

CABINET

14 NOVEMBER 2025

REPORT OF PORTFOLIO HOLDER FOR ECONOMIC GROWTH, REGENERATION AND TOURISM

A.4 COMMUNITY REGENERATION PARTNERSHIP (CRP2) – PROGRAMME UPDATE AND REALLOCATION OF FUNDING

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To update Cabinet on progress on the Community Regeneration Partnership (CRP2) programme and recommend Cabinet agree the reallocation of funding within the programme, including:

- removal of Ten_13 Town Centre Building from the programme scope;
- rescoping of Ten_05 Tudor Fields – Jaywick walking route and reduction of funding;
- increasing the budget to the following projects:
 - o Ten_04 Sunspot Solar Panels;
 - o Ten_07 Clacton Town Centre and Seafront Public Realm;
 - o Ten_08 Jaywick and Clacton Shopfront Improvements;
 - o Ten_09 Jaywick Sands Public Open Space;
 - o Ten_10 Seafront Arts/Community Micro Venue;
 - o Ten_11 Repurposing Martello Tower E;
 - o Ten_12 Active Wellbeing Centre Phase 1 and inclusive cycling facility;
- approval of an alternative approach to Ten_06 Expanding the Housing Work of the Healthy Homes Initiative.

EXECUTIVE SUMMARY

Work to date

Since Cabinet's decisions in December 2024 (First Wave) and March 2025 (Second Wave), significant progress has been made across the Community Regeneration Partnership (CRP2) programme.

- Project Initiation Documents (PIDs) have been developed for all projects, with eight of the ten Tendring District Council-led projects approved by Portfolio Holders in August 2025. The outstanding two relate to Ten_06 Extending the Work of the Healthy Homes Initiative and Ten_13 Town Centre Building, which are discussed later in this report.
- Partner-led projects have also progressed, with agreements sealed with Essex County Council (ECC) and funding transferred—excluding Ten_05 Tudor Fields, which is undergoing rescoping. The agreement with ESNEFT, for Ten_15 Urgent Treatment Centre, has now been sealed and the funding is pending transfer.
- Delivery milestones have been achieved across several projects, including sealed funding agreements and active delivery on Ten_01 Bus Infrastructure, Ten_02 Community Transport Buses, Ten_03 Clacton Skills Hub, Ten_14 Cultural Masterplanning, and Ten_15 Urgent Treatment Centre.

Cabinet is reminded that the suite of Capital Regeneration Partnership projects was chosen by Government ministers after a 'deep dive' from officials into Clacton and Jaywick. The Council

has sought to implement all projects proposed, but it has not been possible in every case. Feasibility work has identified that the deliverable risks (in the context of the funding agreement / milestones) for two projects (Ten_05 Tudor Fields and Ten_13 Town Centre Building) are too high in their original form. As a result, Cabinet approval is now sought to reallocate funding within the programme to ensure full delivery within the terms of the Memorandum of Understanding (MOU), that in turn supports the management of capacity and contingency sums, adding value and meeting associated spending deadlines.

Reallocation of funding within the programme

The consultation & engagement established the following key principles:

- All projects within the programme must be feasible and deliverable;
- The balance of funding between Clacton-on-Sea and Jaywick Sands should be retained;
- Confidence that the full sum of funding can be expended within the programme;
- To prioritise supporting the existing projects within the programme, as per the allocations made by MHCLG as the funder, as opposed to seeking to add additional projects to the programme;
- Reallocation to be mindful of the Council's capacity and seek to collaborate with delivery partners where possible.

The reallocation of funding will enable funding to be moved away from projects that present a significant delivery risk, and towards supporting the other projects underway to add quality and value to the schemes and for the purposes of contingency; the opportunity to add quality and value to the schemes; deliver within tight programme deadlines; and manage organisational capacity.

Ten_05 Tudor Fields is proposed to be rescoped as a walking and cycling route as an escape route is not deliverable; Ten_06 'Extending the work of the Jaywick Healthy Homes Initiative' will be rescoped to 'Jaywick Healthy Buildings' and proceed via an enforcement approach, with the capital funds reallocated to refurbishment of the Jaywick Enterprise Centre where the initiative and other local groups are based; and it is no longer planned to pursue the delivery of Ten_13 Town Centre Building project.

Next steps include:

- Where PIDs have been adopted: formal approval of Change Control to Project Initiation Documents (PIDs) and specific actions to rescope or close out undeliverable projects, which will be subject to a future executive decision in consultation with the relevant Portfolio Holders;
- Ten_06 Jaywick Healthy Buildings and Ten_05 Tudor Fields a completed and updated PID will be presented for Portfolio Holder approval, including the supporting Portfolio Holders, following this report.

It is noted that budgets become clearer at each stage of project development and design. The next level of granularity will be known on projects when tenders are returned from contractors.

It is also noted that the period since the original 'Deep Dive' by MHCLG in January 2024 and the award of the funding to the projects, including cost estimates provided to this process, has been marked by substantial inflation and cost uplift in the construction industry, which the proposals set out within this report seek to respond to.

