

# Capital Project Business Case

## Jaywick Sands Market and Commercial Space

Version control	
Document ID	GBFJSMCS
Version	V2.1
Author	TDC, ECC & HAT Projects Ltd
Document Status	Final - approval by SRO, S151 and Supporting Director
Authorised by	TDC SRO – Paul Price TDC S151 – Richard Barrett ECC Director – Steve Evison
Date authorised	6 October 2020

## 1. PROJECT OVERVIEW

**1.1. Project name:**  
Jaywick Market & Commercial Space

**1.2. Project type:**  
Site development, to facilitate new employment floorspace, market and associated business support to increase local employment and access to goods and services alongside improved public realm

**1.3. Federated Board Area:**  
Essex

**1.4. Lead County Council / Unitary Authority:**  
Essex County Council

**1.5. Development location:**  
Brooklands Avenue, Jaywick Sands, Clacton-on-Sea, Essex CO15 2JE

The proposed site is currently used informally for small car boot sale markets. It was formerly the site for a more extensive market, social club and other leisure activities (20+ years ago). It is central in Jaywick Sands and adjacent to the beach with a long beach facing frontage. The site is positioned next to the first new housing development to be built in Jaywick Sands in over 15 years.

**1.6. Project Summary:**  
The Jaywick Market and Commercial Space project will build and operate covered market and affordable business space on a gateway site in Jaywick Sands to support the local economy, grow local entrepreneurship, and grow and retain economic activity and job creation in the local area, which is the most deprived in the country. The project forms part of a wider regeneration initiative that aims to lift Jaywick Sands out of the bottom decile of the Index of Multiple Deprivation, improving poor quality housing, stimulating economic growth and maximising the potential of the beach for tourism, improving the public realm and increasing flood resilience.

The proposal has been developed in response to community needs as well as a wider assessment of demand for small business space in the wider area. There is a demonstrated undersupply of commercial space and a high level of demand for affordable light industrial, studio and basic office facilities within the area. Using the Council-owned site in a very central location in Jaywick Sands presents the opportunity to draw this tenant market to Jaywick Sands, creating employment in the area and stimulating the secondary economy, alongside supporting local start-ups and small businesses in the community through creating a pathway from very affordable market stall accommodation to renting permanent space. This will be combined with business support to help existing businesses expand their offer or start-up businesses to get off the ground. It will also provide access to affordable, healthy food and other household needs within walking distance of residents, many of whom struggle to access shops and services due to the undersupply in the local area and a lack of access to travel modes, with low car ownership and relatively poor and expensive public transport.

The proposal is to construct 13 affordable rent business units offering 9,500sq ft lettable area and a covered local market of 10 affordable pitches. Alongside this, the public realm in the area will be improved including the creation of a new community garden and a multipurpose hard landscaped area which can be used for outdoor markets and seasonal events. This will form part of a programme of wider regeneration and will deliver an extensive range of positive social

impacts to help alleviate the severe deprivations experienced by much of the Jaywick Sands community including increased employment opportunities, increased training opportunities, a rise in skills and employability, pride in the area, a rise in aspiration, especially amongst younger people and significantly improved health benefits through affordable access to fresh foods. It is highly deliverable, quick to implement and will be the catalyst to unlocking future opportunities in the most deprived neighbourhood in England.

The project responds to social and economic changes exacerbated by Covid-19, including the lack of access to neighbourhood shops and services for everyday necessities within walking distance, as well as the need to support employment and generate inward investment and jobs growth in the community given that coastal communities are amongst those hardest hit.

#### 1.7. Delivery partners:

Partner	Nature of involvement (financial, operational etc.)
Tendring District Council (Lead Applicant)	Scheme Promoter and Sponsor - Financial, operational, programme management and project direction
Essex County Council	Scheme Promoter and Sponsor - Supporting financial, operational, programme management and project direction

The delivery partners have used advisory and technical support from HAT Projects Ltd to develop the scheme design and business case. The full design team, operator and contractor will be procured using open tendering systems following confirmation of funding.

#### 1.8. Promoting Body:

Tendring District Council and Essex County Council

#### 1.9. Senior Responsible Owner (SRO):

Paul Price, Deputy Chief Executive, Tendring District Council, pprice@tendringdc.gov.uk

#### 1.10. Total project value and funding sources:

Funding source	Amount (£)	Constraints, dependencies or risks and mitigation
Tendring District Council	£105,535	A portion of this is set aside for first year revenue support to establish the facility and the business support offer. The remainder covers some capital costs.
Essex County Council	£50,000	Set aside for 20/21 for regeneration of the market site and improvement of public realm.
SELEP	£1,972,000	To be spent by March 2022
<b>Total project value</b>	<b>£2,127,535</b>	Feasibility studies completed in March 2020 provides the basis for the assessment of project costs.

#### 1.11. SELEP funding request, including type (LGF, GPF, GBF etc.):

£1,972,000 capital funding through the GBF is requested from SELEP in the form of a financial contribution. We can confirm that this funding does not constitute State Aid.

#### 1.12. Exemptions:

No exemptions claimed.

**1.13. Key dates:**

Procure operating partner and design team (commencement of expenditure) – Sept-Oct 2020

Construction commencement: August 2021

Construction completion and scheme opening: March 2022

**1.14. Project development stage:**

Project development stages completed to date:			
Task	Description	Outputs achieved	Timescale
Formation of Coastal Communities Team	Formation of Coastal Communities Team to lead the development of a new strategy for the holistic regeneration of Jaywick Sands. The CCT formation was supported by MHCLG and includes representatives of TDC, ECC, Homes England, MHCLG, Environment Agency, local ward members and other community representatives and stakeholders.	<p>Agreed vision statement, strategic aims and objectives for the regeneration of Jaywick Sands.</p> <p>Procured professional team to develop Place Plan.</p> <p>Successfully secured a change in the Shoreline Management Plan to Hold the Line for all epochs</p> <p>Supported and delivered a number of 'quick win' initiatives in the local area</p>	<p>2016 (formation of CCT)</p> <p>CCT still exists and forms part of project governance structure</p>
Jaywick Sands Place Plan	Development of holistic place-based strategy	Draft Place Plan submitted to CCT including evidence base analysis, strategic vision, spatial framework and recommended delivery strategy.	2018-2019
Demand and feasibility study for employment space in Jaywick Sands	Market demand and feasibility study for development of employment space, based on recommendations from draft Place Plan	Demand and feasibility study report covering assessment of options and recommendation for preferred option alongside economic impact assessment	Completed March 2020
Initial scoping and design for public realm	Scoping and outline design feasibility for public realm and streetscape improvements on the site. Market testing of costs with contractors.	Outline design and costs	Completed April 2020

Project development stages to be completed:		
Task	Description	Timescale
SELEP Business Case	Development of this Business Case, updates following Gate review and approval	September 2020
Procure operating partner	Open market tender process for operating partner for the employment space and market	September-October 2020
Procure design team	Open market tender process for full design team for the project	September-October 2020
Scheme design	RIBA Stage 2-3 including submission and negotiation of full planning application. Including all required site surveys to reduce risk and substantiate design. Include development of RIBA Stage 3 cost plan and any value engineering required. Include community engagement with design process. Secure approval from Project Board prior to submission of full planning application.	November 2020-February 2021
Planning application	Secure full planning permission (typical timescale 8-12 weeks). Includes statutory consultation.	March-May 2021
Prepare tender information	RIBA Stage 4 design and build tender pack including Employers Requirements. Include initial Building Control submission. Select tender shortlist of contractors based on Expression of Interest and pre-qualification assessment. Secure approval from Project Board prior to issuing tender pack.	March-May 2021
Procure contractor	Procure contractor. Undertake any value engineering required upon receipt of tender returns. Negotiate contract and secure Project Board approval prior to entering contract	June-July 2021
Construction	Construction, snagging, soft landing handover of project	August 2021-February 2022
Business support	Commencement of business support programme targeted at local SMEs, sole traders and potential entrepreneurs, targeting those who will benefit from the new facility. This will ensure that the most viable and suitable businesses are identified as possible tenants for the scheme, in advance of the facility opening. It will be an organic, natural process designed at nurturing and soft marketing to potential businesses.	April 2021 onwards
Marketing and letting	Marketing and pre-letting units to tenants	August 2021-February 2022
Scheme opening	Tenants move in, scheme operational	March 2022

#### 1.15. Proposed completion of outputs:

For the purposes of the scheme's appraisal a conservative assessment of the scheme's delivery has been used to ensure sufficient time for project development, community and stakeholder engagement and construction given Covid related uncertainties. While the feasibility study completed in mid-March 2020 estimated a 22-week construction period, for the purposes of this business case, a 30-week construction period (7 months) has been used.

Other related projects in the Jaywick and Clacton area include:

**Jaywick Sands Place Plan:** The Place Plan continues to be developed into a final strategy and delivery plan which will take into account changing circumstances due to Covid-19.

**Future High Streets (Clacton):** Tendring District Council has been awarded Phase I Future High Streets Fund (FHSF) development funding to create a phase II submission for the fund. The localities team in the Sustainable Growth Directorate are developing the bid on behalf of TDC to deliver the first phase of a long-term place-based transformation of Clacton to catalyse regeneration, enhance outcomes for residents and businesses and increase the attractiveness of Clacton as a destination for visitors and business relocations.

**Tendring Cycling & Infrastructure scheme:** Submitted for funding to SELEP, this project aims to deliver a bespoke bike scheme and cycle network infrastructure within Jaywick Sands and Clacton aimed at tackling inequality within one of the most deprived communities in Essex. The bike scheme would be a community-based project to help overcome the barriers to sustainable travel as a result of inequalities, help tackle rising unemployment and to align with the government agenda of active travel and physical activity post Covid-19. Lack of affordable transport options is recognised as a factor in joblessness and insufficient transport provision is a reason for declining employment and access to skills, suggesting that wider availability of cycling for transport has the potential to reduce transport inequality and promote access to jobs and education. The scheme directly links to the wider Clacton Town Centre FHSF and sustainable infrastructure proposed as a result of this programme.

There are other related local programmes including Dig4 Jaywick, Inclusion Ventures' new hub in Jaywick Sands, and the Junior Ambassador Programme.

## 2. STRATEGIC CASE

### 2.1. Scope / Scheme Description:

#### **Scheme summary**

The proposal is to build a commercial facility on the 'Market Site' - a centrally located gateway site in Jaywick Sands that is owned by Tendring District Council to provide:

- a. Construction of a new workspace facility of 13 low cost units over 10,500 sq. ft. (GIA) offering 9,500 sq. ft. net lettable area of affordable space for a range of business uses including light industrial B1 office space and retail
- b. Bookable hot desk and meeting spaces with a business support programme including mentoring and skills development for locally based entrepreneurs and potential entrepreneurs.
- c. Creation of a vibrant covered market with 10 x affordable pitches to provide a pathway for start-up businesses into trading, respond to local demand for access to fresh food and household goods/services, and facilitate positive health benefits through affordable access to fresh foods
- d. Improved public realm including a community garden, outdoor market/events space and safe pavement where there currently is no footway connecting the two main residential areas of Jaywick Sands.



#### **Issues being addressed**

Jaywick Sands is home to the most deprived Lower Super Output Areas in the country, with 6 out of the 7 domains ranked in the bottom 10% nationally, including income, employment and health and wellbeing. There is a job density of only 1 job per 16 working age residents in the area, and as a small coastal community, residents work predominantly in the leisure and care sectors which have been hardest hit by COVID-19. Residents have lower than average incomes, exceptionally poor-quality housing, and struggle with everyday living due to poor health. Around 46% of Jaywick Sands households do not own or have access to a car and are especially reliant on public transport for school, work, shopping and leisure activities.

Jaywick Sands also suffers from a poor internal and external identity. While residents are rightly proud of their strong sense of community and their mutual support, as well as the history of the settlement, wider perceptions and extensive physical blight have resulted in extremely low



residential property values, making market-led housing development unviable. In addition, the issues around flood risk mean that housing development costs are higher than standard. A lack of positive physical interventions that raise aspirations, increase values and confidence, and catalyse market-led development has acted as a brake on regeneration for many decades. Regeneration in Jaywick Sands now has a renewed impetus due to the creation of a cross-partner Coastal Communities Team and initial 'quick win' projects including a substantial upgrade of the street infrastructure has started to raise confidence but more needs to be done.

Extensive community and stakeholder engagement and research over the last few years has shown that growing local jobs and the local economy is a key priority for stakeholders and viewed as an essential part of regenerating Jaywick Sands and lifting it out of the bottom decile of the Index of Multiple Deprivation. The community includes a number of sole traders and small informal businesses who could be supported to develop and grow locally if the right space and business support was available. Jaywick Sands also has a fantastic beachfront location with a long sandy beach and large holiday parks a short walk away, which is not currently maximised for its economic potential. The key undeveloped beachfront site (formerly used for a market, social club, go-kart track and other activities but unused for several decades) currently divides the community into two areas and presents a barrier to integration of the community, with no safe walking route along the street due to the lack of a footway. It is currently semi-derelict and, while immediately adjacent to the public beachfront carpark, creates a negative impression on visitors and residents alike, attracting fly-tipping and anti-social behaviour.

The draft Jaywick Sands Place Plan proposed a range of potential interventions which would grow the local economy alongside providing intersectional benefits to training, health and wellbeing, and a positive sense of identity. This central site was identified as the key location to develop activity which would catalyse wider regeneration and development.

In January a feasibility study and market testing exercise with local businesses and letting agents concluded that there is an undersupply of commercial space in the wider area around Jaywick Sands, and a high level of credible demand for affordable light industrial, studio and basic office facilities from potential tenants both within and outside the community. Local agents supported the concept of creating affordable commercial space within Jaywick Sands and considered it highly lettable. A series of options were developed and tested with potential tenants, agents and community representatives as well as cost tested. The scheme proposal takes forward the preferred option due to its demonstrated positive impacts.

While economic circumstances are changing as a result of Covid-19, current expectations are that there will continue to be good demand for the kind of space provided by the scheme. It is clear that neighbourhood level business space and service provision will become increasingly important as people prefer not to commute using public transport and prefer to avoid crowded locations. Larger, low-cost business units and outdoor market spaces are good for social distancing, and will provide jobs, goods and services in walking and cycling distance of both customers and employees. UK based tourism in rural locations is also seeing an increase compared to city breaks and overseas travel. The potential tenants identified as part of the demand study include small scale fabrication serving a mail order market; café/kiosk activity serving the visitor trade, grocery and household goods retail serving the local community and trade/construction related business.

### **Intended benefits**

The project will have a wide range of benefits across economic, social and environmental spheres of influence.

