

CABINET

24 JULY 2026

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

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

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

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

EXECUTIVE SUMMARY

Community Regeneration Partnership

The Ten_14 Culture-Led Framework forms part of the Government-funded Community Regeneration Partnership (CRP) programme for Clacton and Jaywick. The project was identified through the Government's "Deep Dive" review of the area in 2024 and included within the package of regeneration projects selected by Ministers for investment.

On 20 December 2024, Cabinet accepted the CRP funding and commenced delivery. Ten_14 Culture-Led Framework received total revenue funding of £100,000.00, and the detailed brief and approach for delivering the project was set out in the Project Initiation Document (PID) approved in August 2025 in consultation with the Portfolio Holder for Arts, Culture and Heritage. The design consultants, Publica, were appointed in August 2025 which represented successful defrayment of funds.

Regeneration Context

This Culture-Led Framework sits within the wider context of significant regeneration activity underway across Clacton, supported by a range of Government-funded programmes including the Community Regeneration Partnership and the Clacton Civic Quarter project. These initiatives share a common ambition to strengthen the town centre, improve the public realm, support economic growth and enhance quality of life for residents.

The Framework also supports the ambitions of the Clacton's *Pride in Place* programme by providing a clear strategic basis for future investment within the funded Pride in Place Regeneration Plan and beyond, helping to coordinate regeneration activity, attract external funding and ensure that projects contribute to a coherent long-term vision for the town centre. The Framework is also an opportunity to connect the multiple government-funded regeneration projects underway in the town centre, to ensure they work together to deliver best impacts for local communities.

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

Work to Date

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

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

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

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

Next Steps

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

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

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

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

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

RECOMMENDATION(S)

It is recommended that Cabinet:

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

REASON(S) FOR THE RECOMMENDATION(S)

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

ALTERNATIVE OPTIONS CONSIDERED

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

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

Corporate Priorities

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

Pride in our area and services to residents:

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

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

Raising aspirations and creating opportunities:

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

Championing our local environment:

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

Working with partners to improve quality of life:

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

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

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

Financial Sustainability and Openness:

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

The Local Plan

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

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

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

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

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

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

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

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

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

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

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

Member and Portfolio Holder consultation

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

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

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

Public Consultation

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

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

invaluable insights and feedback that informed the emerging strategies.

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

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

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

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

LEGAL REQUIREMENTS (including legislation & constitutional powers)

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

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

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

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

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

YES

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

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

FINANCE AND OTHER RESOURCE IMPLICATIONS

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

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

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

YES

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

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

USE OF RESOURCES AND VALUE FOR MONEY

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

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

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

MILESTONES AND DELIVERY

Progress to Date

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

Forward Look

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

ASSOCIATED RISKS AND MITIGATION

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

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

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

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

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

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

EQUALITY IMPLICATIONS

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

SOCIAL VALUE CONSIDERATIONS

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

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

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

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

IMPLICATIONS RELATED TO DEVOLUTION AND/OR LOCAL GOVERNMENT REORGANISATION

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

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

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

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

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

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

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

OTHER RELEVANT CONSIDERATIONS OR IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.

