



HATCH
REGENERIS

Tendring Economic Strategy 2020-24

A Report by Hatch Regeneris
November 2019

Tendring District Council

Tendring Economic Strategy 2020-24

IMPORTANT ADVISORY NOTE

It should be noted that work on this Economic Strategy concluded well in advance of the **COVID-19 pandemic**, which has subsequently had such a devastating short-term impact on the UK's economy (the medium - longer-term impact is yet to be known). However **it is not felt at this stage that the Strategy's Vision(s) and/or its Strategic Objectives need amending to accommodate the impact of the pandemic** on the national, regional or local economic scene, given that these seek to address long-term and established structural weaknesses in the district's economy.

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

June 2020

www.hatchregeneris.com

Contents Page

1.	Introduction	1
	How the Strategy Supports Long-Term Sustainable Growth	1
	Companion Documents	2
	Structure of the Strategy Document	2
2.	Tendring's Economy in Context	4
	What has happened since 2013?	4
	Overarching Strategic Context	6
3.	Approach, Vision and Objectives	8
	Approach	8
	An Economic Vision for Tendring	9
	Economic Strategy Objectives	11
4.	Objective 1: Supporting the Economy of Tendring's Places	12
	Prioritising Locations	12
	Visions and Activities for Tendring's Enabling Locations	13
	Supporting Locations	19
5.	Objective 2: Targeting Growth Sectors	21
	Care and Assisted Living	21
	Clean Energy	22
	Other Sectors	24
6.	Objective 3: Ensure Residents have the Skills and Information to Participate	27
7.	Objective 4: Support Growth & Innovation in Tendring's Businesses	31
8.	Objective 5: Delivering Housing to Support Our Economic Objectives	34
9.	Delivery and Tracking Success	36
	A Long-Term Focus on Delivery	36
	Measuring Success	36

1. Introduction

- 1.1 In 2013 Tendring District Council undertook significant work to develop a 10-year Economic Strategy for the district. This work reflected the commitment of the Council and its partners, to create the conditions needed to stimulate economic growth in the district in the period to 2023.
- 1.2 Now, half-way through this 10-year strategy, the approach has been refreshed to:
- Respond to the uncertain economic context both locally and nationally
 - Better understand the evidence explaining recent performance of the local economy
 - Ensure that the case for future investment in Tendring is informed by the best evidence and a clear strategy
- 1.3 The document supports the broad continuation of Tendring's ten-year journey, but also recognises that elements of the approach will need to change if the district is to achieve long-term, sustainable growth.

A Refreshed Strategy: What has Changed?

This document marks the continuation of the ten-year strategy which was produced in 2013. It is however clear in the evidence that there have been some changes in the local economy which have identified the need for some distinct changes of approach. These are:

- A greater focus on the populations of Clacton and Jaywick Sands, noting a decline in economic performance of these locations. This focusses specifically on local participation within communities and addressing long term prosperity.
- Bold action in Clacton town centre, recognising that its future is unlikely to be led by retail. Hence prototyping new ideas through more effective use of publicly owned assets.
- Balancing the evolution of Harwich as a port with the ongoing evolution of the visitor economy in the town and surrounding area.
- A tighter focus on two sectors: Care and Assisted Living and Clean Energy. The former is a continuation from the 2013 strategy, whilst the focus on Clean Energy represents an evolution of the original focus, promoting an agile response to emerging opportunities in offshore wind and Low Carbon energy in North Essex.
- A focus upon the higher growth companies within the district, using their experience to support the development of policy and action to support companies within the district.

How the Strategy Supports Long-Term Sustainable Growth

- 1.4 The focus of the 2013 strategy was long-term systematic change, considering the conditions which needed to be created to enable investment into the district. Following a review of recent economic evidence and consultation with local partners, this general principle remains the same. As such, the mechanisms, by which the Council and partners will support long term sustainable growth will stay the same. Specifically, this will be
- **Promoting diversification within the local business base**, recognising the need to target new sectors which can support a more buoyant and resilient economy.

- **Recognising that it is Tendring's businesses that will be delivering economic growth.** Working in collaboration with businesses to help them grow and deliver more employment opportunities.
- **Recognising and promoting Tendring's role in regional and national economies** and celebrating the district's contribution to wider objectives.
- **Valuing places within Tendring.** Ensuring that they can evolve as modern and effective economic locations where people want to live and work.
- **Recognising the importance of the district's residents to the area's economic future.** Supporting them to develop the necessary skills and aspirations to participate in Tendring's economic evolution.
- **Promoting improved partnership working.** Particularly with sub-regional and regional partners and alongside the business community.
- **Ensuring that the Council continue to prioritise investment into those areas which need it most.** Addressing long term issues which have limited prosperity over the last decade.

Companion Documents

- 1.5 To support the delivery of this strategy, a revised evidence base has been produced alongside a new 5-year action plan detailing the recommended actions the Council and its partners should consider. A refreshed Employment Land Review (2019) provides guidance on the future demand for industrial and office space, informing the district's emerging Local Plan.

Structure of the Strategy Document

- 1.6 Given the established principles and ambitions are the same as those outlined in 2013, this refreshed Economic Strategy follows a similar structure:
- **Tendring's Economy in Context** - summarises the challenges and opportunities identified within the revised baseline, as well as introducing the strategic and political context within which this strategy is delivered.
 - **Defining the Approach, Vision and Objectives** - sets out the overall direction of the strategy, as well as providing an outline of the vision and approach which underpins this document.
 - **Objective 1: Supporting Tendring's Growth Locations** - outlines the vision for target locations over the next five years. Based on the evidence available and consultation with stakeholders, the initial target locations are Clacton & Jaywick Sands, Harwich & Dovercourt and the Tendring / Colchester border.
 - **Objective 2: Targeting Growth Sectors** - outlines the approach to supporting growth in target sectors in the district. The two target growth sectors for Tendring are Clean Energy and Care & Assisted Living, in addition to a range of wider sector opportunities.
 - **Objective 3: Ensure Residents Have the Skills and Information to Participate** - outlines the need to support residents so that they have the skills and aspiration to participate in the opportunities promoted within this strategy. This includes recommendations on education, skills provision and employment.

- **Objective 4: Support Growth & Innovation in Tendring's Businesses** – outlines the approach to creating a more dynamic, diverse and future-facing business base in Tendring. Improvements in business engagement, innovation and inward investment are the focus of this objective.
- **Objective 5: Delivering Housing to Support Economic Objectives** – recognises the link between population and economic growth in Tendring and outlines how housing development could stimulate economic growth in the future.
- **Delivery and Tracking Success** – introduces some of the main considerations for delivery (which are outlined in more detail in the Action Plan), as well as outlining measures of success and important next steps.

2. Tendring's Economy in Context

- 2.1 To support the development of this Economic Strategy and provide the context within which it sits, a separate Socio-Economic Evidence Base has been produced. This outlines the economic challenges the district must overcome, along with the policy context within which the Council and its partners must secure delivery.
- 2.2 It is important that the Council, alongside its partners, respond to an evidence-based needs assessment of the local economy; this will help provide more integrity to future case making as well as providing the foundations for better tracking of success. Equally, given the significant change in national policy over the last few years, it is imperative that this economic strategy responds to regional and national objectives, demonstrating Tendring's contribution to these.
- 2.3 It should be noted that the majority of data used within the evidence is publicly available, government data sources. Whilst this is the most up to date information available, it is still a snapshot and, in some cases, can be 2 or 3 years old. All findings should be considered in context and where possible verified with primary research or local anecdotal evidence.

What has happened since 2013?

Economic Progress

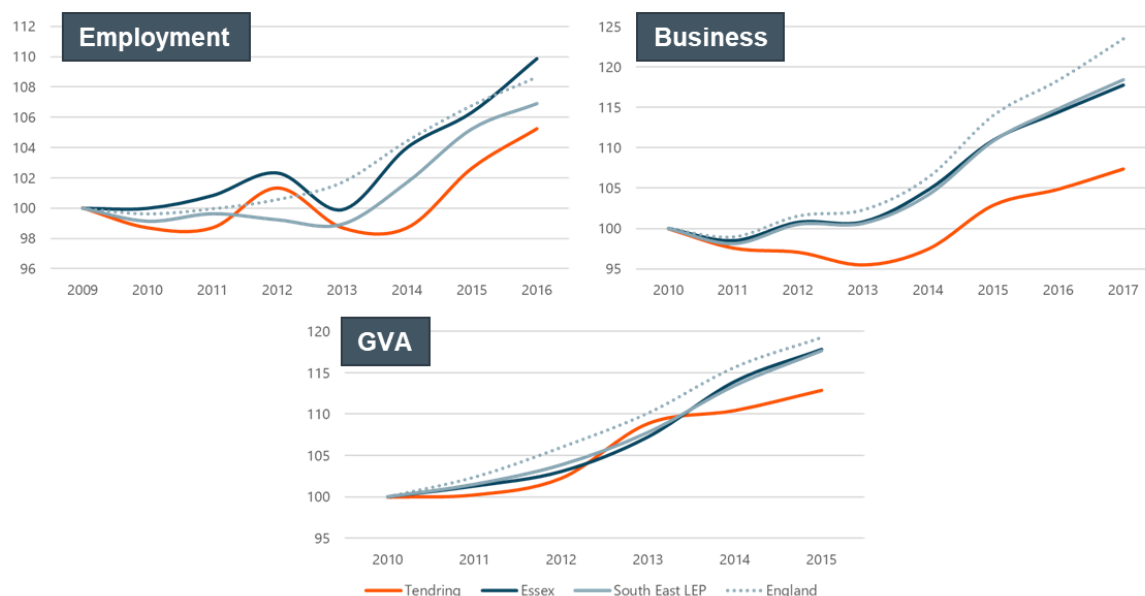
- 2.4 Since the 2013 Economic Strategy was prepared the Tendring economy has grown.
- 2.5 Over the last five years, GVA (output), as well as the number of jobs and businesses in the district have all increased. There are 500 more businesses than in 2013 and overall levels of unemployment and economic inactivity have declined.
- 2.6 Although employment and the number of businesses has grown over the last three years, this growth has been at a slower rate than Essex or England as a whole. In addition, GVA growth over the last three years has been relatively poor when compared to the rest of the county and nationally.
- 2.7 Indicators on higher value occupations and commuting also suggest that those who are highly-skilled and have the transport to do so, are increasingly commuting to other parts of Essex (in particular Colchester). By comparison, the number of higher-value jobs (e.g. managerial occupations) in Tendring has decreased by a quarter over the last five years.