RECOMMENDATION(S)

It is recommended that Cabinet:

- a) approves the reallocation of funding within the programme as set out below, for the purposes of contingency; the opportunity to add quality and value to the schemes; deliver within tight programme deadlines; and manage organisational capacity:**
 - i. to no longer pursue the Ten_13 Town Centre Building project, reallocating the £5m capital funding set out within the MOU elsewhere within the programme;**
 - ii. reallocate £1.5m of the capital funding allocated to the Ten_05 Tudor Fields project within the programme, and for TDC to progress the delivery of a walking and cycling route only with the remaining £1m allocation, and for a Project Initiation Document to be presented to the Portfolio Holders for Leisure & Public Realm and Housing for approval;**
 - iii. reallocate £100,000 the capital funding allocated to the Ten_06 Jaywick Healthy Buildings project within the programme, and to rescope the project to include works to the Enterprise Centre to support the team's operations, with a Project Initiation Document to be presented to the Portfolio Holders for Assets Housing and Planning for approval;**
 - iv. allocate an additional £50,000 Capital to the Ten_04 Sunspot Solar Panels project, raising the total project budget to £200,000;**
 - v. allocate an additional £2.5m Capital to the Ten_07 Clacton Town Centre Public Realm project, raising the total project budget to £3.8m;**
 - vi. allocate an additional £200,000 Capital to the Ten_08 Jaywick and Clacton Shopfront Improvements project, raising the total project budget to £700,000, with a sum of £150,000 ringfenced for grants in Jaywick Sands;**
 - vii. allocate an additional £1.2m Capital to the Ten_09 Jaywick Sands Open Spaces project, raising the total project budget to £3.2m;**
 - viii. allocate an additional £400,000 Capital to the Ten_10 Seafront Micro Venue project, raising the total project budget to £900,000;**
 - ix. allocate an additional £1.5m Capital to the Ten_11 Martello Tower E project, raising the total project budget to £3.5m;**
 - x. allocate an additional £750,000 Capital to the Ten_12 Active Wellbeing Centre Phase 1 project, raising the total project budget to £3.75m;**
- b) allocates £200,000 of revenue funding to the Ten_06 Jaywick Healthy Buildings project to progress an approach to achieve the intended outputs & outcomes through enforcement;**
- c) that subject to c) above, the £200,000 funding to be delivered via the capitalising of project management time of the Project Delivery Unit across the various CRP2 projects through existing delegations and / or financial performance reports as necessary;**

- d) delegates to the Portfolio Holder for Economic Growth, Regeneration and Tourism in consultation with the supporting Portfolio Holder for each project to approve Change Control Notices setting out the detailed implications and implementation of the above; and**
- e) notes the requirement from MHCLG that a substantial start and commitment to projects within the Community Regeneration Partnership (CRP2) programme can be demonstrated by March 2026.**

REASON(S) FOR THE RECOMMENDATION(S)

MHCLG require evidence that a substantial start and commitment by the Council can be demonstrated to deliver the Community Regeneration Partnerships (CRP2) Programme by March 2026. Clarification from MHCLG received in August 2025 does not require contracts to be entered into by March 2026, however commitment from the S151 officer that the projects will be delivered will be sought.

In effect this commitment is a collective responsibility with assurance being given via the Council's usual decision-making processes. It is therefore reasonable to assume from the guidance, advice and clarification received from MHCLG to date that the necessary commitments can be made via formal resolutions from decisions of either Cabinet, individual Portfolio Holders or Officers as necessary across the various procurement and decision making milestones that are required to successfully deliver the projects. Where projects are being delivered by external partners, the same level of governance would be expected, to enable the Council acting as accountable body to successfully meet the requirements of the funding arrangements with MHCLG across all relevant schemes and projects. This approach should also encompass the 'accounting for outcomes' element of the projects alongside the 'accounting for the funding' requirement as the accountable body.

The Memorandum of Understanding (MoU) empowers the Council to reallocate funding within the programme; if additional projects are proposed, they require ministerial approval which has a time implication of minimum two months. Para.7.5 of the MOU provides that the Council can move funding between projects and activities in order to deliver the agreed outcomes and objectives as set out within para.2, which is summarised in this report. Full details will be set out within the Change Control Notices. The specific outputs and objectives of the funding are defined within the MOU as follows:

2.1 The overarching aim of this partnership is 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 centre and lack of local empowerment on the ground.

2.2 Specific objectives are:

2.2.1 Improve the living offer

2.2.2 Improve community safety in Jaywick

2.2.3 Increase connections and access to jobs

Further to the feasibility and project initiation work undertaken, two of the Capital Projects within the programme have been found to be subject to prohibitive deliverability risks within the constraints of the funding as originally set out within the MOU (Ten_05 Tudor Fields and Ten_13 Town Centre Building) and one of the Capital Projects (Ten_06 Jaywick Healthy

Homes Initiative) has been found to be deliverable but cannot be funded from Capital as the result would be Revenue expenditure through enforcement action.

The Regeneration Capital Delivery Board has reported to the Portfolio Holder for Economic Growth, Regeneration and Tourism that the above projects will be unable to meet the requirements set out above relating to the defrayment / commitment of expenditure by the 31 March 2026. It is recommended to Cabinet that other projects are able to meet these requirements along with supporting the management of capacity, contingency sums and adding value as set out in the recommendations and Finance section below.

ALTERNATIVE OPTIONS CONSIDERED

Not reallocating funding: not reallocating the funding away from the at-risk projects at this time would result in the funding being subject to return to MHCLG which could impact the Council’s ability to access future Government funding and take benefit away from the district.

Not to reallocate funding at this point: given the tight timelines for the programme this would risk the feasibility of expending the funding elsewhere within the programme.

