents report unreliable services, limited evening provision and accessibility issues, highlighting the need for more frequent and reliable buses that are coordinated with train times. The ongoing Bus Stop Infrastructure project is addressing lack of consistency and quality of bus stops and is implementing improvements across the network.

Rail services offer direct hourly connections to London Liverpool Street, Walton-on-the-Naze and Colchester, with full step-free access. The station benefits from 104 cycle-parking spaces. However, dedicated cycle routes in Clacton are limited, and cyclists have called for safer, better-connected routes and improved secure parking. Investment through the LCWIP and community initiatives such as Essex Pedal Power scheme aim to support active travel.

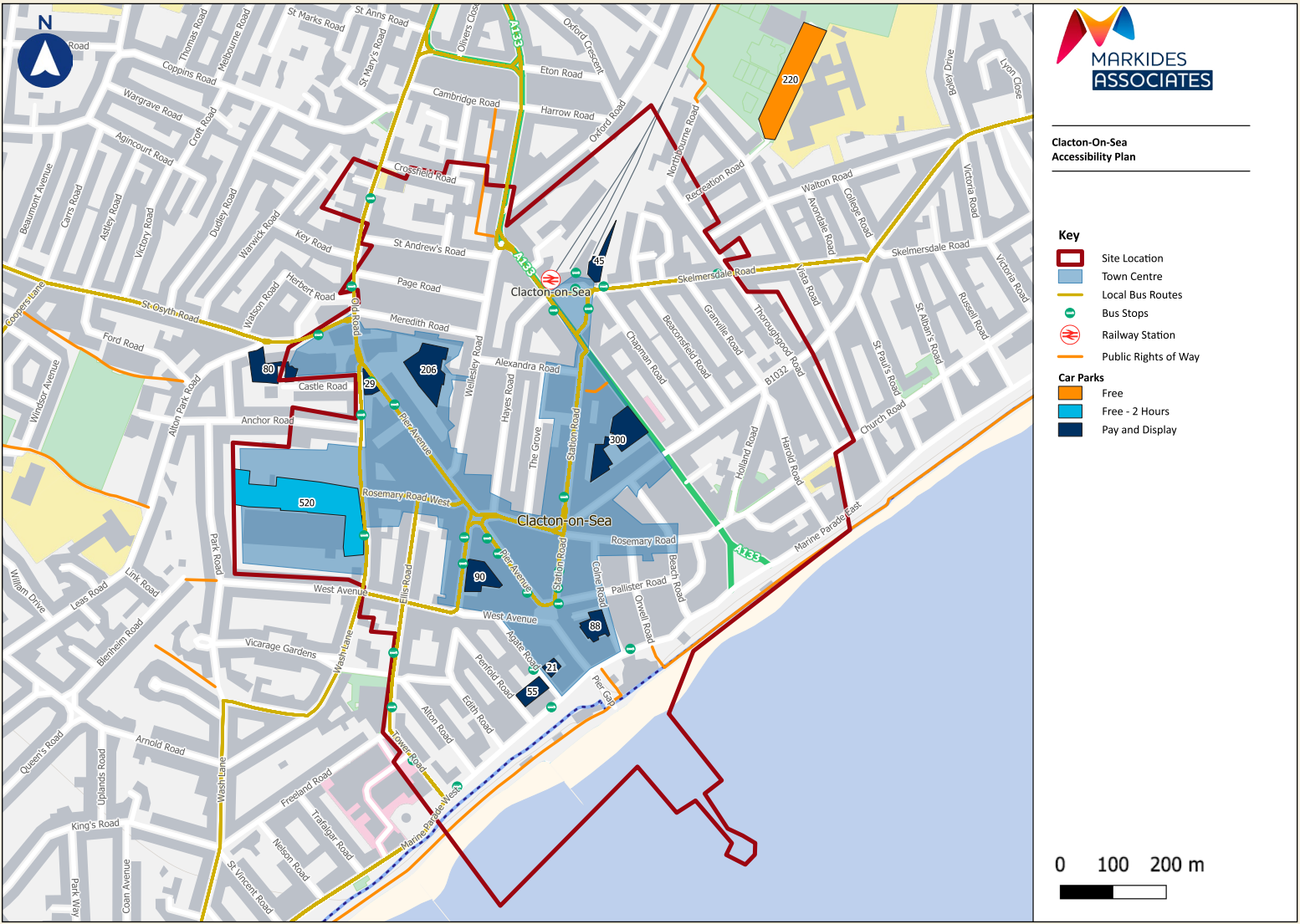
PARKING

Clacton offers around 914 pay-and-display and 740 free parking spaces, including 520 with a two-hour limit, with higher off-street charges closer to the town centre. Local residents can access discounted parking permits for certain car parks. However, the absence of real-time parking information via Variable Messaging Signs (VMS) leads to inefficient use of car parks, unnecessary circulation, and congestion in key areas.

On-street parking is limited to one hour with no return for four, which may discourage longer visits and contributes to waiting and idling in busy pedestrian areas. Some traffic restrictions also limit access to disabled parking, including in Pier Avenue North and South, where spaces are often under-used in the low season.

Previous engagement highlighted demand for easier and closer parking to shops, including free seafront or residents’ parking, alongside measures to reduce traffic and speeding.

The Carnarvon Terrace redevelopment will replace the existing provision with a modern 300-space multi-storey car park, including accessible bays and EV charging.



Transport and accessibility map. Parking data sources: Parkopedia and street count (October, 2025)

TRANSPORT AND ACCESSIBILITY

RECOMMENDATIONS

PROMOTING ACTIVE TRAVEL FOR HEALTH

Potential improvements to the key routes and desire lines shown on the adjacent map include adding resting places, shelter, better lighting, reducing litter, and enhancing personal safety to encourage walking and cycling. A Healthy Streets-style audit would identify the most effective opportunities for these enhancements. Further studies should also be carried out to explore the benefits of

a potential timed-restriction of vehicles on Pier Avenue South.

Priorities also include expanding and improving safe cycle routes, strengthening links between key destinations such as the Railway Station, the Pier, Waterglade Retail Park and local campsites.

Further development of cycling initiatives, such as the Essex Pedal Power initiative, confidence-building support for new cyclists, and exploring the feasibility of e-bikes or scooters would widen participation.

Bus stops would benefit from step-free access and seating, and making the dial-a-ride system digital could improve accessibility.

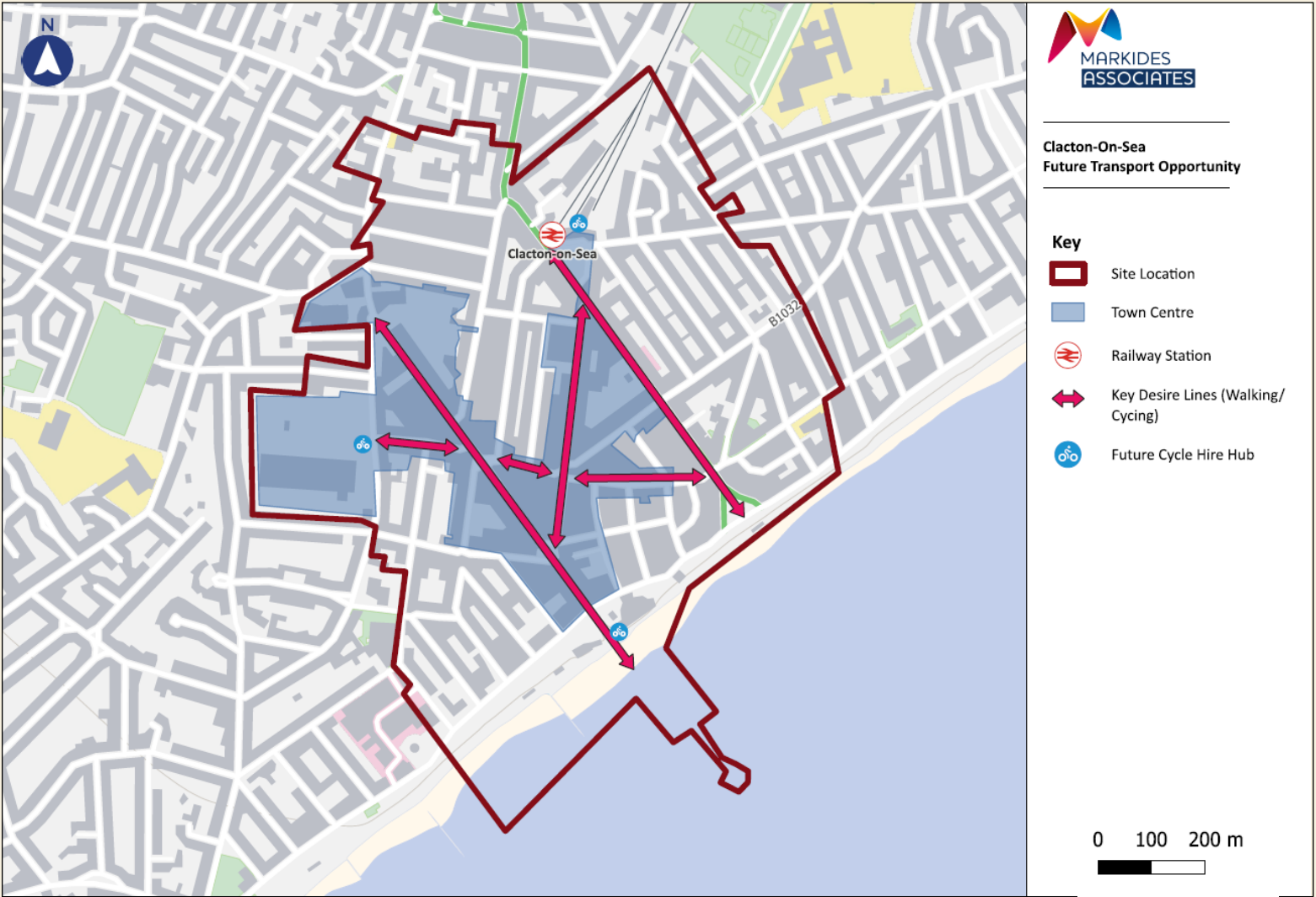
PARKING

Parking interventions should aim to support active travel and reduce congestion.

A park-and-ride system could be explored to enable drivers to leave vehicles outside busy areas and continue their journeys by public transport, walking or cycling—helping to improve traffic flow, air quality and accessibility.

Pricing strategies could encourage visitors to use longer-stay car parks instead of on-street spaces, while demand analysis may identify opportunities to consolidate parking more efficiently.

Park-and-ride proposals remain central to achieving a more balanced, sustainable transport network and could seek to build on those implemented during the Air Show.



Transport opportunity map

HIGH STREET

OBSERVATIONS

CHARACTER AND IDENTITY

The town centre's various high streets have each their distinct character, drawing different audiences. Entertainment and leisure uses are concentrated around the Pier and Pier Avenue south, where tourists tend to spend most of their time when visiting the town centre. Everyday shopping and groceries can be conveniently done by people driving from local areas at the Waterglade Retail Park without the need to visit the town centre, which presents an opportunity to better connect this area with the town centre itself. Restaurants, cafés and bars are clustered mainly around the seafront, with a few successful local cafés spread out across the town centre, mainly on Station Road, High Street and Rosemary Road, with scope to better support this activity with outdoor seating areas for the warmer season.

STREET APPEAL

The town centre's historic buildings, independent shopfronts and comfortable street pattern give it a distinctive character. Bringing a more coordinated approach to how this character is presented and maintained would help the town centre's strengths come through more clearly and consistently for visitors and residents alike. A number of shopfronts would benefit from low-cost improvements, representing a relatively quick win for enhancing the street scene.



Arcades and tourism-focused leisure provide active shopfronts along Pier Avenue south



Cafe spill-out onto West Avenue animates the street



'Love Clacton' wayfinding along High Street connects the town centre with outer residential areas while also 'dressing' the street



Blank frontages and forecourts used as parking spaces create narrow footways

HIGH STREET – RETAIL AND F&B

OBSERVATIONS

Clacton's high street has a strong foundation of long-established independent businesses, particularly along High Street, Rosemary Road and Pallister Road, alongside well-known high street chains. There is an opportunity to grow this independent offer further into Pier Avenue and Station Road, and to expand options for fresh produce, bread and bakery items, complementing the existing retail mix and differentiating from the retail offer of larger retail parks.

Station Road is a key connection between the railway station and Town Square. Its retail offer is currently dominated by estate agents and financial and professional services. While these businesses reflect a stable, established local economy, bringing a more diverse mix of frontages along this route with a broader range of uses could help draw more pedestrian footfall through to the town centre, to and from the seafront.

Clacton has a characterful café culture, with well-loved independent spots such as Reubys, Market Café, Crispins and Nancy's Kitchen, and should be celebrated as a local asset. As is typical of café culture outside major cities, many of these independent cafés close in the mid-to-late afternoon, reflecting their role as daytime destinations rather than evening venues. There is an opportunity to build on this strong café foundation both by expanding it and growing the range of options for dining into the evening to complement the fast-food and franchise offer that already serves the evening market, offering healthier dining options while activating the town center after 6pm.



There is a concentration of high street chains on Pier Avenue south



Smaller independent restaurants and cafes can be popular but have limited seating



High Street has several smaller independent shops with well-curated and personalised shopfronts



High street chains occupy larger retail units in the town centre

HIGH STREET

GROUND FLOOR LAND USE MAPPING

The ground floor land use map shows a continuous high street condition running from Pier Avenue to Old Road, with Station Road, Rosemary Road and High Street forming key supporting routes. This established structure is a strong asset for the town centre. Diversifying the retail mix further, including with supermarket and fresh food offer, currently limited within the town centre itself, would add to the range already provided by independents, charity shops, beauty businesses and the estate agent and financial services cluster along Station Road.

Page 136

RETAIL

Charity

Estate Agent

Supermarket

Beauty

Tourist

Newsagents

Independent

Chain

Services

CIVIC AMENITIES

Government

Education

Health

COMMUNITY AND CULTURE

Library

Leisure

Youth Centre

Theatre/ Museum

Cinema

Religious

COMMERCIAL

Office

Light Industrial

OTHER

Vacant

Under construction

Transport

Car Park

BOUNDARIES

-- Project boundary

— Priority area for regeneration (as defined in Clacton Regeneration Plan)

CAFES, RESTAURANTS AND BARS

Takeaway

Fast food

Pub/Bar

Restaurant

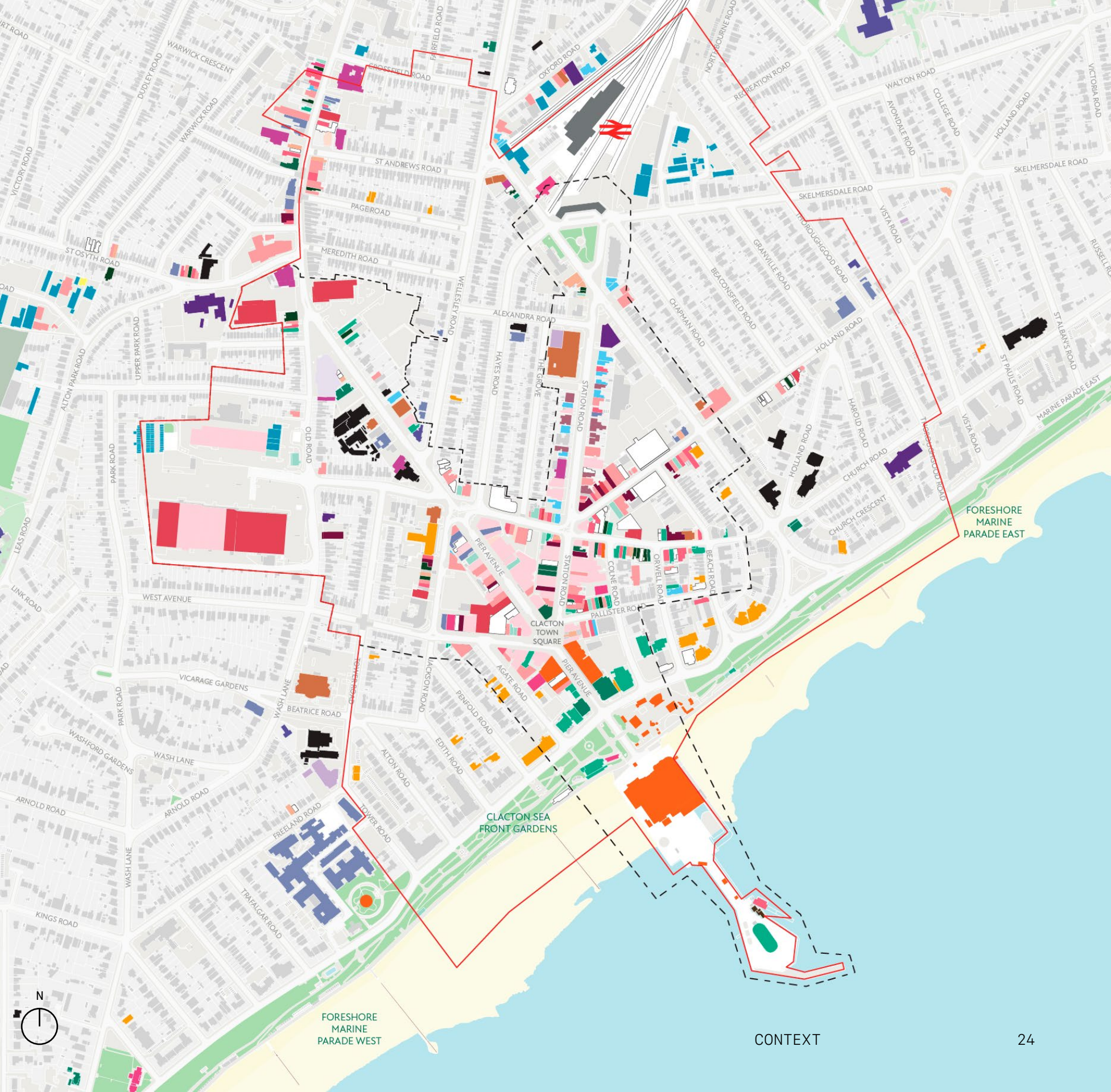
Cafe

RESIDENTIAL

Residential

Care Home

Hotel



HIGH STREET – RETAIL AND F&B

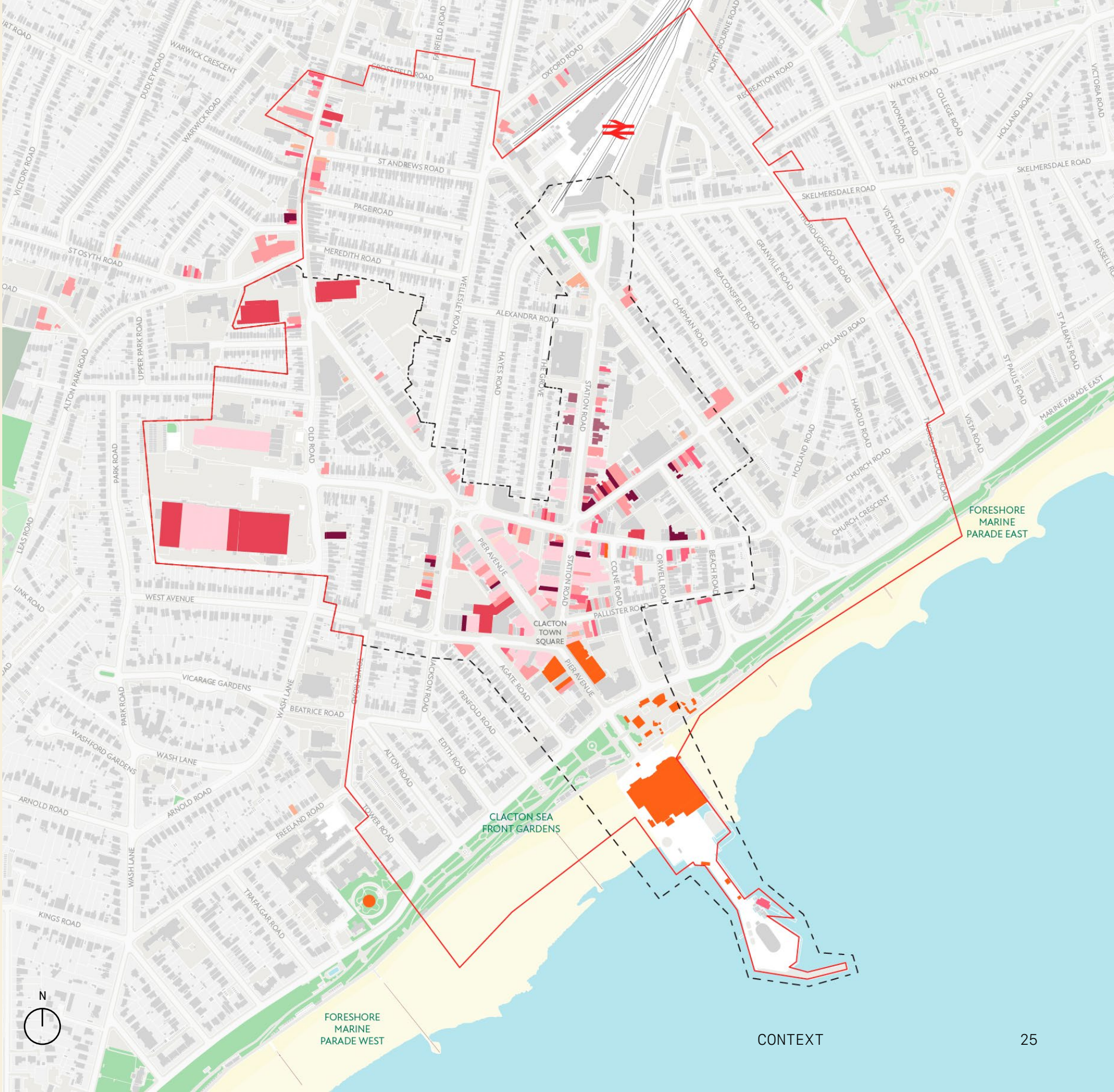
MAPPING RETAIL

The town centre's retail mix reflects a range of established businesses serving different needs. Professional and financial services, including estate agents, form a strong cluster along Station Road, reflecting local demand and economic activity. Beauty businesses and charity shops are also well represented across the centre, adding to the diversity of the offer and, in the case of charity shops, often bringing character and affordability to secondary frontages. Fresh food and grocery provision within the town centre is currently limited, with residents and visitors having to rely nearby retail parks. Increasing this offer within the centre itself could add both convenience and footfall.

Page 137

- RETAIL
- Charity
 - Estate Agent
 - Supermarket
 - Beauty
 - Tourist
 - Newsagents
 - Independent
 - Chain
 - Services

- BOUNDARIES
- Project boundary
 - Priority area for regeneration (as defined in *Clacton Regeneration Plan*)



HIGH STREET – RETAIL AND F&B

MAPPING CAFES, RESTAURANTS AND BARS

Food and drink venues with larger units tend to sit closer to the seafront, while the town centre itself, particularly around Rosemary Road and Pallister Road, has a concentration of smaller, independent cafés and takeaways with limited seating. While very few of these cafés already create spill-out activity, most of these businesses represent an opportunity to increase outdoor seating across the town centre, where footways width permits, adding to the activity of the street scene during the day and into the evening in the warmer season.

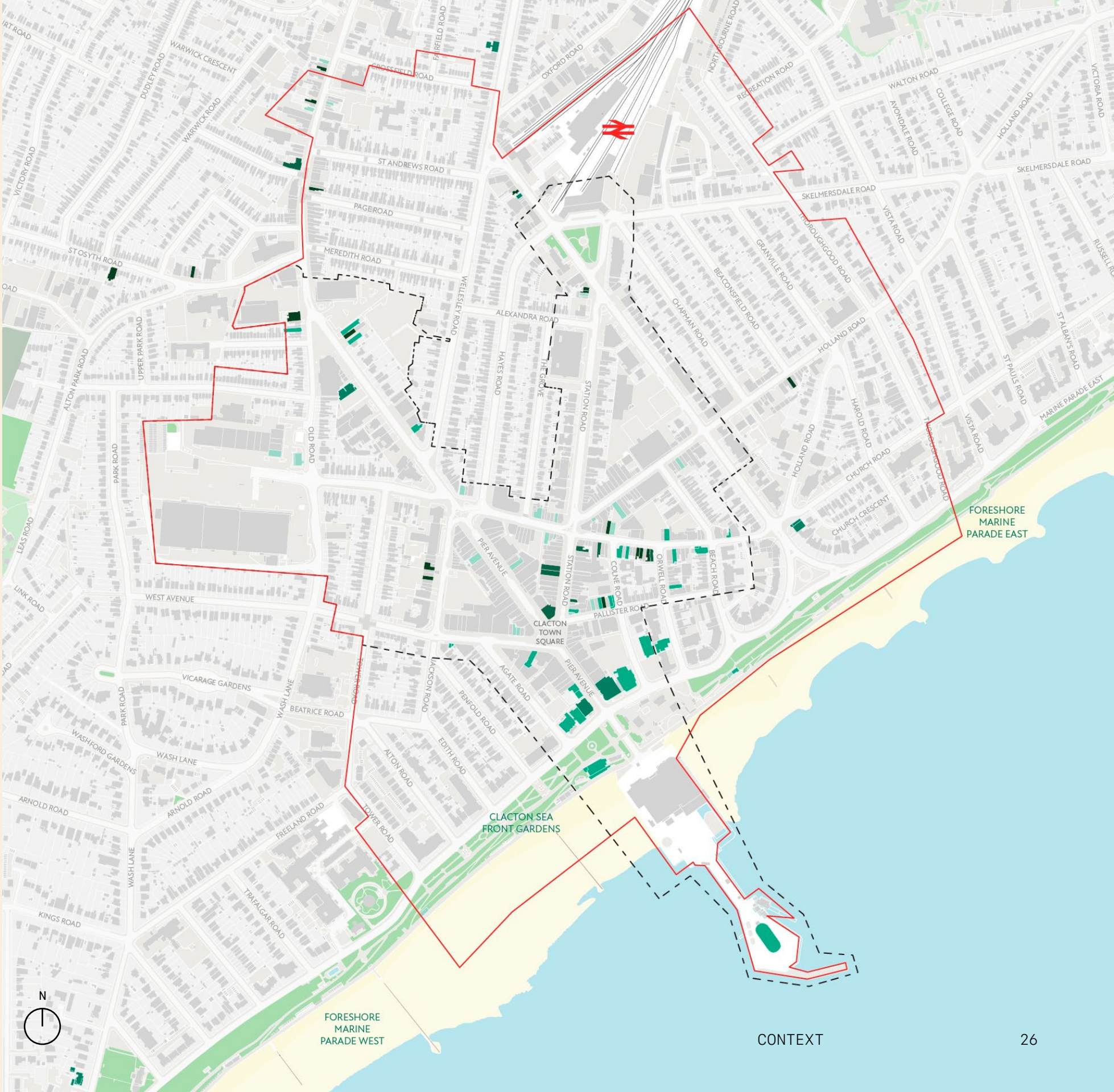
The town centre currently has six pubs and bars, suggesting room to grow the evening offer alongside the well-established daytime café culture.

