**A SUSTAINABLE COMMUNITY
STRATEGY FOR TENDRING**

A Sustainable Community Strategy for Tendring

Tendring Together

Partner

The Members of the Tendring LSP

Executive Board

- **Tendring District Council**
- **Essex County Council**
- **Tendring Community Voluntary Services**
- **Essex Federation of Small Businesses**
- **Learning and Skills Council**
- **Essex Police**
- **Colchester Institute**
- **North East Essex Primary Care Trust**
- **Tendring District Association of Local Councils**

Associated Members

In addition there are around twenty other organisations who play an active role in the work of the Partnership.

Foreword

It gives me great pleasure to be able to introduce the Sustainable Community Strategy for Tendring as the Chairman of the Local Strategic Partnership, which has been responsible for its preparation.

We are fortunate locally to have a range of dedicated and enthusiastic partners who are committed to working together.

Our agenda is to address the key strategic issues likely to affect the future of the District over the next ten years.

The Strategy describes what those issues are – both nationally and locally driven - our vision of what Tendring could be like in 2016 and how we intend to translate our proposals into actions on the ground.

Like any district we have a range of service delivery challenges which reflect the public's day to day concerns – is their neighbourhood safe, clean and attractive? Are local schools and health facilities satisfactory?

These challenges cannot be dealt with by organisations working in their silos. Solutions need to be more joined up and citizen focussed.

Looking ahead we see the opportunity to manage and shape the future building on our strengths, including amongst other things - an attractive range of diverse settlements, a natural environment of international importance, an international gateway port, an extensive coastline and an excellent climate.

We need to work on raising the skills level of the workforce, attracting new inward investment, stimulating the regeneration of areas in need of redevelopment, tackling the risks to personal health and giving young people the best start in life.

The Partnership will be judged on whether we make a difference in these areas by being bold and ambitious, but also being realistic and focussed about what is achievable within our collective resources and the new funds and private sector enterprise and skills we intend to tap into.

I commend the Strategy to you and would like to express my appreciation to all those individuals and organisations across the District and beyond who have contributed to its contents.
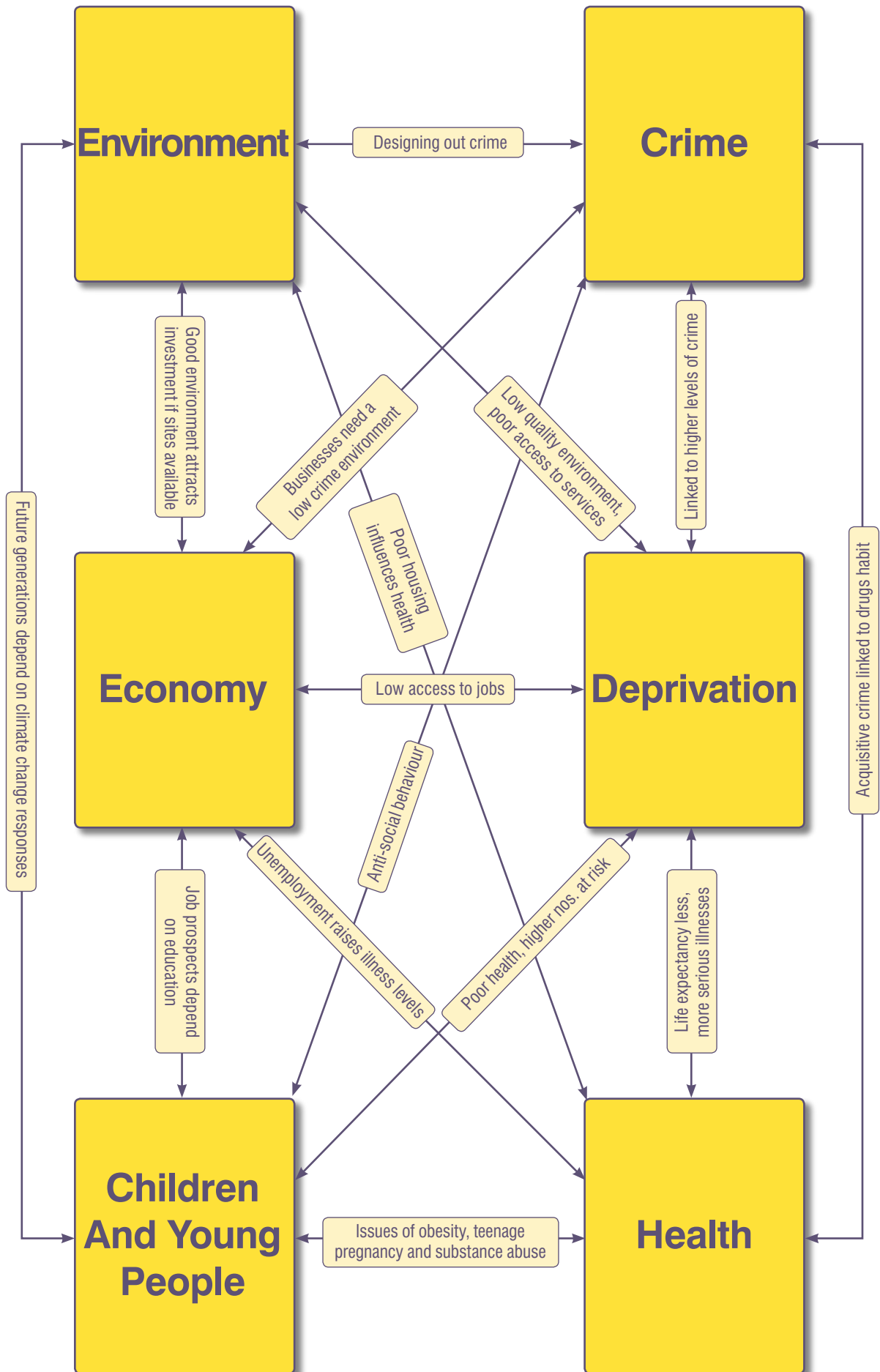
We see a great future for the District and we hope you will join us in turning our vision into reality.

David Lines
Executive Leader, Tendring District Council
Chairman of the Local Strategic Partnership

The connections between the six themes

Environment

Designing out crime →

Crime

Good environment attracts investment if sites available

Businesses need a low crime environment

Low quality environment, poor access to services

Linked to higher levels of crime

Future generations depend on climate change responses

Poor housing influences health

Acquisitive crime linked to drugs habit

Economy

← Low access to jobs →

Deprivation

Anti-social behaviour

Job prospects depend on education

Unemployment raises illness levels

Poor health, higher nos. at risk

Life expectancy less, more serious illnesses

Children And Young People

← Issues of obesity, teenage pregnancy and substance abuse

Health

Executive Summary

- The Sustainable Community Strategy looks ahead to what the District could be like in 2016 through the actions of the key organisations represented on the Local Strategic Partnership working together.

- Community planning involves a joined-up approach to the so-called "wicked issues" across the District such as crime, health, the environment and deprivation which no one organisation can solve on its own.

- The Tendring Local Strategic Partnership was formed in 1998 and has recently reviewed its organisation and ways of working to ensure that it is fit for purpose. It is the "partnership of partnerships" in the eyes of the government.

- The Sustainable Community Strategy is based on a number of key inputs including:

- The views of the public;

- Evidence about the key characteristics of the District;

- Government policies and guidance against which the key organisations have to deliver either individually or working together;

- The shape of things to come – external influences, most notably climate change, will influence and shape the future policy agenda;

- Ensuring that the partners have a shared understanding of the dynamics of change locally and the direction of travel we want to follow; and

- Focusing on key issues and outcomes – taking actions which will make a real difference to the quality of life of local residents.

- In the future there will be a greater need for community leadership reflecting the different needs of individuals and communities. A "one size fits all" approach will not be appropriate.

- Some of the key interventions will need to recognise that prevention is better than cure and changing attitudes and personal behaviour requires new ways of engaging with the public and actions at an early stage for those at risk of crime, family breakdown or substance abuse.

- The Vision has taken into account the opportunities to bring about change in different settings with different audiences and new ways of working together with new sources of finance.

- Part 4 of the document paints a picture of what Tendring could be like in 2016. The steps necessary to achieve the Partnership's aspirations and appropriate milestones have been identified in the proposals.

- There are five Ps to delivery:-

- The six **partnership** strategic themes set out below which have a geographical dimension in terms of:-

- The **places** where they will be delivered – the communities across the district;

- A **population** component – the groups they will affect;

- Creating a **prosperous** economy for the benefit of our residents;

- And looking to **posterity** – preserving and enhancing the District for future generations taking all aspects of climate change into account.

The six strategic themes are:-

Health – the population of the district is able to live longer, healthier lives less limited by long-term illness.

Economic Development – Tendring has a stronger and more dynamic local economy together with a skilled workforce.

Children and Young People – have an equal opportunity for a good start in life.

Crime and Disorder – keeping the District one of the safest parts of the country.

Deprivation – narrowing the gap between the most disadvantaged areas and elsewhere.

Environment – the attractive environment of the District is safeguarded for future generations.

- The actions taken under each theme are mutually reinforcing as the diagram opposite shows.

- For each theme, a lead co-ordinating organisation will be identified to develop a three year Action and Delivery Plan with annual delivery plans which will be regularly monitored by the Executive Board of the Local Strategic Partnership and the results reported annually at a Stakeholders and Community Conference.

Contents

Part 1 - Background to the Strategy

1.1
What Is Sustainable Community Planning?

1.1.1
Community Planning is concerned with finding "joined-up" solutions to the big problems and issues which impact on large numbers of the public on a regular basis. Health, education, the environment, employment and transport are concerns which affect every one of us. But these services have traditionally been delivered by a variety of agencies working in isolation to their own agenda.

1.1.2
It involves a process of bringing together public, private and voluntary sector agencies in a formal Local Strategic Partnership to find new ways of working more closely and effectively on these key issues.

1.1.3
The outcome of the process is a Sustainable Community Strategy which sets out a vision of how the District could be improved over a specific time scale – in this instance looking to 2016 and what initial targets and steps are needed to deliver the aspirations of the partners.

1.2
Why is it Important?
• Because no one organisation can solve these difficult and intractable problems on its own and the public do not recognise and understand the boundaries between organisations.
• Joined-up problems need joined-up analysis with partners sharing their information, knowledge and expertise.
• The greater the complexity of the issue the more sophisticated the response needs to be.
• With public sector funding coming under increasing pressure from both new demands and greater public expectations, it is essential to make the best use of all the partners' collective financial and other resources focusing them on the key issues.
• Public sector organisations find it difficult to focus on communities and neighbourhoods because they are organised around the provision of universal services but needs and priorities at a local level can be very different.

