



COASTAL COMMUNITY TEAMS 2017

ECONOMIC PLAN

No.	Heading	Detail	Information
Key Information			
1	Name of CCT	N/A	Harwich and Dovercourt Coastal Community Team
2	Single Point of Contact (SPOC)	Name Address Tel nos Email (this person needs to be readily accessible)	Mike Carran Head of Sport and Leisure Tendring District Council Town Hall Station Road Clacton on Sea Essex. CO15 1SE Tel: 01255 686689 mcarran@tendringdc.gov.uk
3 (a)	CCT Membership	Names and position, e.g. resident, Local Councillor, community worker	Ian Davidson – Chair CCT Chief Executive, TDC Mike Carran – Head of Sport and Leisure, TDC Neil Glendinning – Chief Executive, Harwich Haven Authority Lisa Bone - Strategic Tourism Manager, Visit Essex Tom Gardiner, Head of Regeneration, TDC Cllr Giles Watling, Planning and Regeneration Portfolio Holder, Tendring District Council Colin Farnell – Harwich Society

			<p>Cllr Ivan Henderson – County Councillor, ECC Richard Colley - Harwich Connexions Paul Milsom – Milsoms Hotel Group Cllr Charles Powell – Harwich Town Council.</p>
3 (b)	CCT Membership	Other partners and/or stakeholders to be involved, e.g. there may be members of the team who come in for specific projects, etc.	Other partners will be invited to attend as required such as the Highways Service at Essex County Council, and representatives from First Group, Abelio Greater Anglia and Highways England in relation to transport.
4	Accountable Body	Local Authority Contact name & details	<p>Mike Carran Head of Sport and Leisure Tendring District Council Town Hall Station Road Clacton on Sea Essex. CO12 1SE Tel: 01255 686689 mcarran@tendringdc.gov.uk</p> <p>Does the Accountable Body have a representative on the CCT membership? Yes</p>
5	Local Area	Provide brief geographical description of the locality and a brief history if relevant.	<p>Harwich, incorporating Dovercourt, is an international port town of the Tendring District in North East Essex. It is positioned on the Stour and Orwell estuaries, with Colchester the nearest City. The town is an hour and a half from London Liverpool Street by rail from the three mainline stations located at Dovercourt, Harwich Town and Harwich International Port respectively. The A120 provides road links to London via the A12 and the International Port offers services to mainland Europe via the Hook of Holland.</p> <p>It is a town steeped in rich heritage, with the Mayflower ship which sailed the Pilgrims to America in 1620 believed to have been built in the town and Samuel Pepys a former MP.</p>

<p>6</p>	<p>Context – community (suggested maximum 300 words)</p>	<p>Description of local community with demographics.</p>	<p>The area has maintained a consistent population of around 20,000 since the 2001 census. Over 97% of the population of the town are White British.</p> <p>The rate of claiming any benefit (which includes in work benefits) is more than 25% higher in Harwich than the national average, suggesting that many people maybe under employed or on a low salary.</p> <p>Harwich and Dovercourt has a celebrated a highly active voluntary sector. This is highlighted by boasting the largest Historical Society in the country and the large number of high quality events delivered by a wide range of organisations.</p> <p>For the past 18 months, a group of public, private and voluntary sector organisations have worked collectively to establish a tourism group who have delivered a recognised brand, a tourism website and a promotional campaign.</p>
<p>7</p>	<p>Context – economy (suggested maximum 400 words)</p>	<p>Local economy, e.g. business, tourism, manufacture, etc, 'Starting point', i.e. where are you now?</p>	<p>Harwich and Dovercourt has a wide range of positive assets but like other seaside towns, has suffered from competition and economic decline. Positive action is now required to restore the image of the town and to make it more successful and attractive. The town is a mix of recreational, commercial/industrial and residential uses and is recognised as a priority area for economic regeneration in existing regional strategies.</p> <p>The local economy is characterised by relatively high levels of employment in sectors which are generally seen as relatively low value adding. Health, Retail, and Education are the largest sectors in terms of number of jobs, and together represent 45% of local employment. Employment levels in industries which are higher value adding (such as business services) is comparatively low.</p>