CAFES, RESTAURANTS AND BARS

- Takeaway
- Fast food
- Pub/Bar
- Restaurant
- Cafe

BOUNDARIES

- Project boundary
- Priority area for regeneration (as defined in *Clacton Regeneration Plan*)



HIGH STREET

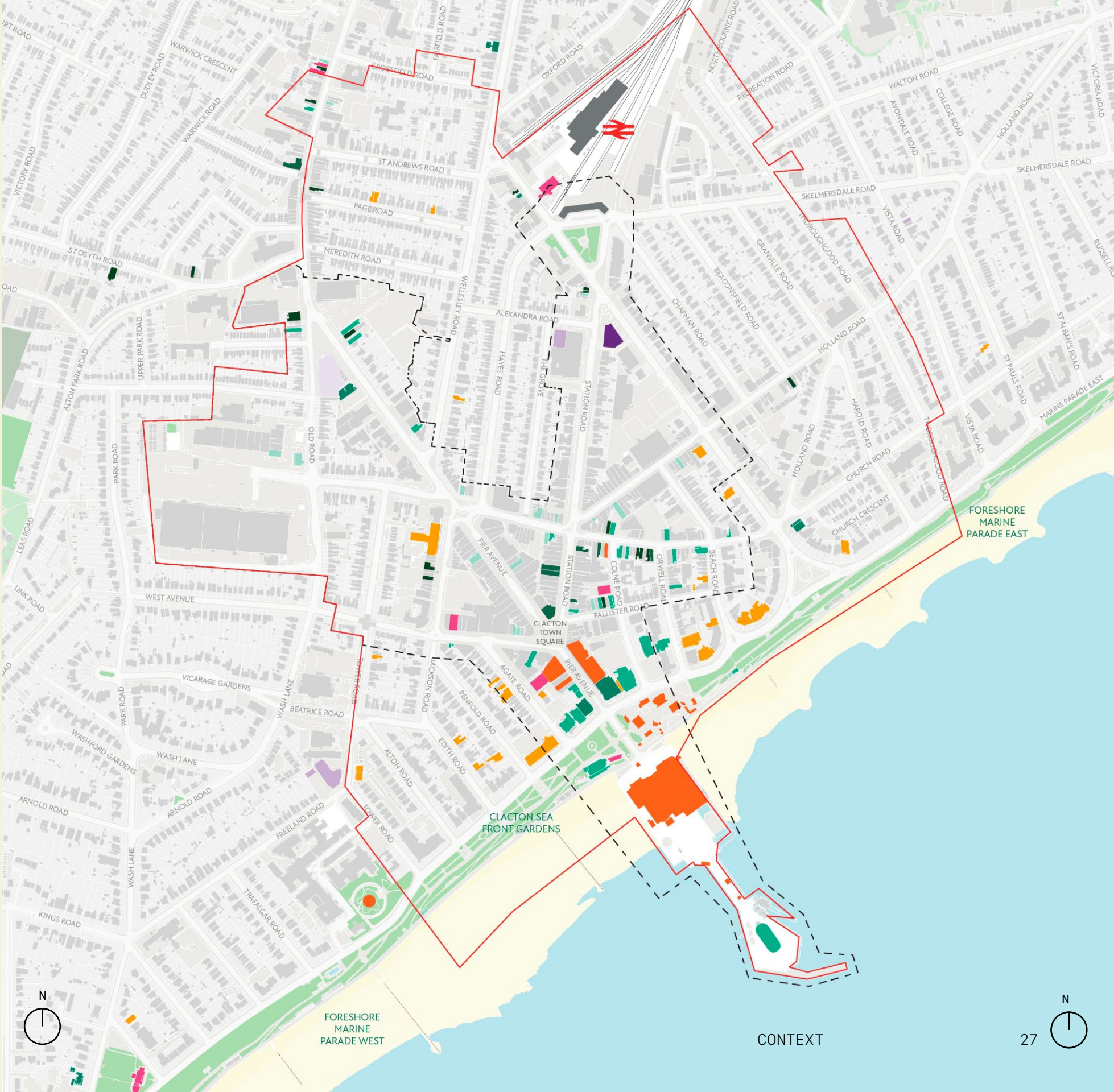
MAPPING SEASONALITY

Tourism activity is concentrated along Pier Avenue south and the seafront, continuing a pattern shaped by Clacton's history as a seaside resort historically reached by boat. There is a clear opportunity to draw on this strong seafront identity to encourage visitors further into the town centre, past the Town Square, where cultural venues such as the theatres, cinema and small galleries and museum could provide additional attractions. Improved signposting and wayfinding to these venues, including to the temporarily relocated Clacton Museum, which currently sits outside comfortable walking distance from the town centre, would help connect them more fully into the visitor experience, particularly during peak season. On-street activity from cafés, restaurants and bars in the town centre would also provide intrigue and invite people into the town centre if visible from the Town Square along key axes and at street corners.

- HOTELS
- RESTAURANT
- CAFE
- PUB/ BAR
- FAST FOOD
- THEATRE
- PIER AND ENTERTAINMENT
- STATION

- CINEMA
- LEISURE
- LIBRARY

- BOUNDARIES**
- Project boundary
 - Priority area for regeneration (as defined in *Clacton Regeneration Plan*)



EVENING AND NIGHT TIME

MAPPING EVENING AND NIGHT TIME ACTIVITY

The town centre's evening activity is currently concentrated in a few well-established clusters along the Pier and Pier Avenue south, Rosemary Road, and Old Road. Other areas with later opening hours include the Waterglade Retail Park and the hospital and healthcare facilities but these don't contribute to bringing evening activity into the town centre.

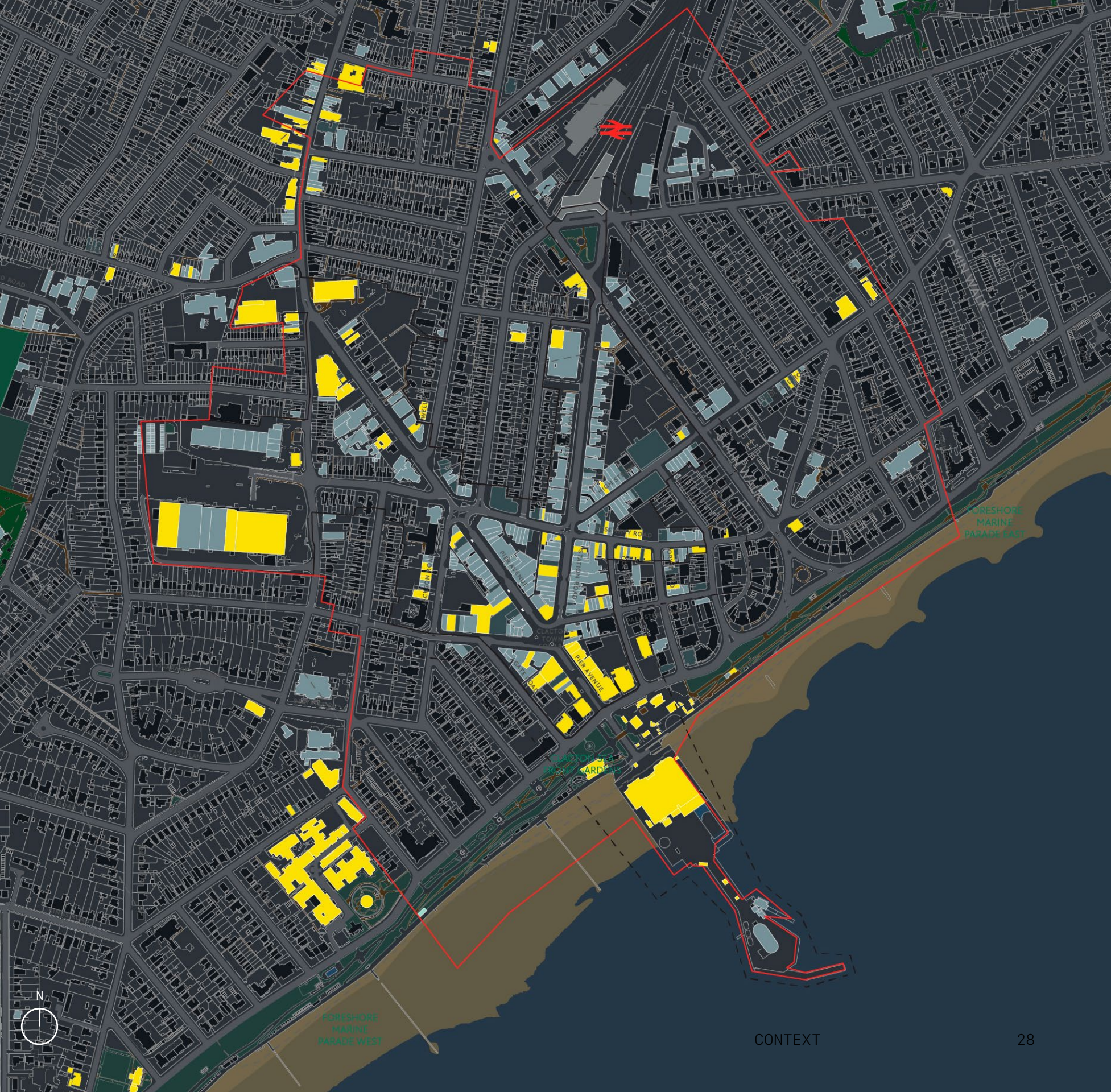
Most shops in the town centre close after 5pm which, along with a number of vacant units, affects how lively and welcoming the streets feel after dark with shutters drawn down, empty streets and inadequate lighting. These early shop closures across the town centre reduce both footfall and vehicular traffic in the evening, therefore impacting the feeling of safety. Extending opening hours, diversifying uses, improving lighting, rethinking the use of shutters, and introducing new uses into these vacant units would help extend the town centre's evening footfall and vibrancy beyond the late afternoon, building on the strong activity already established in the core evening destinations.

RETAIL OPENING HOURS AFTER 6PM (WEEKDAYS)

- Open
- Closed
- Vacant

BOUNDARIES

- Project boundary
- Priority area for regeneration (as defined in Clacton Regeneration Plan)



CULTURAL ASSETS

OBSERVATIONS

Clacton has a unique cultural offer, including theatres, a cinema and a library, all within a comfortable 15–30 minute walk of one another. While all these venues are located within the town centre, they are scattered and disconnected from one another, lacking reliable signposting to signal their presence, and many times surrounded by parking areas rather than restaurants or other evening venues to create small evening activity clusters.

Many of these venues already combine functions effectively with the Town Hall doubling as a theatre, and the cinema sharing its building with a bingo hall. The cinema itself is a characterful building, home to the largest screen in Essex, and represents a strong asset for the town. Refreshing its entrance and signage would strengthen its street presence and more confidently attract visitors.

There is a further cluster of cultural and community amenity to the north of Old Road, focussing on young people and the wider population. Strengthening the wayfinding and joint programming between these community-focused venues, and between cultural venues and nearby restaurants and the Pier, would help the town centre's rich and dynamic network of cultural organisations become more visible, impactful, and better reflected in everyday public life.

The expansive network of cultural educational organisations and the extensive community services that support learning could also be linked to cultural activity more explicitly to embrace opportunities for creative learning at all ages.



The large area of public realm in front of the West Cliff theatre could contribute more directly in animating the public realm



The Princes Theatre, within the Town Hall building, has little presence from the outside



Car parking and bollards hide the entrance to the Century Cinema with Buzz Bingo signage dominating



Public art and wayfinding in the station form part of the welcome experience

COMMUNITY AND CULTURAL ASSETS

MAPPING COMMUNITY AND CULTURE

- LIBRARY

1. Clacton Library
- CINEMA

2. Buzz Bingo & Century Cinema
- LEISURE

3. Magic Casino

4. Cluetopia

5. Cluetopia

6. Clacton Bowling Club

7. Realms VR

8. Clacton Railway Club

9. Comrades Club
- YOUTH/ COMMUNITY CENTRE

10. Salvation Army

11. Clacton Green Lodge Youth Centre

12. Community Cafe

13. Job Centre

14. Clacton Conservative Club

15. St Andrews Hall

16. U Turn

17. BCollective Performing Arts
- THEATRE/ MUSEUM

18. Princes Theatre

19. West Cliff Theatre

20. Clacton & District Local History Society,
- RELIGION

21. St James Church

22. Trinity Methodist Church

23. Pier Avenue Baptist Church

24. Bread of Life Community Church

25. Clacton Mosque

26. Elim Pentecostal Church

27. Colvin Memorial Temple

28. United Reformed Church

29. Our Lady of Light & St Osyth

30. St Pauls

31. Hindu Heritage & Cultural Centre

32. St Dunstons

33. Clacton Christian Spiritual Church
- OTHER CONTRIBUTORS

34. Martello Lounge

35. Jessica's Place

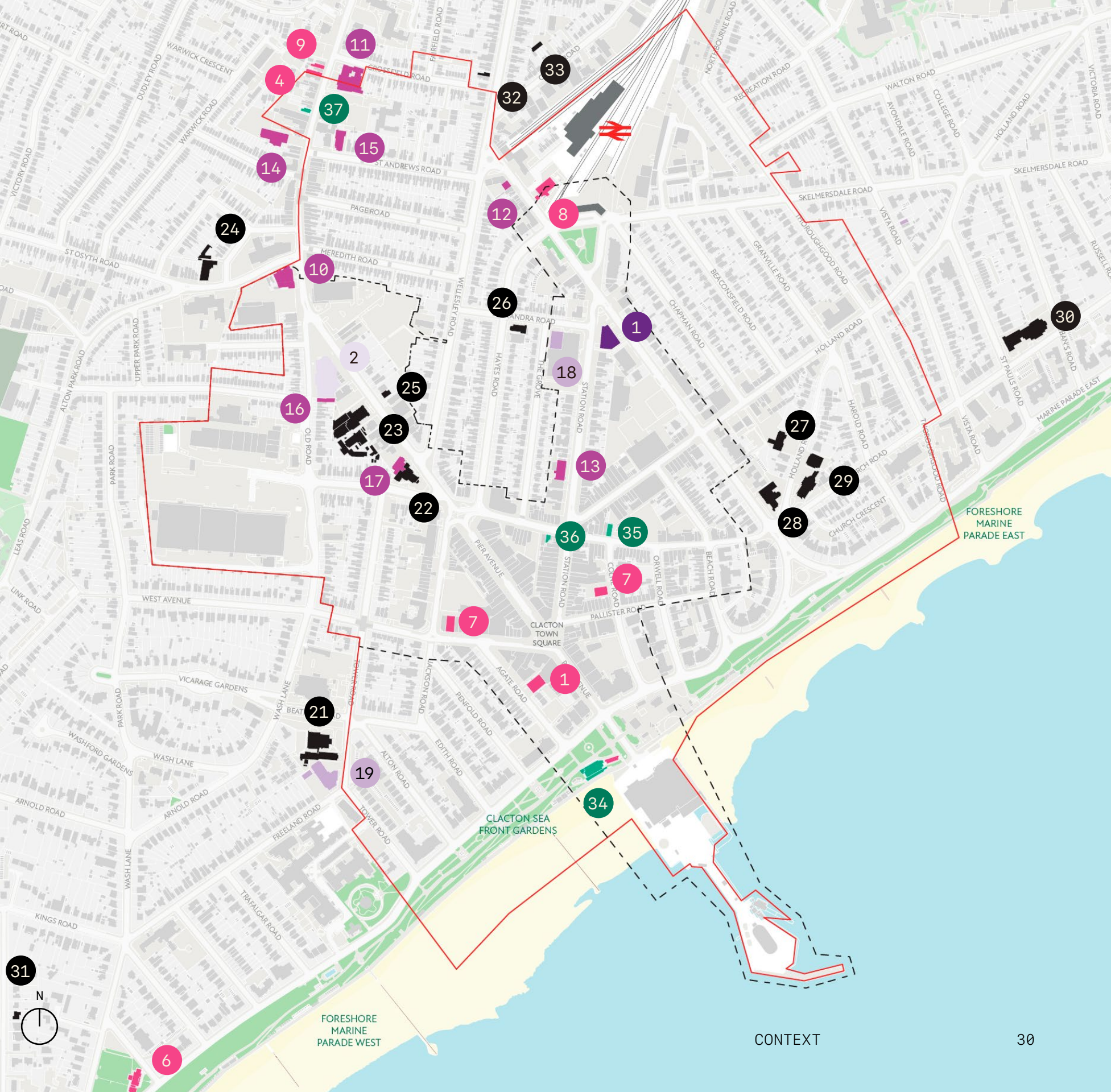
36. Magic Music

37. Coffee and Comics
- BOUNDARIES

-- Project boundary

— Priority area for regeneration (as defined in Clacton Regeneration Plan)

not shown on map



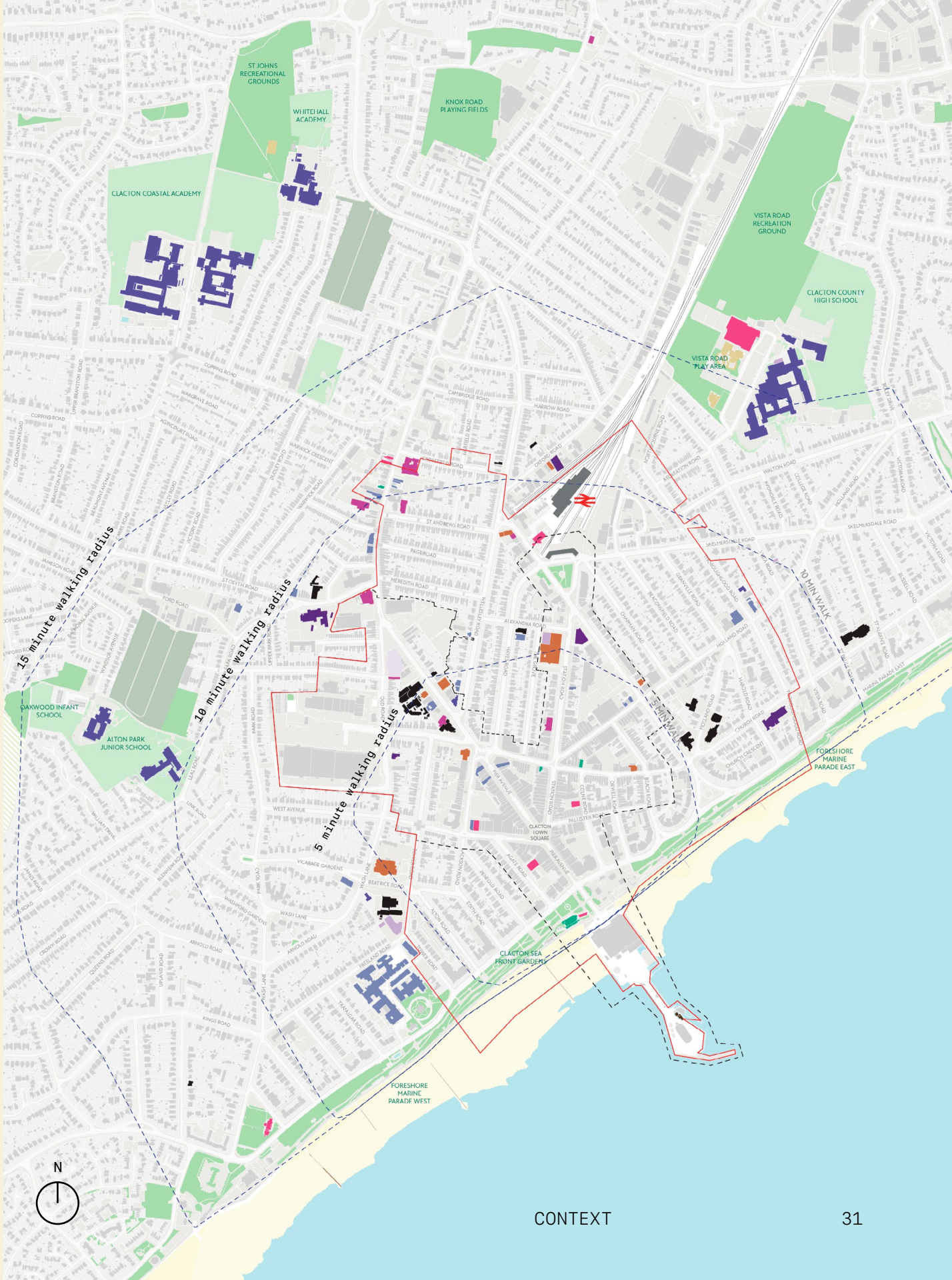
COMMUNITY PARTICIPATION

MAPPING THINGS TO DO FOR YOUNG PEOPLE

The main concentration of activity for young people is around the Town Square, the seafront, and to the north of Old Road where most youth services are clustered. The Leisure Centre is also a key after-school destination for young people of the local area, where play areas and skateparks are well used, demonstrating a clear need for additional outdoor youth provision. There is an opportunity to create more spaces that encourage independent fun within the town centre itself, including outdoor areas for children and families, as well as indoor options for poor-weather days. Meanwhile uses within vacant units could address this current gap. Strengthening safe walking and cycling routes for young people travelling into the centre will also help broadening the range of accessible activities on offer, particularly for young women, and reducing the risk of social isolation among young and vulnerable people.

- Library
- Cinema
- Leisure
- Youth/ Community Centre
- Theatre/ Museum
- Religion
- Health
- Religion
- Education
- Civic
- Public Toilets

- BOUNDARIES**
- Project boundary
 - Priority area for regeneration for Clacton Regeneration Plan
 - Walking radii



ARCHITECTURAL CHARACTER

OBSERVATIONS

Much of Clacton's seafront sits within the seafront conservation area, placing it alongside many other coastal towns nationally recognised for their heritage value. The seafront area was also included in the 2025 'Heritage at Risk' register by Historic England along with many other coastal towns. This emphasises the need a for a climate-resilient strategy to protect Clacton's precious coastal asset.

While the town centre has relatively few listed buildings, many buildings within the town centre, particularly those on corner plots, are authentic with beautiful architectural detailing, particularly when looking up, contributing strongly to the local character.

The registered seafront gardens add a further significant heritage asset, and require a more sustainable maintenance strategy to ensure they can be loved and enjoyed by the local community. Together, these features offer a strong foundation for celebrating and building on Clacton's architectural identity.



The Town hall building is of significant architectural interest, characterful and Grade II listed



Much of the architectural character at upper levels goes unnoticed



Corner buildings have architectural features that double as wayfinding in the town centre



Many buildings that are not listed have notable architectural character

CONSERVATION AND LISTINGS

ARCHITECTURAL CHARACTER AND LISTED BUILDINGS

● SCHEDULED MONUMENT

- 1. Martello Tower F

● GRADE II

- 2. Clacton Town Hall
- 3. Roman Catholic Church of Our Lady of Light and St Osyth
- 4. The Grand
- 5. Clacton-on-Sea War Memorial
- 6. Row of 16 street lights on the south side of espla

● GRADE II*

- 7. Church of St James

● NON DESIGNATED HERITAGE ASSETS

- 8. Pair of coastguard cottages, Tower Road, not shown on map
- 9. Edwardian detached dwelling, No 2 Alton Road
- 10. The Sandrock, Penfold Road
- 11. The Pier
- 12. The Royal Hotel, Marine Parade East
- 13. Lloyds building, Pier Avenue
- 14. Natwest building, Pier Avenue

- 15. Post Office Building
- 16. Old Lifeboat House
- 17. Row of gault brick cottages
- 18. Arts and crafts style dwelling, 15 Church Road

● BUILDINGS OF NOTABLE ARCHITECTURAL CHARACTER

- 19. Century Cinema
- 20. Former Sainsbury's building

□ CLACTON SEAFRONT CONSERVATION

□ HISTORIC PARKS AND GARDENS

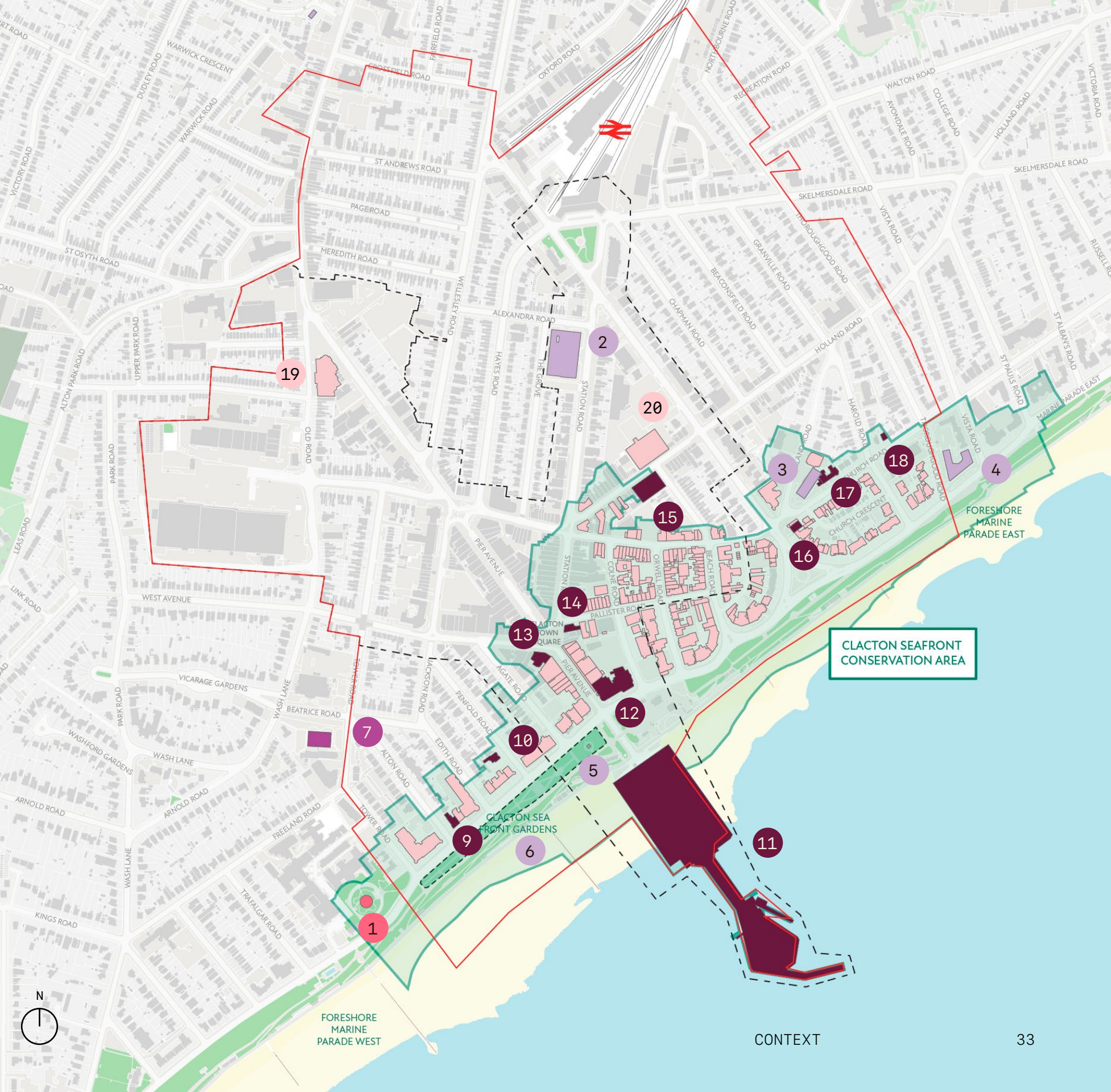
AREA

■ BUILDINGS OF NOTABLE ARCHITECTURAL CHARACTER

BOUNDARIES

- Project boundary
- Priority area for regeneration (as defined in Clacton Regeneration Plan)

Non-designated heritage assets based on 'Clacton Seafront Conservation Area Character Appraisal and Management Plan'.



