

Tendring
District Council



Zero
emissions



zero Emission

LS21 ERJ

Highlight Priorities for 2022/23

tendringdc.gov.uk

Relevant Corporate Plan Theme

Delivering high quality services

Relevant Corporate Plan Priority

**A3 Minimise waste;
Maximise Recycling**

Lead Officer

Damian Williams

Portfolio Holder

Cllr Michael Talbot

Budget

Within existing budgets and making use of any grant funding that might become available.

Highlight Actions in 2022/23 to support the priority

The Council implemented a substantially different waste and recycling collection service in 2019. The new service brought with it a number of challenges and opportunities that saw recycling rates increase.

The objective through the course of this year is to further develop and consolidate the service to ensure it continues to deliver a good recycling rate whilst providing a good level of satisfactory for residents.

Quarterly Milestones in 2022/23

April-June (Q1)

Officers will work with the Council's waste collection contractor to identify areas where the waste collection and recycling service can be developed and refined. This will focus on increasing recycling rates where possible and further improving customer satisfaction.

July-September (Q2)

Where possible and within existing budgets additional opportunities for recycling will be explored and implemented.

October-December (Q3)

Implementation of the improvements and opportunities identified in Q1 & Q2.

January-March (Q4)

Implementation of the improvements and opportunities identified in Q1 & Q2.

Intended Outcome

The intended outcome is an effective and efficient waste collection and recycling service that residents are happy with and that provides good value for money whilst achieving a realistic recycling rate.

Relevant Corporate Plan Theme

Delivering high quality services

Relevant Corporate Plan Priority

A6 Effective regulation and enforcement

Lead Officer

Damian Williams/Anastasia Simpson

Portfolio Holder

Cllr Giancarlo Guglielmi

Budget

Existing revenue base budget allocations and the sum of £352K included in the budget as a one-off amount for 2022/23.

Highlight Actions in 2022/23 to support the priority

The Covid response work continues, alongside a commitment to Enforcement. As agreed at the Corporate Enforcement Group the Community Ambassadors are being trained to respond to three key offences using Fixed Penalty Notices. The areas of priority are dog fouling, littering and fly tipping. The Community Safety Team continue to use the powers available to the authority in the Anti- Social Behaviour (ASB) 2014 Act. These powers are usually used in conjunction with partners such as Essex Police or Housing Associations.

Quarterly Milestones in 2022/23

April-June (Q1)

Prepare for and commence the Summer Plan 2022 and Ambassadors to focus on the three priority areas identified by the Corporate Enforcement Group.

Maximise capacity within the approved establishment of 5 Ambassadors and an ASB Case Officer (with a view to maintaining that position throughout the year). Subject to approval of the funding.

October-December (Q3)

Evaluation and All Member Briefing to review the success of the Summertime plan. This will include a 'lessons learnt' document.

July-September (Q2)

Commence a review of the Strategic database to ensure consistency of recording of instances and relevant cases given to ASB Case Office for litigation.

January-March (Q4)

Report back to Cabinet and/or an update at an All Member Briefing. Progress to also be reported back to partners including the Office of the Police Fire and Crime Commissioner as part of the annual review.

Intended Outcome

- To impact positively on the problems for residents and businesses in the District from the unlawful activities of those who allow their dogs to foul public spaces and not clean it away, who dispose of waste in public spaces or litter those public spaces.
- To improve, in conjunction with our partners, the experience of residents and visitors during the summer-time season by enhancing services to meet the demands on those services.

Relevant Corporate Plan Theme

Delivering high quality services

Relevant Corporate Plan Priority

A7 Carbon Neutral by 2030

Lead Officer

Lee Heley

Portfolio Holder

Cllr Michael Talbot/Cllr Alex Porter

Budget

- Co-ordinated from within existing budgets.
- EV charging budget for Starlings – within the budgeted “additional estimated costs” for the scheme at £21-35K (which could be offset by grant of £16-27K if successful.)
- Measures to improve the energy efficiency of assets funded from the Asset Refurbishment/ Replacement Reserve at £1.269M (subject to the Corporate Investment Plan process)

Highlight Actions in 2022/23 to support the priority

The Council has pledged to become carbon neutral by 2030 from the Council’s own activities and from the electricity it uses. The Council has an Action Plan 2020-2023 to help it make progress towards this goal, and it will continue to deliver actions within the Action Plan. In particular, the Council will focus on improving the efficiency of the Council’s estate, and engaging externally with partners with common interests in climate action.

