

# CABINET

17 MARCH 2025

## REPORT OF PORTFOLIO HOLDER FOR ECONOMIC GROWTH, REGENERATION AND TOURISM

### **A.7 COMMUNITY REGENERATION PARTNERSHIP – PROGRAMME UPDATE AND FURTHER WAVE OF PROJECTS**

#### **PART 1 – KEY INFORMATION**

##### **PURPOSE OF THE REPORT**

To update Cabinet on progress on the Community Regeneration Partnership programme and recommend Cabinet agree the high-level strategic approach and scope of the remaining projects aimed at place-based regeneration in Clacton and Jaywick and make delegations for the responsibility for the approach to delivery, and oversight thereof.

##### **EXECUTIVE SUMMARY**

###### **Progress since the last report to Cabinet**

On 20 December 2024, Cabinet accepted the Community Regeneration Partnership funding and commenced delivery, approving the scope and details of a first wave of projects.

Prior to this, the programme was accepted into the Policy Framework by Full Council on 8 June 2024 and the principle of entering the Partnership approved by Cabinet on 26 July 2024. Subsequently, the funding has been received and a Memorandum of Understanding entered with MHCLG which includes TDC as the Accountable Body. The funding period lasts until 31 March 2026, with entering into agreements with contractors or third parties to deliver projects sufficient to satisfy the required spend during this period.

###### **Programme delivery**

The programme includes 15 projects, identified by civil servants through a 'Deep Dive' process in January 2024. This report delivers on the commitment made to Cabinet in December 2024 to bring a future report to Cabinet setting out the scope and details of the second and third waves.

Overseeing the programme is within the Economic Growth, Regeneration and Tourism Portfolio, with supporting Portfolio Holders identified for specific projects, set out below and within the report to Cabinet in December 2024.

The 15 projects have been grouped into:

- four thematic clusters, relating to common geography and outcomes in the context of past vision and regeneration work by the Council; and
- four 'waves', relating to the timelines attached to each project for scoping and delivery. The first and fourth waves were approved by Cabinet in December 2024, which included delegation to enter an appropriate funding agreement with the identified delivery partners.

First wave	Recommendations for next steps	 Arts / community micro venue	 Shopfront improvements	 Community Transport Buses	 Healthy Homes Initiative	Culture
Second wave	Further clarification on scope	 A spatial plan for culture	 Martello Tower E	 Public open spaces in Jaywick	Third wave	Town Centre
					Subject to existing governance	Jaywick Sands
						Wellbeing
Fourth wave	Subject to legal & funding agreement	 Improving public realm	 Skills Hub fit-out	 Bus infrastructure in Clacton & Jaywick	 Tudor Fields	 Active Wellbeing Centre
						 Town Centre Building
						 Solar panels to Sunspot
						 Urgent Treatment Centre

The second and third wave projects incorporate the following outcomes and approaches, with further detail set out in the appended presentation. Approving the scope and details of these projects will allow progress to delivery including delegations to the relevant Portfolio Holder(s).

Wave	Project ID and value	Supporting Portfolio Holder	What this project will achieve	How this project will be approached	Key risks
2	Public open spaces in Jaywick Ten_09 £2m	Portfolio Holder for Leisure & Public Realm	Enhancing public open space in Jaywick including soft landscaping, play and access improvements	Pilot projects including improvements to Memorial Gardens and Dig4Jaywick; Improvements to public spaces including procurement of Landscape Architect-led team and suitably qualified contractor for design & delivery.	Budget and scale of impact  Community buy-in and future care  Future maintenance
2	Martello Tower E Ten_11 £2m	Portfolio Holder for Assets	Repurposing up to two of the underutilised towers into event or culture venues	Building refurbishment project incorporating Listed Building Consent submission; procurement of suitably experienced Conservation Architect-led team and conservation contractor for detail design and delivery; feasibility studies and soft-market testing to	Building condition  Budget & feasibility  Constraints on future use  Approvals & consents

				establish financially viable & sustainable tenant uses, leading to tenant procurement.	
2	<b>A spatial plan for culture</b> Ten_14 £100,000 revenue	Portfolio Holder for Arts, Culture & Heritage	Master-planning and visioning funding to support establishing the necessary partnerships, actions and capacity needed for a cultural quarter	Procurement of suitably qualified and experienced consultant team to develop strategy including public consultation.	Definition of scope  Interface to other workstreams including Long Term Plan for Towns  Delivery of proposals
3	<b>Sunspot Centre solar panels</b> Ten_04 £150,000	-	Fitting solar panels to the Sunspot Centre to reduce heating costs	Supply & install of panels originally proposed in design including pilot of local procurement approach	Procurement
3	<b>Active Wellbeing Centre</b> Ten_12 £3m	Portfolio Holder for Leisure & Public Realm	Works to tackle urgent building condition issues at Clacton Leisure Centre and deliver new All Wheels Facility	Procurement of suitable consultants to complete proposals to rectify building condition and procurement of contractor to complete main build works	Budget and feasibility  Timescale of AWC ambition in context of Local Government Reform
3	<b>Town Centre Building</b> Ten_13 £5m	Portfolio Holder for Assets	Acquiring and repurposing a town centre building for community and/or cultural usage	Procurement of external agent to conduct negotiation, acquisition subject to future Cabinet Report. Property Dealing Procedure initiated in September 2024	Subject to further funding for full works  Commercially sensitive  Subject to feasibility of acquisition

The Property Dealing Procedure was initiated in relation to project Ten\_13 in September 2024, to enable the feasibility of the project to be appraised, reference should be made to the relevant report.