1.3
Whom does it involve?

1.3.1
The Tendring Local Strategic Partnership (LSP) is the strategic body responsible for community planning. It was first established in 1998 and has brought together some thirty organisations who have a key role to play in partnership working across the District.

1.4
What should be the role of the Local Strategic Partnership?

1.4.1
The Government's view is that: -
• LSPs should take the strategic lead in their locality as the "partnership of partnerships", co-ordinating and encompassing the work of all the different thematic partnerships such as those concerned with tackling crime and disorder or children's issues.
• LSPs have an increasingly important role in helping to deliver genuinely sustainable communities which are active, inclusive and safe; well-run; environmentally sensitive; well designed and built; well-connected; thriving; well-served and fair for every one. (See more details in Appendix "A")
• They should set up a solid evidence base of data seeking out trends and forecasts for the future.
• The LSP needs to drive the effective delivery of the Local Area Agreement (LAA) and the Community Strategy Action and Delivery Plan embracing the relevant parts of the LAA for Essex.

1.5
How has the Strategy been prepared?

1.5.1
The preparation of the Strategy has involved seven distinct stages:-

Stage 1. Data gathering to provide a profile of the District
1.5.2
This involves building up a key profile of the District and deciding where action is needed by comparing it with other similar and neighbouring areas, to highlight strengths that can be built on or weaknesses that need to remedied.

Stage 2. Gathering the views of the public

1.5.3

The evidence about the characteristics of the District needs to be compared with what the public consider to be important, how satisfied they are with the partners' current performance and how their expectations might change in the future.

Stage 3. Determining what the future might look like and the current national and local policy framework

1.5.4

It is essential to see what forces will shape the future, what forecasts, targets and plans already exist and where they will take us.

Stage 4. Developing a shared understanding

1.5.5

Sharing all the information about the District with partners' own perspectives enables a common view to be reached on the dynamics of change at play locally and the direction of travel.

Stage 5. Determining a long term vision

1.5.6

Having established where the District is heading, the partners need to agree the shape of their own vision for the future, which reflects local public needs and aspirations and opportunities which would otherwise go unrealised.

Stage 6. Identifying the aspiration gap

1.5.7

This stage is concerned with identifying how big the gap is between forecast needs and the partners' own aspirations, considering what actions are required to close it and whether the partners are able and equipped to do so.

Stage 7. Turning the vision into reality

1.5.8

Achieving the vision needs delivery mechanisms with appropriate realistic targets to measure performance and milestones to chart progress set out in an Action and Delivery Plan for the next three years.

1.6. Reshaping the Local Strategic Partnership

1.6.1

In January 2006 the partners agreed a number of measures to improve how the Local Strategic Partnership operates, reflecting the expectations of central government about the key role local government should play in the future in providing leadership to communities, particularly through the delivery of Local Area Agreements.

1.6.2

The Government has identified the following organisational characteristics of a "fit for purpose" Local Strategic Partnership:-

• Genuinely co-ordinates delivery in its area by drawing out those key priorities and actions which require a collaborative approach, developing a common set of performance measures across the partners to track improvements in the delivery of public services.

• Greater status locally in the light of greater expectations being placed upon it, moving from an advisory to a lead commissioning role in delivering solutions which are sufficiently sophisticated to deal with the complexity of the relationships and issues involved.

• Develops appropriate governance arrangements which are proportionate to the responsibilities and risks of the partnership. They should cover roles, membership and decision making between the partners, along with probity.

• Arranges to be able to give an account to, to be held to account by, or to take account of the community it serves as well as providing a means of redress. Establishing clear lines of accountability within and from the Partnership will provide a clear focus on agreed outcomes and support good performance. Effective Overview and Scrutiny should also form part of the accountability process.

• Has the capacity to deliver real change by ensuring that the right mix of skills and dedicated resources is available to the partnership.

1.6.3

Accordingly, the Tendring Local Strategic Partnership agreed to:-

• Hold an Annual Stakeholders and Community Conference;

• Set up a new Executive Board with appropriate governance and accountability arrangements;

• Make a "step change" in its delivery arrangements;

• Engage more closely with the other statutory partnerships in the District;

• Set up an electronic data warehouse to systematically collect, exchange and analyse partners' data on a regular basis;

• Prepare a Communications Plan; and

• To develop a "capacity building" programme for the Partnership.

1.6.4

Work is now well in hand on all these priorities.

Part 2 - The context for the Strategy

2.1
What does the future look like?

The level of growth

2.1.1
The Strategy is intended to look ahead to 2016 taking into account the impact of the Regional Spatial and Economic Strategies.

2.1.2
By 2021, it is anticipated that 8,500 new dwellings will be built in the District from a 2001 baseline and 20,000 jobs need to be created in Tendring and Colchester over the same period, of which over 1700 will be provided from the Bathside Bay Container Port when it comes on stream from 2013 onwards.

2.1.3
The population of the District is expected to grow from 147,000 in 2007 to around 159,000 in 2015 and 167,000 by 2020.

2.1.4
However, over such a timescale there will be other significant, economic, social and technological changes the implications of which need to be understood.

Societal trends and drivers of change

2.1.5
The Government has looked ahead to 2016 in a document entitled "All Our Futures" which seeks to predict the most likely global trends and drivers of change in society and the pressures they will create on government and localities.

2.1.6
It has concluded that a distinguishing feature of society in 2016 will be **differences between individuals and households:-**
- those with high skill levels and those without;
- those with property-related inherited wealth and those without;
- those who are fit and healthy and those who are not; and
- those in traditional households and those who are not;
  differences between communities:
  - those which are ethnically mixed and those which are not;
  - those with access to employment opportunities which match the new global economy and those without; and
  - those which are casualties of environmental pressures and those which are successfully responding to them.

2.1.7
The main ingredients for what society is likely to be like in ten years time are:-
- More households and more varied types of household;
- A more diverse society with, for example, more elderly and more disabled people, wider differences in household wealth and ethnic divides;
- Continued technological development and global economic change which will exacerbate the different life chances facing those at each end of the spectrum of educational attainment; and
- The impact of more "extreme" weather and growing environmental pressures ranging from land use to pollution.

2.1.8
The report concluded that three priorities stand out in the short to medium term:

Firstly, the particular importance of local political leadership in at least three respects:
- In providing the legitimacy for important decisions about regulation and between the competing needs and demands of different groups and communities;
- In securing support for and commitment to the changes in behaviour and lifestyles that are likely to be necessary to meet the environmental and other challenges that society will face;
- In bringing together and providing leadership for all the players in a locality.

Secondly, the fact that collaboration between organisations and the continued demolition of departmental and organisational silos will become more rather than less important over the next ten years.

Thirdly, to meet the challenges identified that will exist in 2016 greater citizen engagement with the structures of local governance is essential, not simply desirable.

2.1.9

Some of the predicted changes in more detail are set out in the Technical Appendices along with twenty four highly likely pressures on government.

2.1.10

On the basis of the Government's analysis the most important elements of a community leadership function in 2016 should include:-

- Creating an understanding across a locality of the different circumstances, needs, concerns and pressures from different communities;
- In the context of that understanding, balancing the different and potentially conflicting needs of different communities in terms of, for example, the allocation of resources or prioritisation of action;
- Leading debates about issues such as the justification for action and expenditure to equip people with low levels of educational attainment to survive in the changing economic circumstances;
- Securing a consensus around areas, such as the use of transport or production of waste, in which changes in the behaviour of individuals are required;
- Seeking public support for new forms of regulation and the enforcement of that regulation.
- Providing and making transparent complex sets of information to inform the brokering and planning processes and to underpin improved engagement with the public.
- Reconciling the diversity of individual and group expectations, needs, culture, identity and morality. This is likely to be a crucial element of the community leadership role and to fulfil it partners will need to collectively put in place arrangements to secure an understanding of the different groups and communities they serve and to facilitate bridge building between them.
- Representing the locality and the community with other levels of government.

2.1.11

In relation to service delivery:-

- Public services must each be planned and funded in such a way as to facilitate communal choice, as well as individual choice, to enable them to reflect the different needs and priorities of different communities. In other words, decision-making must take place at the level at which the differences within and between communities can best be addressed to ensure that the services are tailored to meet the needs of those communities;
- Citizens must be engaged in the process, not only as "consumers" exercising choice, but as co-providers, whether as parents supporting their children's learning or as neighbours visiting older people in their street;
- Each service much be integral to and reflected in the development and delivery of the shared strategy and integrated business plan for each locality – with a continuing drive for more joined up government which the evidence suggests is essential if the challenges of 2016 are to be met.

2.2
National/Regional/County/Local Policies and Targets

2.2.1

In considering the current and future policy framework a wide range of national, regional and local targets expressed in different ways and with different target dates have been analysed.

2.2.2

The results are set out in the supporting Technical Appendices.

2.2.3

Some of the key national and regionally driven initiatives which have influenced the preparation of the Strategy are:-

- The LAA is now seen as the main framework for setting out agreed outcomes at a County level, which influence the choice of targets at a local level.
- The duty on local authorities and their partners, to address the incidence of crime and disorder is being reinforced by moves towards intelligence and evidence based decision making coupled with neighbourhood policing.

- The financial pressures on the health service have raised the profile of health improvement measures at the level of personal choice with particular reference to obesity, smoking, teenage pregnancy and how services should be delivered in a mixed economy.
- The theme of prevention being simpler and less costly than the cure is now the focus for the social exclusion and parenting agenda, with a greater emphasis on measures to identify and tackle potential young people at risk at an early stage, so that they learn the right life skills to avoid inter-generational exclusion and to break cycles of deprivation.
- A more systematic approach based on best practice, learning from experience and deepening the evidence base.
- More "people centred" responses using shared data and multi disciplinary solutions.
- An emphasis on the neighbourhood because it is at the level of their locality that the public are most likely to be concerned about public services. There are significant differences between deprived areas and elsewhere to which universal services do not pay sufficient regard.
- New organisational boundaries. The strategic delivery of policing and primary care health services will now take place through a combined Tendring and Colchester area, whilst the Haven Gateway Partnership has achieved recognition of its sub regional status in the Regional Spatial Strategy. The area has achieved Growth Point Status bringing with it greater influence and funding opportunities in exchange for meeting ambitious delivery targets for homes and jobs.
- New relationships between organisations. Regional decision making is focussed on the interplay between Go-East, the East of England Regional Assembly and the East of England Development Agency whilst there will be new ways of working between Business Link and the regional Learning and Skills Council.
- At a Regional, Sub Regional, County and District level there are a number of important key strategic planning documents which have been taken into account, the details of which are included in the supporting Technical Appendices.

