Clacton Regeneration Plan

10 Year Vision



Clacton Town Board

Working with

Revisions tracker

Revision	Date	Description
-	06-11-2025	Draft issue
A	21-11-2025	Draft issue
B	27-11-2025	Final issue

Contents

01. Local Context 6

02. Spatial Targeting 10

03. Vision for the Future 14

– Safe and Lively 18
– Prosperous 20
– Healthy 22

04. Strategic Case for Change 24

05. Alignment with Other Programmes and Investments 62

06. Match Funding and Leveraged Investment 68

07. Community and Stakeholder Engagement 74

08. Governance 80

09. Assurance 84

Glossary of Terms 88


LOVE
CLACTON
LOVE
THE COAST
www.loveclacton.org

Foreword

We Love Clacton – and want to share that feeling of pride, positivity, and love with all the residents and businesses of Clacton as we embark on this journey through the Pride in Place programme, and beyond.

This Regeneration Plan over the next ten years seeks to secure the short, medium and long-term future of Clacton, with the proposed interventions striking a balance between those timescales – all of them seeking to make our town a better place to live, work and visit.

Initial activities incorporate both 'quick win' projects making a tangible and visible difference to the Town Centre, while also establishing some foundation work to support the next tranche of activity; while the three pillars (Safe and Lively; Prosperous; Healthy) give a strategic focus to deliver sustainable change across the next decade and beyond.

Running through the core of the Regeneration Plan is the voice of the local community – your voice. Feedback from residents and businesses has shaped the direction and proposed interventions; a process which will be embedded as delivery gets underway to keep everyone involved focused on what is important to those who live and work here.

This document is just the beginning. We must be agile to grasp new opportunities as they arise, tackle emerging challenges that present themselves, and always be mindful that, while this programme runs for the next ten years, our ambition must be to Love Clacton for decades to come and ensure there is a sustainable legacy from everything that we do. We can only achieve this with your continued support as we all express our Love of Clacton.

George Kieffer

Chairman
Clacton Town Board

01 Local Context


Martello Lounge
CAFE

Clacton's Places and People

Clacton-on-Sea is a place of contrasts and potential: a long-standing Victorian resort whose seafront, gardens and pier still draw visitors, set within a community that combines deep local pride with acute social and economic challenges. This 10-Year Vision introduces Clacton's story to date, its people and identity, and the specific opportunities that make Clacton and its Town Centre the critical focus for a bold, deliverable regeneration programme — one built around emerging strategies and programmes and designed to meet the ambitions of the UK Government's Pride in Place Programme.



Clacton-on-Sea sits within North East Essex, and is part of a broader coastal economy that combines tourism and light industry. It lies near Colchester to the west and is a short distance from Harwich Port and the Freeport East area, linking it to major regional logistics and cross-Channel activity.

A brief history and identity

Clacton's identity is inseparable from the sea. Launched in the late 19th century as an accessible Victorian pleasure resort, the town's fabric — the Pier, Marine Gardens, Martello Tower and the seafront promenades — still carries that heritage. Residents and repeat visitors often speak of "nostalgia and possibility" — a town loved for its coast but hungry for modern attractions, higher quality hospitality and better civic spaces.

People, demographics and local resilience

Clacton's population profile is distinctive and shapes both need and opportunity. The median age is higher than the national average and around a third of residents are aged 65 or over, while many neighbourhoods face entrenched deprivation: education, health and employment indicators sit well below national norms. At the same time there is significant latent enterprise: over 90% of local businesses are micro-enterprises, and recent initiatives such as Sunspot in neighbouring Jaywick Sands demonstrate strong local appetite for entrepreneurship and community-led initiatives. In short, Clacton is a town with high social capital and untapped economic energy, but one that requires targeted investment to unlock sustainable, inclusive growth.

The economy and the Town Centre story so far

Historically, tourism and leisure have underpinned the local economy. The pier, seasonal events and coastal offer still attract many visitors, but Town Centre performance has weakened: high street rents and footfall trends show decline, and vacancy has risen since 2020. The commercial vacancy rate sits near national averages, yet footfall and dwell-time data highlight that many visitors concentrate by the pier and do not sufficiently penetrate the wider Town Centre. Tendring District Council's Local Plan re-frames this challenge as a strategic opportunity: transforming the Town Centre into "an all-weather shopping and leisure destination", a hub for education, health and cultural activity, and a place where local enterprise and the visitor economy work together.

Clacton’s communities

Clacton’s communities are proud and engaged; many residents describe the town as “friendly” and

repeatedly point to the pier, beach and seafront gardens as sources of local pride. The Town Board's Real People, Real Voices engagement (June–July 2025) sampled 612 residents and found a community where 72% would recommend Clacton yet concerns are clear — despite local investments in local and neighbourhood policing and recent fall in reported crime, people ask for "more visible policing", "a cleaner Town Centre," "better bus services," and highlight housing, health and youth opportunity gaps. Businesses echo this: 75% have traded here over a decade but cite the Town Centre's poor condition, parking and "crime/anti-social behaviour" as top barriers. Importantly, respondents volunteered practical solutions and time, urging partners to "listen, act and deliver" so local pride can translate into shared, measurable improvement.

Building on recent and ongoing investments

Clacton combines urgent need with genuine, place-specific strengths. Its seafront heritage, civic assets and community networks provide a robust starting point for interventions that aim to shift economic and social outcomes. Recent and ongoing pilot projects, including those implemented through the Community Regeneration Partnership programme and UK Shared Prosperity Fund (UKSPF), demonstrate need for a revitalised Town Centre, affordable workspace, active travel and preventative health approaches; they also indicate that interventions can quickly translate into visible local benefit. The Town Centre is the strategic focus: success there would amplify benefits across employment, health, enterprise and the visitor economy.

Clacton combines urgent need with strong deliverability potential. Pride in Place investment can catalyse a strategy that leverages private investment and to secure measurable social impact. Public investment will not only restore buildings and public realm: it will convert Clacton and its Town Centre into engines for jobs, health, enterprise and cultural renewal.





Clacton seafront today

Clacton Pier, 1907 (The Francis Frith Collection)

02 Spatial Targeting


NatWest

The Geography of Our Investment Plan

This regeneration plan considered the overall Clacton Built Up Area (BUA) as an area of investigation to determine where to focus interventions. Based on local need, engagement results and ongoing opportunities, the regeneration plan focuses on two scales:

Town Centre regeneration focus

The Town Centre has been identified as a key priority for change through engagement with the local community, and sits within the designated Priority Area for Regeneration (which also includes the seafront Conservation Area and the primary Shopping Area).

Significant investment in this area is already underway, with the new Civic Quarter, shopfront improvement programme and the emerging Clacton masterplan (please refer to the Alignment with Other Programmes and Investments chapter).

This regeneration plan aims at progressing further and consolidating these interventions, setting a clear delivery path to ongoing and identified projects, establishing new opportunities within the Town Centre itself

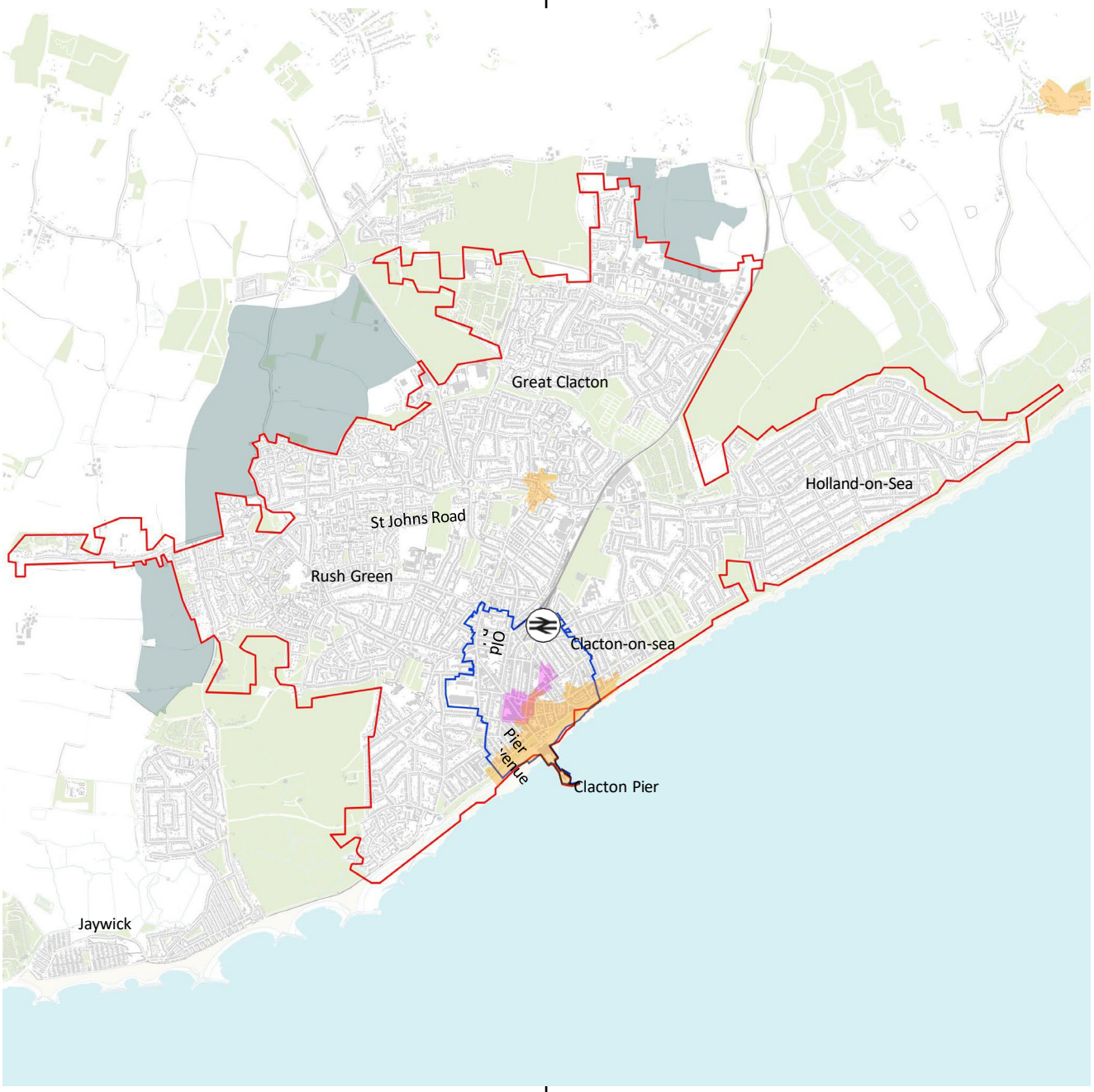
Wider regeneration opportunities

The regeneration plan also considers potential programmes and interventions that can tackle health inequalities for all residents whilst improving connectivity and active travel across the wider Built Up Area.

These could involve collaborations with local schools and sports organisations, and the further development of active travel routes identified within the Local Cycling and Walking Infrastructure Plans (LCWIP).

Other identified potential interventions such as the establishment of a Youth Board or investment in digital connectivity and marketing for the town, wouldn't refer to a specific geographical area but aim at improving the overall accessibility and experience of the town for all residents.

Although these areas fall outside the government-defined boundary for this plan, some investments will naturally benefit residents in neighbouring communities, such as Jaywick and the new urban extensions in Clacton, who travel


Key
Priority Area for Regeneration
Built Up Area boundary
Primary Shopping Area
Conservation Areas
Site allocations (future urban extensions)
Green spaces
N
0
2km
Great Clacton
Holland-on-Sea
St Johns Road
Rush Green
Clacton-on-sea
Clacton Pier
Jaywick

03 Vision for the Future


CLACTON CARNIVAL

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

We will work together to make Clacton...

Safe and Lively, by transforming our public realm into a vibrant stage for community life. Through improved lighting, greenery, and celebration of our heritage, we will create a Town Centre that is a destination with a dynamic day and night economy where people feel secure and engaged.

Prosperous, by building an inclusive economy that nurtures local talent and enterprise. By expanding skills training, creating affordable business spaces, improving housing standards, and enhancing connectivity, we will develop pathways to opportunities that benefit all residents.

Healthy, by embedding wellness into our community fabric. Through enhanced access to sports facilities, green spaces, and integrated wellbeing services, we will tackle health inequalities and empower everyone to lead fulfilling, active lives.

We Will Work Together to Make Clacton... Safe and Lively

Our vision is for a Clacton Town Centre that is a beacon of community pride—vibrant, welcoming, and active from day to night. We will transform our public realm into a vibrant stage for community life, introducing better lighting, greening, and places designed for people to sit, connect, and dwell. This revitalised environment will be the foundation for a dynamic shopping and dining experience and a proud, visible celebration of our local heritage, creating a centre that is not just a place to pass through, but a destination to be enjoyed day and night.

We acknowledge the present challenges head-on: perceptions of a 'run-down' public realm, heritage assets at risk, and poor perception of safety that can deter day and evening activity and suppress footfall.

However, a foundation for change is already being laid. The Community Regeneration Partnership (CRP) is delivering upgrades to shopfronts and laying out the first phases of public realm regeneration. Targeted safety interventions are yielding positive results, evidenced by a significant fall in recorded offences, while the new Civic Quarter is set to become a hub for skills, housing, and cultural uses.

Our ambition is to build on this momentum to create a genuinely thriving heart for Clacton. This means achieving a sustained fall in crime and a tangible

improvement in how safe people feel, which in turn will drive higher footfall and dwell times. Success will be measured by lower commercial vacancy rates, increased Town Centre spending, and new businesses choosing to invest here. To achieve this, we will expand and accelerate our programme: maximising public realm upgrades, improving our streetscape

Lively':

→
→
→ Enforcement support
→ Tactical Response Team
→ Love Clacton - Town Centre
→ Refresh Town Centre events
→ programme Town entre public
→ realm
→ Shopfront improvements (phase 2)
Upper frontages and heritage
restoration CCTV and night economy

Where we are now	What is already happening	What we want to achieve	What more do we need to get there?
'Run down' Town Centre and public realm	Public realm projects Shopfront improvement grant Heritage activation (Martello Tower)	Thriving, safe and animated places – Higher footfall in day and evening time and increased dwell time – Fall in recorded offences and anti-social behaviour – Improved perceptions of safety	Maximise impact and extent of the public realm upgrades Coordinate improvements with wider understanding of movement and car parking Expand frontages improvements and tackle heritage at risk Improvements to CCTV, lighting and other safety measures Action on ASB and environmental improvements
A wealth of heritage assets, but also heritage at risk			
High crime rates and perception of crime in the Town Centre. Residents reporting 'avoiding the Town Centre'	Ongoing work to tackle community safety. Extended CCTV and investments made in local, visible policing		
Commercial vacancy and low levels of footfall			

investing in the town

We Will Work Together to Make Clacton... Prosperous

Our vision for a prosperous Clacton is one of shared opportunity and an exceptional quality of life. We will work to build an inclusive economy that offers pathways into skilled, local employment for our residents, ensuring talent can flourish locally. We will champion higher housing standards to create quality homes and enable active travel connections that link people directly to jobs, education, and Clacton's natural assets.

We recognise the structural challenges we face: a skills gap, low job density, and levels of deprivation that see too many young people leave to find opportunities elsewhere. This is compounded by a car-dominant transport network and a housing stock that requires significant investment to meet modern standards and attract and retain skilled residents.