Quarterly Milestones in 2022/23

April-June (Q1)

Develop options for consideration by the Portfolio Holder for building improvements to reduce carbon emissions, based on energy audits.

July-September (Q2)

Decide on TDC’s low-carbon electricity purchase.

October-December (Q3)

New electric vehicle charging points installed in the District. Report on the District Council’s annual carbon emissions data.

January-March (Q4)

Complete building improvement projects to reduce carbon emissions.

Review progress against the Carbon Reduction Action Plan 2020-23 and develop a new plan for 2024 onwards assessing how to reach the 2030 net zero goal.

Intended Outcome

Reduce carbon emissions from Tendring District Council’s estate and services to make progress towards the goal of TDC becoming net zero carbon by 2030.

Relevant Corporate Plan Theme

Building Sustainable Communities

Relevant Corporate Plan Priority

B1 North Essex Garden Communities

Lead Officer

Gary Guiver

Portfolio Holder

Cllr Giancarlo Guglielmi

Budget

TDC's share of planning-related elements funded through approved Local Plan budget. Non-planning elements funded through the TCB project fund.

Highlight Actions in 2022/23 to support the priority

Working in partnership with Colchester Borough Council (CBC) and Essex County Council (ECC) to develop both the planning framework and a long-term stewardship model for a new Garden Community of 7,000-9,000 homes with associated employment opportunities and infrastructure. The Tendring-Colchester Borders (TCB) Garden Community will be an exemplar development that incorporates the very highest standards of design, architecture, planning and carbon reduction measures and delivery of the scheme will require positive cooperation with the lead development partners Latimer Clarion and Mersea Homes and continuous engagement with both existing and future communities. Priority action is for the new joint TDC/CBC/ECC Planning Committee to agree to the publication of the first draft Development Plan Document (DPD) for public consultation in line with Regulation 18 of the statutory plan-making process.

Quarterly Milestones in 2022/23

April-June (Q1)

Completion of public consultation on Draft Development Plan Document (DPD) for the Garden Community (Regulation 18 stage) – subject to agreement from the joint TDC/CBC/ECC Committee.

October-December (Q3)

Revisions to and completion of final draft DPD and associated evidence base ready for Council approval and submission to the Secretary of State.

July-September (Q2)

Reporting results of consultation on Draft Development Plan Document to the Joint Tendring-Colchester Committee.

January-March (Q4)

Final consultation on the DPD (Regulation 19) and submission to the Secretary of State.

Intended Outcome

The Garden Community will be a key driver of economic growth in North Essex. As well as addressing a significant proportion of Tendring and Colchester's long-term housing need, it will deliver a range of new jobs and training opportunities across a variety of sectors and will establish an exemplar development meeting the very highest standards of energy efficiency, green infrastructure, community stewardship, quality and design in line with the Garden Community Principles. The development is to be supported by the development of a government-funded A120-A133 link road and rapid transit system. Initial outcome is for the Development Plan Document for the Garden Community to pass through the statutory plan-making process of consultation and independent examination in order for it to be adopted by 2024 ready for the first planning applications to be considered by the new joint Committee.

Relevant Corporate Plan Theme

Building Sustainable Communities

Relevant Corporate Plan Priority

**B2Jaywick sands –
more and better
housing**

Lead Officer

Gary Guiver/Damian Williams

Portfolio Holder

Cllr Paul Honeywood

Budget

£4.4m for Jaywick WorkSpace Project.
[Subject to receiving external funding]

Budget for the Place Plan and Design Guide is £70,000.

Highlight Actions in 2022/23 to support the priority

Working with the community of Jaywick Sands and other stakeholders to develop a long-term strategic plan for the area which will provide both a basis for making future planning decisions and a strategy for seeking and securing external private and public funding towards ongoing rejuvenation of the area and tackling deprivation. Key matters to address will include improving housing conditions, provide access to training and employment opportunities, improving community facilities and infrastructure and, perhaps most challenging of all, providing a long-term sustainable future of the community in the face of climate change and the increased likelihood and risk to life and property associated with of coastal flooding.

Quarterly Milestones in 2022/23

April-June (Q1)

Jaywick Workspace and Covered Market

Start on Site. [Subject to receiving external funding]

Jaywick Sands Place Plan

- Coastal Community Team reformed as a multi-agency stakeholder group to feed into the work on the Place Plan and to include representation from the community.
- Preparation of Draft Place Plan and Design Guide material ready for public consultation.

July-September (Q2)

Jaywick Workspace and Covered Market

Enter contract with operator to market and operate the building.