OWNERSHIP AND REPUTATION

OBSERVATIONS

Clacton-on-Sea carries a reputation that does not always reflect the strength of its heritage assets, its resilient community, and the quality of its built environment, much of which goes unnoticed by visitors walking through the town centre today. Major developments already underway, such as the Clacton Civic Quarter, signal real momentum, and there is an opportunity to help residents and visitors reconnect with the town's historic charm while looking towards the future, as these schemes progress.

The Council's direct ownership within the town centre is limited, with public realm improvements often relying on agreements with private landowners. The former M&S building, however, is council-owned and offers a valuable opportunity to test new meanwhile uses on the high street. Similarly, vacant shops, while currently affecting street vitality and perceptions of safety, sit along key streets and represent exciting opportunities for reactivation. Bringing forecourts currently used for parking or waste storage back into active, attractive use would further enhance the street scene and support the town centre's wider regeneration.

Attracting and retaining talent locally, including encouraging young people to return to the area for employment after higher education, remains an important long-term priority linked to this wider regeneration effort that can be addressed through better support for small, independent and young businesses.



Proposed major development for Clacton Civic Quarter and Carnarvon Terrace



Vacant shops and blank frontages along major streets



Little pull from the seafront and Marine Parade into the town centre



Forecourts along Station Road often utilised as parking spaces creating narrow spaces for pedestrians to move through

2.3 CULTURE IN CLACTON

WHY A CULTURE-LED FRAMEWORK?

For a town like Clacton, where Tendring District Council's own Health and Wellbeing Strategy identifies elevated rates of social isolation, poor mental health, economic inactivity and long-term conditions, the role of culture as a preventative and place-based intervention is particularly significant. Participation in creative activity is associated with reduced loneliness, improved mental health outcomes and stronger social ties; factors directly relevant to Tendring's stated health priorities. The concept of social prescribing, referenced in both the Arts Council strategy and the Tendring Health and Wellbeing Strategy, reflects a growing recognition that access to cultural and creative activity can form part of a structured response to poor health.

Culturally-led approaches to town centre regeneration also generate economic value: creative hubs and cultural anchor institutions attract footfall, support the local visitor economy, stimulate enterprise and help establish a distinctive identity for place. For Clacton, where the Tendring Creative and Cultural Strategy is already recognised as a key strand of the Council's wider corporate and economic planning, a culture-led spatial framework offers an opportunity to coordinate these benefits within a coherent vision for the town centre, connecting heritage with aspiration, and serving the needs of residents throughout the year, not only in summer.

"62% of UK adults agree that culture on the high street gives them a sense of pride in their local area"

Arts Council England, Let's Create Strategy 2020-30

"69% of people think culture on their high street makes their area a better place to live"

Arts Council England, Let's Create Strategy 2020-30

"Culture and creativity will be the levers that translate Tendring's values and variety into innovation, jobs and wellbeing"

Arts Council England, Let's Create Strategy 2020-30

Clacton Carnival 2026, Image source: Steve Brading

CULTURE IN CLACTON

WHAT CAN CULTURE BRING TO A TOWN CENTRE?

WHAT IS CULTURE IN CLACTON?

Clacton has a long-standing identity as a place of performance, entertainment and public celebration, rooted in its heritage as one of the East of England's most popular seaside resorts. Today, Clacton is known for its summer entertainment and events around the Pier area and beachfront, attracting tourists and locals.

The town also supports a dispersed but active ecosystem of cultural organisations, creative businesses, independent venues and community-led initiatives that provide year-round opportunities for creative participation and social connection, and extend beyond the seasonal concentration of leisure activity around the pier and beachfront. This cultural infrastructure, though less visible than the town's entertainment offer, plays a significant role in sustaining community life.

"We want Clacton to be a vibrant and thriving seaside town, that builds on its strong sense of identity and is where the people are proud to live"

Clacton Town Board

WHAT CAN CULTURE DO?

Evidence from national and international research demonstrates that investment in culture and creativity generates measurable social, economic and health benefits for communities. Arts Council England's Let's Create strategy (2020–2030) identifies culture as a key driver of local economic regeneration, community cohesion and individual wellbeing, noting that cultural investment helps improve lives, regenerate neighbourhoods, support local economies and bring people together.

The framework seeks to build on and celebrate Clacton's strong cultural heritage of performance and entertainment that bring a sense of enjoyment and celebration, respecting its heritage, while looking to the future.



1 Clacton Air Show 2025, Image source: Steve Brading



2 Clacton Carnival 2025, Image source: Steve Brading



The West Cliff and Princes Theatre events advertised along the seafront



Independent retailers celebrating Clacton's music culture in the community

CULTURE IN CLACTON

MAPPING CULTURAL ORGANISATIONS

Clacton-on-Sea has a diverse cultural ecosystem made up of organisations and businesses involved in production, consumption, and community activity. Mapping this network revealed a mix of performing arts groups, dance and music academies, youth theatres, creative studios, museums, and long-established high-street retailers, all contributing to a lively blend of creative education, heritage, and everyday cultural life. Many of these groups play an essential role in the community, offering creative opportunities for young people, tailored activities for SEND children, and daily social interaction for vulnerable residents. Yet a large proportion are independently run and face financial and staffing pressures, making the sector fragile.

These insights highlight the need for stronger networks, clearer visibility of what is on offer, and improved connectivity and transport links to help these organisations thrive. Strengthening collaboration and support structures could enhance the resilience of this cultural landscape and position culture as a core part of Clacton’s identity and community well-being.



LEARNING FROM THE LOCAL COMMUNITY

Additionally, a series of community and stakeholder events was held to gather local knowledge of cultural organisations across the wider Clacton area, as well as to discuss and workshop the progressing proposals. This included online and in-person one-to-one conversations with stakeholders, and a ‘Clacton Café’ event attended by a small group of community members from local businesses and organisations. These events provided insights and feedback that informed the emerging strategies.

We would like to thank members of the community who attended the Clacton Café event, held at CVST on the 4th of February, 2026, as well as the following organisations for sharing their time and thoughts with us during 1:1 interviews:

- Princes Youth Theatre
- Clacton Arts Centre
- Arts Trust (Creative Tending)
- Peppermint Dance Studio
- Jaco's
- CVST



INTERVIEWS WITH CULTURAL ORGANISATIONS

TAKE-AWAYS

The project team met with a range of local organisations (see previous page) to understand the wider challenges and opportunities for a culture-led regeneration.

Across discussions, participants highlighted a lack of cultural engagement and limited cultural development in Clacton, often linked to scarce opportunities, fragile financial planning, and reliance on volunteers.

Conversations captured the feeling that many past cultural venues that once energised the town have been lost, fuelling a strong desire to reignite joy and dynamism into the town centre through culture. Interviewees also observed that Clacton once thrived with outdoor public events (markets, puppet shows, and other activities) that helped draw people into the town centre, but current regulations often hinder similar programming today.

There was a shared sense that establishing a consistent cultural identity, along with dedicated venues such as arts centres, would help restore this vibrancy. Stakeholders also emphasised that initiatives should be driven by local groups and community champions, with inclusive communication to reach elderly and isolated residents.

Many cultural organisations operate with part-time or volunteer-led teams, creating a fragile ecosystem that struggles with continuity. Financial support, improved facilities, and better access to funding streams would significantly strengthen the sector.

Reflecting on Clacton’s future potential, the importance of its current key attractions, namely the beach, the Pier, and local residents, was emphasised repetitively. Perceptions of safety and a lack of activities in the town centre currently deter visitors, particularly younger people. While Clacton hosts a range of cultural events, the absence of a central hub for information limits their visibility.

Community self-worth, trust, and cultural capital were identified as barriers to engagement, yet there remains a strong sense of community and a clear appetite for positive change that benefits local people.

Organisations expressed particular interest in supporting young people, including those with special educational needs, through tailored activities. Although cultural groups often compete for audiences, there is a genuine willingness to collaborate and build networks to deliver shared goals.

"A touch of Hastings, a touch of Margate but uniquely Clacton."

"The town halls is a safe space but the town is not. Before anything needs to happen the centre needs to be made a safe space."

"Value is derived from non-material assets—prestige, relationships, knowledge, and meaning—rather than just money."

"The minority are dominating the area."

"It is about things with quality. Some of this events are not great quality. Like the Pier, that strives for excellence."

"There is a broken-window syndrome in Clacton."

"Now it is all very mundane, nothing very appealing to young people, nothing is drawing them to the town centre."

"The town centre is very grey, gloomy. It needs more colour and vibrancy."

"There is work to be done around inclusive communication."

"Clacton needs reframing in people’s mind."

"Clacton can be quite isolating if you have difficulties, but there is a strong sense of community in people."

"Promotion of well-being in general is needed. Giving people ideas about food and healthy eating."

"We have seen that art transforms people."

"Station road used to have lights and flags and it made it more vibrant."

"A lot of people have given up on the town centre. I don't go."

"If you can see it, you can be it."

"The town at night is not inviting at all."

"Community, atmosphere, is missing in the town centre. Walking around and seeing people you know."

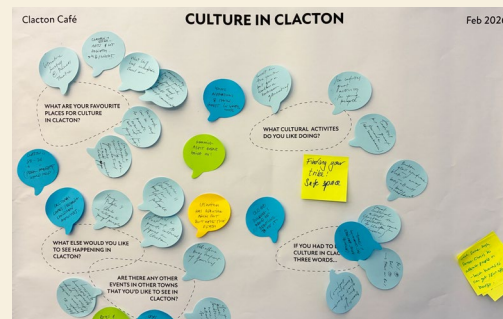
"People prefer to go to Colchester for a shopping outing, there isn't enough to draw you in here."

"There is such a gap for teens and young adults to engage."

"Failure will happen, but this is ok if there are learnings for next time."

TAKE-AWAYS

Page 152



Persistent concerns about drug activity, low police visibility, an uneasy nighttime atmosphere, and poorly maintained public spaces are impacting confidence and reducing the appeal of the town centre.

People want cleaner, better-kept landscaping and greenery. However, many doubt that public realm upgrades or building improvements, such as the new shopfronts scheme, will address the deeper issues around pride, care, and upkeep.

The town centre offers few attractions that differentiate it from nearby retail parks. Combined with the lack of free parking, retail parks currently offer a more appealing alternative.

Weak links between retail parks, the town centre, and surrounding areas, including limited parking and public transport, reduce footfall. Suggested improvements include a free park-and-ride scheme and enhanced bus services.

There is demand for farmers' markets, weekly markets, seafront or promenade events, and stronger promotion through press and social media.

There is interest in creating business boards and improving coordination across councils and law enforcement.

Community members want clarity on the shift from TDC to a Town Council, especially around funding and the Town Hall's cultural role. Clear communication is essential.

People want a better retail mix, with more independent and seaside-style shops complemented by more cafés with outdoor seating, and the introduction of mixed-use units on the high street.

Clacton's rich but under-recognised history, creative heritage, and potential for street art and events could be better used to attract visitors and strengthen local identity.

Cultural groups struggle with high venue rental costs, expensive publicity requirements, and limited connections with the town's food and drink offer before and after shows; a missed opportunity to capitalise on the footfall from cultural events.

There is a need for greater investment in young people and more initiatives that build ambition, empathy, and meaningful intergenerational links.

Rising costs, especially in hospitality, and low footfall after 3pm limit opening hours. Businesses need support such as lower business rates and seasonal parking incentives. Greater collaboration could strengthen local commercial activity.

Clacton's strong coastal assets, its beaches, pier, weather, and seaside tradition, are not clearly linked or promoted in relation to the town centre and should be better integrated.

CLACTON CAFE

TAKE-AWAYS

PUBLIC REALM AND OPEN SPACES

"The natural features are a selling point; there are wonderful beaches with great weather."

"Trees in the town centre are currently being cut down because of maintenance costs."

"Where landscaping is beautiful people will have more respect for it."

"The town square is a hub for daytime drinking."

"We need parking especially short-term free parking."

"The pier has had a lot of investment and is a big attractor."

HIGH STREET

"The Martello lounge has made a difference, it is open all the time and feels safe."

"Businesses may close early because after 15:00 there are fewer customers and it's a question of cost versus rewards which currently isn't worth it."

"Business rates for hospitality have gone up which is a challenge."

"Improving the ambience is important when considering people walking into town."

"The town centre historically had beautiful Victorian bandstand and toilets."

"If there were other attractors or seaside shops mixed with some independent businesses that would be great."

CIVIC AND CULTURE

"There is a big brick hotel along the seafront, beneath this was the oldest human made spear which is now in the British Museum."

"Can we use street art as a tool to commemorate the culture and people?"

"The new art gallery is a great addition."

"Not many people know about the history of Clacton."

"Community, atmosphere, is missing in the town centre. Walking around and seeing people you know."

"The Ride-up Moped Festival is very popular and makes the town centre feel very busy but there is a risk they will leave."

PARTICIPATION AND GOVERNANCE

"Where will funding for community events come from, groups are often costed out of being able to rent spaces?"

"The Clacton gazette is a great resource for advertising events but often isn't very timely."

"How can TDC encourage the right things in the area through the planning system?"

"Social media is often used as a means of communication, the press and Facebook are a good way to communicate with people."

"Bigger parties need to take the initiative for the community to follow action and do things."

"How do we help people see their strengths and talents?"

CLACTON CAFE

SPATIAL TAKE-AWAYS

The adjacent map illustrate location-specific feedback received during the Clacton Cafe event.



3.

SPATIAL FRAMEWORK

STEPPING STONES

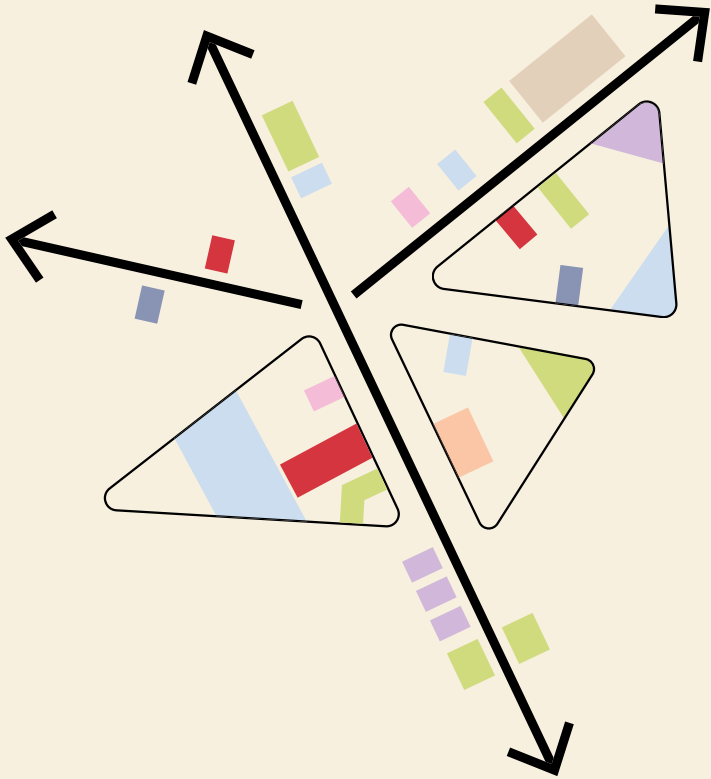
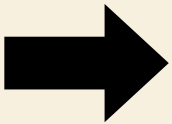
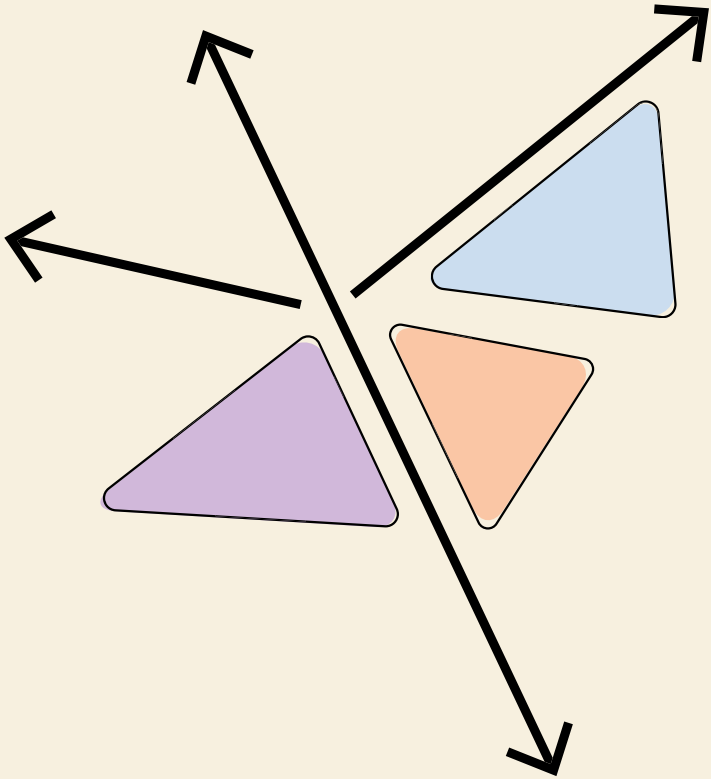
FROM 'QUARTERS' TO 'STEPPING STONES'

SPATIAL STRATEGIES FOR THE TOWN CENTRE

The Spatial Framework builds on the concept of the Quarters proposed in the Love Clacton vision, but expands its ambitions to adopt a more incremental approach towards delivery. Rather than defining prescribed uses and characters to different areas of the centre, with the risk to exacerbate current issues arising due to the lack of connections, the following spatial strategies propose a mix of small and large interventions that seek to connect existing assets, inviting people into the town centre.

Building on initiatives already underway and carried out by TDC, spatial strategies suggest an array of interventions to make change more feasible, immediate and incremental.

This approach creates a rhythm of change that provides opportunities for cultural expression and development, incorporating new ideas from community initiatives to address current and future needs and desires, focusing an increased footfall and more resilient local economy. Blending spatial, environmental, social, and infrastructural elements, these spatial and programmatic strategies aim to guide growth, movement and change in the town centre, to shape both residents and visitors experience positively.



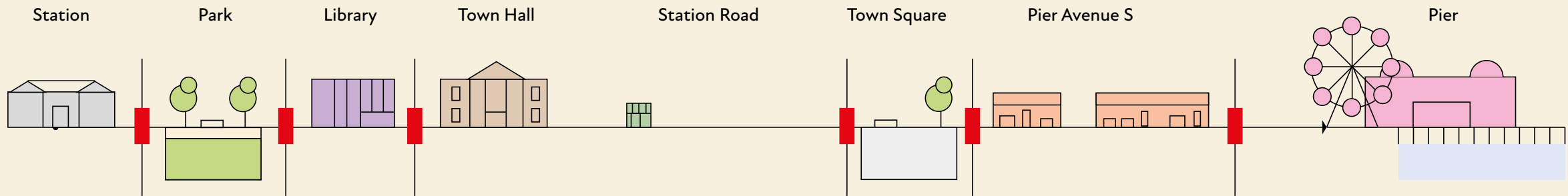
A 'STEPPING STONES' APPROACH

COMPLETING THE JOURNEYS

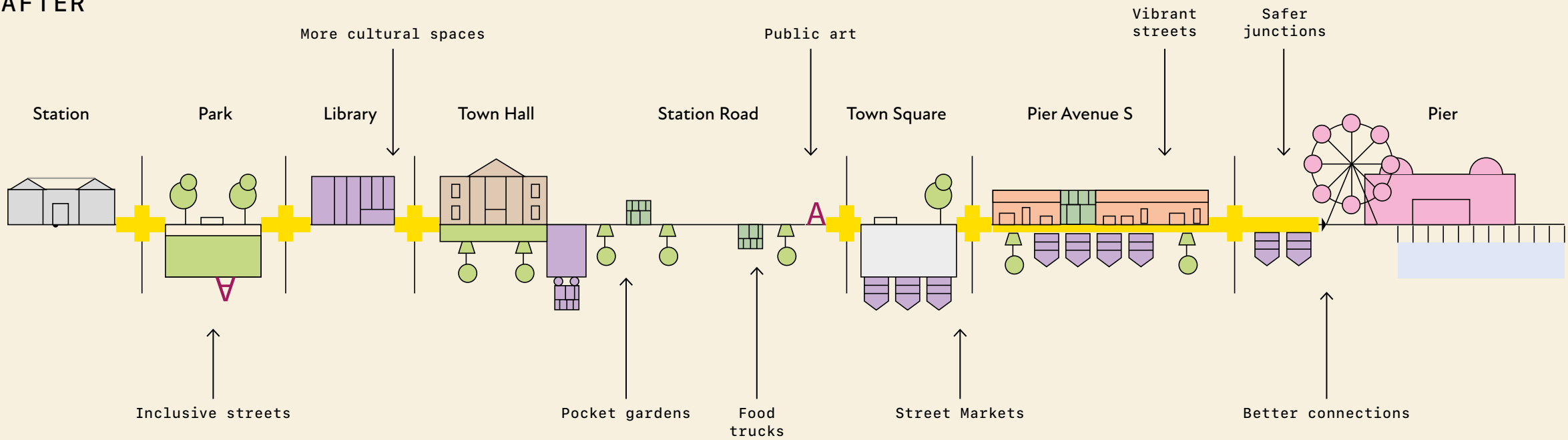
The concept of "stepping stones" proposes carefully planned interventions that gradually enhance the area over time, creating a more active town centre for Clacton, while implementing change from day one. These 'stepping stones' projects also become an opportunity for testing longer term strategies. It reframes development not as a single, continuous project but as a series of interconnected interventions of varying scales, that help people navigate, inhabit, and understand what makes Clacton unique.

The following section outlines the different town-centre-wide spatial strategies that form a cohesive strategic plan. Five Lenses are defined to ground priorities towards delivery. Each lens is supported by a set of objectives that are spatially translated through both area-wide and eye-level illustrations.

BEFORE



AFTER



THE LENSES

Page 158

OPEN SPACES

Create a welcoming, more resilient and greener public realm that increases dwell time, improves safety, removes barriers to accessibility, and invites everyone to discover and enjoy the town centre.



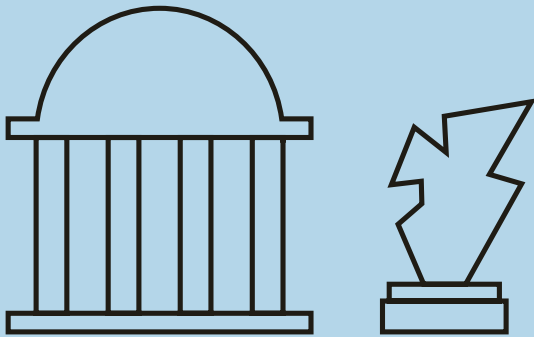
HIGH STREET

Support a vibrant, diverse and year-round ground-floor economy that generates footfall, champions local businesses, healthy lifestyles, and reflects the town’s cultural identity.



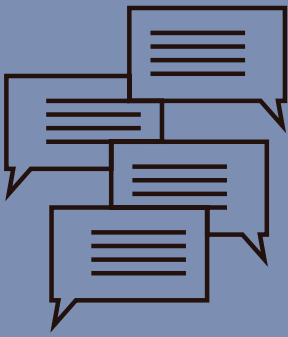
CIVIC AND CULTURE

Embed culture in everyday life and enrich it through shared civic and cultural initiatives that bring the community together.



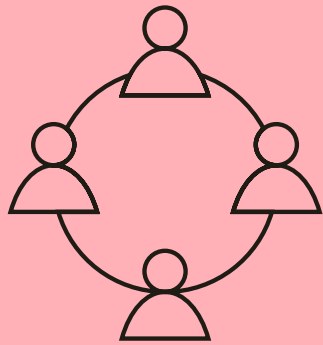
COMMUNITY PARTICIPATION

Strengthen participation across all ages to strengthen the sense of belonging, community confidence and safety.



GOVERNANCE

Establish adaptable, community-led governance that guides incremental growth and keeps priorities rooted in local needs and aspirations.





OPEN SPACES

LENS AND OBJECTIVES

Create a welcoming, more resilient and greener public realm that increases dwell time, improves safety, removes barriers to accessibility, and invites everyone to discover and enjoy the town centre.

ENJOYABLE SPACES FOR ALL

Create a safer and more welcoming and climate-resilient town centre that invites people in, with increased greenery, play areas and places to stop and rest to encourage longer visits. Make the town centre enjoyable for all ages, and enhance the attractiveness and resilience of public spaces.

ENCOURAGING ACTIVE TRAVEL

Promote safe, accessible walking and cycling, as well as the use of public transport, removing physical and social barriers, and supporting healthier lifestyles. Consider locations of parking provisions to ensure it can accommodate large influx of visitors to invite people into the town as well as the seafront area.

IMPROVING CONNECTION WITHIN AND WITHOUT

Strengthen connectivity and improve wayfinding across the town centre and to surrounding areas with better links between the station, surrounding car parks, and the waterfront; enhancing visitors journey and generating more footfall.

REIMAGINING CAR PARKS

Acknowledge the importance of access to car parks and soften car-dominated spaces to improve arrival experiences, pedestrian safety, and create opportunities for greener, people-focused interventions without impacting on existing parking capacity, especially at peak season.



OPEN SPACES

SPATIAL STRATEGY

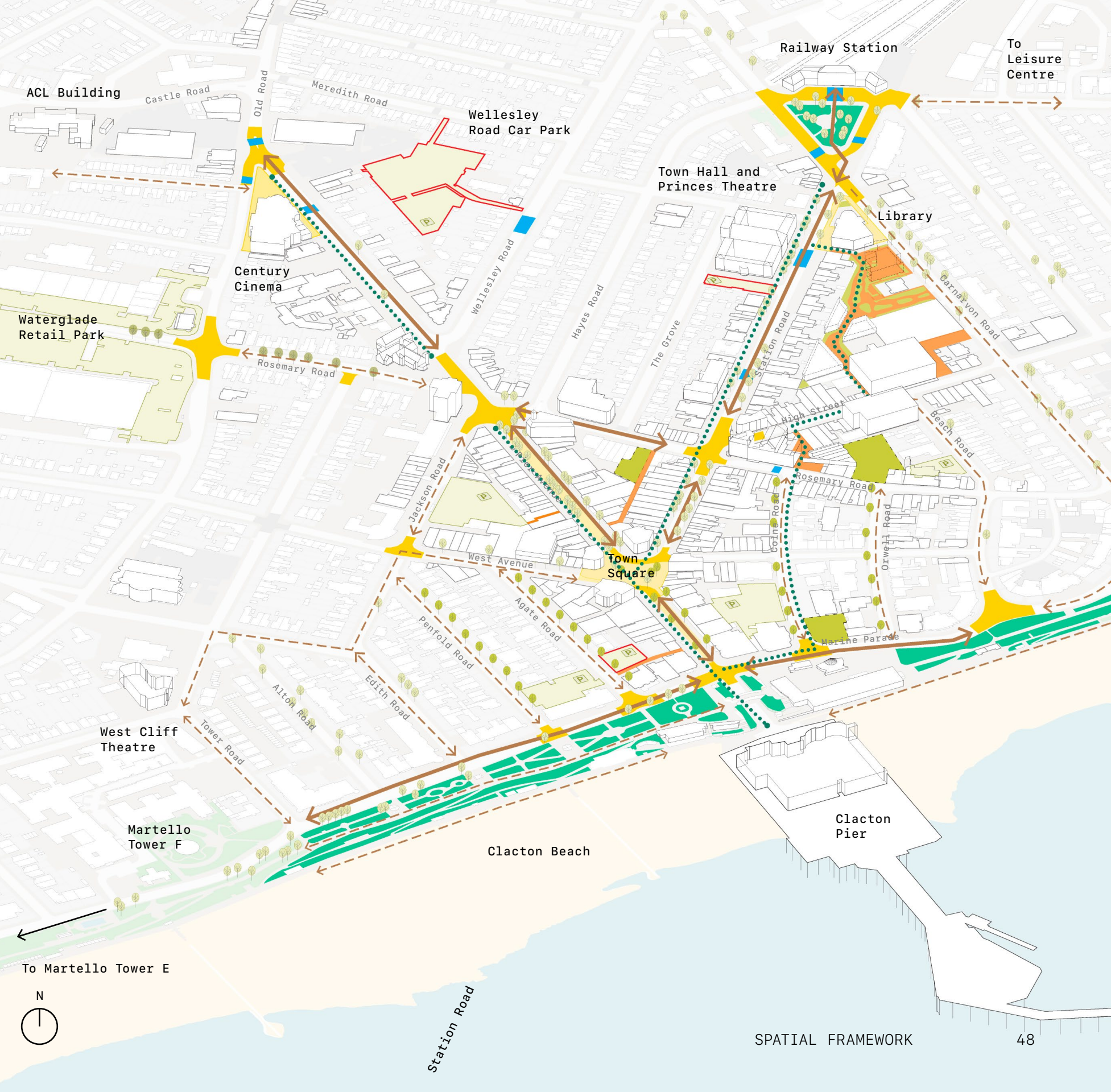
Create a welcoming, more resilient and greener public realm that increases dwell time, improves safety, removes barriers to accessibility, and invites everyone to discover and enjoy the town centre.