These include eight Regional Strategies, an overarching Integrated Regional Strategy, the Haven Gateway Sub-Regional Framework for Growth, the Investing In Communities Business Plan and both Essex County Council and Tendring District Council strategies of various kinds.

2.2.4
The Community Strategy needs:-
- To contribute to national priorities and balance such priorities with the local concerns evidenced by public opinion and county and district strategies and plans.
- To provide an overarching framework of broad priorities against which current and future strategic planning activities by the partners can be judged.
- To provide a spatial context for the forthcoming Local Development Framework.

2.3
Sustainability

2.3.1
Sustainability now permeates the discussion of all aspects of policy based upon a "think global, act local" perspective with the increasingly urgent need to deliver tangible reductions to per capita consumption in terms of waste, water, CO2 emissions etc.

2.3.2
The Government's five new guiding principles for sustainability were launched in 2005. They build on previous UK principles and set an overarching approach as illustrated right:-

2.3.3
The potentially devastating impacts of continued global warming were set out in the *Stern Review: The Economics of Climate Change* published in October 2006. It stated:-

"The scientific evidence is now overwhelming: Climate change presents very serious global risks and it demands an urgent global response.

Our actions now and over the coming few decades could create risks of major disruption to economic and social activity, on a scale of similar to those associated with the great wars and the economic depression of the first half of the 20th Century. And it will be difficult or impossible to reverse these changes".

2.3.4
The Government has already responded to the challenges set out by the Stern Report and international scientific opinion, by issuing a series of consultation papers about carbon reduction plans at a personal household level and there is likely to be a dramatic increase in policy planning and delivery measures on this subject in the coming months.

The current Integrated Regional Strategy for the East of England recommends a decision making hierarchy which seeks to optimise environmental, economic and social forces over time by:-
- Ensuring no damage to irreplaceable assets and wherever possible, seeking to conserve and enhance natural and historic capital;
- Supporting economic development and regeneration which has a positive net impact on environmental assets and social inclusion, and which is prudent in the use of natural resources; and
- Minimalising any potential damage to communities and their environment, ensuring appropriate mitigation and compensation is provided where damage is unavoidable.

Ensuring A Strong, Healthy And Just Society
Meeting the diverse needs of all people in existing and future communities, promoting personal wellbeing, social cohesion and inclusion and creating equal opportunity for all.

Living within Environmental Limits
Respecting the limits of the planet's environment, resources and bio-diversity – to improve our environment and ensure that the natural resources needed for life are unimpaired and remain so for future generations.

Using Sound Science Responsibly
Ensuring policy is developed and implemented on the basis of strong scientific evidence, whist taking into account scientific uncertainty (through the precautionary principle) as well as public attitudes and values.

Achieving a Sustainable Economy
Building a strong, stable and sustainable economy which provides prosperity and governance in all opportunities for all, and in which environmental and social costs fall on those who impose them (polluter pays) and efficient resource use is incentivised.

Promoting Good Governance
Actively promoting effective participative systems of levels of society – engaging people's creativity and diversity.

2.4
The District Local Plan 2007

2.4.1
The Tendring District Local Plan 2007 gives expression to the land use consequences of the community planning process and has been the subject of an environmental appraisal process.

2.4.2
It seeks to create a better balance between the location of homes and jobs across North Essex thereby reducing commuting by car and improving sustainability.

2.4.3
The Plan allocates strategic employment sites in Harwich in the interests of creating inward investment, thereby giving effect to the overarching economic objectives for the District.

2.5
The need for neighbourhood management – shaping people and places

2.5.1
We know that what people want from public services is geared around their neighbourhood - hence the Government's emphasis on what is described in various terms such as "liveability" and "place shaping". What concerns them, is that their locality is safe and clean with good access to local services, good schools and opportunities for young people.

2.5.2
They want their neighbourhood to be an area they can feel pride in because it is well planned, well managed, attractive and somewhere they can feel they belong in.

2.5.3
Neighbourhood management is founded on two premises:-
• Firstly, that the public will engage with services and policy makers at a very local level because they want to be engaged in decisions which directly affect their quality of life.
• Secondly, that such decisions would be more informed and therefore more effective and more responsive if that process takes place.

2.5.4
We also know that for the disadvantaged their choices of schools, shops or jobs is much more likely to be dictated and circumscribed by their surroundings.

2.5.5
In Tendring there are significant areas of deprivation which require greater attention than other areas which has already been recognised by the Safer and Stronger Communities Fund designation for parts of Jaywick and central Clacton.

2.5.6
This raises a number of questions which the Strategy needs to address namely: -

1. How do you deal with situations where ward boundaries do not follow what the public recognise as their neighbourhood based on their family and social networks, amenities and geographical physical boundaries? Most data is supplied at a ward level and Members are elected to represent the constituents of their ward.

2. What are the key pieces of data that should be made available at a neighbourhood level?

3. To what extent should services be refocused on areas in greatest need with what potential benefits?

4. What arrangements might be put in place to engage better generally with the public at a local level?

5. How can local neighbourhoods be encouraged to help themselves through community development models to build social cohesion and social capital?

6. What would be the organisation and resource implications, both within and between organisations of a greater focus on neighbourhoods and what would be the potential benefits?

2.5.7
The public sector and local government in particular clearly has a central role in shaping places which includes:-
• Building and reinforcing local identity, cohesion and distinctiveness improving the quality of local environment;
• Representing the community at a higher level;
• Regulating harmful and disruptive behaviour; and
• Improving the local economy.

2.5.8
However, it takes time for partners and communities to understand one another and to move towards a more bottom-up approach. In practice it is very difficult to reshape public services to better match the needs of customers and achieve a shared agenda for change instead of separate service silos created by different organisational roles and cultures and different funding streams. The diagram (right) shows how this might happen.

2.5.9
Profiles of all the characteristics of the Wards in the District are currently being prepared and nine Neighbourhood Action Panels have been formed focussing on the crime agenda initially.

2.5.10
A variety of activities are likely to be required, starting at a local level building upon and supporting the networks which already exist. The voluntary sector has a particular role to play in reaching the areas that local government cannot reach! The public need to know that they can make a real difference themselves and have a real influence where it matters.

2.6
Equality and Diversity

2.6.1
Equality and Diversity considerations have been the subject of increasing legislation in recent years to both protect human rights and increase social cohesion.
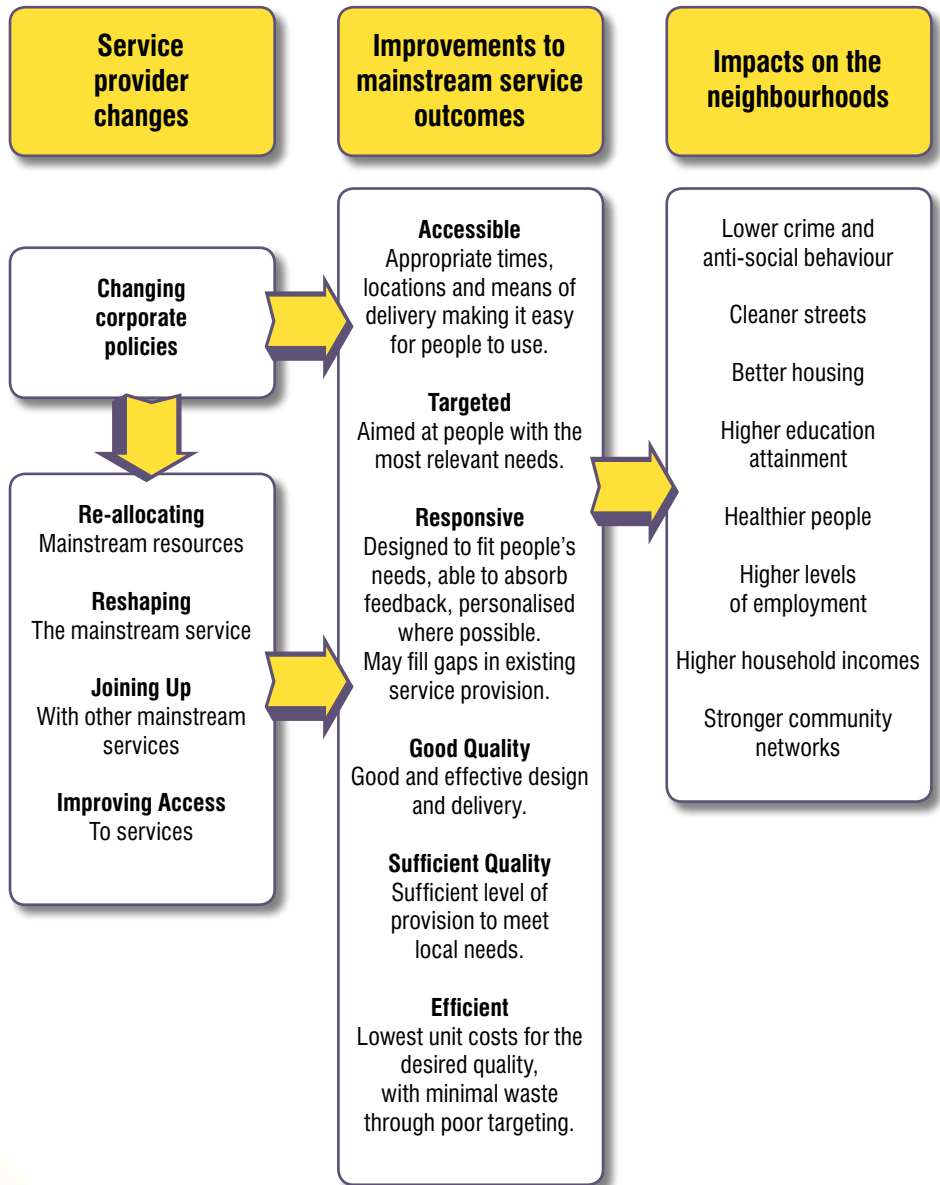
2.6.2
In all its policy making and day to day activities, the Local Strategic Partnership needs to take into account that whilst the profile shows there to be a relatively small proportion of non white members of the population locally, small numbers in themselves are no reason to regard this as a low priority issue as they are effectively a "hard to reach" group.

2.6.3
There should be no discrimination by virtue of age, disability, gender, racial or ethnic origin, religion, colour or sexuality. We need to develop strong, secure, self reliant and self confident communities free from unlawful discrimination.

