

Key Decision Required:	No	In the Forward Plan:	Yes
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CABINET

24th JANUARY 2020

REPORT OF THE LEADER OF THE COUNCIL

A.1 TENDRING4GROWTH

(Report prepared by Ewan Green and Christian Bone)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT
This report seeks endorsement of actions to develop and deliver the corporate plan theme Tendring4Growth as a catalyst for sustainable economic growth across the District, supporting businesses and communities.

EXECUTIVE SUMMARY
<p><u>Overview</u></p> <div style="text-align: center;">  <p>TENDRING4GROWTH</p> </div> <p>Tendring4Growth (T4G) will be a catalyst to create growth through partnership and investment across the District. T4G in action will bring together partners, local businesses and communities to ensure growth in the district is sustained and that it benefits all who live and work in Tendring.</p> <p>Tendring4Growth will underpin and support delivery Council’s Corporate Plan (2020-2024) priorities:</p> <ul style="list-style-type: none"> • Develop and attract new businesses • Support existing businesses • More and better jobs • Promote Tendring’s tourism, cultural and heritage offers • Maximise our coastal and seafront opportunities <p>T4G will underpin actions and services delivered by the Council and it is a brand through which Tendring can be promoted both locally and nationally. The success of T4G is dependent on both internal and external factors which focus on the services and support offered and the way in which these are delivered. This is dependent on T4G becoming embedded into the culture of the Council and having a positive impact both internally, with staff and elected members, and externally with local businesses and residents.</p> <p>Whilst local businesses and stakeholders have had some degree of exposure to the T4G there is a requirement for further investment in branding & promotion, T4G Business Week</p>

and the provision of dedicated business support activity (a 3 year external commission) to help stimulate and sustain business growth. These activities will help to bolster business growth rates; support new start-ups and attract inward investment.

In total a budget of £90,000 is sought in 2019-20 to deliver Tendring4Growth activity.

This paper sets out how Tendring4Growth can be used as a means of drawing together activities, projects and initiatives within the Council that are linked to the objectives in the Corporate Plan, the Local Plan and other key place shaping strategies for the District such as Housing; Economic Growth; Creative & Cultural; Tourism; and Heritage.

T4G needs to be a Council wide philosophy that underpins the organisations strategic thinking and its operational activity to ensure long term success. T4G will be embedded corporately within the culture of the organisation at all levels (Members and Officers) and this will be achieved by developing linked principles and values (leadership tools; typically including strategies and policies) and then reinforcing these through practices and processes (management tools) including communications, training and delivery of services.

Actions to support delivery will be developed as part of annual Departmental Service Plans. In order to track progress and impact a set of Success Measures will be established for T4G, including outputs and outcomes from activities, and this will be reported through an Annual Report.

RECOMMENDATION(S)

Cabinet is asked to:

1. **agree the overall approach to Tendring4Growth as outlined in the report;**
2. **approve the allocation of £60,000 of agreed Section 106 funds to commission a 3 year business support service;**
3. **approve the allocation of £30,000 from the Regeneration and Investment Budget to deliver actions for 2020-21;**
4. **note actions to deliver Tendring4Growth will be will developed as part of annual Departmental Service Plans; and**
5. **note an Annual Report on Tendring4Growth activity will be produced.**

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

Tendring4Growth will help the Council to achieve its corporate vision and address challenges that the District faces including:

- Pockets of high unemployment
- Health inequality
- Low economic activity
- Reducing budgets while delivering key services
- Poor infrastructure
- Place shaping for the future

Tendring4Growth is an underpinning theme within the 2020-2024 Corporate Plan and will support each of the 4 four priorities:

1. Delivering High Quality Services
2. Community Leadership Through Partnerships
3. Building Sustainable Communities for the Future
4. A Growing and Inclusive Economy

This will be achieved through a range of action across all Services including:

- Develop and attract new businesses
- Support existing businesses
- More and better jobs
- Promote Tendring's tourism, cultural and heritage offers
- Maximise our coastal and seafront opportunities