Yet, beneath these challenges lies a powerful base of local enterprise. Clacton's business base is dominated by micro-firms, and pioneering initiatives like the Sunspot enterprise hub and the Essex Pedal Power scheme prove that targeted support can unlock economic potential and improve wellbeing.
We are already building on this momentum with a new learning and skills hub and we recognise the potential of connecting our town to the major employment opportunities emerging from Freeport East and clean energy developments.

Our ambition is to cultivate a virtuous cycle of local talent, local investment, and sustainable growth.
We will work to transform vacant Town Centre units and provide low-threshold spaces for emerging businesses. By expanding skills training and

apprenticeship programmes, we will empower our residents to secure high-quality jobs. To support this, we will invest in:

– Renovation of underused upper floors into quality Town Centre homes

→ Youth Board participatory budget
→ Skills Fund
→ Town Centre uses study
→ Town Centre housing uplift programme
→ Clacton Connects

Where we are now	What is already happening	What we want to achieve	What more do we need to get there?
Low job density and high unemployment rate, but a strong presence of SMEs Skills gap and low qualifications High levels of deprivation particularly among young people	Jaywick Sunspot to support SMEs New learning and skills hub and apprenticeships programmes Seafront Arts micro-venue Freeport East creating new jobs and skills in clean energy	Growing skills and entrepreneurship, empowered young people – Young people and start ups investing locally – Increased participatio n – New occupiers in vacant units – Increased Town Centre GVA	Activate vacant units providing affordable spaces for businesses Expand existing training and apprenticeships Increase civic pride through engagement and co-design Digital infrastructure and enhanced marketing
Lower quality of existing housing stock than regional and national average	3500 new homes in outer Clacton growth areas Jaywick Healthy Homes initiative	Healthy, fulfilling lifestyles – Better quality, affordable homes in the Town Centre	Renovate or repurpose vacant or under-utilised upper floor space in the Town Centre to raise housing standards
Car-dominant commuter flows and low public transport use	Community Transport Buses and bus infrastructure improvements; Essex Pedal Power; LCWIP; Transport East campaign for 2 trains per hour	A connected, active and growing town – Increased active journeys and air quality	Better choice through active travel provision, car parking and road connections, public transport and better links with outer growth areas

We Will Work Together to Make Clacton... Healthy

Our vision is to make Clacton a place where every resident has the opportunity to lead a healthy and fulfilling life. We will work to improve the wellbeing of all residents by enhancing access to our sports facilities, our open and green spaces, and a new generation of integrated wellbeing services. Our holistic approach will empower our communities to embrace more active, healthier, and fulfilling lives, embedding wellness into the fabric of our town.

We directly confront the reality of significant health deprivation, with 60% of Clacton LSOAs in top 20% nationally for Health Deprivation and Disability.
We see specific challenges in childhood obesity, car dependency, and the great pressure on our primary care services, which limit the potential of our community.

However, a powerful shift towards preventative and accessible healthcare is already underway. Strategic investment is transforming Clacton Hospital with a new Urgent Treatment Centre, and the town will be home to a pioneering NHS Neighbourhood Health Pilot: the recent announcement of North-East Essex (NEE) as one of 43 areas invited to participate in the NHS National Neighbourhood Health Implementation Programme means Clacton is one of the 4 areas in NEE that will benefit from this work.

We are already delivering on our ambition to improve facilities, evidenced by the new Skate Park and ongoing Leisure Centre upgrades. These initiatives

provide a robust platform for a step-change in local health outcomes.

Our ambition is to embed a culture of wellness into the fabric of our town. We will achieve this by championing active lifestyles, making it easier to walk and cycle, and expanding access to high-quality sports facilities.
Success will be measured by a tangible reduction in health inequalities and increased participation in community activities. We will build on existing

For the 4 Year Investment Plan, which will work to make Clacton 'Healthy':

→ Sports groups grants
→ Active Journeys and Places programme

Where we are now

High levels of deprivation in health: 60% of LSOAs in top 20% nationally for Health Deprivation

High levels of childhood obesity and car dependency

High GP appointments and need of expanded health facilities

Engagement highlights a wealth of sports organisations but the need for better access to sports facilities

What is already happening

TDC strategies tackling health and wellbeing including childhood obesity:

Health and Wellbeing Strategy, Sports and Activity strategy

Site transformation at Clacton Hospital including a new Urgent Treatment Centre

NHS Neighbourhood Health Pilot to be sited in Clacton

What we want to achieve

What more do we need to get there?

Support actions and programmes identified in TDC strategies around support to sports organisation grants and community greening initiatives, with voluntary and community sector organisations as essential delivery partners

Enhance active travel provision to improve health outcomes and active lifestyles

04 Strategic Case for Change


Amusements
DONUTS

The Need for Intervention

The Town Centre vitality of Clacton is at an exciting moment, and Pride in Place (PiP) offers the town the means to build a stronger and more confident future. One that is shaped locally and rooted in what residents value, and one that is responsive to the challenges that the seaside town continues to face. The programme will help Clacton strengthen its Town Centre, widen access to opportunities, and support healthier and more connected lives.

Clacton has already secured a series of regeneration investments, including the Community Regeneration Partnership, Safer Streets Fund and Local Regeneration Fund Town Centre infrastructure works. Pride in Place will be cognisant of these existing programmes of work, seeking to complement these efforts rather than duplicate them. In doing so, the PiP fund will seek to bring partners, funding streams and local priorities into clearer alignment.

The strategic case for change sets out:

- The evidence for why change is needed now
- What residents and businesses say must improve
- How Clacton's vision aligns with the three PiP objectives
- The uses of local powers that support delivery
- The long-term outcomes we want to achieve for Clacton

Local alignment with national objectives

Amidst a wider national push to strengthen sense of community and prosperity in the places we live, Pride in Place forms a piece of the jigsaw to achieve this. A clear ambition is set by MHCLG's programme, that long-term investment and community-led decision making is key to ensuring people are more satisfied with their Town Centres, more connected to local

National missions	Pride in Place contribution the national missions
Reduce regional inequality	Strengthening community cohesion targeting hyper-local areas facing high levels of deprivation and the weakest social infrastructure, aimed to reduce disparities in well-being, opportunity and quality of life across the country
Increase local leadership	Empowering local authorities and local communities to have more control about delivery in their area, aligning with national objectives around devolving power and strengthening local decision-making
Boost culture and identity	Improving civic pride and promoting local identity and social participation
Drive regeneration	Supporting revitalised spaces by improving physical spaces and the perception of areas to encourage business growth, tourism and investment
Support sustainability	Creating resilient communities, connecting communities to green space promoting green, liveable towns

culture, and provided with opportunities to achieve prosperity amongst local residents and businesses.

Clacton's aims sit firmly within this and the priorities that have emerged locally are in tune with the national missions, derived from lived experience and reflecting what residents have said about daily life in the town.

Regional context

Clacton is not working in isolation and should be positioning itself in the context of regional growth. Large-scale investment is gathering across the East of England, from Freeport East to Sizewell C. These programmes present an opportunity for new supply chains and routes into employment. Pride in Place should act as a springboard to ensure residents of Clacton have access to emerging employment opportunities.

Supporting enterprise in the Town Centre, positioning training and learning opportunities so they align with relevant growth sectors, and helping younger generations build their future locally are all practical steps that can only be taken seriously when considering the wider growth opportunities.

Underpinning evidence and need

The picture that emerges in Clacton is one of strong identity and community spirit set against some persistent pressures. People speak about the town with care and familiarity, but also with a sense that daily life could be easier, healthier and more connected. The evidence below brings together what we know from local data and what we heard in conversations and workshops across the town. It explains the conditions that have shaped Clacton, and the opportunities for change that residents are ready to take forward.

Data sources used for this chapter:

Pride in Place Programme: FAQ. MHCLG, (September 2025). Accessed November 2025.

Levelling up in practice Interim report from Clacton. UKOnwards, (February 2023). Accessed November 2025.

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Clacton Town Centre Future High Streets Fund: Report of Public Consultation and Stakeholder Engagement. Tendring District Council (July 2020). Accessed November 2025.

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Real People Real Voices, A Clacton Town Board Consultation Delivered by Community Voluntary Services Tendring. CVST (August 2025). Accessed November 2025.

Clacton Visitor Survey, Prepared for Essex County Council on Behalf of Clacton Town Board. Destination Research (September 2025). Accessed November 2025.

Youth Forum Report. CVST (November 2025). Accessed November 2025.

Safe and Lively
To Support Thriving, Safe and Animated Spaces

Significant work between TDC, PFCC and other partners from Tendring's Community Safety Partnership has already made a tangible difference in Clacton across the last few years.

Recorded crime has fallen by almost half – a 47% drop in recorded offences from July 2023 to July 2024, equating to more than 1,000 fewer incidents than the previous comparable period. This is an achievement for Clacton, and those involved in delivering safety improvements can point to where progress has been made.

Yet how people feel in the Town Centre does not yet reflect what the data shows. Perception of crime and anti-social behaviour (ASB) remains a significant concern, and levels of social trust are lower than the national average (-10% compared to -3% in England). This shines a light on the disconnect between lived experience and recorded safety in the dataset and highlights the importance of emotional dimensions and public space, impacting the confidence, comfort, pride and sense of belonging amongst Clacton's residents.

Town Board, safety and anti-social behaviour rises to the surface as an issue that needs tackling. Clacton still has a higher recorded crime rate (125.1 per 1,000 residents in 2022) compared to Tendring (93.4 per 1,000) and England (76.7 per 1,000) .

There is a clear geography to this issue. The areas that face the highest levels of deprivation mirror those areas that have lower levels of social trust. That pattern is familiar nationally. Despite this, neighbourhoods in Clacton generally display higher social trust than comparatively deprived neighbourhoods across the UK, this indicates that there is a sense of resilience, or a feeling of shared experience, that is holding the community together. This should be celebrated.

Indicator	Clacton	TDC	England
Recorded crime rate per 1,000 population (2022)	125.1	93.4	76.7
Anti-social behaviour per 1,000 population (2024)	9.9	7.1	14.8
Social Trust (%) (2023)	-10	-5	-3

So What?

These concerns were echoed strongly throughout engagement. From young people and business owners to professionals on the

The issue is not simply crime, nor can enforcement alone shift how people feel about shared places. The central task is to strengthen the everyday confidence to be in town: a diverse range of people using spaces and places at different times of the day, more reasons to stay, small signs of community care and repair, familiar events and local faces playing visible roles in managing and animating key Town Centre spaces. This is what begins to close the gap between how safe a place is and how safe a place feels.

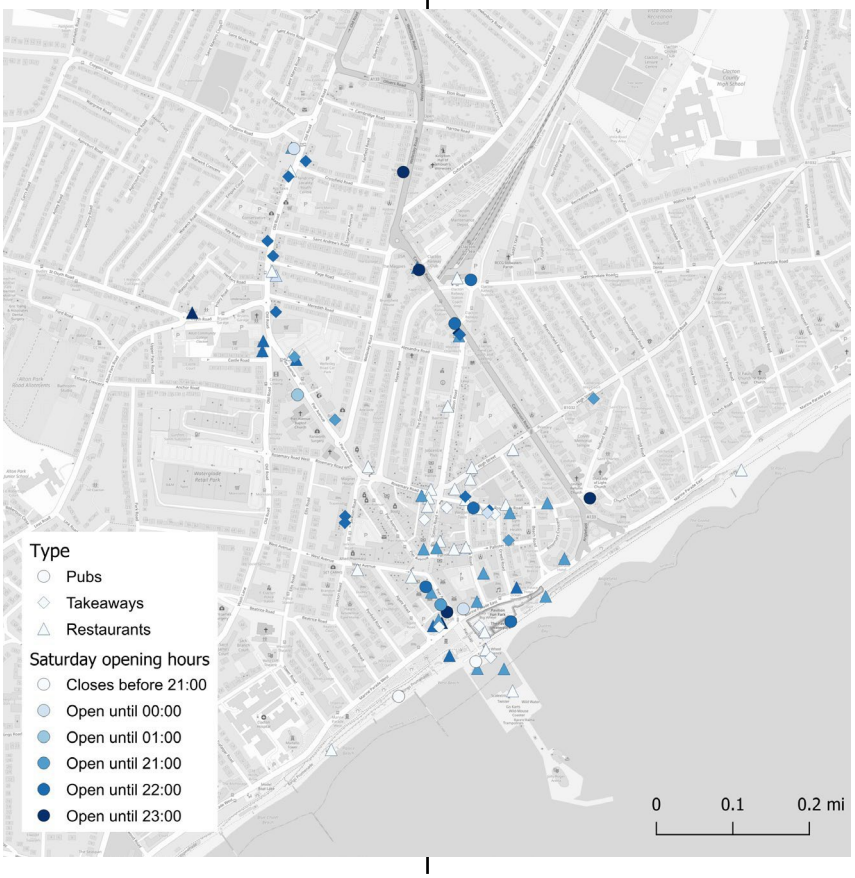


Prosperous
Growing Skills Enterprise and Youth Opportunity

Clacton's economy reflects several long-running structural shifts. The town has a job density of 0.53, meaning there is roughly half as many jobs as working-age residents.

Employment rates are lower than the national average and only around 37% of working-age residents hold a Level 3 qualification. The age profile plays a role here: almost one in three residents is over 65, compared to around one in five nationally. The result is a smaller cohort of working-age residents supporting a town shaped by older demographics, long-term health conditions and limited local job progression.

These realities are visible in the Town Centre. The commercial vacancy rate appears roughly in line with national averages, but footfall is markedly lower, which tells a more important story: fewer people are choosing to spend time in the centre on an ordinary day. The offer in the evening is also thin.



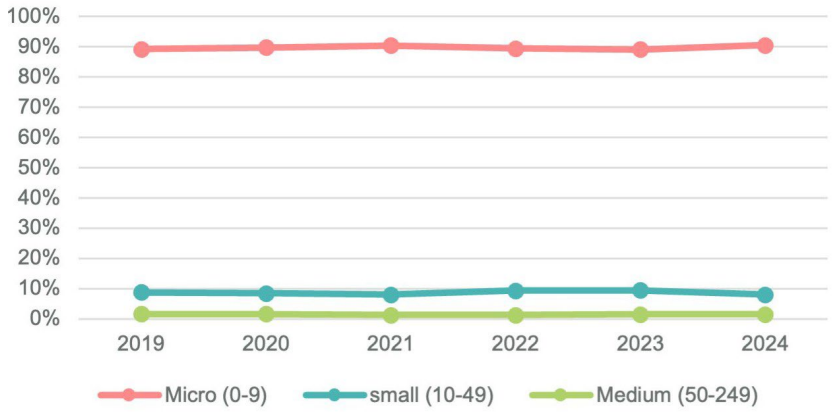
Google Places API data, Night-time Econom y F&B in Clacton. Retrieved Feb 2025.

Google Places API highlights that Clacton does not have a thriving night-time economy identifying only 101 establishments, which are open in the evening on Saturday with a high proportion of the food and beverage (F&B) offer closed before 21:00. Of Pubs and Bars identified only two establishments, have been identified as open after 22:00 and only two Takeaways. Furthermore, 42% of restaurants close before 21:00. A total of 41% of F&B businesses identified by Google Places are closed before 21:00. This means that even when people want to stay in town, the centre does not always give them a reason to remain.