Figure 2.1 Tendring Economic Snapshot



Source: BRES, 2013-17; UK Business Count, 2013-18; ONS Regional GVA Tables 2013-16

Figure 2.2 Employment, Business and GVA Growth, 2009-17



Source: BRES, 2009-16; UK Business Count, 2010-17; ONS Regional GVA Tables, 2010-15

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

Table 2.1 Key Centres and Employment Trends

Centre	Employment	Employment Growth 2011-16
Clacton	14,500	-7%
Harwich & Dovercourt	6,000	+20%
Frinton-on-Sea & Walton-on-the-Naze	3,000	+20%
Brightlingsea	2,125	+13%
Manningtree, Mistley & Lawford	1,750	-8%
Jaywick Sands	325	-13%

Source: BRES, 2011, 2016

- 2.9 Tendring still maintains several sector specialisms which differentiate the district's offer from that of the rest of Essex. It has strengths in Ports & Logistics, Tourism and Health and Care, with these sectors all experiencing employment growth over the last five years.
- 2.10 Tendring's population continues to have a high concentration of older people, with 29% of residents over 65 (compared to 18% nationally). Whilst the trend of population growth being driven by the elderly has continued, there is evidence that in recent years there has also been growth in those aged between 10 and 29 years old (although this remains relatively low).
- 2.11 Earnings continue to be low across Tendring, with corresponding pockets of higher deprivation, particularly around coastal communities (including Clacton-on-Sea, Harwich & Dovercourt and Jaywick Sands).

Overarching Strategic Context

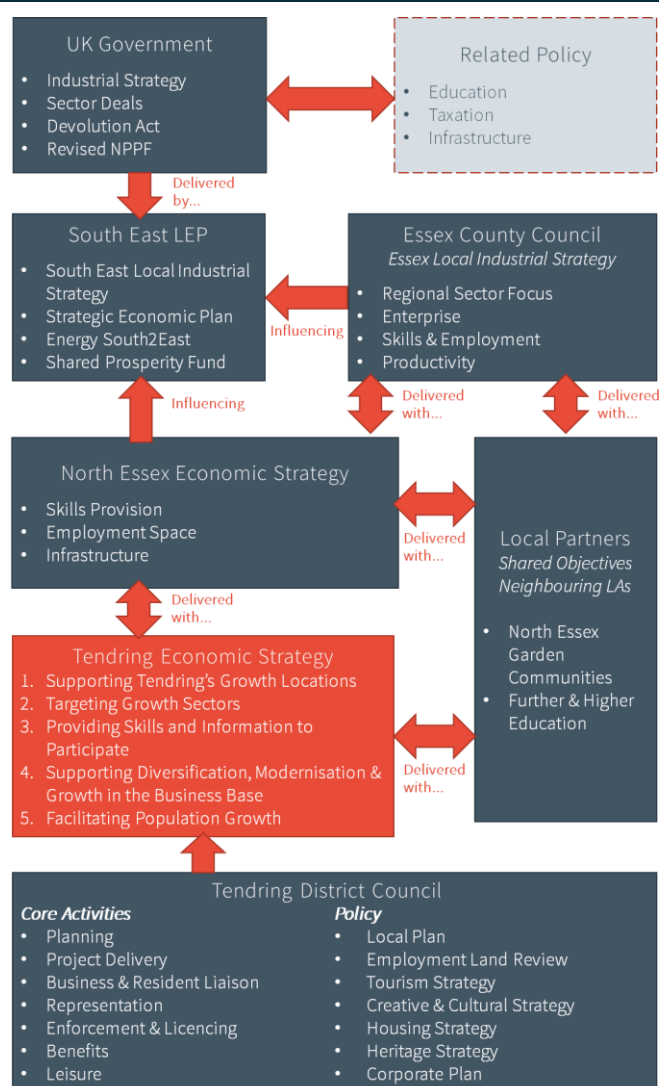
2.12 The Council cannot deliver economic growth and prosperity alone. This document has been designed to specifically position Tendring in the context of current and emerging regional and national policy, not least that of key partners including South East LEP and Essex County Council.

2.13 Figure 2.3 summarises this Economic Strategy's position in relation to national and regional policy. More detail on each policy document can be found within the Socio-Economic Evidence Base.

2.14 The strategic context around which Tendring's Economic Strategy is developed has changed considerably over the past five years, and it is important that this is taken into consideration.

- There is still a strong focus, across all regional and national strategies, on targeting productivity improvements through targeted sector development. **The Industrial Strategy White Paper, South East LEP Strategic Economic Plan, Economic Plan for Essex and Economic Vision for North Essex** all have ambitions to raise the level of productivity. Sectors which are routinely mentioned (and which are of relevance to Tendring) include advanced manufacturing, low carbon & renewables, logistics, life sciences & healthcare and creative industries. It will be important to continue monitoring and supporting these sectors, enabling the district to align itself with funding and investment opportunities as these arise.
- There is also a recognition of the need to improve skill levels to both improve local prosperity and to give businesses the workforce they need to grow. The Essex Employment and Skills Board's Evidence Base identified seven priority sectors which are set for growth and are suffering from skill shortages: advanced manufacturing and engineering, care, construction, financial & related services, health, IT, digital & creative, and logistics. This strategy needs to ensure that Tendring can work with partners to directly address the skills shortages in these sectors.

Figure 2.3 Tendring EDS's Position in Relation to National and Regional Policy



Source: Hatch Regeneris, 2019

- The **Essex Economic Commission** was established in 2016 to provide strategic advice on the development of Essex. This seeks to address several key challenges, including raising skills and qualifications; developing opportunity sectors and technologies; improving transport infrastructure; expanding the availability of suitable workspace and commercial premises; and supporting coastal districts. Its content overlaps significantly with that of this strategy, providing a strong platform for regional collaboration.
- New alliances have been made over the last five years, including the **North Essex Garden Communities** and the **North Essex Energy Group**, helping to strengthen relationships with neighbouring areas. Building on these relationships in the future will provide a greater platform from which Tendring can attract investment and funding.
- The North Essex Authorities (Tendring, Colchester, Braintree and Uttlesford, alongside Essex County Council) have produced the **North Essex Economic Strategy**, which will highlight the need for skills provision, employment space and infrastructure. More widely, partners are working together on strategic cross boundary issues for North Essex as part of their *Local Plan* development, with a joint section on issues including infrastructure, housing numbers and three new Garden Communities.
- **North Essex Opportunity** sets out ambitions to create an innovative and burgeoning multi-sector economy by attracting investment into the area. This sets out a joint ambition for growth across the area, and a commitment to enable businesses and people to help shape and form ideas for the future. This builds on the creation of new homes, jobs, physical and social infrastructure being developed through both the public and private sectors.
- In Tendring, the recently updated **Employment Land Review (2019)** finds there is currently more than sufficient supply of land to meet future needs. Clacton and Harwich continue to offer the greatest range and diversity of employment space, with other smaller markets collectively playing an important role in servicing local needs. This is reflected within this Economic Strategy.
- The **Tendring Local Plan** was submitted to the Inspector in October 2017 and covers the period up to 2033. It acknowledges opportunities for Tendring to develop its strengths in offshore wind and in care & assisted living, with employment in the district expected to grow by 490 jobs annually.
- There are wider ambitions to **improve superfast broadband provision** within Tendring, particularly building on the multi-million-pound investment programme to extend superfast broadband availability in Tendring District to more than 98% by early 2020.

3. Approach, Vision and Objectives

Approach

- 3.1 The recent performance of the Tendring economy, means that bold action is required to help embed new approaches to build upon the progress made since 2013.
- 3.2 New tactics and actions will balance mobilising the existing population, alongside encouraging new investment, development and infrastructure into Tendring. This blend of 'top-down' and 'bottom-up' approaches should allow people and businesses in the district to work more closely in partnership with the Council to drive greater prosperity.

Long Term, Sustainable Growth through Partnership

- 3.3 To deliver the vision and actions set out in this document, the Council will need to work in conjunction with local partners and communities to:
 - Change the perceptions of Tendring;
 - Develop partnerships;
 - Lobby partners (including Government, South East LEP and Essex County Council);
 - Pilot new approaches;
 - Attract funding for delivery;
 - Build community cohesion; and
 - Build capacity amongst local residential communities.
- 3.4 Without time being invested in early phase actions, it will be difficult to embed change and achieve long-term, sustainable outcomes.

Political Foundations for the Strategy

- 3.5 This economic strategy should not just be a list of objectives and projects for the Council and its partners to deliver. It should support a collaborative culture amongst members, officers and partners.
- 3.6 The Corporate Plan 2020-2024 sets out ambitions to respond to the challenges and opportunities associated with economic growth. This includes:
 - Supporting business growth, particularly supporting higher-value employment, attracting more productive businesses and encouraging innovation;
 - Enabling better job prospects;
 - Facilitating improved qualification and skills attainment;
 - Local regeneration; and
 - Supporting rural communities.
- 3.7 The Corporate Plan sets out the need for a clear vision for economic growth and prosperity. This includes the need for higher value, more productive and more innovative businesses, which will help deliver higher skilled and higher wage employment opportunities for residents.

- 3.8 Building community leadership and capacity sits at the heart of the Corporate Plan and is one of the most notable changes in approach between the 2013 Economic Strategy and this document.

- 3.9 Enabling citizens to play a fuller role in developing solutions to their personal economic challenges, as well as those of the district is a key long term aspiration of this refreshed strategy.

Communicating Tendring's Message and Celebrating Success

- 3.10 As highlighted in the 2013 Economic Strategy, one of the most important roles the Council can play is ensuring that internal and external partners understand and share ambitions for the district. Conversations with partners in developing this document showed that Tendring still has work to do to develop its reputation for delivery with local and regional partners.

- 3.11 To achieve success, Tendring needs to be a place that is much more widely recognised and respected for its economic achievements. Celebrating what is done well will be an important part of a distinctive offer to new investors, businesses, and residents.

Figure 3.1 Tendring Corporate Plan 2020-2024 Overview



Source: Tendring Corporate Plan, 2016-2020

An Economic Vision for Tendring

- 3.12 The 2013 strategy set out a vision for the district covering two, five- and ten-year time horizons. To support activity to 2024, a revised vision covering the next two and five years is set out below.

The Two-Year Vision

- 3.13 Over the next two years, the groundwork for sustainable economic growth will be well underway. Despite it being at an early-stage in the strategy's delivery, there will already be improved rates of employment, business creation, population and job creation.
- 3.14 Relevant Council services will be in the process of reconfiguring to deliver the objectives of the strategy, with a strong focus on improved relationships with the business and resident communities. An innovative new plan will be in place for Clacton focussed on challenging and

changing perceptions and building community capacity. Similarly, in Jaywick Sands, bottom-up, participatory activities will be addressing inherent weaknesses and providing foundations for future engagement. The emerging opportunity to create a new growth area on the Tendring / Colchester border will be well developed and supported, with a clear understanding of the benefits for the district.

- 3.15 UK Government, the South East LEP and Essex County Council will increasingly recognise Tendring as a potential centre of excellence for Care & Assisted Living whilst the plans will be in place to use the district's Marine expertise to take a more agile approach to Clean Energy. A consistent lobby will have been established, making a strong case for improved infrastructure; in particular, improvements to the A120, A133 and public transport in and out of the district.
- 3.16 The Council will have been successful in supporting local businesses and partnerships to access funding to support the delivery of the economic strategy over the next five years.
- 3.17 Superfast broadband will have been rolled out to more than 98% of premises by 2020, making Tendring one of the best served areas in Essex. This will support the district's growth ambitions, particularly in attracting higher-value sectors to the area.