Crime and Disorder

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

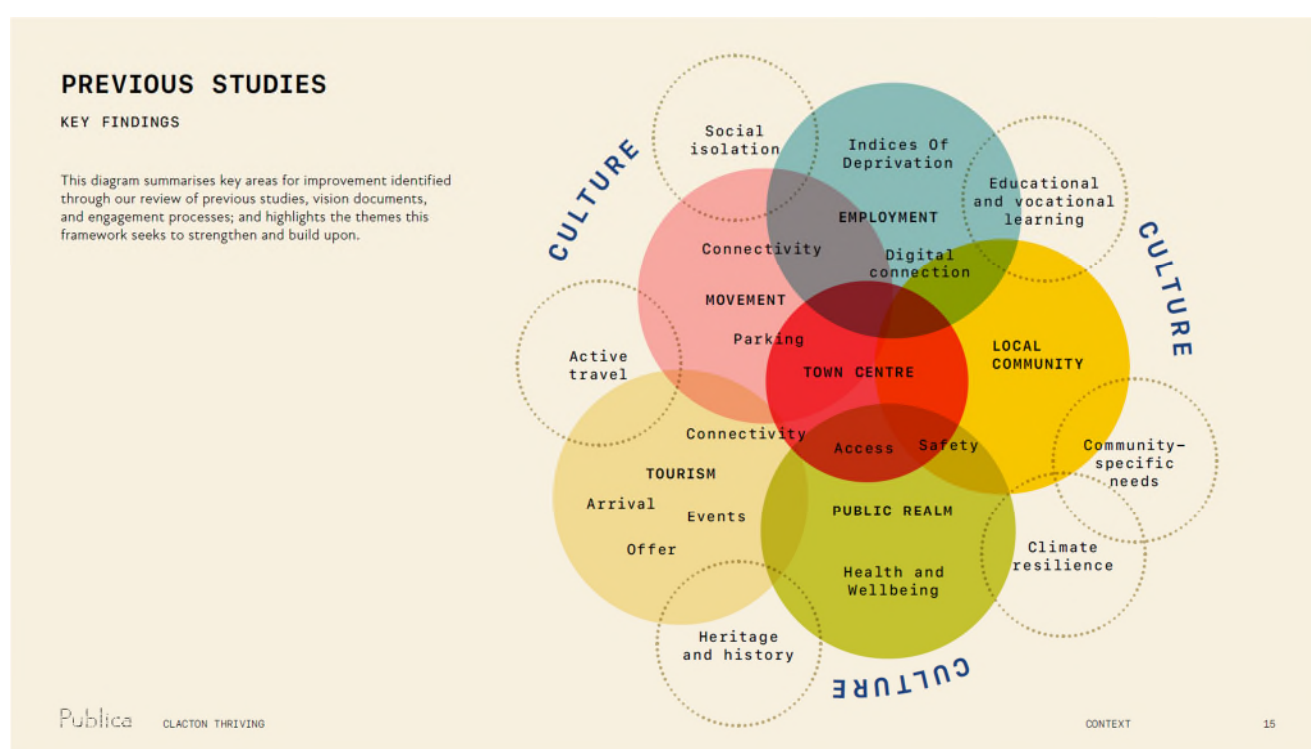
	through the promotion of active, well-used public spaces, improved lighting, better pedestrian connectivity, increased natural surveillance and the activation of vacant buildings and spaces. These measures are intended to improve perceptions of safety, reduce opportunities for anti-social behaviour and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

PART 3 – SUPPORTING INFORMATION

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

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

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



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

THE LENSES

OPEN SPACES

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



HIGH STREET

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



CIVIC AND CULTURE

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



COMMUNITY PARTICIPATION

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



GOVERNANCE

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



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

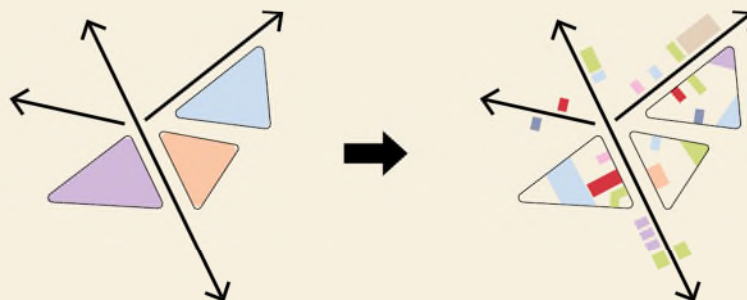
FROM 'QUARTERS' TO 'STEPPING STONES'

SPATIAL STRATEGIES FOR THE TOWN CENTRE

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

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

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



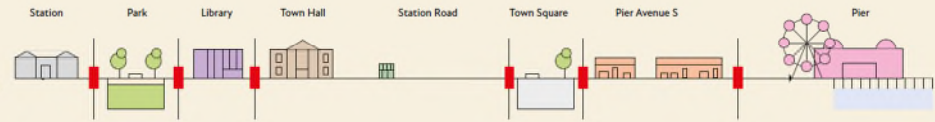
A 'STEPPING STONES' APPROACH

COMPLETING THE JOURNEYS

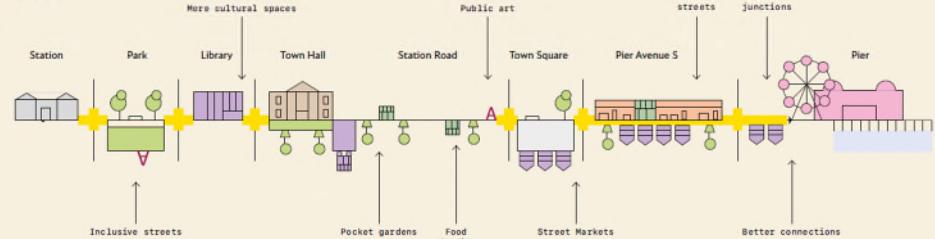
The concept of "stepping stones" proposes carefully planned interventions that gradually enhance the area over time, creating a more active town centre for Clacton, while implementing change from day one. These 'stepping stones' projects also become an opportunity for testing longer term strategies.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