Economic benefits will include:



- Around 40 FTE jobs will be directly created and brought into the area at c£20kpa with an additional economic impact to the local economy of £1.7m per annum
- Indirect and induced impacts are estimated to comprise around 16 FTE jobs
- Improving Jaywick Sands' reputation, and the visual appearance of a key site in the community, which will complement the other regeneration projects. resulting in raising property values for both commercial and residential properties. Raising values will increase the viability of development and redevelopment of sites in private and public ownership and this will be a significant catalytic impact.
- Encouraging wider entrepreneurship in the local community and a mutually supportive local business network, leading to an increased rate of start-up of businesses in the community, and a higher survival rate for businesses.
- Creating training opportunities leading to higher average earnings among Jaywick Sands residents, and therefore increased consumer spend locally supporting business growth among local shops and services.
- Increased tax receipts to local and national government through increased income and commercial activity locally and rising values.
- Reduced local and national government spend on benefits and financial support to the community through a range of current programmes.

Social benefits will include:

- Increased employment opportunities leading to a reduction in deprivation due to unemployment and involuntary exclusion from the labour market, and a reduction in deprivation caused by low income.
- Increased training opportunities leading to a rise in skills and employability, and a rise in aspiration among young people in particular.
- Access to a wider range of fresh food creating positive health impacts across age groups but particularly impactful on the 46% of Jaywick Sands households who do not own a car and therefore struggle to access affordable, healthy food.

Environmental benefits will include:

- Improved public realm including community garden and space for outdoor markets and other events
- Improved walkability of the area and road safety

## 2.2. Logic Map

Inputs	Outputs	Outcomes	Impacts
Grant Spend £1.972m	840 m2 net lettable affordable commercial space (13 units) and covered market space comprising approx. 10 pitches	Net additionality of 49 FTE jobs in the area by year 4	Increased attractiveness of Jaywick Sand to developers and businesses
Matched Contributions Spend £50,000 – ECC contribution	3700m2 new public realm including community garden and space for open air markets and seasonal events	842m2 net lettable commercial floorspace occupied (B1 use class)	Increased employment levels (changes in GVA)
£105,535 – TDC contribution	New public footway for 150m2 of street frontage	12% increase in employment density	Regeneration of the area
		Increased connectivity around the settlement	Improved access to affordable healthy food and household goods for residents
			Improved health and wellbeing among residents
			Improved walkability and safety of streetscape and public realm
			Decreased deprivation

### 2.3. Location description:



Jaywick Sands is located on the Essex coast, in Tendring District. The village of just under 4,800 residents (2,600 households) is sited along the seafront a few miles south west of Clacton-on-Sea. A century ago the village did not exist. The plotlands settlement of small detached chalets was founded in 1928 and most of the estate was not 'purpose built' for permanent year-round occupation. A unique combination of social, political, economic and geographic factors has meant that Jaywick Sands has retained its distinctive low-rise, self-built character, and strong community, although currently it is best known for including officially the most deprived statistical area in the UK.

Tendring 018A LSOA is the statistical unit which includes the western part of the community and has been ranked as the most deprived area in England and Wales on the Index of Multiple Deprivation in 2010, 2015 and again in 2019. The adjacent LOSA, Tendring 018C, is also in the bottom 5% according to the IoMD, and Tendring 018B (mainly the north of the Tudor Estate) scores in the bottom decile across 3 of the 9 deprivation indices. These statistics are further supported by 2011 census data, other reports and datasets. The deprivation experienced by Jaywick Sands results from many factors, but a lack of local employment, and the difficulty of travelling to local employment centres due to poor public transport connections and geographical isolation, is a significant factor.

The site for the proposed development is in the heart of the community, adjacent to the seafront, situated between the two main residential areas - Brooklands and The Village and next to the public carpark for the beach. It was formerly the heart of Jaywick Sands' leisure economy, home to a go-kart track, arcade/social club, and market, but has been derelict for several decades. It stands as a gateway to the seafront for visitors and in its current state is an eyesore that offers very little to them and residents. TDC have invested considerably in the build of 10 new homes that overlook this site, which has 5 earmarked for social housing and another 5 for open market. There is currently no pedestrian footway along this stretch of the seafront street.

The site has good vehicle access as it is at the junction of the main routes through Jaywick Sands. While all of Jaywick Sands lies within Flood Zone 3, the site is one of the higher areas in the site, and therefore less vulnerable to flooding. It is currently protected from flooding for present day risk by the existing sea wall, which is in good condition and projected to provide a good standard of protection for the next 30 years approximately. The Shoreline Management Plan for Jaywick Sands has a Hold the Line policy position for all epochs, indicating the aspiration to upgrade the flood defences in the future to maintain a good standard of protection for the long term.



*Map above shows the site in the context of Jaywick Sands. The orange shaded areas are within Tendring District Council ownership*

#### **2.4. Policy context:**

The proposal aligns directly with the following local policies, having identified a local property asset that can be developed to support the growth of local businesses and community participation more widely.

##### **Tendring Economic Strategy 2019-2024**

The Tendring Economic Strategy (TES) has recently been updated and it concludes that evidence from Office of National Statistics demonstrates that there have been some important changes in the local economy which require the need for a change of approach.

These include:

- A greater focus on Clacton and Jaywick, noting a decline in economic performance of these locations. This focuses specifically on local participation within communities and addressing long term prosperity.
- Bold action in Clacton Town Centre, recognising that its future is likely to be led by retail alone.

Specifically, with relevance to this project, the TES recommends that:

- 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. Bold new approaches, built around citizen participation and the building of community capacity, are needed. 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.
- TDC should identify property assets within public ownership which can be transformed to offer low-cost or free space to support new businesses and positive social activities, particularly in Clacton and Jaywick, to maximise their social value. Map spaces owned by Tendring DC, looking at where there is a stronger case (lower opportunity cost) of making them available for free or low-cost use by residents with ideas. Provide meanwhile space in perpetuity, with advice and guidance to support 'graduates' into more permanent spaces.
- 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. The strategy recommends first piloting this approach in Jaywick, particularly around the emerging Place Plan.
- Using the 2019 Employment Land Review, identify priority space to support 'move on' and growth space, actively promoting this amongst the local business population. This type of development should be encouraged through the use of cross-funding through the delivery of mixed-use sites. There are a number of proposed or allocated sites which have the potential to accommodate this type of development alongside residential and other uses and it should be ensured that these are treated favourably.
- Over the next five years, it will be particularly important to improve dialogue with local companies to support them in their growth ambitions and encourage them to innovate and diversify their offer.
- 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.

It can be seen that the proposal is well aligned with these recommendations. It will use publicly owned assets to create affordable space to support new businesses and positive social activities, supporting the growth ambitions of local businesses within a flexible and supportive environment.

### **Emerging Local Plan 2013-2033**

The strategic vision for the emerging Local Plan is to create resilient, successful mixed communities that address issues of deprivation and support a thriving local economy.

Jaywick Sands is identified under Policy PPL4 Priority Areas for Regeneration as a priority for focused investment in "social, economic and physical infrastructure and initiatives to improve vitality, environmental quality, social inclusion, economic prospects, education, health, community safety, accessibility and green infrastructure."

Under Policy PP3 Village and Neighbourhood Centres three areas of Jaywick Sands – Broadway, Tudor Parade and the junction of Tamarisk Way/Broadway are defined as neighbourhood centres to be protected and enhanced. Under Policy PP11 Holiday Parks the caravan park to the west of Jaywick Sands is identified as a safeguarded site protected against redevelopment.



It can be seen that the scheme proposal is well aligned with this, as it will focus investment into regeneration which will improve economic prospects, social inclusion, environmental quality and many other positive impacts. It will support the enhancement of the existing Neighbourhood Centres.

### **Essex County Council Covid-19 Recovery Programme**

Whilst data evidencing the extent of the economic impact of Covid-19 is emerging daily, it is clear that Jaywick Sands, with its systemic and structural issues and being the most deprived area in the country will experience significant further deprivation without a bold intervention to create local jobs for the community

The Essex County Council Economic Recovery Programme has developed a strategic approach to utilise the power of public sector institutions to develop bold interventions that will stimulate economic growth, support people back into work and help to safeguard existing employment across the county. It will achieve this through a suite of interventions that align perfectly to the Jaywick Market & Commercial Space project, through a focus on construction to build our way to recovery, the generation of commercial facilities to enable local businesses to start up or grow on, and kickstarting growth through both self-employment and enabling new local jobs. Moreover the programme aims to deliver major regeneration of towns and town centres through a rolling programme of initiatives and build a social value component into new procurement contracts to harness additional spend and local job creation across the Essex supply chain, all critical components of the Jaywick Market & Commercial Space scheme.

### **Tendring District Council Corporate Plan 2020-24**

TDC's Corporate Plan has the following vision: To put community leadership at the heart of everything we do through delivery of high quality, affordable services and working positively with others. It has five themes which support this:

#### **1. Delivering High Quality Services**

One of the goals under this theme is 'Public spaces to be proud of' and the proposed scheme clearly aligns to this by regenerating a key area of seafront public realm.

#### **2. Building Sustainable Communities for the Future**

One of the goals under this theme is 'Jaywick Sands - more and better housing; supporting the community' and the proposed scheme is clearly aligned to directly achieving this goal through supporting business and entrepreneurship in the community, increasing employment opportunities and catalysing wider regeneration.

#### **3. Strong Finances and Governance**

One of the goals under this theme is 'Use assets to support priorities' and the proposed scheme achieves this aim by using Council owned land to support the clear priority need for regeneration and employment growth in Jaywick Sands.

#### **4. A Growing and Inclusive Economy**

The goals under this theme include 'Develop and attract new businesses', 'Support existing businesses', 'More and better jobs' and 'Maximise our coastal and seafront opportunities'. The scheme will help achieve these goals through a number of routes – providing the space to allow businesses to develop and grow, supporting entrepreneurship and employment growth through



mentoring and business support, maximising the potential of the Jaywick Sands seafront as an economic generator.

### **5. Community Leadership Through Partnerships**

Under this theme, the goals include 'Health and wellbeing - for effective services and improved public health' and the proposed scheme will help to achieve this outcome through a partnership approach achieving community-based outcomes which will increase health and wellbeing. These outcomes include more and better-quality public realm encouraging active travel and physical activity and increasing access to affordable healthy food improving health outcomes.

### **The North Essex Economic Strategy**

The North Essex Economic Board developed a draft Economic Strategy in 2019 which has the following vision:

North Essex is a high-value, productive and sustainable economy. People choose to live and work locally, in new and established communities that are well connected and inspire innovation and creativity.

This vision is supported by four key objectives:

1. Driving innovation and technology adoption
2. Developing a skilled and resilient workforce
3. Creating a network of distinctive, cohesive communities
4. Growing a greener, more sustainable economy

The proposed scheme is particularly well aligned with objectives 2 and 3 within this strategy. Objective 2 stresses the importance of supporting those who are already in the labour market to access new skills and adapt to changing working practices. The scheme will deliver against this objective by supporting locally based businesses and potential entrepreneurs to develop viable and sustainable businesses. Objective 3 includes the need to invest in the infrastructure to support distinctive, adaptable and creative places, particularly within the coastal towns. This scheme, as an 'anchor' development to kickstart wider regeneration in Jaywick Sands, will deliver exactly this infrastructure. It highlights the sharp spatial inequalities within North Essex and the need to improve outcomes in all communities.

### **The SELEP Coastal Communities Economic Prospectus**

The scheme directly aligns with the Coastal Prospectus, which aims to improve the economic performance of the coast in absolute and relative terms to grow the economy and narrow the gap with the wider SELEP region, with Jaywick Sands being the most deprived area. It aims to ensure that residents and communities can benefit from inclusive regeneration and through improved skills and workforce development. The commercial workspace will provide the right resources and expertise to support coastal small and medium sized businesses to equalise growth rates and increase the employment rate of local residents. The scheme will deliver a place-based approach and provide a model that fits the local, potential and prospective businesses as outlined within the prospectus, providing *'high quality workspace units to meet existing demand and provide space for residents to develop new business ideas'*.

#### **2.5. Need for intervention:**

Jaywick Sands includes the most deprived Lower Super Output Area in the country, with 6 out of the 7 domains ranked in the bottom 10% nationally, including income, employment and health and wellbeing. The community, comprising around 5,000 people, experiences very high

unemployment and low skills levels, and there are significant barriers to accessing training and employment due to the geographical isolation of the community.

As a coastal community, residents work predominantly in the leisure and care sectors which have been hardest hit by COVID-19 and have lower than average incomes, exceptionally poor-quality housing, and struggle with everyday living. The project aligns with the objectives of the Government to 'level up' these deprived coastal communities, creating opportunities and aspiration which will result in economic and social benefits.

### **Employment and training issues**

The 2019 ONS Business Register and Employment Survey records only 360 jobs in Jaywick Sands, of which around half are part-time jobs. This equates to a job density of 1 job for every 14 residents in the community – a very low ratio compared to 1:3 for Tendring as a whole. This figure does not include the self-employed – this only includes roles which are PAYE and/or VAT registered. These are predominantly in health and social care, tourism and retail. There are only 31 registered companies in Jaywick Sands.

Census data indicates that residents in full and part-time employment are significantly fewer than the national and district average, and of the employed residents, a higher proportion are self-employed than the national and district averages. The large majority of employed people in the community are therefore commuting out of the area, often significant distances, to access work. As nearly 50% of residents do not have access to a car, and public transport is limited, this presents a barrier to gaining employment for a significant proportion of the population.

Skills levels in the Jaywick community are low compared to Tendring, regional and national averages. There are few students going into higher education, and post-16 education take-up is lower than average. The number of residents of working age with no formal qualification at all is high, around 55%.

There are a number of barriers to accessing training and employment for Jaywick residents, including geographical isolation from centres of employment and education or training, along with an insufficient and unaffordable public transport service. Many school leavers do not meet the minimum skills levels required to start on further or higher education courses, training schemes or apprenticeships so cannot get onto the ladder towards skilled employment. These young people require basic level functional skills training and community-based organisations are looking to provide more vocational and skills training in the area.

There is a lack of start-up or grow-on employment space, and business support/mentoring, within Jaywick Sands. This leads those who are entrepreneurial within the community, to base their businesses outside the community when they grow out of a working from home scenario, thereby depriving local people of the opportunity to find employment or work based training without the need to travel. This also prevents successful businesses in the wider area from locating or growing in Jaywick Sands despite the relatively large potential market of 5000 people in the community. Employment space in the community has been quickly taken up when it has come on the market, despite being of poor quality. Local agents report high demand for affordable business space at the smaller end of the market but due to the low return that this form of development offers to commercial investors, this demand is not being met by supply. Despite Jaywick Sands having a beautiful sandy beach, there are few beachfront businesses to capitalise on this asset as an economic generator, due to the almost entirely residential seafront development pattern.