Specific options in relation to the projects identified in this report are highlighted as follows:

Project	Recommended option	Alternatives considered
Ten_05 Tudor Fields	Progress lighter touch walking & cycling route, and reallocate majority of funding	Cease project and reallocate total sum of funding: not recommended as would fail to deliver improvements to active travel in Jaywick Sands
Ten_06 Extending the work Jaywick Sands Healthy Homes Initiative	Use capital funding for improvements to Enterprise Centre in Jaywick, as base of the Healthy Homes Initiative, and allocate revenue funding to progress enforcement	Proceed with acquisition: limited opportunity to improve the area at this level of funding
Ten_13 Town Centre Building	End project and reallocate funding	Proceed with acquisition: not recommended due to discrepancy between market value and asking price

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

Detailed appraisals of how each project will deliver on the Council’s policies and priorities are set out within the Business Case section of each PID. Full details on how the programme aligns with the Council’s priorities please refer to the December 2024 and March 2025 Cabinet reports and summarised as follows:

- **Pride in our area and services to residents:** by enhancing Clacton-on-Sea and Jaywick Sands to boost local pride.
- **Raising aspirations and creating opportunities:** by supporting local entrepreneurship and economic growth; boosting local businesses and raising aspirations. ▪ **Championing our local environment:** delivering improvements to our public realm, supporting wellbeing and healthy lifestyles.

- **Working with partners to improve quality of life:** collaborating with a range of partners including delivering in partnership with the local NHS Trust and ECC.
- **Promoting our heritage offer, attracting visitors and encouraging them to stay longer:** by boosting the area's attractiveness and supporting the ongoing success of local heritage landmarks.
- **Financial Sustainability and openness:** through effective management and adoption of project management best practice.

The above build upon the priorities set out for the Partnership by MHCLG, reported in the July 2024 Cabinet report, which aligned with the Council's Corporate Plan approved in November 2023

- **Raising aspirations and creating opportunities:**
- **Championing our local environment:**
- **Promoting our heritage offer, attracting visitors and encouraging them to stay longer.**

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 proposals set out within this report is the result of engagement and consultation with members and officers. This above consultation identified the following priorities which are reflected in the proposed reallocation:

- The importance that all projects within the programme are feasible and deliverable, ensuring that all funding can be expended within the funding envelope;
- Strong support for maximising investment into and improvement of Clacton-on-Sea town centre, to boost perceptions, economic success and the visitor economy;
- Support for Tudor Fields to be delivered as a walking and cycling route only, but that for reasons of value for money the budget should be reduced to £1m if it is not feasible to achieve an evacuation route;
- Support to ensure that Jaywick Sands should continue to benefit from substantial funding through the programme. MHCLG have been consulted on the proposed reallocation and have confirmed:
- TDC were paid in full via a Section 50 grant to deliver the interventions, which has equivalent mechanisms to a S31 grant. This is to be administered by TDC in accordance with the terms of existing procurement, delivery and governance structures and constitutional arrangements.
- Reducing projects in the programme, or removing them altogether if no work at all has commenced, and reallocating that funding to existing projects within the programme is a permitted action granted to TDC within the MoU;
- Making a request to the Minister to bring in a new project is also a permitted action within the MoU but, as discussed, this does take time. There is always a risk that approval may not be granted.
- MHCLG are consulting internally on changing the name of the Ten 06 Jaywick Healthy Homes initiative to Jaywick Healthy Buildings. This is based on consultation with MHCLG officials, who proposed the change, to be cleared with ministers, and

see the inclusion of improvements to the Healthy Homes Initiative’s team base at the Enterprise Centre, within the project scope. This would allow the Capital allocated to this project to improve the Enterprise Centre, which also accommodates other groups supporting Jaywick, including Dig for Jaywick, Signpost, Jaywick Sands Community Forum and Essex Pedal Power

Consultation and engagement into the specific projects identified in this report is summarised as follows:

- Ten_05 Tudor Fields: The origin of the project lies within the public consultation undertaken as part of the Jaywick Sands Place Plan, which showed local support for a new connection in this area. A range of professional stakeholders have been engaged during the feasibility process, led by Essex Highways on behalf of Essex County Council. The Environment Agency, who have confirmed an uplift in their technical requirements from the original development of the Place Plan, which makes it unfeasible for the route to be an evacuation route.
- Ten_06 Jaywick Healthy Homes Initiative: Engagement supports an enforcement-led approach. A collaborative, cross-departmental Project Board has been formed for the project which brings together teams working on enforcement including Planning & Building Control, Environmental Health and Private Sector Housing. The approach will be set out within the Change Control notices and has been established through extensive engagement with these teams, including challenges faced on enforcement efforts to date, which powers have historically been utilised and why, and lessons learned from past efforts.
- Ten_13 Town Centre Building: Additional information on the engagement and consultation undertaken is available in the report of the Portfolio Holder for Assets on the initiation of the Property Dealing Procedure in November 2024. Close engagement has been undertaken with the members and officers confirming the Council’s position to cease pursuing this project due to risk levels.
- Ten_09 Jaywick Sands Public Open Spaces: The recommendation included in this report is the result of engagement with the Portfolio Holder for Leisure & Public Realm who has given their support to the proposed funding of the power connection through the CRP2 project budget. As some of the sites sit within the Housing Revenue Account (HRA), engagement will also be conducted with the Tenants Panel, currently planned for December 2025.

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 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	2 September 2025

		Council (must be 28 days at the latest prior to the meeting date)	
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The funds were received via a Grant under Section 50 of the United Kingdom Internal Market Act. At the end of the funding envelope 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 Cabinet Decision of 20th December 2024 approved the programmes and delegated authority to Portfolio Holder for Economic Growth, Regeneration and Tourism in consultation with the relevant individual Portfolio Holder whose area of responsibility the project sits, for the purposes of delivery of the projects. It is now clear that Ten_05 Tudor Fields, Ten_06 Extending the Work of the Healthy Homes Initiative and Ten_13 Town Centre Building are undeliverable as originally scoped and for that reason, a decision is required to rescope the projects where possible to enable delivery, and reallocate to funds where not, to ensure the full sum of funding received can be successfully invested to deliver the objectives and benefit the local communities.