The economic picture is not uniform. Parts of Clacton, particularly the Jaywick & St Osyth area, sit among the most deprived neighbourhoods in the country across all IMD domains , while the wider Tendring economy shows very low productivity relative to the national average, with Gross Value Added per head nearly

Indicator	Clacton	England
Commercial Vacancy Rate (%) (June 2025)	10.2	10.4

£10,000 lower than the UK norm.



Clacton Business Counts (Clacton geographical boundary mapped as parliamentary constituency.) Source: UK Business Counts. Office for National Statistics, (2024). Accessed Feb 2025.

Whilst the main employing sector in Clacton is health and social care, Clacton has a significant number of micro and small businesses, with the success of Sunspot in neighbouring Jaywick Sands, (being fully leased exceeding the feasibility study forecasts by 3.5 years) , demonstrating the appetite for affordable office space for start-up businesses.

Engagement with the Town Board, ward councillors and the Youth Board has repeatedly returned to the same issue: young people want to build their futures in Clacton, but the routes to do so are not visible enough.

So What?

The next phase of Clacton's economic development must be practical and grounded. Rather than waiting for large employers to arrive, the town can back its own micro-businesses, young entrepreneurs, community and social enterprises, and inclusive businesses while creating stronger links to regional growth sectors. Reusing vacant units, supporting youth-led projects, expanding apprenticeship and training pathways, and animating the Town Centre are not separate tasks, rather they are part of one story: helping people see a future here, and feel that they have a stake in shaping it.

Apprenticeships, training linked to real employers, and practical entry points into creative, digital, care and construction sectors all came through as priorities.
Young people also spoke about the desire for places that feel active and social — somewhere to study, work on ideas, meet others, or simply be part of local life. The vibrancy of the Town Centre is therefore not just an economic question; it is a cultural and generational one.

Previous public engagement backs this up. The 2020 Rejuvenating Clacton Town Centre survey showed widespread dissatisfaction with retail variety, the condition of public spaces, safety and the weak evening economy.
Education and training opportunities were viewed as adequate by some (26%) and insufficient by others (34%) . This is a sign not of apathy, but of potential, if the right offers are made visible and coherent.

There is also a wider opportunity. Major investment programmes such as Freeport East and energy developments are beginning to reshape the economic geography of the district and the wider sub-region. If Clacton can create clear, supported pathways into these emerging opportunities, residents will not simply be observers of regional change, but participants in it.

Healthy
Encourage Active Lifestyles, Improve Wellbeing and Reduce Health Inequalities

Clacton experiences some of the highest levels of health deprivation in the country. Long-term physical and mental health conditions are common, and this has a clear effect on work, mobility and social connection.

Poor health is one of the main reasons people are unable to take part in employment, even when opportunities exist. The result is a town where wellbeing and economic participation are closely intertwined. There are, however, strong indications that change is achievable when barriers are low and support is practical, as demonstrated by the Essex Pedal Power scheme. In June 2021, 1,300 bikes were distributed in Clacton and Jaywick, and by the 2023 impact report, the percentage of bike recipients reporting good, very good, or excellent health had increased from 63.03% to 71.18%, while it declined to 54.82% for non-recipients. The intervention worked not because it was complex, but because it made everyday movement easy, social and normal.

(including obese) reception-aged children. The evidence is clear: a child living with obesity is far more likely to become an adult living with obesity, and to pass on the increased likelihood to the next generation. Addressing this now is not only about today's wellbeing but about changing long-term health trajectories.

Food insecurity is another pressing factor. Clacton Foodbank has seen a 66% increase in emergency food parcels distributed in the last 5 years. 84% of people reaching out for emergency food support in Clacton in 2023/24 are solely dependent on benefits. The rising cost of essentials accounted for almost half the local people who reached out to Clacton Foodbank, followed by ongoing impact of existing mental or physical health condition (34%). This highlights how financial strain, diet and health are closely linked.

Mental health need is also significant. In 2021, Pier Ward in Clacton-on-Sea had the second-highest level of mental health need in Essex, and rates of heart disease, kidney disease, and mental illness are more than 10% higher than average, even when adjusted for deprivation and its older population . This pattern shows that health challenges are not only clinical — they are social and environmental too.

PiP provides an opportunity to create greater change alongside other successful grants used to improve health and wellbeing in Clacton, including ensuring the popular leisure centre pool remains operational with a 1.2million grant secured by TDC and plans for a new PlayZone at Clacton Leisure Centre. Investing into health and wellbeing will also be delivered alongside the Local Cycling and Walking Infrastructure Plan (LCWIP), bus infrastructure improvements and public realm improvements.

So What?

The wider picture reinforces the need for early and preventative action. Tendring is in the top ten areas in the UK for prevalence of overweight (including obesity) for reception aged children TO for prevalence of overweight

Community Priorities Gathered Through Extensive Engagement

Detailed engagement has been undertaken with different resident groups in Clacton to involve them in designing their vision, whilst also ensuring that the priorities and pillars of the Vision document, reflect the needs of the community.

Engagement has included:

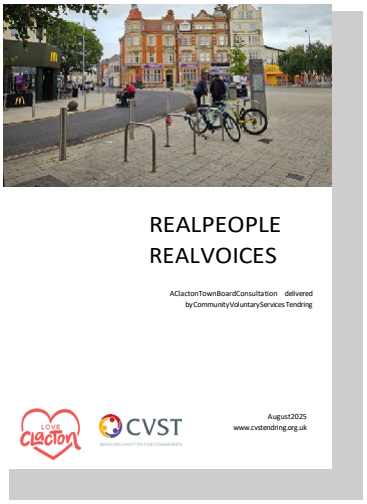
- 600 residents engaged through digital platforms, and outreach groups;
- 70 retail or hospitality businesses have been engaged from the Town Centre;
- A Youth Board including up to 14 young people aged 14-17 has been assembled through two interactive workshops;
- A workshop with stakeholders saw 20+ attendees, including TDC, ECC, voluntary and health sectors;
- Clacton Ward Councillors and the Town Board through two separate workshops, as well as regular follow up meetings with councillors; and
- 553 responses to visitor survey.

From engagement, emerging priorities included a desire to see a better Town Centre experience from uplifting vacant units on the high-street, better-quality food offer in the centre, and night-time activation.

Other priorities included:

- Creating more attractive and accessible public spaces in the Town Centre;
- A need to activate vacant buildings in the Town Centre;
- Improvements and better bus services;
- Play zones and wellbeing facilities; and
- Focus on diverse job creation beyond care sector.

Synthesis of engagement finding has allowed us to identify the key Vision Pillars, which address key priorities and moved to address the evidence outlined in the case for change, whilst also being aligned with the PiP objectives.







Extracts of the Real People Real Voices survey, August 2025 (CVST), the Clacton Visitor Survey (September 2025) and the Youth Board engagement summary report, November 2025 (We Made That and CVST)

Community-raised priorities emerging from engagement:

Town Centre experience

- Creating attractive, accessible public spaces
- Need to activate vacant sites and buildings
- Enhance local heritage
- Regular markets, festivals, and cultural programming
- Improve night-time activation
- Improve retail and

Safety and security

- Consistently raised by all groups as fundamental concern
- Specific needs: enhanced CCTV, improved street lighting, anti-social

Leisure and sports

- Year-round sports offering and seafront activation
- Outdoor leisure facilities through partnerships
- Appeals particularly

Employment and Skills

- Focus on diverse job creation beyond care sector
- Need for apprenticeships and skills pathways
- Further education

Movemen

- Parking improvements and better bus services
- EV charging facilities and

Health

- Improved NHS services
- Enhanced health outreach and natural assets
- Play zones and wellbeing

Alignment with Pride in Place Objectives

Government objective:	Thriving Places	Stronger Communities	Taking Back Control
Clacton Vision Pillars:	Safe and Lively	Safe and Lively	Prosperous
	Prosperous	Healthy	Healthy
How the programme delivers change for Clacton:	Clacton can develop a high-quality Town Centre through coordinated public realm upgrades at identified hotspots, improved lighting and CCTV, restored shopfronts and the activation of vacant units. These projects will strengthen safety, in turn boosting footfall and supporting a more diverse day and evening economy as residents feel safer in the Town Centre. Improvements to movement and parking will improve accessibility to all Town Centre users. Together, these interventions will revitalise the heart of Clacton by helping businesses grow and improving both community and visitor experience.	Targeted action on anti-social behaviour, supported by a small team of local partners, will restore a sense of order and confidence in the Town Centre. Practical changes such as better lighting, clearer sightlines and properly monitored CCTV will go a long way, especially in places people currently avoid. Alongside this, the quieter, everyday work matters just as much: small sports grants that drive participation at local clubs and the new Active Wellbeing Centre creating a reliable hub for support and activity. Together, these projects help Clacton feel safer and looked after, creating places where people recognise each other, take part, and take pride.	Giving people more say in how Clacton changes starts with bringing the right voices into the room. Shopkeepers and traders will have a direct line into decisions that shape the high street through access to grants, while the Youth Board's budget puts real money, and trust, into the hands of young people. Opening up vacant units to small businesses and social enterprises helps residents shape the town's economy, not just watch it happen. Community-led projects that support the greening and maintenance of public spaces will build a town where people feel they can steer things, not simply live with them

Intended Use of Powers

Power / function:	Lead:	Clacton Vision Pillars:
Regeneration, high streets and heritage		
Fly tipping, littering and graffiti A new Enforcement Team, co-funded by the Town Board, will adopt a targeted approach to tackling fly tipping, littering, and graffiti. A "zero tolerance" stance will be taken against repeat offenders, with fixed penalty notices issued under the Environmental Protection Act (EPA) 1990 where appropriate. This work will be supported by the Love Clacton volunteer clean-up group and complemented by wider improvements to public spaces. Together, these efforts aim to foster pride in the area and significantly reduce incidents of littering and graffiti.	Tendring District Council (TDC) – Enforcement Team	Safe and Lively
Section 215 of the Town and Country Planning Act 1990 – Clean Up Notices Where buildings or land are in a poor condition, and if the Town Centre Manager and new Enforcement Team are unable to improve standards through negotiations with landlords—including offering support via the shop front grant programme—the matter will be escalated to the local authority planning team, who will issue a Clean Up Notice.	TDC – Planning	Safe and Lively Prosperous
High Street Rental Auctions (HSRA) and Compulsory Purchase powers Tendring District Council is considering the use of High Street Rental Auctions (HSRA) within the Town Centre to help deliver the Safe and Lively and Prosperous theme by tackling long-term vacant commercial properties. Initially, the Town Centre Manager will work with businesses to provide support, including assistance through the shop front grant programme. Where appropriate, TDC could exercise HSRA powers to take control of a property, improving the mix and quality in the Town Centre. These powers are new, so TDC is monitoring how effective they are in improving other areas before implementing them in the town. For more complex properties TDC could exercise its Compulsory Purchase powers.	TDC	Safe and Lively Prosperous

Intended Use of Powers

Duty to preserve and enhance Conservation Areas Tendring District Council has published the Clacton Seafront Conservation Area Character Appraisal & Management Plan. The Conservation Area is currently listed on the national At Risk Register. However, the Management Plan identifies several opportunities for enhancement that are being addressed through this Regeneration Plan, and through other government funding, including improvements to car parking, shop frontages, vacant premises, unused upper floors, and the public realm. Introducing Article 4 enforcements would also better control proposals in the future.	TDC and Essex County Council (ECC)	Safe and Lively
Housing		
Selective licensing We are committed to raising housing standards in the Town Centre. As the lead partner, Tendring District Council is exploring the introduction of Selective Licensing (General Approval 2024) as a potential approach to tackling poor housing conditions in the private rented sector. This could be complemented by initiatives to support landlords in improving living standards—particularly for properties located above shops.	TDC -Housing Team (Support -ECC Research Team)	Prosperous
Safety and security		
Anti-social behaviour, Crime and Policing Act 2014 A Public Space Protection Order is already in force in Clacton to deal with a nuisance in the Town Centre (where the nuisance is negatively impacting the quality of life of those in that space). Coupled with hotspot policing, we will be looking at a more tactical response to address street-drinking and anti-social behaviour as a priority in the first four years of this plan.	TDC and Essex Police	Safe and Lively

Long Term Outcomes
What Does Success Look Like?

Within the context of the key pillars and guidance framework set for Pride in Place, a 'Theory of Change' process has been applied to develop our 10-Year Vision for Clacton.

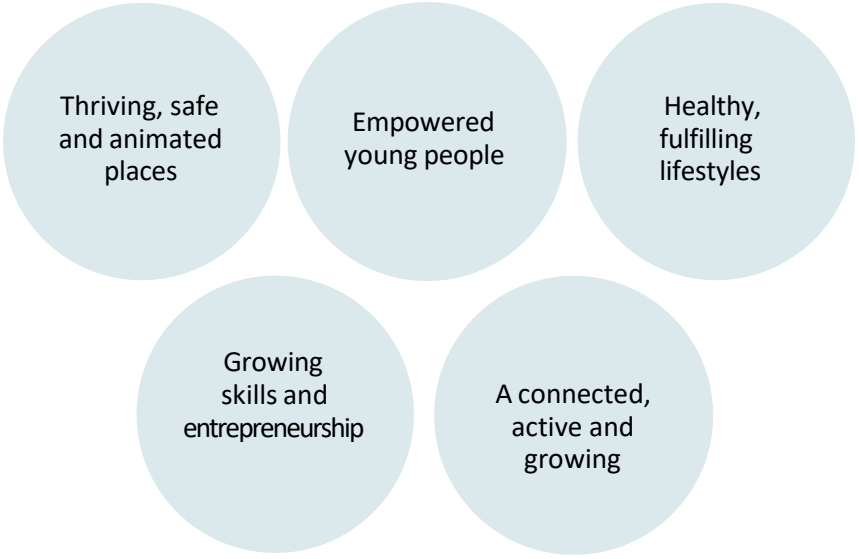
This approach has supported the Town Board and partners to establish and connect a robust and evidenced narrative about the challenges and opportunities we need to tackle, the outcomes Clacton's communities want to see, the types of interventions we need to deliver to achieve these outcomes and the measures of success we need to track to understand our impact and progress.

Five long-term outcomes have been established by the Town Board to describe what successful delivery of Pride in Place will mean for Clacton in ten years' time:

We will work together to make Clacton...

Safe and Lively | Prosperous

Clacton Vision Pillars



Long term outcomes

Long Term Outcomes

Vision Pillars:	Safe and Lively Prosperous	Safe and Lively Prosperous
Long term outcomes:	Thriving, safe and animated places	Growing skills and entrepreneurship
	Clacton's Town Centre will be widely recognised and valued for its offer, welcome and character. Clacton will be well known as a place that reflects our pride in our heritage and showcases our successes as a thriving, modern town by the sea. High quality streetscapes, shop frontages and public realm, improved safety, vibrant events and a growing night-time economy will encourage people from all walks of life to spend more quality time in Clacton.	Clacton will be known as a great place to invest, start and grow a business, with new investment and entrepreneurship, reflected through how vacant units have been brought to life, and new businesses starting and growing in Clacton. Building on the success of Sunspot in Jaywick and the Learning and Skills Hub, Clacton's residents will be better placed to make the most of their potential, as entrepreneurs or within an improved labour market.
We'll know we achieved this if we have...	– Higher footfalls and increased dwell time (day and evening) – Reduction in recorded offences and anti-social behaviour – Improved perceptions of safety and positive sentiments towards the town and its offer – Higher rates of social engagement in volunteering and community activities	– Increased job density – Increased business start-ups, survival rates – Increased participation in enterprise amongst local priority groups and young people – New occupiers in vacant units – Increased satisfaction with employment – Lower levels of under-employment

Prosperous

Empowered young people

Clacton will be a better place to make a life and raise families. Young people will experience better life outcomes, benefiting from an improved, coordinated network of support and opportunities that help them navigate their lives and reach their full potential. They will feel connected and valued within Clacton's community, with an active voice and direct stewardship over key projects and investments shaping our community's future.