### **Access to affordable healthy food and low-cost everyday household goods**

Access to fresh affordable food produce and low-cost household goods are limited in Jaywick Sands, where 46% of residents do not own a car, 22% of residents are over the age of 65 years and 15% are on long term sickness or disability allowance. The nearest town – Clacton - is an approximate 2-mile walk away, which given the local demographic is not physically possible for the most vulnerable members of the community. The high street within Broadway accommodates 18 businesses, which includes two convenience stores offering little fresh produce, an off licence, a pet store, the post office, a pub and several takeaway restaurants. As a result, the local community are largely reliant on a small number of convenience stores within the town for food supplies, which according to research provides locals with “no chance for healthy eating, as shops have limited fruit and veg and it is expensive”. Given the lack of competition, high bus fares and people living on extremely tight budgets, this does not support a healthy lifestyle and results in very poor health and wellbeing outcomes for the community.

Recent ethnographic research has identified that there is concern within the community over what is locally available and the limitations this can have on eating healthily. This is heightened by the fact that people have lower than average incomes within Jaywick, resulting in residents living on minimal income and struggling with everyday costs. Market provision would satisfy the community through the delivery of price sensitive products and enable economic growth, without causing ripple effects and business closure.

### **Public realm and environmental quality**

Jaywick Sands suffers from blight and poor-quality public realm as the result of a number of factors, including the low property values which disincentives investment and development by the market. While TDC now own a substantial amount of land in the settlement, this is currently undeveloped and of poor visual appearance, offering nothing to the community in terms of a positive identity and sense of place.

For complex, historic reasons regarding land ownership the street network has, until recently, been in very poor condition. Recent investment of over £5m by Essex County Council has upgraded a large number of the streets but in the area of the site there still lacks any pavement, meaning residents must walk in the roadway. This is both unsafe and a disincentive for walking around the settlement, segregating Brooklands and the Village.

Despite its rural location, Jaywick Sands has a deficit in publicly accessible open space, which is made more severe by the extremely small plot sizes and therefore tiny private gardens for residents. This has impacts on health and wellbeing as well as the opportunity for informal social interaction, seasonal events and similar community initiatives. This project aims to address this deficit by creating both community garden space which would be co-designed with the community and upgrading wider public realm to enable events and outdoor seasonal markets to take place.

### **Market failure**

Jaywick Sands has some of the lowest property values in the UK. It is possible to buy a one-bedroom home for around £40,000. This acts as a disincentive for market-led development and exacerbates the conditions of poor-quality housing. For commercial development, there is a demonstrated undersupply of affordable business space in the area, as shown by the Tendring Employment Land Review. This shows that while there is above average transaction levels and high occupancy (90-95%) within the area, there is a lack of pipeline of development due to the low rental yield that the tenant base can afford. Based on available rental information between

2008 and 2018, the average office rent in the district is £96.45/sqm, and £55/sqm for industrial rent.

The Employment Land Review concludes that there is a need to encourage the delivery of smaller scale mixed units with flexible terms to support newly established businesses. There is very little space available for either industrial or office uses, at the budget end of the spectrum. The only small business units within the wider area of a similar kind were originally a publicly funded 'seedbed' type centre, now in private ownership and fully occupied. While there is sufficient employment land allocated within the emerging Local Plan, there is no active development taking place at the smaller and more affordable end of the market.

Research carried out to support the market demand and feasibility study for this project showed a good level of agent and tenant interest in affordable business space in Jaywick Sands. Interviews showed that the location was not felt to be a barrier to successfully attracting tenants providing space was affordable, due to the overall lack of demand in the area. In addition, leisure and tourism-based businesses did see the opportunity presented by the seafront location to locate in Jaywick Sands and specifically on the proposed site. With the increase in local rural tourism including daytrips as a result of Covid-19 and uncertainties around overseas travel, this is an area that Jaywick Sands should capitalise on as a safe and uncrowded destination for beach visits.

### **Covid-19 impact**

Communities across the UK are being significantly impacted by the profound economic shock created by Covid-19. The economy is now formally in recession, contracting by 20.4% from April to June vs the first three months of 2020 and the Bank of England is expecting the national economy to shrink by 9.5% overall this year.

Whilst evidence is emerging daily, Essex is also experiencing record reductions in GDP and an unprecedented surge in unemployment, both in places of deprivation as well as those that are traditionally resilient. A sharp decline in sectors that are key to the local economy such as Travel, Hospitality, Retail, Construction, Leisure and Manufacturing sectors usually generate 15-40% GVA to the Essex economy, but are now reporting falls in output of between 40-92%

Whilst June 2020 began to report a slight improvement, Essex is already seeing an unprecedented surge in unemployment, with the claimant count for June of 67,580 still at its highest since the 1990s recession, with more than double the number of new claimants than seen in June 2019 (26,175). Of these, 13.7% of all new claimants in Essex in June 2020 were aged 16-24 vs 7.5% of people aged 25 to 49 and 5.3% of people aged 50 plus. Moreover, the surge of new claimants in June was driven by workers in Essex's most deprived communities

National evidence suggests that those in lower-paid, lower-skilled, less secure work were among the first to become unemployed as the COVID-19 outbreak took hold. Areas such as Jaywick Sands which is heavily reliant on low paid service sectors for employment and already within Essex's most deprived 10% localities, have seen twice as many new unemployment claims per head in April compared to areas in the least deprived 10% and Tendring has one of the highest new claim rates in the country in April 2020.

There is therefore an urgent need to address the rise in deprivation which will accompany this sharp rise in unemployment. Enabling local people to develop skills and businesses within the community which support the community and meet local needs, is key to developing a sustainable local economy where spend is captured and levered for local benefit. The business support programme as part of this scheme will start up prior to construction completion in order

ensure locally based potential tenants and market stallholders are supported to succeed and occupy space from the point of opening.

## 2.6. Sources of funding:

As demonstrated above, there is clear evidence of market failure to provide affordable business space, as despite there being a large amount of allocated employment land in the Clacton area, small business units are undersupplied and there is no development pipeline due to the relatively low returns offered. Commercial lending to the public sector for the project would not succeed due to similar issues over the return on investment. Evidence from elsewhere shows that spaces like this are usually funded by the public sector as part of regeneration initiatives. For example, within Tendring the only other comparable facility was funded by Essex County Council some years ago.

The project does not qualify for other sources of public funding such as the Future High Streets fund, due to a combination of locational and other factors. Tendring District Council and Essex County Council's ability to self-fund the project is limited due to the well understood need to prioritise limited budgets towards service provision.

The operational model indicates that the facility will be self-sustaining and provide an operating surplus once operational.

## 2.7. Impact of non-intervention (do nothing):

A non-intervention scenario is likely to perpetuate the deprivation and lack of access to employment and local services experienced by the community. The reference case would be delayed development on the site while awaiting other factors to raise market values and thus improve commercial viability. At this stage it is difficult to anticipate how this could materialise without public investment in regeneration in Jaywick Sands and while the wider regeneration initiatives will have some impact in improving outcomes for local people, they will not address the basic issues around the lack of employment, lack of business support, and lack of access to affordable business space. The reference case includes the possibility of limited support for a small market on the site and a small amount of streetscape upgrading made possible by the match funding ringfenced by TDC and ECC, but no capital works to create business space or public realm.

Expected outcomes from a non-intervention reference case would include:

- No new affordable business space created in Jaywick Sands or the wider area, due to lack of market interest and viability.
- Start-up and grow-on businesses would locate elsewhere outside the area, bringing their economic benefits and indirect benefits to other locations which are less deprived.
- Local entrepreneurs would not be supported to develop viable and stable businesses, leading to a high failure rate
- The seafront location would not drive economic growth in Jaywick Sands or increase the number of visitors it attracts. It is likely that visitor numbers would decrease as other areas become more attractive in comparison.
- Employment density in Jaywick Sands would continue to be extremely low, with a lack of employment opportunities for local people leading to a continued dependency on benefits and low income.
- Multiple deprivation effects associated with low incomes and lack of aspiration would continue.



- While some market activity could be supported on the site without capital investment, the benefit of this would be limited and would struggle to attract traders without a more attractive and functional public realm within which to operate.
- Wider regeneration and market led investment in housing would struggle to be viable due to the continued blight and lack of market appeal of the area.
- Covid-19 related impacts will be expected to worsen deprivation within Jaywick Sands and act as a negative multiplier on the above.

## 2.8. Objectives of intervention:

### Project Objectives

Objective 1: Provide affordable space for start-up and grow-on businesses in the local community creating and retaining employment locally

Objective 2: Generate employment opportunities through supporting business growth and entrepreneurship

Objective 3: Provide access to affordable healthy fresh food and produce as well as affordable everyday household goods within easy walking distance of a large proportion of the community.

Objective 4: Generate increased footfall to the Jaywick seafront benefitting local businesses in the area

Objective 5: Create better quality public realm including a safe pavement along the key seafront street, community garden and multi-purpose outdoor events/market 'square'.

Objective 6: Decreasing blight and increasing positive identity for Jaywick Sands, increasing confidence in potential investors and raising aspirations for high quality regeneration and development going forward.

### Problems or opportunities the project is seeking to address (add as required)

Problem / Opportunity 1: Lack of affordable smaller sized business units in the area

Problem / Opportunity 2: Lack of local employment and lack of support for locally based potential entrepreneurs

Problem/Opportunity 3: Lack of locally based, affordable fresh food and everyday goods suppliers accessible to the community

Problem/Opportunity 4: Lack of seafront-based businesses and attractors in Jaywick Sands

Problem/Opportunity 5: Poor quality and unsafe streetscape, deficit in public open space

Problem/Opportunity 6: Poor reputation and identity, lack of confidence and low values which act as a disincentive to market led investment and regeneration.

	<b>Problems / opportunities identified in Need for Intervention section</b>					
	<b>Problem / Opportunity 1</b>	<b>Problem / Opportunity 2</b>	<b>Problem / Opportunity 3</b>	<b>Problem / Opportunity 4</b>	<b>Problem / Opportunity 5</b>	<b>Problem / Opportunity 6</b>
Objective 1	✓✓✓		✓✓	✓		✓✓
Objective 2	✓✓	✓✓✓	✓✓	✓✓		✓
Objective 3			✓✓✓	✓		
Objective 4				✓✓✓		✓✓
Objective 5				✓✓	✓✓✓	✓✓✓
Objective 6				✓✓	✓✓	✓✓✓



## 2.9. Constraints:

The site is relatively unconstrained. It is already fully in public ownership and this ownership extends around the site so that construction access and temporary site requirements can be accommodated easily.

Constraints include:

- Presence of well-used streets to the southern and eastern boundaries of the site. Brooklands Avenue and Lotus Way will need to be open throughout the construction period and the inevitable short-term disruption will need to be managed carefully.
- Flood risk: while the flood risk is relatively low for the proposed site compared to the rest of Jaywick Sands, there remains a long-term potential flood risk as well as a short-term low probability risk of a breach scenario. This will be mitigated by ensuring that the proposed construction is flood resilient and includes Sustainable Drainage Systems (SuDS)
- Initial ecological surveys indicate the presence of some protected species on the site. This is not a constraint in that a mitigation strategy is proposed and has been costed for.

## 2.10. Scheme dependencies:

The proposed scheme has few genuine dependencies upon which it relies to maximise impact. It is a standalone project which will deliver 'quick win' positive impacts and act as a front-runner or catalyst for wider regeneration to follow, rather than being embedded within a programme of other activity upon which it is dependent.

There are however the following related proposals and activities in the Jaywick and Clacton area which, if delivered, will amplify and increase the benefits of the scheme. This potential additional impact has not been quantified or included within the cost benefit analysis presented within this business case.

- **Tendring Cycle & Infrastructure Scheme:** This proposal aims to deliver a bespoke bike scheme and cycle network infrastructure within Jaywick Sands and Clacton aimed at tackling inequality within one of the most deprived communities in Essex. The bike scheme would be a community-based project to help overcome the barriers to sustainable travel as a result of inequalities, help tackle rising unemployment and to align with the government agenda of active travel and physical activity post Covid-19 with a target of 3,000 bikes initially. Lack of transport options is recognized as a factor in joblessness and insufficient transport provision is a reason for declining employment and access to skills suggesting that wider availability of cycling for transport has the potential to reduce transport inequality and promote access to jobs and education. Should this project be realised it would increase the accessibility of Jaywick Sands to both consumers and potential employees, increasing footfall and trading potential and potentially create wider business opportunities linked to the commercial site through the use of Cargo Bikes.
- **Future High Streets (Clacton):** Tendring District Council has been awarded Phase I Future High Streets Fund (FHSF) development funding to create a phase II submission for the fund. The localities team in the Sustainable Growth Directorate are developing the bid on behalf of TDC to deliver the first phase of a long-term place-based transformation of Clacton to catalyse regeneration, enhance outcomes for residents and businesses and increase the attractiveness of Clacton as a destination for visitors and business relocations.

## 2.11. Expected benefits:

Creating space for businesses to start-up, relocate and operate in Jaywick Sands, and the public realm improvements planned, will have a wide range of impacts on the community as a whole. Current public sector spend in Jaywick Sands is heavily weighted to mitigating the effects of deprivation in the community and these would be impacted by the project on a number of fronts.

The economic benefits are quantified in full detail in section 3 of this document which includes the assessment approach. The summary economic benefits are anticipated to be:

- Total net local employment gains of 44 FTE jobs by year 4 of occupation – equivalent to a 12% increase in the number of jobs within the community.
- Total net local GVA gains of £15.8m over a ten-year period.
- A Benefit Cost Ratio of 8.3
- Increasing the job density within Jaywick Sands from 1 job per 14 residents to 1 job per 8 residents.