The MOU dated 18 September 2024 makes provisions allowing the Council to move funding between projects and activities to deliver the agreed outcomes. Change Control Notices are prepared which explain how the proposed changes will meet and deliver the agreed outcomes for each project and will be the subject of a future executive decision in consultation with the relevant Portfolio Holders as per the delegations set out within the recommendations.

Monitoring of the funding has not been required by MHCLG; however, if required this information is updated by officers as part of monthly highlight reporting to the Regeneration Capital Delivery Board.

An appraisal of the following is included within the adopted PIDs:

- governance plan in line with the supporting Portfolio Holder designations and future governance milestones identified within the December 2024 and March 2025 reports presented to Cabinet. The next milestone decision for each project is identified within the table appended to this report;
- relevant Council constitutional procedures, such as the Procurement Procedure Rules and Property Dealing Procedure;
- relevant Council powers are considered and listed in relation to each project.
- The project plans prepared for each project take into account authorised delegations, formal Executive Decisions and the attached timelines.

An appraisal of relevant powers held by the Council is also included in the approved Project Initiation Documents and highlighted below for the projects under discussion:

- Ten_05 Tudor Fields and Ten_09 Jaywick Sands Public Open Spaces both include land that is held within the Housing Revenue Account (HRA) and thus subject to the Housing Act 1985. On the relevant sites, the design development for the proposed works, relating to the improvement of existing public open spaces takes this into account within the developing proposals, progressing outline designs that either do not prevent or complement future delivery of housing on the sites;

- As noted above, the scope of the Ten_05 Tudor Fields project involved the construction of a roadway to facilitate the evacuation of residents from Jaywick Sands. The vehicle access is not technically feasible and for that reason an alternative project is under development to create a cycle/pathway over Tudor Fields. Subject to the completion of design and planning future decisions with the necessary consents will be required if the proposed land use were to no longer support housing purposes for which it was acquired for.
- Ten_06 Extending the Work of the Healthy Homes Initiative: Town and Country Planning Act 1984 Section 215, Building Act Sections 77 and 79. It is noted that these powers only enable the Council to make the sites safe and do not grant the Council any further powers to carry out works on the affected sites. Enforcement activity, and the attached costs, will be subject to a charge which will be registered on the title to be recouped from the site's owner. A Project Initiation Document is under preparation reflecting the revised approach to the project and will be presented for approval by the Portfolio Holders for Assets and Housing & Planning;
- Ten_13 Town Centre Building: any acquisition would be subject to Value for Money considerations set out within the Treasury Green Book. Due to asking price there are substantial challenges around demonstrating value for money. The Council also has enforcement powers which could deliver positive interventions on the site which are appraised within the report prepared for initiating the Property Dealing Procedure. Since this time an appraisal has been completed of an additional power, the High Street Rental Auction as set out within the Levelling Up and Regeneration Act 2023.

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

It is important to note that the scope of these projects and the powers being relied upon are clearly articulated not only for the deliverables but also for the future use of the land. Reference is made in the report to TEN_09 having a considerable increase in funding being allocated, although some of the land is not within the Council's ownership or falls within the Housing Revenue Account. The PIDs need to be complete, approved, kept under review and revised, when necessary, with decisions published making the changes open and transparent.

TEN_06 requires a PID to be completed and approved by the relevant Portfolio Holders. Where enforcement action is intended, the appropriate reasons for powers being relied upon will need to be recorded, prior to notices being served on individual sites, to ensure that the Council's legal powers are being correctly applied and justified, if challenged.

Where land is within private ownership, once enforcement action has been taken, ownership of the land remains unaffected and without other interventions, may revert to its current state.

FINANCE AND OTHER RESOURCE IMPLICATIONS

Reallocation of funding

The proposed reallocation of funding within the programme is set out as follows, informed by the consultation and core principles set out elsewhere in this report:

Expenditure to date

The current position of the programme is set out as follows:

Project	Value	Committed to date*	Spend to date
Ten_01 Bus infrastructure (ECC)	£230,000	£230,000	£230,000
Ten_02 Community Transport Buses	£210,000	£181,750	£181,750
Ten_03 Fitting Out Clacton Skills Hub (ECC)	£200,000	£200,000	£200,000
Ten_04 Sunspot Solar Panels	£150,000	£16,850	£6,680
Ten_05 Tudor Fields**	£2,500,000	£0	£0
Ten_06 Extending the Work of the Jaywick Sands Healthy Homes Initiative	£200,000	£0	£0
Ten_07 Clacton Town Centre Public Realm (ECC)	£1,300,000	£1,300,000	£1,300,000
Ten_08 Clacton-on-Sea and Jaywick Sands Shopfront Improvements	£500,000	£337,400	£41,325
Ten_09 Jaywick Sands Public Open Spaces	£2,000,000	£262,000	£10,920
Ten_10 Seafront Micro Venue	£500,000	£76,375	£10,620
Ten_11 Martello Tower E	£2,000,000	£306,100	£4,400
Ten_12 Active Wellbeing Centre Phase 1	£3,000,000	£407,564	£1,145
Ten_13 Town Centre Building**	£5,000,000	£13,400	£4,400
Ten_14 Cultural masterplanning	£100,000	£82,800	£17,200
Ten_15 Urgent Treatment Centre (NHS)	£2,000,000	£2,000,000	£1,000,000***
Total	£19,890,000	£5,414,239	£3,008,440

*Under the terms of the MoU, funding contractually committed can be considered defrayed. All projects where a funding agreement has been entered into with a delivery partner (Essex County Council and ESNEFT) can be considered defrayed.

**The highlighted projects are proposed for reallocation as part of this report.

***Agreement has been made with ESNEFT for the transfer of the funding in two instalments, with the first transferred in November 2025 and the second agreed for January 2026.

