

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

24 JULY 2020

REPORT OF THE BUSINESS & ECONOMIC GROWTH PORTFOLIO HOLDER

A.3 ECONOMIC GROWTH STRATEGY

(Report prepared by Tom Gardiner, Head of Regeneration)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

This report seeks Cabinet approval for the Economic Strategy attached at [A.1 Appendix A](#). Agreement is sought to allocate £100,000 from uncommitted resources within the Council's Regeneration Budgets to support the development and delivery of projects that will deliver key interventions against the objectives of the Strategy.

EXECUTIVE SUMMARY

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

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

Tendring Economic Snapshot

Since 2013:

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

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

The refreshed Strategy therefore seeks to promote:

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

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

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

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

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

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

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

Agreement is sought to allocate £100,000 from uncommitted resources within the Council's Regeneration Budgets to support the development and delivery of projects that will deliver key interventions against the five objectives of the Strategy.

Important Advisory Note

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

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

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

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

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

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

RECOMMENDATION(S)

It is recommended that Cabinet:

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

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The Economic Strategy responds directly to the corporate priorities identified within the Council's 2020-2024 Corporate Plan and accords with the Community Leadership and Tendring4Growth themes which are central to that Plan.

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

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

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

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

At a sub-regional level the Economic Strategy corresponds with the aims and objectives of the recently approved North Essex Economic Strategy (NEES). This articulates a vision in which citizens live in new and established communities that are well connected and inspire innovation and creativity. The NEES has four Missions, which seek to:

1. Drive innovation and technological adoption;
2. Develop a skilled and resilient workforce;
3. Create a network of distinctive and cohesive places; and
4. Grow a greener, more sustainable economy.

Finally the Strategy also aligns with the vision and objectives of Essex 2020, a year-long, county-wide celebration of Science, Technology, Engineering, Arts and Mathematics (STEAM) in Essex.

This programme is inspired by the prestigious British Science Festival, which comes to the region in 2020 for the first time in its 189 year history. It was planned that Essex 2020 would present a 12 month programme of STEAM related exhibitions, festivals, performances, workshops, conferences, and trails, however the planned programme has now been tailored to provide online and safe remote interaction (using webinars and other media) in response to the COVID-19 pandemic.

The programme plans to engage with Essex business and industry; schools; universities and colleges; arts; heritage; and grassroots organisations.

FINANCE, OTHER RESOURCES AND RISK

Finance and other Resources

Cabinet is asked to allocate £100,000 to support the development and delivery of projects that respond to the strategic and economic objectives of the Strategy. Aside from this significant allocation, projects will be developed as and when resources allow, and these will be presented to Cabinet for its consideration and approval on a case by case basis.

Subject to Cabinet approval, unallocated funding in the value of £100,000 has been identified within the Business Investment and Growth Budget (5164 7450) to support delivery of the Economic Strategy. The balance within the overall budget to date is £550,000 and a further allocation of £100,00 will leave £450,000 unallocated for future economic growth projects:

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

In addition to the proposed allocation, and as opportunities arise, officers will also seek to secure external grant funding to enable project delivery via Government Departments (such as: the Department for Business, Energy & Industrial Strategy; Ministry of Housing, Communities & Local Government; and the Department for Digital, Culture, Media and Sport) and via third party organisations including South East Local Enterprise Partnership, Essex County Council and all relevant Non-Departmental Public Bodies.

Risk

In approving the Strategy there will be an external expectation that the Council will lead work to secure delivery. Failure to deliver against the objectives of the Strategy could result in the Council's reputation being damaged. This risk will be mitigated through the allocation of resources (£100,000) to assist with the development and delivery of projects linked to the objectives of the Strategy, thereby demonstrating intent and securing external support (public, private, community and voluntary sectors) along with the capacity of partner organisations to deliver against the objectives of the Strategy.

Other risks include:

- A shift in corporate priorities and policy following political change (national and local);
- A shift in National, Regional and Local priorities as a consequence of the COVID-19 pandemic;
- A lack of partner commitment (public and private sectors) to securing the objectives of the Strategy;
- An inability to secure third party funding in support of specific interventions, projects and programmes; and
- The capacity within the Economic Growth Team (and other service areas within the organisation) to pursue the broad range of interventions identified.

The Economic Growth Team will seek to control these risks as part of its operational and management function and will develop a risk register to identify, track and mitigate risks as part of its project and programme management function.

It is proposed that the objectives of the Strategy be communicated to staff across the organisation to ensure that its vision and overarching objectives are recognised and understood as being a corporate priority and to establish how and where each of the Council's Directorates might contribute to delivery.

LEGAL

The actions proposed are within the Council's wellbeing powers under Section 2 of the Local Government Act 2000 in that they are considered likely to promote the promotion or improvement of the economic, social or environmental wellbeing of the district and of persons

present or resident in the District. The actions also fall within the Council's discretionary general power of competence under Section 1 of the Localism Act 2011.

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

OTHER IMPLICATIONS

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

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

Area or Ward Affected

All Wards

Consultation and Public Engagement

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

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

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

PART 3 – SUPPORTING INFORMATION

BACKGROUND

The District's Economic Profile

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

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

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

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

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

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

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

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

The District in Numbers

Employment and Businesses

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

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

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

Key Sectors

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

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

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

Business Start-ups and Survival

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

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

Population and Commuting Patterns

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

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

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

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

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

Qualifications and Earnings

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

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

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

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

Affordability and Access

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

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

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

CURRENT POSITION

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

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

THE STRATEGY

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

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

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

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

Evolving Economic Vision

Two-Year Vision - Enabling Growth

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

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

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

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

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

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

The Five-Year Vision - Embedding Growth

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

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

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

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

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

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

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

Strategic Objectives

Objective 1 – Target Growth Locations

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

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

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

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

Objective 2 – Targeting Growth Sectors

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Objective 5: Delivering Housing to Support Economic Objectives

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

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

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

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

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

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

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

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