A formal Project Initiation Document (PID) is under development for all projects under the CRP2 programme, as the first step of establishing best practice project management protocols. The PIDs expand on the information provided within this report and will follow an approval process including Project Board and Programme Board at officer level, including senior management, and by the relevant Portfolio Holder. These PIDs will provide the basis for monthly Highlight Reports throughout the project trajectory through to delivery and close-out.

### **Resource and capacity**

In January 2025, the Council received a further £60,000 of grant funding through the Levelling Up Fund (LUF) Capacity and Capability fund. This report recommends that this grant funding is formally accepted by the Council and allocated to the Project Delivery Unit budget, to continue to ensure the necessary expertise and capacity is available for delivery across the different funding programmes.

The programme will continue to be monitored and reviewed considering the Council's capacity, noting mechanisms included within the Memorandum of Understanding to allow adjustments to the projects, in particular in light of Local Government Reorganisation and associated resourcing priorities.

### **Local Government Reorganisation (LGR)**

Whilst the funding envelope ends in March 2026, prior to the current timeline for the completion of LGR and vesting of a new combined authority, nevertheless the assets that the CRP2 affects and/or creates will be relevant to a future authority. Project delivery must therefore be cognisant of this context and mindful in terms of the potential implications and in particular what each project commits a future organisation to. The relative impact of LGR and specific approaches to mitigate, manage or respond; is further appraised on a project-by-project basis. Key considerations include:

- Detailed and robust business cases for future uses, including expert and market input, to ensure financial sustainability of new and existing assets, to avoid placing a revenue burden on a future organisation;
- Proactive forward planning in project set up and governance, to manage additional burden placed on corporate resource;
- Recruitment of additional resource as part of the Project Delivery Unit to further reduce burden placed on corporate resource as previously approved;
- Collaborative working across the council and partners, including ECC and community & voluntary sectors, to ensure the project outcomes are fit for purpose and maximise project success;
- Proactive project management to deliver completion in advance of LGR to minimise risk of disruption to projects leading to potential delays and additional costs.

### **Next steps**

Subject to the specific recommendations and approach set out for each project, further reports will be brought to the relevant Portfolio Holders for approval during the funding period. For further information please refer to the 'Legal Requirements' section later within this report.

## **RECOMMENDATION(S)**

**It is recommended that Cabinet:**

- (a) approves the scope and details of the ‘second’ and ‘third’ wave projects set out in Table 2 of this report for implementation and that the following delegations are based upon the information as set out in Table 2;**
- (b) subject to (a) delegates authority to the Portfolio Holder for Economic Growth, Regeneration and Tourism in consultation with:**
- (i) the Portfolio Holder for Portfolio Holder for Leisure & Public Realm to approve the detailed brief and procurement strategy through to contract award for delivery for the Public Open Spaces in Jaywick project (Ten\_09);**
  - (ii) the Portfolio Holder for Assets to agree the procurement strategy through to contract award for delivery of the Martello Tower E project (Ten\_11);**
  - (iii) the Portfolio Holder for Leisure & Public Realm to proceed to agree the procurement strategy through to award of contract for the Active Wellbeing Centre Phase 1 project, incorporating urgent repairs (Ten\_12);**
  - (iv) the Portfolio Holder for Arts, Culture & Heritage to approve detailed brief and procurement strategy through to award of contract for delivery of the Spatial Plan for Culture project (Ten\_14);**
  - (v) the Portfolio Holder for Leisure & Public Realm to approve detailed brief and procurement strategy through to award of main building contract(s) for the Active Wellbeing Centre Phase 1 project subject to the outcome of a formal procurement process;**
  - (vi) for the Sunspot Solar Panels project (Ten\_04) authority is delegated to the Portfolio Holder for Economic Growth, Regeneration and Tourism to agree the procurement strategy through to award of contract for completion of the project;**
- (c) requests the procurement strategy for each of the projects to specify the relevant Social Value Themes, Outcomes and Measures in accordance with the Council’s adopted policy;**
- (d) accepts the £60,000 grant received from the Ministry for Housing, Communities and Local Government LUF Capacity and Capability fund and allocates the sum in full to the budget established for the Project Delivery Unit; and**
- (e) approves the Regeneration Capital Delivery Board (RCDB) be formally established as the programme governance board with authority for the Community Regeneration Partnership and delegates authority to the Portfolio Holder for Regeneration, Economic Growth and Tourism to approve the final terms of reference of the RCDB, to include:**
- that the RCDB shall coordinate and oversee the work of Project Boards formed for each Project;**
  - that the RCDB shall oversee and approve terms of reference of the Project Boards;**

- that the RCDB shall report directly to the Portfolio Holder for Economic Growth, Regeneration and Tourism by way of a report by the Corporate Director of Place & Economy; and

- (f) approves that with the robust project management principles being established and delivered against, constitutional Portfolio Holder Responsibilities and corporate oversight through the Regeneration Capital Delivery Board, each project can progress without reference back to Cabinet, unless the details of the individual scopes are proposed to be altered or timescales for delivery contrary to the MOU with MHCLG is at risk.