The following benefits beyond those which are quantified in the Economic Case are expected:

- Increased employment opportunities leading to a reduction in deprivation due to unemployment and involuntary exclusion from the labour market, and a reduction in deprivation caused by low income.
- Increased training opportunities leading to a rise in skills and employability, and a rise in aspiration among young people in particular.
- Increased entrepreneurship and business survival rate within the community.
- Keeping spend local through creating space for local independent businesses which meet local community needs – helping the community help itself.
- Access to a wider range of fresh food creating positive health impacts across age groups but particularly impactful on the 46% of Jaywick Sands households who do not own a car and therefore struggle to access affordable, healthy food.
- Increased footfall to the seafront of Jaywick Sands and associated benefits to the wider local business community.
- Improving Jaywick Sands' reputation, and the visual appearance of a key site in the community, which in turn will complement the other regeneration projects, resulting in increased viability for more market-led projects.
- Increased safety and walkability of the area, incentivising active travel and improving health and wellbeing
- Creating space for community events, increasing social cohesion and mixing between the different communities within Jaywick Sands
- Increased local pride due to replacing currently derelict brownfield land with high quality development at an important central location.
- Mitigate some Covid-19 related impacts on local employment

## 2.12. Key risks:

The main risk register in later sections of this document lists risks and mitigation in detail. The key risks include:

- Not finding a suitable operator for the facility, or finding a suitable operator requires different commercial terms to those anticipated: there is a relatively small pool of local workspace operators with the required expertise but soft market testing has shown that there is appetite among providers for involvement in the project.
- Cost increases either during design or construction: a robust change management and cost control process is planned.
- Reduced demand for affordable commercial space or market pitches in the area: while demand studies have shown good demand, market conditions are changing and demand

will need to be reviewed to ensure the unit mix meets market requirements. However, sensitivity tests show that even a lower than anticipated take-up of space will show significant quantified benefits.

- Stakeholder cooperation: the project is a partnership between TDC and ECC and also requires strong community buy-in. Support for the project is currently strong among stakeholders but wider community consultation was put on hold due to Covid related issues. Feedback from planned consultation will be fed into the scheme development.
- Covid and Brexit related uncertainties.

### 3. ECONOMIC CASE

#### 3.1. Options assessment:

##### **Long list of options considered**

The draft Place Plan identified the need to attract and stimulate commercial/economic activity in Jaywick Sands and recommended the provision of affordable space for local entrepreneurship and social enterprise. During the winter and early spring of 2020 this recommendation was the subject of further investigation, including a market demand and feasibility study.

Market demand research included interviews with local agents, local businesses and potential tenants from within and around the community as well as baseline research into the availability of commercial space locally.

As part of the demand study and feasibility study during the development phase of the project, several options were considered and appraised in terms of their potential to stimulate economic growth, grow local entrepreneurship and create social and environmental benefits for the community as a whole. The options assessment included considering different locations within Jaywick Sands and different models of affordable business space including a range of management models.

In addition, a research exercise identified successful similar models from elsewhere in the region and nationally. Lessons learnt in terms of the type of space provided, management models and design were incorporated into the shortlist of options.

Models considered:

- Small co-working/shared workspace
- Makerspace
- Studio space aimed at creative industries/artists
- Larger light industrial
- Market/indoor market
- Business space with public sector anchor tenant
- Mixed models combining one or more of the above

The demand study identified weak demand for makerspace and studio space aimed at creative industries, but strong demand for light industrial, market space and business space. A public sector anchor tenant was felt by stakeholders to be undesirable in encouraging market facing entrepreneurial activity. Shared workspace and co-working were of some interest, mainly appealing to public and charity sector bodies looking for a base for activities within Jaywick Sands. All stakeholders, agents and potential tenants identified the need for business support as an integrated part of the project, to encourage and support start-ups and entrepreneurs locally to become stable rent-paying businesses.

##### **Options appraisal of sites**

An appraisal of potential sites was undertaken to inform the potential models and options for market testing. This only assessed sites currently owned by TDC, but the land holding is significant.

The site appraisal was undertaken with the understanding of the wider emerging Place Plan framework and the likely location of early phases of housing-led development. However, the concept for the workspace proposal is for a medium-term project which can be demounted as values rise and higher value uses, or more intensive development become viable and desirable

on the site. Selecting a centrally located site was therefore scoped in as placing an active use scheme in a central location is considered to be an effective way of reducing blight and improving perceptions of the area, leading to a rise in values which can catalyse future development.

The key considerations for siting are:

- Excellent visibility and profile within Jaywick Sands - presenting a public face.
- Good road accessibility for deliveries
- Space for parking
- Links/clustering with existing businesses/social enterprise
- Links to beachfront for consumer facing businesses

Three sites were shortlisted and used to develop an initial suite of options which were then tested with potential occupiers, local agents and community groups.

### **Options assessment**

The assessment approach considered demand, value for money and impacts. Initial feasibility level models were developed for the options to establish likely scale and approximate order of costs as well as the 'offer'. These were then tested through a SWOT analysis and through market testing with local agents and potential tenants including small business owners and sole traders from both the local community directly, and from the wider area.

### **Short list of options**

Three models were tested in detail through outline scheme layouts and unit schedules as well as sketch visuals to help stakeholders and potential tenants understand the offer. The three models included:

1. Smaller scale development on Brooklands Gardens comprising smaller retail/office units.
  - c.550m<sup>2</sup> (6000 sq ft) footprint building + loading bay, cycle parking, refuse storage
  - Could be part 2-storey to reach c. 800m<sup>2</sup> GIA
  - Small retail/business units, some with direct street access
  - Businesses could provide local retail/services to Brooklands residents e.g. food, cafe
  - Could provide co-working, social enterprise, small makerspace, training facilities
  - Use parking at Resource Centre and could be jointly managed
  - Could also take over 12 Brooklands etc
  - Would animate the public realm, natural surveillance of alleyway, focus activity within the most deprived part of Jaywick Sands.
2. Larger scale light industrial development on Lotus Way comprising larger 'shed' units
  - Range of units from small office to larger light industrial, rented to private and community/public sector tenants
  - Basic shell spec to keep affordable rental, expect tenant to fitout
  - Could offer a range of shared facilities, e.g. bookable meeting space, can also serve for training
  - Peer networking and user mix supports business growth
  - Could be used for a range of activities including makerspace, training, service provision, gym/dance classes, etc
  - Single storey but with generous floor to ceiling heights i.e. capacity for mezzanine
  - Parking between buildings
  - Could be phased
3. Midscale development on the 'Market' site comprising small to medium shell units suitable for workshop or office use alongside space for covered market type activity.

- Flexible space for small kiosks to larger units, within large 'shed' - approx. 900m<sup>2</sup> floorspace shown
- Could support/interact with car boot sale and have external active frontage
- Could include community space as well as commercial space
- Capture visitor trade and service beach in summer - external public realm
- Highly visible at central junction - serve retail and trade customers
- Vehicle access from rear
- Could provide 6-12 kiosks (36m<sup>2</sup>) and 3-6 larger units (50-100m<sup>2</sup>)
- Demountable so site can be redeveloped if needs/viability change

### **Feedback on options**

The Market site and Lotus Way options were favoured by occupiers, local stakeholders and agents. The Market site had most community support due to visible presence and impact on perceptions of Jaywick Sands, link to existing market activity and was also most attractive to consumer facing occupiers (retail, cafe) due to its visibility and beach adjacency. Brooklands Gardens was felt to be tricky - some occupiers could work from there, but location is felt to be sub-optimal from a market perspective.

Agent feedback was that it would be easy to let Lotus Way units due to the shortage of light industrial space locally. If similar sized units (600-1500 sq ft) were created on the Market site it was considered that these would also let easily. Agent feedback also indicated that the smaller 'kiosk' type units would be popular due to their affordability for start-up businesses and this has informed the unit mix in the final proposal.

From this assessment process the preferred option was developed taking on board feedback from the market testing. The scale and mix of spaces in the preferred option was directly influenced by this feedback, resulting in some larger units being introduced into the mix and fewer 'kiosk' type units, and incorporating bookable meeting space and touchdown space as well as considering the management model in further detail.

### **Preferred option**

The preferred option comprises a 975m<sup>2</sup> (Gross Internal Floor Area) building along with covered market space, parking, open air market/events space and a small community garden at the western end of the site adjacent to existing homes.

The design and layout for the recommended option has been informed by the feedback from agents and potential occupiers to create a broad mix of unit sizes and types ranging from small kiosks (170sqft) to larger light industrial units (1000sqft). Variety in unit sizes is always critical to attract occupiers who tend to have differing needs and budgets.

The building is sited at the most visible corner of the site and should be an eye-catching symbol of change for the local community to take pride in. Covered market space has been included from feedback from the community and to create a clear pathway for business start-up and growth, allowing new businesses to test their model in a low-cost market stall model and then grown on to a permanent unit. This is located to be sheltered from the north and west, so the buildings block prevailing winds, creating a welcoming environment and also serving as solar shading for the building itself, reducing overheating and energy costs.

There is little formal public realm in Jaywick Sands for visitors and residents to dwell so this space will help attract and retain footfall to the site. This will also create informal meeting space



for the community and a focus for activity particularly in the summer months, increasing dwell time and customer activity for businesses.

Informal outdoor overspill parking and market space is created to the west of the building, allowing the existing car boot sale to continue to operate and benefit from the footfall to the facility. This is a basic hard landscaped area, complemented by a small community garden at the far western end of the site adjacent to existing homes, providing much needed outdoor recreational space for the community and adding to the visual appeal of the site. As part of this, a proper pavement will be created along 150m of the seafront where there is currently no footway at all. This will increase street safety and walkability in the area.

The business centre is split into two parts - a main section containing the majority of the units, and a street-facing cafe/retail unit. The two buildings are linked by a covered walkway that creates a further link from the car boot sale area to the covered market and other units to drive footfall: this is designed with roller shutters so it can be closed off at night for security. All the units, apart from the kiosks, have direct loading access from the parking areas to the rear and sides and roller shutter access.

The preferred option aligns with the objectives through providing:

- A range of affordable business suitable for a large variety of occupiers, including a mix of unit sizes and types to maximise tenant appeal and responding to evidenced market demand.
- Bookable meeting space and touchdown space allowing public sector organisations to use the facility on an ad hoc basis as well as a hub for the business support programme.
- Space for market stalls and kiosks providing low-cost space for businesses providing essential fresh food and household items for the community
- Café space targeting the visitor market due to the proximity of the beach as well as creating a space for the community to informally socialize
- Outdoor hard and soft landscaped space for seasonal events as well as informal socializing.
- Increasing connectivity between different parts of the community and encouraging active travel.
- A high-quality landmark design situated along a key stretch of the seafront, addressing the current blight of the site and creating a positive image and attractive setting.

The scheme has strong stakeholder support as evidenced through our consultation with local stakeholders and the wider Coastal Communities Team group which represents a number of community groups as well as local and national public sector bodies.

### 3.2. Assessment approach:

The scheme design and costs have been developed by an experienced design team and cost consultant and the operating costs by an experienced workspace consultant.

A holistic impact assessment including economic, social and environmental factors was conducted on the preferred option as part of the demand and feasibility study. The approach taken is in line with the HCA Additionality Guide Fourth Edition and 'Green Book' guidance for economic appraisal and uses benchmark data from publicly available data sources.

The HCA methodology has been used to derive the measurable economic impact in terms of additionality regarding gross direct and indirect jobs growth in Jaywick Sands and the wider Clacton-on-Sea area as a result of the proposal, over a ten-year period. This is in line with the

HCA's guidance which recommends using BIS's Impact Evaluation Framework Plus (IEF+) guidance (BIS 2009b). This recommends a persistence of benefits of 10 years for bringing land back into use. The GVA impact has been calculated for a notional 100% occupancy and then pro rata'd to account for occupancy stepping up in line with the business model for the project (see assumptions in 3.4 below). A 3.5% annual discounting rate has also been applied.

Employment gains through the construction process have not been included as the focus is on jobs additionality within the community itself, and while the social value approach to procurement aims to ensure at least some local employment in the construction process, to avoid over-estimating this has been excluded. All key appraisal assumptions and the sources of data used to justify them have been listed below.

The reference case is a do-nothing scenario where the only business growth is organic on privately owned sites in the area and a limited amount of outdoor market activity on the site supported by a small amount of public funding equivalent to the match funding ringfenced by TDC for the proposal. Historic data shows a very low level of growth and in fact a net decline in job density in Jaywick Sands, but to provide a conservative (i.e. optimistic) reference case assessment, this has been set at 5 FTE jobs per year.

A sensitivity scenario to test the impact of under-occupancy on the benefit-cost ratio has been undertaken and an optimism bias test is also shown.

### 3.3. Economic appraisal assumptions:

- Gross direct employment gains have been derived from recognised floorspace per job benchmarks published by the HCA (Employment Densities Guide, 3rd ed., 2015). Based on current site plans, it is anticipated that the facility would accommodate a mix of light industrial/workshop (48%), retail/café (32%) and office (20%) space, with 12m<sup>2</sup> of Net Internal Area (NIA) floorspace required to support an office-based job, 15m<sup>2</sup> of NIA required to support a retail/café job, and 47m<sup>2</sup> of NIA required to support a light industrial/workshop-based job. This results in 39.5 FTE jobs. In addition, 0.5 FTE jobs per market stall are estimated (totalling 3.5 FTE jobs) as a conservative estimate, and 1 FTE job in facilities management and maintenance. This brings the total gross direct employment gains (at 100% occupancy) to 45 FTE jobs.
- Take-up rates have been calculated on the following basis: Year 1: 65%; Year 2: 70%; Year 3 – 80%; Year 4 and onwards: 85%. These are conservative estimates as occupancy levels for commercial space in the Clacton area are currently 90-95% based on the Tendring Employment Land Assessment. A sensitivity analysis is presented for lower occupancy rates.
- Deadweight: there is no deadweight predicted as the site has not come forward for development and the assumption is no development would occur in the absence of public intervention and funding.
- Leakage: as the appraisal looks at economic activity and jobs in Jaywick Sands and the Clacton area, direct jobs leakage has been set at 10% as current trends show high levels of self-containment for jobs located within the area with low in-commuting.
- Displacement: as the proposal fills gaps in the local economy and the demonstrated undersupply of business space in Tendring as a whole, it is not anticipated that there will be substantial displacement from within the Jaywick and Clacton area. Currently businesses originating in the area move out to find space to grow or operate and our demand research shows that a limited number of tenants are likely to be already operating in Jaywick Sands itself. Displacement is therefore set at 10%.
- Multiplier: ONS statistics indicate the following employment multipliers:
  - Manufacturing - 1.91

- Wholesale and retail trade - 1.45
- Food service - 1.26
- Other service activities - 1.29

The proposal will be multi-sectoral across these sectors and therefore we have taken a median multiplier of 1.45 for the purposes of this assessment.