Jaywick Sands Place Plan

Consultation on Design Guide and preliminary Place Plan work and consideration of responses.

October-December (Q3)

Jaywick Workspace and Covered Market

Commence Marketing to potential occupiers of the building.

Jaywick Sands Place Plan

Adoption of Design Guide as a Supplementary Planning Document and continued work on the Place Plan.

January-March (Q4)

Jaywick workspace and Covered Market

Fully Operational.

Jaywick Sands Place Plan

Preparation of Draft Place Plan for Councillor scrutiny and approval ahead of formal public consultation exercise.

Intended Outcome

Jaywick Workspace and Covered Market

Increased opportunity for economic activity in Jaywick Sands.

Jaywick Sands Place Plan

Introduction of a Design Guide for the redevelopment of existing substandard properties to higher quality flood-resilient properties and its adoption as a Supplementary Planning Document for use in the determination of planning applications. Preparation of a comprehensive 'Place Plan' to guide the long-term regeneration of the area including a strategy for improving the quality of housing, addressing flood risk and tackling social and economic issues and a strategy for securing external funding from government, the private sector and other sources.

Relevant Corporate Plan Theme

Building Sustainable Communities

Relevant Corporate Plan Priority

B4 Building and Managing our own homes

Lead Officer

Damian Williams

Portfolio Holder

Cllr Paul Honeywood

Budget

- Decisions on the Honeycroft Scheme funding are to be made. The indicative cost of the scheme is £4M
- The Housing Revenue Account Includes £614K for New Build Initiatives and acquisitions.

Highlight Actions in 2022/23 to support the priority

Working in partnership with procurement specialists at Essex County Council in order to run a tender exercise for the design and construction single storey homes suitable for older and disabled persons. The procurement exercise will result in a high profile redevelopment of around 20 bungalows at the Honeycroft site.

The redevelopment will seek to provide homes achieving appropriate energy efficiency and lifetime homes standards along with meeting other industry benchmarks for quality and design. Options for the use of Modern Methods of Construction will be included along with offering the opportunity to Small & Medium size Enterprise (SME) developers. The overall design is to recognise current landscape constraints and provide a secure yet welcoming micro community that supports independent living and quality lifestyle.

Further to the redevelopment of Honeycroft site, two further sites held within the Housing Revenue Account (HRA) will be progressed to design and tender phase such that construction can follow on once Honeycroft is completed, or in parallel if funding permits. These sites could deliver a total of ten additional council homes for rent.

Discussions with Councillors will be facilitated on a range of further potential development sites identified within the HRA and General Fund estates. Proposals around a range of disposal or development options will touch on a spectrum of priority themes and balance financial and service considerations. All of the above will be subject to appropriate (further) Cabinet and Full Council level decisions on scheme design, cost and funding.

Quarterly Milestones in 2022/23

April-June (Q1)

Honeycroft:

Undertake procurement of design and build contractor.

Acquisitions

As and when opportunities arise - Continue with a programme of property acquisitions where suitable existing (such as ex Right to Buy stock) or new build occurs.

October-December (Q3)

Honeycroft:

Completed consultation on scheme design and Planning application submitted.

Scheme costs determined and report presented to Cabinet/Full Council seeking approval on the funding.

Further HRA sites:

Scheme proposals presented to Cabinet for approval.

July-September (Q2)

Honeycroft:

Report to Cabinet to appoint contractor. Contractor appointed and scheme design prepared for consultation.

Further HRA sites:

Surveyor employed to assess sites and prepare proposals for redevelopment.

January-March (Q4)

Honeycroft:

Planning application determined Building works commence on site.

Further HRA sites:

Planning applications submitted.

Intended Outcome

Delivery of high quality council owned homes to meet the needs of those seeking affordable housing via the Council's Housing Register.

Relevant Corporate Plan Theme

Strong Finances and Governance

Relevant Corporate Plan Priority

C2 10 year financial plan

Lead Officer

Richard Barrett

Portfolio Holder

Cllr Giancarlo Guglielmi

Budget

Current savings target included in the long-term financial forecast = £450k per annum.

Highlight Actions in 2022/23 to support the priority

To continue the development of a zero based approach to deliver the required savings over the remaining years of the long-term forecast.

This will need to be balanced against the level of cost pressures that may emerge over the same timescales along with the delivery against the emerging Corporate Investment Plan.

Updates will be included within the quarterly financial forecast reports during 2022/23

Quarterly Milestones in 2022/23

April-June (Q1)

Establish the budget areas to which the Zero based approach to budget setting will apply for 2023/24.