#### REASON(S) FOR THE RECOMMENDATION(S)

The recommendations are made to capitalise on the Government's funding opportunity to address key socio-economic challenges in Clacton-on-Sea and Jaywick Sands, improve local infrastructure, enhance community services, and contribute to the long-term regeneration of the area. This is a once in a decade opportunity for Tendring to deploy investment on this scale, in addition to other government funding, to be benefit of Clacton-on-Sea and Jaywick Sands.

#### ALTERNATIVE OPTIONS CONSIDERED

- **Not to allocate funding to these projects:** This option was carefully considered however it was dismissed as it would forfeit significant government funding and the opportunity to address important local issues;
- **Not progress with commencing the projects at this time:** due to the limited timescale set out within the Memorandum of Understanding, swift development of the projects will be necessary to address the programme risk and ensure defrayment is achieved during the funding period;
- **Not accept the grant funding:** the capacity and capability funding is made available to recipients of the LUF/CRP funding to support the delivery of the funding programmes. Accepting this funding supplements the budget already approved by Cabinet for the necessary resource to deliver the identified projects.
- **Not allocate the grant funding to the PDU:** The PDU is the dedicated team established to ensure the proper delivery of the projects including the adoption of relevant project management best practice. Existing delegations are in place to allow for the PDU budget to be utilised accordingly

## PART 2 – IMPLICATIONS OF THE DECISION

#### DELIVERING PRIORITIES

##### Pride in our area and services to residents

- *Promoting clean and tidy communities* and *Promoting pride in our communities:* The programme will enhance Clacton-on-Sea and Jaywick Sands by improving cleanliness and tidiness, boosting local pride.

##### Raising aspirations and creating opportunities

- *Tendring is ambitious and our residents will be supported to reach their potential and realise their opportunities:* Projects like 'Town Centre Building', 'Seafront Micro Venue', and 'Cultural Masterplanning' support local entrepreneurship and economic growth.

'Shopfront Improvements' and 'Community Transport Buses' will boost local businesses and raise aspirations.

- *Working with businesses and partners, [...] improve access to skills learning and training so that residents can find employment and enable businesses to thrive:* 'Community Transport Buses' and 'Tudor Fields' will improve local connections and access to improve access to skills and employment.
- *Encourage cultural, tourism and economic growth:* Projects such as 'Cultural Masterplanning' and 'Town Centre Building' will support the tourism economy locally and with a particular focus on culture.

### **Championing our local environment**

- *Our environment is special [...] and therefore deserves protection:* Projects such as public realm improvements to Clacton-on-Sea town centre and Jaywick Sands will deliver improvements to the local environment through targeted maintenance, expansion and improvements to soft landscaping.
- *Create and maintain spaces for leisure, wellbeing and healthy lifestyles:* A number of the projects such as Tudor Fields, include direct benefits for wellbeing and healthy lifestyles by promoting active travel.

### **Working with partners to improve quality of life**

- *Working with our partners across government, public, private and third sectors:* Programme delivery includes working with our partners at a range of levels, from collaborating with MHCLG, through to delivery partners including ECC and NHS, down to the local level, providing grants to local organisations.

### **Promoting our heritage offer, attracting visitors and encouraging them to stay longer**

- *Boost our tourism by attracting more visitors:* Delivering aesthetic and functional improvements to Clacton-on-Sea town centre and the seafront, increasing the number of local attractions and improving the area's appearance.
- *Support our unique heritage:* Including repair and refurbishment works to existing historic buildings, located within Clacton Seafront Conservation Area, contributing to best practice stewardship of historic assets for future generations, setting an example for other partners in the area and contributing to improvement of the wider Conservation Area
- *Promote the district for the benefit of our residents and to encourage visitors to come and to stay for longer:* Providing additional facilities for residents and visitors, supporting local tourism economy, meaningful engagement to ensure relevance and inclusivity of future tenant/use strategy to local residents.

### **Financial Sustainability and openness**

- This will be delivered through effective management at both programme and project level, supported by the new Project Delivery Unit, to ensure a high level of control and assurance on programme budgets to deliver on or under budget and within the parameters set out within this report.
- Through utilising best practice protocols and adopted Council procedures in relation to external grant programmes, alongside capturing lessons learned from recent similar programmes to maximise accessibility and impact.

### **Tendring District Local Plan 2013-2033 and Beyond: Section 2, Adopted 25th January 2022**

- Vision and Objectives: "Clacton will have preserved and enhanced its heritage features".
- Clacton is classified as a Major Town Centre and the site falls within:
  - Priority Areas for Regeneration
  - Conservation Area
- Economic Development Strategy: Objective 1: Support Tendring's growth locations.