PROPOSED AREAS FOR IMPROVEMENT

- Key public realm improvements
- Safer and decluttered junctions
- Enhanced secondary pedestrian routes
- Potential new crossings
- Enhanced parks with better lighting and maintenance regimes
- Enhanced/ reimagined car parks with additional amenity
- Vacant plots for enhancements as meanwhile green space
- Open spaces within TDC ownership for trialling public realm improvements

PROPOSED ROUTES FOR IMPROVEMENT

- Primary pedestrian active routes with potential for improved wayfinding, accessibility, and lighting including new crossings, decluttered footways, increased civic amenity, incidental play, and safer junctions
- Secondary pedestrian active routes with potential for improved wayfinding, accessibility, and lighting
- Key green corridors and wayfinding routes
- Existing trees
- Street with potential for landscape improvements



EVENING AND NIGHTTIME

STRATEGY FOR EVENING AND NIGHTTIME ACTIVATION

Improving evening and night time lighting in the town centre can make people feel safer and support an after-dark economy. This need has consistently emerged through studies and community engagement, particularly among groups who may feel more vulnerable, including young people, women and gender-diverse residents.

Better lighting is especially important in overlooked areas, like alleyways and coastal paths, where consideration around management, neighbouring properties and impacts on biodiversity are also important.

To better support events and activities after dark, lighting in key locations should be designed to adapt to different requirements, support evening events, maintaining both safety and good design.

Highlighting historic buildings and landmarks can also help with navigation and create a stronger sense of place.

PROPOSED LIGHTING IMPROVEMENTS

-  Potential for events lighting
-  Lighting to junctions and pedestrian corridors
-  Public realm improvements including lighting
-  Lighting as part of shopfront improvements
-  Enhanced lighting to heritage façades and landmarks
-  Enhanced lighting sensible to natural context







HIGH STREET

LENS AND OBJECTIVES

Support an active, diverse and year-round ground-floor economy that generates footfall, champions local businesses, healthy lifestyles, and reflects the town's cultural identity.

BUSINESS SUPPORT, ECONOMY AND ENTREPRENEURSHIP

Support a broader mix of businesses and uses to promote healthy habits, strengthen community life, and attract new visitors. Help local businesses thrive, encouraging new ventures, and boosting year-round economic activity.

LEISURE AND WELLBEING

Enhance the quality, comfort and appeal of the town centre, reinforcing cultural identity and encouraging people to stay longer, return more often, and feel connected.

MARKETING AND COMMUNICATIONS

Ensure activities, businesses and events are visible year-round, to help build vibrancy, support commerce, and strengthen the town's cultural narrative.

ACCESS

Understanding who uses the town centre, which businesses matter most to residents and visitors, and how people move through key areas can help increasing footfall, supporting local trade, and making the high street welcoming to all.



HIGH STREET

SPATIAL STRATEGY

Support an active, diverse and year-round ground-floor economy that generates footfall, champions local businesses, healthy lifestyles, and reflects the town’s cultural identity.

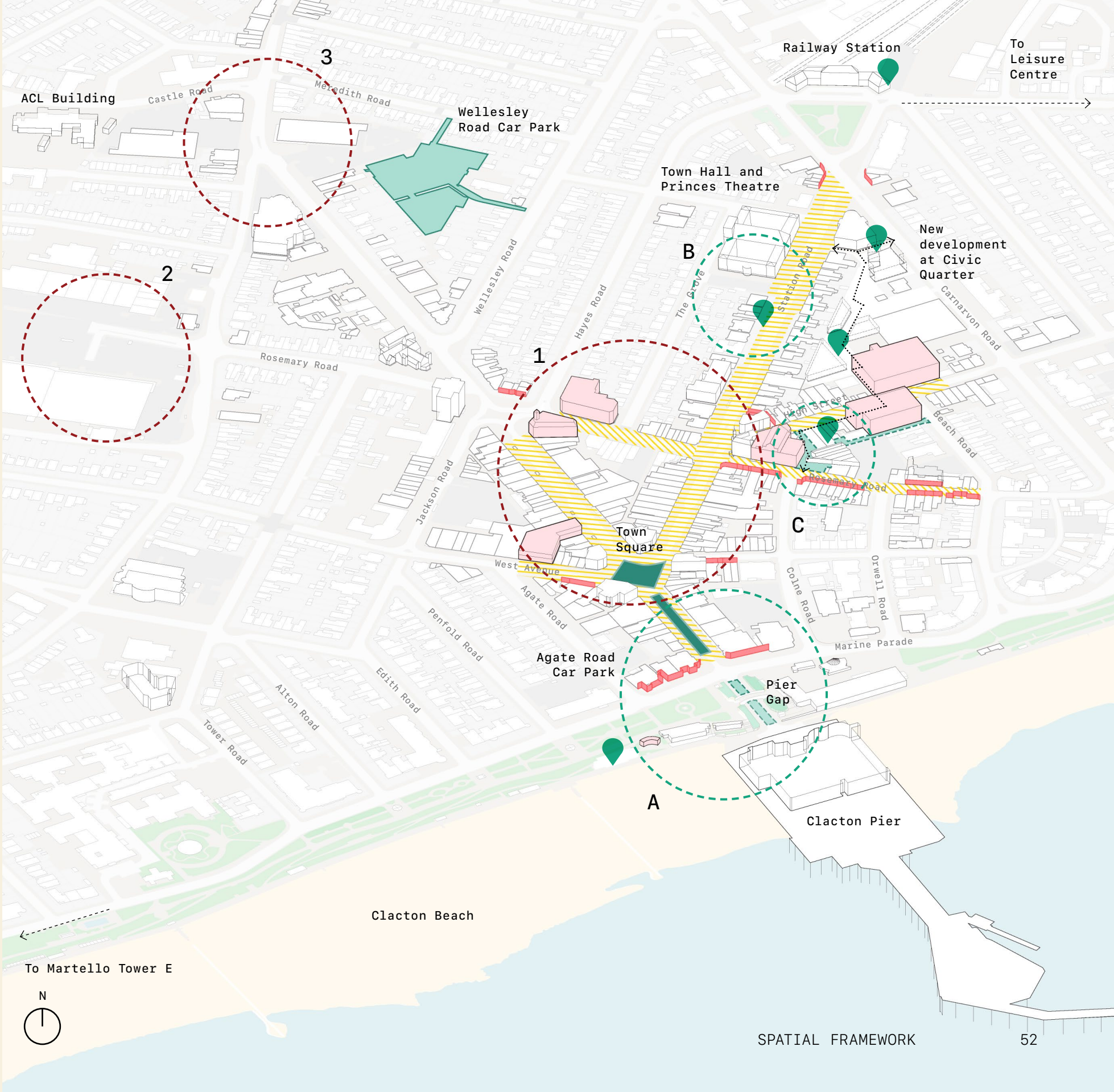
ACTIVITY CLUSTERS

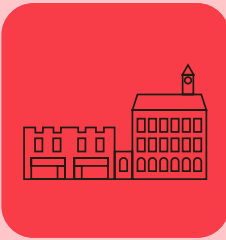
- Existing retail-led destinations:
1. Town centre
2. Waterglade retail park
3. Pier Avenue and Old Road junction
- Proposed increase of F&B uses:
- A. Pier Avenue and Marine Parade junction
- B. Town Hall and Station Road area
- C. Former Market Hall area

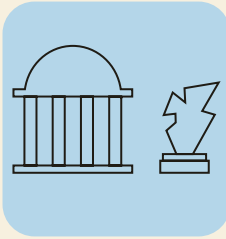
PROPOSED HIGH STREET, RETAIL AND F&B IMPROVEMENTS

- Potential for more diverse uses
- Shopfront improvements
- Potential for F&B uses with outdoor dining
- Proposed locations for outdoor markets
- Additional locations for outdoor markets

(*) Pending data on parking usage across the year







CIVIC AND CULTURE

LENS AND OBJECTIVES

Embed culture in everyday life and enrich it through shared civic and cultural moments that bring the community together.

COMMUNICATION AND AUDIENCE ENGAGEMENT

Ensure cultural activity is seen, understood and accessible, helping it become part of everyday routines, drawing people into shared experiences and widening participation across all communities.

CIVIC AND CULTURAL SPACES, FACILITIES, AND INFRASTRUCTURE

Give the community spaces and facilities embedded in the town centre to gather, create and celebrate to strengthen shared civic life.

CULTURAL HERITAGE, ART AND PROGRAMMING

Celebrate the town centre identity as a seaside town, animating public spaces through shared civic moments. Build on the town's seaside heritage while looking into the future, making it meaningful and rooted, reinforcing pride and community connection.

DATA, RESEARCH AND EVIDENCE BASE

Understanding who participates helps ensure culture reaches everyone and becomes a genuine part of daily life. Insight-led approaches build equity, relevance and long-term community connection.



CIVIC AND CULTURE

SPATIAL STRATEGY

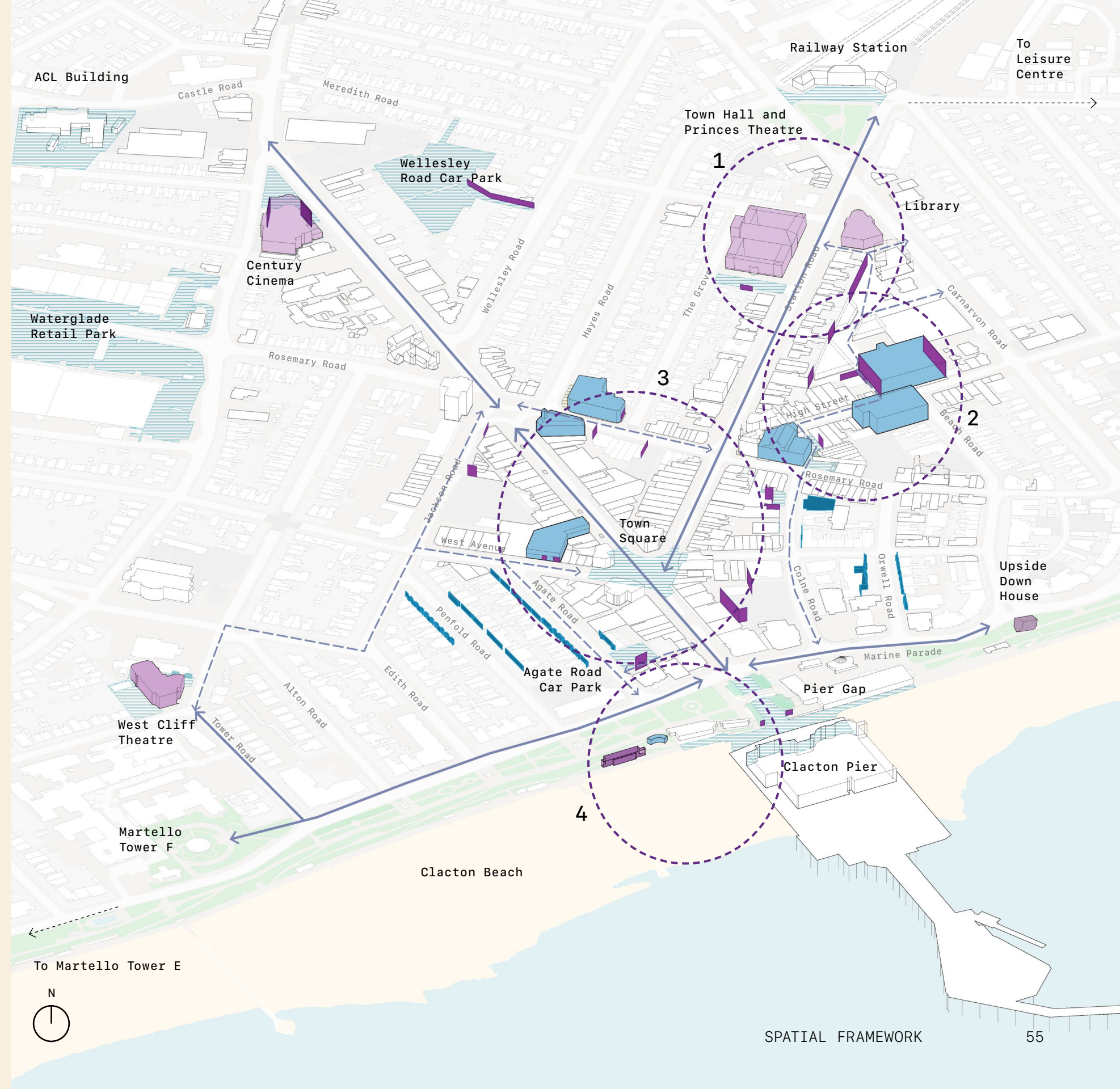
Embed culture in everyday life and enrich it through shared civic and cultural moments that bring the community together.

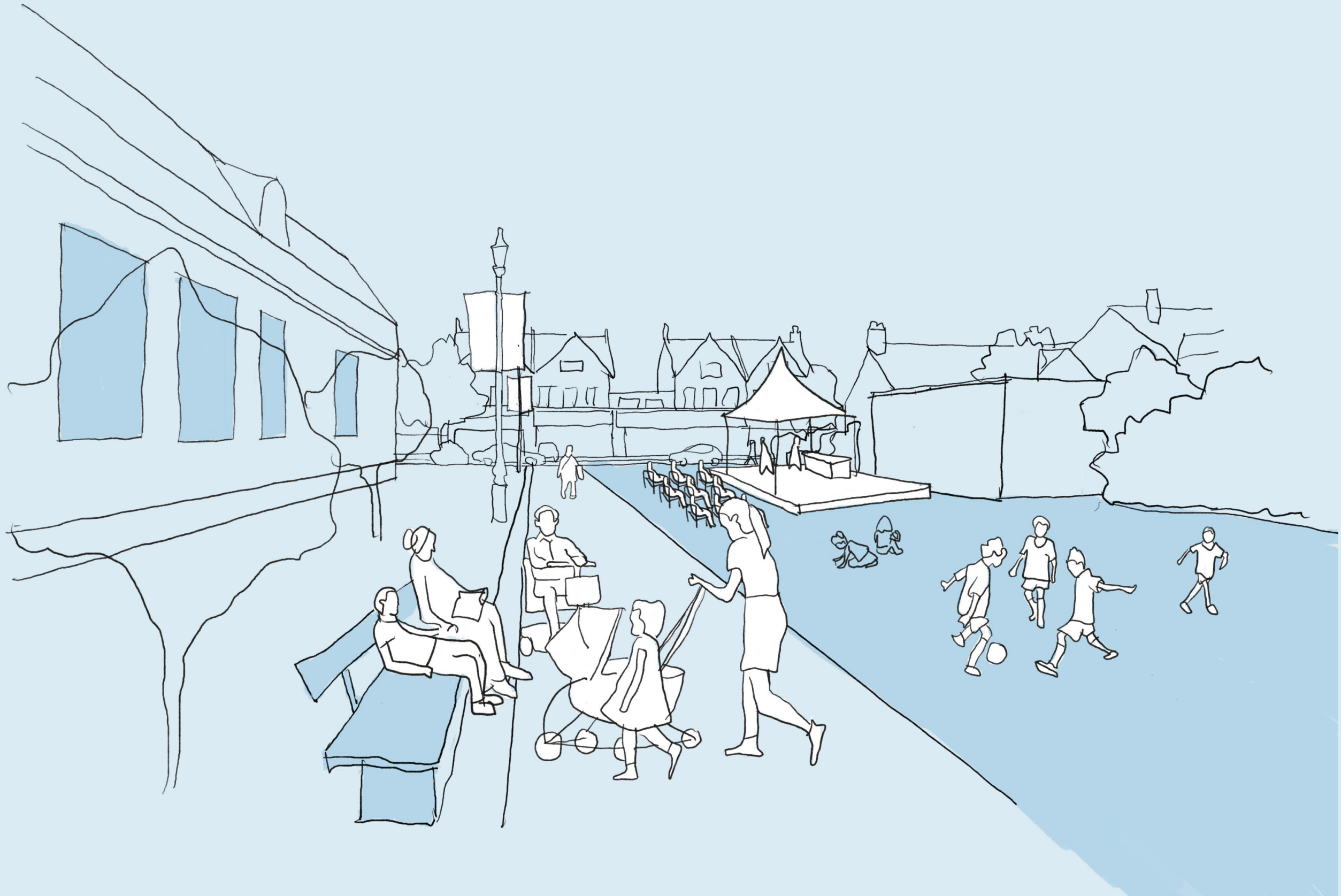
EXISTING AND FUTURE CLUSTERS

- Existing and proposed civic and/or cultural clusters
1. Civic Quarter north: Town Hall and Library
 2. Civic Quarter south: Carnarvon Terrace and meanwhile uses
 3. Town Square and Pier Avenue
 4. Seafront including Seafront Micro Venue, Martello Lounge and the Pier

PROPOSED CIVIC AND CULTURE IMPROVEMENTS

-  Existing cultural anchor
-  Opportunity for civic and/or cultural activation (open space)
-  Opportunity for civic and/or cultural activation (vacant buildings)
-  Heritage facade improvements
-  Opportunity area for mural
-  Primary cultural corridors
-  Secondary cultural corridors







COMMUNITY PARTICIPATION

LENS AND OBJECTIVES

Strengthen participation across all ages to build belonging, confidence and a greater sense of safety.

COMMUNITY SAFETY

Gather community insights on safety, create a dedicated space for ongoing dialogue in the town centre, and involve residents in shaping temporary uses of vacant spaces. Refer to TDC's Women's Safety Charter to guide decision-making on safety.

COMMUNITY CAPACITY, CULTURE AND LOCAL CREATIVE SUPPORT

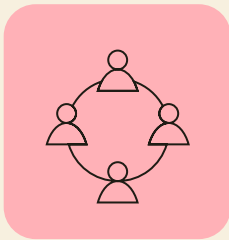
Support the town's cultural ecosystem by helping organisations secure funding, recognising community-led initiatives, and exploring local subsidies for creatives to perform and exhibit locally.

YOUTH DEVELOPMENT, SKILLS AND TRAINING

Encourage youth skill-building by supporting business-led training and summer job opportunities, strengthening school outreach, and fostering partnerships between educators and local employers.

COMMUNITY PARTICIPATION IN PLANNING & DESIGN

Create more inclusive planning processes by establishing a community-based design review panel, incorporating young people's input on upcoming applications, and securing CIL funding to back local initiatives.



GOVERNANCE, OWNERSHIP & REPUTATION

LENS AND OBJECTIVES

Establish adaptable, community-led governance that guides incremental growth and keeps priorities rooted in local needs and aspirations.

COMMUNICATION AND ENGAGEMENT

Strengthen communication and trust with residents, businesses, and cultural groups by raising awareness through local media, empowering community organisations, and keeping stakeholders informed about future governance developments.

GOVERNANCE STRUCTURES AND COMMUNITY LEADERSHIP

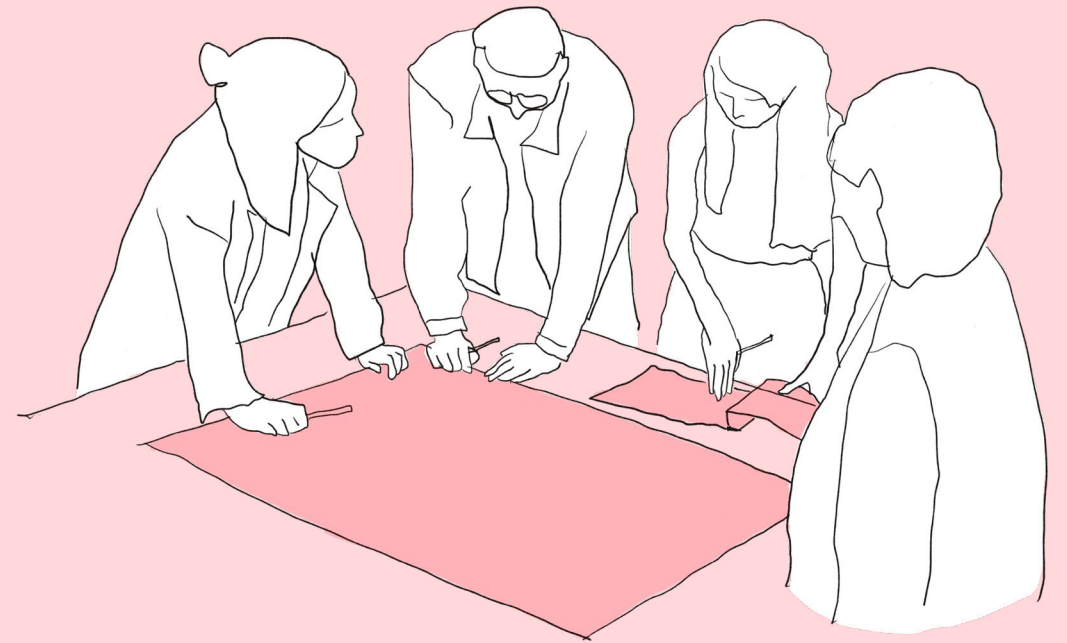
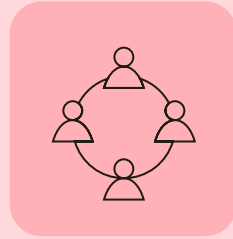
Expand opportunities for local involvement by introducing new youth leadership initiatives, reshaping governance boards to include cultural and business voices, and exploring broader community ownership of local assets.

PLANNING, POLICY AND REGULATORY TOOLS

Use planning tools and more flexible licensing to improve town-centre development, address unsuitable uses, and enable a wider range of outdoor and evening events that help activate the area.

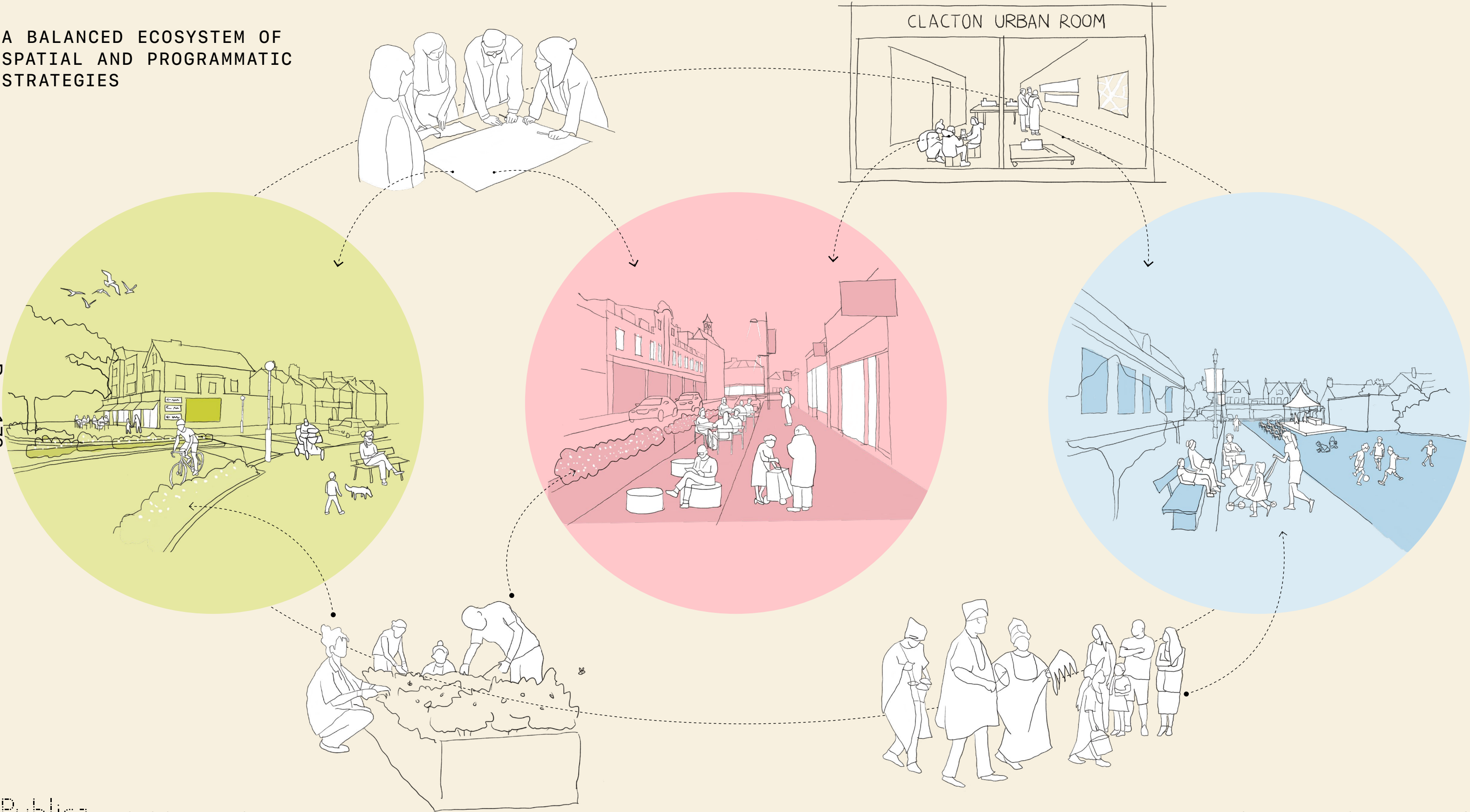
ECONOMIC AND INFRASTRUCTURE MEASURES

Assess options to support local enterprise by considering reduced business rates for small independents and explore improvements to regional connectivity through reviewing and coordinating train services to wider destinations.



A BALANCED ECOSYSTEM OF
SPATIAL AND PROGRAMMATIC
STRATEGIES

Page 172



4.