July-September (Q2)

In – year performance against the budget at end of Q1 reported to Cabinet with progress against £450k ongoing saving target.

October-December (Q3)

In – year performance against the budget at end of Q2 reported to Cabinet with progress against £450k ongoing saving target.

January-March (Q4)

In – year performance against the budget at end of Q3 reported to Cabinet with progress against £450k ongoing saving target.

Intended Outcome

To support a balanced budget and thereby underpin the Council's ability to deliver on its other Corporate Plan themes.

Relevant Corporate Plan Theme

Strong Finances and Governance

Relevant Corporate Plan Priority

C3 Effective and positive Governance

Lead Officer

Lisa Hastings/Anastasia Simpson

Portfolio Holder

Cllr Giancarlo Guglielmi / Cllr Lynda McWilliams

Budget

Within existing budgets.

Highlight Actions in 2022/23 to support the priority

The Council continually seeks to improve and enhance its governance arrangements and in 2022/23 further enhancements will be made. This includes actions from the Centre for Governance and Scrutiny’s Scrutiny Development Review of the Council and actions to keep the Constitution and Councillor training opportunities up to date.

Through this highlight priority the progress with such activities such as the development of a revised strategy for Inclusion and Equality will be captured. The revised Strategy, including an updated People Impact Assessment is aimed at securing robust governance arrangements are in place across the organisation. The Council is also reviewing the way it engages with the Community and a draft strategy is also being developed for approval.

Quarterly Milestones in 2022/23

April-June (Q1)

- Implement action plan ongoing from CFGS review in 2021.
- Prepare a revised community engagement strategy for the Council.

July-September (Q2)

- To take a draft Inclusion and Equality strategy to Cabinet and authorise consultation on it.
- To take a draft Community Engagement Strategy to Cabinet for approval.

October-December (Q3)

- Report on the outcome of consultation on the draft Inclusion and Equality strategy and invite appraisal of a strategy.
- Following adoption, roll out of the Community Engagement Strategy across the organisation.

January-March (Q4)

- Commence of the new Inclusion and Equality strategy training and embedding through the organisation.
- Undertake annual review of the Councils Constitution. Prepare for post-election 2023 Council.
- Induction plan and revised Allowances for Councillors.

Intended Outcome

To further deliver against the ambition and intentions set out in the Corporate Plan Theme and actions highlighted in the Council’s Annual Governance Statement realise real improvements for the District, its residents and businesses.

Relevant Corporate Plan Theme

Strong Finances and Governance

Relevant Corporate Plan Priority

C5 Use assets to support priorities

Lead Officer

Damian Williams

Portfolio Holder

Cllr Giancarlo Guglielmi

Budget

- Disposal of the Weeley Council Offices site was approved in principle on 17/12/2022. Negotiations will determine the consideration to be achieved.
- The Housing Revenue Account Includes £614K for New Build Initiatives and acquisitions.
- General Fund Asset expenditure may be funded from the Asset Refurbishment/ Replacement Reserve at £1.269M (subject to the Corporate Investment Plan process)

Highlight Actions in 2022/23 to support the priority

Appropriately disposing of land at the redundant Weeley Office Site in support of priorities.

To facilitate member decision on a range of potential development sites identified within the Housing Revenue Account and General Fund estates. Propose a range of disposal or development options that touches on a spectrum of priority themes and balances financial and service considerations.

To ensure that the Council's general fund assets support in the delivery of the Council's key priorities including the provision of modern high quality buildings for customers and staff along with a commitment to carbon neutrality.

Quarterly Milestones in 2022/23

April-June (Q1)

Weeley Council Offices
Agree terms for disposal of the Weeley site.

Other Sites
Prepare long list of potential disposal/development sites for Portfolio Holder shortlisting.

July-September (Q2)

Weeley Council Offices
Planning application submitted for Weeley site.

Other Sites
Report to members short list of potential development/ disposal sites for direction and prioritisation.

October-December (Q3)

Weeley Council Offices
Complete disposal of the Weeley Office site or equivalent contractual venture.

Other Sites
Consolidate list of energy audit actions identifying funded, fundable and aspirational projects and options for Portfolio Holder consideration.

January-March (Q4)

Other Sites
Complete a review of options for depot accommodation for member consideration.

Intended Outcome

To further deliver against the ambition and intentions set out in the Corporate Plan Theme and realise real improvements for the District, its residents and businesses.