Healthy
Prosperous

A connected, active and growing town

Clacton's Town Centre will be a growing, vibrant destination of choice for residents and visitors alike, hosting a range of amenities and events all year round, more and better-quality housing,
more inward investment into and more community-centric amenities. Clacton's growth will have benefited from our strong rail and road connections but also improved active travel and public transport options for local residents and better links to our outer growth areas.

Healthy

Healthy, fulfilling lifestyles

Clacton's residents will live healthier lives by being active and engaging in a broader range of affordable outdoor, sport, and leisure activities, and in
neighbourhood health and social prescribing initiatives that foster social connection and activity
as foundations of physical and mental health. Improvements will be enabled by joined-up service delivery that links health, economic, and social inclusion, providing clearer support pathways.

- Increased participation by young people and services and activities
- Improved employment, skills, apprenticeship and employment outcomes for young people
- Increase in young entrepreneurs
- More young people and young families choosing to stay in

- More people coming into Clacton
- Improved range of travel options
- Improved air quality, asset-use and quality metrics against the mix and quantum of uses in the Town Centre.

- Increased levels of engagement with / participation in sports and health-related activities
- Improved levels of reported mental health (particularly in teenage years)
- Reduced levels of deprivation and improvements across key health-related indices (including for priority groups)

Page Title
Sub-Title
Investment Plan Priorities Delivering Early Impact and Setting up Long-Term Success

Pride in Place gives Clacton the chance to move quickly whilst laying the foundations for later phases of the programme. The first phase of work is organised into five types of investment, mapping out what happens now, and what must be prepared for over the next four years.

1. Tactical response

Residents have been clear that anti-social behaviour remains one of the biggest barriers to enjoying the Town Centre. Some of this relates to dependent drinkers, some to groups gathering in the same handful of places: the station, Christmas Tree Island, and sections of the high street. A focused, multi-agency response — bringing together Essex Police, TDC, ECC and other partners from Tendring's Community Safety Partnership — will concentrate on these hotspots. The emphasis is practical: quicker fixes to problem areas, clearer sightlines, targeted lighting, and a better evening presence so the town feels steadier and more predictable, and first impressions are improved.

2. Quick-win projects

Alongside the safety response, the programme will back small projects that show progress straight away. Regular events, support for local sports groups,
and activity that makes the Town Centre feel more sociable will all help build momentum. These early delivery projects do not solve everything, but they set out for long term investment and show that Clacton is committed to positive change.

3. Building on the projects already underway

Some improvements are already in motion, including Local Regeneration Fund and CRP investment, and Pride in Place allows them to go further. Shopfront and upper-floor work can expand; public realm schemes

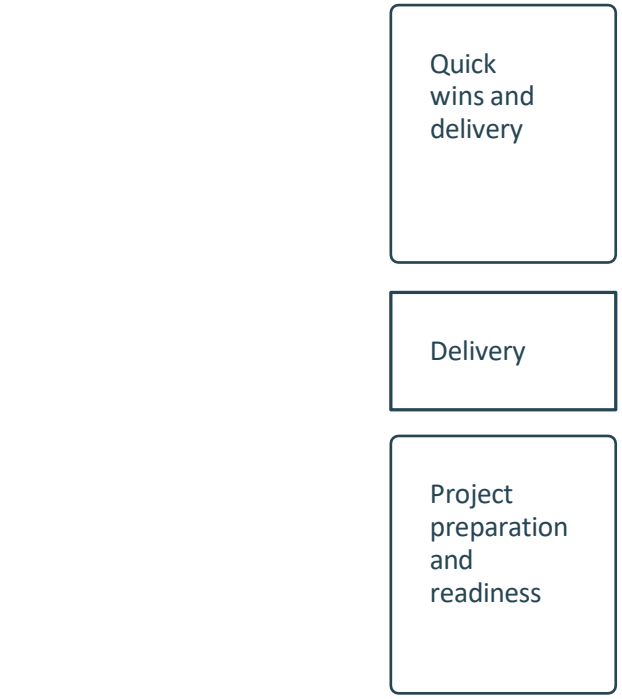
can cover more streets; and the town's growing programme of community activity can be supported with modest, well-timed resources. These are delivered projects that residents will notice most in the short term, and expanding them helps create a more consistent sense of care across the Town Centre.

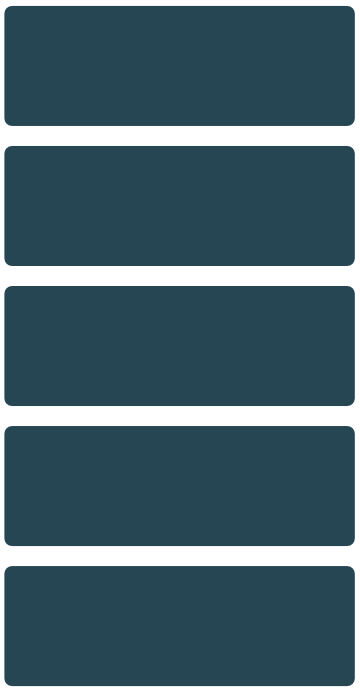
4. Planning for future investment

A small run of early studies will help shape the bigger decisions that come later. This includes revisiting parking and movement around the Town Centre, understanding how people actually use key streets, and exploring options for improving housing quality and property management. Work linked to selective licensing, High Street Rental Auctions, CCTV and lighting sit within this category. These planning pieces will not dominate the programme, but they help set up the Town Board for the right decisions at the right time.

5. Building the capacity to deliver

Finally, the programme needs the capacity to hold all of this together. A Town Centre Manager, stronger
programme coordination, and clear communications will support partners and keep delivery steady. Much of this sits behind the scenes, but it helps the public-facing work land well and avoids drift.





Projects for the 4 year investment plan:	Type of investment:	Key alignment with Clacton Vision Pillar:	Contribution to Clacton Vision Pillar:
Enforcement Support	Tactical response	Safe and Lively	Prosperous
Tactical Response Team	Tactical response		Prosperous
Love Clacton – Town Centre Refresh	Quick win projects		Prosperous
Town Centre events programme	Quick win projects		Prosperous
Town Centre public realm	Project expansions		Prosperous, Healthy
Shopfront improvements (phase 2)	Project expansions		Prosperous
Upper frontages and heritage restoration	Planning		Prosperous
CCTV, lighting and evening and night economy measures	Planning		Prosperous
Movement and car parking study	Planning		Prosperous
Vacant units activation programme	Planning	Prosperous	Safe and Lively
Youth Board participatory budget	Quick win projects		Safe and Lively
Skills Fund	Project expansions		Healthy
Town Centre uses study	Planning		Safe and Lively Healthy
Town Centre housing uplift programme	Planning		Safe and Lively, Healthy
Clacton Connects	Capacity		Safe and Lively
Sports and Activity Grants	Quick win projects	Healthy	Prosperous
Active Journeys and Places programme	Planning		Safe and Lively, Prosperous

Safe and Lively Emerging Projects

Enforcement Support

Coordinated enforcement that safeguards Clacton Town Centre, promotes positive behaviour, attracts investment, and builds local pride

Primary intervention:

TDC currently oversees enforcement on issues such as littering, fly-tipping, nuisance, contaminated land, planning, and anti-social behaviour. A new integrated team will introduce a triage system and a zero-tolerance approach to persistent non-compliance, enabling swift resolution of minor cases and freeing specialists for complex matters. Supported by the PiP Fund, the initiative will strengthen business compliance through collaboration with the Town Centre Manager, increase targeted enforcement in Clacton, provide officer training, establish clear escalation routes for legal action, and ensure rapid responses with evidence gathering where needed.
The team will work closely with partners to leverage their powers and deliver the improvements outlined.

Delivery and partner organisations:

TDC Enforcement Teams, PiP funded Town Centre Manager (TCM), Essex County Council (inc. Trading Standards), Essex Police and Essex County Fire & Rescue Service

Key benefits and impact:

- Economic: increased Town Centre spend, business growth, tourism, inward investment
- Social: higher footfall, civic pride, reduced anti-social behaviour, stronger town identity
- Environmental: reduces contamination and protects ecosystems
- Impact measures: high street GVA, dwell time, footfall, user surveys

Alignment with PiP objectives:

✓ Create thriving places

Type of investment:

Tactical response





Bournemouth Town Centre BID removed 41 pieces of graffiti during a week of activities as part of the annual ‘Big Bournemouth Clean Up’

Tactical Response Team

Tactical Response Team launched to tackle community safety concerns

Primary intervention:

A cross-organisational tactical coordination group has been established to tackle priority issues identified through community engagement, focusing on improving safety and reducing anti-social behaviour in key areas such as the station and town square. Concerns include daytime street drinking, evening disorder, and creating a safer, more welcoming environment in high-footfall locations. The group brings partners together to deliver targeted interventions and ensure a coordinated response, aiming to boost public confidence and enhance the town's reputation. While this intervention requires no direct operational funding, it will align with PFCC investments in visible policing and hotspot operations, and work alongside initiatives like the Sport and Youth Crime Prevention Project, which supports young people through physical activity, mentoring, and life skills development. By working collaboratively, the aim is to enhance public confidence, improve the town's reputation, and make these spaces safer for everyone.

Delivery and partner organisations:

Tendring's Community Safety Partnership – TDC, Essex Police, National Probation Service, NHS North East Essex, Essex County Council, Essex County Fire & Rescue Service

Key benefits and impact:

- Economic: increased Town Centre spend, business growth, tourism, inward investment
- Social: civic pride, reduced anti-social behaviour, stronger town identity and sense of community
- Impact measures: high street GVA, dwell time, footfall, user/perception surveys

Alignment with PiP objectives:

- ✓ Create thriving places
- ✓ Building stronger communities

Type of investment:

Tactical response



Police officers in Clacton

Safe and Lively Emerging Projects

Love Clacton – Town Centre Refresh

Enhance the visual appearance of the Town Centre, working with the local businesses and community

Primary intervention:

Alongside vacant unit initiatives, shopfront improvement grants, and events, this programme will deliver a series of rapid enhancements to Clacton Town Centre to address first impressions of the town and negative perceptions which emerged though community engagement. These improvements aim to create a more vibrant, welcoming, and attractive environment for residents, visitors, and businesses. The project brings together visual upgrades, community engagement and activities such as community greening, and tailored business support to boost footfall and strengthen local pride. Led by a dedicated Town Centre Manager, the programme builds on the strong relationships established with residents and businesses during the consultation process that shaped this plan.

Delivery and partner organisations:

PiP funded TCM, TDC Economic Growth Team, Local Business Board, local VCSEs

Key benefits and impact:

- Economic: increased Town Centre spend, business growth, tourism, inward investment
- Social: higher footfall, civic pride, reduced anti-social behaviour, stronger town identity
- Impact measures: high street GVA, dwell time, footfall, user surveys

Alignment with PiP objectives:

- ✓ Create thriving places
- ✓ Building stronger communities
- ✓ Empower people to take back control

Type of investment:

Quick win projects



Shop frontage improvement in Clacton Town Centre

Town Centre events programme

Animate Clacton during day and night time through a rich events programme

Primary intervention:

A comprehensive events programme featuring an appointed coordinator to deliver regular cultural activities, music events, and pop-up markets throughout the Town Centre and its associated green spaces. The initiative will activate spaces during daytime and evening hours to boost footfall and vibrancy. Leveraging the Creative People and Places fund, the programme will coordinate with commercial providers, Clacton Arts Centre, local CICs, and community organisations to create collaborative cultural offerings that strengthen community engagement and economic activity and address negative perceptions of safety.

Delivery and partner organisations:

Potential organisations include: TDC, TDC's Tendring4Growth team, Tendring Community Safety Partnership, Clacton Tourism Board, Clacton Town Board, local VCSEs and CICs

Key benefits and impact:

- Economic: increased Town Centre spend, business growth, tourism, inward investment.
- Social: higher footfall, civic pride, reduced anti-social behaviour, stronger identity.
- Impact measures: high street GVA, dwell time, footfall, vacancy rates, reported crimes, user surveys

Alignment with PiP objectives:

- ✓ Create thriving places
- ✓ Building stronger communities
- ✓ Empower people to take back control

Type of investment:

Quick win projects



Bexhill After Dark events programme, Bexhill-on-Sea

Safe and Lively Emerging Projects

Town Centre public realm

Revitalise Clacton's Town Centre through comprehensive public space upgrades

Primary intervention:

Building on the momentum of the CRP programme to improve the quality and appeal of public spaces in Clacton Town Centre through enhancements such as upgraded paving, seating, bins, street furniture, landscaping, and wayfinding. The project will expand the ongoing CRP programme to include:

- Expansion of geography of the CRP public realm study
- Coordination with opportunities captured in the emerging Clacton Masterplan
- Delivery of at least one public realm 'hotspot area' (Town Centre square, Railway Station forecourt and its connected environs, or Pier Avenue)
- Town Centre wayfinding strategy and upgrades, including the 'Welcome to Clacton' sign and creation of visual cues to Clacton's heritage/the Clacton Airshow
- Community co-design and stewardship plan

New Road, Brighton

Delivery and partner organisations:

TDC, ECC and consultants

Key benefits and impact:

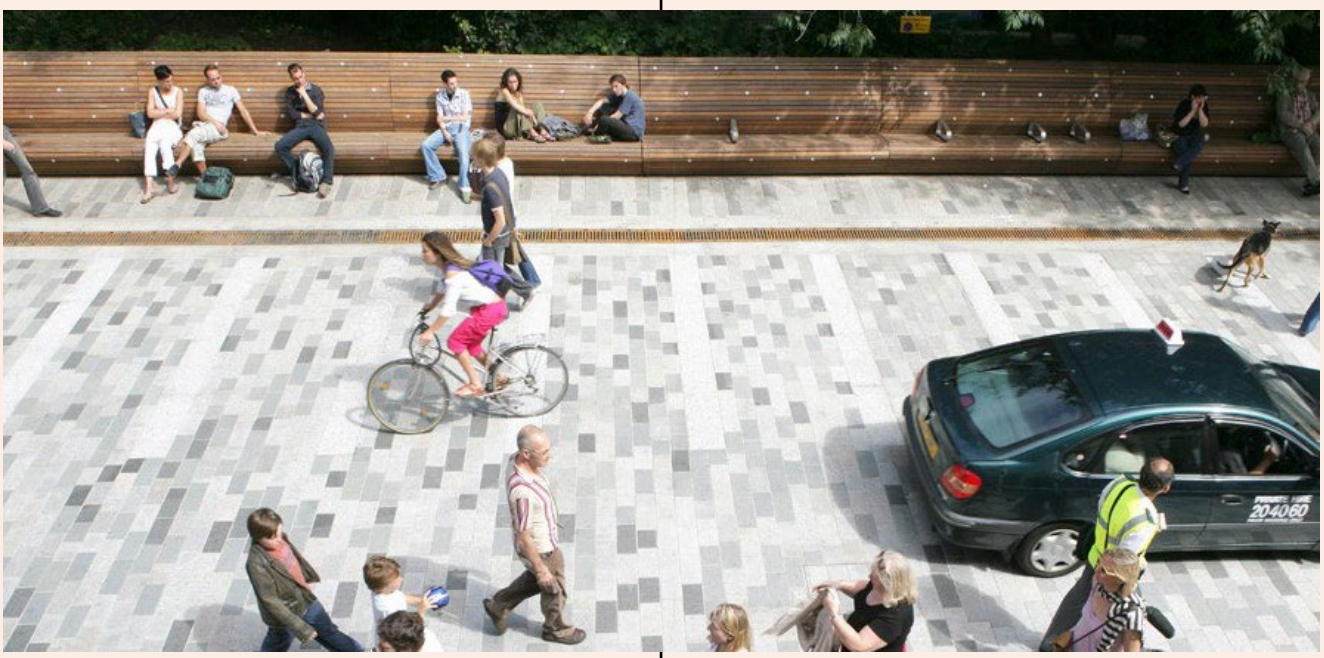
- Economic: increased Town Centre spend, business growth, tourism, inward investment.
- Social: higher footfall, civic pride, reduced anti-social behaviour, stronger identity.
- Environmental: greening, improved air quality due to reduction of traffic
- Impact measures: high street GVA, dwell time, footfall, vacancy rates, air quality monitoring, user surveys

Alignment with PiP objectives:

- ✓ Create thriving places
- ✓ Building stronger communities
- ✓ Empower people to take back control

Type of investment:

Project expansions



Shopfront improvements (phase 2)

Create an attractive and active streetscape through shopfront upgrades

Primary intervention:

Support to eligible Town Centre businesses to improve the frontage of their shops, including fascia/ signage upgrades, doors and entrances, awnings and external lighting. The PiP fund will build on and expand the current CRP programme through:

- Developing a design guide which creates a compelling vision and guidance for the shopfronts
- Introducing Article 4 enforcements to better control proposals
- Potential to include training /upskilling programmes to deliver upgrades
- Development of a Shop Keepers Charter, with provision of a window sticker to show commitment to the Charter, for those provided with Grants.