2.7
The Third Sector

2.7.1
The Third Sector including the voluntary sector, charities, community groups and the faith organisations play a key role in Tendring. There is a Compact agreed between Tendring Community Voluntary Services and the key partners reflecting appropriate working arrangements and responsibilities. Membership of third sector organisations can provide volunteering opportunities, a means of influencing policies at a national level, strengthening communities as well as delivering strategic activities and encouraging social enterprise. Those who attend church often make a significant contribution to their community in various ways.

Making improvements to mainstream services

Service provider changes	Improvements to mainstream service outcomes	Impacts on the neighbourhoods

Changing corporate policies

Re-allocating
Mainstream resources

Reshaping
The mainstream service

Joining Up
With other mainstream services

Improving Access
To services

Accessible
Appropriate times, locations and means of delivery making it easy for people to use.

Targeted
Aimed at people with the most relevant needs.

Responsive
Designed to fit people's needs, able to absorb feedback, personalised where possible. May fill gaps in existing service provision.

Good Quality
Good and effective design and delivery.

Sufficient Quality
Sufficient level of provision to meet local needs.

Efficient
Lowest unit costs for the desired quality, with minimal waste through poor targeting.

Lower crime and anti-social behaviour

Cleaner streets

Better housing

Higher education attainment

Healthier people

Higher levels of employment

Higher household incomes

Stronger community networks

2.8
The Area Profile for Tendring

2.8.1
An Area Profile helps to focus on people and places, develop a better understanding of the contributions of particular sectors of the local economy and how they impact on the differences in the quality of life for particular communities of interest, such as children and young people or those who live in rural areas.

2.8.2
The findings help to pull together the key messages to highlight the issues the Strategy should address that cut across service boundaries and impact on a number of different themes.

2.8.3
Summaries of the key findings from the Area Profile, Family and Neighbouring Authorities comparisons set and the views of the public and stakeholders which have had a bearing on the shape and direction of the Strategy are set out as Appendix "B" to the Strategy. Full details are provided in the Technical Appendices.

Part 3 - Developing the Vision

3.1
The emerging strategic planning process

3.1.1
The Sustainable Community Strategy sets out the overarching vision and priorities for Tendring in conjunction with the new Local Area Agreement for Essex and the Local Development Framework, which will replace the District Local Plan.

3.1.2
The Local Area Agreement (LAA1) is based on a rolling three year programme 1 April 2006 - 31 March 2009 and sets out detailed outcomes, indicators and targets against 2006/7 baselines under four theme blocks set by the Government based upon high level national priorities. These are:-
• Healthier Communities and Older People
• Economic Development
• Safer and Stronger Communities
• Children and Young People

3.1.3
In 2008/9 LAA2 for Essex will be agreed, the government recommending that it should contain around thirty five agreed local targets with the Government and nineteen mandatory early years and education targets.

3.1.4
The LAA process is designed to improve the effectiveness and efficiency of the way that government works with local authorities and their delivery partners to improve public services. The anticipated benefits of this approach include:-
• Fewer funding streams, greater flexibility and reduced bureaucracy;
• Outcome focussed – delivery on agreed local priorities within a base framework set by government;
• Strengthened partnership working; and
• A single conversation between central government and local partners.

3.1.4
The Local Development Framework for Tendring will in due course supersede the Local Plan which was approved at the end of 2007 for the period to 2011. Both documents are intended to give effect to the land use consequences of the sustainable Community Strategy

The diagram below Illustrates the government's view of the LSP Framework including the relationship between District and County Strategies.
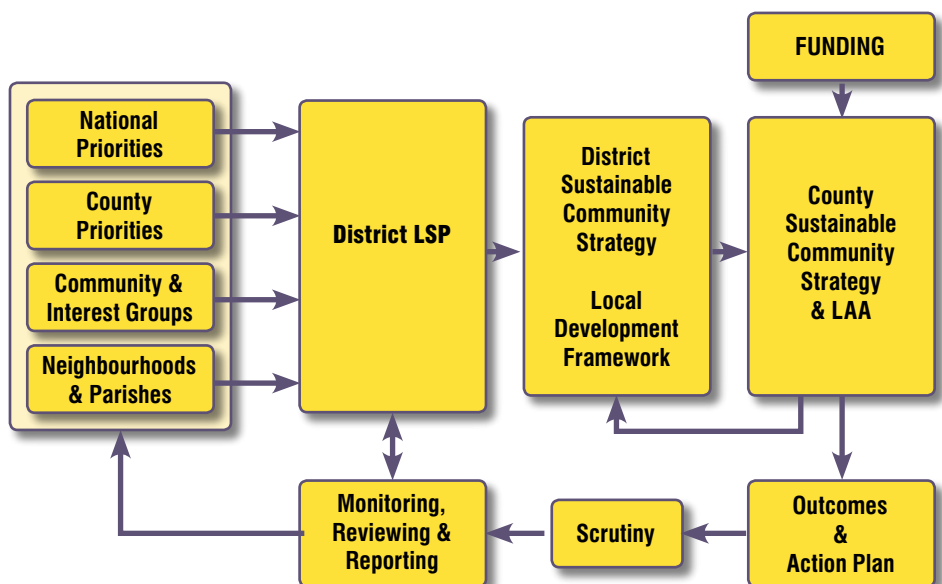
The diagram to the right shows intended the relationship between Sustainable Community Strategies, Local Area Agreements and Local action planning.
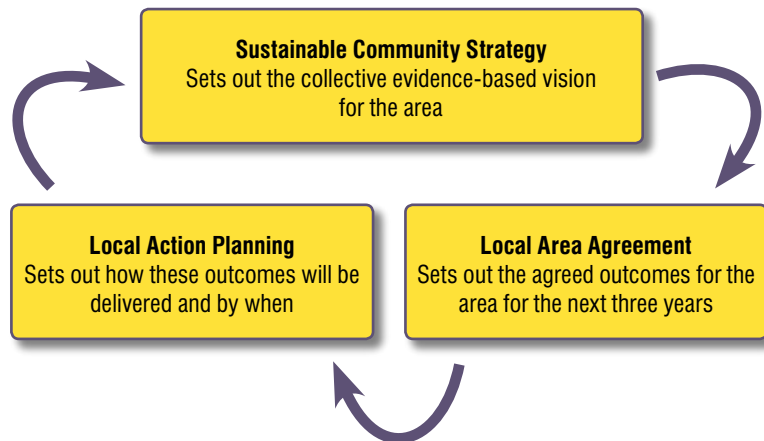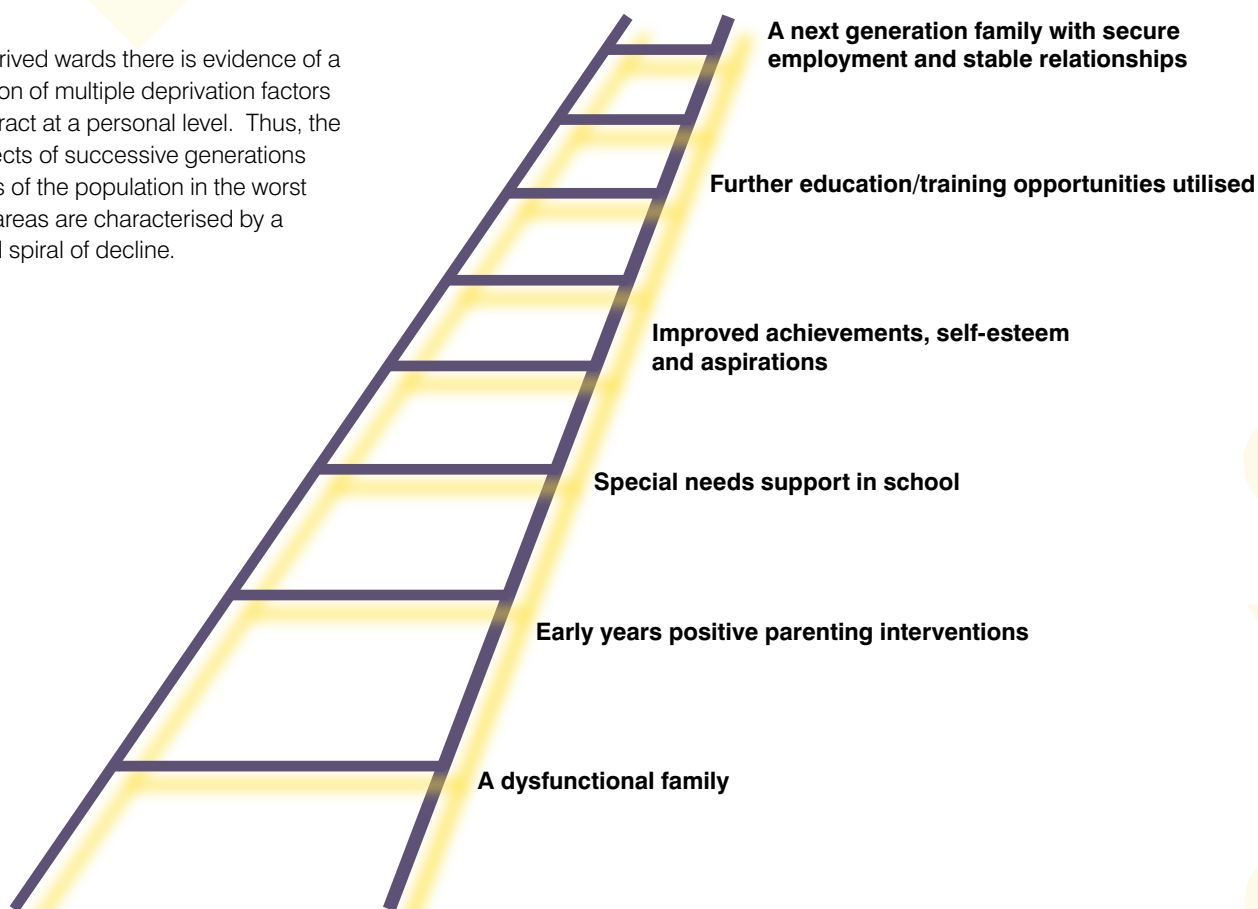
3.2
A shared understanding

3.2.1
The Partners now have a growing body of knowledge about the local economy, the character of the District and their impact on individual lifestyles and prospects.

3.2.2
There are very significant differences between the most affluent and deprived wards in the District. Ward figures can also mask more local "hot spot" problems and there can be important single issues or disadvantaged groups in an otherwise apparently prosperous area. The population in the most affluent wards tends to depend on jobs and other services in the larger centres of population outside Tendring to a significant extent.