PROJECTS

COMPLETING THE JOURNEYS

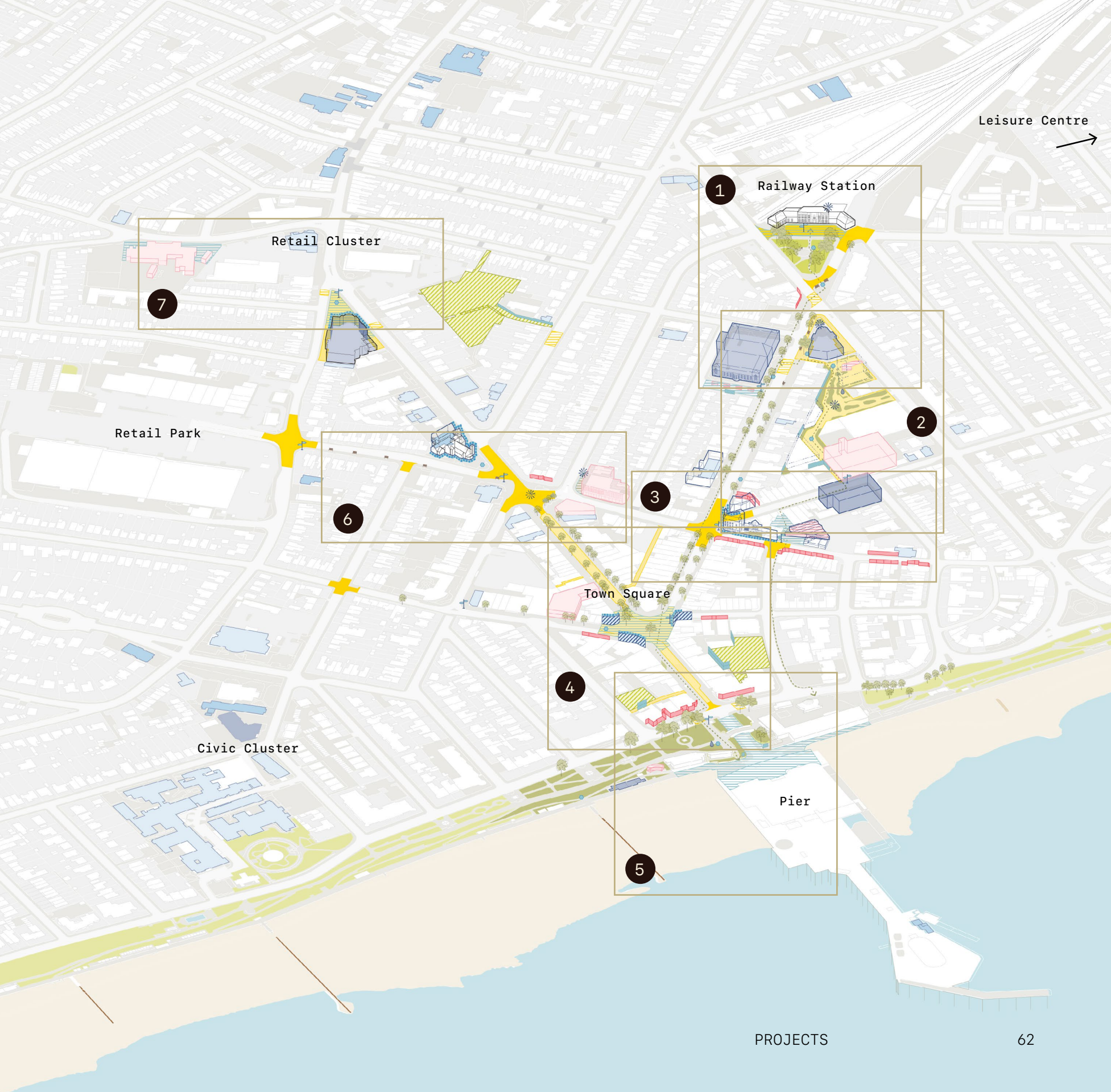
COMPLETING THE JOURNEYS

FOCUS AREAS

The following pages suggest both short- and long-term projects across the town centre and are grouped within focus areas. Suggested projects vary in scales, budget, complexity of deliverability, and timescales and will need careful review and prioritising alongside ambitions set out as part of the Pride in Place Programme and TDC's Local Plan. These projects should be read alongside the Action Plan delivered in parallel with this document.

The proposed projects refer back to the five lenses of this framework and are of varying focus, incorporating meanwhile uses, cultural activation, public realm improvements, and uses diversification, strengthening the town centre's character and identity for an improved economic vibrancy.

- 1 Station Arrival
- 2 Civic Quarter
- 3 High Street and Station Road
- 4 Town Square and environs
- 5 Pier and Seafront
- 6 Rosemary Road
- 7 Town centre to Old Road



4.1 STATION ARRIVAL

IMPROVING ARRIVAL FROM STATION TO TOWN CENTRE

- 1

Raised table and improved crossing from train station into Station Green with wayfinding improvements for clearer navigation to town centre and seafront
- 2

Extended food and beverage provision in Station Bar to provide a safer waiting area in the evening. Lighting to the station facade to improve legibility at the station arrival point
- 3

Station Green public realm improvements led by ECC and funded by the Town Board
- 4

Junction improvements at the intersection of Station Road, Rosemary Road and the Carnarvon Road with additional wayfinding along Station Road towards the seafront
- 5

Recommended retail units for shopfront improvements at both corners of the junction to improve the arrival experience (as next phase of ongoing shopfront improvements programme)
- 6

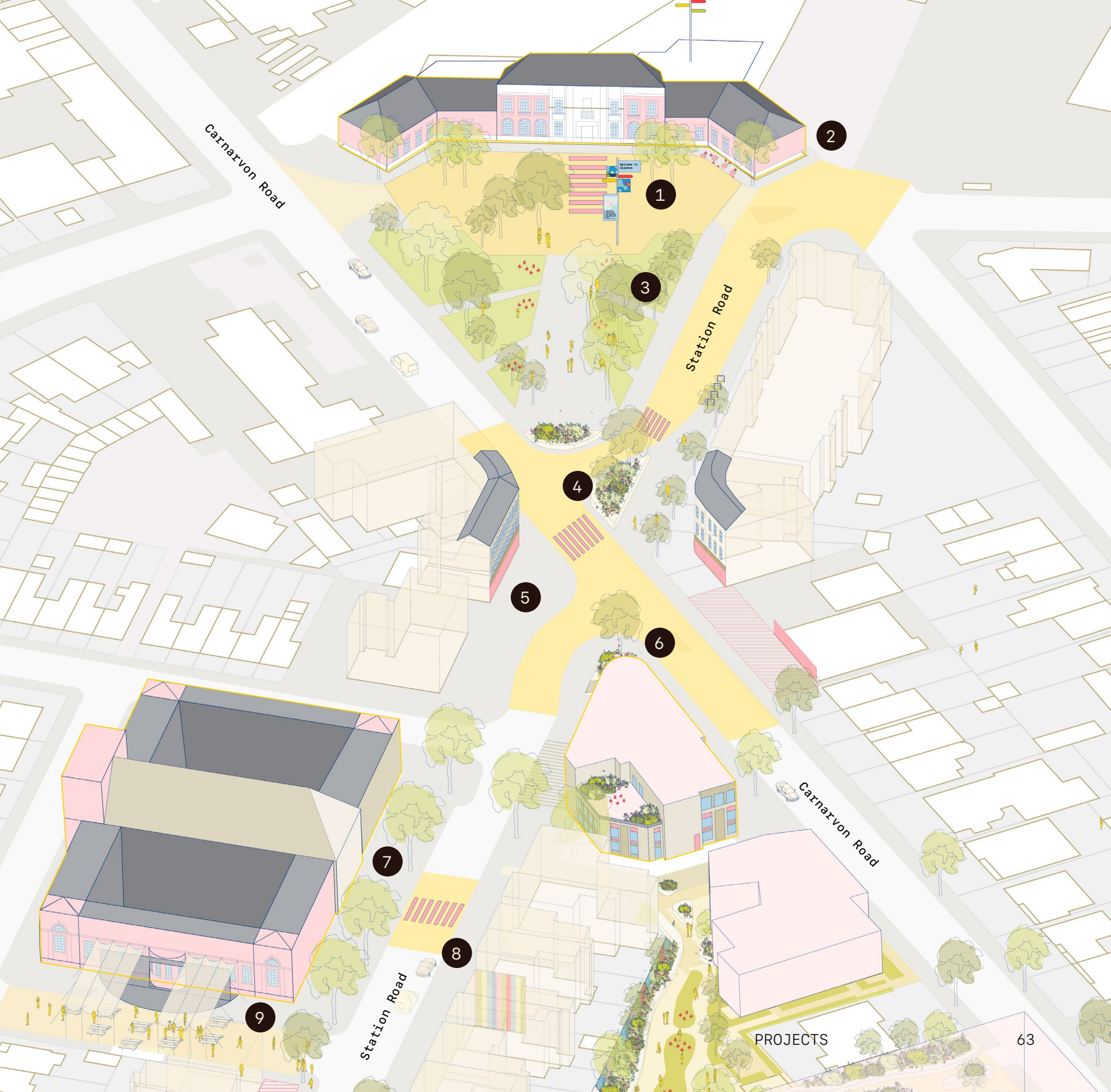
Improvements to the public realm with seating and tree outside the new Library building, including improvements to the eastern forecourts along Carnarvon Road
- 7

Signage to Town Hall to increase presence of the Princes Theatre on the street
- 8

Proposed pedestrian crossing connecting the Town Hall with Clacton Civic Quarter
- 9

Town Hall parking to be used to test and prototype events in town centre, as an extension of the theatre activity, when parking not in demand

Page 175



4.2 CIVIC QUARTER

A QUIET NORTH-SOUTH ROUTE THROUGH THE CIVIC QUARTER

- 1



Proposed library redevelopment as new learning hub as part of the Clacton Civic Quarter development with improvements to the existing car park, creation of civic and community spaces and new creative workspace
- 2



Shopfront improvements and diversification of uses along Station road to improve arrival experience and provide food and beverage offer for theatre goers. This will contribute to the ongoing shopfront improvements programme
- 3



Use of blank frontages along rear of Clacton Civic Quarter development for murals. Integration of planting, seating, art, play features, and water features into the landscaping of the development to improve wayfinding and invite people in
- 4



New makerspace and creative workspace as part of the Clacton Civic Quarter development
- 5



Potential for meanwhile uses in the former Sainsbury's building including activating the ground floor with amenity for local businesses and organisations
- 6



Improvements to western passage, likely to become a key connection to and from Carnarvon Terrace, through public art, lighting and wayfinding
- 7



Public realm improvements to key routes created through the Carnarvon Terrace development connecting the town centre and the seaside. Creation of a pedestrian friendly environment with greening, lighting, and murals to ensure safety at all time between the proposed car park and the High Street



4.3 HIGH STREET AND STATION ROAD

AN IMPORTANT JUNCTION AT THE HEART OF THE TOWN CENTRE

- 1



Improved pedestrian movement at the intersection of Rosemary Road, Station Road, and High Street through removal of street clutter and barriers
- 2



Meanwhile uses to units adjacent to existing arcade to improve public realm quality, as a second phase of ongoing shopfront improvements programme
- 3



Safer pedestrian crossings along High Street and Rosemary Road to better connect the market with Carnarvon Terrace with the seafront via Colne Road
- 4



Reinstating the covered market to allow spill out and activation into the spaces connecting to High Street and Rosemary Road
- 5



Creation of community garden spaces in the empty plot adjacent to the old covered market and CVST
- 6



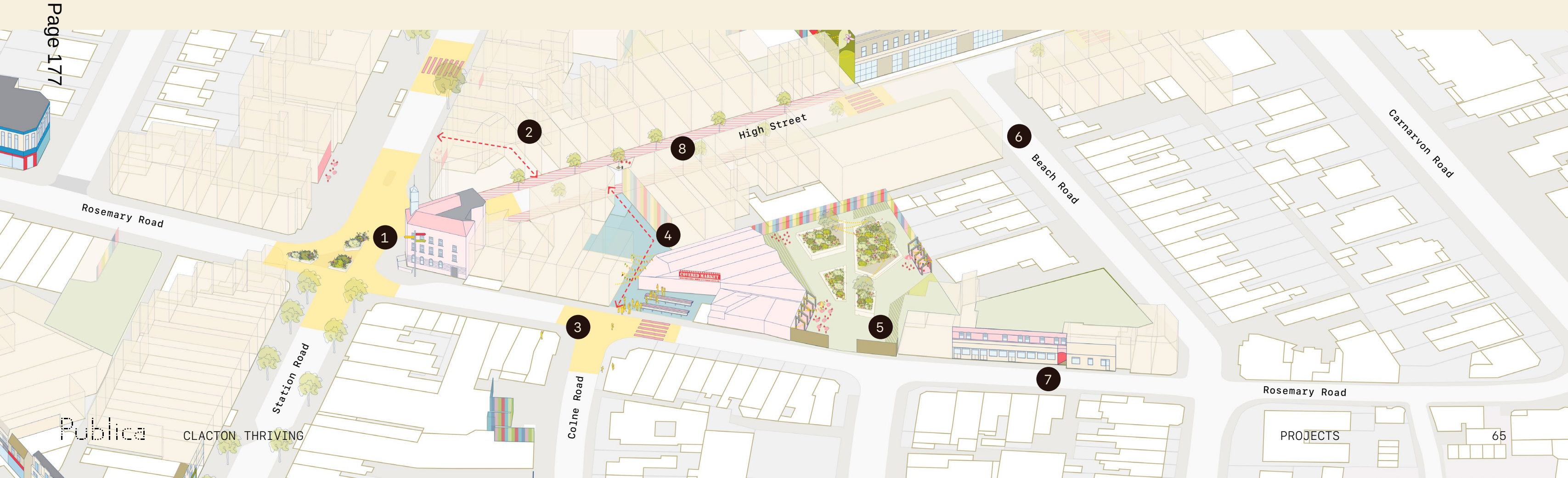
Opportunity for cultural or commercial uses through meanwhile activation at the former Post Office building
- 7



Potential for CVST events to spill out into the car park to the rear or the new community garden
- 8



Opportunity for alternative forecourt uses including external seating and planting to improve the street environment



4.4 TOWN SQUARE AND ENVIRONS

A REVITALISED SQUARE FOR CIVIC LIFE

- 1



Explore potential for a more direct route between Jackson Road car park and Pier Avenue
- 2



Car park enhancements through small greening interventions to Jackson Road car park. Streetscape improvements could include a centralised bus departures and arrivals at Jackson Road (see 5)
- 3



Public realm improvements for pedestrian priority area along Pier Avenue south led by ECC
- 4



Potential for meanwhile uses in the former M&S building with active use at ground floor and business and creative workspace on upper floors
- 5



Feasibility studies for relocation of bus stops led by ECC and Town Board. Potential for future investment to improve pedestrian experience and increase dwell time by activating frontages, adding external seating, and further greening for shade and shelter
- 6



Heritage facades improvements along Agate Road in line with Conservation Area Management Plan
- 7



Public realm improvements, led by ECC, and activation of the Town Square through seasonal events as well as play features and improved wayfinding
- 8



Footway build-outs with greening and seating between existing parking bays. Interventions could be carried across all north-south side streets to connect Marine Parade with the town centre
- 9

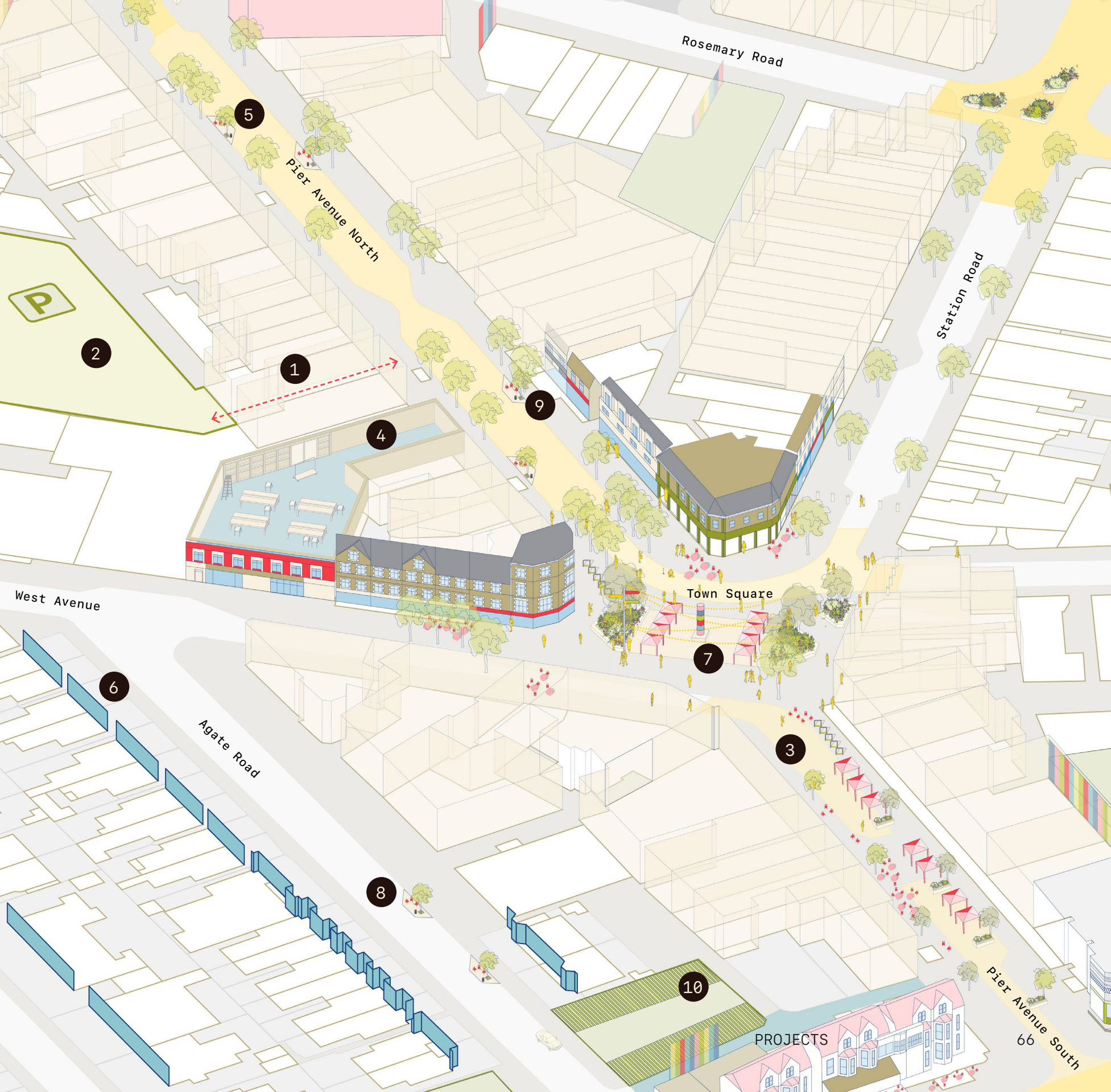


Shopfront improvements and vacant units to be utilised as independent F&B or retail
- 10



Potential for events or playspace interventions to the Agate Road car park and the use of art walls along facing blank frontages to improve pedestrian access from Pier Avenue South

CLACTON THRIVING



4.5 PIER AND SEAFRONT

A GATEWAY INTO THE TOWN CENTRE

- 1

Lighting and signage along the promenade and seafront gardens to connect cultural venues and improve sense of safety, including signage to the hospital
- 2

Improved pedestrian movement at junctions and additional pedestrian crossings along Marine Parade for better connection between the Pier, Pier Gap and the town centre
- 3

Activation of Pier Gap through temporary events and lighting
- 4

Clacton Seafront Micro Venue being delivered as part of ongoing programme of projects
- 5

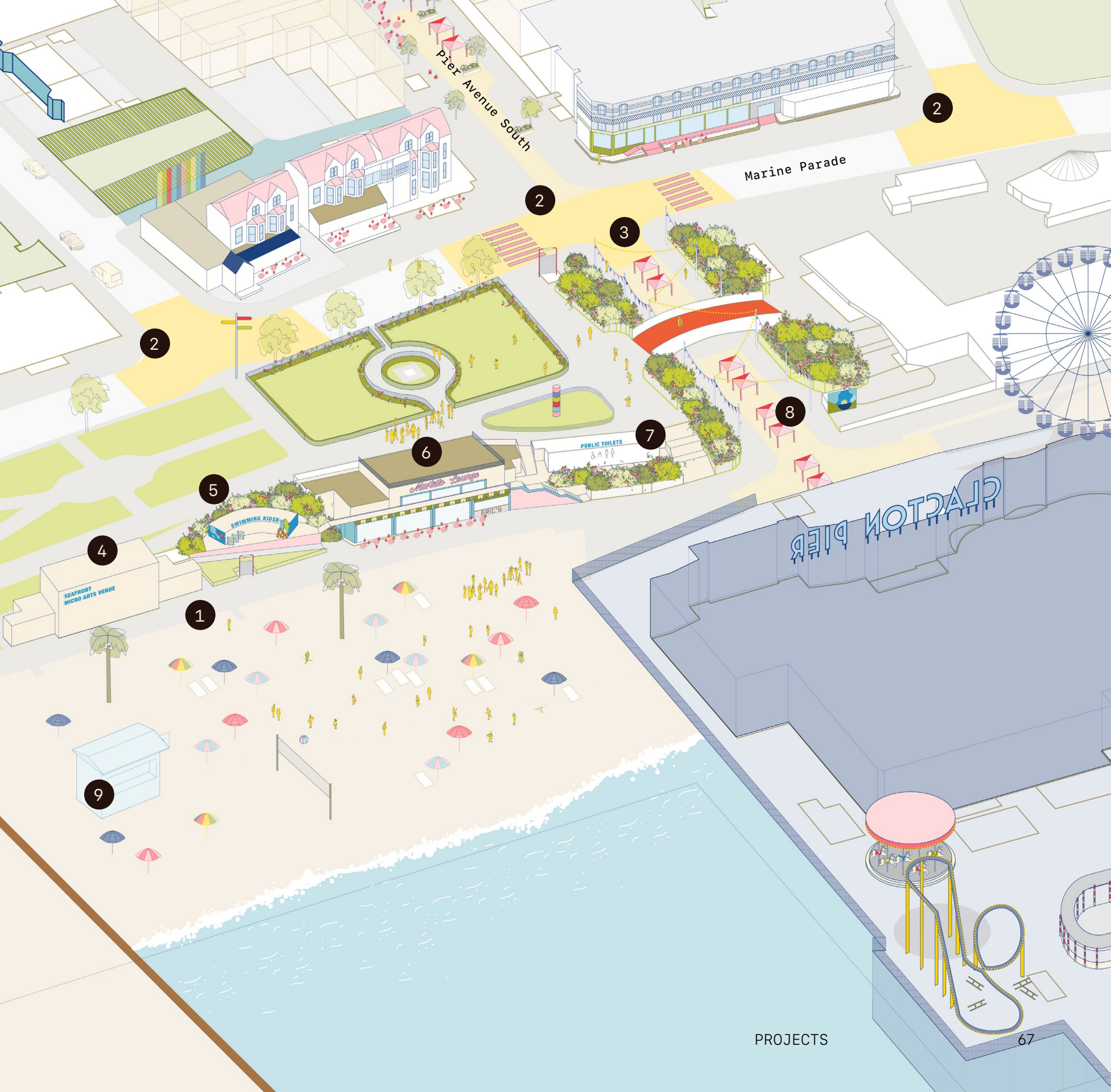
Potential to reuse seafront vacant buildings as swimming kiosks and beachfront retail with equipment hire in summer months
- 6

Cultural and leisure cluster of existing and future evening venues including the Pier, Martello Lounge and Seafront Micro Venue to be celebrated with joined programming and advertised across town
- 7

Refurbishment of existing public toilets building with more accessible toilets and changing facilities
- 8

Murals and public art to be implemented through the arts trail developed as part of the Seafront Micro Venue. Public art to include opportunities for incidental play and play features
- 9

Civic and cultural kiosk at the seafront advertising cultural events in the town centre



4.6 ROSEMARY ROAD

IMPROVED CONNECTION FROM THE RETAIL PARK TO THE TOWN CENTRE

- 1

New trees and seating along Rosemary Road to create an accessible connection between the retail park and town centre
- 2

New crossings and junction improvements along Rosemary Road and connecting streets
- 3

Major junction improvements at Old Road and Pier Avenue to improve pedestrian and vehicular connection between retail park, supermarkets, and town centre
- 4

Public realm improvements at the junction corners to reduce the need of railings and improve accessibility through decluttering
- 5

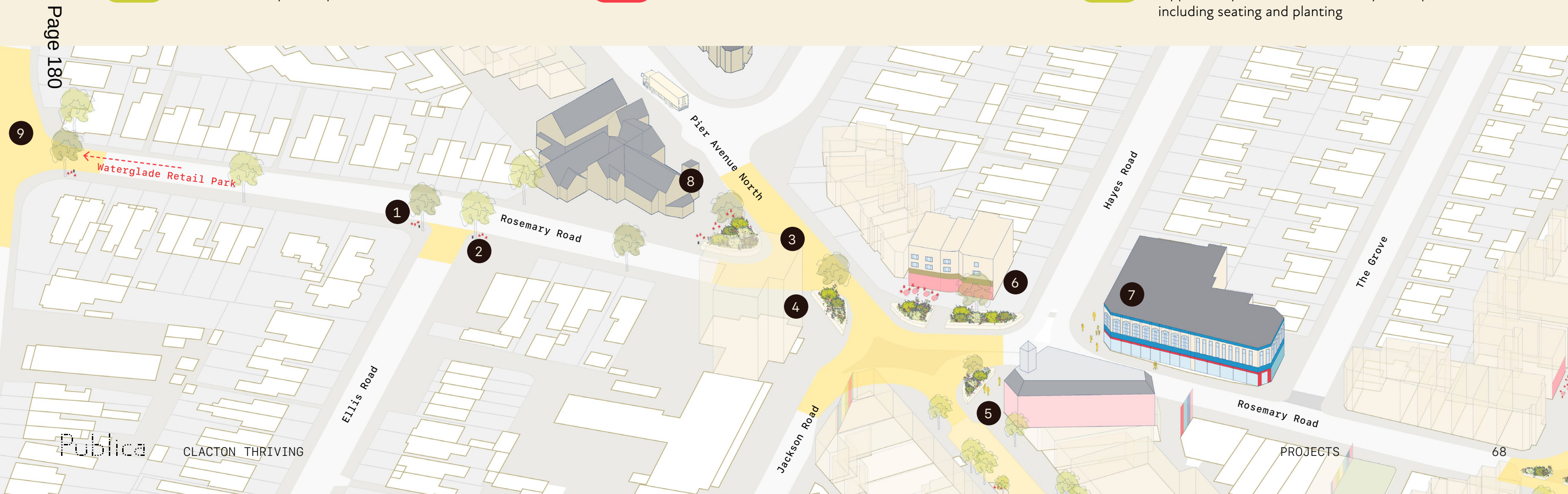
Potential activation of the former Edinburgh Woollen Mill as cultural or commercial meanwhile spaces to support local organisations. Potential for spill out with cafe seating
- 6

Shopfront improvements to sit in parallel with ongoing shopfront improvements programme
- 7

New uses introduced to the former QD building to activate the ground floor, potential for spillout at the junction of Hayes Road and Rosemary Road
- 8

Lighting to landmark buildings to aid wayfinding at key junctions, including Trinity Methodist Church
- 9

Junction improvements to improve connection between town centre and Waterglade Retail Park. Opportunity for additional amenity at car park including seating and planting