- Love Clacton vision seeks to celebrate town centre’s seaside heritage and unique history; concentrate activity in the central core; and provide new spaces for arts, entertainment and community facilities.

Clacton-on-Sea Conservation Area Appraisal

Projects including Shopfront Improvements, Town Centre Building and Seafront Micro Venue will make a positive contribution to historic assets and to the Conservation Area as a whole.

**OUTCOME OF CONSULTATION AND ENGAGEMENT** (including with the relevant Overview and Scrutiny Committee and other stakeholders where the item concerns proposals relating to the Budget and Policy Framework)

The programme is the outcome of extensive engagement with both internal and external stakeholders:

- The long list of projects for consideration as part of the Deep Dive were compiled from extensive previous engagement throughout Clacton-on-Sea and Jaywick Sands, combining public engagement with local communities; Councillor engagement across the Cabinet and Wards; and across officer teams within the Council, as part of programmes including: Clacton Town Centre Vision, 2009 including Community Forum and Councillor Working Group; Love Clacton Vision, 2020; Future High Streets Fund application, 2020; and Jaywick Sands Place Plan, 2023.
- The projects were selected through a ‘Deep Dive’ of civil servants speaking to over 45 key local stakeholders, including, community groups, businesses, and public sector partners, and reviewing local strategies and plans, based on consultations.

Communication, Engagement and Marketing Plans are being developed for each project as part of Project Initiation Documentation, and officers are working closely across the LUF/CRP and Plan for Neighbourhoods (formerly Long Term Plan for Towns) funding streams to ensure public consultation is consistent. Resources are required to support the production and implementation of these plans, as previously identified.

**LEGAL REQUIREMENTS (including legislation & constitutional powers)**

Is the recommendation a Key Decision (see the criteria stated here)	YES	If Yes, indicate which by which criteria it is a Key Decision	<input checked="" type="checkbox"/> Significant effect on two or more wards <input checked="" type="checkbox"/> Involves £100,000 expenditure/income <input type="checkbox"/> Is otherwise significant for the service budget
		And when was the proposed decision published in the Notice of forthcoming decisions for the Council (must be 28 days at the latest prior to the meeting date)	6 February 2025

**Funding**

The funds were received via a Grant under Section 50 of the United Kingdom Internal Market Act 2020, which provides the Government with the power to provide financial assistance for economic



development etc. The Section 151 Officer signed the Memorandum of Understanding (MoU) on 27 September 2024 and funds were received in November 2024.

The objectives of the partnership in the MoU are to address the issues that have hampered attempts to narrow spatial inequality to date – chiefly the lack of necessary policy and delivery coordination in the town centre, and lack of local empowerment on the ground. Specific objectives are to:

- Improve the living offer
- Improve community safety in Jaywick
- Increase connections and access to jobs

Government expects a level of monitoring of milestones, spend, risks, outputs, and outcomes with a quarterly review with MHCLG. The Council is expected to keep records of the activities. There is also wider national impact evaluation of the programme, which the Council may be expected to take part in. The Council is expected to provide MHCLG with a signed statement of the Section 151 Officer that the grant has been used for the delivery of the funded activities.

The MoU expects the Council to have the necessary governance and assurance arrangements in place and adhere to public law duties including public sector equality duty, public procurement law, data protection law, the subsidy control regime and relevant guidance set by HM Treasury for spending public money.

The Council will complete a Fraud Risk Assessment to ensure the safe administration of grants and that appropriate measures are put in place to mitigate against the risk of both fraud and payment error. The Council will ensure data can be shared for the prevention and detection of fraud by including the following clause in all agreements with companies or external entities: *‘Data may be shared with other enforcement agencies for the prevention and detection of crime.’*

**Programme delivery**

This report seeks to satisfy the commitment made to Cabinet in July 2024 to present a further report for the approval of detailed project level spend, setting out delivery, spend and milestones, for the second and third wave projects.

As set out in the report to Cabinet in December 2024, the Portfolio Holder for Economic Growth, Regeneration and Tourism will oversee the programme as a whole, with support from other Portfolio Holders where relevant as set out in relation to the specific projects as follows:

Project and value	Supporting Portfolio Holder	Next steps and delegations sought	Future governance milestones
<p><b>Public open spaces in Jaywick</b> Ten_09 £1.3m</p>	<p>Portfolio Holder for Leisure &amp; Public Realm</p>	<p>Delegation to the relevant Portfolio Holder for procurement and appointment of design team, submission of applications for statutory consents as required and going to market for main contractor</p>	<p>Enter building contract with main contractor incorporating delegation to Portfolio Holder to accept building on completion</p>