Relevant Corporate Plan Theme

A Growing and Inclusive Economy

Relevant Corporate Plan Priority

D1 Develop and attract new businesses

Lead Officer

Lee Heley

Portfolio Holder

Cllr Neil Stock OBE

Budget

Within economic growth resource budget.

Highlight Actions in 2022/23 to support the priority

Partners have submitted a successful Outline Business Case for Freeport East, with the potential to bring investment and jobs to the Port at Harwich. On 7 December 2021 the Government formally designated the Freeport tax sides within Freeport East (including at Harwich). The Council will be an effective partner in the Freeport East programme, working with other local authorities and the Port to support efforts to bring forward Bathside Bay. The Council will work with Essex County Council and other partners to develop future proposals for the regeneration benefits that Freeport East could bring to District of Tendring.

Quarterly Milestones in 2022/23

April-June (Q1)	July-September (Q2)
Freeport East submits Final Business Case.	Decide on governance structure for Freeport East. * Further milestones to be determined from Freeport East Final Business Case.
October-December (Q3)	January-March (Q4)
To be determined based on the Freeport Final Business Case.	Options for regeneration proposals from Freeport developed (subject to the Final Business Case).

Intended Outcome

Increased business and government investment in Freeport.

Relevant Corporate Plan Theme

A Growing and Inclusive Economy

Relevant Corporate Plan Priority

D2 Support existing businesses

Lead Officer

Lee Heley

Portfolio Holder

Cllr Mary Newton

Budget

Staffing within economic budget.
£125,000 external funding to support
Levelling Up Fund Bid

Highlight Actions in 2022/23 to support the priority

The Council has the opportunity to seek government funding to invest in its major town centres in Clacton and Harwich through the Levelling Up Fund. The Council will develop a pipeline of projects to support the District's town centres, working with partners, and seek funding for them.

Quarterly Milestones in 2022/23

April-June (Q1)	July-September (Q2)
<ul style="list-style-type: none"> Review Government guidance for the Levelling Up Fund and consult with partners. Construction commences on the Starlings Project. 	<ul style="list-style-type: none"> To be determined based on Levelling Up Fund bidding process. Support provided to Clacton Town Centre Working Group.
October-December (Q3)	January-March (Q4)
<ul style="list-style-type: none"> Complete the Starlings Project. Options for a pipeline of future Tourism projects proposed. 	

Intended Outcome

Implement Improvements to support our Town Centre economy.

Relevant Corporate Plan Theme

A Growing and Inclusive Economy

Relevant Corporate Plan Priority

D4 Promote Tendring’s tourism, cultural and heritage offers

Lead Officer

Lee Heley

Portfolio Holder

Cllr Alex Porter

Budget

Illuminate Festival: £45K
Clacton Airshow: £82K (inc on costs)
Tourism Promotion: £25K

Note: Further decisions will be published which are likely to increase this budget allocation

Highlight Actions in 2022/23 to support the priority

Tourism is a major industry for District of Tendring. The sector is worth almost £402 million to Tendring, with the industry responsible for almost 9,000 jobs, equivalent to 17.9% of the District’s employment. Most recently Clacton 150 has demonstrated the capacity of the Council to bring forward events and animate the seafront. The Council’s Tourism Strategy aims to grow the value and volume of tourism for the wider benefit of the District, with a 10 point plan. The Council will co ordinate a programme of events including the Clacton Airshow and celebrations of the Queen’s Platinum Jubilee, and bring forward proposals to support the visitor economy.

Quarterly Milestones in 2022/23

April-June (Q1)

- Motor Rally – Support First British Championships Rally of the season to take place in Tendring April 2022.
- Support a schedule of Platinum Jubilee events.
- Review the Tendring Beach Hut Strategy.
- Develop the Tendring District Sport and Leisure Strategy.

July-September (Q2)

- Promote LoveTendring App. Report on the Tendring District Sport and Leisure Strategy.
- Host the Clacton Airshow.
- Promote TDC at the Tendring Hundred show in July 2022.

October-December (Q3)

Plant trees to create a new Jubilee/Clacton 150 legacy woodland funded by the Heritage Lottery Fund.

January-March (Q4)

- Co ordinate Illuminate Festival
- Bring forward proposals for tourism and seafronts to underpin the District Wide Tourism Strategy in 2023/24
- Agree a priority places plan with the Arts Council for joint work in Tendring.

Intended Outcome

Increase the number of tourists visiting Tendring District and improve the District’s offer to them.