The Five-Year Vision

- 3.18 By 2024, the impacts of this Economic Strategy will be clear. Indicators relating to employment, business creation, population and job creation will all be demonstrating strong improvement with the rate of employment and business growth converging with that of Essex. Perceptions of Tendring will have changed, with the district being recognised as a location where people seek to live, work and visit.
- 3.19 The future of Tendring's key employment locations (Clacton and Harwich) will be acknowledged by investors, with development underway and local citizens playing a more important role in their evolution.
- 3.20 In Clacton, investment in cultural and visitor infrastructure will encourage a broader visitor group to come to the town helping to support the town's visitor economy. This, alongside unique new visitor accommodation, will increase the breadth of Clacton's offer, with the town being recognised as a key regional leisure and cultural destination.
- 3.21 Harwich meanwhile, will have remained agile to new opportunities, helping North Essex (led by North Essex Energy Group) to become a focus for new developments and innovation in the region's Marine and Clean Energy offer. A clear plan will be in place for the long-term future of Harwich Port.
- 3.22 Building on the new Centre for Excellence for Health and Care at Colchester Institute's Sheepen Road campus, Tendring will have a series of new exemplar projects generating national exposure for Tendring within the Care & Assisted Living sector, capitalising upon enhanced broadband connectivity and 5G specifically.
- 3.23 Initial planning for the Tendring / Colchester border Garden Community will be taking place, with a need for the Council to promote its ambitions for a high-quality, low-carbon residential development, with new business, education and R & D functions.
- 3.24 Local companies will begin to see an improvement in productivity, whilst local people will benefit from new jobs created on the back of this success. The first signs of the Tendring skills base being positively skewed towards key employment sectors will be apparent, whilst clear pathways will be evident from school to employment and/or further or higher education.

Economic Strategy Objectives

- 3.25 To achieve the economic vision, partners will continue working towards the five objectives established in the 2013 Economic Strategy. As per the 2013 strategy, these are split into two groups; **Targeting Objectives** and **Cross-Cutting Objectives**.

Targeting Objectives

- 3.26 The following two objectives are designed to ensure a focus on local strength, supporting the aspiration to redefine and diversify Tendring's economy. These focus on the creation of stronger identities and specialisms as the basis for future economic growth:

- Objective 1. Targeting growth locations** – Intervening in locations where the potential for growth is highest and there is a strong case for intervention.
- Objective 2. Targeting growth sectors** – Focusing activity on the sectors that are most important not only to Tendring, but also to Essex and the UK economy.

Cross-Cutting Objectives

- 3.27 Focus on the following three objectives will ensure a more general improvement in Tendring's economy. They are designed to ensure that economic growth in the district is as impactful and inclusive as possible:

- Objective 3. Ensure residents have the skills and information to participate** – Working with education providers, training organisations and businesses to ensure that Tendring residents have the means to access opportunities in Tendring and beyond.
- Objective 4. Support Growth & Innovation in Tendring's Businesses** – as well as targeting specific growth sectors, work with existing businesses to ensure that they are given support to grow and innovate in Tendring, particularly those businesses which have high growth potential.
- Objective 5. Delivering Housing to Support our Economic Objectives** – In line with the Local Plan aspirations, support an increase in population and housing (alongside appropriate infrastructure), to support a stronger labour market and increased local spending.

4. Objective 1: Supporting the Economy of Tendring's Places

- 4.1 Securing economic growth and job creation in Tendring will, in part, depend upon businesses, investors (both public and private), residents and visitors believing in the potential of Tendring's locations. Promoting and facilitating effective place making in the district's towns and industrial areas is a core element of this strategy.

Prioritising Locations

- 4.2 Given the resources available however, it is recognised that it is not possible (and in some cases not necessary) to focus on all locations over the 5-year lifespan of this strategy. As a result, Tendring's towns have been split into two groups: those which need specific intervention and investment to enable positive economic change; and those areas where the case for direct public sector investment is less strong.

Enabling Locations

- 4.3 Enabling locations are those places that have the most potential for demonstrable economic improvement and where the case/need for public sector intervention is strongest. These are:
- **Clacton** - Tendring's biggest centre of population and employment and still a popular summer day trip location. Despite recent investment and improvement, Clacton and surrounding areas have continued to experience persistent deprivation over the last two decades. The area is currently in socio-economic decline.
 - **Jaywick Sands** – Although linked to Clacton, Jaywick Sands is worthy of focus in its own right. Still one of (if not the) most deprived locations in the UK, success in Jaywick Sands may not be significant growth, but addressing decline and improving life chances will be no less of a success.
 - **Tendring-Colchester Border** - A potential long-term opportunity as part of the North Essex Garden Communities initiative to deliver up to 9,000 homes as part of three new settlements in North Essex to be built along Garden City principles.
 - **Harwich and Dovercourt** – Tendring's second largest centre, with a major port, providing a significant opportunity for the Clean Energy sector and associated uses.

Supporting Locations

- 4.4 Supporting locations should by no means be considered less important. Based on the information available, however, there is less of a case for the Council and partners to invest significant resources in these areas in the strategy period.
- 4.5 The supporting locations (which should continue to be monitored) are Frinton & Walton, Brightlingsea, Manningtree and Tendring's important wider Rural Hinterland (including Elmstead Market, Weeley, Thorpe Le Soken, St Osyth, Little Clacton, Great Bentley and Alresford).

Visions and Activities for Tendring's Enabling Locations

- 4.6 Each town in Tendring is different and therefore will require a unique response. Economic visions and responses have been developed for each.

Clacton and Jaywick Sands¹

Current Position

- 4.7 Clacton is Tendring's biggest settlement and contains more jobs and businesses than any other location in the district. It is well documented that the town's tourism offer has declined over the last 30 years, with the town now being more reliant economically on local demand and its role as a local service centre.
- 4.8 Since the 2013 Economic Strategy, Clacton's economy has declined, with a 7% fall in employment over the last five years. Sectors which have experienced a strong fall in employment include education (-25%), public administration (-25%), supporting services (-17%), and the creative industries (-14%).
- 4.9 The wider Clacton area (including Jaywick Sands) is still home to some of the most deprived populations in the UK. Today, a third of the local neighbourhoods (LSOAs) in Clacton and Jaywick Sands are among the 10% most deprived local neighbourhoods nationally, and Jaywick was identified as the most deprived neighbourhood in England according to the 2019 Index of Multiple Deprivation. Around 5% of the population are currently claiming unemployment benefits (compared to 2% nationally) and only 10% of the population are qualified to degree-level (compared to 27% nationally).
- 4.10 The Clacton Town Centre Working Group was established in 2018 to help address some of the issues faced by the town centre. This partnership of cross-party district councillors, town centre businesses, local community groups and other stakeholders will explore options for improving the area considering the current challenges faced by the retail sector nationally.
- 4.11 Evidence from the Employment Land Review finds that Clacton already has more than enough employment land (20.1ha) to support the demand forecasted in the future (8.7ha). Gorse Lane is currently the largest operational employment area in Clacton, supplemented by the nearby Oakwood and Crusader Business Parks. Both sites contain a strong mix of B1(a) and B2/B8 industrial premises, across a range of sizes and are generally of good quality.

Vision for Clacton - (Re) Building a Strong Service Centre

- 4.12 Clacton will remain Tendring's most important and busiest service centre but needs a bold response to address the current decline. The quality of the town needs to be a key attractor for new residents and businesses, with new cultural infrastructure supporting an increased regional demand from the region's growing population.
- 4.13 Investment in Clacton's beachfront (including a major £36m scheme to protect and enhance the coastline) has provided a significant opportunity for Clacton to rejuvenate its image and to provide a significant uplift in visitor experience, as well as a draw for new businesses. This needs to be complemented by a higher quality offer of attractions and services serving local communities and new residents. By 2024, Clacton should aspire to be recognised as a distinctive, quality destination by a broad range of visitor groups, particularly across the region.

¹ Clacton and Jaywick Sands are considered together within the Socio-Economic Evidence Base.

- 4.14 Given the importance of the local service economy to Clacton, planned housing development and population growth should be viewed as an important component of the town's evolution. Not only will this support improvement, diversification and quality in the town, it will drive demand and local business creation.

Vision for Jaywick Sands – Addressing Long Term Decline Through Citizen Engagement and Participation.

- 4.15 Given the persistent high levels of socio-economic deprivation, there is a need for long term investment in both the physical and human assets of the area to enable a positive economic future for Jaywick Sands.
- 4.16 Bold new approaches, built around citizen participation and the building of community capacity, are needed. Residents need to be given a more prominent role in defining and delivering a more prosperous place and defining their role in it.
- 4.17 The response should be locally focussed and long-term, building upon the aspirations of the Jaywick Sands Coastal Community Team to develop a more sustainable and resilient community. This will take time and partners must recognise that short term success may be measured through a slowing decline, rather than through significant and obvious growth.

Areas of Action for Clacton and Jaywick Sands

- 4.18 To support the economic development of Clacton and Jaywick Sands, the Council will work with partners and the local community to develop new responses. This will include:
- Supporting long term investment into local civil society, citizen engagement and participatory activities within Jaywick Sands and Clacton. Building community capacity to enable transfer of responsibility to local people, giving them the opportunity to play a more significant role in the long-term development and delivery of new community activities and ultimately community businesses.
 - Continuing to support the Clacton Town Centre Working Group to develop a set of innovative new recommendations to address local economic decline and reposition the town centre as a service hub which is less dependent upon the retail sector. This will seek to prototype new projects and activities which challenge perceptions of Clacton and drive external promotion.
 - Work with Essex County Council to undertake a renewed market demand assessment for visitor attractions in and around Clacton. This should think beyond the current coastal tourism offer and identify facilities which can add new elements to the South East visitor offer.
 - The Council will consider using its own property assets to accommodate new uses and businesses in both Clacton and Jaywick Sands. By offering subsidised space and non-financial support, this will enhance the potential of new and exciting activities being incubated locally. In Clacton, these are likely to be new small companies, in Jaywick Sands local organisations with the potential to evolve into Community Businesses².

² 'Communities coming together to set up businesses to address challenges they face together <https://www.powertochange.org.uk/what-is-community-business/>

Case Study – Building Civic Capacity: Participatory City

Participatory City is a community-based project in Barking and Dagenham. It brings together organisations and individuals from across the community to create neighbourhood-led projects and new businesses. Participatory City is run in partnership with the Council but draws in a broad spectrum of community partners to develop ideas and solutions to local issues. The programme works with these people to create a network of projects that can tap into the borough's creativity and energy.

The scheme invites people to suggest ideas for projects and businesses they would like to create together and over five years, it will work with 25,000+ people to grow a network of 250 projects and 100 businesses.