- GVA per employee: The UK Assets Publishing Service suggests the GVA per job in predominantly rural areas was £43,900 pa in 2018. This is the figure used for GVA to avoid over estimation.
- Annual benefits have been discounted on an annual basis at the standard rate of 3.5%

Using the HCA Additionality Guide Fourth Edition model and the assumptions above, net additional GVA impact is calculated as follows, for a 100% occupancy scenario:

		Intervention Option - at 100% occupancy	Reference Case	Additionality (at 100% occupancy)
A	Gross direct jobs	45	5	40
B=A*10%	Estimated jobs leakage – 0%	0	0	
C=A-B	Gross local direct effects (jobs)	45	5	40
D=C*10%	Displacement – 10%	4.5	0.5	
E=C-D	Net local direct effects (jobs)	40.5	4.5	36
F=E*(1.45-1)	Multiplier - 1.45	18.225	2.025	
G=E+F	Total net local effects (jobs)	58.725	6.525	52.2
H	Average annual GVA per employee in predominantly rural areas (£)	£43,900	£43,900	
I=G*H	Total net local effects (£)	£2,578,027	£286,447	
J=I (Intervention option) - I (Reference Case)	Total net additional local effects per annum (£)			£2,291,580

This annual total net local effect has then been modelled through a ten-year period using the assumptions regarding occupancy (take-up) rates and discounting stated above.

This results in a 10-year total net local additionality of £15,783,366.

From year 4 onwards, assuming an 85% occupancy rate, the additionality to the local economy per year would be 34 FTE gross direct jobs, and 44 FTE net local jobs including multiplier effects.

In addition we have estimated the net additionality of construction related activity during 2021-22 as 10 FTE jobs. This has been added into the benefits additionality using a multiplier of 1.97.

This brings the total 10-year net local additionality to £16,648,197.

Sensitivity testing has examined a risk scenario of under-occupancy of the units to ensure that optimism bias can be adequately assessed. The scenario tested a lower than anticipated take up

with year 1 occupancy of 40% rising to 70% for years 4 onwards. This represents a heavily downgraded forecast as similar space locally is occupied at 90-95% but represents a worst-case scenario for occupancy.

This scenario results in a 10-year total net local additionality of £13,838,131.

The Scheme Total is £2,127,535.00 and will be split down as follows:

- Tendring District Council: £105,535
- Essex County Council: £50,000
- SELEP funding £1,972,000

The costs outlined are all the capital and non-capital costs associated with the design, construction and occupation of the building at completion.

Project management costs borne by the project partners are not included in the below. Scheme operating costs are subject to a separate business plan and are not included in this as no funding is sought for them

### 3.4. Benefits:

The impacts of the project encompass economic (quantified), economic (unquantified), social and environmental benefits. While the primary approach for this Full Business Case is to test whether the preferred option represents good value for money and is robustly justified when taking into account risk and sensitivity analysis and optimism bias, there are a much wider range of benefits that will accrue during the initial 10 year period and beyond.

#### **Quantified economic impacts**

The appraisal presented below focuses on the jobs growth in Jaywick Sands and Clacton as a direct and indirect result of this project. We anticipate that the project will generate a total net local additionality of 44 FTE jobs by year 4 and that this will persist for the 10-year period. As stated above this is on a relatively conservative estimate of an 85% occupancy rate which is below that currently reported for similar premises in the area.

#### **Unquantified economic impacts**

The proposed project will create additional economic impacts by:

- Improving Jaywick Sands' reputation, and the visual appearance of a key site in the community, which in turn will complement the other regeneration projects. resulting in raising property values for both commercial and residential properties. While in other locations this might not be viewed as a positive impact, in Jaywick Sands development is currently suppressed due to the low values generated. Raising values will increase the viability of development and redevelopment of sites in private and public ownership and this will be a significant catalytic impact.
- Encouraging wider entrepreneurship in the local community and a mutually supportive local business network, leading to an increased rate of start-up of businesses in the community, and a higher survival rate for businesses. This will result in increased tax receipts to local and national government.
- Creating training opportunities leading to higher average earnings among Jaywick Sands residents, and therefore increased consumer spend locally supporting business growth among local shops and services. This will result in increased tax receipts and reduced local and national government spend on benefits and financial support to the community through a range of current programmes.

- Increased footfall to the seafront of Jaywick Sands and associated benefits to the wider local business community

### **Impact on Index of Multiple Deprivation and other social impacts**

Current public sector spend in Jaywick Sands is heavily weighted to mitigating the effects of deprivation in the community and these would be impacted by the project on a number of fronts. The following benefits beyond those quantified for the Economic Case are.

- Increased employment opportunities leading to a reduction in deprivation due to unemployment and involuntary exclusion from the labour market, and a reduction in deprivation caused by low income.
- Increased training opportunities leading to a rise in skills and employability, and a rise in aspiration among young people in particular.
- Access to a wider range of fresh food creating positive health impacts across age groups but particularly impactful on the 46% of Jaywick Sands households who do not own a car and therefore struggle to access affordable, healthy food.
- The workspace proposal will deliver environmental benefits by replacing a low value, unattractive use of a prominent site in Jaywick Sands, with a high quality, attractive location.
- Increased local pride and sense of place, resulting in higher aspirations among young people in particular and incentivising existing property owners to improve and maintain their sites
- Increased safety and walkability of the area, incentivising active travel and improving health and wellbeing.
- Creating space for community events, increasing social cohesion and mixing between the different communities within Jaywick Sands

### **Climate impacts**

Tendring District Council declared a climate emergency in 2019 and is developing an action plan with the aim of making its activities carbon neutral by 2030. TDC aims to act as a community leader to encourage the rest of Tendring to join this mission. It is therefore critical that the project demonstrates a positive climate impact as well as wider environmental benefits. The climate impacts of the project derive from a range of aspects of its conception and delivery.

- The site is in an easily accessible location for non-car modes of transport, including walking, cycling and bus. A community of 5000 people live within walking distance of the site and the provision of new retail and services in this central location will create a positive impact on car use by residents who currently need to travel outside of the local area to access similar services.
- The project will of course generate new vehicle trips to the site through supply and customer activity. The carbon footprint of this can be measured and businesses encouraged to reduce their trip generation through their operational planning as part of the business support offer.
- The project concept is for a facility that can be deconstructed and moved or reused into new development elsewhere when wider regeneration plans require the redevelopment of the site. This means that a cradle-to-cradle design approach has been adopted from the outset and will reduce the embodied carbon impacts of the project very significantly. Specification of materials and detailed design should ensure this philosophy is carried through the design and construction process, using off-site manufacture to minimise material wastage. By creating a lean adaptable building design which can accommodate multiple sector or user types, wastage costs in fitout are minimised.
- The facility will be built to current energy and resource usage standards as required by Building Regulations. This states a very low carbon impact from running costs. Tenants will be incentivised to minimise their operational energy and water usage through submetering of utilities and direct billing to each tenant. This has proved on other projects to lower energy usage well below building regulations targets.

### **Wider environmental benefits**



The workspace proposal will deliver environmental benefits by replacing a low value, unattractive use of a prominent site in Jaywick Sands, with a high quality, attractive location.

- The development will incorporate sustainable drainage strategies (SuDS) to minimise surface water runoff and pluvial flooding impacts. The development is sited on a relatively high part of Jaywick Sands relative to tidal flooding and will be resilient against flood risk for its lifetime.
- Ecological surveys of the site have shown that some protected species are present on and around the site. The capital budget includes a sum for relocation and mitigation. Biodiversity mitigation will involve on-site and off-site measures and will achieve biodiversity net gain for the project.

### 3.5. Local impact:

A significant level of local impacts is anticipated, which is captured in the above.

## 4. COMMERCIAL CASE

### 4.1. Procurement options:

The project requires procurement of the following:

- Facility operator (management team)
- Design team
- Construction contractor

Lessons have been learnt from other similar projects in the wider area and the following options have been considered for each of the contracts listed above:

#### **Facility operator**

Options considered included:

- restricted tender (pre-tender soft market testing and expression of interest process, followed by inviting a shortlist of suitable suppliers to submit full proposals). This route has the advantages that only suitably qualified suppliers submit proposals, and therefore this can be less resource intensive for the client body. However, it has the disadvantage that relatively new market entrants or innovative approaches may be sifted out by the expression of interest stage. There is a relatively small pool of suppliers for this role and a more open process can attract more interest.
- open tender process (single stage open call). This has the advantage of attracting a wide range of approaches which can include new market entrants and innovative proposals. However more established providers can be put off from submitting proposals due to the perceived risk of being undercut or priced out. This route is quicker than a restricted tender process.
- In addition, procuring a workspace operator/specialist on a consultancy basis for the design and development stages, followed by a tender process for the actual management contract itself, was considered. This presents the risk of handover between operators after the design has been completed, and therefore the incoming operator being unable to influence the design or specification to suit their proposed operating model.

#### **Design team**

Options considered included:

- restricted tender (two stage process requiring an expression of interest, followed by inviting a shortlist of suitable suppliers to submit full proposals). This route has the advantages that only suitably qualified suppliers submit proposals, and therefore this can be less resource intensive for the client body. However, it has the disadvantage that relatively new market entrants or innovative approaches may be sifted out by the expression of interest stage.



- open tender process (single stage open call). This has the advantage of attracting a wide range of approaches which can include new market entrants and innovative proposals. However more established providers can be put off from submitting proposals due to the perceived risk of being undercut or priced out. This also runs the risk of requiring a large amount of resource for evaluation due to the large number of suppliers in the marketplace for these services, although it should, on balance, be a faster procurement route.
- Procurement from a public sector framework. This has the advantage that framework suppliers have prequalified and are certified as delivering a good standard of service. However, costs are often fixed by the framework providing a lack of flexibility. In addition, more locally based suppliers are less likely to form part of national frameworks and therefore value for money and social value aspirations may not be derived.

### **Contractor**

Options considered included:

- restricted tender (pre-tender soft market testing and expression of interest process including evaluation of financial stability, followed by inviting a shortlist of suitable suppliers to submit full proposals). This route has the advantages that only suitably qualified and financially stable contractors submit proposals, and therefore this can be less resource intensive for the client body.
- open tender process (single stage open call). This has the advantage of attracting a wide range of approaches but can result in a large number of poor-quality submissions. As contractor tender processes typically involve a large number of queries during the tender process, and an in-depth analysis of tender returns, an open tender is infrequently used for construction contracts.
- Procurement from a public sector framework. This has the advantage that framework suppliers have prequalified and are certified as delivering a good standard of service. However, costs are often fixed by the framework providing a lack of flexibility. In addition, more locally based suppliers are less likely to form part of national frameworks and therefore value for money and social value aspirations may not be derived.

In addition, a comparison of design and build, and traditional contracting routes has been undertaken.

- Design and build has the advantage of fixing costs and a single point of responsibility for delivery at an earlier stage in the process but achieves less control over design and specification. Design and build can produce efficiencies due to contractor involvement with specification but requires close monitoring of quality and detail to ensure the employers requirements are met and to ensure that regulations including fire requirements are adhered to. Design and build can increase whole life costs as contractors are incentivised to propose lower quality materials, products and systems and clients can have little control over this.
- Traditional contracts have the advantage of specifying all aspects of the design and specification with little capacity for contractor changes. There is therefore a high degree of certainty over the final product to be delivered. However, costs are not fixed at an early stage of the process and value engineering post tender can be required if tenders are over budget.

#### **4.2. Preferred procurement and contracting strategy:**

All contracts will be procured through transparent tender processes on the basis of well scoped briefs and employers requirements.

The facility operator will be procured through an open (single stage) tender process on the basis of a full brief and scope of services. This is to ensure a quick and transparent appointment

process and to encourage locally based and suitable suppliers to submit proposals, due to the limited range of operators who are suitable.

The design team will be procured through an open (single stage) tender process on the basis of a full brief and scope of services. This is to ensure a quick procurement process which will not delay the project timeline. Due to the location of the project, it is likely that more locally based suppliers will submit proposals as London-based suppliers will not be cost effective in delivering services to this location. This will therefore naturally limit the number of tenders received and manage the resource implications of the evaluation process.

A traditional construction contract and procurement process has been selected for the main contractor. This will involve a prequalification round to select suitable and stable shortlist of contractors who will be invited to prepare a full tender. This will ensure good quality tender returns from reputable contractors and allow a social value element to be considered. A traditional contract route will ensure quality and control over design and specification. As a relatively simple project, this is not likely to result in unexpected costs but will ensure that the whole life costs of the project are minimised through adherence to specified products, materials and systems.

#### 4.3. Procurement experience:

The project promotor and team have extensive experience of procuring similar contracts. Tendring District Council and Essex County Council have delivered a number of similar projects recently (see 6.8 for further details.)

#### 4.4. Competition issues:

TDC and ECC are public bodies and therefore will be complying fully with procurement regulations and with consideration of competition risk. We do not anticipate any issues at this stage.

#### 4.5. Human resources issues:

The team within TDC who have led the delivery of the project development up to this point, will continue to be responsible as project sponsor, senior responsible officer and project manager for the design, planning and construction stages. To mitigate human resources issues, Essex County Council are also providing project management support for the team in specific areas – refer to 6.1 for further details.

TDC are procuring an operating partner for the proposed facility in recognition that as a local authority they do not have a team that is experienced in managing commercial space of this kind. This will bring in strong operational and business planning expertise with the benefit of taking ownership of delivering against the KPIs for the project and managing commercial risk.

#### 4.6. Risks and mitigation:

Risk during the design development stages will be shared between the scheme promoters and the design team and will be managed according to the risk management strategy and risk register. Funded contingency is included in the cost estimates and value engineering will be used to manage any cost overruns that emerge.

Risk during the construction process will be shared between the scheme promoters as the client, and the contractor, according to industry standard contractual arrangement (JCT Intermediate Contract). These ensure a fair and impartial allocation of risk, and change control procedures will mitigate against client instructed changes which could result in cost or programme delays.

Risk during operation of the facility will be shared between the scheme promoters and the operating partner according to the contractual arrangements agreed. This will ensure a commercial approach which incentivises the operator to maximise occupancy and ensure tenant satisfaction, while the scheme promoter will provide an element of backstop security in the case of genuinely unforeseen circumstances. This is particularly relevant post Covid and will be carefully addressed in the operating contract. TDC as the scheme promoter are providing an element of funding within the project value for first year operating costs but will expect KPIs to be agreed and met by the operating partner who will carry the majority of the risk thereafter.

#### 4.7. Maximising social value:

The Council is committed to the Public Services (Social Value) Act 2012 (PSSVA 2012); ensuring that social, economic and environmental issues are considered at all stages of our commissioning and procuring process, and as part of the whole life cost of a contract.

The Council is committed to ensuring its procurement approach embraces the PSSVA (2012) to support these aims in delivering services that; are innovative; reduce waste; minimise the use of natural resources; promote health and reduce inequality; provide local economic opportunities. "Social Values" referred to in the act include: hiring / creating jobs locally; paying a living wage; linking to local apprenticeship and employment schemes; training and up skilling staff; collaborating with Third Sector / Community groups; supporting SMEs.

Social Value is a standard element within TDC's general approach to procurement. The project's tender specifications will incorporate appropriate economic, social and environmental requirements to deliver a project that maximises social value, in particular with regard to local employment in both the construction and operation of the facility, to maximise benefits from the project within the local community and to keep spend in the local area.