		<p>The local economy is also characterised by relatively high levels of part-time employment. This accounts for 41% of all local jobs, which is much higher than the national average of 32%. This is likely to be linked to a number of factors; including the local sector profile and the nature of the local labour force. Relatively low levels of employment growth are still projected in the period to 2029.</p> <p>The Maritime industry, which has declined over the past 30 years, still occupies a presence in and around the town. Much of the prime water front sites are blighted by unsightly uses. The A120 running through Old Harwich is a major source of severance. It is the main route for all national locations and carries a large number of vehicles, particularly heavy goods vehicles to and from the Navyard and ferry port to mainland Europe.</p> <p>Despite its issues which are replicated at many other UK coastal resorts, there has been an increase in private sector confidence over recent times. Significant investment in key local hotels has led to an improvement in the local tourism offer. The Coastal Community Team will seek to continue this momentum and drive forward further improvements, based on a strategy which builds on the newly formed regeneration plan.</p> <p>Old Harwich is an extremely interesting and surprising town; for its size and scale, its mixture of rich heritage and working quayside, it must be almost unique in the UK. Because the area has so many strengths and attractions it is perhaps surprising that it finds itself in need of regeneration.</p> <p>However once you scratch the surface, it is clear to see that Old Harwich needs regeneration to stimulate the local economy, improve the quality of life for residents, enhance the built environment and provide Harwich with a sustainable future to match its illustrious past.</p>
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8	Related initiatives	What else is going on in the community of economic importance, e.g. BID, LEP, CIC, CCF, CRF	Representatives of the Town are working with national partners to maximise the benefits of the 400 th anniversary of the sailing of the Mayflower ship to America in 1620. This iconic anniversary, presents an opportunity to establish the significant tangible links which exist, including the house of the Captain of the Ship still standing in Kings Head Street.
CCT Plan			
9	Ambition	A positive statement of the aims and objectives of the plan and a description of what the team will achieve by its delivery. Description of 'what success will look like'.	<p>The aim of the CCT is for Harwich and Dovercourt to be a vibrant tourism destination, renowned for its culture, heritage and highly quality beaches.</p> <p>Success for the Harwich and Dovercourt Coastal Community Team would primarily focus on a complete overhaul of the brown tourism signs and a new high quality public realm project in Dovercourt Town Centre.</p> <p>The brown signs need to be renewed due to the change of the road networks and update of the Harwich Port. As a result, the signage can be confusing. The ideal outcome would be new and clear signage. This would help the local area and the tourist spots hugely, many of which are underused due to people not knowing they exist.</p> <p>There is ambition to deliver a new high quality public realm project in Dovercourt Town Centre. This project is a large regeneration scheme for Dovercourt Town centre. It is aspired to complete in time for the 400 year anniversary of the sailing of the Mayflower; and for this public asset to become a tourist attraction in itself. There will be historical information boards placed in this square to ensure that when tourists arrive, there is clear information laid out for them. The CCT believes this will boost the Dovercourt town centre economy.</p>
10	Needs of the	Identify the	A previous consultation exercise with the

	community and intentions of the team to meet them.	socio-economic needs of the community and the opportunities to meet them. Each element should be Specific, Measureable, Achievable, Realistic and Timed (SMART).	<p>local community identified the following:</p> <ul style="list-style-type: none"> - Stimulating local employment and economic activity - Poor quality public realm and facilities around the railway station, quayside and promenade and town centre. - Poor image / perception of Harwich and Dovercourt. - Poor off street parking provision <p>All these issues are addressed in the CCTs action plan.</p>
11	Analysis	Describe the strengths, opportunities, weaknesses and threats in meeting the needs at 10 (a).	<p>Strengths:</p> <ol style="list-style-type: none"> 1. Strong voluntary sector 2. Longstanding partnership working through key groups 3. Outstanding heritage assets 4. Harwich is signposted nationally on major road networks 5. Accessibility from London <p>Weaknesses</p> <ol style="list-style-type: none"> 1. Lack of bed space (hotels) 2. Public perception 3. Employment Growth <p>Opportunities</p> <ol style="list-style-type: none"> 1. Mayflower 400 (US Market) 2. 'Untapped' heritage opportunities, e.g. Mayflower artefacts 3. Increased employment (specifically full time) 4. New Industry, e.g. Galloper Operations Base 5. Increase volume and value of tourism <p>Threats</p> <ol style="list-style-type: none"> 1. Destination competition (and substitute competition) 2. External factors affecting overseas tourism
12	Data – <i>while an essential element of the plan, it could be</i>	Provide evidence to support the intentions of	A Wayfinding Study has been completed by an external organisation, which provides the data and plan to complete the regeneration of the brown tourism signs.