[Link](#)

Relevance for Clacton & Jaywick Sands: Building community capacity has helped to engage the local community in redevelopment taking place in their communities. In doing so, Barking and Dagenham have increased local ownership of planning, helping build momentum locally. This example demonstrates the importance of thinking long term, but also the potential which can be galvanised within a local community.

Case Study – Innovative Use of Assets: Folkestone Creative Foundation

Folkestone Creative Quarter has been enabled by the creative foundation taking ownership of a critical mass of properties, refurbishing them and then letting them for both market and subsidised rent. The focus has been on enabling new businesses through highly affordable space, with a focus on a 25-year return on this investment (rent forgone). 15 years into this project, 90% of the space is now let at market rent and the project is estimated to have created 500 jobs - [Link](#)

Relevance for Clacton & Jaywick Sands: In providing space (both at market and subsidised rates) this has created a location from which local business can test and innovate their ideas. This reduces risk helping to boost innovation and start-up rates locally. Activity has created a critical mass of activity and 'churn' within the business base; the value of this has vastly exceeded the income forgone to enable the project.

Tendring-Colchester Border

Current Position

- 4.19 The area to the West of Tendring (and east of Colchester) is primarily rural today, although it benefits strategically from proximity to the A120, A133 and the University of Essex. Subject to examination through the Local Plan process, the area will be part of the North Essex Garden Communities which could deliver up to 9,000 homes as part of programme of new settlements across North Essex. These new settlements will act as the catalyst for economic growth and make the area a more attractive place to live, work and spend time.
- 4.20 It is expected that the new Garden Community on the Tendring-Colchester border could deliver at least 2,600 new homes within the Local Plan period to 2033, bringing over 3,000 new people to the area. Led by Garden City Principles, this will provide an opportunity to deliver place making that delivers improved amenity, cultural experience and employment opportunities with local citizens placed at the heart of the evolution of the place.

Vision for the Tendring-Colchester Border – A new place to bring new value and skills to Tendring

- 4.21 The vision for the North Essex Garden Communities Programme is to establish an area for growth across North Essex that is of strategic national importance. At the heart of this vision is the creation of new Garden Communities where people will want to live, work and play. The Vision has three strands: **sustainable communities, jobs and a supportive infrastructure**:

- **Communities:** sustainable development principles will be at the core of the Garden Communities, balancing social, economic and environmental issues. The garden communities will attract residents and businesses who value innovation, community cohesion and a high-quality environment, and who will be provided with opportunities to take an active role in managing the garden community to ensure its continuing success;
 - **Jobs:** to achieve the vision, the partners will strive to make North Essex an area of inclusive economic growth and prosperity, of strategic importance to the economy of the UK, with businesses capable of competing on a national stage. To make this happen partners will help North Essex create a diverse and thriving economy, with a great choice of job opportunities across many sectors, and growing prosperity and improving life-chances for all its citizens, today and into the future; and
 - **Infrastructure:** within the new garden communities, there will be a focus on providing the right level of infrastructure (roads, utilities, education, health, green areas, community and social infrastructure) at the right time and in a manner that supports substantial new growth whilst ensuring that the countryside and heritage assets are protected and enhanced.
- 4.22 The Tendring-Colchester border should look to build upon the strengths and specialisms of The University of Essex (including Digital, Creative and Health) and provide larger scale employment space for off-site construction, potentially using employment land on the A120, including sites in Harwich which benefit from proximity to the port.
- 4.23 Over the next five years partners should scope desirable options for employment space in and adjacent to the new Garden Community. This should complement the evolution of target sectors, but also should remain agile to emerging demand and opportunity to bring new types of business into Tendring.
- 4.24 Development in the West of Tendring will also help to generate demand for new infrastructure, strengthening the case for improvements to the A120 and A133, improved public transport (into Tendring) and the delivery of a more varied educational offer. Delivering this strong new infrastructure should be a fundamental part of developing this area.

Areas of Action for the Tendring-Colchester Border

- 4.25 Fundamental to success is developing a strong partnership between the Council, Colchester Borough Council and Essex County Council. It is critical that the Council (TDC) is given a prominent voice and can influence the economic benefits from the emergence of a new place. Specific actions to facilitate this are:
- Testing feasibility of locations for employment, including identification of the sites and infrastructure necessary to support employment in target sectors.
 - Developing and influencing strategies to enable placemaking and the delivery of cultural infrastructure serving new communities. This includes developing and diversifying the offer in Clacton, Walton on the Naze and Frinton to capitalise upon new demand.
 - Working with University of Essex to support the long-term realisation of knowledge exchange and spin out at new (NEGC) sites and other Tendring locations identified within the Employment Land Review.

Harwich and Dovercourt

Current Position

- 4.26 In the mid-20th Century Harwich was a successful port and maritime centre, employing several thousand local people. Over the last two decades this has declined by more than 50%, to a point where less than 1,000 people are now working in Port and Logistics industries in the town (although this decline has stabilised at this level since the 2013 Economic Strategy).
- 4.27 Offshore wind could play a role in Harwich with new project delivery creating demand in the town; this however, should not be taken for granted and will need both planning and flexibility. Harwich already provides an operations and maintenance base for Galloper Wind Farm and partners have suggested there is potential for this to grow further in the future. Harwich has however, fallen further behind some of its competitor ports in recent years, with Great Yarmouth and Lowestoft becoming more influential within the offshore wind energy sector. As partners deliver this strategy, they need to maintain focus on the evolution of this market and the role that Harwich could play.
- 4.28 In recent years, tourism has become a more prominent industry for Harwich and Dovercourt, with employment in the sector more than doubling since 2011. Although this sector has helped to create employment opportunities locally, much of this is seasonal or part-time work, with around 41% of local jobs being part-time (compared to 32% nationally). Confidence amongst the town's tourism sector has increased in recent years, with several significant investments being made by local hotels. This has contributed towards the establishment of the Harwich and Dovercourt Coastal Community Team, which will look to build on recent momentum in the tourism sector and drive economic growth and regeneration across the area.
- 4.29 The Employment Land Review finds that the primary driver of Harwich's economy is the International Port and as such it is recommended to protect commercial sites near this. Given that the economy is partly driven through (highly specialised) port-generated demand, there should be a level of flexibility in the employment provision in Harwich and Dovercourt. A lack of clear direction on the long-term future of the port, is a barrier to future investment in sites and subsequently economic opportunity.

Vision for Harwich and Dovercourt – Using marine heritage and skills to drive Energy and Tourism sectors

- 4.30 Although Harwich has the assets needed for it to develop a significant cluster of activity around the Clean Energy sector (and specifically Offshore Wind), this has not gained traction as per the aspirations set out in the 2013 strategy. Whilst Clean Energy and Marine Activities remain the more likely routes to greater innovation and growth in Harwich, it is important that partners and businesses remain agile to new opportunities and developments. This includes not only the offshore opportunity, but the construction and supply chain opportunities which could come from the development of Sizewell C and Bradwell B Nuclear Power stations. The Government's invitation to existing operators to submit proposals to expand existing operations at Greater Gabbard, Galloper, Gunfleet Sands, and the London Array wind farms also presents a strong opportunity for Harwich to support the development of this infrastructure.
- 4.31 Transfer of information on opportunity to and between businesses, will be critical. Establishing strong networks and supporting collaboration and innovation will help to achieve this. Proposals for the Harwich Innovation Centre, could also be revisited within the strategy period, potentially providing a focal point for this activity.

- 4.32 In addition to the Port related opportunity, Tendring District Council are already looking to deliver new high-quality public realm projects in Dovercourt town centre. This will be an important milestone for the town, making it an attractive place for people to visit, capitalising upon a recent uplift in tourism locally. The 400-year anniversary of the Mayflower in 2020 will provide a more immediate opportunity to promote Harwich and Dovercourt and capitalise upon new visitor markets.

Areas of Action for Harwich and Dovercourt

- 4.33 Actions for Harwich and Dovercourt will focus on targeting Clean Energy activity, developing marine opportunities and capitalising on an emerging tourism opportunity. More specifically, this includes:
- Continue dialogue with regional partners to scope Clean Energy opportunities. This will involve being aware of market developments, supporting the transfer of information to businesses. The Council should continue to play a leading role in the North Essex Energy Group to secure a more strategic response to supply chain opportunities.
 - Work with Essex County Council to facilitate senior level discussion with the owners of Harwich Port so secure an agreed long-term strategy for the Port. Based on these discussions, develop a clear plan for investment in quayside infrastructure.
 - Continue to expand the visitor economy offer, adding further quality accommodation and amenity, using the 400th anniversary of the Mayflower as the catalyst for an uplift in the offer; embedding this heritage further into the identity of the town and district.
 - Lobby for proposed improvements to the A120, building a strategic case for a corridor of activity linking Harwich to the wider UK road network and North Essex Garden Communities.
 - Scope and pilot new approaches to the consolidation of marine skills in Harwich. This could draw together the various marine training and apprenticeship opportunities already available in Harwich and Brightlingsea, alongside boat building and maintenance and marine biology (already has specialism for University of Essex). This could ultimately serve as a physical centre of excellence serving not only Tendring, but a regional audience.

Case Study – Maritime Heritage – Titanic Quarter Belfast

Although on a significantly larger scale, Titanic Quarter is a good example of an area using its maritime heritage to develop a modern identity and visitor offer for a place. The development includes a museum and a conference centre focused on the maritime quarter of Belfast. This has been accompanied with supporting projects and community involvement, helping local people to become proud of the city's association with the Titanic. The project has over achieved on its targets and saw between 2012-2015 1.9 million visitors. <http://www.titanic-quarter.com/>

Relevance for Harwich and Dovercourt: Although the Titanic Quarter received a significant investment from national government, this shows the benefits that can be generated by shaping an area's image around its maritime heritage, helping to attract tourists and position the area for investment. With the 400th anniversary of the Mayflower, this presents an opportunity to put the area's maritime heritage at the heart of the area's tourism offer.

Case Study – Marine Skills Centre - Southampton

The Marine Skills Centre at City College Southampton is the biggest of its kind in the UK. It provides a wide range of courses, focused primarily on marine engineering and boat building. The Marine Skills Centre

includes: Composites workshop; Marine engineering workshop; Marine electrical workshop; Boat building and repair workshop; and IT and CAD suites

It is a National Skills Academy and offers a various qualification routes including apprenticeships and industry specific training. The centre also provides career development support and links into industry.

Relevance for Harwich and Dovercourt: A maritime focussed skills offer could provide a focal point to the development of specific relevant skills and career development in Harwich. As well as offering improved opportunities for local people, this could serve wider markets and support businesses in the area. The flexibility of marine and maritime skills will ultimately help to develop a more agile local workforce who can respond to the needs of other sectors, including offshore energy.

Supporting Locations

- 4.34 Over the period of this strategy it will be important to remain alert to challenges and opportunities in supporting locations, ensuring that where necessary, partners are ready to respond.