Delivery and partner organisations:

TDC's Tendring4Growth team, PiP funded Town Centre Manager (TCM)

Key benefits and impact:

- Economic: increased Town Centre spend, business growth, tourism, inward investment.
- Social: higher footfall, civic pride, reduced anti-social behaviour, stronger town identity.
- Impact measures: high street GVA, dwell time, footfall, vacancy rates, user surveys

Alignment with PiP objectives:

✓ Create thriving places

Type of investment:

Project expansions



Safe and Lively Emerging Projects

Upper frontages and heritage restoration

Create an attractive and active streetscape through shopfront upgrades

Primary intervention:

A comprehensive scheme to restore and enhance the upper floors and frontages of key heritage buildings and shop parades within the Town Centre, with a focus on the conservation area. This programme will complement planned shopfront improvements, targeting heritage-at-risk assets to create visual cohesion and architectural quality, and improve the overall perception of the Town Centre. The initiative offers potential integration with proposed housing improvement programmes ('Living Over the Shops 'LOTS' scheme), delivering both restoration and improved residential accommodation above commercial premises.

Heritage frontage along Rosemary Road, Clacton



Delivery and partner organisations:

TDC, ECC Place Services, TCM

Key benefits and impact:

- Economic: increased Town Centre spend, tourism, inward investment.
- Social: higher footfall, civic pride, stronger town identity.
- Environmental: promotes retrofit and restoration
- Impact measures: dwell time, footfall, user surveys

Alignment with PiP objectives:

✓ Create thriving places

Type of investment:

Planning

CCTV, lighting and evening and night economy measures

Upgrades to the CCTV in the Town Centre alongside additional on-street presence

Primary intervention:

Building on the existing Safer Streets Programme's CCTV expansion, this initiative focuses on upgrading monitoring quality and maintenance of current systems to ensure optimal performance. The programme aims to achieve comprehensive Town Centre surveillance coverage while looking at additional measures, such as introducing 'Street Angels'/Taxi Marshals and a 'Nite-Net' radio system for security staff at night-time venues to enhance evening and night time security. This enhanced security measures will provide residents, businesses, and visitors with increased confidence and safety throughout all hours of operation and respond to needs emerging from local engagement.

Delivery and partner organisations:

TDC, TCM, Tendring Community Safety Partnership

Key benefits and impact:

- Economic: increased dwell time and Town Centre spend
- Social: higher footfall, reduced anti-social behaviour, stronger identity.
- Impact measures: recorded crime rate, dwell time, footfall, user surveys

Alignment with PiP objectives:

✓ Create thriving places

Type of investment:

Planning



North Notts Night Angels, funded by the North Notts BID, Worksop

Safe and Lively Emerging Projects

Movement and car parking study

Study to optimise and rationalise car parking and movement across the Town Centre

Primary intervention:

A comprehensive study to rationalise and optimise car parking movement across the Town Centre, aligned with the emerging Clacton Masterplan. The research will explore strategic pedestrianisation opportunities, particularly a section of Pier Avenue/West Avenue, to create enhanced event spaces and improve pedestrian experience and improve the overall perception of the Town Centre.

Delivery and partner organisations:

TDC, ECC, External consultant

Key benefits and impact:

- Economic: better accessibility to the Town Centre, Town Centre spend
- Social: higher footfall
- Environmental: improved air quality due to optimisation of traffic
- Impact measures: dwell time, footfall, air quality monitoring, user surveys

Alignment with PiP objectives:

✓ Create thriving places

Type of investment:

Planning





Prosperous Emerging Projects

Vacant units activation programme

Revitalising vacant shops through coordinated meanwhile uses and business support

Primary intervention:

Establishment of a dedicated taskforce to coordinate the activation of empty Town Centre properties through strategic programming and landowner engagement. The initiative will develop new uses that transform vacant shops into accessible, low-cost spaces for emerging businesses, SMEs and social enterprises. By creating affordable opportunities for local entrepreneurs and improving the Town Centre experience, this programme supports economic diversification while maintaining building occupancy. Expertise will be sought to include options for implementation of the High Streets Rental Auctions.

Delivery and partner organisations:

TDC, TCM, local VCSEs and community groups

Key benefits:

- Economic: increased footfall and number of visitors, new occupiers, stronger trade.
- Social: increased pride of place, increased engagement with local community and artists through meanwhile uses.
- Environmental: retrofit and adaptive reuse of existing vacant properties.
- Impact measures: vacancy rates, uptake of meanwhile uses, high street GVA, perception surveys.

Alignment with PiP objectives:

- ✓ Create thriving places
- ✓ Empower people to take back control

Type of investment:

Planning



Youth Board participatory budget

A dedicated fund under the direct control of the Clacton Youth Board

Primary intervention:

A dedicated fund under the direct control of the Clacton Youth Board, empowering young people to make autonomous spending decisions on youth support initiatives and PiP projects. This democratic approach ensures youth voices drive investment priorities, fostering genuine engagement and participation in regeneration efforts. By giving young people real financial decision-making power, the fund builds leadership skills while ensuring projects authentically address youth needs and aspirations.

Delivery and partner organisations:

TDC, Youth focused VCSEs, Town Board, Schools

Key benefits:

- Economic: builds pathways into jobs and education
- Social: supports youth engagement, pride in their town and sense of community
- Impact measures: surveys, youth employment and retention data

Alignment with PiP objectives:

- ✓ Building stronger communities
- ✓ Empower people to take back control

Type of investment:

Quick win projects



Clacton Youth Board Workshop as part of the Clacton Regeneration Plan, October 2025

Prosperous Emerging Projects

Town Centre housing uplift programme

A programme including two schemes to raise private rental standards in the Town Centre

Primary intervention:

Selective Licensing Scheme: Requires all landlords in the designated area to obtain licences before letting residential properties. This raises standards, improves property maintenance and management, enhances neighbourhood quality, and reduces anti-social behaviour. Once operational, the scheme becomes self-funded through licence fees. This intervention resources the establishment process and necessary preparatory steps.

'Living Over the Shops' (LOTS) Scheme: Offers selective grant assistance to eligible property owners for renovating or repurposing vacant/under-utilised upper floor spaces into affordable residential accommodation. Converted properties will address housing need while activating unused Town Centre spaces.

Delivery and partner organisations:

TDC, External consultant

Key benefits:

- Economic: increased Town Centre spend, inward investment.
- Social: improved housing conditions, civic pride, reduced anti-social behaviour
- Environmental: promotes retrofit and reuse
- Impact measures: Town Centre housing occupancy

Alignment with PiP objectives:

- ✓ Create thriving places
- ✓ Building stronger communities
- ✓ Empower people to take back control

Type of investment:

Planning



Upper frontages improvements in Leyton, LB Waltham Forest, London

Clacton Connects

Marketing, branding and communications plan for the town including planning for improved digital connectivity

Primary intervention:

A fund to include two primary streams aimed at improving digital connectivity in Clacton:

1. A comprehensive Comms & Marketing strategy to re-brand and promote Clacton's offer for tourists and residents, showcasing attractions, events, accommodation, and dining options through coordinated digital and traditional campaigns, building on the Discover Clacton and Love Clacton platforms.
2. A study to scope and plan for the delivery of open city WiFi infrastructure to enhance visitor
experience and digital connectivity for people living and working in Clacton.

This initiative will boost tourism revenue, increase visitor numbers, support local businesses, improve Clacton's reputation, and create a unified brand identity that attracts both investors, day visitors and longer-stay tourists.

Delivery and partner organisations:

TDC, Town Board, External

consultant Key benefits:

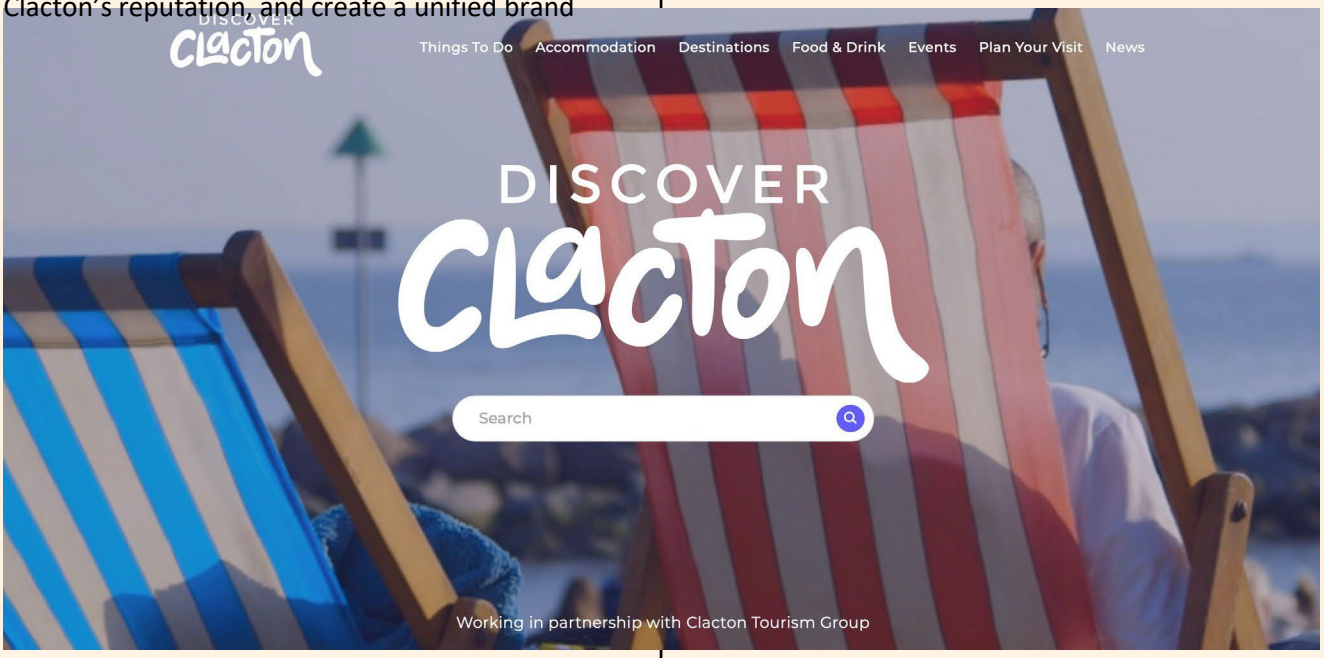
- Economic: boosts tourism, dwell time and localised spending
- Social: builds civic pride, increases local understanding of the town, strengthens identity.
- Environmental: highlights local biodiversity, heritage and natural assets
- Impact measures: visitor counts, perception surveys.

Alignment with PiP objectives:

✓ Create thriving places

Type of investment:

- Comms & Marketing: Capacity & quick wins
- Town Centre Wi-Fi: Planning



Discover Clacton online platform

Prosperous Emerging Projects

Skills Fund

A fund that helps drive economic growth, supports apprenticeships, and the delivery of a modern learning hub

Primary intervention:

The Skills Fund will build on major investments already underway, including the new library and learning centre within the Civic Quarter and current apprenticeship schemes, creating a joined-up approach to skills development. This funding will enable the fit-out of a modern learning hub that
can deliver industry-relevant courses, and expand apprenticeship opportunities in key growth sectors. By aligning with existing infrastructure and programmes (including health programmes), the fund will maximise impact, supporting residents to get into work, equipping them with the qualifications and experience needed for sustainable careers, supporting local businesses, and driving economic growth. This approach will need to be aligned with other initiatives, such as the Local Skills Improvement Plan, and will help bridge skills gaps, and strengthen Clacton's position as future ready.

Delivery and partner organisations:

ECC, TDC, Skills providers and businesses

Key benefits:

- Economic: business growth, reduced unemployment and under employment, improved job opportunities.
- Social: improves social mobility, more young people choosing to stay in Clacton, improved skills, apprenticeship and employment outcomes

Alignment with PiP objectives:

- ✓ Create thriving places
- ✓ Empower people to take back control

Type of investment:

Project expansions



Library and Learning Centre at the Civic Quarter development

Town Centre uses study

A study that helps build Clacton's economic vitality through diverse uses and social spaces

Primary intervention:

A study to develop a future economic vision for the Town Centre, building on the ongoing Clacton masterplan. The study can build a roadmap for a future mix of Town Centre uses and include the exploration of the feasibility a new workspace hub, which builds on the success of Sunspot in Jaywick Sands, and of a food hall or renovated food offer within the Town Centre, to create a vibrant social hub and upgrade Clacton's food offering. The study should consider the provision of affordable spaces for local SMEs and food entrepreneurs while delivering diverse, healthy dining options for residents and visitors. The study should recommend how Clacton's evening and night time economy could be better activated, consider the reuse of vacant or underutilised buildings, and establish a community gathering places that enhance the Town Centre's appeal and economic vitality.