## 5. FINANCIAL CASE

#### 5.1. Total project value and funding sources:

The spend per funder for the project has been profiled as per the below through 2020-2022. Please note that this does not include the value of the site itself which was purchased by TDC in 2014 and at present day values is valued at £80,000. This is in effect a match funding contribution from TDC.

The table below extends to 2022/23 due to the funding ringfenced by TDC to supporting the first-year operating costs of the facility. All SELEP funding is profiled to be spent by the end of April 2022 as required under the terms of funding.

Funding source	2020/21	2021/22	2022/23	Total
TDC		£69,035	£36,500	£105,535
ECC		£50,000		£50,000
SELEP	£170,973	£1,801,027		£1,972,000

<b>Total Scheme Costs</b>	<b>£170,973</b>	<b>£1,920,062</b>	<b>£36,500</b>	<b>£2,127,535</b>
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**5.2. SELEP funding request, including type (LGF, GPF, GBF etc.):**

£1,972,000 (GBF)

**5.3. Quantitative risk assessment (QRA):**

The costs for the works have been developed through the following process:

- The initial feasibility study for the market and commercial space, including an element of the public realm and landscaping works, was costed by Potter Raper Partnership (cost consultants) at Q1 2020 prices.
- The community garden and new pavement/streetscape works were market tested with reputable locally based contractors during Q2 2020 and have informed the costs presented above.
- The capital costs presented above have a 4% inflation allowance built in to take costs from Q1/Q2 2020 to the point of tendering the project in Q2 2021. This is felt to be conservative but sensible in light of market uncertainties due to Covid.

**5.4. Funding commitment:**

The Commercial Workspace bid is for £1.972m of GBF funding, with match funding of £105k from Tendring District Council and £50k from Essex County Council. The ECC contribution has already been transferred to TDC as part of this work programme. Provision is available within TDC's budgets to accommodate any unexpected cost overruns, over and above the costs identified in this GBF application. Subject to the level of unexpected cost overruns, funding is assured and has been allocated to support the development and regeneration of Jaywick Sands.

In terms of the management and delivery of the project (especially from a budgetary perspective), it would be delivered within the Council's usual financial and non-financial performance and governance frameworks, where value engineering would be employed to balance the delivery of the intended outcomes with the overall cost of the project.

Signed assurance from the TDC Section 151 officer to confirm that funding is assured and that the lead applicant will cover any cost overruns relating to expenditure and programme delivery in attached in Appendix B

**5.5. Risk and constraints:**

Key risks and constraints include:

<b>Risk</b>	<b>Impact</b>	<b>Mitigation/quantified risk within contingency</b>
Suitably qualified operators for the facility do not choose to tender for the management contract	Programme delay while suitable operator is found	Soft market testing has already been undertaken and interested operators have been identified.

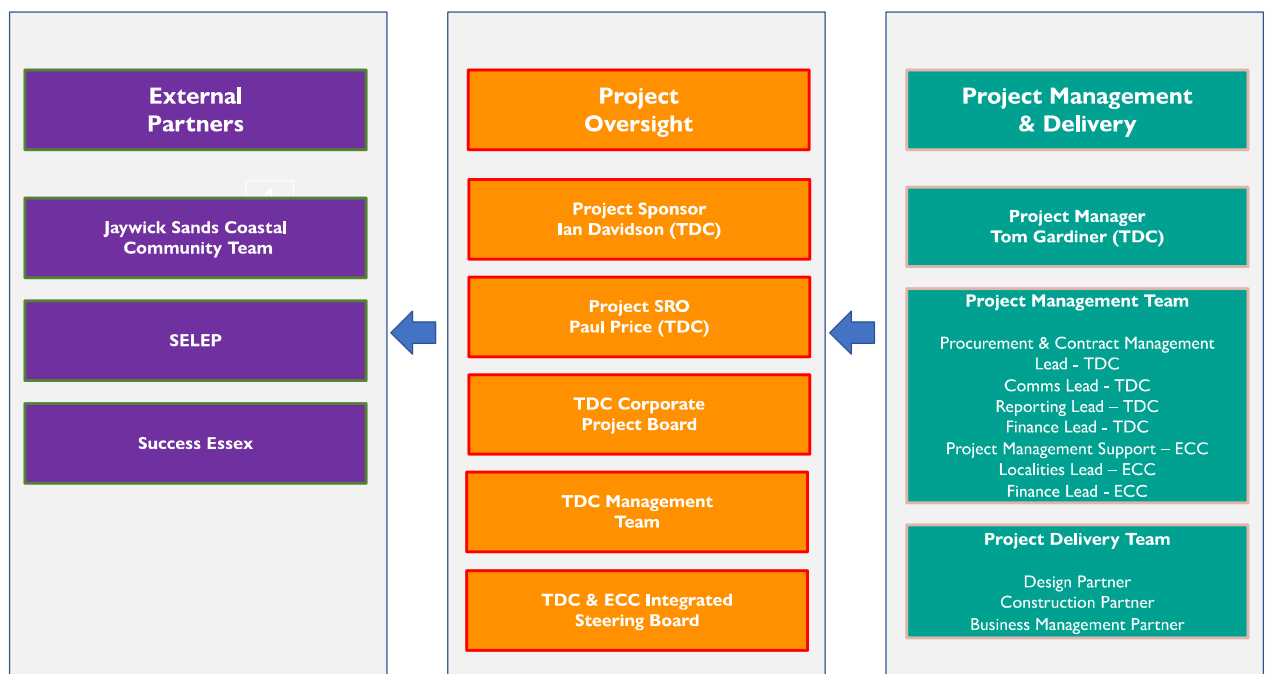
<b>Risk</b>	<b>Impact</b>	<b>Mitigation/quantified risk within contingency</b>
Potential operators demand alternative terms or financial incentives in order to take on contract	Less favourable management contract terms may be negotiated.	Sensitivity analysis has been undertaken to assess impact. No impact on capital funding model.
Planning permission is not granted	Programme delays	As this is an application by the Council on Council owned property and a brownfield site within a designated regeneration area, this risk is considered to be low. It will be mitigated by pre-application engagement with the Planning team and good community and stakeholder engagement.
Contractor tender returns are higher than expected	Value engineering may be required or costs may increase	Contingency has been included in the QRA and cost model
Inflation is higher than expected	Value engineering may be required or costs may increase	Contingency has been included in the QRA and cost model
Unexpected site conditions e.g. ground conditions, ecology	Cost increase or programme delay	Contingency has been included in the QRA and cost model. Initial background ecological surveys have already been undertaken and initial specialist advice has informed the scheme to date. Further specialist advice and expertise will be sought at project start-up, to identify the most suitable approach for the site. This may include the translocation of identified species, which will be planned in accordingly.
Reduced demand for commercial space in the area		<p>Net scheme benefits will be realised even if occupancy is far lower than projected.</p> <p>The business support element of the scheme and site operator will play a key role in identifying businesses that would benefit from the site. This will help generate demand in an 'organic' way, providing advice and guidance to existing and new local businesses and making them aware of the scheme (if appropriate for the individual business being supported).</p>
Covid related issues	Cost increase or programme delay	Contingency has been included in the QRA and cost model

## 6. MANAGEMENT CASE

### 6.1. Governance:

An appropriate governance structure for the Jaywick Market & Commercial Space Project is essential to the successful delivery of the design, planning and construction activities that will enable its opening in 2022, as well as the ongoing oversight and day to day management required once the facility is operational.

The diagram below demonstrates the project management structure responsible for delivering the scheme, its executive oversight and key external partners.



#### **Project Sponsor – Ian Davidson (CEO, Tendring District Council)**

The Project Sponsor make key financial decisions and provide top-level endorsement of the rationale and objectives of the programme. It provides continuing senior level commitment and support for proposed deliverables and monitors implementation.

#### **Senior Responsible Officer (SRO) - Paul Price (Tendring District Council)**

The SRO is ultimately accountable for the programme, ensuring that it meets its objectives and realises the expected benefits. The SRO is empowered to direct the programme, take decisions and provide leadership to the programme team.

#### **Project Management & Delivery**

Day to day management of the Jaywick Market & Commercial project will be delivered throughout by Tom Gardiner, TDC Head of Regeneration as the dedicated TDC Project Manager, overseeing the supporting Project and Delivery teams. See figure 6.8 for detailed delivery experience within this position. This role will have overall responsibility for project delivery including procurement of the Design, Construction and Business Management Contracts and securing planning permission on TDC owned land with the support of a dedicated project



team. An overall project delivery plan will be developed with key deliverables and milestones as well as a risk register, financial appraisal, cashflow and processes for ongoing benefits tracking. Project progress tracking and reporting will be through a weekly meeting cycle and monthly reporting cycle

### **Project Oversight**

Project progress, approvals, escalations and risk and issue management will report through the Project SRO Paul Price, TDC Deputy Chief Executive & Corporate Director, through to the Project Sponsor and the TDC Corporate Project Board which comprises TDC Assistant Director of Finance & Information Technology Richard Barrett (Chair), TDC Internal Audit Manager Craig Clawson, plus two Senior Managers from different disciplines within the Council. Administration is provided by a dedicated Executive Projects Manager, Alison Rowlands, as well as additional oversight provided by the TDC Management Team.

The TDC Corporate Project Board will meet monthly to review project progress, costs, risks and identified issues requiring escalation or agreement.

The Project Manager will also report progress to the joint TDC & ECC Integrated Steering Board, whose attendees include the ECC SRO Steve Evison and TDC Chief Executive Ian Davidson. (Note that this is part of the wider Tendring regeneration programme, this board will shortly become the Tendring Coastal Board and attendees expanded to include supporting officers, cabinet portfolio holders, wider public sector and local business partners. Its remit will be to provide oversight, steering and strategic direction in respect of the suite of regeneration initiatives within the Tendring Coastal locality.

### **External Partners**

Wider consultation regarding the project deliverables and progress will be discussed with the Jaywick Sands Coastal Community Team, which includes representation from local community groups, local resident groups, Environment Agency, MHCLG, Homes England, Essex Police, Institute of Housing & Finance, local Councillors as well as senior TDC and ECC officers, and chaired by the TDC Chief Executive Office, Ian Davidson. This forum met every 2 months until the Covid-19 lockdown and plans are in development to move to a virtual meeting format going forward.

## **6.2. Approvals and escalation procedures:**

The information provided in Section 6.1 confirms that:

TDC & ECC Integrated Steering Board is ultimately responsible for the final approvals of the Jaywick Market & Commercial Space design and the SELEP business case. Approvals can be granted severally by each board member for expediency and any cross-cutting issues can be escalated to this board for an integrated decision. The ISB is also responsible for providing strategic steering for the project to ensure alignment with the wider regeneration programme for Clacton-on-Sea and Jaywick Sands. This remit will transfer to the Tendring Coastal Board once it has been formally mobilised.

TDC Corporate Project Board is responsible for steering and approvals for the operational delivery of the project, setting the required levels of internal scrutiny and monitoring, managing risk and oversight of budgets, financial returns, monthly progress against deliverables, benefits and outcomes.

Jaywick Sands Coastal Community Team, which includes representation from residents and local community groups, will be consulted on the design and composition of the Jaywick Market & Commercial Space at each scheduled meeting, with feedback solicited and incorporated into the final design scheme as appropriate. Once construction of the facility has completed, ongoing performance updates will be discussed with this forum.

TDC are the lead local authority for delivery of this project and are responsible for all daily operational decisions. Strategic decisions regarding scheme design, delivery partners and ongoing financial performance will be achieved through the Integrated Steering Board, which will ensure that this project is strategically aligned with the wider approach to place regeneration

**Dispute Resolution:** The TDC SRO and the TDC Corporate Project Board are responsible for resolving any issues raised by the project delivery teams and escalating any conflicts to the TDC Management Team or Integrated Steering Board as appropriate. If either local authority partner has any issues, concerns or complaints about the project, that partner will notify the other to seek resolution of the issue by structured communication. If the issue cannot be resolved to the satisfaction of both partners within a reasonable period of time, the matter will be escalated to the Chief Executive Officer of each local authority for resolution

### 6.3. Contract management:

The TDC Project Manager will be responsible for contract management for the project overall, reporting through the process above.

For the design consultant team, industry standard contracts will be used to ensure outputs are delivered in line with scope, quality requirements and programme. Regular project meetings will be held (fortnightly) to review progress. A risk register will be updated at each project meeting and all stage reports and outputs will be subject to approvals and quality review.

For the construction contract, industry standard JCT Intermediate contract will be used with a Contract Administrator appointed to ensure an impartial and professional approach to contract management. The design team will be required to undertake fortnightly site inspections and report to the Project Manager on quality. Monthly Progress Meetings will be held with the Project Manager, contractor and Contract Administrator and monthly progress reports will be required from the contractor and Contract Administrator to track progress against agreed programme, costs and quality. Monthly financial reports by the client-side cost consultant will ensure costs and cost risk are closely tracked.

For the facility operator (management contract) clear KPIs will be included in the contract and monitoring requirements built in. Monthly progress reports will be required to track progress against KPIs. Monthly or quarterly contract meetings between the Council and the operator will act as a touch point review of performance against business plan, identifying any threats or opportunities for over/under performance, changes in the market, and user feedback. An annual review and report on activity across the year to include financial performance against business plan, expected KPIs (occupancy, jobs, events held) will be required and formal feedback given to support the annual KPI forecast review.

### 6.4. Key stakeholders:

Jaywick Sands has a large range of stakeholders and a full stakeholder map is included in Appendix H. Stakeholder and community engagement is key to the success of the project and has already formed part of the development so far. Community buy-in is essential to all projects

in Jaywick Sands and the proposed management model is intended to integrated community oversight and input from the start.

### **Past stakeholder and community engagement**

The proposal has developed through the work to develop a draft Place Plan, the strategic framework for Jaywick Sands' regeneration. This has involved the full range of stakeholders, in particular the Coastal Communities Team (CCT) and the Jaywick Forum which comprises representatives from across the community. The demand study and feasibility study for the market and commercial space proposal also involved local engagement. The initial options were presented and discussed with a range of stakeholders including the CCT, the Jaywick Sands Revival CIC, the Jaywick Sands CLT and ward members as well as individuals and organisations within the community including Inclusion Ventures, Jaywick Martello Tower and potential tenants from within the community. These stakeholders were extremely supportive of the proposal concept and informed the development of the preferred option.

### **Planned stakeholder and community engagement**

Stakeholder and community engagement will be undertaken during the next stages of project and design development. The intention for the community garden is that it is co-designed with the local community and this will be restarted using a mixture of online and safely distanced in person engagement activity during autumn 2020. Wider community engagement will be undertaken on the design of the market and commercial facility itself using online and physical methods. Stakeholders will be formally involved through the project governance structure as detailed above ensuring full accountability.