Capitalisation of Resources

The programme is being managed, at both programme and project manager level, within the Project Delivery Unit. Recruitment has progressed in the PDU since the last Cabinet report with a Project Delivery Unit Manager, Administrative Support officer, Project Manager and Communications Lead now in post, and recruitment for a Senior Finance Manager ongoing. The PDU budget is subject to separate governance and subject to review in Q4 2025/6.

The approach agreed to date on the LUF/CRP programmes has been to capitalise the costs of project and programme manager resource against the funding secured, to reflect accounting requirements along with balancing revenue and capital budgets. A similar approach is proposed to be used on the Community Regeneration Partnership and

accordingly an indicative allowance of five percent was included in the budget profiling in the Project Initiation Documents prepared for projects delivered by TDC.

For the purposes of appropriate record keeping and audit, the Project Delivery Unit have adopted a timesheet recording process to provide an accurate record of actual time spent on the projects, which will form the basis of the relevant budget adjustments that will be undertaken via existing officer delegations or future financial performance / budgets reports as necessary.

Capacity

The reallocation of funding is proposed to be allocated to existing projects, utilising the existing project teams established for each project, thereby managing additional pressure on the Council's capacity.

The reallocation of funding increases the total sum of funding allocated to Essex County Council for delivery by partners, by an additional £1m, which will further support the capacity of the Council.

Programme and project management of CRP2 and related projects is by the Project Delivery Unit. Founded by Cabinet in July 2024 with an original duration and budget for two years from the first officer commencing in post, the expiration date is currently 11 November 2026. The report to Cabinet committed to a review of the PDU after 18 months which is currently planned for spring 2026 and will be the subject of a future report.

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

The information set out within this report, especially the advice and comments of the Monitoring Officer continue to provide a sound governance 'framework' against which the Council can fulfil its accountable body responsibilities. This will need to continue to form an important element of future decision-making processes. It will also be important to continue to track and report project progress through robust project monitoring and establishment of the Regeneration Capital Delivery Board as the programme governance board plays a 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.

It is noted that the reallocation of funding aims to balance a number of factors such as managing contingencies, risk and value for money, which in turn aims to support the successful delivery of the projects within what remains tight timescales. Such factors will need to be reviewed on an on-going basis and managed via the Delivery Board.

It is also worth highlighting the comments set out elsewhere within this report that relate to the Ten_11 Martello Tower E project. As acknowledged, there are inherent complexities associated with this project which in turn presents the highest deliverability risk. This project therefore needs to be subject to regular / ongoing review to provide the Council with as much flexibility as possible to enable the consideration of potential alternative approaches via on-going consultation / dialogue with MHCLG as necessary.

It is also worth highlighting that the S151 responsibilities associated with the Council's Accountable body status /MOU are in effect a collective responsibility, with the necessary

assurances required to be clearly articulated via the Council’s usual decision-making processes as set out earlier within this report.

USE OF RESOURCES AND VALUE FOR MONEY

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

<p>A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;</p>	<p>This report sets out a proposed strategy to ensure the full utilisation of external Government funding received. The additional funding secured will support delivering improvements to existing Council assets to improve their future financial sustainability including rental income and reduced maintenance costs.</p>
<p>B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and</p>	<p>A governance plan is set out for each project within the relevant PID corresponding to delegations made on the programme. Monthly highlight reports are prepared at project and programme levels allowing for change control and exception reporting to Programme Board, Portfolio Holder and Cabinet as appropriate. This includes monthly updated risk & issue registers.</p>
<p>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.</p>	<p>The programme is being delivered following project management practices that have been established following lessons learned from past project delivery.</p>

MILESTONES AND DELIVERY

	2025						2026								2027															
	Q3			Q4			Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4									
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
Ten_02 Community Transport Buses	█	█	█																											
Ten_04 Sunspot Solar Panels	█	█		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█										
Ten_06 Healthy Homes Initiative	*	*		█	█	█	█	█																						
Ten_08 Shopfront Improvement	█	█		█	█	█	█	█																						
Ten_09 Jaywick Sands Public Open Space	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█										
Ten_10 Seafront Micro Venue	█	█		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█										
Ten_11 Martello Tower E	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█										
Ten_12 Active Wellbeing Centre Phase 1	█	█		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█										
Ten_13 Town Centre Building																														
Ten_14 Cultural Masterplanning	█	█	█	█	█	█	█	█																						

Consultant procurement
 Contractor procurement
 Design
 Delivery
 Rectification period
 Grant applications
 Award grants
 * Consents

Subject to the recommendations set out within this report, if funded through the PDU project budget, enforcement work incurring revenue expenditure under Ten_06 Healthy Homes Initiative would be subject to the current expenditure deadline for the PDU budget of November 2026.