Relevant Corporate Plan Theme

Community Leadership Through Partnerships

Relevant Corporate Plan Priority

**E1 Health and wellbeing –
for effective services and
improved public health**

Lead Officer

Anastasia Simpson

Portfolio Holder

Cllr Lynda McWilliams

Budget

£200k grant from the North East Essex Clinical Commissioning Group (CCG)
£200k grant from the East Suffolk and North Essex NHS Foundation Trust (ESNEFT)

Highlight Actions in 2022/23 to support the priority

The Council has agreed a number of health Memoranda of Understanding primarily to support the work around health inequalities across the District. At the current time the evaluation framework is being constructed with a view to recruiting additional post holders on a temporary basis to move this work forward across communities. For example, an additional Family Solutions worker is to be recruited to support families in the Harwich area. This work will be completed with communities, stakeholders, statutory and voluntary bodies.

Quarterly Milestones in 2022/23

April-June (Q1)

Support the delivery of health and wellbeing work programme by commencing recruitment to additional posts. Key Performance Indicators to be established to underpin the Memoranda of Understandings with CCG and ESNEFT.

July-September (Q2)

Induction programmes for new postholders completed and links with the relevant partners established, including feedback to the North East Essex Health and Wellbeing Alliance Board.

October-December (Q3)

Monitor Key Performance Indicators across the health inequality work streams.

January-March (Q4)

Report back to Cabinet on progress of Health Memoranda of Understandings, Key Performance Indicators and delivery.

Intended Outcome

Supporting the Council's ethos of 'Community Leadership' by delivering and influencing initiatives to support the health and well-being of our residents.

Relevant Corporate Plan Theme

Community Leadership Through Partnerships

Relevant Corporate Plan Priority

E2 Education – for improved outcomes

Lead Officer

Anastasia Simpson

Portfolio Holder

Cllr Lynda McWilliams

Budget

Within existing budgets

Highlight Actions in 2022/23 to support the priority

Working with Education partners including Essex County Council, local schools, universities and business to address the Tendring Education Strategic Board’s four key work streams – teacher recruitment, retention, school attendance and Post 16 opportunities. This work is in line with the Council’s Children and Young Person’s Strategy.

Quarterly Milestones in 2022/23

April-June (Q1)

Memoranda of Understanding to be agreed between Tendring Education Strategy Board partners. A presentation to be given to the Alliance Board to improve the links between the two Boards.

July-September (Q2)

Tendring Education Strategy Board celebration event in June 2022, showcasing the work of Tendring students and teachers throughout the pandemic.

October-December (Q3)

Review and evaluation of work across the Board, including the four work streams.

January-March (Q4)

Report back to Cabinet on the progress of the Tendring Education Strategy Board.

Intended Outcome

Working with the Tendring Education Strategic Board to support initiatives for improved outcomes for the District of Tendring and preparing the District’s young people to be job ready.

Relevant Corporate Plan Theme

Community Leadership Through Partnerships

Relevant Corporate Plan Priority

E5 – Joined up public services for the benefit of our residents and businesses

Lead Officer

Ian Davidson

Portfolio Holder

Cllr Neil Stock OBE

Budget

Within existing budgets

Highlight Actions in 2022/23 to support the priority

Through their day to day practices, Anchor institutions are usually large organisations which are local to place that have the leverage to maximize social value through their role as workforce developers, employers and procurers, their core business (health and education for instance) and linkages to the place they operate. They are large, typically non-profit organisations like hospitals, local councils, and universities . They have:

- ‘Sticky capital’ (i.e. are unlikely to move given their connection to the local population)
- Significant influence on the health and wellbeing of a local community through their sizeable assets.

Anchor organisations can shape local place by:

- Workforce Developer
- Procurement of goods and services
- Employer
- Local business and VCS incubator
- Estates and Environment

Quarterly Milestones in 2022/23

April-June (Q1)

- Analyse procurement spend across the authority, with support from EELGA consultants.
- Commence work around the integration of the green agenda into the Anchors approach.

July-September (Q2)

Support various recruitment initiatives across the Anchor partners including reverse job fairs, highlighting job opportunities with them.

October-December (Q3)

Report to Cabinet on the progress with the Essex Anchors initiative, including specific work relating to the District of Tendring.

January-March (Q4)

Determine, with Anchor partners, priorities for 2023/24 and provide an update via an All Members’ Briefing.

Intended Outcome

The Anchor movement is focused on a successful economy for Essex whilst creating and keeping skills, opportunities and employment in Essex.