The proposed operational model requires the operator to build capacity within the local community to allow governance and management of the facility to transfer to a locally led organisation after an initial 5-year period. A steering group of local representatives will be formed at an early stage to start this process and ensure community buy-in. The facility operator will also be required to engage with specific community and stakeholder groups involved with training and work with young people in the community in developing their business support offer and pathways to entrepreneurship.

## **6.5. Equality Impact:**

Will be completed prior to Inter-Gate meeting.

## **6.6. Risk management strategy:**

To maintain confidence in delivery, risk management will be conducted at both a programme and project level, with a detailed and up to date strategic risk register capturing all key risks, the RAG status, commentary and mitigating actions. The register will be a standing item at project and board meetings to ensure ownership and delivery remains on track.

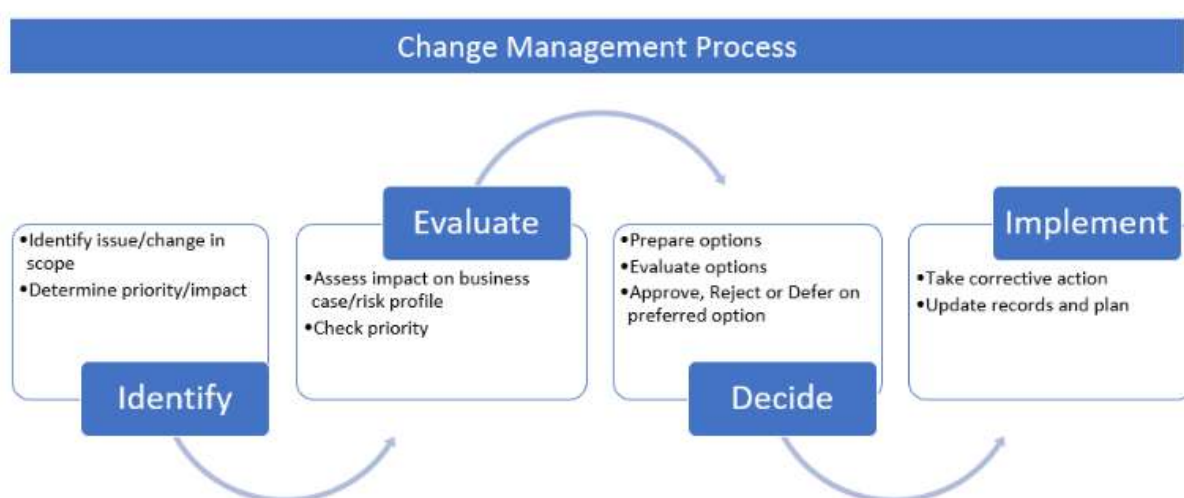
In line with the management framework above, the following risk management roles and responsibilities will be in place:

- SRO – who will hold overall responsibility for putting in place an effective risk management policy and process;
- ECC/TDC Programme Board – will have oversight responsibility for risk management processes;
- Programme Manager and/or Project Lead – responsibility for implementing risk management policy; and

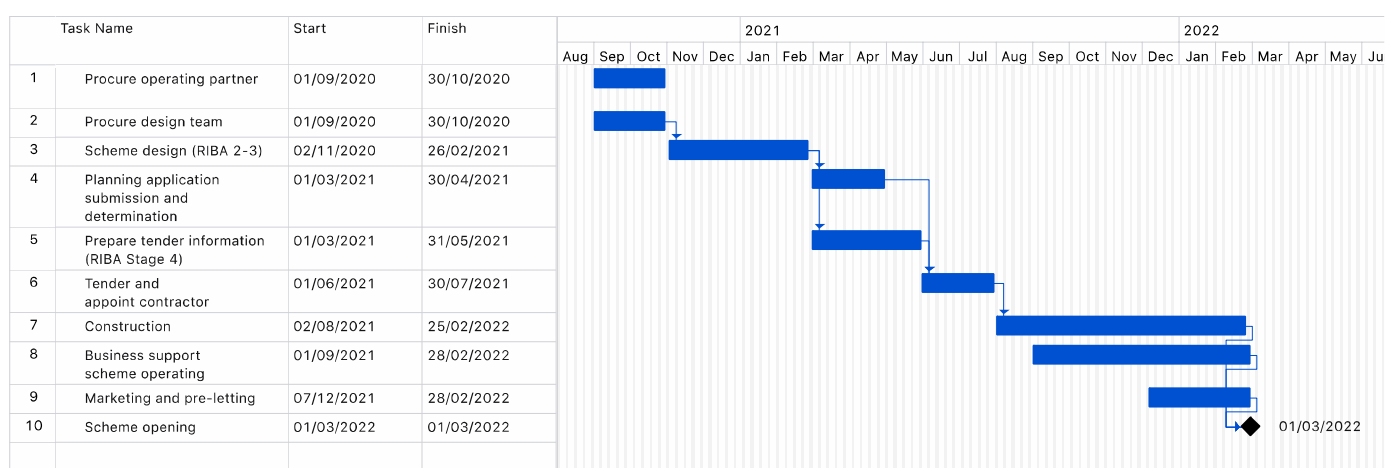
- Risk owner - the person best placed to direct or take mitigating action against an identified risk

Change management will also be controlled at a programme and project level in line with the flow process opposite. Change authority will sit at the Strategic Board, Programme Board or Project Boards dependant on the level of request respectively.

Tendring District Council will set aside 20% contingency funding in the event of any unforeseen cost overruns, inflationary impacts or lower than forecast occupancy rates. This forms part of wider budgets committed to the regeneration of Jaywick Sands.



### 6.7. Work programme:



The critical path for the project is shown in the Gantt chart above. Resourcing has been programmed and is described further in 6.1 above.

6.8. Monitoring and evaluation: (See next page for table)

### 6.91 Logic Map

Objectives	Inputs	Outputs	Outcomes	Impacts
<p>Objective 1: Provide affordable space for start-up and grow-on businesses in the local community creating and retaining employment locally</p> <p>Objective 2: Generate employment opportunities through supporting business growth and entrepreneurship</p> <p>Objective 3: Provide access to affordable healthy fresh food and produce as well as affordable everyday household goods within easy walking distance of a large proportion of the community.</p> <p>Objective 4: Generate increased footfall to the Jaywick seafront benefitting local businesses in the area</p>	<p>Grant Spend £1.972m</p> <p>Matched Contributions Spend £50,000 – ECC contribution</p> <p>£105,535 – TDC contribution</p>	<p>840 m2 net lettable affordable commercial space (13 units) and covered market space comprising approx. 10 pitches</p> <p>3700m2 new public realm including community garden and space for open air markets and seasonal events</p> <p>New public footway for 150m2 of street frontage</p> <p>40 businesses supported each year</p> <p>20 potential entrepreneurs supported to become business ready each year</p>	<p>Net additionality of 49 FTE jobs in the area by year 4</p> <p>714m2 net lettable commercial floorspace occupied (B1 use class) (representing 85% occupancy)</p> <p>12% increase in employment density</p> <p>Increased connectivity around the settlement</p>	<p>Increased attractiveness of Jaywick Sand to developers and businesses</p> <p>Increased employment levels (changes in GVA)</p> <p>Regeneration of the area</p> <p>Improved access to affordable healthy food and household goods for residents</p> <p>Improved health and wellbeing among residents</p> <p>Improved walkability and safety of streetscape and public realm</p> <p>Decreased deprivation</p>



<p>Objective 5: Create better quality public realm including a safe pavement along the key seafront street, community garden and multi-purpose outdoor events/market 'square'.</p> <p>Objective 6: Increasing positive identity for Jaywick Sands, increasing confidence in potential investors and raising aspirations for high quality regeneration and development going forward.</p>				
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## 7. DECLARATIONS

<i>Has any director/partner ever been disqualified from being a company director under the Company Directors Disqualification Act (1986) or ever been the proprietor, partner or director of a business that has been subject to an investigation (completed, current or pending) undertaken under the Companies, Financial Services or Banking Acts?</i>	<del>Yes</del> / No
<i>Has any director/partner ever been bankrupt or subject to an arrangement with creditors or ever been the proprietor, partner or director of a business subject to any formal insolvency procedure such as receivership, liquidation, or administration, or subject to an arrangement with its creditors</i>	<del>Yes</del> / No
<i>Has any director/partner ever been the proprietor, partner or director of a business that has been requested to repay a grant under any government scheme?</i>	<del>Yes</del> / No

*\*If the answer is "yes" to any of these questions please give details on a separate sheet of paper of the person(s) and business(es) and details of the circumstances. This does not necessarily affect your chances of being awarded SELEP funding.*

I am content for information supplied here to be stored electronically, shared with the South East Local Enterprise Partnerships Independent Technical Evaluator, Steer Davies Gleave, and other public sector bodies who may be involved in considering the business case.

I understand that a copy of the main Business Case document will be made available on the South East Local Enterprise Partnership website one month in advance of the funding decision by SELEP Accountability Board. The Business Case supporting appendices will not be uploaded onto the website. Redactions to the main Business Case document will only be acceptable where they fall within a category for exemption, as stated in Appendix G.

Where scheme promoters consider information to fall within the categories for exemption (stated in Appendix G) they should provide a separate version of the main Business Case document to SELEP 6 weeks in advance of the SELEP Accountability Board meeting at which the funding decision is being taken, which highlights the proposed Business Case redactions.

I understand that if I give information that is incorrect or incomplete, funding may be withheld or reclaimed and action taken against me. I declare that the information I have given on this form is correct and complete. Any expenditure defrayed in advance of project approval is at risk of not being reimbursed and all spend of Local Growth Fund must be compliant with the Grant Conditions.

I understand that any offer may be publicised by means of a press release giving brief details of the project and the grant amount.

<i>Signature of applicant</i>	<i>Tom Gardiner - Head of Regeneration TDC Anna Watson – Locality Lead ECC</i>
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## 8. APPENDIX A – ECONOMIC APPRAISAL ASSUMPTIONS

All appraisal assumptions are contained in section 3.4

## 9. APPENDIX C – RISK MANAGEMENT STRATEGY

Description of Risk	Impact of Risk	Risk Owner	Risk Manager	Likelihood of occurrence (Very Low/ Low/Med/ High/ Very High) (1/2/3/4/5) *	Impact (Very Low/ Low/ Med/ High/ Very High) (1/2/3/4/5) **	Risk Rating	Risk Mitigation	Residual Likelihood/Impact Scores
Suitably qualified operators for the facility do not choose to tender for the management contract	Programme delay while suitable operator is found	TDC	Project Manager	3	3	9	Soft market testing has already been undertaken and interested operators have been identified.	2/2
Potential operators demand alternative terms or financial incentives in order to take on contract	Less favourable management contract terms may be negotiated.	TDC	Project Manager	3	3	9	Sensitivity analysis has been undertaken to assess impact. No impact on capital funding model.	2/2
Planning permission is not granted	Programme delays	TDC	Project Manager	1	4	4	As this is an application by the Council on Council owned property and a brownfield site within a designated regeneration area, this risk is likely to be low. It will be mitigated by pre-application engagement with the Planning team and good	1/1

Description of Risk	Impact of Risk	Risk Owner	Risk Manager	Likelihood of occurrence (Very Low/ Low/Med/ High/ Very High) (1/2/3/4/5) *	Impact (Very Low/ Low/ Med/ High/ Very High) (1/2/3/4/5) **	Risk Rating	Risk Mitigation	Residual Likelihood/Impact Scores
							community and stakeholder engagement.	
Contractor tender returns are higher than expected	Value engineering may be required, delays may occur or costs may increase	TDC	Design Team	3	3	9	Contingency has been included in the QRA and cost model	3/2
Inflation is higher than expected due to Covid and Brexit related factors	Value engineering may be required or costs may increase	TDC	Design team	3	3	9	Contingency has been included in the QRA and cost model	3/2
Unexpected or worse than expected ground conditions or contamination	Cost increases and programme delays	TDC	Project Manager/ Design Team	3	4	12	Early survey work to ascertain ground conditions and contamination. £50k allowance for abnormals already included in cost plan	3/2



Description of Risk	Impact of Risk	Risk Owner	Risk Manager	Likelihood of occurrence (Very Low/ Low/Med/ High/ Very High) (1/2/3/4/5) *	Impact (Very Low/ Low/ Med/ High/ Very High) (1/2/3/4/5) **	Risk Rating	Risk Mitigation	Residual Likelihood/Impact Scores
Design development is prolonged due to unforeseen circumstances	Programme delays	TDC	Project Manager	3	3	9	Clear brief and deadlines will be contractually agreed with design team	3/2
Utilities networks locally require upgrading	Programme and cost overruns	TDC	Project Manager/ Design Team	4	4	16	Applications to statutory utilities to be made as soon as scheme development recommences	3/3
Reduced demand for commercial space in the area / lack of tenant take up	Under-occupancy and reduced benefits	TDC/ECC	Project Manager	3	2	6	Net scheme benefits will be realised even if occupancy is far lower than projected. Sensitivity modelling shows a 85% reduction in quantified benefits would be required to reduce the BCR to 1	3/1
Community opposition	Delays and reputational damage, under-occupancy	TDC/ECC	Project Sponsor	2	4	8	Ongoing community and stakeholder engagement and adapt scheme to reflect community feedback	1/2
Running costs higher than anticipated	Scheme takes longer to break-	TDC	Project Manager/ Operator	3	3	9	Sensitivity analysis shows that costs can increase by a quarter without affecting	3/2