FINANCE, OTHER RESOURCES AND RISK

Delivery of specific TENDRING4GROWTH activity will require a budget of £90,000 in 2019-20 and funding for this is available within existing budgets:

Action	Details	Costs	Funding Source
Business Support Commission	3 Year commission 2021-2024	£60,000	Section 106 Funds
T4G Development and Promotion	Launch Event Brand Development Staff Training	£10,000	Business, Investment and Growth Budget
Bi-monthly networking Events	Hosted by TDC at local venues	£3,000	
T4G Business Week 2020	<ul style="list-style-type: none"> • Jobs & Careers Fair • Sector themed events • Blue Ribbon Awards • T4G Networking event 	£17,000	
Total		£90,000	

It is proposed to allocate £30,000 from the Business, Investment and Growth Budget which currently has an unallocated budget of £700,000 which was brought forward into 2019/2020. The allocation of £30,000 (and the proposed allocation of £20,000 for North Essex Economic Strategy) will reduce the unallocated carried forward budget to £650,000.

It should be noted that opportunities to attract sponsorship and grant support to offset the above costs (particularly for T4G Business Week) will be pursued on an ongoing basis.

LEGAL

Councils are empowered to promote and build greater economic growth through subsidiary powers under Section 111 of the Local Government Act 1972 and General Power of Competence under Section 1 of the Localism Act 2011.

OTHER IMPLICATIONS

Consideration has been given to the implications of the proposed delivery in respect of: Crime and Disorder; Equality and Diversity; Health Inequalities; Area or Ward Affected; Consultation and Public Engagement. Any significant issues are set out below:

The implications of individual projects will be fully and properly assessed and approved prior to commencing. As with resources and risk assessment of other implications will be included as part of enhanced project delivery arrangements.

Area or Ward Affected

The Tendring4Growth corporate theme will include all Wards within the District.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

1. Overall Approach

Tendring4Growth (T4G) was developed as an initial 'brand' to provide a framework for an event to promote Tendring at a Westminster. The event was held to showcase the economic development and regeneration opportunities in the District and the Tendring4Growth brand was developed to be used not only at the event but as a means of promoting the Council's wider Economic Development Strategy and to reinforce the Council's message that Tendring is a place for growth and opportunity. Further networking events have since taken place across the District using the brand to engage local businesses, culminating recently in the first Tendring4Growth Business Week.

Over 220 business representatives attended the network events on offer during the week and 120 new businesses were added to the T4G Business Database which now has over 800 engaged organisations listed on it. These tangible outcomes are clear indicators of the effectiveness of the T4G brand when engaging local organisations.

Tendring4Growth H has been established to act as a catalyst that draws together partners, local businesses and communities to ensure growth is sustained and that it benefits all who live and work in Tendring.

As well as providing guidelines relating to the brand and in what context it should be used, this paper also sets out how this brand can be used as a means of drawing together activities, projects and initiatives within the council that are linked to the Corporate Objectives.

Tendring4Growth will be a success if it is fully embedded corporately within the culture of the organisation at all levels (Members and Officers) and this will be achieved by developing linked principles and values (leadership tools; typically including strategies and policies) and then reinforcing these through practices and processes (management tools) including communications, training and service delivery.

This will ensure that any new developments were right for the organisation and in keeping with our existing values as set out in the Corporate Plan. Tendring4Growth will be successfully integrated into the culture of the organisation at individual, team and strategic level through consistent and effective communication at all levels.

This will be achieved through staff development processes (e.g. staff briefings, induction, training and performance appraisal) and the development of an online training module that all staff could access via self-service. This step is essential to ensure a consistent and proactive understanding and application of the T4G approach. Central to this will be to deliver practical Organisational Development activities:

Level	Communication Mechanism	
Individual	Induction Performance review/appraisal	Management Tools (Operational) Leadership Tools (Strategic)
Team	Senior Managers Forum Management Team Department Team Meetings Departmental plans	
Organisation	Member Induction All Staff Briefings Intranet (Ping) All Member briefings Corporate Plan 2020-2024 Economic Development Strategy 2019	

2. Engaging and Supporting Businesses using the Tendring4Growth Approach

The business community is a key audience and the local businesses that TDC serves fall into four distinct categories.