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

BEFORE



AFTER



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

4.2 CIVIC QUARTER

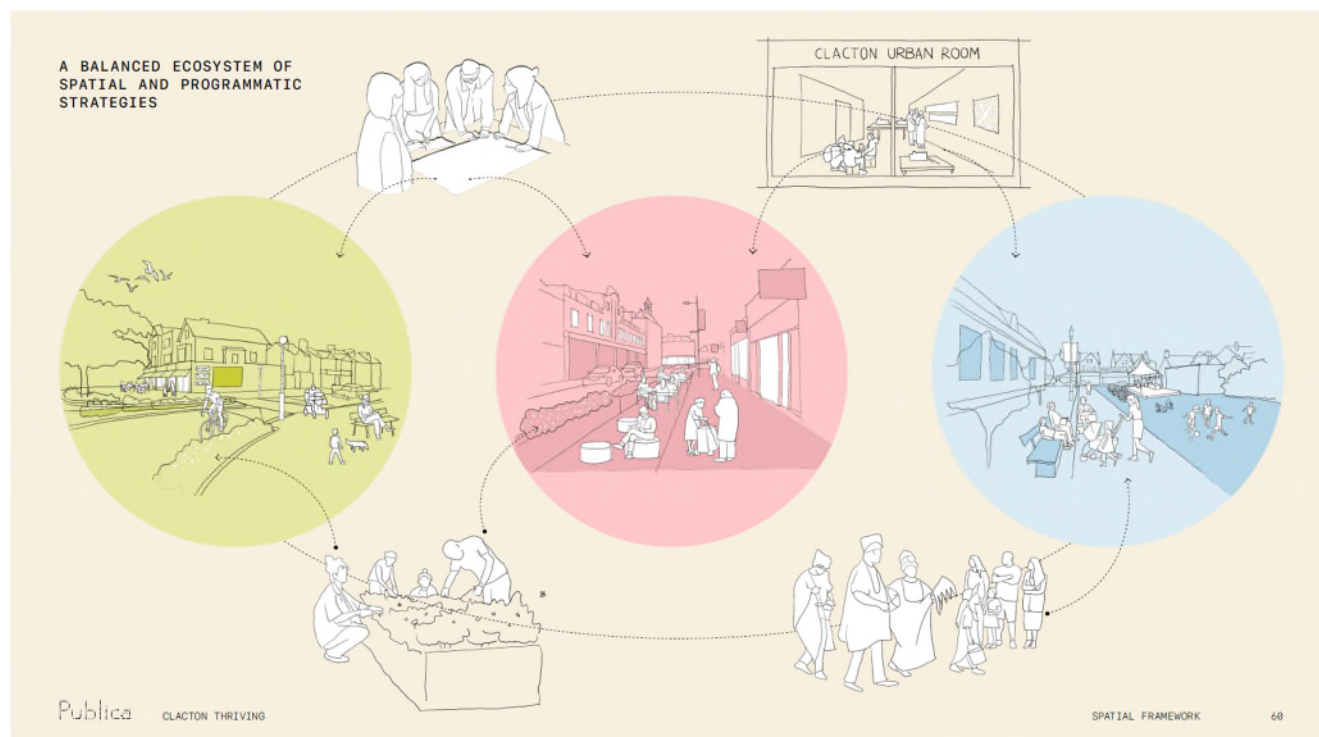
A QUIET NORTH-SOUTH ROUTE THROUGH THE CIVIC QUARTER

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



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

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



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

PREVIOUS RELEVANT DECISIONS

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

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

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

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

N/A

APPENDICES

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

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

Appendix C - [DRAFT: Feasibility Cost Appraisal](#)

REPORT CONTACT OFFICER(S)	
Name	Nansi Jones
Job Title	Project Manager
Email	njones@tendringdc.gov.uk