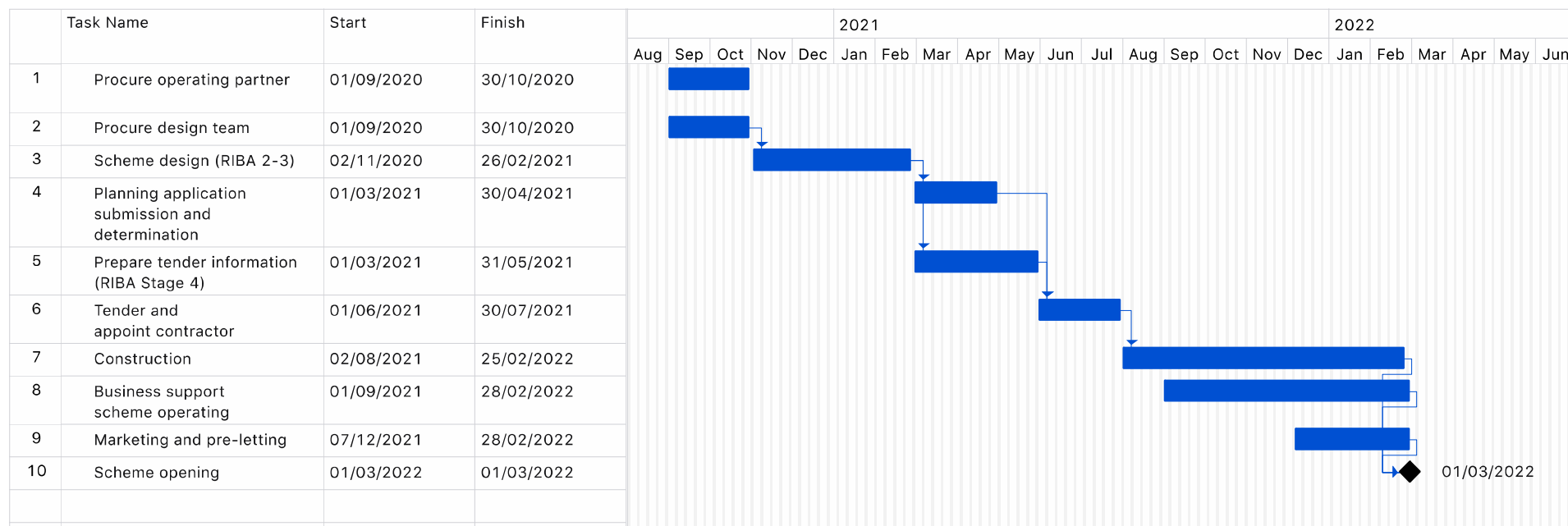
Description of Risk	Impact of Risk	Risk Owner	Risk Manager	Likelihood of occurrence (Very Low/ Low/Med/ High/ Very High) (1/2/3/4/5) *	Impact (Very Low/ Low/ Med/ High/ Very High) (1/2/3/4/5) **	Risk Rating	Risk Mitigation	Residual Likelihood/Impact Scores
	even/provide an operating surplus						ability to provide a net surplus by year 5	
Covid related issues impact programme (e.g. local lockdown or wider economic uncertainty affecting scheme take up)	Cost increase, programme delay, under-occupation	TDC/ECC	Project Manager	3	3	9	Contingency has been included in the QRA and cost model. Continue close monitoring of situation and adopt agile approach to adapting scheme if required.	3/2
Brexit related issues	Cost increase, programme delay, under-occupation	TDC/ECC	Project Manager	3	3	9	Contingency has been included in the QRA and cost model. Continue close monitoring of situation and adopt agile approach to adapting scheme if required.	3/2

\* Likelihood of occurrence scale: Very Low (1) more than 1 chance in 1000; Low (2) more than 1 chance in 100; Medium (3) more than 1 chance in 50; High (4) more than 1 chance in 25; Very High (5) more than 1 chance in 10.

\*\* Impact scale: Very Low (1) likely that impact could be resolved within 2 days; Low (2) potential for a few days' delay; Medium (3) potential for significant delay; High (4) potential for many weeks' delay; Very High (5) potential for many months' delay

*Please note, not all sections of the table may require completion.*

## 10. APPENDIX D – GANTT CHART





Category	Key Performance Indicators	Description
Jobs	Jobs connected to intervention (permanent, paid FTE)	The net local jobs growth anticipated from the scheme – 44 FTE jobs by Year 4
Land and Property	Commercial floorspace planned	842m2 net lettable floorspace (B1 use class) plus 10 market pitches
	New and improved public realm	3700m2 new and upgraded public realm including community garden, new pavement and outdoor market/event space
	New safe pavement/footway along street	150m2 new footway created
Business support	Number of businesses supported through programme	40 businesses supported/engaged through business support programme per year
	Number of potential entrepreneurs supported to become business ready	20 potential entrepreneurs supported per year

## 12. APPENDIX F – MONITORING AND EVALUATION PLAN AND BASELINE REPORT TEMPLATES

### JAYWICK MARKET AND COMMERCIAL SPACE

This Monitoring and Evaluation Plan provides the details of the inputs, outputs, outcomes and impacts of the Jaywick Market and Commercial Space how they will be measured, and the costs associated with this for the Baseline Report and One Year After Opening Report and Five/Three Years After Opening Report.

The objectives of the scheme are:

Objective 1: Provide affordable space for start-up and grow-on businesses in the local community creating and retaining employment locally

Objective 2: Generate employment opportunities through supporting business growth and entrepreneurship

Objective 3: Provide access to affordable healthy fresh food and produce as well as affordable everyday household goods within easy walking distance of a large proportion of the community.

Objective 4: Generate increased footfall to the Jaywick seafront benefitting local businesses in the area

Objective 5: Create better quality public realm including a safe pavement along the key seafront street, community garden and multi-purpose outdoor events/market 'square'.

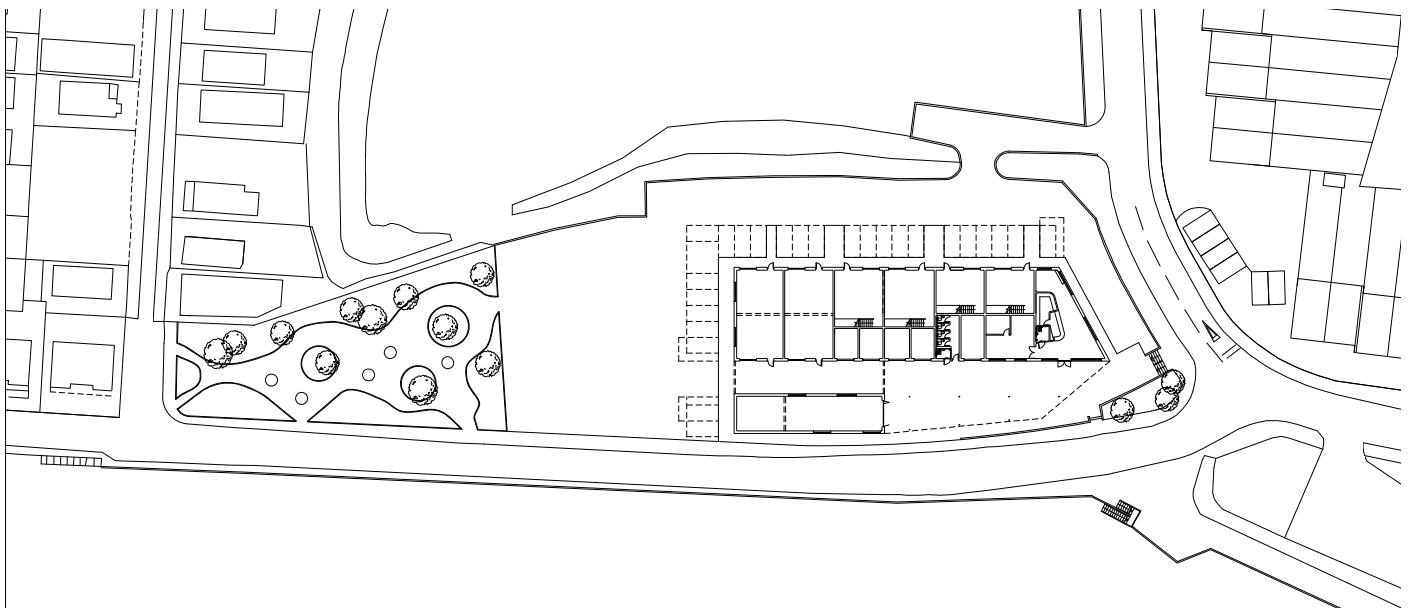
Objective 6: Decreasing blight and increasing positive identity for Jaywick Sands, increasing confidence in potential investors and raising aspirations for high quality regeneration and development going forward.



The geography of the scheme is shown in the map below:



Above: Orange dot indicates site location within Jaywick Sands. Orange shaded areas are currently owned by Tendring District Council.



Above: indicative site layout for the proposed scheme

## INPUT 4: PROJECT DELIVERY AND MILESTONS

<b>Milestone</b>	<b>Planned Date of Delivery</b>
Start of project (start spending LGF or match funding)	September 2020
Detailed Design	February 2021
Full Planning Permission Granted	April 2021
Site Mobilisation Works Commence	August 2021
Project Completion / Site Opening	March 2022



<b>Risk</b>	<b>Impact</b>	<b>Mitigation/quantified risk within contingency</b>
Suitably qualified operators for the facility do not choose to tender for the management contract	Programme delay while suitable operator is found	Soft market testing has already been undertaken and interested operators have been identified.
Potential operators demand alternative terms or financial incentives in order to take on contract	Less favourable management contract terms may be negotiated.	Sensitivity analysis has been undertaken to assess impact. No impact on capital funding model.
Planning permission is not granted	Programme delays	As this is an application by the Council on Council owned property and a brownfield site within a designated regeneration area, this risk is likely to be low. It will be mitigated by pre-application engagement with the Planning team and good community and stakeholder engagement.
Contractor tender returns are higher than expected	Value engineering may be required or costs may increase	Contingency has been included in the QRA and cost model
Inflation is higher than expected	Value engineering may be required or costs may increase	Contingency has been included in the QRA and cost model
Unexpected site conditions e.g. ground conditions, ecology	Cost increase or programme delay	Contingency has been included in the QRA and cost model. Initial background ecological surveys have already been undertaken and initial specialist advice has informed the scheme. Further specialist advice will be sought at project start-up.
Reduced demand for commercial space in the area		Net scheme benefits will be realised even if occupancy is far lower than projected.
Covid related issues	Cost increase or programme delay	Contingency has been included in the QRA and cost model

the scheme is under £2m, monitoring of impacts is not required.

## APPENDIX G - CATEGORIES OF EXEMPT INFORMATION

*None*





Partner	Key Areas of Interest
<b>Government</b>	
Ministry of Homes, Communities and Local Government and its Secretary of State  Homes England	<input type="checkbox"/> Area regeneration  <input type="checkbox"/> Economic Growth & Job Creation  <input type="checkbox"/> Funding  <input type="checkbox"/> Value for Money  <input type="checkbox"/> Timely spending
<b>Local Members of Parliament</b>	
Giles Watling MP for Clacton  Natalie Elphicke OBE MP for Dover	<input type="checkbox"/> Area regeneration  <input type="checkbox"/> Economic Growth & Job Creation  <input type="checkbox"/> Local authority goals and plans  <input type="checkbox"/> Constituent concerns and feedback
<b>Local Community Groups &amp; Partners</b>	

Coastal Community Team	☑ Resident Engagement
Inclusion Ventures	☑ Area regeneration
Jaywick Sands Revival CIC	☑ Economic Growth & Job Creation
Jaywick Community Land Trust	☑ Community Access
Jaywick Happy Club	☑ Community Facilities
Never Say Die Community Pub	☑ Community Safety
Martello Tower & Friends	
Golf Green Hall	
Jaywick & Tudor Residents' Association, Jaywick Resource Centre	
Dig4Jaywick	
Citizens Advice	
Tendring CVS	
DERiC	
Tendring Community Safety Partnerships	
Essex Police	
<b>Natural and Built Environment Stakeholders</b>	

<p>Environment Agency</p> <p>Essex Wildlife Trust</p> <p>Jaywick Sands Residents</p> <p>Housing &amp; Finance Institute</p> <p>HAT Projects</p>	<p>☐ Location of site</p> <p>☐ Protected species</p> <p>☐ Flooding</p> <p>☐ Short-term construction impacts</p> <p>☐ Parking facilities</p> <p>☐ Visual aspect of the build</p> <p>☐ Neighbouring homeowners</p>
<b>Local Enterprise Partnerships</b>	
<p>SELEP</p>	<p>☐ Value for money</p> <p>☐ Timely spending</p> <p>☐ Alignment with strategic objectives</p>
<b>Supporting Upper Tier Local Authorities</b>	
<p>Essex County Council</p> <p>Leader: David Finch</p> <p>Portfolio Holder: Tony Ball</p> <p>Chief Executive: Gavin Jones</p> <p>Responsible Director: Steve Evison</p>	<p>☐ Linkage with key policy drivers, including organisational strategy, economic growth job creation, regeneration of areas of deprivation</p> <p>☐ Improved access to fresh food</p>
<b>Supporting Lower Tier Local Authorities</b>	

<p>Tendring District Council</p> <p>Tendring DC Leader: Neil Stock</p> <p>Portfolio Holder: XXX</p> <p>Chief Executive: Ian Davidson</p> <p>Responsible Director: Paul Price</p>	<p>☑ Linkage with key policy drivers, including organisational strategy, economic growth job creation, regeneration of areas of deprivation</p> <p>☑ Appropriate planning process</p> <p>☑ Linkage with emerging / adopted Local Plans and delivery of housing and jobs</p>
<p>Ward Members for Jaywick Sands</p> <p>Paul Honeywood</p> <p>Dan Casey</p> <p>Nicola Overton</p>	<p>☑ Regeneration</p> <p>☑ Improved access to affordable goods and produce residents and businesses</p> <p>☑ Ward concerns and interests</p>
<b>Business Stakeholders</b>	
<p>Commercial Space Management Company</p> <p>Jaywick Boot Market Traders &amp; Customers</p> <p>Clacton &amp; St Osyth Market Traders &amp; Customers</p> <p>Tendring4Growth</p> <p>Jaywick Sands Neighbourhood Team</p> <p>Existing Local Businesses</p> <p>New Local Businesses</p> <p>DWP</p>	<p>☑ Delivery and lease of new business and market space</p> <p>☑ Operation of existing business and access to new community facilities</p> <p>☑ Productivity and profitability of existing and future businesses</p> <p>☑ Public perception of Jaywick</p>
<b>Highways Sustainable Transport and Travel Planning Functions</b>	

<p>ECC Strategic Development Team, ECC Passenger Transport, ECC Sustainable Travel, ECC Network Assurance, ECC Network Operations</p>	<ul style="list-style-type: none"> <li>☐ Public transport, walking and cycle links</li> <li>☐ Car parking management</li> <li>☐ Travel Planning</li> <li>☐ Land and road ownership (TDC &amp; ECC)</li> </ul>
<p><b>Transport Users and Providers</b></p>	
<p>Essex Local Access Forum, Access Groups,  Bus Operators and Users,  Taxi and Mini Cab Operators  Emergency Services</p>	<ul style="list-style-type: none"> <li>☐ Accessibility</li> <li>☐ Capacity</li> <li>☐ Safety and security,</li> <li>☐ Welfare facilities</li> </ul>
<p><b>Utilities</b></p>	
<p>Anglian Water, National Grid, UK Power Networks, Digital Service Providers</p>	<ul style="list-style-type: none"> <li>☐ New connections and capacity</li> <li>☐ Safe operation of assets</li> </ul>