3.2.3
In the deprived wards there is evidence of a combination of multiple deprivation factors which interact at a personal level. Thus, the life prospects of successive generations in sections of the population in the worst deprived areas are characterised by a downward spiral of decline.

Sustainable Community Strategy
Sets out the collective evidence-based vision for the area

Local Action Planning
Sets out how these outcomes will be delivered and by when

Local Area Agreement
Sets out the agreed outcomes for the area for the next three years

A ladder of success

A next generation family with secure employment and stable relationships

Further education/training opportunities utilised

Improved achievements, self-esteem and aspirations

Special needs support in school

Early years positive parenting interventions

A dysfunctional family

Part 3

3.2.4

The term 'social exclusion' has come to define those who get left behind or excluded from society because of a combination of linked problems such as unemployment, poor skills, low income, poor housing, high crime and family breakdown.

3.2.5

The most recent evidence is that there is a 100 fold increase in the likelihood of a child experiencing multiple disadvantages in life, if he or she comes from the 5% most disadvantaged families as opposed to the most advantaged 50% of the population. International evidence shows that around 2.7% of 15 years olds have problems including alcohol and drug misuse, educational failure, contact with the police, early sexual activity and or mental health problems.

3.2.6

However, the spiral of decline can be turned into a 'ladder of success' – as improvements build one on another reinforcing change for the better (see diagram on page 15).

3.3
Creating added value
3.3.1

The key question to be asked of all the partnership's activities is do they add value to the roles and responsibilities of the Partners working on their own? In other words is the sum greater than the parts?

3.3.2

Joined up thinking and action by the Partners does make a difference because:-
• The problems we face - the so called "wicked issues" like, health, crime and environmental concerns cannot be tackled by one organisation on its own;
• Everyone can see the "big picture" and make the connections between a wide range of both strategic and more specific plans and partnerships;
• Pooling information produces better analysis of problems from different perspectives, improving the quality of decision making;
• Delivery programmes can be more co-ordinated and fit together better because they are based on a systematic approach; and
• There is more collective capacity amongst the partners to tackle problems which require action, sometimes urgently, from more than one agency.

3.4

Reconciling national and local agendas

3.4.1

There is a tension between meeting an ever increasing range of targets set by government across a widening agenda and meeting local issues and aspirations. The scale and complexity of the national agenda requires the vast majority of local government's resources to deliver nationally defined priorities and targets - as many as 1,200. This does "crowd out" and limit the room for manoeuvre of the LSP to meet local needs and priorities, although the Government now intends to reduce the number of national indicators to around 200 against which all areas will report.

3.4.2

The Sustainable Community Strategy also has to recognise that it may not be possible to reconcile and integrate economic, environmental and social objectives and greater priority may need to be given to one objective over another.

SETTINGS	PROGRAMMES
Children And Young People	• Children's Centres • Connexions • Sporting Opportunities • Entry into employment • Positive Parenting
The Family	• Decent Homes and the Home Improvement Agency Initiative • Adult Education • Volunteering
The School	• Excellence Cluster • Drugs Education Programmes • Behavioural Improvement Initiatives • Truancy Sweeps • Healthy Schools
The Workplace	• Train to Gain Programmes • Smoking Cessation • Sponsorship Initiatives
The Community	• Health Improvement Programmes • Neighbourhood Management • Crime and Disorder initiatives • Safer, Cleaner and Greener public spaces

Part 3

3.4.3

However, the process of community planning does allow the issues involved to be considered collectively by the key agencies involved from a range of different perspectives, to tease out conflicts and potential uncertainties and decide what overall direction the Partnership considers the District should take.

3.5

Opportunities to bring about change

3.5.1

It is clear that a "one size fits all" solution is not appropriate in the context of the kind of problems evidenced in Tendring. Different national and local initiatives need to operate in different settings and geographical communities as shown in the box on page 16.

3.5.2

However, there is increasing evidence that well - planned interventions at key stages can have a life changing impact on an individual and a family at risk. For example, drug arrest referral schemes are forcing offenders to confront their addiction and take up treatment or face court sanctions. Some youngsters outside the mainstream education system have become re-engaged through being placed on an alternative stimulating vocational curriculum.

3.5.3

The sooner the life prospect issues are tackled in a family or single parent context the better – which is the purpose of the Sure Start initiative for the 0 – 4 year olds and young mothers.

3.5.4

Young people's transitions to adulthood can be complex and unpredictable. Factors like family breakdown, the experience of bereavement or the influence of a particular teacher can have significant impacts.

3.5.5

It is also possible to plan 'pathways' where each step opens up or leads to another, such as in the health sector from one course of treatment to another, the move on from secondary to further education, or taking advantage of upskilling opportunities to raise aspirations and confidence to move up the employment ladder.

3.5.6

These need to be more tailored to the needs and nature of the individual rather than the provider with greater choice in terms of time, place and cost.

3.6

Changing attitudes and behaviours

3.6.1

There are also both "drivers" and "barriers" to changing attitudes and behaviours be they institutional infrastructure, social norms or expectations, habits, lifestyle, preferences, or reflecting shortages of time or money – any one of which may be enough to prevent a policy having the desired effect. For example:-
• Different audiences need different messages – be they young or old people, upmarket or low income groups;
• There is a "hard core" of the population resistant to moving towards sustainable lifestyles - only 7% habitually follow a range of sustainable behaviours;
• Personal values do not automatically translate into sustainable patterns of behaviour; and
• Knowledge alone often fails to change behaviour, particularly in health – for example, in relation to smoking the persistent belief that things happen to "them", not us.

3.6.2

Voluntary and self help groups and peer group pressure can be powerful influences. An individual patient or citizen can often achieve more acting in concert with those around them, reinforcing and supporting change in each other. Messages need to be kept simple and focussed on the behaviour in question.

3.6.3

Policy therefore needs to be shaped around the ways in which people actually think and feel and the social and psychological forces that influence behaviour.

3.7

The role of culture and the arts

3.7.1

Culture has been recognised by the Government as one of the key components of community planning because of the contribution it can make the to the quality of life of local residents. It is both inclusive and "joined-up" already with people's key concerns, because it embraces a wide variety of activities, places, values and beliefs that contribute to a sense of well being for everyone in the community.

3.7.2

The Jaywick Arts project has demonstrated that culture is a means of engaging with traditionally hard to reach groups and can play a vibrant role in regeneration and community development.

Part 4 - A Strategy for Change

4.1
Our Vision of Tendring in 2016

4.1.1
Our Vision for Tendring has been developed by considering what sort of changes we want to bring about to shape the District over the next decade. We want to ensure that;-

By 2016 Tendring will have a thriving and prosperous economy. All our residents will be able to access a safe and healthy quality of life in an attractive environment.

Each of our communities will offer a range of new housing and other important services and facilities, and children and young people will have the opportunity to have a good start in life.

4.1.2
Our description of what Tendring could be like by that time is set out below:-

- Looking back the District has changed significantly over the past nine years. The Bathside Bay Container Terminal is now fully operational following the long awaited improvements to the A120. It has stimulated the development of the strategic employment sites in Harwich which are proving to be desirable locations for related distribution and warehousing activities.

- The economy of Harwich has received a significant boost from the new port development and the new Harwich Waterfront projects including the marina with related housing and commercial facilities which are attracting increasing numbers of day and foreign visitors. Additional leisure facilities are planned along Dovercourt seafront and the town centre has been upgraded with a new street market. There is a new dynamism and vitality about the town.

- In the south of the District, the

Walton Masterplan has brought new leisure investment opportunities and the management strategy for the Backwaters has been a great success. Brightlingsea is benefiting from its new waterside housing, together with associated spin-offs including restaurants and bars.

- Following the completion of the Clacton Town Centre environmental enhancements, developer interest in a new pedestrian retail mall led to additional national retailers moving into the town centre.

- Significant work has gone on in promoting and marketing Clacton as a holiday destination and an attractive place to live. Proximity to Colchester, with its growing employment opportunities, London and the A12/A14 has meant more people looking to relocate to the District to enjoy the new leisure opportunities. New hotels, conference and other facilities in Clacton have attracted visitors, together with the new 'offshore barrages' sea defences, eventually funded by the Government and promenade development.

- The Jaywick regeneration project continues to its final phase with several new housing developments and associated services. Environmental enhancement and public realm projects have transformed the area.

- Frinton and Walton continue to occupy a special place in the District with planning policies ensuring that several new seafront developments have been designed in sympathy with local character.

- Perhaps the biggest achievement in the District has been a rise in the educational standards, with more children staying on in education post 16. Better exam results are being achieved and vocational opportunities continue to be expanded with a wide

range of practical training courses available.

- This has been supported by health improvements, including longer life expectancy, declining numbers of smokers and less obesity amongst children. Parents in particular, have become much more health conscious and, aware of the long term detrimental health impacts of these problems, are now taking more personal responsibility to help to solve them.

- More sophistical health services are being outsourced from the major hospitals, so a greater range of care facilities including tele-medicine, are available closer to the home whilst Children's Centres continue to provide a wide range of family support services.

- Tendring remains a safe and pleasant district to live in. Neighbourhood policing linked to local Action Panels involving the community in tackling local issues have paid dividends. ASBOs have had an effect in reducing youth crime and diversionary schemes continue to be effective in tacking crime in the area.

- The Police are increasingly using improvements in forensic science and technology to achieve convictions, such as fingerprint recognition at the roadside.

- Developments in the youth agenda, through the active involvement of the Tendring Youth Assembly and Creative Partnerships, have been accompanied by an ongoing focus on older people, with joint initiatives between health and social services, reducing the extent of long term limiting illness and allowing more people to live in their own homes.

- Race relations continue to be good with more migrant workers supporting the growth in various sectors of the economy.

- The interest in personal fitness - stimulated by the Lifestyles Leisure Centre investment changed dramatically as a result of the Country's achievements in the London Olympics. Sport and recreation have become a central feature of both school activities and childrens' spare time.

- The Clacton off-shore windfarm signalled a major drive to reduce CO2 levels across the District, strengthened by tougher emission standards for all new buildings and active measures by the public sector to reduce its energy consumption.

- Technology has supported the development of the District, particularly the success of the wireless broadband links in public places, allowing lap top access on the move. Home computing is becoming more and more pervasive in all kinds of ways. Home entertainment technology offers a wide range of personalised opportunities and an increasing proportion of the Tendring population now work from home at least once a week.

- Regeneration in rural areas has been boosted by improved public transport including schemes, such as the "dial a bus" services. The diversification of the agricultural economy has been accompanied by more small businesses and tourism initiatives. Local Councils are increasingly taking responsibility for public space and local environmental issues.