4.7 TOWN CENTRE TO OLD ROAD

STRENGTHENING CONNECTION TO WIDER AREAS

- 1



Opportunity to increase the presence of the Century Cinema as a community building with improvements to frontages and lighting.
- 2



Potential for greening to the Wellesley Road car park and the use of art walls along facing blank frontages
- 3



New commercial uses to ACL Clacton building
- 4

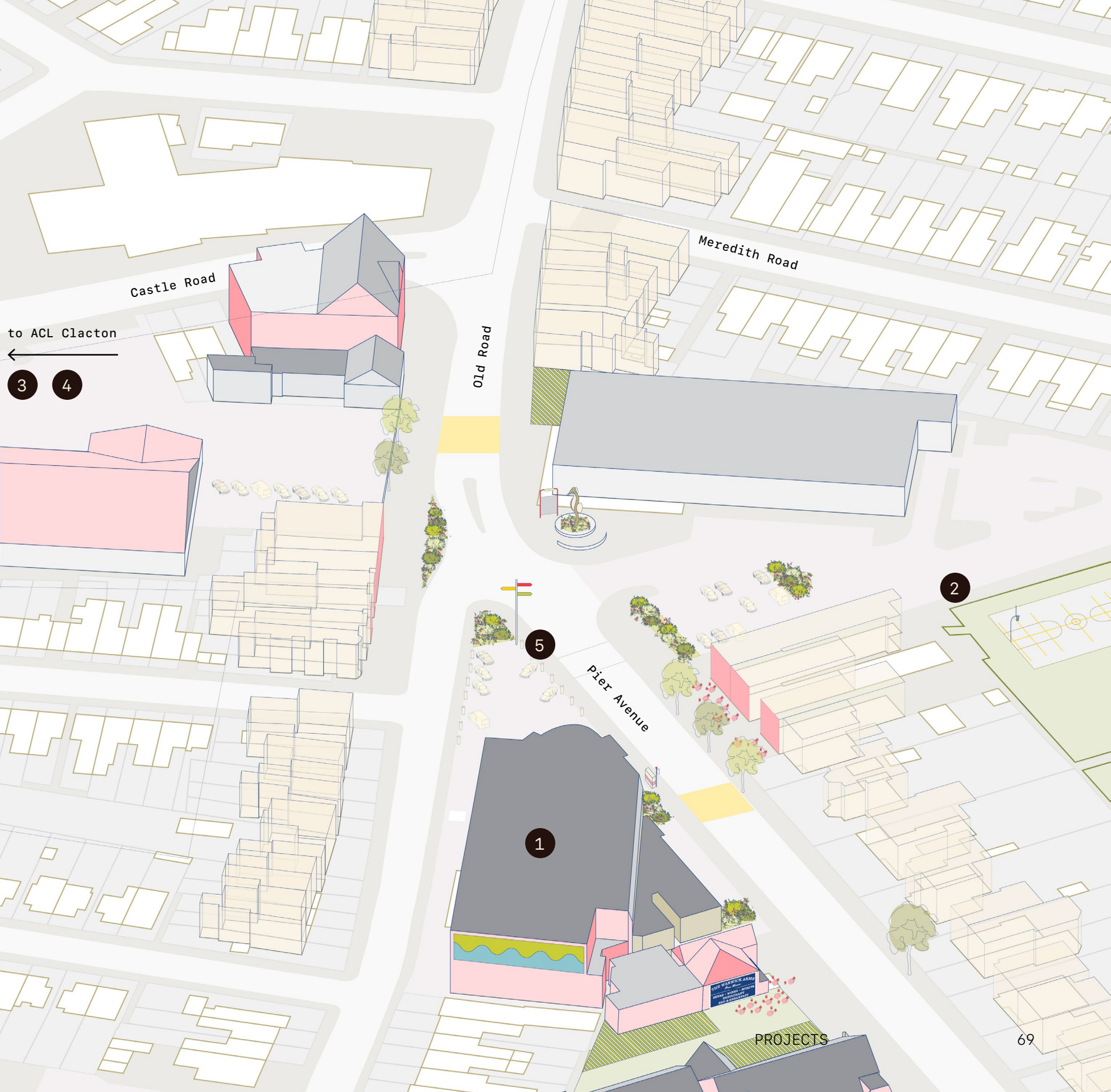


Potential for use of ACL Clacton existing car parking as additional car park during weekends at peak summer time
- 5



Wayfinding to town centre from the corner of Old Road

Page 181



5.

NEXT STEPS

AN INCREMENTAL APPROACH TO DELIVERY

WHAT COULD HAPPEN NEXT?

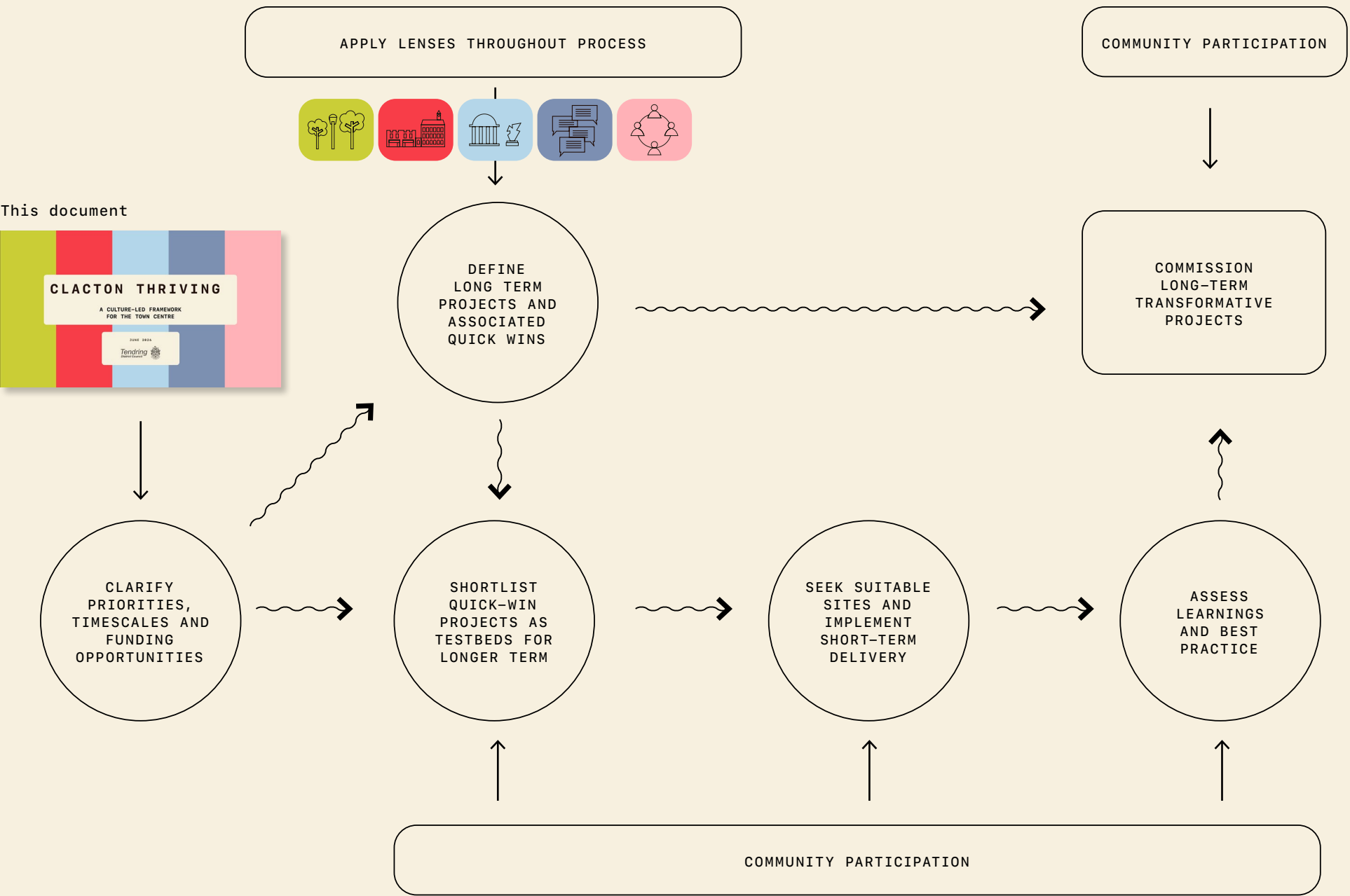
AN INCREMENTAL APPROACH TO DELIVERY

The following pages outline a selection of potential short-term interventions that seek to implement change from early on, framing it as an opportunity for learning ahead of delivering longer term projects.

The adjacent diagram suggests an approach for next steps that emphasises the need for clear leadership and commitment to action from day one, for both the short and the long term. Starting with small, tactical, and low-cost interventions will help foster community involvement, sense of ownership and trust. Finding mechanism to unlock readily available sites for quick projects will be an important aspect for a successful delivery, ensuring that proposals can be tested and deliver visible change from day one.

Identifying the right budget and delivery partners for short- and long-term projects will help ensure that each project is realistic and part of a broader, transformative vision in alignment with the Pride in Place programme ambitions, as well as TDC's Local Plan and the Action Plan delivered alongside this document.

The following case studies exemplifying suggested next steps have been selected for their capacity in improving economic vibrancy, specifically within seaside town centres that are facing or have faced similar challenges as Clacton's.





OPEN SPACES – LEARNING FROM OTHER PLACES

FIRST STEPS TOWARDS LONG-TERM OBJECTIVES

OBJECTIVES

- 1 Enjoyable spaces for all
- 2 Encouraging active travel
- 3 Improving connection within and without
- 4 Reimagining car parks

RECOMMENDED NEXT STEPS

1. Wayfinding to town centre from car parks, retail parks, station and seafront
2. Park and ride trial
3. Town Centre lighting strategy and street lighting trials
4. Painted crossings
5. Occasional temporary street closure trials to accommodate events

MEANWHILE GARDEN, COLCHESTER

Beth Chatto's Meanwhile Garden transforms a long-vacant brownfield site into a temporary community green space, using reused materials and resilient planting. Designed for low maintenance and biodiversity, it demonstrates how underused urban land can be repurposed into an accessible, sustainable public garden.



BRENT CROSS TOWN WAYFINDING

Brent Cross Town is a new large-scale development in LB Barnet that can be difficult to navigate. Signage designers Fieldwork Facility created playful, simple and low-cost distinctive signs to direct pedestrians and cyclists to the new town centre while adding visual interest and useful wayfinding.



BOERENHOL' [PARK]ING, BELGIUM

The Boerenhol's [ParK]ing is an experimental garden in an existing car park, recycling the soil of a parking to create a more climate-resilient parking environment, increasing opportunities to integrate low-maintenance planting areas in the town. Depaving and planting can increase biodiversity without impacting existing capacity.



PLAYSPACES IN CAR PARKS

Transforming under-used car parks in low season or special days, into temporary play spaces turns inactive land into a safe, sociable place that strengthens community life without disrupting essential parking needs, expanding civic amenity in large outdoor spaces near the town centre.





HIGH STREET – LEARNING FROM OTHER PLACES

FIRST STEPS TOWARDS LONG-TERM OBJECTIVES

OBJECTIVES

- 1 Business Support, Economy & Entrepreneurship
- 2 Leisure & Wellbeing
- 3 Marketing and Communications
- 4 Access

RECOMMENDED NEXT STEPS

1. Vacant units activation and meanwhile uses strategy for larger buildings
2. Outdoor markets
3. Design guidelines for shopfront improvements and implementation
4. Pre-theatre dining

SPARKS BRISTOL

Sparks is a department store with a difference. A collaboration with Artspace Lifespace, Global Goals Centre and Bristol City Council, Sparks Bristol is an innovative hub for education, creativity and sustainability, hosting exhibitions and events as well as studios and rehearsal spaces.



THE TEENAGE MARKET PROGRAMME

This programme gives young people a free platform to showcase their business ideas as well as their musical and dramatic talents and transform town centres into thriving hubs for young people.



ABERFELDY STREET, POPLAR

Aberfeldy Street is a community-led regeneration project in East London, combining creative shopfront redesigns, public art, and business support to revive a struggling high street. It activates vacant spaces, supports local enterprises, and builds social connections during wider neighbourhood redevelopment.



PRE-THEATRE MENUS

A special early-evening set menu offered by restaurants for diners eating before attending a performance, usually time-efficient and good value. They encourage people to enjoy dining and the arts together, creating a fuller, more vibrant town-centre experience.





CIVIC AND CULTURE – LEARNING FROM OTHER PLACES

FIRST STEPS TOWARDS LONG-TERM OBJECTIVES

OBJECTIVES

- 1 Communication & Audience Engagement
- 2 Civic and Cultural Spaces, Facilities & Infrastructure
- 3 Cultural Heritage, Art & Programming
- 4 Data, Research & Evidence Base

RECOMMENDED NEXT STEPS

1. Vacant units activation and meanwhile uses strategy for larger buildings
2. Cultural programming of events
3. Mobile library on wheels
4. Low-cost playspaces and play-on-the-way
5. Celebrate beach & seaside heritage through programme of murals

MESSUMS EAST AT THE OLD POST OFFICE, LOWESTOFT

Messums East revitalises a vacant Grade II listed building as an arts hub, with galleries, studios, events and residencies. Rooted in its legacy of exchange, it fosters global and local creativity, supports regeneration and creative economies, and reconnects the community with the town centre.



THE NOSE, WALTON-ON-THE-NAZE

The Nose is an independent creative space in Walton-on-the-Naze, combining a bookshop, café, and project venue. It hosts workshops, exhibitions, talks, and community events, supporting local culture, creativity, and social connection while encouraging curiosity through books, art, and shared activities.



MOBILE LIBRARIES, ESSEX

Essex County Council mobile libraries service offer crucial, accessible library services to villages and communities around Essex. Providing access to books and other resources for people who don't currently visit libraries, as well as supporting local events.



YARMAKERS, GREAT YARMOUTH

YarMakers, launched in 2023, is a creative initiative inspired by Great Yarmouth's heritage. It has grown into a vibrant community offering free events and workshops, helping people develop skills while reimagining PrimeYarc as a collaborative, multi-functional creative hub for the community.





COMMUNITY PARTICIPATION – LEARNING FROM OTHER PLACES

FIRST STEPS TOWARDS LONG-TERM OBJECTIVES

OBJECTIVES

- 1 Community safety
- 2 Community Capacity, Culture & Local Creative Support
- 3 Youth Development, Skills & Training
- 4 Community Participation in Planning & Design

RECOMMENDED NEXT STEPS

1. Urban room implementation within vacant unit
2. Community involvement in meanwhile uses strategy and temporary interventions
3. Co-design opportunities for local communities
4. Community involvement in green spaces maintenance and cleaning
5. Women's safety audit for dedicated public realm projects to inform concept design

THE CROYDON URBAN ROOM

Through a physical and online space for exhibition, events and active participation that is accessible and part of everyday life, the Croydon Urban Room seeks to democratise access and understanding of the planning process through education and open dialogue, ensuring that the built environment is for all that live, work and visit the area.



EDIBLE FELIXSTOWE

A volunteer-led initiative transforming everyday public spaces into shared food-growing areas across the town. Inspired by the Incredible Edible movement, it uses accessible sites like libraries and high streets to promote sustainability, and encourage participation through open gardening sessions, and informal stewardship.



LIGHT UP THE TOWN AMBASSADORS, WEST SUFFOLK

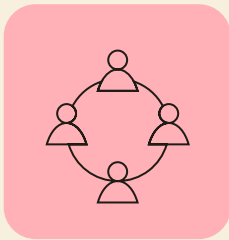
An ambassadors programme inviting local residents to help shape Light Up the Town art festival. Through informal discussions, diverse voices share ideas, ensuring events reflect local experiences, strengthen community involvement, and support inclusive, co-created cultural programming.



WOMEN'S SAFETY AUDIT

In continuation with the ongoing work led by TDC on the Women's Safety Charter, Women's safety audits can help assess proposed public realm projects and activation initiatives to ensure projects are directly addressing safety concerns and creating a more inclusive environment.





GOVERNANCE, OWNERSHIP & REPUTATION – LEARNING FROM OTHER PLACES

FIRST STEPS TOWARDS LONG-TERM OBJECTIVES

OBJECTIVES

- 1 Communication & Engagement
- 2 Governance Structures & Community Leadership
- 3 Planning, Policy & Regulatory Tools
- 4 Economic & Infrastructure Measures

RECOMMENDED NEXT STEPS

1. Community design review panel
2. Licensing review to allow for evening uses/ events
3. Youth board and youth hub
4. Maintenance strategy review

CLAPHAM JUNCTION COMMUNITY REVIEW PANEL

The Clapham Junction Community Panel (CJCP) brings together 22 local residents, business owners and community representatives from diverse backgrounds meeting monthly to discuss the emerging masterplan. Community Review Panels ensure that engagement with planning decisions and applications draw from a wider set of voices and support informed feedback. The method empowers community voices and provides developers and design teams with a consistent resource to draw insights and ideas from.

CREATIVE LAND TRUST, MARGATE

Margate Creative Land Trust is an independent charity established in 2022 to support and sustain the town’s growing creative sector by securing long-term, affordable workspaces. Funded through the Margate Town Deal, it acquires and manages buildings for artists and creative businesses, ensuring spaces remain accessible in perpetuity. Alongside property provision, it delivers community programmes, skills training and enterprise support, aiming to boost inclusive economic growth, create jobs, and enable local people to access opportunities in the creative industries.

MIXED-USE BUILDINGS POLICY, WESTMINSTER CITY COUNCIL

WCC have developed a new use class to allow for specific policies for mixed buildings in response to development of new entertainment and leisure concepts including chameleon bars that change over the course of the day, food halls, which are contained within one building and are proposed to be operated under one licence, and multi-attraction entertainment complexes. This policy has been developed to meet the changing circumstances of premises such as pubs, restaurants and other entertainment venues that have become difficult to define.

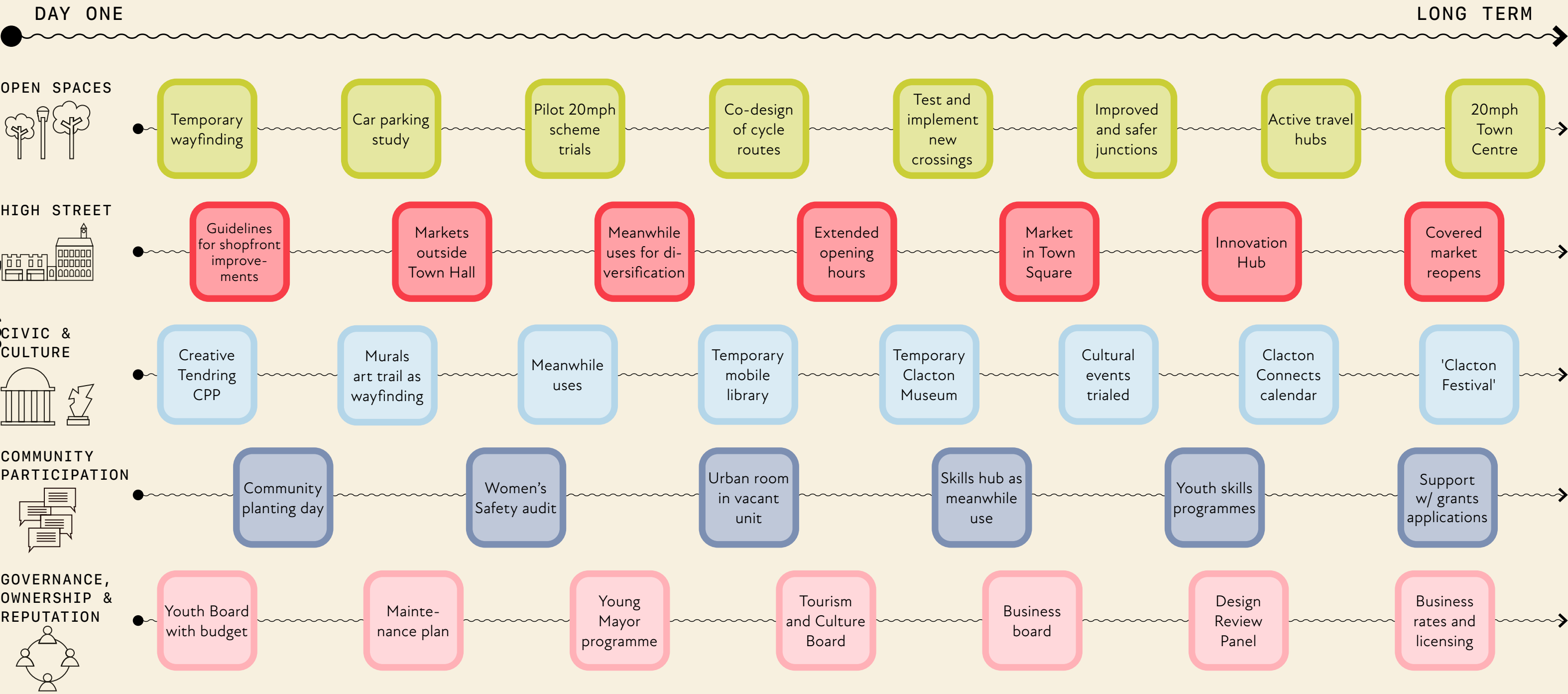
HARINGEY'S YOUTH HUB AND YOUTH PANEL

Rising Green Youth Hub is a new youth hub in a formerly vacant retail unit in Wood Green, Haringey. The hub was developed following extensive co-design with young people and via a grant from the Mayor of London’s Good Growth Fund.

Rising Green has also become home to Haringey's Youth Panel who meets monthly and connect over food and discussions that shape services and decision-making. The youth panel works closely with senior leaders to make a difference in their community while empowering young people.

AN INCREMENTAL APPROACH TO DELIVERY

STEPPING STONES TOWARDS LONG-TERM DELIVERY



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Ten_14 Clacton Thriving: A Culture-Led Framework for the Town Centre
Draft Action Plan

No.	Action	Description	Potential Location	Timeframe	Impact	Resources	Partners
Public Realm & Open Spaces Actions							
1	Painted crossings	Commission artist-designed crossings to enhance wayfinding and create a more welcoming route between the Station, Pier, and key cultural destinations		short	medium	low	
2	Street maintenance and cleaning	Improve the quality and appearance of the public realm through targeted pavement repairs and regular, enhanced street-cleaning across key town-centre routes, exploring ways to collaborate with existing community groups. (Add a note about fly tipping). Better maintained footways will enable outdoor dining in the summer months	Town centre-wide	medium	high	medium	
3	Maintenance strategies for green spaces	Implement clear, achievable maintenance strategies for green spaces to keep planting, lawns, and public gardens attractive, healthy, and welcoming year-round, and involve interested community groups in their care		medium	high	medium	
4	Side street improvements	Improve side streets leading to the seafront and heritage areas to	See Clacton Thriving for specific locations	medium	medium	medium	

Ten_14 Clacton Thriving: A Culture-Led Framework for the Town Centre
Draft Action Plan

		create more attractive, welcoming, and pedestrian-friendly approaches that strengthen links					
5	Declutter public realm	Remove unnecessary railings, bollards, and posts to create a cleaner, safer, and more accessible public realm that improves accessibility and ease of movement for everyone.	See Clacton Thriving for specific locations	medium	high	medium	
High Street Actions							
6	Outdoor markets	Pilot a programme of regular markets outside the Town Hall (or at the Town Square if not under construction) that supports local traders, diversifies the high-street offer, and creates a lively focal point for community activity. Consider the inclusion of 'Teenage Markets' to create a space for young makers and entrepreneurs	Town centre-wide. See Clacton Thriving for specific locations	short	medium	low	
7	Innovation business hub	Create an innovation hub that offers affordable space and mentorship programmes for new entrepreneurs, and sustainable, community-led initiatives to help independent businesses start, grow, and contribute to a more vibrant high street. Consider the M&S site to accommodate this use	M&S site	medium	high	high	

Ten_14 Clacton Thriving: A Culture-Led Framework for the Town Centre
Draft Action Plan

8	Town centre Map	Create a clear, user-friendly map highlighting key places, activities, and attractions to help residents and visitors navigate the town centre and discover things to do	Station Green, Seafront, Town Square	medium	high	low	Partner with local schools to involve children
Civic and Cultural Amenity Actions							
9	Youth centre with social spaces	Open a dedicated youth centre with social spaces. This could be trialled in an existing larger vacant unit. Work in partnership with SEND to ensure this can become a safe space for young people	Vacant building in the town centre on High Street or Rosemary Road	long	high	high	SEND
10	Street art, murals, blue plaques	Uncover rich but little known cultural history through commissioned street art, murals and blue plaques to animate key routes, celebrate local heritage, and strengthen the town's cultural identity	Town centre-wide	medium	medium	medium	Creative Tending
11	Sculpture/art trail	Review and extend the sculpture and art trail to broaden cultural engagement, encourage exploration, and strengthen the town's creative identity. Explore potential for collaborations with local artists (potential routes to commissioning via Creative Tending CPP programme). Ensure the art trail contributes in guiding visitors	Town centre-wide. See Clacton Thriving for specific locations	medium	medium	medium	Creative Tending

Ten_14 Clacton Thriving: A Culture-Led Framework for the Town Centre
Draft Action Plan

		between key destinations, strengthening footfall across the high street, and building a more connected cultural experience					
12	Beach parade events	Deliver a programme of events supported by stronger promotion through local press and social media to boost visibility, participation, and seafront activity	Seafront	medium	high	medium	
Community Participation and Governance Actions							
13	Support with grants applications	Support local cultural organisations with grant applications writing to secure their long-term presence in the town	N/A	medium	medium	low	
14	Cultural subsidies	Explore local subsidies to support cultural initiatives by local creatives performing/ exhibiting locally	N/A	medium	medium	medium	
Ownership and Reputation Actions							
15	Community ownership	Explore opportunities for more diverse community ownership of local assets	Vacant assets	long	high	high	
16	Public space licensing (especially for events)	Relax licensing of outdoor public spaces to remove barriers to setting up of events (markets, cultural activities, pop-ups). Introduce more flexible licensing for food and drink activities related to public outdoor events to enable seasonal events that enliven the town centre and	Open spaces in the town centre, including Town Square	short	high	high	

Ten_14 Clacton Thriving: A Culture-Led Framework for the Town Centre
Draft Action Plan

		seafront. Current barriers include restrictive alcohol rules					
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**FEASIBILITY COST APPRAISALS
HIGH LEVEL GUIDE COSTS**