	<i>included in a 'daughter' document.</i>	the plan. This will include statistical data but broader data should also be included. Data used should be specific, relevant and transparent. It is sufficient to reference evidence held elsewhere.	<p>This key document will form the direction for this element of the CCT's action plan.</p> <p>An economic impact study for the potential of attracting an influx of visitors during the 2020 Mayflower Celebrations will inform the group and its planning.</p>
Delivering the Plan			
13	Key projects and/or bodies of work.	High level description of discrete pieces of work showing CCT role, indicative partners and timescales.	<p>Key projects needed to be undertaken in regards to the update of the brown signs will be to gain the permission of the Highways Agency and the County Council Highways. It will be vital that the CCT identifies a priority list of signs to be replaced. This should be the order they are replaced on the grounds that the Highways Agency/ECC agree to Tendring District Council's plan.</p> <p>In regards to the Dovercourt Town Square, the key work will be for the CCT to agree the design of the new town centre. The CCT will also help with the acquisition of the site through local knowledge and personal knowledge of the current owners of the site.</p>
14	Short term goals/actions	What will the team achieve in the next 6 months? Should demonstrate 'quick wins'.	<p>The aims for the next six months focus on the set up of the CCT and creating a lasting group which will serve the area for the foreseeable future.</p> <p>Use the Wayfinding Study to agree the short term priorities for the overhaul of Brown Signage. Use the CCT funding to install the first priorities</p> <p>Moving on from this, the CCT will begin talking to the Highways Agency to ensure the brown signs can be updated as soon as possible.</p>

			<p>The Council, in partnership with the CCT, will further the negotiation process with the current land owners of the proposed Town Square site.</p>
15	Performance measures	<p>For first 6 months – to be SMART This could include increased footfall, extension of season, new businesses, jobs, training, etc</p>	<p>The priority signs to the value of £10k to be installed, in line with the CCT action plan.</p> <p>Land acquisition negotiations complete and agreed for the Public Realm Project.</p> <p>A plan to be agreed for the Town Centre public realm project.</p>
16	Medium term goals/actions	<p>For 6mths to 5 years</p>	<p>It is anticipated that the new Town Square will be completed for the 2020 celebration of the Mayflower.</p> <p>The brown signs action plan will also be complete by 2020.</p> <p>Following on from this, the CCT, in partnership with Tendring District Council, will identify further projects to make a significant impact on the coastal community of Harwich and Dovercourt.</p>
17	Performance measures	<p>For 6mths to 5 years – to be SMART This could include increased footfall, extension of season, new businesses, jobs, training, etc</p>	<p>Increased value of Tourism in line with the estimations in the Economic Impact Study</p> <p>Increased volume of Tourism in line with the estimations in the Economic Impact Study</p> <p>All signage identified to be installed by the Mayflower anniversary should be in place. The Dovercourt Town Square will be completed for the 2020 celebration of the Mayflower.</p> <p>The brown signs will also be completed by 2020.</p> <p>Following on from this, the CCT, in partnership with Tendring District Council, will identify further projects to make a significant impact on the coastal</p>

			community of Harwich and Dovercourt.
18	Long term goals and actions Optional	Strategic plans beyond 5 years – include performance measures where appropriate. Include desired outcomes.	
19	Barriers	Identify any barriers to delivering the plan and if you have contingencies to manage them.	<p>Commercially sensitive land acquisition negotiations will be undertaken, which presents a risk to completion of the public realm scheme.</p> <p>Discussions with Highways Partners to gain permission to improve signage could be a barrier. This is being mitigated by inviting the appropriate agencies to work with the CCT.</p> <p>Continuation of all projects will require access to additional funding. There are a variety of sources for this investment, to mitigate against lack of success in any one area.</p>
20	Resources	Who and what will be required to deliver each element of the plan. Include 'in kind' services, volunteers, etc. demonstrate how local expertise will be utilised and/or grown.	<p>The plan will only be delivered through a true partnership approach between the public, private and voluntary sector organisations that make up the CCT.</p> <p>The Group will utilise expertise from the District and County Council's Regeneration and Economic Investment Teams, to draw up a bespoke plan for Harwich and Dovercourt. The group will use the development of the tourism industry as its key driver for stimulating economic activity in the town.</p> <p>The professional expertise required for the key projects, will be resourced from the CCT, e.g. Highways (ECC), Regeneration (TDC).</p> <p>The local knowledge of the voluntary organisations involved will be imperative in keeping the projects focussed and</p>