Manningtree (including Lawford and Mistley)

- 4.35 Manningtree's economy has struggled over the last five years, with a decline in employment of 8%; much of this can be attributed to a reduction in the number of manufacturing jobs locally. There have however, been increases in the number of jobs in construction and the tourism sector. Manningtree currently has relatively low levels of deprivation, unemployment and economic inactivity.
- 4.36 The area's economy is well placed strategically within Tendring to benefit from the local, rural market, as well as being close enough to Colchester and the A12 to take advantage of wider regional markets. The area continues to benefit from an affluent population and the ongoing development of high-quality homes, including those at Summers Park, Lawford Green and River Reach, will provide adequate residential stock to supplement potential growth in the locality.
- 4.37 Partners should work to ensure that Manningtree continues to function as a pleasant and prosperous location with a strong service offer for its local community. More specifically, it is important to continue to monitor the performance of businesses on the Lawford Industrial Estate.

Brightlingsea

- 4.38 Brightlingsea has performed relatively well over the last five years, with strong employment growth (+13%) led by increases in the health and tourism sectors. The area still has relatively low levels of deprivation, unemployment and economic inactivity compared to the rest of the district. Moses Lane Industrial Estate is a small, good quality industrial estate which serves a local market with a high occupancy level.
- 4.39 Brightlingsea should also be supported to maintain its position as a small but successful local centre, boosted by the presence of the Orsted operations and maintenance base serving Gunfleet Sands.
- 4.40 The opportunities to reinforce the town's reputation as a leisure port should also be monitored and recent growth within the tourism sector suggests this is performing well. A masterplan produced by the Brightlingsea Harbour Commission (BHC) in 2014 has developed long-term aspirations around Oliver's Wharf which would further help to secure long-term tourism income for the area.
- 4.41 Most of the employment land in the local area is primarily restricted to Brightlingsea Shipyard, which contains several historic and poorer-quality industrial buildings which would benefit from redevelopment or improvement. The Employment Land Review recommends protecting the

marine industry function, although the long-term viability of the Shipyard is likely to require the refurbishment of units.

Frinton on Sea & Walton on the Naze

- 4.42 Frinton and Walton have experienced relatively strong economic growth since 2013, with a 20% increase in the number of jobs in the area over the last five years. This has been led by strong growth within the tourism and retail sectors. However, the area still faces several economic challenges going forward, with relatively high levels of deprivation and unemployment in Walton specifically.
- 4.43 Frinton and Walton should be supported to provide a positive visitor experience. In Walton, objectives to regenerate the town centre could be reconsidered given that it is almost ten years since the publication of the Walton Regeneration Framework³, 2010).
- 4.44 Both Frinton and Walton very much support the local market with a number of limited and poor-quality industrial stock at Kirby Cross Industrial Estate and Harmer's Foundry. Occupancy levels are however strong in the area, reflecting both stronger economic growth and limits in available stock.

Rural Tendring

- 4.45 Whilst the rural part of the district is an important business and employment location, it is not envisaged that there will be significant economic growth here over the next five years. Maintaining a dialogue with agricultural businesses will ensure that they are connected to the best sector and business support available and are able to navigate the opportunities and challenges associated with the UK's departure from the European Union. More generally, it will be important to ensure that rural residents are not prevented from accessing economic opportunities because of poor physical and digital connectivity. Opportunities for positive change should also not be overlooked, diversification in food production, offers significant potential for the district and the council should seek to enable this wherever possible.

³[http://www.tendringdc.gov.uk/sites/default/files/documents/business/regeneration/walton/Walton%20Regen%20F'work%20-%20Exec%20Summary%20Final%20\(Low%20Res\).pdf](http://www.tendringdc.gov.uk/sites/default/files/documents/business/regeneration/walton/Walton%20Regen%20F'work%20-%20Exec%20Summary%20Final%20(Low%20Res).pdf)

5. Objective 2: Targeting Growth Sectors

- 5.1 Unlike the 2013 strategy, this document advocates a more flexible approach to developing growth sectors. It is important that the Council and its partners remain alert to the development of new industries and emerging sectors and respond accordingly, rather than just pursuing presumed focus areas for the strategy period.
- 5.2 Two sectors have however, been identified as being credible of some focus - **Care and Assisted Living** and **Clean Energy**. This is not to say that businesses in other parts of the local economy (such as creative & culture, tourism, digital and retail) will not play an important role in the future of the district, but that these sectors are best placed to support net additional growth and diversification in Tendring over the next five years.

Care and Assisted Living

- 5.3 The broad Health and Care sector is Tendring's biggest employer with over 6,500 jobs. Around 3,000 of these jobs are within the Care and Assisted Living sub-sector, the vast majority of which are in care homes⁴.
- 5.4 Harnessing the power of innovation and new digital connectivity to help meet the needs of an ageing society is seen as a fundamental issue within the Industrial Strategy White Paper and is highlighted as one of the four Grand Challenges facing the UK economy. It is expected that nationally, the ageing population will create new demands for technologies, products and services, including new care technologies and new housing models (e.g. flexible design solutions).
- 5.5 The Industrial Strategy White Paper identifies the real opportunity within the Care & Assisted Living Sector being linked to education. The sector offers significant potential for innovation and the development of new technologies, which will ultimately dictate how the elderly will be cared for in the future. With the support of regional and institutional partners, Tendring is as well placed as anywhere in the UK to capitalise upon this opportunity.

Vision for the Care & Assisted Living Sector in Tendring

- 5.6 Through the course of this Strategy, Tendring will look to develop the Care & Assisted Living sector, making the district a genuinely innovative and attractive location within the UK. To enable this, there is a need to focus on the higher value activities within the sector, particularly those which deliver research, innovation and growth.
- 5.7 Tendring's existing businesses within the care sector should be encouraged to develop their offer, particularly in adopting more innovative practices within the services they provide. Further investment from new providers should also be targeted within the sector, generating higher quality jobs within Tendring.
- 5.8 Supporting technology and knowledge transfer between academic institutions and Tendring's care businesses will become increasingly important, particularly in helping to establish Tendring at the cutting edge of care delivery in the UK. Recent developments at Colchester General Hospital will develop a new Centre of Excellence creating a future facing facility to encourage students and teachers to develop enhanced health and social care skills. It is important that

⁴ Tendring has a higher concentration of care homes than any other district in the UK (the district is home to one in five of all the care homes in Essex).

Tendring takes advantage of this facility on its doorstep and ensure knowledge is transferred locally.

Actions to Support the Care & Assisted Living Sector

- 5.9 Despite the focus in the 2013 Economic Strategy, it is recognised that there is still significant work to do for the sector to become a higher-value driver of the local economy. The relative specialisation of activity still makes it a focus for activity, which should include:
- An innovation audit to gauge the potential for companies to develop and implement new ideas which can support sector growth. Where these companies exist, initial signposting and introductions to relevant business support and relevant academic institutions will start a local dialogue in sector innovation.
 - Lobbying for Tendring to act as a test bed for the application of 5G in the Care and Assisted living sector.
 - Working alongside Colchester Borough Council (in addition to Essex County Council) to understand how a Care Innovation cluster can be developed across the two local authorities. Look for opportunities which might arise from national ambitions in the Industrial Strategy White Paper to harness the power of innovation to help meet the needs of an ageing society.
 - Identification for CPD and peer to peer support to enable those working in the sector to collectively test new activities and behaviours.
 - Work with school and colleges to de-stigmatise the sector and demonstrate the opportunities for career progression. Develop a broader apprenticeship and progression offer to support young people to develop care careers rather than care jobs.
 - Galvanise (Care and non-Care) companies in Tendring to participate within the sector supply chain. This could include diversification into relevant product development or service delivery for companies that had not previously seen this as a growth market.

Clean Energy

- 5.10 Within the Government's Industrial Strategy White Paper, 'clean' growth is recognised as one of the four Grand Challenges facing the future of the UK's economy. It is estimated that the UK's clean economy could grow at four times the rate of the wider economy⁵ and there are ambitions to lead the world in the development, manufacture and use of low carbon technologies, systems and services.
- 5.11 The Offshore Wind Sector Deal sets out ambitions to grow the sector into the future, by investing up to £250m in building a stronger UK wind supply chain and building up to 30GW of offshore wind by 2030 (accounting for over £40bn of infrastructure spending in the next decade).
- 5.12 Across Essex, significant opportunities have been identified within the wider energy sector. The sector has been rapidly evolving over recent years, with the industry having to meet new challenges to capitalise on opportunities presented by less carbon-intensive energy supplies, including offshore renewables and new nuclear.

⁵ Ricardo Energy and Environment for the Committee on Climate Change (2017) 'UK business opportunities of moving to a low carbon economy'

- 5.13 In March 2016, a County wide Energy Sector Review identified there being £13bn of planned capital investment (in offshore wind, and oil and gas decommissioning) across the Essex region (16% of planned investment nationally) by 2020, and a further £28bn of planned capital investment to 2030⁶. Whilst this investment has not been realised as envisaged thus far, it still presents a potentially huge opportunity for the area as well as a potential focus for residents to better engage with STEM skills provided by the sector.

Existing Clean Energy Activity in Tendring

- 5.14 Tendring has been one of the leading partners in the North Essex Energy Group, in partnership with other North Essex Authorities, the Haven Gateway Partnership, Hutchinson Ports, the University of Essex and Colchester Institute. This group aims to build momentum to secure current and future economic opportunities within the energy sector.
- 5.15 Harwich has a relatively strong presence servicing the offshore wind farm industry, with the fully-operational Galloper Wind Farm being maintained out of Harwich International Port. The town's location and the availability of sites locally, provide opportunities for growth, although further investment in access and infrastructure will be needed to fully capitalise.

Vision for Clean Energy in Tendring

- 5.16 Partners need to be bold and flexible in their ambitions for Harwich to attract wider clean energy investment, including projected investment in nuclear, oil and gas decommissioning and offshore photovoltaics. Whilst the diversity of opportunity is acknowledged locally, Harwich (and Tendring as a whole) is still not viewed as a significant investment location by industry partners.
- 5.17 In the next five years, Tendring will clearly define and communicate its offer to become a key location in the UK for Clean Energy. This will recognise the breadth of the sector and the transferable STEM related skills which cut across different industries and activities. This approach should offer Tendring residents the opportunity to participate in activities which is genuinely innovative and of vital importance to the Essex and UK economies.
- 5.18 To further improve the inward investment potential of Tendring related to Clean Energy, there is a need for further investment in access and infrastructure improvements to the eastern A120. A partnership approach will give Tendring a stronger voice to make this strategic case:
- Unlocking barriers to a new centre of excellence to act as a focus for the offer in Harwich. This could be further development of the Harwich Innovation Centre concept or the development of a Marine Skills Centre (see section 4).
 - Raising awareness of new opportunities and routes to secure new business, through improved industry intelligence and a structured campaign of events/workshops focusing on specific projects and/or sub-sector opportunities.
 - Providing ongoing strategic business health checks and support to map capability with emerging Clean Energy opportunities.
 - Securing investment, funding and help businesses navigate the complex business support landscape. In addition, roll-out wider energy and manufacturing business support.
 - Strengthening the regional proposition for inward investment, by promoting the North Essex area's USPs with access to major energy and low carbon markets.