Delivery and partner organisations:

TDC, External consultant

Key benefits and impact:

- Economic: increased Town Centre spend, business growth, tourism, inward investment.
- Social: higher footfall, civic pride, improved health.
- Environmental: opportunity to provide more local / sustainable food options. Explore retrofit and building renovation.
- Impact measures: high street GVA, dwell time, footfall, user surveys

Alignment with PiP objectives:

- ✓ Create thriving places
- ✓ Building stronger communities

Type of investment:

Planning



The regeneration of Altrincham’s Town Centre led to a vibrant, restored market hall filled with independent food stalls and a mix of local entrepreneurs

Healthy Emerging Projects

Sports and Activity Grants

Sports and activity funding, building on successful programmes delivered under UKSPF

Primary intervention:

Initiative providing grants to local sports facilities and organisations, continuing the ending UKSPF sports clubs funding. The programme aims at working through private facility owners and schools across the district to unlock greater community access to sports and activities for local residents. This initiative directly supports opportunities identified in the Tendring Sport and Activity Strategy, creating sustainable pathways for increased sports participation, reduced anti-social behaviour, facility utilisation, and community engagement while maximising the value of existing sports assets for Clacton residents.

Delivery and partner organisations:

TDC, Active Essex, local VCSEs and community groups

Key benefits:

- Social: builds civic pride, increases social cohesion, improves health outcomes and community wellbeing
- Environmental: enhances access to natural assets
- Impact measures: community surveys, user satisfaction data, health data.

Alignment with PiP objectives:

- ✓ Building stronger communities
- ✓ Empower people to take back control

Type of investment:

Quick win projects



StreetGames, a UK charity employing community sports coordinators, and providing grants to increase access to sports for young people

Active Journeys and Places programme

A wide reaching programme to support active journeys and improve play and green spaces

Primary intervention:

A multi-faceted initiative to promote active lifestyles, improved connectivity and encourage cycling/walking based visitors through the promotion of opportunities in what is a naturally flat landscape. PiP funding could cover one or more of the initiatives listed below, according to the best fit within the 4 year period:

- Active school journeys: Developing whole-system approaches to increase physical activity among children and families through active school journeys, redesigned green spaces, and community outdoor activities. Building on successful programmes like Beat the Street or expanding the Essex Pedal Power initiative to young people, including those not in education, employment, or training (NEETs).
- LCWIP: Advancing feasibility studies for active travel routes identified in Local Cycling and Walking Infrastructure Plans (LCWIP) to improve town-wide connectivity.
- Leisure Centre active sports path: Delivering the identified opportunity of a new dedicated path/track connecting the Leisure Centre to the Rugby Club across the shared Vista Road Recreation ground.

Delivery and partner organisations:

TDC, Active Essex

Key benefits:

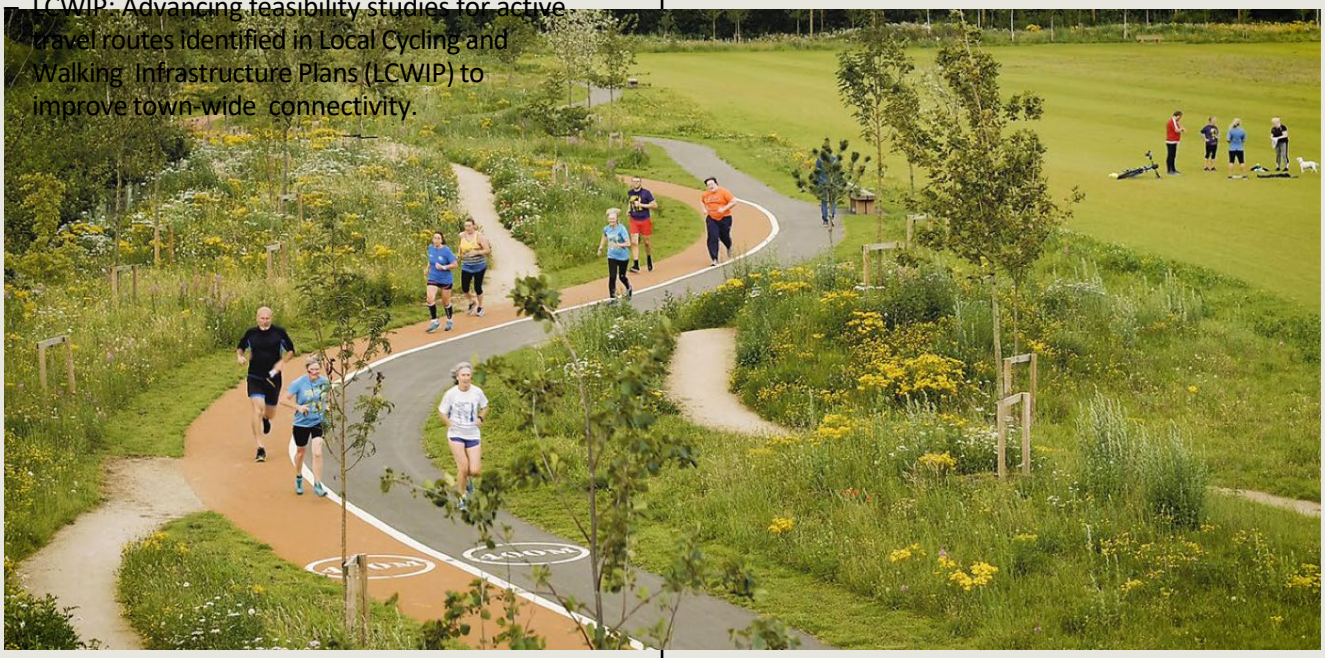
- Social: builds civic pride, increases social cohesion, improves health outcomes
- Environmental: enhances access to natural assets, reduces car usage and promotes active travel
- Impact measures: community surveys, user satisfaction data, health data.

Alignment with PiP objectives:

- ✓ Create thriving places
- ✓ Building stronger communities
- ✓ Empower people to take back control

Type of investment:

Planning



Sowerby Park & Sports Village, Sowerby


pedal

Over the next decade, the intention is to support Clacton to become a town that feels safer, more confident and more connected. A town where people choose to spend time, where local businesses can grow, and where residents can shape the future of their neighbourhoods.

Clacton has strong community spirit and a coastline, heritage and identity that remain powerful assets. Yet the everyday experience of the Town Centre does not always reflect this. Concerns about safety, limited evening activity and persistent health and employment challenges shape how people move through the town and how they feel about it. Many residents spoke about wanting a more vibrant centre: somewhere with good places to meet, eat and relax, with a stronger offer for families and young people.

The Pride in Place programme provides the platform to respond to these priorities in a coordinated and locally-driven way. It will help bring together public realm improvements, support for local enterprise, skills development, community-led activity, and healthier, more active lifestyles. These changes reinforce one another: safer and more animated streets draw more people in; greater confidence encourages business to invest; and stronger local opportunity helps residents stay, work and build lives here.

This is about building on bubbling regeneration momentum that is already underway, while placing residents at the centre of how change happens and ensuring improvements are visible, meaningful and lasting.

05 Alignment With Other Programmes and Investments


Coca-Cola

Alignment with Existing Programmes and Strategic Integration

The proposed Pride in Place activity for Clacton-on-Sea represents a carefully considered approach that builds upon and amplifies the substantial foundation of existing investments, masterplanning work, and community-led initiatives already underway, co-ordinated under the 'Love Clacton' brand. This strategic alignment ensures that new interventions complement rather than compete with established programmes, creating a cohesive framework for regeneration that maximises impact across the three core objectives of Thriving Places, Stronger Communities, and Taking Back Control.

Building on Local Regeneration Fund and Community Regeneration Partnership (CRP) investments

The existing Local Regeneration Fund and CRP programmes are underway and will establish crucial infrastructure for Clacton's regeneration, providing an essential foundation upon which the Pride in Place can build. The £3.8 million Public Realm improvements currently in development, with particular focus on the 'town square' at the junction of Pier Avenue, Station Road and West Avenue, directly address community concerns about anti-social behaviour and public safety that emerged consistently in consultation feedback. The Pride in Place activity will complement these physical improvements by furthering investment in Town Centre public realm, expanding the geography of the work and delivering a Town Centre wayfinding strategy and upgrades. Community priorities around safety that have been revealed through this work will be directly addressed by Pride in Place investments building on the existing Police Fire and Crime Commissioner Safer Streets Programme's CCTV expansion. This initiative focuses on upgrading monitoring quality and maintenance of current systems to ensure optimal performance. A dedicated community co-design and stewardship plan will ensure that community needs continue to be prioritised through this work.

The £550,000 shopfront grants programme, which is already oversubscribed, demonstrates tangible progress in transforming the visual character of the



Carnavon Terrace, which will deliver 1,310 sqm of flexible mixed use space alongside a new multi-storey car park

Town Centre. This investment aligns perfectly with the Pride in Place emphasis on supporting local economic vitality and community pride. Our proposed activity will extend this impact by extending works to the upper parts of heritage parade buildings, developing a design guide which creates a compelling vision and guidance for the shopfronts, introducing Article 4 enforcements to better control proposals, and exploration of the potential to include training / upskilling programmes to deliver upgrades, ensuring that aesthetic improvements translate into both increased footfall and economic activity. The proposed vacant units activation programme will further address decline in the Town Centre, creating space for local entrepreneurs and improving perceptions.

CRP funded projects such as the Micro-Venue/ Seafront Arts project, repurposing a disused toilet block with £900,000 of investment, and re-purposing scheduled ancient monument, Martello Tower E, into cultural, event or visitor venue exemplifies the kind of creative asset utilisation that the Pride in Place seeks to replicate and scale. These projects' focuses on transforming underused assets into community and cultural spaces provide a tested model for similar interventions, which could be explored further through the proposed Town Centre Uses Study.

The substantial investment in the Civic Quarter represents Clacton's most significant regeneration anchor, with £3.1 million from the Local Regeneration Fund and £7.9 million from Essex County Council transforming the existing library into a multi-partner skills and learning centre. This development directly addresses the area's challenges with high unemployment and low educational attainment, creating a cornerstone for the "Stronger Communities" objective within the Pride in Place framework.

The Carnarvon Terrace development, delivering 28 new apartments, 300 public parking spaces, and 1,310 square metres of flexible commercial space with £17.67 million in grant funding, creates significant opportunities for neighbourhood-level activation. Changes on this site will support the transformation of the Town Centre into a safe and lively place, directly complementing the central ambitions of the Pride in Place investments.

Local support for culture

The ongoing development of a refreshed, action-focused spatial masterplan for Clacton Town Centre provides the strategic framework within which Pride in Place activities can operate most effectively. This masterplan's focus is 'culture-led' and will support the repurposing of vacant buildings aligning closely with community feedback and calling for more independent shops and cultural activities.

The masterplan's emphasis on public and private sector collaboration provides a template for how Pride in Place funding can leverage additional investment and create sustainable models for ongoing community asset management. This approach ensures that neighbourhood-level interventions contribute to rather than duplicate the strategic vision being developed.

Artist's sketch of the Clacton Civic Quarter development



Artist's impression of Carnavon Terrace



leadership that make places genuinely thrive.

The recently announced ACE Creative People and Places funding award will bring additional vibrancy to the proposed Pride in Place events programme, including the appointment of a coordinator to deliver regular cultural activities, music events,
and pop-up markets throughout the Town Centre and its associated green spaces. Together these programmes will activate spaces during daytime and evening hours to boost footfall and vibrancy.

These combined, multi-layered efforts to transform the future of Clacton's Town Centre will be further supported by a comprehensive marketing strategy to re-brand and promote Clacton's tourism offer, showcasing attractions, events, accommodation, and dining options through coordinated digital
and traditional campaigns, building on the existing Discover Clacton platform.

Investing in healthy places

Proposals under the Pride in Place 'Healthy' theme, including the Active Journeys and Places Programme and Sports and Activity Grants, directly complement wider investments in making Clacton a healthier place to live, including the next stage of an Active Wellbeing Centre and All Wheels Park at Clacton Leisure Centre (CRP), new Bus Infrastructure & Community Transport Buses and a contribution towards an Urgent Treatment Centre and primary care facility at
Clacton Hospital. These initiatives also align with Sport England's Place Partnership, which seeks to position Tendring as an Active Wellbeing destination and foster positive, enjoyable experiences of physical activity for children and young people.

Alignment with regional and national priorities

The Pride in Place activity operates within the broader context of the Government's national missions, complementing national investments with hyper-local initiatives that ensure national policy translates into tangible improvements in residents' daily lives. This approach recognises that successful regeneration requires both strategic investment in key infrastructure and support for the community networks and local

The emphasis on community empowerment and grassroots initiatives within the Pride in Place framework aligns with broader national policy directions around devolution and community ownership, ensuring that Clacton's regeneration contributes to wider policy learning and best practice development.

Maximising impact across programmes

By building upon rather than duplicating existing investments, the Pride in Place activity creates opportunities for genuinely sustainable impact that extends beyond the funding period.

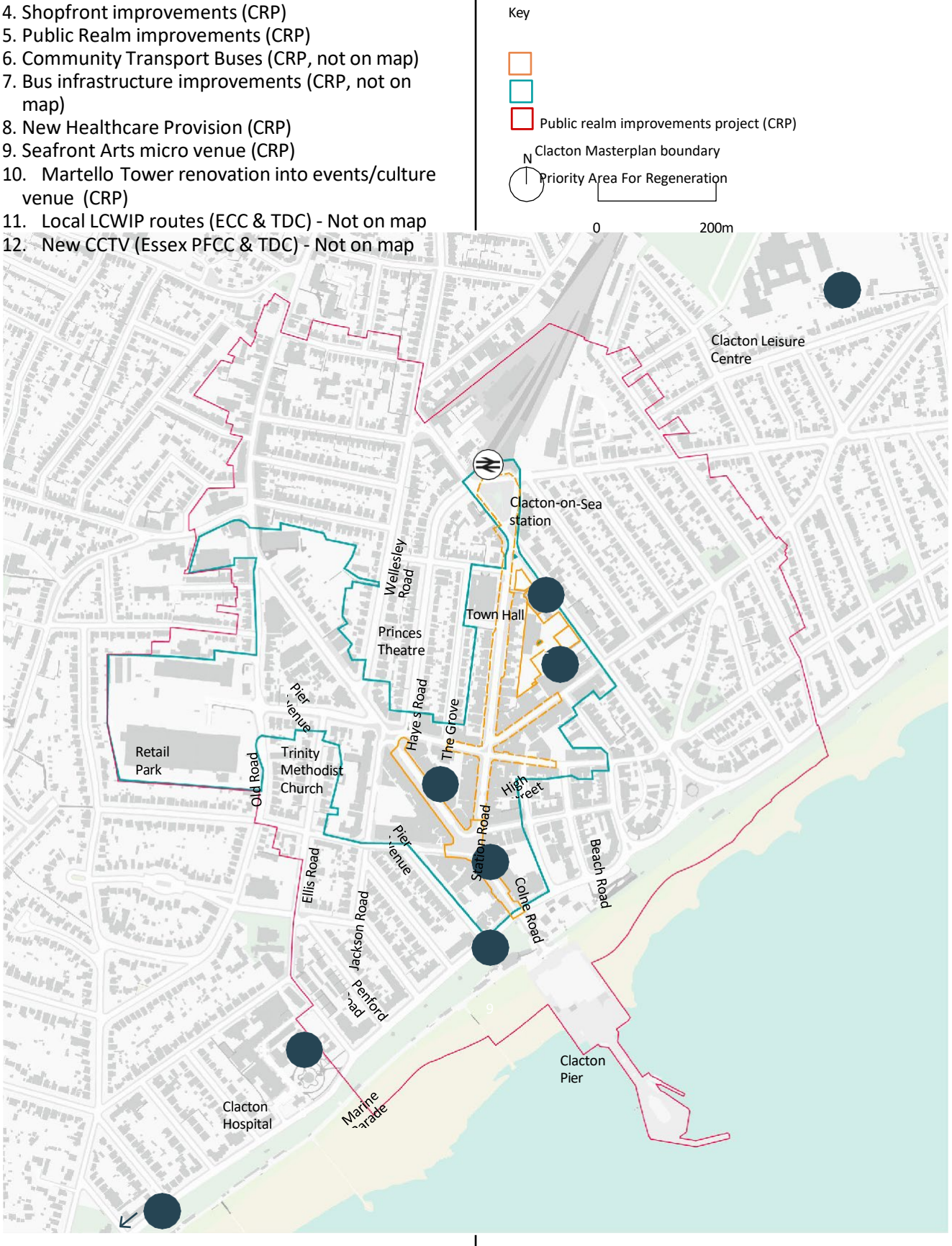
Physical improvements funded through Local Regeneration Fund and Community Regeneration Partnership investments, among others, provide the foundation for community activities that can continue with minimal ongoing public subsidy.