<b>Martello Tower E</b> Ten_11 £2m	Portfolio Holder for Assets	As above	Enter building contract with main contractor incorporating delegation to Portfolio Holder to accept building on completion
<b>A spatial plan for culture</b> Ten_14 £100,000 revenue	Portfolio Holder for Arts, Culture & Heritage	Delegation to the relevant Portfolio Holder for procurement and appointment of design team	Enter contract with consultant
<b>Sunspot Centre solar panels</b> Ten_04 £150,000	-	Delegation to the relevant Portfolio Holder for final design brief, submission of applications for statutory consents as required and going to market for main contractor	Enter building contract with main contractor
<b>Active Wellbeing Centre</b> Ten_12 £3m	Portfolio Holder for Leisure & Public Realm	Delegation to the relevant Portfolio Holder for final design brief, submission of applications for statutory consents as required and going to market for main contractor	Enter building contract with main contractor incorporating delegation to Portfolio Holder to accept building on completion
<b>Town Centre Building</b> Ten_13 £5m	Portfolio Holder for Assets	Site appraisals, valuations and price negotiations in line with delegated powers under the Property Dealing Procedure; works to prevent remedy building condition	Approve acquisition subject to contract and enter main contract

A range of existing Council procedures, policies and strategies are relevant to the delivery of the projects set out within this report, including:

- Property Dealing Procedure
- Procurement Strategy (recommended to Full Council for adoption on 25<sup>th</sup> March 2025)
- Social Value Policy

Depending upon values of the contracts, procurement activity may be covered by the new Procurement Act 2023 and associated regulations. Formal contractual documentation will be required for each procurement, as the Council is the contracting authority.

■ YES

**The Monitoring Officer confirms they have been made aware of the above and any additional comments from them are below**

For each of the authorised delegations formal Executive Decisions will be required and subject to call in, therefore this process should be factored into any timelines for the individual projects. Compliance with the new Procurement Act 2023 is required, and Cabinet Office guidance references a 4 stage commercial pathway with the PROCURE stage being the 3<sup>rd</sup>, therefore the preparatory stages are more crucial than ever. All of these projects should be included within the Council's Procurement Project Pipeline, which is overseen by the Portfolio Holder for Assets and Community Safety, being responsible for the corporate procurement function, ensuring it is covered within the Essex Partnerships prioritisation approach.

## **FINANCE AND OTHER RESOURCE IMPLICATIONS**

### **Community Regeneration Partnership**

The total funding received for the Partnership projects in Tendring is £19.79m capital and £100,000 revenue, awarded to the Council through a Section 50 grant. The Memorandum of Understanding defines a funding envelope extending to 31<sup>st</sup> March 2026, by which point the funding is to be defrayed, defined as including being in contract. The Council received the full £19.89m funding from Government in one payment on the 26<sup>th</sup> November 2024.

Though this mitigates the risk of funding being withdrawn for the projects identified if the necessary milestones are not achieved within the funding envelope Cabinet should be aware that there remains a risk that some money will need to be returned unspent if not spent in time.

Within the above funding, the Memorandum of Understanding enables the Council to adjust the allocation of funding between the different projects identified, without recourse to MHCLG as the funder. The projects being brought forwards in this report have been subject to appraisal during Q4 2024/5 to ensure that there are suitable approaches to deliver the projects to the point of defrayment within the funding envelope.

The Council also has the option to request the addition of projects to be funded, through a formal change request with MHCLG, however this comes with an attendant programme risk as the duration prior to approval of any change request is uncertain and could impact on the viability of expending the relevant funding.

Where delivered directly by TDC the Programme will be subject to the various existing financial governance arrangements throughout the lifetime of each project as well as lessons learned from previous and ongoing projects by the Council including LUF/CRP.

### **Second and Third Wave of Projects**

The funding in place for the projects presented within this report are set out as follows:

<b>Project</b>	<b>Project budget recommended for allocation of capital expenditure from Community Regeneration Partnership funding</b>	<b>What this budget will be spent on</b>
Ten_09 <b>Public open spaces in Jaywick</b>	£2m	Procurement of consultant and contractor(s) to deliver
Ten_11 <b>Martello Tower E</b>	£2m	Procurement of consultant and contractor(s) to deliver
Ten_14 <b>A spatial plan for culture</b>	£100,000 revenue	Procurement of consultant team to deliver commission
Ten_04 <b>Sunspot Centre solar panels</b>	£150,000	Procurement of contractor to supply and install
Ten_12 <b>Active Wellbeing Centre</b>	£3m	Procurement of consultant and contractor(s) to deliver urgent repairs and new facility
Ten_13 <b>Town Centre Building</b>	£5m	Procurement of agent to progress acquisition; potential acquisition of site including associated legal costs; procurement of contractor(s) to deliver site investigations and urgent works to halt decay

### **Project Delivery Unit**

The July 2024 Cabinet report set out the proposals and funding for a Project Delivery Unit, to provide the capacity for the organisation to delivery major projects and capital schemes, including those funded by Government under the Levelling Up banner. Cabinet allocated £1m funding from the Financial Outturn 2023/4 to appoint staff to the Project Delivery Unit on a fixed term basis for up to two years.

A grant of £90,000 was received by the Council from the Levelling Up Partnerships Capacity Revenue Grant in January 2024 and allocated to the Project Delivery Unit in July 2024. In addition, a sum of £86,000 was made available by the Government as capacity funding to support the Levelling Up Capital Project in Clacton. Both the above were transferred by Cabinet to the funding of the Project Delivery Unit, bringing the total initial funding to £1.176m.