- Looking to start up – Requiring information, advice and guidance, workshops and adviser support, mentoring and incubation spaces.
- Looking to secure business – Retaining a skilled workforce, financial advice, training & development.
- Looking to grow/scale up business – Needing advice on new premises, help with planning, innovation and funding.
- Inward Investment – businesses seeking to locate into Tendring

To service the needs of businesses, some support has already been developed and implemented using the T4G brand including:

- Free Business Updates Service
- Links to online tools and resources
- Inward Investment Support
- Networking events e.g. Breakfast events
- Partner events e.g. TC Group, BEST Growth Hub and Superfast Essex.

The Tendring4Growth Business Week in October 2019 comprised keynote speakers, networking activities and high profile events including the Jobs & Careers Fair and Blue Ribbon Business Awards. The week also provided an opportunity to re-state our objectives in respect of T4G and associated support to the local business community.

It is essential that there are tangible bottom line benefits for local businesses in respect of T4G and this will require additional investment in support services so that the offer to local firms is a credible one. It is proposed to put in place a 3 year commission to provide support for businesses across the district which will offer specialist advice for start-ups and growth companies.

3. Partnership & Stakeholder Working

Creating the inclusive growth that T4G seeks through partnership & investment is an ambition that can only be achieved by working with organisations whose aims and objectives are aligned to those of the Council.

Through work on the development of the emerging North Essex Economic Strategy, the Council's emerging Local Plan and Economic Development Strategy and work to secure the development of new garden communities (NEGC) the Council has established and reinforced links with a number of partner agencies that can help deliver T4G. Partners and Stakeholders include:

- Colchester Borough & Braintree District Councils
- Essex County Council
- Sector specific groups e.g. NEEG, ESB Care Sector Action Group
- Wider Tendring business base
- Haven Gateway Partnership
- FE & HE Providers
- FSB
- Colbea
- BEST Growth Hub
- Accountants
- Solicitors
- Banks
- Trade Associations
- Career Track
- SELEP

This list is by no means exhaustive but it demonstrates the wide range of partners who are essential to our economic development ambitions. Such external partner involvement in T4G would create significant PR for the Council and increase the credibility of the T4G brand.

4. External Impact

To the Council's external audience, T4G will provide clarity in respect of our offer to businesses and it will reinforce the awareness that Tendring is an area with growth potential. A funded T3G business support offer will further reinforce this message.

The Council's Economic Development Strategy identifies a range of strategic priorities and interventions that (if implemented) will transform the district's economy. Cabinet's adoption of the T4G philosophy will ensure that the entire organisation works to secure the outputs identified in the strategy and thereby support growth in the district's economy.

Attracting high value, high growth potential businesses to the district will result in new employment opportunities for local people and in the longer term, higher skilled, better paid jobs will be created in the district which will have a positive impact on the local economy and increase aspiration levels.

5. Internal Impact

Internally, the T4G approach will help to create a more joined up approach to achieving corporate priorities, with departments working more closely together, having established a shared sense of purpose with regard to the district's economy. Departments and Teams will work in partnership to create a healthier environment for growth and prosperity e.g. when working with businesses looking to relocate into the district and with established businesses wanting to grow.

This joined-up approach, critical to the successful implementation of the vision, will only be possible if policies, systems and processes (particularly in respect of people and performance) are developed with T4G vision in mind.

6. Demonstrating Success

Once fully embedded, the positive impact of Tendring4Growth will be seen in all Council departments. Staff will have a shared understanding of growth being reliant on internal collaboration and partnership and this will then be beneficial for the Council's 'customers'.

For example, a company looking to relocate to the District would benefit from a more joined up approach between departments and a co-ordinated approach to support. This may cover:

- Planning issues (Planning)
- Investment support (Regeneration)
- Skills support (Career Track)
- Support for relocating or attracting employees (Housing)

By ensuring a positive experience for businesses, the Council would create advocates for the District who would then convey the message that Tendring is a place for growth, thereby attracting further investment into the District.