This integrated approach ensures that the substantial public investment already committed to Clacton's regeneration achieves maximum impact through the addition of community-led programming, stewardship, and activation that transforms infrastructure into genuinely thriving neighbourhood assets. The result is a regeneration approach that combines strategic investment with grassroots energy, creating the conditions for long-term, sustainable transformation that genuinely serves the community's expressed priorities and aspirations.

To ensure the fund's long-term viability and purpose, it is also critical to ensure that this fund supplements, rather than supplants, existing funding streams. All programmes must continue to meet their financial obligations, preventing this fund from becoming a mechanism for off-loading costs or initiatives from their respective budgets.

Ongoing initiatives

1. Civic Quarter - Carnavon Terrace (community space, homes and car park) (LRF)
2. Civic Quarter - Library (LRF)
3. Active Wellbeing Centre (CRP)
4. Shopfront improvements (CRP)
5. Public Realm improvements (CRP)
6. Community Transport Buses (CRP, not on map)
7. Bus infrastructure improvements (CRP, not on map)
8. New Healthcare Provision (CRP)
9. Seafront Arts micro venue (CRP)
10. Martello Tower renovation into events/culture venue (CRP)
11. Local LCWIP routes (ECC & TDC) - Not on map
12. New CCTV (Essex PFCC & TDC) - Not on map



06

Match Funding and Leveraged Investment


LLOYDS BANK
GEO'S
Let us

A Coordinated Investment Strategy

Clacton's long-term regeneration relies on a coordinated investment strategy that combines public funding, attracts private capital, and engages charities, individuals, and other partners. This section sets out how we will secure and maximise these opportunities, using our £20m Pride in Place investment as a catalyst and match-funding source to unlock further investment and deliver sustainable, inclusive growth for Clacton.

Public sector alignment

UK Government funding

Clacton has already secured significant funding for projects outlined earlier in this Vision. We will build on this success by using Pride in Place investment to match-fund and scale these initiatives, extend their delivery over a longer timeframe, and amplify their impact on the town's economy and community.

Essex Mayoral Investment Fund

Greater Essex will establish a Mayoral Combined County Authority (MCCA) in early 2026, bringing a new multi-million-pound, 30-year Mayoral Investment Fund and devolved budgets dedicated to strategic projects that create jobs, improve skills, deliver housing, and enhance transport. We will ensure our priority projects, spanning transport, housing, skills, and economic growth, are aligned where relevant with the MCCA's objectives to secure funding from this new and potentially transformative source.

Ahead of the MCCA launch, the interim Local Transport Plan for Essex already identifies priority projects for Clacton that align with our Vision, including rail station upgrades, Town Centre pedestrian and cycle improvements, and enhanced train services.

Government, Great British Railways, Network Rail and Transport East

We will champion investment in the rail network to achieve two trains per hour between Clacton and Colchester. Improved connectivity both helps reduce transport related social exclusion. It will also make Clacton a more attractive place for young, ambitious people to live, supporting access to education, training, and employment while strengthening the local economy. A compelling evidence case for this has been set out by Transport East.

Arms-Length bodies

We will continue to work with major funders such as Arts Council England, Historic England, National
Lottery Heritage Fund, and Sport England -

leveraging both existing partnerships and competitive grant opportunities. Tendring is already a priority area for these

organisations, and their support and expertise is critical to achieving our ambitions, including:

- Supporting our creative sector to help restore pride in place
- Removing Clacton's conservation area from the national "at risk" register
- Tackling childhood obesity and anti-social behaviour through Sport England initiatives

Freeport East investment

We will position Clacton's projects within Freeport East's investment strategy, which benefits from retained business rates projected at around £200 million over 25 years for reinvestment locally. Freeport East's priorities - skills, employment, infrastructure, and growth - closely align with ours. With targeted skills development and improved access to opportunities, Clacton can become a vital contributor to Freeport East's success.

Local Authority partners

We will collaborate with Tendring District Council, Essex County Council (and the future unitary authority), as well as health and education partners, to co-fund strategic schemes and invest in key assets (the public estate) and infrastructure that underpin Clacton's regeneration.

Delivery readiness

To maximise these opportunities, we will maintain a robust pipeline of projects, including those emerging from the Clacton masterplan, and develop costed business cases to ensure we are ready when funding windows open. Working with Tendring District Council as the Accountable Body, we will uphold strong governance and assurance frameworks that meet all funding criteria.

Private sector engagement

Current private sector investment

Since 2018, Clacton Pier has made substantial investments in upgrading and expanding its facilities, continually enhancing its visitor offer. More recently, Parkdean Resorts announced a £5 million investment in its Clacton holiday park, introducing new amenities including escape rooms.

These developments demonstrate strong confidence in Clacton's visitor economy. Our challenge, and opportunity, is to replicate this momentum across the wider town, attracting similar levels of private sector investment to diversify and strengthen the local economy.

Masterplan

To support this Tendring District Council is developing a masterplan that will provide a strategic framework that reduces uncertainty and builds confidence for investors. It will set a clear vision for Clacton Town Centre with long-term objectives, and infrastructure, giving investors clarity on future opportunities. It should also help highlight zones, helping businesses align their plans with local priorities. It will also de-risk investment by providing certainty on planning policy, design standards, and environmental considerations, reducing time and cost for developers, and promoting market confidence.

Regeneration Plan and communications

Alongside the masterplan our Regeneration Plan and communications strategy will demonstrate that we, alongside local authorities and other partners are investing in skills, and place-making. This signals our long-term commitment, reassuring private investors and creating opportunities for co-investment and shared risk.

We are also committed to celebrating and promoting private sector investment through the Love Clacton website and campaign. A recent example is Mayfield Place, a beautifully restored Victorian building transformed into a luxury residential development.
Formerly part of the town's Civic Centre and located opposite the library redevelopment site, Mayfield Place exemplifies the quality and ambition we support. We are actively working with the developers to promote the newly launched phase to potential buyers and investors.

Clacton is also being promoted by our local authority partners through the Greater Essex Property Market Review, which is featured at UKREiiF to attract property developers and investors and position Greater Essex as a leading investment destination.

Business networks and support

We are supporting Town Centre businesses through property improvement grants, encouraging joint responsibility for the upkeep of the area. We will explore a co-designed Business Charter to formalise mutual commitments, fostering confidence and a supportive environment for private sector investment.

Clacton also benefits from a small but strong engineering sector. With the support of our MP, we aim to work closely with these businesses to strengthen workforce development and recruitment, creating a foundation for wider private sector investment.

Urban extension developments

We will collaborate with the local authorities to maximise opportunities arising from new developments on the town's periphery, ensuring growth benefits the wider economy.

Harnessing community and voluntary sector investment

At the heart of our vision is the significant contribution - financial, human, and operational - of the voluntary and community sector (VCS). Recent local analysis highlights its scale, with the Essex Community Foundation estimating that this sector injects approximately £80.4 million annually into Tendring through funding, services, and volunteer effort.

With hundreds of organisations serving thousands of residents, the VCS in Tendring represents a vibrant and diverse network, supporting people from all walks of life. It is a dynamic force for inclusion, wellbeing, and community resilience.

We will actively leverage local skills, volunteer time, and shared resources to deliver our vision. For example, our Vacant Units Programme will encourage inclusive businesses and social enterprises to take root in the town, creating opportunities for community-led regeneration.

Our Board brings expertise and networks that can unlock these opportunities and attract additional charitable and philanthropic funding. This includes the Local Infrastructure Organisation, Community Voluntary Services Tendring (CVST), who have

been delivering leadership, support, advocacy and capacity building for and with the VCS for over 50 years. CVST has supported 110 VCS organisations to access funding of over £5 million over the past 5 years and by combining local knowledge with strategic partnerships, we aim to maximise the social and economic impact of every investment. National Lottery funding of almost £500,000 has been awarded to CVST which will enable them to continue this work until 2028.

By aligning our Pride in Place funding to other public funding, creating investor confidence, and engaging the community and voluntary sector, we believe Clacton can unlock transformative regeneration.





The Cafe
IS
OPEN

07 Community and Stakeholder Engagement



Community Leadership and Stakeholder Engagement Framework

Our Town Board's approach to community engagement and stakeholder involvement represents a fundamental shift from traditional top-down regeneration models, establishing sustainable mechanisms for genuine community ownership throughout the ten-year funding period. This framework builds upon the substantial foundation of existing community consultation and engagement already undertaken, whilst creating new structures that ensure local voices remain central to decision-making as programmes evolve and mature.

Town Board Membership and Leadership Structure

The Clacton Town Board brings together a carefully balanced representation of local expertise and community leadership, with independent Chairman George Kieffer providing business expertise in place partnership development alongside elected representatives from multiple tiers of government. This multi-level political representation, including Leader and Ward Councillor, Mark Stephenson, and Deputy Leader, Ivan Henderson, from Tendring District Council, Essex County Council Deputy Cabinet Member, Lesley Wagland, Essex Police, Fire and Crime Commissioner, Roger Hirst, and Member of Parliament, Nigel Farage, ensures that neighbourhood-level initiatives can connect effectively with strategic policy frameworks and secure ongoing institutional support.

Our Board's community sector representation through Lisa Andrews of Community Voluntary Services Tendring, provides direct connection to grassroots organisations and voluntary sector networks that emerged as priorities in community consultation feedback. This expertise in community engagement and service delivery ensures that regeneration initiatives build upon rather than duplicate existing community assets and networks.

Educational representation through Executive Headteacher Neil Gallagher of Clacton County High School addresses community consultation priorities around skills development and youth opportunities, whilst health sector expertise through Laura Taylor-Green, Director of North East Essex Health and Wellbeing Alliance, ensures that regeneration initiatives support broader community wellbeing objectives identified through consultation processes.

Our Board's economic development expertise combines private sector leadership through Billy Ball, Co-owner of Clacton Pier and Chairman of the Clacton Coastal Tourism Group, with Craig Newnes,
Managing Director of CGN Restaurants Ltd, providing practical insights into local business conditions and tourism economy opportunities. This representation ensures that business development initiatives reflect real market conditions whilst supporting community priorities for more independent trading opportunities.

Cultural sector representation through Theatre Manager Rob Mitchell-Gears of West Cliff Theatre provides expertise in community programming and cultural development that directly addresses consultation feedback calling for more diverse
evening economy and family-friendly cultural offerings. Academic expertise through Dr Emily Murray, Director of the Centre for Coastal Communities at University
of Essex, ensures that regeneration approaches are informed by evidence-based practice and coastal community research.

This diverse membership structure creates authentic community leadership that can navigate between different stakeholder interests whilst maintaining focus on shared regeneration objectives. Our Board's leadership model

emphasises collaborative decision-making that draws upon each member's sector expertise whilst ensuring accountability to broader community priorities identified through consultation processes.

– The shopfronts improvements and upper frontages programmes will identify opportunities for training and upskilling programmes, allowing construction

Distinctive ways of working beyond Local Authority models

Our Town Board operates with deliberate distinction from traditional local authority approaches, embracing more flexible and responsive approaches that reflect community priorities rather than institutional processes. This includes shorter decision-making cycles that allow rapid response to emerging opportunities and community-led priorities.

The Pride in Place development work to date has also established a Youth Board as a shadow to our Town Board that specifically invites local young people to participate in the process of shaping the future of their place. This Board is intended to continue through the delivery stages of the programme, and its role will be expanded through a Youth Board participatory budget, divesting control of a defined budget so that participating young people can see the direct results of their work.

Securing buy-in from local businesses, civil society, and communities

The strategy for securing sustained engagement across Clacton's diverse stakeholder community builds upon existing consultation feedback whilst creating ongoing mechanisms for involvement that evolve with the regeneration programme. Recent business and residents' surveys generated 70 business responses and over 600 resident responses, with approximately half of businesses expressing interest in joining a business group and ongoing consultation, providing a strong foundation for structured engagement.

Each project has been considered in terms of the wider opportunities for engagement and community wealth-building that it can deliver:

– The proposed public realm programme includes a specific community co-design and stewardship plan, to safeguard community voice in the next stages of project development and delivery. We are looking at options to recruit a Community Action Group of proactive residents to coordinate volunteer activities such as litter picking, planting and Town Centre improvements, meeting monthly or bi-monthly

works to be delivered locally and support jobs in the local economy.
- The Sports and Activity Grants will invite and fund direct proposals from local associations, supporting existing local groups to take control of their own priorities.

Civil society engagement builds upon the strong foundation of community groups and voluntary organisations already active in Clacton, many of whom contributed to consultation processes that identified priorities around community safety, cultural programming, and support for vulnerable residents. Strategic partnerships will be established with organisations including Clacton Arts Centre (who currently operate music events and an art gallery in the Town Centre) and CVS Tendring, leveraging existing community capacity, enabling cultural programming, and supporting recruitment through established networks.

Community buy-in strategies recognise that sustained engagement requires both accessible entry points for involvement and meaningful opportunities to influence outcomes. The aim is to establish a core group of proactive individuals from both the business community and residents who are committed to activating and improving the Town Centre. While initially establishing separate business and resident engagement structures to ensure appropriate representation, natural crossover is envisaged over time, creating a collaborative network with the skills, local knowledge, and enthusiasm to help deliver projects.



Youth Board engagement

A Town Centre Business Board of 8-12 representatives from across different sectors and locations will meet in line with the Town Board to review programme progress, act as champions for projects, and provide on-the-ground intelligence about Town Centre needs. Drawing from businesses who expressed interest in ongoing involvement, a broader Business Consultation Group will participate in workshops on specific proposals and provide feedback on draft plans before formal decision-making.

To ensure broader resident representation, a Residents' Panel (15-20 members) reflecting Clacton's diversity will meet quarterly to discuss programme priorities, participate in consultation workshops, and ensure community voice is embedded in decision-making processes. This includes regular 'community conversations' that maintain dialogue between formal decision-making cycles.

Intervention delivery methodology

Our Board's approach to delivering interventions prioritises community ownership and local capacity building, ensuring that projects strengthen rather than undermine existing community assets and networks. This methodology builds upon lessons from current Local Regeneration Fund investments, where physical improvements like the Public Realm enhancements and Civic Quarter developments provide foundation infrastructure that requires community programming to achieve full impact.

Delivery partnerships combine professional expertise with community knowledge, ensuring that interventions are technically sound whilst remaining responsive to local priorities and conditions. This includes working with established community organisations to deliver programming within improved public spaces, supporting local procurement for regeneration projects where possible, and creating apprenticeship and training opportunities that build local skills whilst delivering needed improvements.