In addition to the above, the Financial Performance Report 2024/5 presented to Cabinet in November 2024 authorised the Director for Governance and the Director for Finance & IT, in consultation with the Corporate Director (Place and Economy), to enter into an agreement with Essex County Council (ECC) to increase existing procurement capacity for Tendring District Council and agreed a sum of up to the value of £120,000 over two years from the associated approved budget to fund the additional procurement capacity from ECC.

In this same meeting Cabinet also authorised the Chief Executive, in consultation with the Portfolio Holder for Economic Growth, Regeneration and Tourism, to agree further expenditure where capacity is procured from external bodies / organisations / individuals as an alternative to recruitment.

It should be noted that where resource is utilised for the delivery of capital funding across the programme, the necessary finance can be capitalised and drawn down from the relevant grant funding. This approach is proposed so as to maximise the availability and impact of the Council's revenue funding to the PDU. This is the approach utilised to date for the LUF/CRP Capital Delivery Programme Manager post.

The posts in place as part of the Project Delivery Unit are as follows:

- Head of Unit (consultant)
- Capital Delivery Programme Manager (agency)
- Contracts lawyer (agency)
- Property lawyer (fixed term)
- One project manager (permanent)
- Two project managers (fixed term)

Recruitment is continuing for: a Senior Finance Manager; and Resource & Project Assistant.

A further £60,000 grant funding was received on 24/1/2025 from the Levelling Up Fund: Local Growth Capacity Support Payment 2024-25. This payment is provided to help mitigate any immediate delivery issues encountered in delivering LUF-funded projects and to enable the Council to make continued improvements in your capacity to accelerate the delivery of LUF project(s). This report recommends that this sum be allocated to the PDU budget, to extend the reach of the Council's funding.

**The Section 151 Officer confirms they have been made aware of the above and any additional comments from them are below:**

Although there are no significant comments over and above those set out elsewhere in this report, it is acknowledged that the individual decisions proposed to be delegated to Portfolio Holders will set out specific financial and associated risks etc. as part of that element of governance. It will also be important to track and report project progress through robust project monitoring and the proposed formal establishment of the Regeneration Capital Delivery Board as the programme governance board will play an key role within this context, which includes reporting as necessary to the Portfolio Holder and/or Cabinet by way of a report by the relevant Director.

**USE OF RESOURCES AND VALUE FOR MONEY**

The following are submitted in respect of the indicated use of resources and value for money indicators:

A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;	Included in body of report
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and	Included in body of report
C) Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.	Included in body of report

**MILESTONES AND DELIVERY**

The overall milestones across the programme through to the current deadline provided by MHCLG of March 2026 was set out in the December 2024 Cabinet Report as follows:

URN	Project	Wave	Category	2024/5		2025/6				
				Q3	Q4	Q1	Q2	Q3	Q4	
Ten_02	Community Transport Buses	1	Grant	Cabinet	Prepare	Open call	Award	Delivery		
Ten_06	Healthy Homes Initiative	1	Acquisition	Cabinet	Appraise	Procure	Negotiate	Purchase		
Ten_08	Shopfront improvements	1	Grant	Cabinet	Prepare	Open call	Award	Delivery		
Ten_10	Seafront Micro Venue	1	Construction	Cabinet	Prepare	Procure	Design	Delivery		
Ten_09	Jaywick Sands Public Open Space	2	Construction		Cabinet	Procure	Design		Delivery	
Ten_11	Repurposing Martello Tower E	2	Construction		Cabinet	Procure	Design		Delivery	
Ten_14	Cultural masterplanning	2	Strategy		Cabinet	Procure	Design		Delivery	
Ten_04	Sunspot Centre solar panels	3	Construction		Cabinet	Procure	Design		Delivery	
Ten_12	Active Wellbeing Centre Phase One	3	TBC	Feasibility study		Next steps		Development		Delivery
Ten_13	[...] Town Centre Building	3	Acquisition		Appraise site	Procure team	Negotiation	Cabinet	Purchase	
Ten_01	Bus infrastructure in Clacton and Jaywick	4	Construction	Cabinet	Draft agreements	Enter agreements	Development funding		Delivery funding	
Ten_03	Fitting out skills hub at Clacton Hub	4	Purchase	Cabinet						
Ten_05	Tudor Fields - Jaywick walking route	4	Construction	Cabinet						
Ten_07	Town Centre and Seafront Public Realm	4	Construction	Cabinet						
Ten_15	Urgent Treatment Centre	4	Construction	Cabinet						

The point of defrayment identified is shown by the red line. Progress to date is in line with the above.

### ASSOCIATED RISKS AND MITIGATION

The Community Regeneration Partnership projects pose a significant delivery risk to the organisation. The MoU states that ownership of risk will be transferred to the Council as the accountable body and sets requirements for ongoing risk monitoring and reporting by the Council.