It is intended actions to support delivery will be developed as part of annual Departmental Service Plans. In order to track progress and impact a set of Success Measures will be established for T4G, including outputs and outcomes from activities, and this will be reported through an Annual Report.

CURRENT POSITION

Currently the Tendring4Growth brand has been used to engage local businesses and promote the Council's business updates newsletter which has 804 subscribers, 683 of whom are local businesses. Regular networking events have been held culminating in the recent Business Week in October 2019. The newsletter is used to promote these as well as providing information on business advice, support and funding.

Following the initial event in Westminster in October 2018 marketing materials were produced including an information brochure and this has been circulated at networking meetings and at subsequent partner events. This publication was recently updated for the 2019 T4G Business Week.

The logo created for the October 2018 event is a valuable asset of the Tendring4Growth identity:



It is distinctive, representative of growth and ensures that Tendring District Council stands out in the marketplace and amongst its peers in North Essex.

Partners and businesses that have been 'exposed' to the brand have been overwhelmingly positive suggesting that there is merit in using the brand as a marketing device and a way of articulating the Council's growth ambitions.

Local communities and Tendring residents have had little direct exposure to T4G and yet many will have benefitted through growth focussed initiatives like the investment in the creation of new beaches and the annual air show which gives a boost to the economy.

Internally, T4G has had limited exposure to date and whilst presentations explaining the general approach have been given to the Senior Managers Forum and Management Team there has not been a further structured 'cascade' throughout the organisation, particularly at team and individual levels explaining the philosophy behind TENDRING4GROWTH.

It is at these levels that further work needs to take place to make T4G meaningful for all staff. This internal cultural development work is vital to ensuring that it is credible to partners, stakeholders, business and residents who deal with the Council on an ongoing basis.

Examples of Current TDC Corporate Delivery

Tendring4Growth's main objective is to promote growth through partnership and investment. This will be realised in different ways across the Council's services. Existing examples include:

- Ongoing corporate priorities which include: Jaywick Sands, North Essex Garden Communities, town centre place making, coastal economy & environment and improved digital connectivity - these are ongoing examples where the Council has invested significantly with a view to stimulating the local economy and improving residents quality of life.
- The Local Plan provides a framework for investment in housing and employment and Planning Services work closely with local developers to ensure that planned developments not only meet formal requirements but also fit with the growth aspirations of the District.
- Regeneration organise networking events for local businesses that highlight the advice, funding and support available to them. This support helps businesses to improve their processes and to grow in a sustainable manner. Support and advice is also made available in the form of the SME Growth Fund, sector specific projects (arts, care and energy), and B2B activity and via an online bulletin and this helps the Council to keep in regular contact with growth potential businesses.
- Housing and Environment carry out work that seeks to improve social housing stock that tackles homelessness and they are working with the private sector to deliver new houses. It also supports businesses through its regulatory activities e.g. food hygiene assessments which improve the local food and drink offering for residents and visitors. This helps grow vibrant and healthy communities.
- People & Performance are involved in projects with the CVST, Colchester Institute, Anglia Ruskin University and Career Track all of which can be said to have a growth focus as they are raising the aspirations and attainment of young people encouraging higher participation in further and higher education. Organisation wide co-ordination through T4G can help maximise the benefits of these projects and open them up to an even wider audience e.g. schools, local businesses and funders.
- Sport & Leisure (includes Tourism) work with partners to put on a range of high profile events e.g. Clacton air show, that draw visitors into the District thereby

boosting the local economy and also enhancing the District's reputation as a visitor destination. Sports related projects also help to improve the health and wellbeing of local residents and this in turn creates vibrant communities which are vital to the District.

- Procurement colleagues ensure that local businesses are able to do business with the Council in a manner that is fair and accessible. In encouraging colleagues across the Council to use local firms, Procurement is also helping to sustain the local economy.

The above examples illustrate the breadth and scope of operational impact that Tendring4Growth has right across the Council.

FURTHER HEADINGS RELEVANT TO THE REPORT
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There are none

BACKGROUND PAPERS FOR THE DECISION

There are none

APPENDICES

There are none