Project	Next steps
Ten_04 Sunspot Solar Panels	<ul style="list-style-type: none"> ▪ Formal approval of Change Control Notice by Board and Portfolio Holder ▪ Procurement of main contractor (Q3 2025/6) ▪ Construction and delivery of works (Q4 2025/6)
Ten_05 Tudor Fields	<ul style="list-style-type: none"> ▪ Formal approval of Project Initiation Document by Board and Portfolio Holder ▪ Complete procurement and enter agreement for pre-construction services (Q3 2025/6) ▪ Preparation for submission for statutory consents (Q4 2025/6)
Ten_06 Extending the Work of the Healthy Homes Initiative	<ul style="list-style-type: none"> ▪ Formal approval of Project Initiation Document by Board and Portfolio Holder ▪ Consolidation of master list of sites to be targeted with enforcement action including appraisal of notices served to date; (Q3 2025/6) ▪ Enactment of enforcement action (Q3 - Q4 2025/6) ▪ Procurement of required services and contractor for direct action in instance that enforcement does not resolve issue (Q4 2025/6) ▪ Preparation of PID and presentation for approval; ▪ Engagement with owners and local groups where possible to support positive future uses of cleared sites.
Ten_07 Clacton Town Centre Public Realm	<ul style="list-style-type: none"> ▪ Formal approval of Change Control Notice by Board ▪ Cabinet Member Action by ECC to accept additional funding (Q3 - Q4 2025/6) ▪ Variation to existing funding agreement between TDC and ECC to capture additional funding and transfer of funding (Q4 2025/6) ▪ Design development of scheme through to delivery including regular ongoing consultation with TDC (Ongoing)
Ten_08 Jaywick and Clacton Shopfront Improvements	<ul style="list-style-type: none"> ▪ Formal approval of Change Control Notice by Board and Portfolio Holder ▪ Focused outreach and communications in Jaywick Sands to target delivery of grants in this area (Q3 2025/6) ▪ Delivery of grants through to full expenditure including monthly published decisions on allocations (Q4 2025/6)
Ten_09 Jaywick Sands Public Open Spaces	<ul style="list-style-type: none"> ▪ Formal approval of Change Control Notice by Board and Portfolio Holder ▪ Developed designs and ongoing engagement with members & local community (Q3 – Q4 2025/6) ▪ Procurement of main contractor for first phase of works (Q4 2025/6)
Ten_10 Seafront Micro Venue	<ul style="list-style-type: none"> ▪ Formal approval of Change Control Notice by Board and Portfolio Holder ▪ Submission of planning application (Q3 2025/6)

	<ul style="list-style-type: none"> ▪ Procurement of main contractor for first stage of two stage tender process, for completing designs and initial enabling works (Q4 2025/6) ▪ Determination of application at Planning Committee (Q1 2026/7) ▪ Commencement of works on site (Q2 2026/7)
Ten_11 Martello Tower E	<ul style="list-style-type: none"> ▪ Formal approval of Change Control Notice by Board and Portfolio Holder ▪ Design development of scheme through to delivery including regular ongoing consultation with TDC (Ongoing) ▪ Procurement of main contractor for first stage of two stage tender process, including initial enabling works (Q4 2025/6)
Ten_12 Active Wellbeing Centre Phase 1	<ul style="list-style-type: none"> ▪ Formal approval of Change Control Notice by Board and Portfolio Holder ▪ Design development of scheme through to delivery including regular ongoing consultation with TDC (Ongoing) ▪ Preparation for submission for statutory consents (Q4 2025/6) ▪ Enter delivery agreement for construction (Q1 2026/7)
Ten_13 Town Centre Building	<ul style="list-style-type: none"> ▪ A formal project close report will be completed by the Project Delivery Unit which will include lessons learned.

ASSOCIATED RISKS AND MITIGATION

An appraisal of risks, issues and opportunities has been completed for each project and are available within the PIDs. Monthly updated risk assessments for both projects and programme are provided as part of the monthly Highlight Reports to the Project Boards and Regeneration Capital Delivery Board.

A highlight of the top ten issues and risks from the September Cabinet report is set out as follows:

Issue	Current position and action
Feasibility & deliverability	Subject of this report to reallocate funding away from projects found to be unfeasible due to budget/timeframe to ensure funding can be defrayed
Statutory consents	Presents particular risk for Ten_11 Martello Tower E Engagement with Historic England Scheduled Monument Inspector commenced and formal pre-application advice applications submitted to LPA
Resource & recruitment	PDU recruitment continuing, review of PDU budget planned for Q4 2025/6
Finance	Finance resource required. Recruitment unsuccessful for Senior Finance Manager. Out to advert a second time. Interim resource required if recruitment unsuccessful.
Procurement	New regulations and resource pressures at EPP Procurement strategies for main contractor subject to finalisation now consultant teams appointed including programmes
Budget	Mitigated by reallocation of funding set out within this report. Value engineering of individual projects may be required when tenders are returned. It is likely to be necessary to move funding between projects in future to

	manage financial risks in the programme as they emerge in delivery.
Insurance requirements	Contractors costs of insurance rising, reducing their access to higher levels of required cover; as a result, the pool of small contractors for the programme is reducing.
Project interfaces with other works underway	Close engagement between Ten_14 Cultural master-planning and Plan for Neighbourhoods Regeneration Plan
Funding envelope	Project planning works back from deadline to adjust approach to suit; active programme management to monitor increasing issues on some projects for expenditure within the funding envelope
Site ownership	<p>Some sites in Ten_09 Jaywick Public Open Spaces are identified to either not be owned by TDC or to be owned within the HRA.</p> <p>Where the site is not owned by TDC, no works are proposed. Where the land is held in the HRA, proposals consider only works that either complement, or do not prevent, the future use of the land for housing, for example improved pathways and access. Any works that could impact on holding the land in the HRA, such as a more permanent feature will be located on a site that is not held within the HRA. The design development is also actively considering maintenance implications.</p>

Risk	Current position and action
Local Government Reorganisation	Dedicated section included in PIDs
Legal considerations	Additional risks identified on Ten_13 (Town centre building). Report on title completed across the programme
Utilities	Some projects require works to utilities including new connections with risk in terms of both cost and programme Engagement commenced on relevant projects and applications included in consultant scopes.
Corporate capacity	Substantial increase in capital programme puts pressure on corporate services, which is partly mitigated by additional PDU staff.
Consultation & engagement	Comms Lead recruited and in post in PDU Public consultation incorporated within consultant teams' scope including dedicated resource committed on Ten_09 Jaywick Public Open Spaces
Market conditions	Regular monitoring throughout project development including from suitably qualified external consultants with intelligence across market Soft market testing and EOIs completed across projects to establish market interest ahead of time
Governance	Updating Terms of Reference for TDC Boards to facilitate improved reporting and scrutiny; Positive engagement to date