**ALTERATION & REFURBISHMENT
CLACTON TOWN CENTRE**

April 2026

Clacton Town Centre					
Feasibility Cost Appraisal					
		GIFA (Sq m)	Cost/m2	Total	Notes + Assumptions
1 Large Vacant Town Centre Building					
A Former Sainsbury's					
-	Cultural consumption (cultural centre, arts centre, gallery, events & performance venue)	2,865	£ 2,150.00	£ 6,159,750.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Cultural production (art studios, creative workspace, rehearsal spaces, recording studios)	2,865	£ 2,250.00	£ 6,446,250.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Creative education	2,865	£ 2,000.00	£ 5,730,000.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Food hall / Fresh food production	2,865	£ 500.00	£ 1,432,500.00	Shell & Core for tenant fit out; install cores / WC's; shopfronts
-	Retail	2,865	£ 450.00	£ 1,289,250.00	Shell & Core for tenant fit out; install cores / WC's; shopfronts
-	Commercial (traditional offices)	2,865	£ 1,750.00	£ 5,013,750.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Commercial (co-working space)	2,865	£ 1,900.00	£ 5,443,500.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Wellbeing Centre (Community care) or gym	2,865	£ 1,850.00	£ 5,300,250.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Mixed-use (commercial/ retail w/ resi above)	2,865	£ 1,450.00	£ 4,154,250.00	Full fit out assumed for residential; shell & core for retail; 50/50 split
B Former Post Office					
-	Cultural consumption (cultural centre, arts centre, gallery, events & performance venue)	868	£ 2,150.00	£ 1,866,200.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Cultural production (art studios, creative workspace, rehearsal spaces, recording studios)	868	£ 2,250.00	£ 1,953,000.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Creative education	868	£ 2,000.00	£ 1,736,000.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Food hall / Fresh food production	868	£ 500.00	£ 434,000.00	Shell & Core for tenant fit out; install cores / WC's; shopfronts
-	Retail	868	£ 450.00	£ 390,600.00	Shell & Core for tenant fit out; install cores / WC's; shopfronts
-	Commercial (traditional offices)	868	£ 1,750.00	£ 1,519,000.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Commercial (co-working space)	868	£ 1,900.00	£ 1,649,200.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Wellbeing Centre (Community care) or gym	868	£ 1,850.00	£ 1,605,800.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Mixed-use (commercial/ retail w/ resi above)	868	£ 1,450.00	£ 1,258,600.00	Full fit out assumed for residential; shell & core for retail; 50/50 split
C Former Edinburgh Woollen Mill					
-	Cultural consumption (cultural centre, arts centre, gallery, events & performance venue)	452	£ 2,150.00	£ 971,800.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Cultural production (art studios, creative workspace, rehearsal spaces, recording studios)	452	£ 2,250.00	£ 1,017,000.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Creative education	452	£ 2,000.00	£ 904,000.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Food hall / Fresh food production	452	£ 500.00	£ 226,000.00	Shell & Core for tenant fit out; install cores / WC's; shopfronts
-	Retail	452	£ 450.00	£ 203,400.00	Shell & Core for tenant fit out; install cores / WC's; shopfronts
-	Commercial (traditional offices)	452	£ 1,750.00	£ 791,000.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Commercial (co-working space)	452	£ 1,900.00	£ 858,800.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Wellbeing Centre (Community care) or gym	452	£ 1,850.00	£ 836,200.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Mixed-use (commercial/ retail w/ resi above)	452	£ 1,450.00	£ 655,400.00	Full fit out assumed for residential; shell & core for retail; 50/50 split

Clacton Town Centre					
Feasibility Cost Appraisal					
		GIFA (Sq m)	Cost/m2	Total	Notes + Assumptions
D Former Covered Market, 68-70a Pier Avenue					
-	Cultural consumption (cultural centre, arts centre, gallery, events & performance venue)	413	£ 2,150.00	£ 887,950.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Cultural production (art studios, creative workspace, rehearsal spaces, recording studios)	413	£ 2,250.00	£ 929,250.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Creative education	413	£ 2,000.00	£ 826,000.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Food hall / Fresh food production	413	£ 500.00	£ 206,500.00	Shell & Core for tenant fit out; install cores / WC's; shopfronts
-	Retail	413	£ 450.00	£ 185,850.00	Shell & Core for tenant fit out; install cores / WC's; shopfronts
-	Commercial (traditional offices)	413	£ 1,750.00	£ 722,750.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Commercial (co-working space)	413	£ 1,900.00	£ 784,700.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Wellbeing Centre (Community care) or gym	413	£ 1,850.00	£ 764,050.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Mixed-use (commercial/ retail w/ resi above)	413	£ 1,450.00	£ 598,850.00	Full fit out assumed for residential; shell & core for retail; 50/50 split
E ACL Clacton, St Osyth Road					
-	Cultural consumption (cultural centre, arts centre, gallery, events & performance venue)	1,368	£ 2,150.00	£ 2,941,200.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Cultural production (art studios, creative workspace, rehearsal spaces, recording studios)	1,368	£ 2,250.00	£ 3,078,000.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Creative education	1,368	£ 2,000.00	£ 2,736,000.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Food hall / Fresh food production	1,368	£ 500.00	£ 684,000.00	Shell & Core for tenant fit out; install cores / WC's; shopfronts
-	Retail	1,368	£ 450.00	£ 615,600.00	Shell & Core for tenant fit out; install cores / WC's; shopfronts
-	Commercial (traditional offices)	1,368	£ 1,750.00	£ 2,394,000.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Commercial (co-working space)	1,368	£ 1,900.00	£ 2,599,200.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Wellbeing Centre (Community care) or gym	1,368	£ 1,850.00	£ 2,530,800.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Mixed-use (commercial/ retail w/ resi above)	1,368	£ 1,450.00	£ 1,983,600.00	Full fit out assumed for residential; shell & core for retail; 50/50 split
2 Former M&S Building					
-	Creative retail + Workspace	2,183	£ 2,250.00	£ 4,911,750.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
-	Retail + Workspace	2,183	£ 1,450.00	£ 3,165,350.00	Full fit out assumed for workspace; shell & core for retail; 50/50 split
-	Creative Workspace	2,183	£ 1,950.00	£ 4,256,850.00	Full fit out assumed; allow strip out (£100/m2); minor layout changes, new services and finishes; amend shopfronts; assume external walls and roof do not require works; assume incoming services adequate
3 Carnarvon Terrace					
-	Flexible use building' proposed to be a makerspace	1,310	1,500.00	£ 1,965,000.00	Full fit out assumed

CABINET

24 JULY 2026

REPORT OF THE PORTFOLIO HOLDER FOR HOUSING AND PLANNING

A.5 CONSIDERATION AND ADOPTION OF THE HOUSING MUTUAL EXCHANGE POLICY

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To present to Cabinet the Housing Mutual Exchange Policy for consideration and adoption.

EXECUTIVE SUMMARY

This report presents the Housing Mutual Exchange Policy for approval. The policy formalises the work that is already undertaken in the Housing and Environment service. This work is in compliance with the legal framework associated with mutual exchanges and assists the Council in meeting the Regulator of Social Housing's Consumer Standards as well as the requirements and recommendations of the Housing Ombudsman.

The purpose of the Housing Mutual Exchange Policy is to enable eligible secure tenants of the Council to exchange their home with other eligible social or affordable housing tenants, in accordance with provisions under the Housing Act 1985 and the Housing Act 2004.

RECOMMENDATION(S)

It is recommended that Cabinet:

- (a) formally adopts the Housing Mutual Exchange Policy, as set out in Appendix A to this report, for implementation;
- (b) authorises the Corporate Director (Operations and Delivery) to make future updates or amendments to the policy, in consultation with the Portfolio Holder responsible for Housing; and
- (c) requires that this Policy will be reviewed every two years.

REASON(S) FOR THE RECOMMENDATION(S)

The recommendations are to ensure that the policy is appropriately adopted, in accordance with the Council's Constitution and to evidence compliance with regulatory requirements.

ALTERNATIVE OPTIONS CONSIDERED

The policy is designed to ensure compliance with the relevant provisions of the Housing Act 1985 and to assist the Council in meeting the Regulator of Social Housing's Consumer Standards which came

into effect on 1 April 2024 as well as the requirements and recommendations of the Housing Ombudsman. Failure to comply with the legislative provisions or meet the requirements of the Consumer Standards could result in the Regulator using its enforcement powers which include requiring a registered provider to submit a performance improvement plan or to take particular actions set out in an enforcement notice.

The Regulator can also authorise an appropriate person to enter a social housing premises to take emergency remedial action and issue penalties or require the housing provider to pay compensation.

The absence of suitable and published policies makes the day-to-day operation of the service more difficult with the potential for inconsistencies in approach and increases the likelihood of complaints.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The policy contributes to a number of Corporate Plan 2024-28 themes:

- Pride in our area and services to residents
- Raising aspirations and creating opportunities
- Working with partners to improve quality of life
- Financial sustainability and openness

OUTCOME OF CONSULTATION AND ENGAGEMENT (including with the relevant Overview and Scrutiny Committee and other stakeholders where the item concerns proposals relating to the Budget and Policy Framework)

Consultation and engagement has been undertaken with the Council's Tenant Panel who indicated their support for the introduction of the policy at their meeting on 16 June 2026. Members of the Tenant Panel and the Tenant Reading Group will also be involved in monitoring the effectiveness housing policies.

LEGAL REQUIREMENTS (including legislation & constitutional powers)

Is the recommendation a Key Decision (see the criteria stated here)	YES	If Yes, indicate which by which criteria it is a Key Decision	X Significant effect on two or more wards ☐ Involves £100,000 expenditure/income ☐ Is otherwise significant for the service budget
		And when was the proposed decision published in the Notice of forthcoming decisions for the Council (must be 28 days at the latest prior to the meeting date)	23 April 2026

The Regulator of Social Housing sets regulatory standards that define the outcomes that landlords must deliver. These standards are set under powers conferred to the Regulator under the Housing and Regeneration Act 2008. All landlords are expected to deliver the outcomes of the standards that apply to them.

YES	The Monitoring Officer confirms they have been made aware of the above and any additional comments from them are below:	
Secure Tenants have rights under section 92 Housing Act 1985 to exchange their tenancy with another secure or assured tenant with the written consent of their landlord. The Housing Act 1985 sets out the statutory grounds under which a landlord may refuse a mutual exchange. A landlord can only refuse permission if specific conditions in Schedule 3 are met, such as ongoing court proceedings for possession, anti-social behaviour orders, or other legal actions against the tenant or proposed assignee. This ensures that tenants cannot be arbitrarily denied the right to exchange. The Housing Act 2004 introduced additional provisions, including Ground 2A, which allows landlords to refuse an exchange if certain injunctions, anti-social behaviour orders, or possession orders are in force or pending against the tenant or someone residing with them. This strengthens protections for landlords while maintaining tenants' rights to exchange where appropriate. It is noted that the draft Policy refers to the legal framework, and it is presumed that this follows the operational arrangements within the service to comply with the legislation applicable to this process.		
FINANCE AND OTHER RESOURCE IMPLICATIONS		
This policy does not have any specific additional finance or resource implications. A budget and staffing provision already exists for the provision of the mutual exchange service. Mutual exchanges provide a mechanism for tenants to move within the social/affordable housing sector and this flexible management of the housing stock may provide wider financial advantages.		
YES	The Section 151 Officer confirms they have been made aware of the above and any additional comments from them are below:	
There are no further comments over and above those set out elsewhere within the report.		
USE OF RESOURCES AND VALUE FOR MONEY		
The following are submitted in respect of the indicated use of resources and value for money indicators:		
A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;		The Council has an adopted 30 year Housing Revenue Account Business Plan. The Council has a mature constitutional structure and framework of policy for decision-making. It is intended that the appended policy will augment that framework.
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and		
C) Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.		
MILESTONES AND DELIVERY		
If Cabinet agrees to the adoption of this policy, it will come into immediate effect, subject to call-in.		

A review of this policy will be carried out every two years with a delegation to the Corporate Director (Operations and Delivery) to make future changes and updates to the policies in consultation with the Portfolio Holder responsible for housing.

ASSOCIATED RISKS AND MITIGATION

The policy has been written to set out how the council will comply with statutory requirements and assist the Council in meeting the consumer standards set by the Regulator of Social Housing.

Failure to meet these requirements could result in the Regulator using its enforcement powers which include requiring a registered provider to submit a performance improvement plan or to take particular actions set out in an enforcement notice. The Regulator will also be able to authorise an appropriate person to enter a social housing premises to take emergency remedial action and issue penalties or require the housing provider to pay compensation.

The adoption and implementation of these policies are aimed at minimising the risks of non-compliance and in ensuring that the Council makes the best use of its housing stock.

EQUALITY IMPLICATIONS

In line with the Public Sector Equality Duty, within this policy the Council has due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.

SOCIAL VALUE CONSIDERATIONS

Creates healthier, safer and more resilient communities: To build stronger and deeper partnership working arrangements whilst continuing to engage and empower tenants.

IMPLICATIONS RELATED TO DEVOLUTION AND/OR LOCAL GOVERNMENT REORGANISATION

It is essential that the Council's housing service has clear policies in place as they enter the period of transition to a new unitary authority. The unitary authority will need to take over the review of the various policies and procedures that novate across to it.

IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2050

The implementation of this policy does not present a direct impact on the Council's target for net zero greenhouse gas emissions from its business operations by 2050. The Council will be mindful of energy efficiency measures, wherever relevant, in the implementation of its policies.

OTHER RELEVANT CONSIDERATIONS OR 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	The implementation of this policy is not considered to have any crime and disorder implications.
Health Inequalities	None
Subsidy Control (the requirements of the Subsidy Control Act 2022 and the related	The Council will follow subsidy control legislation and regulations, where applicable, in relation to the

Statutory Guidance)	content and implementation of this policy.
Area or Ward affected	All

PART 3 – SUPPORTING INFORMATION

BACKGROUND

The Housing Act 1985 enables eligible secure tenants of the Council to exchange their home with other eligible social housing tenants in a process known as 'mutual exchange'. The proposed Housing Mutual Exchange Policy attached as **Appendix A** outlines the Council's approach to publicising, supporting and making access to mutual exchanges easier to provide tenants with a level of choice about where they live. The Policy:

- Delivers a fair and consistent mutual exchange scheme in line with legislation and the Regulator of Social Housing Consumer Standards (Tenancy Standard - GOV.UK (www.gov.uk)) Specifically, registered providers must offer a mutual exchange service which allows relevant tenants potential eligibility for mutual exchange to easily access details of all available matches without payment of a fee. Providers must also publicise the availability of any mutual exchange services it offers.
- Provides clear guidance for tenants, staff and partner agencies on the mutual exchange scheme, the eligibility criteria and setting out the circumstances for assigning or surrendering a tenancy, along with the grounds for refusing an exchange and providing a clear appeals process.
- Improves housing mobility for social housing tenants, and to those needing to move to the area for work or personal reasons.
- Promotes more effective use of the Council's existing stock by enabling tenants to move to a property that is more suitable for their needs.
- Addresses under-occupancy and/or overcrowding pressures by releasing suitably adapted homes for those that need them.
- Helps to relieve pressure on the Council's Housing Register.

Policy Background

The Council has retained its housing stock and currently manages over 3,000 homes as well as more than 400 leasehold properties and 350 garages.

The Social Housing (Regulation) Act 2023 aimed to lay the foundations for changes to how social housing is managed. It includes increased regulation of how services are provided and increased building safety. The Consumer Standards contain specific expectations registered providers of social housing must comply with and detail the outcomes that providers are expected to achieve. These standards came into force on 1 April 2024.

One of these Consumer Standards – the Tenancy Standard ensures providers offer tenancies or terms of occupation which are compatible with the purpose of the accommodation, the needs of individual households, the sustainability of the community, and the efficient use of their housing stock. It also outlines that social landlords meet all applicable statutory and legal requirements in relation to the form and use of tenancy agreements or terms of occupation and support relevant tenants living in eligible housing to mutually exchange their homes.

To hold housing providers accountable, the Regulator of Social Housing will inspect larger landlords (those with more than 1,000 properties) regularly, scrutinise tenant satisfaction data and use enforcement powers when necessary. The goal is to drive continuous improvement in social housing and ensure tenants receive the best possible service.

To ensure that the Council can meet its statutory and regulatory duties as a responsible social housing landlord it is essential that this policy is in place.

PREVIOUS RELEVANT DECISIONS

None

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

None

APPENDICES

- **Appendix A** – Housing Mutual Exchange Policy

REPORT CONTACT OFFICER(S)

Name	Matthew Wicks
Job Title	Senior Housing Manager
Email/Telephone	mwicks@tendringdc.gov.uk 01255 686483



Tendring
District Council

HOUSING MUTUAL EXCHANGE POLICY

July 2026



A.5 APPENDIX A

Purpose of this Policy

This policy outlines Tendring District Council's (the Council) approach to mutual exchanges in line with the Housing Act 1985 and enables eligible secure tenants of the Council to exchange their home with other eligible social housing tenants in a process known as 'mutual exchange'. An exchange can involve more than two parties and occurs with the written permission of all landlords involved, and subject to several provisions outlined further in this policy.

The Consumer Standards set by the Regulator of Social Housing require that the Council publicises, supports and makes access to mutual exchanges easier to provide tenants with a level of choice about where they live.

Policy aims

This policy:

- Delivers a fair and consistent mutual exchange scheme in line with legislation and the Regulator of Social Housing Consumer Standards ([Tenancy Standard - GOV.UK \(www.gov.uk\)](https://www.gov.uk/tenancy-standard))
- Provides clear guidance for tenants, staff and partner agencies on the mutual exchange scheme, the eligibility criteria and setting out the circumstances for assigning or surrendering a tenancy, along with the grounds for refusing an exchange and providing a clear appeals process.
- Improves housing mobility for social housing tenants, and to those needing to move to the area for work or personal reasons.
- Promotes more effective use of the Council's existing stock by enabling tenants to move to a property that is more suitable for their needs.
- Addresses under-occupancy and/or overcrowding pressures by releasing suitably adapted homes for those that need them.
- Helps to relieve pressure on the Council's Housing Register.

Scope of Policy

This policy applies to the Council's eligible secure tenants, as defined in the 1985 Housing Act (as amended).

A.5 APPENDIX A

What is a Mutual Exchange?

A mutual exchange occurs when a tenant assigns ('swaps') their home with another council or housing association tenant when both tenants hold tenancies with a similar security of tenure. The incoming tenant will be asked to sign a 'Deed of Assignment' which results in them taking on the responsibilities of the outgoing tenant. In effect, each tenant takes on the others tenancy.

Who is eligible

- Tenants who hold a secure tenancy.

Who is not eligible

- Tenants who hold a non-secure or introductory tenancy with the Council.
- Those tenants who are occupying any form of temporary accommodation.
- Where the Council has started legal action against the tenant(s) or the tenant(s) has a court order issued against them.
- Tenant(s) who are in rent arrears
- Tenant(s) who have damaged the property or carried out unauthorised alterations.
- When the exchange involves a property which has been adapted for people with disabilities that is not needed by the new tenant, or the property is sheltered accommodation that the new tenant does not qualify for.

Are you ready to apply for your mutual exchange?

Before applying for approval to exchange, you should check the following:

- You have a secure tenancy,
- You have a clear rent account, and do not owe any court costs or recharges,
- The property you want to exchange meets your needs, for example, it does not have more bedrooms than your household requires,
- There is no active Notice Seeking Possession or Court Order against your tenancy
- There are no repairs outstanding that you have not reported,
- Your home and garden are in a clean, tidy and good condition,
- The people applying to move into your home are suitable for the property,

A list of considerations and implications are noted in **Appendix 2**.

How to apply for a mutual exchange

- Advice and support will be provided by the Housing Allocations team. The team can be contacted in various ways:
 - o By email housingallocations@tendringdc.gov.uk
 - o By telephoning 01255 686466
 - o By visiting our offices at 88-90 Pier Avenue, Clacton on Sea, CO15 1TN
 - o The Council uses a translation service and letters can be translated for a tenants where English is not their first language.

A.5 APPENDIX A

- Applications for a mutual exchange can be received as paper applications or via the Home Swapper website. Tendring District Council subscribes to a national exchange scheme called 'Home Swapper' <https://www.homeswapper.co.uk>. All eligible tenants can register online free of charge to search for an appropriate property. Tenants will be required to register on the website to advertise their property and to find potential exchanges locally and nationally.
- Tenants may use other means to find a mutual exchange partner including social media, newspapers and local shop windows. There are also several other exchange websites that may charge a fee.

When you find a property

- When you accept a mutual exchange, you accept the property in the condition left by the outgoing tenant. It is therefore important that before you agree to accept the property you:
 - o Thoroughly inspect the property.
 - o Find out who your new landlord will be and check what the rent amount is, the type of tenancy and the conditions of the tenancy agreement.
 - o Make sure that you can afford the moving and running costs of the new property for example, the heating.
 - o Please remember all parties need the written consent of their landlords before agreeing to exchange properties.

Documents required as identification to support an application

This list is not exhaustive and other proofs maybe accepted but these are the recommended forms of identification that you would need to provide:

- Passport, citizen card or driving licence (for anyone in the household aged over 18),
- Utility bill (gas, electric, water or landline phone bill) issued within the last three months,
- Annual Council Tax bill,
- Bank or Building Society statement (dated within the last three months),
- Birth certificate for any children under the age of 18,
- Child benefit award letter,
- Proof of either settled status or pre-settled status,
- National Insurance number for all adults included on the application.

The Mutual Exchange process

The Mutual Exchange process is tenant led and requires the Council to reach a decision on the exchange request within 42 days. The process is:

1. Both parties must complete either an application form or apply through the Home swapper website [HomeSwapper](https://www.homeswapper.co.uk). **Appendix 3** is copy of the application form.
2. For a household member to be included in a mutual exchange application they must have a long-term commitment to the household and will continue to live with that

A.5 APPENDIX A

household after the exchange. All members of the application should have lived in the household for a minimum of 12 months at the point of application.

3. Applications will be acknowledged within 5 working days. When an application is received, several documents will be requested including household details and identification documents.
4. Whilst the Council is waiting for the documents to be returned, they will conduct internal checks with the Rents team, Tenancy Management & Tenant Alterations.
5. The mutual exchange request will be passed to the Council's Building Services team who will arrange to complete a pre-exchange property inspection and gas and electrical safety checks. Tenants will be expected to allow reasonable access, as defined in their tenancy agreement.
6. Following the inspection the tenant will be advised if any work is to be undertaken before the exchange can proceed. Any repairs that are the responsibility of the tenant will need to be carried out prior to the exchange taking place being agreed.

Mutual Exchanges will not be permitted to go ahead until these checks and any remedial works identified have been satisfactorily carried out.

7. Tenants seeking to exchange will be provided with a copy of the inspection report, including any fixtures and fittings that they have been gifted by the previous tenant and any works that are the tenant's responsibility.
8. Where the proposed exchange is between a Tendring District Council tenant and the tenant of another qualifying organisation, all landlords involved will provide and request references for the outgoing and ingoing tenants respectively. If the exchange is between two tenants of the Council, this will have already been completed at Stage 4 of the process
9. Once all the necessary checks, references and inspections have been completed successfully, the application is passed to the Senior Housing Allocations Officer or Housing Manager for approval.
10. Tenants will be informed in writing of the outcome to their mutual exchange request and this outcome may fall into one of three categories; approved, approved subject to conditions, or refused.
11. **If approval is given**, all tenants will be asked to attend an appointment at the Housing Offices with appropriate identification to sign a 'Deed of Assignment'.
12. **If approval is given subject to conditions**, the tenants will be informed in writing of the conditions. Approval subject to conditions means that approval will not be granted unless certain conditions are met before the exchange takes place. This may be clearing a rent account or remedying any unauthorised home improvements.
13. **If approval is not given**, the tenants will be advised in writing. The reasons why a mutual exchange could be refused will be based on the grounds set out in Schedule 3, Housing Act 1985, and Schedule 14 of the Localism Act 2011. (see **Appendix 1** for a list of the grounds for refusal)
14. Should the Council fail to provide a written decision within the 42-day time frame, tenants have the right to enforce a decision by applying to the County Court. In this situation, the Council will no longer be able to rely on any of the grounds for refusal as set out in **Appendix 1**.
15. Where an external landlord has refused the application, it is the responsibility of their tenant to appeal the decision directly with them.

A.5 APPENDIX A

16. Only once the Deed of Assignment has been signed and all other relevant paperwork is in place can the exchange complete. If a tenant moves to the new property without this, then they will be putting their tenancy in jeopardy and any further duty by the Council to rehouse them is likely to be limited.

Discretion

The Council retains the right to use its discretion to allow mutual exchanges to go ahead even if one of the conditions for refusal has been breached. Situations where the Council may choose to approve an exchange despite having potential grounds for refusal are:

1. Where a tenant is in rent arrears and/or are impacted by changes to Housing Benefit/Universal Credit and the exchange may help the tenant to reduce their outgoings (such as when they are downsizing).
2. If there are extenuating circumstances, and it is considered that the exchange would benefit the health or welfare of the tenant or a member of their household. In addition, in such circumstances it may be appropriate to accept requests for an exchange from an introductory tenant.

Unauthorised Exchanges

If a tenant carries out a mutual exchange without permission, then they will no longer be a secure tenant and we may take legal action to recover the property. In circumstances where tenants have swapped properties without our formal consent, both tenants will be in the serious position of:

- having no legal interest in the tenancy at the property they have moved to,
- being liable for the rent and other obligations of their original tenancy.
- losing their home and security of tenure as they are no longer occupying the property as their main or principal home.

Other Mutual Exchange implications

- The Council cannot accept responsibility or take any action if any parties to the exchange change their mind before the legal documents are signed.
- It is illegal for tenants to offer incentive payments to each other to secure an exchange, or to encourage someone to exchange. Any attempt to do so will lead to the automatic refusal of an exchange and may lead to possession proceedings if a property is secured in this way.
- If a tenant moves without written permission or before signing the legal documents, they will lose security of tenure (tenancy) which will place the tenancy at risk.

What happens when you move in

- You will need to carry out the following at your own expense:
 - o Arrange a provider for all your utilities,
 - o Clean and remove rubbish,
 - o Internal decoration,
 - o Reconnection of appliances.

A.5 APPENDIX A

Information and Support

- The Council will provide any reasonable additional support to tenants who may not be able to access the mutual exchange services without difficulty. This may range from providing additional explanation about the process to registering and searching for matches. Tenants can also access services by:
 - o Email housingallocations@tendringdc.gov.uk
 - o Telephone 01255 686466
 - o Visiting our offices at 88-90 Pier Avenue, Clacton on Sea
 - o The Council uses a translation service and letters can be translated where English is not a first language.
- The Council will provide reasonable support to tenants who do not have access to the internet.
- Information regarding any implications for tenure, rent and service charges will be offered to any tenant wishing to mutually exchange.
- Tenants can nominate an advocate to help support them with their application. The Council will need the tenants signed consent before engaging with the advocate.

Complaints Policy

The Council's Corporate and Housing Complaints Policy is available to any tenant or prospective tenant who is dissatisfied with any aspect of the housing services we provide. Further information can be obtained from the Council's Corporate and Housing Complaints Policy [Making a complaint](#).

General Data Protection Regulations

For a mutual exchange to take place, we are required to share certain information about the applicant's tenancy history with the exchanging landlord. All information held or shared that includes identifiable personal information will be processed in accordance with the requirements of the Data Protection Act 2018 and the UK General Data Protection Regulations. The Council will only disclose or share personal information where required to do so by law or where a lawful exemption applies; for example, for the purposes of a prosecution, a safeguarding concern, where it is in the public interest or with the person's consent. Personal information is processed by Tendring District Council for a number of purposes. These can be found in the Privacy Notices which are available on the Council's website at www.tendringdc.gov.uk/privacy or on request at our public reception areas.

Equalities Statement

A.5 APPENDIX A

The Council is committed to treating all customers fairly and with respect and professionalism. To this end the Council will ensure that no individual is discriminated against on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief (including political opinions), sex or sexual orientation and that, in the application of this policy, the Council will comply with their duties under the Equality Act 2010 and specifically its Public Sector Equality Duty (Section 149) under which a public authority must have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by this Act and, in summary, to advance equality of opportunity and foster good relations between people with differing characteristics. To enable customers to have clear information and equal access to this policy, information will be made available in a range of appropriate languages and formats, when requested.