			sensitive to resident's needs and requirements.
21	Costs	Detail of costs of each element of plan. This should describe likely spend, revenue to be raised, resources – including time for volunteers, social/virtual banking (i.e. swapping, sharing resources, skills, time, etc)	Dovercourt Town Square – C £1.8m Brown Signage Scheme – C £0.200m
22	Funding	Identification of funding streams and how costs of project(s) will or could be met.	Section 106 monies Direct Funding from TDC External Funding Bids for signage and trail signage National HLF Bid for Mayflower 400 trail signage. Innovative commercial projects to generate prime funding.
23	Maximising resources and costs	Describe how this will be minimised, e.g. shared services, use of technology, avoidance of bureaucracy, etc.	Resources from each of the public sector organisations involved will be utilised to deliver the projects. A clear course of action will be agreed at the end of each meeting, to ensure there is no duplication and there is focus and streamlining of goals. The group will be focussed on a programme of delivery and bureaucratic processes will be avoided.
Communications			
24	Consultation	Describe existing results of consultations, planned consultation exercises and expressions of support.	The Harwich and Dovercourt Tourism Group have held two meetings with the wider business community since February 2016. This has provided an opportunity for local stakeholders to comment on progress and ask questions of the group. This feedback has informed the basis of this economic plan.

25		Describe plans to involve and inform partners and other bodies, including accountable body, DCLG and CCA.	<p>The CCT will build mechanisms into its structure to continually update accountable groups and partners of its actions. Meetings will be fully recorded and minutes and action points provided to partners.</p> <p>The CCT will build on the annual business meetings which have been organised by the Harwich and Dovercourt Tourism Group to inform and engage with the community on plans and achievements.</p>
26	Communication with community	How will the community and stakeholders be involved and informed of progress and outcomes.	<p>A communication plan will be devised, to include regular press releases and social media updates.</p> <p>The community groups who are represented on the CCT, will be encouraged to feedback to their members after meetings.</p> <p>The Economic Plan will be published on the Great British Seaside website.</p>
27	Communications Contact	Details of local contact for comms, media and informing DCLG et al of updates, events, etc.	<p>Nigel Brown, Communications Manager, Tendring District Council Town Hall, Station Road, Clacton on Sea, Essex. CO15 1SE 01255 686338 nbrown@tendringdc.gov.uk</p>
CCT Logistics			
28	Management of team	How the team will operate, frequency of meetings, centrality of team to projects, etc. How the team is representative of the community.	<p>The Harwich and Dovercourt CCT will meet in the Harwich Guildhall on a monthly basis. The group is comprised of a wide range of community organisations, including Harwich Connexions and Harwich Society; many which have been working together in the tourism group since 2015.</p>
29	Support	Network of	TDC and ECC are fully engaged in this

	structure	support built to enable CCT to deliver the economic plan	<p>process and much of the practical and operational work which is driven by the CCT will be actioned by Officers of these organisations.</p> <p>Membership of the group has been developed to bring together organisations who can deliver various elements of the projects in this plan.</p>
30	Costs	Running costs of CCT itself. These may be approximate and are likely to include, purchases, admin, attendance, travel & subsistence, etc	Room hire and administration costs will be minimal for the CCT, through contributions from the groups involved. Expertise and professional input will be resourced 'in-kind' from the membership.
31	Sustainability	Long term plan for team and how this will be managed. E.g. how are businesses sustained while giving to team, how are volunteers supported, co-funding, shared locations, etc	<p>It is envisaged that community groups will grow stronger and be more sustainable through working together under the CCT banner. Economic growth in the town will develop and enhance the voluntary sector, as much as their private sector partners.</p> <p>The organisations involved are committed to delivering change for Harwich and Dovercourt and have a long term commitment to the CCT. Officer time from the tier 1 and tier 2 authorities will be sustainable over the long term as there is an alignment of priorities and golden thread to each organisation's Corporate Plan.</p>
32	Areas of Specific Interest	Provide areas of on which you would wish to join a working group or network (virtual or otherwise), e.g. arts, tourism, housing, piers, sport, transport,	<p>Tourism</p> <p>Arts</p> <p>Heritage</p> <p>Marketing</p> <p>Transport</p> <p>Business Enterprise</p>

		heritage, marketing, etc.	
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