⁶ North Essex Energy Group; Facilitated Workshop Write-Up, 2018

- Remain agile in planning and investment to secure influence and involvement in major projects, including East Anglia Two and Three Offshore Wind Farms. Work alongside Essex County Council to identify potential opportunities for North Essex (and Tendring), including providing construction support for all future clean energy projects from Harwich port.

Case Study – Aura Energy Centre Hull

As with the 2013 strategy, partners have identified Orbis Energy Centre in Lowestoft as the type of facility to which Tendring (and Harwich) should aspire. There are however, other new and emerging facilities which are worth considering (alongside Orbis) as an aspiration for the district. Currently in development, Aura in Hull, is the culmination of a partnership between the industry, local authority and University of Hull to deliver not only supply chain support, but also knowledge exchange and R and D which recognises the role of local small business in doing this. <https://aurawindenergy.com/> <http://www.orbisenergy.net/>

Closer to Tendring, The East Coast College Energy Skills Centre has received LEP funding to deliver new state of the art facilities in Lowestoft and Great Yarmouth. <https://www.eastcoast.ac.uk/locations/energy-coast-training-academy/>

Relevance to Tendring: The Aura Energy Centre has been fundamental in helping bring together all those involved in the wind energy supply chain and to help improve the sharing of knowledge and innovative practices between businesses and education institutions. A similar centre in Tendring would help to spread knowledge amongst local business and provide a platform for innovative thinking.

Other Sectors

- 5.19 Although there is a strong focus on the two sectors mentioned above, Tendring should remain open to wider sector opportunities which will inevitably occur throughout the duration of this Economic Strategy. This will particularly be the case where there are local opportunities to diversify (such as culture in Clacton and Jaywick Sands) or capitalise (such as tourism in Harwich and Dovercourt) on emerging sectors.
- 5.20 Tendring District Council and its partners must use the data available alongside improved dialogue with businesses (see Objective 4) to monitor the evolution of other sectors. Sectors which are of interest to partners and which have the potential to support Tendring's growth and job creation include:

Construction

- 5.21 After a decade of limited growth, Tendring's construction sector has been growing strongly over the last five years, with an 18% increase in employment over the period.
- 5.22 There are several significant opportunities which are expected to evolve locally, including large housing delivery associated with the North Essex Garden Communities and Jaywick Sands Place Plan, as well as transport infrastructure improvements to the A12 and A120 and development projects further afield. This is expected to generate demand for significant numbers of construction workers and businesses.
- 5.23 Colchester Institute has already identified this as an opportunity within Tendring and has transformed its Clacton campus towards a more construction-focused curriculum through investment into new construction teaching facilities. More widely, North Essex has ambitions to improve the skills and digital infrastructure to establish the area as a centre for offsite construction and Building Information Modelling (BIM).

Creative & Cultural

- 5.24 Tendring's creative and cultural sector remains a relatively small part of its overall economy, but it plays an important role in bringing together communities and improving the (mental) health and wellbeing of Tendring's residents.
- 5.25 Tendring's Creative & Cultural Strategy (set to be launched in 2020), has ambitions to use culture and creativity as levers that translate Tendring's values and variety into innovation, jobs and wellbeing. This includes driving innovation levels up by supporting the growth of the freelance community, using quality of life and proximity to growing markets such as Colchester to encourage sector growth.
- 5.26 Creativity and Culture are important drivers of individual wellbeing and opportunity. The Creative and Cultural Strategy proposes enhanced work with communities which currently experience low levels of cultural participation as a precursor to more formal routes to economic activity and prosperity. This is driven by increasing the supply of cultural events and working with local groups to increase participation.

Tourism

- 5.27 Tourism employment has grown by 35% over the last five years following a period of decline. This has in part, been driven by the actions promoted in the Tendring Tourism Strategy 2010-16. Many of the actions in the Tourism Strategy remain relevant, although there is a need for an updated/refreshed strategy to reflect the latest trends and changing demands of new and existing populations. Keeping the offer fresh and using the Council's influence and property assets to try new things will also help to ensure continued momentum.
- 5.28 New schemes in Harwich and Dovercourt including wayfinding and the development of a new mobile tourism app, will help to boost the profile of local attractions ahead of the Mayflower 400 commemoration. Wider investment into the sector, including Brook Park West (£75m investment), the facelift of Clacton Pier (£4m), the Water Park at Clacton Pavilion (£1m) and wider public realm improvements taking place across the District are also important in helping to make Tendring a more attractive place for tourists to visit.
- 5.29 Like Culture, the Tourism Sector needs to remain flexible to changing consumer demand and the new markets created by growing regional populations. The Council can act as a conduit for information to support businesses, as well as influencing local employers to offer enhanced training and development opportunities for employees.

Food Production and Processing

- 5.30 A significant proportion of Tendring's land is rural, providing important space for food production, processing and distribution.
- 5.31 Business such as Surya Foods and Thompson's Fresh Produce are amongst the fastest growing and most innovative in the district. Whilst rural sectors face challenges associated with Brexit, they also provide significant opportunities to develop new practices and become more efficient and productive. It is important that the council and its partners, maintains dialogue with prominent companies, supporting them to do this and ultimately provide more diverse opportunities for local residents.

Digital

- 5.32 Although the digital sector is a relatively small sector in Tendring, it is a national priority and the district has the potential to capitalise upon recent sector growth in Colchester. With improvements to digital infrastructure in Tendring (as part of the Superfast Essex programme) and the right employment space for digital businesses, Tendring can become a more welcoming place for digital businesses looking to combine access to the growing South East, with strong digital connectivity.
- 5.33 Digital activities cut across all business activity, and so link to many of Tendring's existing opportunity sectors (e.g. Clean Energy, Care & Assisted Living, Cultural & Creative). Promoting ongoing innovations in digital connectivity to support these sectors will be important. The emergence of 5G could have a fundamental impact upon the way the Care sector and Cultural and Creative businesses operate; Tendring companies need to be ready to adapt to this and develop new practices, acting as demonstrators for their sectors.

6. Objective 3: Ensure Residents have the Skills and Information to Participate

- 6.1 Local people are the fuel which can power a local economy. It is important to ensure that Tendring's residents (current and new) can access opportunities emanating from economic growth and diversification in the district.
- 6.2 The revised Socio-Economic Evidence Base has shown that although the economy is growing, many residents remain disconnected from the labour market and hence face increasing disadvantage. Without addressing these fundamental issues (particularly in Clacton, Jaywick Sands and Harwich), the district will struggle to reach its full economic potential and to take advantage of future opportunities.
- 6.3 Since the 2013 Economic Strategy was prepared, participation in further education has declined and the number of apprenticeships started by Tendring's residents has remained static. The GCSE performance in Tendring's schools is currently below the Essex and national average, with only 54% of pupils attaining A*- C in English and Maths compared to 64% across Essex. Low attainment is limiting personal opportunity and, in some cases, creating embedded cycles of inter-generational unemployment.
- 6.4 Partners must be fully committed to ensuring that this strategy supports local people to participate in future opportunities in Tendring, Essex and the Greater South East. Although the Council has no statutory role in delivering skills provision, it can work with partners to help to ensure that all Tendring's residents are able to benefit from the opportunities available.

Why Support Skills and Education?

- 6.5 Low skills levels across Tendring impacts not only upon the aspirations and prospects for residents, but also makes the district a less competitive location for investment. Rising levels of out-commuting for those in higher occupations, especially to Colchester, and falling employment in those areas with some of the lowest skills levels (e.g. Clacton-on-Sea and Jaywick Sands), reflect the low skills levels experienced in Tendring's workforce.
- 6.6 Historically, consultation with businesses, has suggested that the local workforce (and particularly young people) do not have the skills and knowledge required to meet local employer needs. In addition, a lack of practical skills, aspiration and motivation has also been cited by local companies as barriers to recruiting local people.
- 6.7 Nationally, the *Industrial Strategy White Paper* sets out aspirations to improve skills across all ages, increasing earning power and opportunities to access better jobs. It also recognises the importance of equipping citizens for a future shaped by next generation technology, with a need to ensure that as the economy adapts, everyone can access the opportunities available. The Essex Employment and Skills Board's Evidence Base identified seven priority sectors which are set for growth across the region but are suffering from skill shortages. This includes advanced manufacturing and engineering, care, construction, financial & related services, health, IT, digital & creative, and logistics.
- 6.8 Tendring must position itself to take advantage of any opportunities to support digital skills and to establish a technical education system, which provides apprenticeships and qualifications (e.g. T Levels) which can provide the skills needed to support future growth. This is particularly relevant to Tendring's growth sectors, especially Clean Energy and Care and Assisted Living. It is also

important that partners do not overlook the links between long term employment and qualifications and the softer skills and habits which drive aspiration.

- 6.9 Developing the capacity and capabilities of local people through civil society and enhanced participation will help provide the foundations for sustainable employment and opportunity. Projects such as those supported by Jaywick Sands Community Interest Company (CIC) not only help residents to develop personal skills, they also allow them to play a fuller role within their communities and in the development of solutions to local issues. This in turn can help local people develop their own response to personal and neighbourhood economic issues, which become more embedded because of local ownership.

Commitment to Skills and Employment

- 6.10 Over the next five years, Tendring will seek to develop a workforce which helps it support the growth of local business and attracts new businesses into the area. The Council will develop strong relationships with providers to ensure that all residents are able to participate in the opportunities available to them. Local people should be given more of a prominent role in developing and delivering projects within their community as part of a continuum of positive activity towards improved qualifications and employment.
- 6.11 At present, there is a skills mismatch between what employers are demanding and the skills the local population has. There is a need to work with local employers to make sure that the right information and support is provided to help them recruit people locally. For those businesses who have chosen Tendring as a place to locate and grow their business, support should be provided to help remove barriers for them recruiting (and training) staff.
- 6.12 Tendring should also look to equip its workforce for the future, providing them with the skills needed to succeed in a future shaped by technology. Giving the workforce the practical, digital and transferable skills needed will better prepare the district for the future. Whilst Colchester Institute has provided focussed opportunities for the Construction sector in Clacton, partners should now look to develop activities in the Marine sector in Harwich as the basis for future diversification in Clean Energy provision.
- 6.13 Tendring relies heavily on part-time and flexible work to support its economy. There is a need to secure more long-term careers in the area, with this being embedded in young people at an early age with school-aged students educated about the options available to them. This should include all possible career paths and qualifications, including those linked to Tendring's target sectors and apprenticeships.
- 6.14 Fundamentally, partners should recognise that Tendring residents are part of a wider labour market which stretches across Essex, Suffolk and in many cases as far as London. Workforce mobility is important, and residents should be supported to access jobs not just in Tendring, but across the South East.