- The Lawford/Manningtree/Mistley area continues to benefit from its transport links to London with increasing 'disposable income' being spent locally. Mistley's 'riverside development' phase 1 has just been completed with phase 2 due to commence shortly. The development of new community facilities in the Centre of Manningtree and recognition of the School as a Sports Centre of Excellence, have supported this growth.

- The Tendring Local Strategic Partnership has been instrumental in many of the beneficial changes to the District. The 'one-stop shop' partnership between the District Council, the Police, North East Essex Primary Care Trust and the County Council has seen a much better quality of service. The Council's website now handles the majority of Council transactions, with the Contact Centre and one-stop shops handling the rest. "Back office" services have shrunk considerably.

- The Local Strategic Partnership (LSP) Executive Board which includes representatives from the District County and local Council, the Police, North East Essex PCT, the Learning and Skills Council, Voluntary Sector, Education and Business Sectors, oversees the delivery of services to Tendring. The Sustainable Community Strategy, the Local Development Framework for planning and the Local Area Agreement are the key policy documents for the area.

- The local Neighbourhood Panels will see a further devolution of power and budgets following the election, when everyone can vote electronically. The Panels will be able to procure services for their local community in partnership with quality accredited town and parish councils.

- The Voluntary Sector is playing a key role in equipping community groups with the skills to help themselves solve local problems and sustain social networks.

- The Council and its LSP partners enjoy a good relationship with the local community following several successful reputation campaigns – intended to demonstrate local achievements - the annual Stakeholders conference and ongoing consultation and communication exercises. The recent Comprehensive Area Assessment by the Government has recognised the significant progress made in the last few years.

4.2
Partnership, Places, Population, Prosperity and Posterity

4.2.1
We intend to deliver the District Wide Vision based on 5P's:-
• Partnership;
• Places;
• Population;
• Prosperity; and
• Posterity.

The Six Partnership Themes

4.2.2
We intend to deliver six partnership themes as set out to the right:-

Health	Economic Development	Children and Young People
Crime and Disorder	Deprivation	Environment

4.2.3
All the themes are interrelated, as shown in the Diagram on page 4 of the Executive Summary, in that the sum is greater than the parts, action on one theme in turn supporting and underpinning the other themes.

Places – the geographic dimension in terms of Creating Sustainable Communities

4.2.4
Whilst there may be initiatives that apply across the whole District, such as reducing smoking or obesity, each community will have its own priorities and aspirations to make it sustainable and the local issues relating to the themes will vary in relation, for example, to the environment.

Active, inclusive and safe	Well run	Environmentally sensitive	Well designed and built
Well connected	Thriving	Well served	Fair for everyone

Population – the groups to which new policy initiatives are targeted.

Older people	The unemployed	Children and young people
Substance misusers	Families at risk	The socially excluded

4.2.5
Some initiatives will apply to different population groups such as older people or the unemployed.

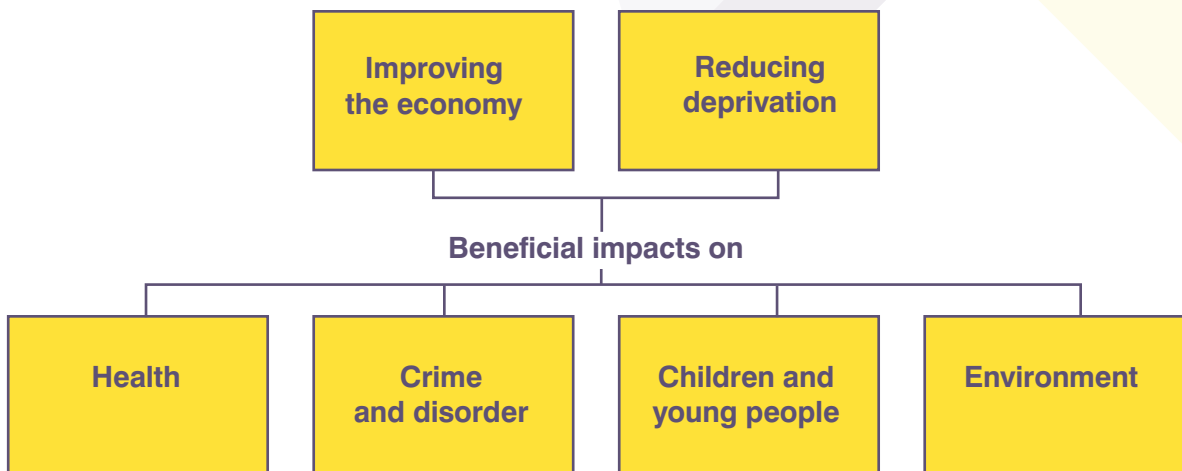**Prosperity – creating a successful economy.**

4.2.6
There is no doubt from the evidence and consultation responses to the draft Strategy that improving the economy and tackling deprivation must feature strongly in each of the partners corporate priorities because:-

- Improving the number, quality and range of jobs and creating new investment is the key to a prosperous District along with improving regeneration opportunities;
- It affects the well being of its population in so many ways including reducing the dependence on jobs outside the district; and
- Those who live in the most deprived areas are likely to be multiply disadvantaged and without gainful employment are more likely to be socially excluded from the community at large. This limits personal life expectations and aspirations, places a disappropriate burden on public services and reduces the efficiency of the economy.

Posterity – responding to climate change by thinking globally and acting locally.

4.2.7
Ensuring that we underpin everything we do in a sustainable way that preserves and enhances the best features of the District for future generations.

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┌──────────────┐  ┌──────────────┐
│  Improving   │  │  Reducing    │
│ the economy  │  │ deprivation  │
└──────────────┘  └──────────────┘

        Beneficial impacts on

┌────────┐ ┌────────────┐ ┌────────────┐ ┌─────────────┐
│ Health │ │   Crime    │ │Children and│ │ Environment │
│        │ │and disorder│ │young people│ │             │
└────────┘ └────────────┘ └────────────┘ └─────────────┘
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4.3.1
The details of the six partnership themes are set out as follows. For each theme there are a series of objectives and strategic indicators that we will use to chart progress:-

HEALTH - The population of the district is able to live longer, healthier lives less limited by long-term illness.

Our objectives	Performance measures/targets
• Tackling substance misuse, obesity and promoting healthy living.	• Reducing adult and child obesity, teenage pregnancies and reducing the prevalence of drug use, alcohol and smoking.
• Improving the well being of older people so that they can live longer, more independently, free of limiting illness with more outreach facilities.	• More older people able to live at home and improved levels of facilities.
• Greater access to healthcare.	• Greater satisfaction of older people with care services.
• Increased participation in sports, culture and the arts.	• Higher participation rates in sports, culture and the arts.

ECONOMIC DEVELOPMENT - Tendring has a stronger and more dynamic economy together with a skilled workforce.

Our objectives	Performance measures/targets
• More support for existing businesses.	• More jobs created and saved through new and expanding businesses.
• Strategic investment in Harwich and Bathside Bay.	• Additional infrastructure funding channelled into the district.
• Implementing the Harwich Masterplan	• More jobs created and additional investment attracted.
• Improving the Leisure and Tourism "offer - good sports facilities, attractive resorts, marine heritage and unspoilt countryside.	• More visitors attracted to the district.
.• Greater rural diversification.	• More jobs created and saved through new and expanding business.
.• Raising the skills of the workforce.	• Measurable improvements achieved in the skills of the workforce including the unemployed.

CHILDREN AND YOUNG PEOPLE - have an equal opportunity for a good start in life.

Our objectives	Performance measures/targets
• A focus on early years support interventions and preventative action.	• Improvements in early years schooling.
• Raising educational achievement.	• Higher levels of achievement in schools.
• Increasing leisure, cultural and volunteering opportunities.	• Measurable increases in the confidence and participation of young people.
• Reducing the numbers of young people not in education, training or employment.	• Few school leavers not in education, employment or training (NEETs).
• Increasing the proportion of young people staying on in education.	• Increasing number of young adults taking up vocational training opportunities.
• Protecting those with learning disabilities, vulnerable or at risk.	• Improved protection for those with learning disabilities, vulnerable or at risk.
• Tackling social exclusion and other issues which need family interventions.	• Less multi-service crisis responses needed.

CRIME AND DISORDER - Keeping the District one of the safest parts of the country.

Our objectives	Performance measures/targets
• Tackling both the incidence and causes of crime to protect the public.	• Comparative overall crime/population figures.
• Dealing with hotspots and persistent offenders.	• Reductions in the most common ten types of crime including serious violent and acquisitive crime. Reduced re-offending and anti-social behaviour.
• Reducing the fear of crime.	• More people feeling safe by day or night.
• Preventing young people becoming the victims of crime.	• Less young people considered to be vulnerable or at risk.
• Tackling alcohol and drug abuse and anti-social behaviour.	• Reduction in crime levels, more drug dealers brought to justice.
• Taking a neighbourhood approach.	• Increased number of community interventions at a neighbourhood level.
• Engaging with the community to gather intelligence.	• Increased number of crimes solved.

DEPRIVATION - Narrowing the gap between the most disadvantaged areas and elsewhere.

Our objectives	Performance measures/targets
• Focussing on SSCF areas – Clacton Town Centre and Jaywick.	• Increasing the nos. of people in Jaywick and Clacton Central who say they are able to influence decisions and measuring a basket of indicators.
• Developing appropriate actions in other deprived areas e.g Harwich and Walton.	• Increasing the nos. of people who say they are able to influence decisions and measuring a basket of indicators.
• Tailoring mainstream public service activities to support deprived areas through neighbourhood management, environmental enhancement and capital investment.	• Increased number of people in deprived areas feeling services are easy to access.
• Upskilling the workforce raising self esteem and achievement.	• Reduced unemployment levels.
• Improving the affordability of housing and living conditions.	• Improvements in the level of decent housing.
• Improving life expectancy.	• On-going increases achieved.

ENVIRONMENT - The attractive environment of the District is safeguarded for future generations.

Our objectives	Performance measures/targets
• Creating strategic planning policy and delivery frameworks with an emphasis on design, quality and preserving and enhancing natural and built assets;	• Progress on the preparation of the Local Development Framework.
• Addressing climate change at a local level including coastal and inland flood protection.	• Levels of carbon reduction planned for achieved.
• Liveability initiatives including improving open spaces, town centres, historic buildings and other public realm initiatives.	• Improvements to the public realm in terms of higher quality design standards in open spaces, town centres and conservation areas.
• Sustainable transport and tourism – cycling, walking and public transport.	• Greater use of alternative means of transport to the car.
• Litter, waste and recycling initiatives.	• More recycling and composting of household waste.