Procurement	Additional resources available now via Essex Procurement Partnership with named contacts in place and preparation underway for future contractor procurement. Extensive use of procurement frameworks to respond to changes to rules under the new Act.
Change control	Important to maintain clear narrative across project delivery of why changes have been made and by whom; Comms post now filled and Highlight Reports providing formal change control records
Ground conditions	Site conditions can cause programme delays and additional risks during constructions; comprehensive surveys under procurement for all development sites

Issues that have been resolved or substantially improved during the period since the last report include:

Issue	Resolution
Funding agreements	Now finalised, ECC agreement sealed and funding transferred, awaiting ESNEFT agreement for TDC to seal
Decision making	Defined roles & responsibilities establish and Project Boards formed
Reporting	Terms of reference for RCDB adopted and regular reporting meetings now established
Funding envelope	MHCLG confirm S151 declaration is sufficient which could mitigate programme pressures, for discussion with S151. As highlighted earlier, this is in effect a collective commitment by the Council and its delivery partners to reasonably meet the requirements from MHCLG that are associated with the funding they have provided to the Council as the accountable body.

In addition to the above, CRP2 projects that have involved grants to external organisations (excluding Health partners and ECC), evidence of outcomes / appropriate use of the funding will be obtained and retained as part of the 'closedown' process that will be necessary to reasonably fulfil the Council's accountable body responsibilities.

EQUALITY IMPLICATIONS

An Equality Impact Assessment has been completed for each project within the PIDs.

SOCIAL VALUE CONSIDERATIONS

All procurement with a value over £100,000 is subject to the Council's Social Value Policy adopted November 2024 including the Themes, Outcomes and Measures set out within. Five procurements have been undertaken to date above this threshold, with future main contractor procurement for delivery to also be subject to social value.

The value of social value secured to date is set out below, in regards to three of the relevant procurements with a further two subject to final confirmation:

TOMs	£
A good place for children and families to grow	£19,550
A high quality environment	£1,050
A strong, inclusive and sustainable economy	£55,625

Health, wellbeing and independence for all ages	£14,325
Total	£90,550

The delivery of the above value is monitored by Essex Procurement Partnership through the Social Value Portal. The social value will begin to be delivered from month 6 of each contract.

IMPLICATIONS RELATED TO DEVOLUTION AND/OR LOCAL GOVERNMENT REORGANISATION

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.

The PIDs therefore include dedicated consideration of LGR on a project-by-project basis. Assignment clauses are to be included in all contract documentation to ensure that contractual arrangements, such as for Rectification Periods (6-24 months after Practical Completion of construction), can be passed to the future authority.

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. Detailed sustainability strategies are included within the scope for the appointed consultants, as part of RIBA Stage 1 standard deliverables.

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.

Crime and Disorder	The proposed funding reallocation has the potential to deliver increased improvements through wider scale improvements to Clacton town centre, promoting positive uses, improving perceptions and discouraging ASB.
Health Inequalities	The proposed reallocation of funding will continue to support active travel throughout Clacton and Jaywick and provides the opportunity for enhanced improvements to existing fitness & wellbeing facilities at Clacton Leisure Centre. The proposed reallocation works to ensure funding is retained to the area of Jaywick Sands in line with the original allocation from MHCLG.
Subsidy Control (the requirements of the Subsidy Control Act 2022 and the related Statutory Guidance)	This report does not impact on the appraisals for each project completed as part of the Delivery Plan submitted to MHCLG in July 2024.
Area or Ward affected	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

Progress since the last report to Cabinet

Cabinet on 17 March 2025 made delegations to Portfolio Holders to take the projects forwards to delivery, 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.

Project Initiation Documents (PIDs) have been developed for all projects. The PIDs for eight of the 10 projects for delivery by Tendring District Council were approved by the Portfolio Holder and supporting Portfolio Holders in August 2025. PIDs for the projects delivered by partners have been approved by the Regeneration Capital Delivery Board and are appended to the relevant funding agreements. The agreement with ECC was sealed in September 2025, excluding project Ten_05 Tudor Fields for the reasons set out below, and the funding has now been transferred. The agreement with ESNEFT has now been sealed and the first tranche of payment is in motion.

Programme delivery update

Further to the feasibility and project initiation work undertaken, two of the Capital Projects within the programme have been found to be undeliverable as originally set out within the Memorandum of Understanding (MOU) with MHCLG (Ten_05 Tudor Fields and Ten_13 Town Centre Building) and one of the Capital Projects (Ten_06 Extending the Work of the Jaywick Sands Healthy Homes Initiative) has been found to be deliverable but cannot be funded from Capital as the result would be revenue expenditure through enforcement action.

This report therefore seeks Cabinet approval for the reallocation of funding within the programme, to ensure that the full sum of the Community Regeneration Partnership funding received by TDC can be delivered within the terms of the MOU. The MOU allows for reallocation of funding to be decided at a local level, by the Council's Cabinet,

A summary of the programme is appended to this report including current status and next governance milestone. Defrayment under the terms of the MOU has been achieved on the following projects:

- Ten_01 Bus infrastructure: the funding agreement has been sealed and funding transferred and the works are due to be completed by March 2026;
- Ten_02 Community Transport Buses: three grants have been awarded to local organisations;
- Ten_03 Fit out of Clacton Skills Hub: the funding agreement has been sealed and funding transferred. The fit out will be completed following the construction of the new Clacton Library, led by ECC, in 2027;
- Ten_14 Cultural masterplanning: the consultant team have been procured and have commenced work, with an expected completion in April 2026;
- Ten_15 Urgent Treatment Centre: the funding agreement has been sealed and funding is pending transfer. The works are forecast to complete in March 2026.