Areas for Action

- 6.15 It is important that Tendring continues to develop a response which links closely to the activities of the Essex County Council Employment and Skills Unit (ESU). In particular, this should provide access to support in relevant, shared target sectors (Construction, Engineering, Care, Health and Logistics). In addition to this, local action should include:
- Building the capacity of local civil society and third sector organisations to support the development of routes to employment in community businesses, social enterprise and alternative labour markets.

- Give employers a more prominent role in education and training; in particular, supporting them to become more engaged in mentoring students and driving a wider appreciation of the opportunities in local businesses and sectors.
- Understand the key skills which are needed to equip Tendring's workforce for the future, including working with future technological developments, and work with partners to deliver this.
- Work with core Higher Education and Further Education partners (primarily the University of Essex and the Colchester Institute) to promote this strategy and facilitate a conversation with local businesses (particularly those identified as high growth/scaling businesses).
- Develop a specific long-term vision/concordat on skills for Tendring, setting the foundation for the development of the offer for at least the next decade.
- Support FE providers to be more visible to school leavers in Tendring, targeting those people staying in education beyond NVQ Level 3.
- Work with local community groups to understand the key challenges and barriers facing community participation. Take a long-term approach to engagement, targeting the most disadvantaged communities in the district.
- Recognise transport barriers to work, supporting residents to physically access work through improved road and rail services and infrastructure.
- Identify opportunities and gaps in neighbouring authorities, promoting collaboration to support access to employment across a wider area.

Case Study – Birmingham Education Partnership

The Birmingham Education Partnership is a collaboration that is developing a new curriculum focused on Electrical and Electronic Engineering to help provide the skills needed for the Midlands' future economy.

The Partnership is an innovative education partnership, formed between the University of Birmingham, University College Birmingham and South & City College; it has recently received funding from HEFCE to develop new and enhanced courses focused on Electrical and Electronic Engineering. These will improve student's digital, technical and employment skills alongside core academic content. The curriculum will align with several key sectors outlined in the Industrial Strategy.

Relevance to Tendring: In creating a platform through which education providers can come together and share insights and expertise, this Partnership is helping to build a stronger response to skills needs in the Birmingham area. A similar platform in Tendring would help bring together education providers and identify key skills gaps and issues facing the area, before coming up with a collaborative approach to tackling these.

Case Study – East Coast College

East Coast College is a Further Education/(FE) college which has campuses in Lowestoft and Great Yarmouth. Following a six-month pilot area review in 2014, it was proposed that the merger of Great Yarmouth College and Lowestoft College would result in improved education and training provision locally.

The colleges have now formed a Federation as East Coast College. The colleges formally merged in the Summer of 2017. East Coast College is a partner college of the University of Suffolk and the Lowestoft campus boasts specialist maritime and offshore training opportunities, responding to the specific needs and requirements of local businesses and sectors.

Relevance to Tendring: The merger of colleges and providers has created scale and diversity of offer which has enabled East Coast College to be more responsive to need. The specific sector focus and links to HE provision has created a continuum of education and training which is available to the population throughout their careers. The scale of the federation has allowed investment at all campuses, supporting specialisation at specific facilities.

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

- 7.1 If local people are the fuel, businesses are the engines of local economic growth; they need to be supported and nurtured to allow them to grow and develop strong roots in Tendring.
- 7.2 Successful economies need companies to constantly diversify, innovate and modernise to make locations more competitive and resilient. Whilst Objective 2 outlines two sectors for targeted action, it is important that support is provided for existing and new Tendring businesses across all markets and specialisms.

Why Support the Evolution of the Business Base?

- 7.3 Evidence suggests that Tendring has relatively low levels of business growth and limited new start-up activity, with only seven new businesses started in Tendring each year per 1,000 population, compared to 10 across Essex. This trend has remained static since the 2013 Economic Strategy, alongside very low levels of inward investment. This has reduced rates of churn in the business base, which contributes to lower levels of competition and diversification.
- 7.4 The relatively low levels of business growth over recent years has limited Tendring's potential to promote the district as a successful place to do business and develop a culture of enterprise locally. Decreasing funding for business support has also hindered the Council's ability to work with partners to support and develop local businesses. Where local business support has been offered, this has tended to be well received by users.
- 7.5 The 2019 Employment Land Review has also identified that there is a lack of supply of both industrial and office stock, with commercial property agents reporting that incoming tenants are struggling to find appropriate premises. Current vacancy levels suggest that there is a tightly-held market, with limited choice.
- 7.6 To be able to attract businesses into Tendring, there is a need to expand on the range of stock currently available and ensure that this new stock meets the needs of businesses the district is seeking to attract. This particularly includes the need for flexible office and industrial space (e.g. incubator and flexible workspace).

Commitment to Improvement

- 7.7 Businesses need strong networks to enable them to support each other; the Council is best placed to bring companies together and support this. Over the lifespan of this strategy, it will be important to improve dialogue with local business to support them in their growth ambitions and encourage them to collaborate, innovate and diversify their offering.
- 7.8 Recent successes with the SME Growth Fund have helped provide new and existing businesses in target sectors with the support they need to start up and to grow an existing business, helping to create new permanent employment and safeguard existing jobs. With this scheme now extended until 2020, it will be important to maximise the potential benefits that can be generated.
- 7.9 Across Tendring, ongoing commitment is required to support start-up and micro business growth, particularly as new residents move into the area. Over the next five years, Tendring should look to better utilise opportunities that already exist locally and regionally (through the BEST Growth Hub and experienced local providers) to facilitate small business growth.

- 7.10 A key element of this offer will be the provision of spaces to support new companies to grow within a flexible and supportive environment. This includes thinking about how managed workspace and incubation space could be used to support new businesses in Tendring. There is also a need to ensure that a wide range of industrial and office units are provided, which match the needs of those businesses looking for space in the district.
- 7.11 Going forward, it will be important for Tendring to promote and celebrate the business success it has, ensuring that the role that local companies play in the wider Essex and South East economies is not overlooked. The Council will work in partnership with local and regional support providers including business associations, chambers of commerce and local enterprise agencies, to uncover success stories within Tendring's businesses.
- 7.12 Connectivity is increasingly important to business, so building on the successful work being undertaken as part of Superfast Essex (which is intervening to close the remaining gaps in superfast broadband coverage across Essex) will be important for local centres and business premises. The Council is committed to investing in the necessary digital infrastructure needed for business growth and should continue to position the district to be an early adopter of new technologies in this area.
- 7.13 To achieve transformational levels of growth, new inward investment will be important. Tendring's offer needs to be better articulated by local and regional partners (including Invest Essex), to ensure that the strengths and opportunities within the local economy are presented to a wider audience.
- 7.14 Once companies have been attracted into Tendring, the Council and Essex County Council must work together in order to support businesses in laying the foundations for their business and continue to support them on an ongoing basis. Focus is needed around those sectors and locations in which there is a strong commercial rationale to attract businesses.

Focus on High Growth Companies

- 7.15 The Scaleup UK dataset identifies 35 scale up businesses in Tendring – companies that have grown turnover by at least 20% for the last three years. These businesses include Rose Builders (Construction), Surya Foods (Food Production), Bioline AgroSciences (Horticulture) Mann Lines (Port Based Logistics) and Healthcare Homes (Care).
- 7.16 Protecting and supporting these higher growth companies should be a key component of the Council's approach to business support. Maintaining a senior level dialogue with these companies will provide an understanding of the issues facing local business as well as ensuring that these companies are retained in the district. Having grown themselves, these businesses can also provide insight into the service offer which could support others to grow.

Areas for Action

- 7.17 Any business growth initiatives which aim to support Tendring's businesses should be developed around evidence and knowledge of what companies need. These initiatives should build upon existing business support provision and should not seek to duplicate or replicate existing activity.
- 7.18 To ensure there is strong future uptake, it is essential that there is strong communication between the Council, its partners and the business community. Particular Council activity includes:
- Map local provision, using new and existing resources to undertake more effective direct business liaison, referral and sign-posting. Where possible, ring fence resource for liaison for growth businesses within the district.

- Agree clearer roles and responsibilities with Essex County Council, Invest Essex, BEST Growth Hub and other key partners to undertake targeted inward investment activities, particularly in relation to the core target sectors.
- Map all contact that departments of the Council have with local companies to ensure that this is consistent and 'business friendly'.
- Map local public sector purchasing to identify where partners could support business growth in Tendring through local purchasing.
- Leverage value from the University of Essex's role within EIRA (Enabling Innovation: Research to Application) to support knowledge exchange to businesses in Tendring, as well as supporting innovation within the existing business base.
- Use enhanced local engagement and participation as a route to support residents into community business and enterprise.
- Accommodate the business needs of a growing population by developing new flexible spaces for start-up and micro business growth. Consider the feasibility of using Council owned assets to provide subsidised support.
- Using the 2019 Employment Land Review, identify priority space to support 'move on' and growth space, activity promoting this amongst the local business population.

Case Study: BG Effect

In Blaenau Gwent, Wales's first Enterprise Facilitation project (<https://www.bgeffect.com/home/english>) was established to work with local community to tease out new ideas and support locally networked solutions to individual challenges. Since 2011 they have worked with over 1100 clients, helping to build capacity amongst the local community.

Relevance for Tendring: In building capacity amongst local community groups and organisations, this has enabled residents to have a great say in development locally and build their own personal skills. Building similar community capacity within Tendring would help develop skills amongst local communities and help build community cohesion.

Case Study: Pilcrow Pub

In Manchester a section of the local community has been funded to build and run their own community pub <https://ilovemanchester.com/the-pilcrow-the-pub-built-by-the-people-of-manchester-for-the-people-of-manchester-opens-its-doors/>. Pilcrow pub was built by local businesses who were supported to learn traditional craft and design techniques. They have been supported to manage the pub, which also functions as a community hub for the local community.

Relevance for Tendring: Allowing the community to take ownership of the design process has helped the Pilcrow Pub become embedded into the local community and helped build the skills and resources which can be transferred onto other community projects. Allowing a similar process to take place in Tendring, would help build community capacity locally and improve cohesion amongst residents.

8. Objective 5: Delivering Housing to Support Our Economic Objectives

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

Why Support Population Growth and Housing Development?

- 8.2 Tendring has an unbalanced age profile, with 29% of the population aged over 65, significantly higher than across Essex (20%) and England (18%). Tendring also has fewer residents who are at the younger end of the working age population (20-40-year old) which limits the available workforce (in addition to the skills issues considered in Objective 3).
- 8.3 Evidence from the Socio-Economic Evidence Base suggests that Tendring's economy is very localised, with most of the demand for goods and services produced in Tendring coming from within the district and neighbouring areas. To help create growth within the local economy, it will be important to help stimulate local demand for goods and services in Tendring. As well as increasing the wealth of local residents (through economic growth), it will also be important to encourage more people to live in Tendring.
- 8.4 Other parts of the UK have demonstrated this practically (and successfully) by placing housing at the heart of their economic strategies. Council Tax and local spending (and hence business rates) will help the Council to be more self-sufficient, as well as providing funds to reinvest in economic development.