Part 5 - Delivery and Management Arrangements

5.1
Key principles in working together

5.1.1
We will work together to deliver the Strategy:-
By Sharing Information

5.1.2
It is essential that the evidence base for action is based upon the best possible shared information and intelligence. A "data warehouse" is being set up which allows each partner to access comprehensive data on baselines, forcasts and trends at a District, Ward and Super Output Area level across all aspects of the work of the Partnership, consistent with data protection protocols.
By using a common language

5.1.3
There is a need for common frames of reference, data protocols and easily understood definitions in matters such as children's services to ensure that practioners have a clear ideas of the level of concern being expressed by other agencies and access to consistent, accurate data which it is appropriate to share.
By developing new innovative ways of working and joint initiatives

5.1.4
The Strategy is intended to help bridge the overlaps or the gaps between public services but also to provide ways of evaluating how current activities contribute to the overall well-being of the District. The partners will be looking at how their skills are currently deployed and if they need to pool or bend existing programmes, to focus collectively on complex problems or emerging issues in a more efficient, effective and economic way.

5.1.5
New delivery mechanisms and different ways of working are emerging as a result of the Best Value regime in local government, whilst the Health Sector is also changing fast as the modernisation programme gathers pace. The Partnership can improve its collective knowledge from sharing the experience and lessons learned from such transformational change.
By creating a learning partnership

5.1.6
In the knowledge age, successful organisations are increasingly those which learn fast and cascade new skills and expertise throughout their workforce. The partners intend to adopt an action learning style of working as a cultural change mechanism. One of the most valued benefits of the regular 'visioning events' held by the Partnership has been the opportunity to network and analyse issues and solutions with colleagues from other disciplines and allied organisations.
By reviewing budgets and assets

5.1.7
Examining how and why spending decisions are taken and assets are utilised in the partners' organisations should create more opportunities to work together, pooling resources so that they are used more effectively. Because of the existing on-going commitments to fulfil existing obligations this will not be easy, but the partners recognise that it needs to be done.
By seeking out new funding opportunities

5.1.8
In recent years, the growth in public service finances has not kept pace with the demands placed upon them. However, genuine partnership working at all levels creates the opportunity to bid for significant extra new resources from a wide range of sources as has been amply demonstrated locally in recent years.

5.1.9
However, bids need to be based on a good evidence base, demonstrating that partners can and do work together and are able to deploy appropriate resources to implement best-practice solutions.

5.1.10
Bids will require greater collaboration between the partners on delivery arrangements as the performance targets and outcomes sought by the Government and other funding bodies become more demanding.

5.1.11
Organisations in the voluntary sector often depend on a limited range of funding sources from year to year and achieving more secure, longer term arrangements is an essential objective for them. Their contribution to partnership working will of necessity remain limited if they have to continually search for new sources of support.

5.2
Delivering Results - The Three Year Action Plan for change

5.2.1
In relation to the six strategic themes and the objectives set out in Part 4, a separate Action and Delivery Plan is being prepared for the next three years which will be rolled forward annually.

5.2.2
The Plan will set out in more detail which organisation will lead on each theme and what types of projects will be initiated to ensure that we meet our delivery targets.

5.2.3
For each of the six themes a lead co-ordinating partner will be identified. It is important to recognise that the lead partner cannot be responsible for delivering or funding all activity against the action concerned, nor can the role entail being accountable for any other agency's

delivery. What the partner can and should do, is to play a co-ordinating, facilitating or enabling role, positively seeking out the opportunities for integrating partners' roles.

5.3
Annual Delivery Plans

5.3.1
Starting in 2007/8, lead partners will be responsible for preparing a detailed Annual Theme Delivery Plan set within their context of their rolling three year plan, identifying who will do what, by when, with what resources and what outcomes, based on clear benchmarks to measure progress.

5.3.2
The annual targets set for the Delivery Plans will need to have regard to the county wide LAA targets and the other national and local targets set out in the Strategy. The annual targets will represent milestones towards the longer term national objectives, having regard to the scale of the performance gap, existing commitments, the partners' capacity to improve and the resource implications.

5.3.3
The 'added value approach' the partners have adopted, focuses on establishing the most significant performance gaps where the partners working together need to direct more resources.

5.3.4
In determining the early priorities for specific interventions amongst the options available, the following evaluation criteria will be taken into account:-
• Being realistic about the scope and room for manoeuvre for the public services to collectively make a difference;
• Deploying resources where they can have the most impact;
• Building on existing partnerships and programmes of action;
• The ability to obtain a consensus for proposed actions, taking a long term view;
• Making use of opportunities to realign budgets and policies taking account of organisations' planning processes and decision cycles;
• Being able to develop a project-orientated approach within and across organisations, facilitating continuous improvement and a learning orientated style of working;
• The ability to bring in funds and expertise

from all types of external sources; and
• Recognising and anticipating the changing organisational landscape as boundaries and roles change.

5.3.5
The measures proposed are likely to be delivered through one or more of five methods:-

1. Refining or realigning existing strategies;

2. Improving on-going policy making;

3. Re-organising/consolidating existing partnerships;

4. Developing new initiatives, including joint bids for new resources; and

5. Utilising new LAA resources.

5.3.6
The Tendring Sustainable Community Strategy will nest within the County Sustainable Community Strategy, which will address some of the higher level issues relating to the relationship between the County Council, regional and national bodies.

5.4
Monitoring progress and evaluation

5.4.1
The Annual Delivery Plans will be the framework that will enable the partners to make their own plans and to establish their own appropriate internal reporting procedures to measure progress using milestones and targets.

5.4.2

The Plans will need to include clear and unambiguous measures for determining at the end of each year if the Partnership has been successful in terms of making a difference in each of the policy areas identified in the Strategy and thereby contributing to the LAA for Essex.

5.4.3
There will be progress reports to the Executive Board by the lead partners responsible for each theme quarterly and a formal evaluation of the results achieved at the end of the first year. The Strategy will be refreshed and the Three Year Action and Delivery Plan will then be rolled forward in conjunction with the Corporate Plans of the public agencies involved.

5.4.4
Each year, the Partnership will be held to account by the Stakeholders and Community Conference when it will have to report on its progress.

5.4.5
The Overview and Scrutiny Committee of the District Council will play a part in monitoring performance overall and in particular areas of activity.

5.4.6
District, Town and Parish Council Members will be provided with more information at a ward level to help them hold the Partnership to account.

5.4.7
There are also various governmental performance monitoring regimes which are intended to assess the quality and depth of partnership working by the key public agencies.

Appendix A: Definitions and Components of Sustainable Communities

One-line definition

Places where people want to live and work, now and in the future.

Definition

Sustainable communities are places where people want to live and work, now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life.

Their components:-

Sustainable communities are:-
- Active, inclusive and safe;
- Well run;
- Environmentally sensitive;
- Well designed and built;
- Well connected;
- Thriving;
- Well served; and
- Fair for everyone.

Sustainable communities embody the principles of sustainable development.

They:-
- Balance and integrate the social, economic and environmental components of their community;
- Meet the needs of existing and future generations; and
- Respect the needs of other communities in the wider region or internationally.

Sustainable communities are diverse, reflecting their local circumstances. There is no standard template to fit them all, but they should be:-

(1) ACTIVE, INCLUSIVE AND SAFE – Fair, tolerant and cohesive with a strong local culture and other shared community activities

Sustainable communities offer:-
- A sense of community identity and belonging;
- Tolerance, respect and engagement with people from different cultures, background and beliefs;
- Friendly, co-operative and helpful behaviour in neighbourhoods;
- Opportunities for cultural, leisure, community, sport and other activities, including for children and young people;
- Low levels of crime, drugs and anti-social behaviour with visible, effective and community-friendly policing; and
- Social inclusion and good life chances for all.

(2) WELL-RUN – with effective and inclusive participation, representation and leadership

Sustainable communities enjoy:-
- Representative, accountable governance systems which both facilitate strategic, visionary leadership and enable inclusive, active and effective participation by individuals and organisations;
- Effective engagement with the community at neighbourhood level, including capacity building to develop the community's skills, knowledge and confidence;
- Strong, informed and effective partnerships that lead by example (e.g. government, business, community);
- A strong, inclusive, community and voluntary sector; and
- A sense of civic values, responsibility and pride.

(3) ENVIRONMENTALLY SENSITIVE – providing places for people to live that are considerate of the environment

Sustainable communities:-
- Actively seek to minimise climate change, including through energy efficiency and the use of renewables;
- Protect the environment, by minimising pollution on land, in water and in the air;
- Minimise waste and dispose of it in accordance with current good practice;
- Make efficient use of natural resources, encouraging sustainable production and consumption
- Protect and improve bio-diversity (e.g. wildlife habitats);
- Enable a lifestyle that minimises negative environmental impact and enhances positive impacts (e.g. by creating opportunities for walking and cycling, and reducing noise pollution and dependence on cars); and
- Create cleaner, safer and greener neighbourhoods (e.g. by reducing litter and graffiti, and maintaining pleasant public spaces).

(4) WELL DESIGNED AND BUILT – featuring a quality built and natural environment

Sustainable communities offer:-
• A sense of place (e.g. a place with a positive 'feeling' for people and local distinctiveness);
• User-friendly public and green spaces with facilities for everyone including children and older people;
• Sufficient range, diversity, affordability and accessibility of housing within a balanced housing market;
• Appropriate size, scale, density, design and layout, including mixed-use development, that complement the distinctive local character of the community;
• High-quality, mixed-use, durable, flexible and adaptable buildings, using materials which minimise negative environmental impacts;
• Buildings and public spaces which promote health and are designed to reduce crime and make people feel safe; and
• Accessibility of jobs, key services and facilities by public transport, walking and cycling.

(5) WELL CONNECTED – with good transport services and communication linking people to jobs, schools, health and other services

Sustainable communities offer:-
• Transport facilities, including public transport, that help people travel within and between communities and reduce dependence on cars;
• Facilities to encourage safe local walking and cycling;
• An appropriate level of local parking facilities in line with local plans to manage road traffic demand;
• Widely available and effective telecommunications and Internet access; and
• Good access to regional, national and international communications networks.

(6) THRIVING – with a flourishing and diverse local economy

Sustainable communities feature:-
• A wide range of jobs and training opportunities;
• Sufficient suitable land and buildings to support economic prosperity and change;
• Dynamic job and business creation, with benefits for the local community;
• A strong business community with links into the wider economy; and
• Economically viable and attractive town centres.