Legal and Regulatory Framework

- Housing Act 1985 Section 92 & Schedule 3
- Regulatory Standards (2023) [Regulatory standards for landlords - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/regulatory-standards-for-landlords)
- Welfare Reform Act 2012
- Localism Act 2011
- Equalities Act 2010
- Human Rights Act 1998

Related Documents

Tendring District Council's Allocations Policy

Tendring District Council Non-Secure, Introductory and Secure Tenancy Agreements

Tendring District Council Succession and Assignment Policy

Review of policy

This policy will be reviewed every two years in consultation with tenant representatives, staff, the Portfolio Holder responsible for Housing and other stakeholders unless there are any reasons, such as legislative or regulatory changes, requiring that it be reviewed earlier

A.5 APPENDIX A

A.5 APPENDIX A

Appendix 1

Grounds for refusal based on statutory grounds (Schedule 3 of the Housing Act 1985)

The Council will refuse a mutual exchange based on statutory grounds (Schedule 3 of the Housing Act 1985). Schedule 3 of the Housing Act 1985 grounds apply to secure tenants.

Ground 1 – a court order or an order for possession has been made for either property

Ground 2 – if either tenant applying to exchange has outstanding possession proceedings, or there is a Notice of Seeking Possession (NOSP) in place

Ground 2a – if anyone exchanging has in force, or has an application for, any legal actions associated with antisocial behaviour under section 191 of the Housing Act 2004.

Ground 3 – if your property is too big for the incoming tenant. Tendring District Council follow the definition of property sizes defined in the Allocations Policy and will not allow our properties to be under occupied by more than one bedroom because of a mutual exchange.

For example: if the incoming tenant's have a housing need for two bedrooms, they could exchange into a three-bedroom property (one extra bedroom allowed) – they could not exchange into a four-bedroom property as this would exceed the permitted under-occupation limit

Ground 4 – if your property is too small for the incoming tenant. The Council will not allow the property to become statutorily overcrowded. Tendring District Council follow the definition of property sizes defined in the Allocations Policy

Ground 5 – if your property was let to you because of your employment.

Ground 6 – the landlord is a charity and the proposed tenant's occupation of the property would conflict with the objectives of the charity.

Ground 7, 8 and 9 – if the property is unsuitable for the person you want to exchange with because it is adapted for someone with support needs.

A.5 APPENDIX A

Appendix 2

Tenant Guide: Mutual Exchange Implications

This guide explains the key implications of a mutual exchange, focusing on tenure, rent, and service charges. Please review carefully before agreeing to an exchange.

Tenure

Your tenancy type may change if you exchange with someone who has a different tenancy type (e.g., secure, assured, fixed term). This may affect:

- Security of tenure – you may lose lifetime tenancy rights.
- Succession rights – who can inherit the tenancy after you.
- Always check the other tenant's tenancy agreement and confirm with your landlord before agreeing.

Rent

Rent levels may differ in the new property due to size, type, or rent setting policies (social vs. affordable rent).

- You must clear any rent arrears before moving unless agreed otherwise.
- After the exchange, you are responsible for paying rent on the new property from the agreed transfer date.

Service Charges

Some properties include service charges for communal areas, lifts, or heating systems. Check:

- What services are included.
- Whether charges are fixed or variable.
- Checklist Before You Agree
- Inspect the property condition – you accept it as seen.
- Confirm tenancy type and rights.
- Understand rent and any service charges.
- Check landlord's policy on pets and adaptations.

A.5 APPENDIX A

Appendix 3

Mutual Exchange Application Form

Your Details

Your Name		
Date of birth		
Household Details		
Names of all household members	Date of Birth	Relationship
Is anyone in your household pregnant?		Yes / No
If Yes, when is the due date?		

Contact details		
Home Telephone Number		
Mobile Telephone Number		
Email Address		
Your Current Address		
Do you have a joint tenancy?		Yes / No
If yes, please provide name of the person		

A.5 APPENDIX A

Please list any disabilities that may be affected by housing

Mutual exchange details

Why are you applying for a mutual exchange?

Is this exchange a part of a Multi-Swap?

If yes, please state the number of households involved

Additional Information

Are you in any rent arrears?

If yes, how much?

Do you have a repayment plan in place?

Do you have any housing related notice served against you? (*I.E An Eviction notice*)

If yes, please explain what the notice is and why

A.5 APPENDIX A

Please be aware, failure to disclose this data may result in a delay in processing your exchange.

Your Property

Type of property?			
House		Bungalow	
Maisonette		Flat	
If Flat/Maisonette, what floor is the dwelling located on?			
Ground		First	
Second		Third floor or higher	
Is this property sheltered/specialised accommodation			
If yes, please explain why?			
Number of bedrooms			

Are there any outstanding repairs?	
If Yes, please tell us the date you informed the Council	
If yes, please outline the disrepair	

A.5 APPENDIX A

Have you made any adaptations to the property?	
If Yes, please list all the non-council changes made to the property	

Incoming tenant details

Name of tenant you are swapping with			
Household Details			
Name of family member	Date of birth	Relationship	Will they be moving with them?

A.5 APPENDIX A

Do they have a joint tenancy?	
If yes, please provide name of the person	

Pets? <i>How many and types of animal.</i>

Please list any disability that may be affected by housing

Incoming tenant's property

Their Current Address	
House number	
Road name	
Town	
Postcode	

A.5 APPENDIX A

Type of property?			
House		Bungalow	
Maisonette		Flat	
If Flat/Maisonette, what floor is the dwelling located on?			
Ground		First	
Second		Third floor or higher	
Is this property sheltered/specialised accommodation			
If yes, please explain why?			
Number of bedrooms			

Their landlord	
Their landlord's address	
Their landlord's telephone number	
Their landlords email address	
Has their landlord been informed of the exchange?	
If yes, when were they informed?	

A.5 APPENDIX A

CABINET

24 JULY 2026

REPORT OF PORTFOLIO HOLDER FOR PARTNERSHIPS

A.6 TENDRING DISTRICT COUNCIL (CAREER TRACK) APPRENTICESHIPS

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

The purpose of this report is to update Cabinet on the activities of Career Track, the Council's apprenticeship training provider.

The report also fulfils the requirements of the Governors' Framework, which is designed to ensure the delivery of a high-quality experience for apprentices and employers, while meeting the expectations of funders and regulators. In accordance with this framework, the Tendring District Council (Career Track) Apprenticeship Governance Board ("the Board") provides Cabinet with an annual update to maintain transparency and effective governance.

EXECUTIVE SUMMARY

Career Track is Tendring District Council's long-established apprenticeship training programme and remains a key part of the Council's approach to skills, employment and workforce development. This annual review provides Cabinet with an update on the programme's impact, governance, quality assurance, financial position and future development, in accordance with the Governors' Framework and the oversight role of the Board.

Over the last decade, more than 500 individuals have participated in the programme and 20% of Tendring District Council's current workforce (one in five employees) began their career through Career Track. This demonstrates that Career Track is an important part of the Council's recruitment and workforce strategy, providing entry-level routes into local government and supporting the Council's ability to attract, develop and retain employees.

Beyond its contribution to the Council's recruitment and workforce strategy, the wider economic case for this provision remains clear. Tendring continues to face significant socio-economic challenges, including lower economic activity and employment rates than regional and national averages, alongside lower levels of educational attainment. Career Track therefore provides both a high-quality apprenticeship training route and a practical intervention to improve local skills, employment prospects and progression into sustainable careers.

There are currently 44 apprentices on programme, including 18 employed by Tendring District Council. Apprentices are also supported by local authority and public sector organisations across Essex, Suffolk, Kent and London Boroughs. This public sector-only focus is a distinctive feature of Career Track, reflecting its specialist role in supporting public service apprenticeship pathways and workforce needs. A further ten apprenticeship positions are currently being advertised, demonstrating continued demand and planned growth.

Learner outcomes continue to demonstrate the effectiveness of the programme. In 2025/26, Career Track achieved a 94% success rate, significantly exceeding the Government's national ambition for apprenticeship providers to achieve a 67% achievement rate. This reflects consistently strong performance, with an average success rate of 97% achieved across the last two academic years. This strong achievement translated into positive onward destinations, with 86% of those who successfully completed in 2025/26 progressing directly into employment and a further 14% progressing into higher education or further Level 3 study. In addition, 82% of current apprentices are aged between 16 and 24, underlining the programme's role in supporting younger residents into early career pathways and aligning with the Department for Work and Pensions' Youth Guarantee, which is focused on helping young people access education, employment or training and reducing the number of young people who are not in education, employment or training (NEET).

Career Track was judged to be a 'Good' provider following its most recent full Ofsted inspection in November 2023. This external validation, alongside strengthened governance arrangements through the Board and support from the Strategic Development Network (SDN), provides assurance that the programme is well placed to maintain Ofsted readiness, respond to apprenticeship reforms and meet changing sector requirements.

In recognition of its strategic importance, Full Council agreed, as part of the February 2026 budget-setting process, to provide dedicated financial support for Career Track within the Medium-Term Financial Strategy for the period 2025/26 to 2027/28. This financial support also reflects the Council's wider objectives in relation to young people, skills development and the future public sector workforce. The service's financial position remains relatively stable, with ongoing action to reduce subsidy requirements and support longer-term financial sustainability.

However, national apprenticeship funding arrangements continue to present challenges, with funding band levels for many standards remaining largely unchanged since 2017 despite increases in delivery, assessment and compliance costs. Emerging reforms, including the anticipated review of apprenticeship funding bands by Skills England, may provide further opportunities to strengthen the programme's future financial position.

Career Track also has particular strategic relevance in the context of Local Government Reorganisation and wider public sector workforce challenges. Apprentices are already being supported across Tendring, Braintree and Colchester, providing a practical foundation for future workforce development across the proposed North East Essex unitary authority area.

Overall, Career Track remains a successful, externally validated and strategically important programme, offering a distinctive public sector apprenticeship pathway that delivers measurable benefits for residents, public sector employers, the local economy and the Council's future workforce.

RECOMMENDATION(S)

It is recommended that Cabinet:

- a) notes the annual review of Career Track, including the programme's impact, governance arrangements through the Board, quality assurance activity, financial**

position and proposed actions to support its continued development, together with the forecast subsidy reflected in the Council's long-term financial plans; and

- b) requests that officers continue to report financial updates through the two-year financial planning process and/or quarterly financial reporting arrangements, as appropriate.**

REASON(S) FOR THE RECOMMENDATION(S)

The recommendations enable Cabinet to maintain appropriate oversight of Career Track in accordance with the Governors' Framework and the annual reporting role of the Board, while recognising the programme's contribution to the Council's Corporate Plan priority of raising aspirations and creating opportunities. Career Track supports the local economy by helping residents move into work, improving skills levels, reducing barriers to employment and enabling public sector employers to recruit and develop employees through apprenticeship pathways. It also strengthens the future workforce pipeline for Tendring, Braintree, Colchester and the wider North East Essex public sector.

The recommendations also ensure that any significant emerging financial risks or variances are considered through the Council's established financial monitoring arrangements.

ALTERNATIVE SOLUTIONS CONSIDERED

In preparing this annual review, consideration has been given to whether any alternative delivery approach would better support the Council's strategic objectives. The current Career Track model continues to provide strong strategic value to Tendring District Council and partner authorities, supported by its established reputation, governance arrangements, positive Ofsted outcome and contribution to workforce development.

The continued support of Cabinet, together with growing engagement from neighbouring authorities and emerging opportunities through Local Government Reorganisation, reinforces the value of retaining and developing the existing model. At this stage, no alternative approach has been identified that would provide greater benefit for learners, employers or the future public sector workforce.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

Career Track directly supports the Council's Corporate Plan 2024-2028, particularly the priority of raising aspirations and creating opportunities. It does this by providing residents with access to high-quality apprenticeships, training and employment pathways, while supporting local public sector employers to develop the skills and capacity needed for effective service delivery.

The programme contributes to the Council's Community Leadership role by helping to address local skills, employment and economic participation challenges. By supporting residents to gain qualifications, confidence and workplace experience, Career Track helps improve life chances, supports improved access to employment and training opportunities and contributes to the wider economic, health and social wellbeing of the district.

Career Track also supports organisational resilience and workforce planning. It provides an established route into local government careers, helps develop future employees for Tendring

District Council and partner authorities, and supports the wider public sector workforce pipeline across North East Essex.

The programme's aims remain to educate, engage and inspire learners; inform, advise, support and mentor them throughout their apprenticeship journey; maintain high-quality standards in apprenticeship training; and safeguard and promote the welfare of learners.

OUTCOME OF CONSULTATION AND ENGAGEMENT (including with the relevant Overview and Scrutiny Committee and other stakeholders where the item concerns proposals relating to the Budget and Policy Framework)

Engagement with learners and employers continues to demonstrate the positive impact of Career Track. Feedback indicates that the programme supports learners to access sustainable employment, apprenticeships and further learning opportunities through tailored support, strong employer partnerships and high-quality placement experiences.

Learner feedback demonstrates improvements in confidence, motivation, professional behaviours, sense of belonging and aspirations for career progression. The programme also helps learners develop the knowledge, skills and behaviours required for successful employment within public sector environments.

Employers report that Career Track apprentices make a positive contribution to the workplace and demonstrate increasing levels of independence and professionalism throughout their apprenticeship. Feedback also indicates high levels of satisfaction with recruitment support, communication, learner progress reviews and the responsiveness of the Career Track team.

Career Track also promotes equality of opportunity and supports participation from learners who may face additional barriers to employment and training, including vulnerable and care-experienced young people. The programme therefore contributes to wider corporate priorities relating to improved access to employment and training, inclusion, early intervention, employability and economic wellbeing.

LEGAL REQUIREMENTS (including legislation & constitutional powers)

Is the recommendation a Key Decision (see the criteria stated here)	No	If yes, indicate which by which criteria it is a Key Decision	☐ Significant effect on two or more wards ☐ Involves £100,000 expenditure/income ☐ Is otherwise significant for the service budget
		And when was the proposed decision published in the Notice of forthcoming decisions for the Council (must be 28 days at the latest prior to the meeting date)	

The recommendations in this report do not seek approval for new expenditure or a new policy decision; rather, Cabinet is asked to note the annual review and ensure that any significant emerging financial variances or risks continue to be reported through the Council's established financial monitoring arrangements.

It is considered that the Local Authorities (Goods and Services) Act 1970 can be relied upon in

respect of apprenticeship and related support services provided by the Council to other local authorities and public sector bodies. This reflects the current delivery model, under which Career Track provision is focused on Tendring District Council and other local authority/public sector employers.

Section 93 of the Local Government Act 2003 provides a power for local authorities to charge for discretionary services, where the recipient has agreed to the provision of the service and to pay for it. For the purposes of this report, any such provision is understood to relate only to services provided to local authorities and public sector bodies and is limited to cost recovery.

The Council is not seeking to trade Career Track services for a commercial purpose or to provide apprenticeship services to the private sector under this report. It is understood that no additional commercial fee is being charged and that payment for the services provided is restricted to the national apprenticeship levy and associated public funding arrangements.

The General Power of Competence, introduced under the Localism Act 2011, provides local authorities with the ability to do anything that an individual may do, provided it is not unlawful. In this context, the power supports the Council's ability to collaborate with other local authorities and public sector partners, alongside the specific powers set out above.

Y	The Monitoring Officer confirms they have been made aware of the above and any additional comments from them are below:
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Nothing to add in addition to the content of the report.

FINANCE AND OTHER RESOURCE IMPLICATIONS

The financial position for 2025/26 remains relatively stable with the service actively continuing to undertake actions with the aim of reducing the overall subsidy "as far as reasonably possible".

The service acknowledges that support from the financial forecast is being tapered down over the course of the medium-term financial strategy with £40k included in the 2026/27 estimate set out in the table below. However, as learner numbers increase in line with the approved growth strategy, there always remains a risk of short-term timing differences between expenditure commitments and income generation. Any such pressures are expected to be temporary and will be managed through the Council's established financial monitoring arrangements.

Outturn Position for 2025/26 and Estimate for 2026/27

	2025/26 Current Estimate	2025/26 Outturn Position *	2026/27 Estimate *
Direct Expenditure	289,750	289,960	251,420
Direct Income	(143,080)	(140,470)	(148,080)
Net Direct Cost of Service	146,670	149,490	103,340

** Direct expenditure includes requested carry forwards of £22k.*

Y	The Section 151 Officer confirms they have been made aware of the above and any additional comments from them are below:	
As reflected in the amendments to the budget agreed by Full Council in February 2026, and highlighted above, the service is working towards reducing the overall subsidy where possible. A phased approach has been adopted, with an estimated reduction in the net position reflected in the budget over the medium term. The proposals and monitoring arrangements set out in this report support that approach, with the comments regarding potential timing differences to be considered as part of the Council's wider financial planning processes.		
USE OF RESOURCES AND VALUE FOR MONEY		
The following are submitted in respect of the indicated use of resources and value for money indicators:		
A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services.	Budget provision, regular financial review, quarterly monitoring of significant variances, and actions to grow learner numbers and reduce the forecast subsidy over the medium term.	
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks.	Termly oversight by the Board, clear Terms of Reference, independent challenge, Ofsted assurance and external support from the Strategic Development Network.	
C) Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.	Monitoring of learner outcomes, employer feedback, apprenticeship numbers, delivery costs and financial performance to inform continuous improvement and value for money.	
MILESTONES AND DELIVERY		
The progress of Career Track is regularly monitored through termly meetings of the Board, with outcomes formally recorded. This is supplemented by an annual report to Cabinet, ensuring ongoing oversight and strategic accountability.		
Career Track was subject to a full Ofsted inspection in November 2023 and was judged to be a 'Good' provider. The next inspection is anticipated in the 2026/27 academic year. To maintain readiness, the Council has entered into an agreement with the Strategic Development Network (SDN) to strengthen apprenticeship governance and scrutiny, build confidence and capability across the Board, and support continued compliance under the revised inspection framework.		
ASSOCIATED RISKS AND MITIGATION		
The principal risks relate to future apprenticeship funding arrangements, learner number growth, delivery costs, inspection readiness and changing national policy expectations. These risks are not unique to Career Track and reflect wider pressures across the apprenticeship sector.		
Financial risk will be mitigated through regular budget review, monitoring of learner numbers and income assumptions, and reporting of any significant variance through the Council's quarterly financial monitoring process. Delivery and quality risks will be mitigated through termly oversight by the Board, continued use of learner and employer feedback, external		

support from the Strategic Development Network and ongoing preparation for future Ofsted inspection.

Strategic risk will be mitigated by continuing to strengthen public sector employer partnerships and aligning the programme with workforce planning activity linked to Local Government Reorganisation, devolution and future public sector skills requirements.

EQUALITY IMPLICATIONS

Section 149 of the Equality Act 2010 places a statutory duty, known as the Public Sector Equality Duty, on the Council when exercising its functions. This requires the Council to have due regard to the need to:

(a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful.

(b) Advance equality of opportunity between people who share a protected characteristic and those who do not.

(c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for the purposes of advancing equality of opportunity or fostering good relations.

Career Track has positive equality implications. The programme supports access to apprenticeships, training and employment pathways for residents who may otherwise face barriers to participation, including young people, care-experienced individuals and learners requiring additional support. With 82% of current apprentices aged between 16 and 24, the programme makes a significant contribution to improving opportunities for younger residents at the start of their working lives. In doing so, Career Track helps advance equality of opportunity, promote inclusion and support improved employment outcomes for residents across the district.

SOCIAL VALUE CONSIDERATIONS

Social Value is defined through the Public Services (Social Value) Act 2012 and requires all public sector organisations (and their suppliers) to look beyond the financial cost of a contract and consider how the services they commission and procure might improve the economic, social and environmental well-being of an area.

Career Track delivers clear social and economic value by supporting residents into apprenticeships, employment and career progression, while helping employers recruit and develop employees through apprenticeship pathways. By retaining skills, wages and workforce capacity within the district, the programme contributes to local economic resilience, improved life chances and wider community wellbeing.

IMPLICATIONS RELATED TO DEVOLUTION AND/OR LOCAL GOVERNMENT REORGANISATION

Career Track has strategic relevance in the context of Devolution and Local Government

Reorganisation because it already provides an established mechanism for attracting, developing and retaining employees within local government across North East Essex. Apprentices are currently being supported across Tendring, Braintree and Colchester, demonstrating the programme's existing contribution to shared workforce development and its potential value within future unitary authority arrangements.

As the sector prepares for significant structural change, the ability to build a resilient and skilled workforce will be critical. Career Track supports this by creating entry-level pathways into local government, improving access to public sector careers and helping to develop the skills and behaviours required for effective service delivery. This is particularly important in the context of recruitment pressures, demographic change and the need to retain local knowledge and capacity during transition.

The programme also provides a practical platform for closer collaboration across North East Essex. Its governance arrangements include representation from Braintree District Council and Colchester City Council, providing a basis for shared oversight and strategic alignment as future workforce requirements become clearer.

The Human Resources and Council Tax Committee has highlighted the strategic importance of Career Track and its contribution to workforce development, requesting that the Leader of the Council and the Chief Executive support consideration of the continuation of Career Track within future unitary authority arrangements arising from Local Government Reorganisation. The Leader and Chief Executive subsequently confirmed their support, recognising the programme's economic importance and its contribution to developing employees through apprenticeship pathways, supporting workforce resilience and addressing future public sector workforce challenges.

IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2050

No implications.

OTHER RELEVANT CONSIDERATIONS OR 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	No direct implications.
Health Inequalities	Positive indirect implications through improved access to skills, employment and economic participation.
Subsidy Control (the requirements of the Subsidy Control Act 2022 and the related Statutory Guidance)	Since the Subsidy Control Act 2022 came into force in January 2023, public authorities must assess whether financial assistance may constitute a subsidy by conferring an economic advantage on one enterprise over another. Where the Council receives apprenticeship levy transfers from other organisations to support eligible apprenticeship training for Council employees or other public sector apprentices, those funds will be used only through the

	national apprenticeship funding system for approved apprenticeship training and assessment. The Council will ensure that any such arrangements comply with Department for Education funding rules and that subsidy control requirements are considered and recorded where appropriate.
Area or Ward affected	All wards.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

Local context and need

Tendring District, with a population of approximately 156,700, continues to face significant educational and employment challenges. Office for National Statistics data shows that 73.6% of working-age residents are economically active, compared with 81.8% regionally and 79.2% nationally. Tendring's employment rate, at 66.6%, also remains below the East of England average of 77.5%. Skills levels also continue to fall behind national benchmarks, with a higher proportion of residents having no formal qualifications compared with the national average.

These factors demonstrate the continuing need for targeted interventions that improve skills, employment and economic participation locally. Career Track directly supports this by helping residents gain qualifications, access apprenticeships and progress into sustainable employment.

Programme overview

For more than 40 years, Career Track has supported residents into apprenticeships, employment and career progression, while helping the Council and other public sector employers develop the skills and capacity needed to deliver services to residents. The programme forms a key part of the Council's approach to developing a skilled workforce and improving employment outcomes for local residents. Over the past decade, more than 500 individuals have participated in a Career Track apprenticeship programme.

There are currently 44 apprentices on programme, including 18 employed by Tendring District Council. Apprentices are also supported through partner local authority and public sector organisations, demonstrating the programme's wider reach and value across Essex, Suffolk, Kent and London Boroughs.

Of the current apprentice cohort, 82% are aged between 16 and 24. This is particularly relevant in Tendring, where educational attainment, skills levels and employment participation remain below regional and national averages, highlighting the importance of providing positive pathways into employment and further learning.

Regulatory assurance and quality

Career Track is registered with the Department for Education, the Department for Work and Pensions and the Education and Skills Funding Agency as a Local Authority provider and is therefore subject to Ofsted inspection. The most recent full inspection, undertaken in November 2023, rated the service as *Good*, noting that apprentices enjoy their learning, feel

well supported by staff and make good progress.

To maintain its ability to deliver apprenticeships, Career Track must remain on the Apprenticeship Provider and Assessment Register. The service has successfully completed the re-application process on multiple occasions, most recently in July 2022, ensuring continued compliance with national requirements. The Council has also entered into an agreement with the Strategic Development Network to support continued Ofsted readiness, strengthen apprenticeship governance and build confidence and capability across the Board.

Governance arrangements

The Tendring District Council (Career Track) Apprenticeship Governance Board was established in 2022 to support effective governance, oversight and challenge. Its membership includes Members, senior officers and independent representatives from partner organisations, providing external challenge, sector expertise and strategic oversight. Independent governors provide external rigour, while representation from neighbouring district councils and Essex County Council reflects the programme's regional relevance and its potential role in supporting future workforce development through Local Government Reorganisation.

The current membership of the Board is as follows:

Name	Job Role/Organisation	Board Function
Cllr. Gina Placey	Portfolio Holder for Partnerships, Tendring District Council	Chair
Katie Wilkins	Director, People, Tendring District Council	Representative
Richard Barrett	Corporate Director, Finance and IT, Tendring District Council	Representative
Gary Guiver	Corporate Director, Planning and Community, Tendring District Council	Representative
Debianne Messenger	Work Based Learning Manager, Tendring District Council	Representative
Marcia Fuller	Acting Head of People, Tendring District Council	Representative
Jess Douglas	Director of People Colchester City Council	Independent
Robin Harbord	Acting Strategy Development Lead in Education, Essex County Council	Independent
Hassan Shami	Commissioner for Skills, Essex County Council	Independent
Tracey Headford	People and Performance Manager, Braintree District Council	Independent

Strategic relevance

Career Track is well placed to support workforce priorities linked to Local Government Reorganisation and wider devolution across Essex. Its partnership working across multiple organisations, particularly neighbouring authorities, provides a strong platform for attracting new employees, supporting workforce development and building a resilient future workforce across North East Essex.

PREVIOUS RELEVANT DECISIONS

Cabinet - Friday, 19th April 2024 10.30 am

119. [Cabinet Members' Items - Report of the Partnerships Portfolio Holder - A.5 - Tendring District Council \(Career Track\) Apprenticeships](#)

Cabinet - Friday, 27th June, 2025 2.30 pm

27. [Cabinet Members' Items - Report of the Partnerships Portfolio Holder - A.6 - Tendring District Council \(Career Track\) Apprenticeships](#)

Budget & Council Tax Setting, Council - Tuesday, 17th February, 2026 7.30 pm

108. [Report of the Cabinet - A.1 - Executive's Proposals - General Fund Budget and Council Tax 2026/2027](#)

[A.1 Appendices A-L, item 108](#)

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

- [View the background to item 119.](#)
- [View the decision for item 119.](#)
- [View the background to item 27.](#)
- [View the decision for item 27.](#)

Additional documents:

- [A5 Appendix A - ToR Apprenticeship Board updated August 2023, item 119](#)
- [A5 Appendix B - TDC Ofsted Inspection Report 2023, item 119](#)

APPENDICES

Appendix A - Apprentice Numbers by Apprenticeship Type

REPORT CONTACT OFFICER(S)

Name	(1) Katie Wilkins (2) Debianné Messenger
Job Title(s)	(1) Director, People (2) Work Based Learning Manager
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01255 686313

A.6 APPENDIX A – TOTAL NUMBER OF APPRENTICES

	Level of Apprenticeship	Total Apprentices	TDC Apprentices
Business Administrator	Level 3	10	3
Customer Service Practitioner	Level 2	15	12
Customer Service Specialist	Level 3	1	0
Public Service Operational Delivery Officer	Level 3	18	3
		44	18

Overall total of apprentices: 44