Risk management forms a crucial part of the updated project initiation and reporting documentation being introduced by the Council's new Project Delivery Unit, including monthly Highlight Reports to Project and Programme Boards. The top ten programme risks are appraised below including 'Red, Amber, Green' (RAG) rating indicating any movement on the risk from the last reporting period:

Ref No.	Description of Risk & Consequences	Mitigation Strategy	I	L	T
R-1	<b>Local Government Reorganisation</b> Upcoming changes in authority with Essex on pilot programme; various risks including inheritor organisations and different responsibilities of organisations	Monitor updates and ensure suitable arrangements put in place to address details when available	5	3	15
R-2	<b>Corporate capacity</b> Substantial additional workload across Council corporate teams alongside other programmes and BAU	Governance procedures planned from outset to reduce burden; additional resource in place in PDU including legal	5	3	15
R-3	<b>Legal considerations</b> around acquisition resulting in failure to acquire	Known risks attached to Ten_13 which constitutes 25% of programme, feasibility underway to allow funding to be reallocated if necessary	4	3	12
R-4	<b>Project interfaces with other works underway</b> Failure to integrate with related projects within this and other programmes that would result in suboptimal or conflicting programmes	Ongoing scoping including collaborative workshops to define interfaces between projects; PIDs under development; regular programme reviews to ensure alignment	3	4	12
R-5	Unable to reallocate funding across the programme	Feasibility to be completed at outset to allow reallocation in time for funding to be expended on other projects	5	2	10
R-6	Failure of projects to align with corporate priorities	To be captured in project initiation documents for sign off by Portfolio Holder	5	2	10
R-7	<b>Market conditions</b> impacting on project scoping during delivery period; such as cost inflation or change in economic market for tenants	Regular monitoring throughout project development including from suitably qualified external consultants with intelligence across market	5	2	10
R-8	<b>Governance</b> TDC Member engagement and governance across programme	Updating Terms of Reference for TDC Boards to facilitate improved reporting and scrutiny	2	5	10
R-9	<b>Planning and LBC approvals</b> Failure to achieve statutory consents within funding envelope	Audit of projects to identify where required to allow to be planned in programme; early engagement with Planning to derisk	3	3	9
R-10	<b>Procurement</b> Known issue of capacity and delays attached to EPP	Early liaison with EPP ongoing; named contacts assigned to each project, extra time allowed in programme	3	3	9

In addition to the 'top ten' risks set out above, Cabinet should be aware that whilst the MoU has been signed with MHCLG, there remains the potential that the specific definitions of key wording including but not limited to 'defrayment' could be sought to be revised during the funding envelope. Officers remain in regular correspondence and liaison with the relevant contacts at MHCLG to seek to mitigate this risk.

#### EQUALITY IMPLICATIONS

The Partnership delivers a range of projects that seek to provide benefits to people, including supporting people with protected characteristics. Equality Impact Assessments are being completed individually for each project as part of the Project Initiation Documentation.

#### SOCIAL VALUE CONSIDERATIONS

The programme will deliver £19.89M investment into Clacton and Jaywick with the potential for substantial social value through both delivery and outcome. All procurement with a value over £100,000 will be subject to the Council's Social Value Policy adopted November 2024 including

the Themes, Outcomes and Measures set out within, which are proposed to be selected specific to each project and procurement in consultation with the relevant Portfolio Holders.

**IMPLICATIONS FOR THE COUNCIL’S AIM TO BE NET ZERO BY 2050**

The projects identified within the programme offer the opportunity for a range of benefits in line with the Council’s Climate Action Strategy 2024-7. For full details refer to the December 2024 Cabinet Report.

**OTHER RELEVANT CONSIDERATIONS OR IMPLICATIONS**

**Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.**

<b>Crime and Disorder</b>	Delivering the programme will deliver benefits by: contributing to improving perceptions of safety; discouraging anti-social behaviour through creating a more positive atmosphere; and encouraging communities to take care of their environments. Designing Out Crime Officers from ECC will be engaged at the relevant points, as appropriate to the specific projects.
<b>Health Inequalities</b>	Delivering the programme will deliver benefits including: expanded facilities at Clacton Hospital; new fitness & wellness facilities at Clacton Leisure Centre; and measures to support active travel throughout Clacton and Jaywick.
<b>Subsidy Control (the requirements of the Subsidy Control Act 2022 and the related Statutory Guidance)</b>	Subsidy Control has been considered for each project across the programme from the outset, with the approach in each instance designed so as to mitigate any potential risks in this regard.
<b>Area or Ward affected</b>	West Clacton & Jaywick Sands; St James; Coppins; Bluehouse; Cann Hall; Pier; St Paul’s; St John’s; Burrsville; Eastcliff; St Bartholomew’s

**PART 3 – SUPPORTING INFORMATION**

**BACKGROUND**

The Community Regeneration Partnerships are targeted interventions designed to identify practical, tangible actions to support priority places, based on a deeper understanding of the unique challenges and opportunities in priority areas, and via a partnership approach harness collective powers to tackle the most pressing issues.



Collectively with the existing Levelling Up Fund, Capital Regeneration Projects and Plan for Neighbourhoods (formerly Long Term Plan for Towns) funding, the Council and partners has a once in a generation opportunity, to deliver a diverse, transformative range of interventions across our district: to improve quality of life, access to opportunities and health & wellbeing for our residents.