(7) WELL SERVED – with public, private, community and voluntary services that are appropriate to people's needs and accessible to all

Sustainable communities have:-
• Well-performing local schools, further and higher education institutions, and other opportunities for life-long learning;
• High-quality local health care and social services, integrated where possible with other services;
• High-quality services for families and children (including early years child care);
• A good range of affordable public, community, voluntary and private services (e.g. retail, fresh food, commercial, utilities, information and advice) which are accessible to the whole community; and
• Service providers who think and act long term and beyond their own immediate geographical and interest boundaries, and who involve users and local residents in shaping their policy and practice.

(8) FAIR FOR EVERYONE – including those in other communities, now and in the future

Sustainable communities:-
• Recognise individuals' rights and responsibilities;
• Respect the rights and aspirations of others (both neighbouring communities, and across the wider world) also to be sustainable; and
• Have due regard for the needs of future generations in current decisions and actions.

Appendix A

Appendix B : Key findings from the Area Profile of the District

People and Place

- Tendring has a steadily growing population of around 141,500 (2004) with the second highest levels of net inward migration in regional terms, offsetting the highest natural decline of deaths over births.
- The resident population aged over 60 is 11% above the Essex average, fuelled by the highest number of over 45's moving into the region.
- Most migrants choose to move to the three main towns on the coast - where two thirds of the population live, as a result of longstanding links with the area as a holiday destination for Londoners.
- Of the resident working age population of 74,600, many workers – over 20,000 daily, travel inland mainly to Colchester by car or with a significant number travelling to London by train.
- Colchester is the natural work and service centre for the population resident in the western part of the District.

Community Involvement and Cohesion

- Tendring has over 260 registered charities – the fifth highest figure in Essex and a flourishing range of voluntary groups which support public services in a whole range of ways.
- The proportion of ethnic minorities in the population is low and the perceived likelihood of people being attacked for ethnic reasons is relatively low – 18% of respondents.
- Voting rates have steadily declined since 1991.
- 84% of the population considered community activities have got better or stayed the same in the last three years.

Economic Well Being

- The latest employment statistics show that Tendring has higher than average economically inactive residents from a regional perspective and lower than average numbers wanting a job, particularly females.
- Professional and management occupations are significantly underrepresented in the workforce – 16% below the regional average. The deficit is offset by larger representation in administration and skilled trades, services and sales operations and plant operatives.
- High level qualifications are 13% below the regional average and no qualifications 10% above the regional average.
- The District has over two thirds of its businesses employing less than five staff.
- Gross weekly pay rates are significantly below the regional average - £60 less for a full time worker.
- The ratio of jobs to working age population is 20% below the region and nationally.
- Tendring is in the 29% of most deprived areas in the country with significant pockets of deprivation (in the worst 3% nationally) in Jaywick and around Clacton Town Centre.
- 14% of the population live in the most deprived Super Output Areas in the Country.
- In the family of similar authorities Tendring has the highest rates of working age population claiming key benefits.

Environment

- The District has an attractive environment characterised by its estuarine setting, a diverse range of large and small villages and coastal resorts.
- There has been relatively little new greenfield housing development over recent years.
- 20 Conservation Areas and 1, 000 Listed Buildings add to the character and appearance of the built environment of the District.
- The Stour and Colne Estuaries and Hamford Waters are recognised as being of international ecological importance and there are a variety of other protected sites.
- Air and water quality is generally good and the District is one of the driest parts of the Country.

Transport and Access

- The District enjoys good communication links both road and rail to the coast, with some peak hour and holiday traffic congestion at key junctions. Nevertheless, on the "do nothing" scenario traffic flows in 2021 on the A120 and A133 would only exceed their capacity between Weeley and Frating.
- There are proposals under consideration to improve the A120 in the next six years in anticipation of the Bathside Bay Container Port development.
- Bus Services tend to be concentrated in the main towns with a half hourly or hourly service to Colchester.
- The perception of whether traffic congestion has got better is at the top end of the family group.
- 67.3% travel to work by private motor vehicle – higher than Colchester but lower than Babergh. Almost half the percentage numbers travel to work by bus compared with Colchester but a similar proportion by cycle or on foot.

- The % of the population travelling over 20 km to work is close to the highest family average, just below Colchester.
- The number of pedestrian accidents is less than other authorities in the family group.
- Relatively few parts of the District lack reasonable access to essential services as a result of the pattern of main transport routes and the distribution of large villages.

Community Safety
- Tendring is a relatively safe district with below average levels of crime compared with the rest of Essex. 50% of all crime takes place in Clacton and there are significant pockets of crime in St James. Since 2002/3 crime has reduced by 7.2% and the Sanction Rate (the % of reported crime where the offender is identified and a sanction is imposed) has risen from 21.9% to 30%.
- 98% of the population feel safe by day and 75% by night, the same as Colchester but less than Babergh.

Health and Social Well Being
- There is a tangible link between deprivation and poor health evidenced by mortality rates, emergency hospital admissions and serious illness rates.
- Regionally, Tendring has male life expectancy significantly below average and below average increases in life expectancy for both sexes 1991-2003.
- There are significant differences of life expectancy between the family group and Tendring. For males Tendring at 76.1 years is 2.5 years below the best in the family and 2.1 years behind Babergh and for females 0.8 years behind the best in the family.
- Within the District the difference in life expectancy overall is over 13 years between the best and the worst areas reflected by long term limiting illness rates twice as high.
- It has 29% of wards with rates of poor health-significantly above the regional average.

- Tendring has the highest proportion of those with long term limiting illness in the family group and a relatively high level of teenage pregnancies.
- Infant mortality (under the age of 1) is 50% above the national average.
- The other main health issues are obesity, smoking and diet. 16% of 9-10 year olds are obese, whilst 1 in 4 of the population smokes.
- Over 10% of residents are providing unpaid informal care.

Education and Lifelong Learning
- In "value added" terms schools performed well with a significant range of recognised specialisms and other achievements, good OFSTED reports, good joint working and innovative vocational and work based learning opportunities.
- Overall GCSE results are significantly better than five years ago.
- The % of young people aged 16-24 years old not in full-time education, employment or training (NEETs) is 12% more than Babergh.
- The % of the workforce with no qualifications is 10% above the national average.

Culture and Leisure
- Discounting access to the coast which is a valued leisure resource for all sorts of activities, access to different types of sports facilities is relatively low compared with elsewhere because of the dispersed population across the district.
- The facilities for teenagers are not believed to have improved significantly over the last three years - only 55% of those surveyed believing them to have got better – 14% below the best family figure.
- The population rating on the improvement in cultural facilities over the last three years is similar to Babergh at 85% but 12% behind Colchester.

Housing
- Due to the nature of the population change in the District with high property turnover levels, the house building rate has been relatively low in the last few years at 400-500 units annually – mainly on "brownfield" and redevelopment sites.
- As a consequence there has been little need in the latest Local Plan to allocate a significant number of greenfield sites.
- The % of housing completions which comprise affordable dwellings is low at 3-4% of all new units built.
- There are 3,602 households living in unsuitable accommodation for one reason or another and in 2004 3,908 households were registered needing affordable housing i.e. they could not afford market rents – up 23% over the previous year.
- The house price to income ratio is similar to neighbouring authorities.

The Views of the Public and Stakeholders
Since 1999 the partners have put considerable effort into monitoring public opinion about the key cross cutting issues which affect the district including:-
- District Wide roadshows;
- Visioning events ;
- Workshops;
- Questionnaires in Tendring Matters – a Council Newspaper which goes to every household; and
- A Citizens Panel.

Two pieces of research looked at net satisfaction and importance for a range of strategic themes. The most results based upon the 2003 MORI Poll and the 2006 Tendring Matters Survey are set out below:-

The combined scores showed the six key priorities in order to be:-

2003
1. Making the area safer.
2. Developing local transport links.
3. Working in partnership.
4. Increasing jobs.
5. Facilities for young people.
6. Protecting the quality of the local environment.

2006
1. Developing facilities for young people.
2. Helping to increase jobs.
3. Developing local transport links.
4. Regenerating run down areas.
5. Protecting the quality of the environment.
6. Making the area safer.

There are some differences in the results, due in part to the 2006 Survey being response driven rather than a representative sample of the population.

Nevertheless, the main priorities are broadly similar. Educational opportunities and healthy living in both surveys were issues on which the public were generally satisifed and rated of less importance.

A further representative Citizens Survey in 2006 showed the following prioritisation of ten topics on which the respondents were asked to comment. The rankings refer to the number of respondents who considered the topics very or quite important:-

Ranking	Theme
=1	Working to create a cleaner district
=1	Developing a safer community and reducing the fear of crime
2	Community regeneration
3	Services and initiatives for older people
4	Working in partnership to improve the quality of life for all communities
5	Creating a strong local economy through regeneration and local employment
=6	Services and initiatives for young people
=6	Developing educational opportunities for people throughout their lives
7	Promoting healthy living
8	Working for a supply of decent and affordable housing

In November 2006 a key stakeholders event identified the following key strengths, weaknesses, opportunities and threats in the District over the next few years: -

Strengths
• Coastal environment
• Good partnership working
• Low crime
• Tourism
• Port expansion planned
• Strong voluntary sector

Opportunites
• Haven Gateway Growth Point
• Strong partnerships
• Tourism
• Voluntary sector
• Olympics
• Bathside Bay Development

Weaknesses
• Poor public transport
• Low educational attainment
• Low paid jobs
• Insufficient affordable housing
• Urban/ Rural conflicts
• Lack of activities for young people
• Low skills

Threats
• Global warming
• Funding cuts
• Demands on the NHS
• Deprivation
• Too many government initiatives
• Housing shortage
• Accessibility to funding

The ten key priorities identified by those present at the event for the future were: -
• Jobs
• Health
• Lifelong learning
• Crime
• Transport and access to services
• Young people
• Environment
• Active citizen participation
• Housing
• Deprivation

The results of the above surveys have been taken into account alongside the evidence in developing the proposals in this Strategy.

BENGALI

যদি আপনার এই নথিটি বাংলা ভাষায় প্রয়োজন হয়, তাহলে www.Tendringdc.gov.uk এর মাধ্যমে অনুবাদ করে দেওয়ার জন্য অনুরোধ করা যেতে পারে।

CHINESE

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GUJERATI

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HINDI

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URDU

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If you require an alternative language or format of this Strategy please contact Nicky Bareham on 01255 686010 or email her at lsp@tendringdc.gov.uk

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