Commitment to Improvement

- 8.5 As new development takes place across Tendring, it will be important to ensure that this supports economic growth across the district (building on the work undertaken across the other 4 objectives of this strategy). In particular, the Council should request more from local developers in terms of a demonstrable commitment to support local economic objectives. This contribution could include:
- Creating spaces which can support jobs in Tendring's growth sectors.
 - Committing to supporting the development of more diverse and skilled workforce through construction phases and in final development.
 - Deliver housing to encourage a more balanced population in Tendring, with a particular emphasis on encouraging more 20-40-year-old skilled residents into the district.
 - Provide strong amenity which capitalises upon higher demand and consumer spending for goods and services across the district, particularly in town centres and the cultural and visitor economy.
 - Building new and improved schools and educational facilities, to support skills development.
 - Building improved infrastructure to facilitate internal and external connectivity.
- 8.6 The Council will work closely with neighbouring authorities to ensure developments deliver a mutual benefit for respective economies; nowhere is this clearer than in relation to the emerging opportunity presented by the North Essex Garden Communities.

Areas for Action

- 8.7 Supporting population growth and housing development will take time, and a long-term approach is needed if Tendring is to be successful.
- 8.8 To embed long term economic impact, it is important that detailed and effective planning is undertaken. This needs to consider target markets, specifically ensuring that there is space to accommodate growing workforces within target sectors. Actions include:
- Ensuring that the Planning and Inward Investment & Growth teams work closely together so that economic considerations are given greater prominence within the planning process.
 - Working closely with land owners to identify a clearer timeline for the evolution of housing in each location. Understand how new developments can support the development of new social and physical infrastructure, linking to emerging sectors and the objectives of the economic strategy.
 - Ensuring that as new developments move through the Planning and delivery process, there are strong physical connections between them and existing town centres, creating stronger cultural and service hubs.
 - Creating new marketing material for Tendring which celebrates the quality of life the district can offer for skilled residents and their families.
 - Identifying opportunities for the district to become a home to more innovative construction businesses and processes (offsite manufacturing, closed loop waste processes and cradle to grave construction).
 - Creating a direct link between new communities in Colchester and the Tendring coastal cultural and visitor offer.

9. Delivery and Tracking Success

A Long-Term Focus on Delivery

- 9.1 The delivery of this strategy will take time. Many of the objectives set out here will require a significant step-change in Tendring's economic trajectory. The delivery of this strategy is set out in more detail in the accompanying Action Plan, this provides more detail on how the objectives and actions outlined here will be delivered.
- 9.2 To achieve desired outcomes, it is imperative that the Council works closely with public and private sector partners to realise practical and deliverable actions. This is particularly important in the current challenging and volatile economic conditions, with ongoing uncertainty in relation to resources to support delivery. **Ensuring that partners can see the long-term vision for Tendring will be crucial in building momentum behind Tendring's economy.**
- 9.3 Some of these actions will be easier to deliver, and the results will be highly visible, particularly those related to physical development. For others, especially those linked to aspirations, employment and resident's skills, action is as much about shifting cultures in the district as it is about measurable results. Some of these actions could take a generation or more to embed, but this doesn't mean they are any less important to long-term economic success in Tendring.
- 9.4 The long-term nature of this economic strategy means there is a need for a strong dialogue to be maintained between the Council and its partners. Also fundamental to the success of this strategy is the Council's ability to work alongside national, regional and sub-regional development partners (including the South East LEP, Essex County Council and neighbouring boroughs) and to ensure they continue to see the long-term vision for Tendring's economy.

Measuring Success

- 9.5 Demonstrating need and tracking progress is important for any economic strategy and is particularly pertinent for Tendring given the diverse nature of actions identified by this Strategy and the current socio-economic challenges facing the district.
- 9.6 Success needs be measured much more broadly than just the traditional measures of growth (e.g. Gross Value Added (the economic value of goods and services produced within any given economy) and the number of jobs). For this strategy, progress should be measured much more widely, including the vibrancy and equality of economic growth across the area.

The Essex Vibrant Economy Index

- 9.7 Essex County Council has recently produced its Vibrant Economy Index. This looks at the performance of various districts and boroughs in the county against a series of publicly available datasets. This takes a broad view of economy vibrancy and prosperity and, as a result provides a useful framework against which Tendring can take a view of its economy.
- 9.8 The Index reinforces the messages of the Tendring Socio-Economic Evidence Base, showing that the district has the further than other Essex authorities to converge with the national average for most of the indicators within this strategy.

What does a Vibrant Economy look like?

Prosperity	Dynamism and Opportunity	Inclusion and equality	Health, well being and happiness	Resilience and sustainability	Community, trust and belonging
We have an economy that is producing wealth and creating jobs.	Our economy is entrepreneurial and innovative, with a population that has skill sets that can drive future growth.	Everyone benefits from economic growth. The gap between richest and poorest narrows, regional disparities reduce and there are equal opportunities for all.	People are healthy and active, leading fulfilling lives which provides individual prospects.	Our economy has a neutral impact on the natural environment and our built environments are resilient places we want to live in.	Vibrant communities have a lively and creative cultural life, and a clear identity that all its people are proud of. People feel safe, engage in community activities and trust the integrity of businesses and institutions.

What does the Vibrant Economy Index measure?

<ul style="list-style-type: none"> Total GVA (£m) GVA per job (£000) Average workplace earnings (£) Employment in Knowledge driven sectors (%) Businesses with turnover over £1 million (%) Businesses with turnover over £100 million (%) Foreign owned businesses (%) 	<ul style="list-style-type: none"> Business formation rates Patents granted (per 100,000 pop) Residents qualified to NVQ 4+ (degree level) Share of knowledge workers (%) Pupils achieving 5 or more GCSEs at grades A*-C (%) Employment in higher education Employment in research and development 	<ul style="list-style-type: none"> Indices of Multiple Deprivation – average score Inequality score Child poverty (score) Housing affordability Employment rate (%) Fuel poor households (%) Unemployment over 5 years (%) Working age population claiming benefits (%) Housing benefit claimants (%) Homelessness NEETs Unemployed inequality (ethnicity) 	<ul style="list-style-type: none"> Sports participation Life expectancy at birth (male and female combined) Diabetes prevalence (%) Obesity in adults (%) Child obesity in year 6 Happiness (score) Anxiety Life satisfaction Life worthwhile Mean hours worked differential 	<ul style="list-style-type: none"> Air Quality score Waste recycled Per capita CO2 emissions Energy consumption (all fuels) Households on LA waiting list Total dwelling completions Total planning applications Proportion of new residential addresses created in National Flood Zone 	<ul style="list-style-type: none"> Valid votes turnout (%) Violent Crimes (per 1,000 pop) Living alone, aged over 65 years old (%) Cultural amenities score Community asset score Ethnic diversity score
--	--	--	--	---	--

Moving Forward

- 9.9 The County Council are committed to monitoring the index on an ongoing basis, but it is important that Tendring Council continue to look in more detail at the specific statistics which are salient to the delivery and success of this strategy. Partners should become familiar with these measures, recognising the breadth of indicators which will contribute to economic success.
- 9.10 A range of indicators from the 'Vibrant Economy Index' have been selected on the basis that they are the most relevant to Tendring's future economic development. These should be tracked through the course of this strategy to monitor Tendring's progress in achieving the Council's economic objectives. Additional, appropriate indicators (including cultural participation, emissions and property vacancy) have also been included to reflect the broader objectives of this strategy.

Indicator	Measurement	Source	Updated
Prosperity	Value of the Economy	Total GVA (£m)	Regional Accounts, ONS
	Productivity	GVA per job (£000)	Regional Accounts, ONS
	Household Incomes	Average (median) household incomes for residents	Annual Survey of Hours and Earnings, ONS
	Household Incomes	Proportion of Households with Incomes (equivalised) of less than £15,000 per year	Household disposable income statistics, ONS
	Knowledge-Intensive Jobs	% of employment in knowledge drive sectors	Business Register & Employment Survey, ONS
	Inward Investment	The proportion of Essex's new inward investment which comes to Tendring	Invest Essex
Dynamism	Business Specialisation	Employment specialisation (LQ) in Growth Sectors	Business Register & Employment Survey, ONS

	New Business Starts	New business registrations within Tendring	Business Demography, ONS	Annually
	Workplace Jobs	Number of jobs within Tendring	Business Register & Employment Survey, ONS	Annually
	Qualification Levels	The proportion of the working-age population who have no qualifications	Annual Population Survey, ONS	Annually
	Employment Rate	Proportion of working age population in work	Annual Population Survey, ONS	Annually
	Population aged 20-40 years old	The number of people of an 'early to mid' career age living in Tendring	Mid-year Population Estimates, ONS	Annually
Inclusion & Equality	Educational Attainment	% of GCSEs at A*-C including English and Maths	Ofsted	Annually
	Deprivation	Number of LSOAs (Lower-Layer Super Output Area) in Tendring among the 10% most deprived nationally	Index of Multiple Deprivation	Every 3-4 years
	Wellbeing	Index showing overall measure of wellbeing	Personal Wellbeing Estimates	Annually
	Unemployment for 16-24-year olds	Number of young people out of work	Claimant Count, ONS	Annually
Health, Wellbeing & Happiness	Life Expectancy	Life expectancy at birth for males and females	Life Expectancy Data, ONS	Annually
	Life Satisfaction	Estimates of life satisfaction, worthwhile, happiness and anxiety	Personal Well-Being Estimates, ONS	Annually
	Active Lifestyle	Participation in sports	Local Sports Data, Sport England	Annually
	Health	Obesity in adults (%)	Public Health England	Annually
Resilience & Sustainability	Digital Connectivity	% of premises connected by superfast broadband	Ofcom	Monthly
	Commercial Property Vacancy Rates	Vacancy rate for office, retail and industrial units	CoStar	Daily
	Emissions	Per capita CO2 emissions	Department for Business, Energy and Industrial Strategy	Annually
	Housing development	Total dwelling completions	Locally held / Ministry of Housing, Communities & Local Government	Annually
Community, Trust & Belonging	Crime rate	Violent crimes (per 1,000 population)	Crime Statistics, ONS	Annually
	Cultural Participation	Participation in leisure and recreational activities, including sport, physical activity and culture	Active Lives Survey, Arts Council England	Annually
	Cultural Amenities	Number of cultural amenities in the borough	Locally held information	Ongoing

	Community Diversity	% from ethnic minority backgrounds	Annual Population Survey, ONS	Annually
--	------------------------	---------------------------------------	----------------------------------	----------

- 9.11 Arguably of more importance than assembling publicly available data, is the collecting of primary research and insights. The ongoing formal and informal surveying of local people and businesses will provide vital reflection on the day to day performance of the economy at an uncertain time. Acting as a conduit to the sharing of this information is a critical role for the Council.



HATCH
REGENERIS

www.hatchregeneris.com

London: +44(0)207 336 6188

Manchester: +44(0)161 234 9910