The intervention delivery model emphasises iterative development, with regular review and adaptation based on community feedback and changing local conditions. This approach recognises that effective neighbourhood regeneration requires flexibility to respond to unexpected opportunities and challenges, whilst maintaining accountability to agreed strategic objectives and community priorities.

Quality assurance processes ensure that community-led delivery maintains high standards whilst avoiding bureaucratic barriers that might discourage grassroots initiative. This includes peer review mechanisms where successful projects provide mentoring to new initiatives, shared learning events that spread effective practice across different intervention areas, and celebration of community achievements that builds momentum for ongoing engagement.

Ongoing engagement and consultation throughout delivery

The commitment to sustained community engagement extends beyond initial consultation periods, establishing ongoing mechanisms that ensure the Pride in Place programme remains responsive to evolving community needs and opportunities throughout the ten-year funding period. This includes regular 'temperature check' surveys to provide ongoing feedback on intervention effectiveness, building upon consultation methods that have already identified clear priorities around, for example, public space improvements and community safety. This ongoing engagement ensures that successful initiatives can be expanded whilst less effective approaches can be adapted or replaced without lengthy bureaucratic processes. Similarly, the ability to address any concerns raised through these processes will be made possible through a combination of responsive council services and potential deployment of later stage Pride in Place funding.

In addition to specific consultation and engagement activity, it will be crucially important to carry out effective communications through the Love Clacton brand and campaign to ensure the wider community is kept informed, updated, and can feel ownership of activities and part of achievements carried out through the Pride in Place programme. This communications approach will aim to change the narrative around Clacton by celebrating existing strengths and inviting participation in positive change. Using local voices and stories across multiple channels including social media, local press, and shop window posters, this asset-based approach will enable residents and businesses to act as ambassadors for Clacton and champion the change happening, creating a positive feedback loop where visible improvements inspire greater involvement.

The ongoing approach to engagement recognises that different community members prefer different



Town Board visioning workshop



Community engagement



Stakeholder engagement workshop



Youth Board engagement

ways of providing input, maintaining multiple channels including online platforms, face-to-face meetings, informal conversations at community events, and partnership with existing community groups and networks. This approach ensures that engagement remains genuinely inclusive rather than limited
to those comfortable with formal consultation processes.

Feedback mechanisms include both formal evaluation processes and informal community intelligence gathering, recognising that the most valuable insights often emerge through everyday conversations and observations rather than structured surveys alone.
Community ambassadors and neighbourhood champions will provide ongoing connection between our Board and different community networks, ensuring that diverse perspectives continue to inform decision-making throughout the delivery period.

Building sustainable community ownership

By embedding community engagement as a core component of intervention design rather than simply a consultation requirement, our Board will ensure that regeneration investments create lasting strengthening of community networks and local capacity rather than dependence on external support. This approach transforms the traditional relationship between communities and regeneration programmes, positioning residents as active partners in shaping their neighbourhood's future rather than passive recipients of external investment.

Images above: engagement events undertaken as part of the Regeneration Plan development, led by CVST and We Made That

08 Governance


CLACTON TOWN H
CLACTON
LOVE
THE COAST
DC19 EPF
SIMPLY
ICONS

Clacton Town Board Governance

Our Town Board was established in March 2024 to create a strategic regeneration plan for Clacton, as part of the Government's Pride in Place Programme. Our membership draws representation from across the private, public and voluntary/community sectors that are active in the Town.

Our Board operates under a formal Terms of Reference, approved by MHCLG, setting out their role, regularity of meetings, communication protocols and approach to decisions.

All Board Members have declared their ongoing interests in matters that could conflict with their role as Board Members, and these are lodged with the Accountable Body's Monitoring Officer. At Board Meetings there is a strong approach to avoiding conflicts of interest occurring and Board Members are asked to leave the meeting when such conflicts would otherwise occur.

Our Code for Board Members adheres to the Seven Principles of Public Life (Nolan Principles) - selflessness, integrity, objectivity, accountability, openness, honesty, and leadership. These principles guide all aspects of the Board's activities, from community engagement to funding decisions.

We benefit from having a Board Chair who is very experienced and clearly independent of sectoral influences. Our meetings are notified to the public through the Accountable Body's website where Board papers are shared publicly along with minutes of the meetings.

Where decisions need to be taken outside of Board meetings there is an adopted procedure that ensures Board Members have time to consider the issue and respond, and that the quorum for meetings of the Board is used as the normal bar to reach before decisions are made.

To date, we have created small task and finish groups of the Board to progress activity quickly outside of Board meetings. As we transition into the delivery phase, it is proposed that we establish dedicated working groups aligned to the three themes of this plan – *Safe & Lively, Prosperous, and Healthy* – supported by the new Programme Manager. Each group will develop its own delivery plan, which will report back into the Board.

Relationship with the Accountable Body

Decisions made in Board meetings are communicated to the Accountable Body, which publishes each decision to ensure implementation in line with legal requirements, value for money, and compliance with procurement rules. This process connects Board decisions with the actions of the Accountable Body, creating added value. Publishing decisions also promotes transparency in the Board's work.

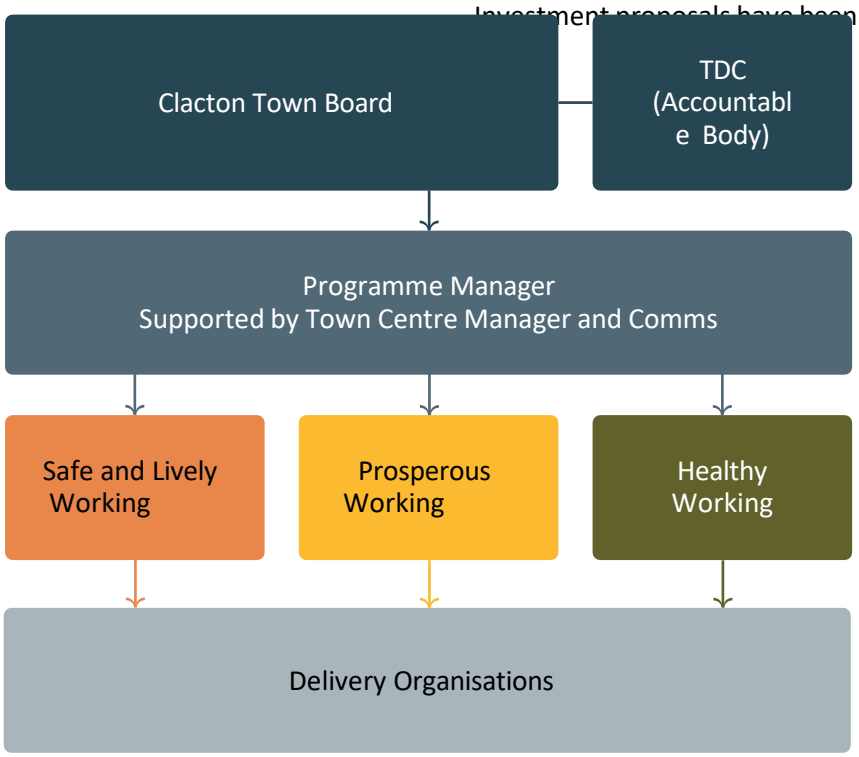
As responsibility shifts from managing capacity funding to delivering funds, a Memorandum of Understanding (MoU) will be developed between the Board

and the Accountable Body. This will detail procurement, programme management and relevant governance arrangements to ensure there is the optimal level of oversight of funds and expenditure. The MoU will build on existing documented approaches.

Project and programme management (Managing Public Money)

The MoU will clearly set out within the Board's investment appraisal, decision making and recommendations that ultimately will be presented to TDC as the Accountable Body ahead of any actions being taken, such as entering contracts.

Following on from the above, any spending / investment decisions recommended by the Board would be expected to be considered within TDC's own governance / decision making processes. This includes as necessary, the consideration of risk, value for money, social considerations, climate change impact, equality considerations, and a full financial analysis. Such reports also include a review and subsequent comment by TDC's Monitoring and S151 Officers



and a review by TDC's own Management 'Board'.

By following such an approach, associated decisions (along with monitoring) would be subject to TDC's wider governance framework that reflect a number of obligations / legal requirements that include financial procedure rules and reporting, performance reporting, procurement rules, property dealing rules, overview and scrutiny processes, audit, fraud and risk.

General oversight will therefore be 'built' on the successful application of existing effective financial and governance arrangements in place within TDC that are recognised by its External Auditor during its value for money review each year.

Agreement of investments

generated through extensive community and stakeholder engagement.

Assessing proposals

A framework has been developed to provide a clear, structured aid for assessing and prioritising future projects under Pride in Place, ensuring choices are grounded in evidence, aligned to Clacton's long-term ambitions and capable of being delivered
at pace. The framework will evaluate projects against:

- Strategic fit against 3 Vision Pillars and PIP objectives
- Alignment with local priorities and ongoing programmes
- Deliverability and readiness to proceed
- Community and stakeholder support (local legitimacy)
- Strategic impact including social, environmental, and economic impact

Delivery routes to market

The following routes to market will be considered under the Pride in Place Programme:

- Public sector partners (e.g. Tendring District Council, Essex County Council, NHS, Essex Police). Either direct delivery by TDC, or via a Grant Agreement with another public sector partner
- Private sector developers or operators, via procurement (ensuring compliance with Procurement Act 2023 and Subsidy Control Act 2022)
- Community organisations, through procurement, grants or service contracts
- Note that due diligence is undertaken on all third-party organisations, suppliers and community groups (see financial controls below)

A note on Local Government Reorganisation

Our Board is mindful that our governance arrangements will change during the first four-year investment plan period. We recognise that the process of Local Government Reorganisation, which sits at the heart of the Government's devolution agenda, will mean significant transformation of local government delivery in Essex, with plans for new Unitary Councils from April 2028. Amidst this critical but significant period of change, TDC officers will work closely with MHCLG and the Town Board to ensure continuity of support is maintained.

09 Assurance


Green
Flag
Award
2025/26

Assurance Mechanisms

Tendring District Council, as Accountable Body, ensures that the Pride in Place programme is delivered in line with Best Value standards and Managing Public Money principles through robust assurance mechanisms.

Best value

TDC has a statutory duty under the Local Government Act 1999 to secure continuous improvement in economy (minimising costs while maintaining quality), efficiency (maximum outputs from resources), effectiveness (achieving intended outcomes and programme objectives) and continuous improvement (learning and enhancing performance).

Managing Public Money

All funds are managed in accordance with HM Treasury's Managing Public Money guidance. This ensures regularity, meaning that expenditure complies with relevant legislation and funding conditions. It ensures propriety, with spending that is appropriate and maintains proper standards of conduct. Value for money is achieved through economical, efficient and effective use of resources. Clear accountability is maintained through clear responsibility for decisions and transparent reporting. Fairness is ensured through equitable distribution of funds across approved projects. All activities uphold the Seven Principles of Public Life (the Nolan Principles).

Key assurance mechanisms

The Section 151 Officer provides independent financial oversight and assurance throughout the programme. They sign off financial commitments before they proceed and apply management controls to mitigate the risk of fraud. The Section 151 Officer will be responsible for an annual Statement of Grant Usage to Government detailing how funds have been spent, along with an annual Assurance Letter confirming that proper financial administration has been maintained, governance transparency has been upheld, and all necessary checks have been applied.

They ensure that all processes are in place for proper administration of Pride in Place funding in line with Managing Public Money principles.

Financial controls

All expenditure complies with TDC Financial Procedure Rules throughout the programme lifecycle. Budget monitoring and reporting procedures are applied consistently, with procurement following TDC Contract Standing Orders and the Procurement Act 2023. Due diligence is undertaken on all third parties receiving funding or involved in delivery.

Comprehensive audit trails are maintained for all transactions to ensure full accountability and transparency.

Value for money

Value for money is demonstrated throughout the programme life cycle at three key stages. *Appraisal stage* - includes a comprehensive economic assessment to identify the best approach. Costs are benchmarked and benefits are quantified against costs to demonstrate value. *Delivery* - performance and budget monitoring track progress against targets, with variations subject to change control procedures. *Post-completion* - evaluations assess whether benefits have been realised. Value for money reviews compare actual costs and benefits against the forecasts and lessons learned are captured.

Monitoring and reporting

Regular monitoring, which will be undertaken alongside the Council's existing financial reporting arrangements, will provide assurance that the programme is on track. Bi-monthly reports to the Town Board cover financial progress, delivery status and outcomes achieved. Reporting to Government is provided as per the requirements set out in the funding agreement. Annual public reporting ensures transparency and accountability to the community. Performance is measured against the three Pride in Place objectives of thriving local economy, stronger communities and taking back control. Community feedback is actively captured and reported to ensure the programme continues to reflect local priorities and delivers the intended benefits.

Risk and fraud oversight

A comprehensive Risk Register is being developed and will be maintained and reviewed quarterly, with escalation protocols to the TDC Management Team and Audit Committee.

Audit

Internal audit provides independent assurance through reviews of financial controls, governance arrangements and compliance with regulations. Audit recommendations are tracked and implemented to strengthen controls and address any identified issues. Independent assurance is provided as required by the Government funding agreement.

TDC ensures Best Value through robust financial controls, value for money assessment at all project stages, continuous performance monitoring and transparent reporting. The Section 151 Officer provides annual assurance to Government that funds are managed in line with Managing Public Money principles with proper administration, fraud controls and governance in place.

Glossary of Terms

ACE: Arts Council England

API: Application Programming Interface

ASB: Anti-Social Behaviour

BID: Business Improvement District

BUA: Built Up Area

CCTV: Closed-Circuit Television

CIC: Community Interest Company

CRP: Community Regeneration Partnership

CVST or CVS Tendring: Community Voluntary Services Tendring

ECC: Essex County Council

EPA: Environmental Protection Act

EV: Electric Vehicle

FAQ: Frequently Asked Questions

F&B: Food and Beverage

GP: General Practitioner

GVA: Gross Value Added

HSRA: High Street Rental Auctions

IMD: Index of Multiple Deprivation

LB: London Borough

LCWIP: Local Cycling and Walking Infrastructure Plans

LOTS: Living Over the Shops

LRF: Local Regeneration Fund

LSOA: Lower Super Output Area

MHCLG: Ministry of Housing, Communities and Local Government

MCCA: Mayoral Combined County Authority

MoU: Memorandum of Understanding

NEE: North-East Essex

NEETs: Not in Education, Employment or Training

PFCC: Police, Fire and Crime Commissioner

PiP: Pride in Place

SMEs: Small and Medium-sized Enterprises

Sqm: square metre

S151 Officer: Section 151 Officer

TCM: Town Centre Manager

TDC: Tendring District Council

UKREiiF: The UK's Real Estate Investment and Infrastructure Forum

UKSPF: UK Shared Prosperity Fund

VCS: Voluntary and Community Sector

VCSE: Voluntary Community Social Enterprise

VOSEs: Voluntary Organisations and Social Enterprises


CLACTON PIER
THE BIG DAY OUT BAND
DEAL INCLUDES
1 ENTRY TO JURASSIC PIER
SUBJECT TO HEIGHT & SAFETY RESTRICTIONS
5 VIDEO GAME CREDITS
PRIZE FACTORY
50 ARCADE PRIZE TICKETS
WHAT'S ON?



Thank you,

The Clacton Town Board

LOVE CLACTON

Working with:

We Made That

prd

CVST