Government requested that funding was targeted at projects in the largest conurbation within the District, Clacton-on-Sea, with agreement that this could also extend to Jaywick Sands due to its proximity and the recently completed Place Plan. Specific objectives of the Partnership are:

- Improve the living offer
- Improve community safety in Jaywick
- Increase connections and access to jobs

Cabinet was updated in December 2023 of a planned visit by Government officials Tendring between January and March 2024 to carry out a 'Deep Dive,' reviewing data, documents, and meeting with key partners in the public and voluntary sector. At the request of Government the Council, along with partners, shared strategic documents and a pipeline of projects. This included projects developed as part of previous funding applications including the Future High Streets Fund; and the Jaywick Place Plan; each based on substantial public consultation.

MHCLG confirmed in October 2024 that the funding would continue under the new Government, with the programme rebranded 'Community Regeneration Partnerships' in December 2024. The MoU was signed in September 2024; the funding received by the Council in November 2024; and formally accepted by Cabinet in December 2024.

### **The programme and projects**

Project planning is underway across the programme, summarised as follows:

#### *Project controls*

- Future reports will be brought for each project to the relevant Portfolio Holders, in line with the governance milestones set out above, alongside regular reporting by the RCDB to the Portfolio Holder for Economic Growth, Regeneration and Tourism, as set out within the recommendations;
- The Partnership programme is included within the terms of reference of the existing Levelling Up Fund & Capital Regeneration Projects Portfolio Holder Working Party. With the Levelling Up Fund projects progressing to planning, it is expected that this will allow sufficient time for the Working Party to consider the development of the Partnership projects;
- Programme Board: The Partnership projects will report to the Regeneration Capital Delivery Board, as set out within the recommendations, which meets monthly and includes senior officers across both TDC and ECC, ensuring ongoing officer level scrutiny and allowing the projects delivered by the two Councils to be considered collectively;
- Project Board: due to the varied nature of the projects in terms of output, process and extent, specific project boards are being established, to ensure the appropriate teams have regular involvement throughout project development.

#### *Timelines*

Each of the projects included within the Partnership has been appraised in terms of the feasibility of satisfying MHCLG's requirements for the funding, in advance of the provided deadline of March 2026. Further detail is included within the relevant section of this report. Should at any point during the scoping process the project be deemed not to be feasible, either due to scope or timescales, the MoU between MHCLG and Tendring District Council allows for the funding to be reallocated within the Partnership, to one of the other identified projects.

*Other relevant workstreams*  
Work is ongoing to establish an updated evidence base and business cases for future use for assets within Clacton-on-Sea town centre in which the Council has an interest, including a number of assets considered under this scheme. This includes a Need & Demand Study funded by the UK Shared Prosperity Fund 2024/5, due for completion in March 2025.

### **Resource and capacity**

The Cabinet Report in July 2024 allocated funding to a Project Delivery Unit and noted that the Chief Executive under his delegated powers would arrange recruitment; in November 2024 this was extended to enable the funding to be utilised to both procure and recruit resource. The PDU currently includes: a Head of Unit, appointed through the Local Government Association Talent Pool; an agency programme manager; three project managers; a property lawyer; a locum contracts lawyer; and a projects & resource assistant. Recruitment continues for further posts including: communications; procurement; and finance officers; to support the successful delivery of the Community Regeneration Partnership programme alongside the Levelling Up Fund, Capital Regeneration Projects and Plan for Neighbourhoods funding programmes.

### **Funding agreement**

In December 2024 Cabinet delegated to officers to enter a suitable funding agreement with delivery partners for the 'fourth wave' projects. A funding agreement has been drafted by the Council's Director of Governance and is being finalised by the contract lawyer appointed to the PDU. Once finalised the funding agreement will be shared with delivery partners for signing and sealing subject to their internal governance processes, with the target for this to be completed by end of Q1 2025/6.

## **PREVIOUS RELEVANT DECISIONS**

- 23<sup>rd</sup> December 2023; Cabinet: Government Funding Opportunities for Tendring ([12067](#))
- 8<sup>th</sup> June 2024; Full Council: Tendring District Council to become the Accountable Body for the Levelling Up Partnership
- 26<sup>th</sup> July 2024; Cabinet: Resources to increase project delivery and progress Levelling Up Partnership ([12630](#))
- 27<sup>th</sup> September 2024; Executive Decision: Memorandum of Understanding - Levelling Up Partnership with Government ([12841](#))
- 18<sup>th</sup> November 202: Initiating Property Dealing Procedure ([13001](#))
- 20<sup>th</sup> December 2024: Community Regeneration Partnership (Formerly Levelling Up Partnership - Programme Delivery ([19664](#)))

## **BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL**

Refer to above relevant decisions

**APPENDICES**

Appendix 1: Summary presentation

**REPORT CONTACT OFFICER(S)****Name**

Emma Twine

**Job Title**

Project Manager

**Email**[etwine@tendingdc.gov.uk](mailto:etwine@tendingdc.gov.uk)