Reallocation of funding

Key considerations within the programme are highlighted as follows:

- Ten_05 Tudor Fields: The initial high-level feasibility work completed shows that a highways led option for an escape route is not viable within the CRP2 funding envelope. In addition, the Environment Agency have advised increased requirements from consultation undertaken during the development of the Jaywick Sands Place Plan, rendering highways scheme unfeasible. A walking/cycling scheme (not to a highways standard) may still be possible to provide connectivity and active travel which remains under consideration however for value for money reasons a lower budget is considered appropriate.
- Ten_09 Jaywick Sands Public Open Spaces: further to the report presented to Cabinet in June 2025 regarding the Playzones project, additional funding is required for the Crossways scheme in Jaywick Sands to introduce power provision which will enable floodlighting, supporting community safety and year-round use of the facility. It is recommended that these works, at a figure of £50,000, are funded through the additional funding proposed to be allocated to this scheme;
- Ten_11 Martello Tower E: the Council's Project Board are working with the appointed specialist consultant team to develop refurbishment proposals through to the submission of the required Scheduled Monument Consent application, informed by ongoing engagement with Historic England. It is reasonable to state that given the inherent complexities associated with this project, it presents the highest deliverability risk in terms of the funding timelines / milestones set out by MHCLG as highlighted earlier on in this report. This project therefore needs to be subject to regular / ongoing review via the existing project management arrangements with the aim providing the Council with as much flexibility as possible to enable the consideration of potential alternative approaches via on-going consultation / dialogue with MHCLG as necessary.
- Ten_13 Town Centre Building: Negotiations with the owner of the identified building have not been fruitful, with their decision to put the site into auction with a guide price substantially above fair market value. The property may still be available, however without access for surveys and inspections the council has been unable to advance the procurements needed to provide enough evidence of a substantial start and commitment by March 2026. Furthermore, alternative enforcement options over the longer term may achieve the same intended outcome to bring the building back into use, whilst also ensuring the ground floor commercial spaces are fully let. Alternative options considered as part of the project development also included:
 - Pursuing alternative properties: this option is affected by similar timescale issues around acquisition and works following acquisition within funding envelope; and suitable properties that could achieve the intended outcomes were not identified;
 - Pursue compulsory purchase: Not achievable in the funding envelope;
 - Pursue enforcement: Unlikely to be achievable within the timescale for funding and may not be classed as capital funding.

Due to an acquisition not being possible to negotiate this project is proposed to be closed out and the funding reallocated to other projects within the programme, to ensure the funding can still be delivered within the terms of the MOU.

It is recommended to reallocate additional funding to:

Project	Amount of extra money	Outcomes as set out in Delivery Plan	Reasons for recommendation of additional funding
Ten_04 Sunspot Solar Panels	£50,000	<ul style="list-style-type: none"> ▪ Cost neutral energy for tenants ▪ Reduction in TDC's energy consumption ▪ Supporting TDC's carbon neutral agenda 	<ul style="list-style-type: none"> ▪ To ensure full accessibility to all units during installation ▪ Responds to cost inflation since original scoping leading to current cost estimate exceeding budget ▪ Provide additional site generation to generate income
Ten_06 Extending the Work of the Healthy Homes Initiative	Reallocate £100,000 capital £200,000 revenue	<ul style="list-style-type: none"> ▪ Improvement to the local environment through removal of unsafe and unsightly buildings ▪ Improvement to general wellbeing of local residents ▪ Reduction in crime 	<ul style="list-style-type: none"> ▪ To extend the scope to include improvements to the Enterprise Centre, as the operations centre of the Jaywick Sands Healthy Homes
Ten_07 Clacton Town Centre Public Realm	£2.5m	<ul style="list-style-type: none"> ▪ Clean and ambient environment that promotes dwell time and pride in place ▪ Reanimation of town centre through designated space for events ▪ Promotion of the seafront to disabled residents & visitors ▪ Improved footfall, feelings of safety and appreciation for local heritage 	<ul style="list-style-type: none"> ▪ To extend the scope of the project ▪ Deliver improvements to a wider area of the town centre ▪ Interventions could connect up to the station ▪ Works could include surfacing improvements
Ten_08 Jaywick and Clacton Shopfront Improvements	£200,000	<ul style="list-style-type: none"> ▪ Increase in footfall ▪ Improved perception of the area ▪ Increase in empty units being taken ▪ Increased business sustainability 	<ul style="list-style-type: none"> ▪ Extend grant scheme ▪ Ringfenced sum of £150,000 to drive improvements within Jaywick Sands
Ten_09 Jaywick Sands Public Open Spaces	£1.2m	<ul style="list-style-type: none"> ▪ Safer and enhanced public spaces and play facilities ▪ Improved visual amenity and resident environments ▪ Improved perceptions environmentally and reputationally 	<ul style="list-style-type: none"> ▪ More improvements to wider area through more significant investments to the public spaces identified ▪ New routes & active travel ▪ Surfacing improvements to Brooklands ▪ Power to Crossways Playzone ▪ Provide expanded enhancements to safety and usability, supporting the

			Council's strategic objectives around, health and wellbeing
Ten_10 Seafront Micro Venue	£400,000	<ul style="list-style-type: none"> ▪ Improved perception of facilities ▪ Increased access and engagement with creative & cultural activity ▪ Opportunity for local groups to occupy the new space(s) ▪ Increased links between seafront and town centre 	<ul style="list-style-type: none"> ▪ De-risk delivery of aspirations which currently could exceed budget ▪ To improve the quality of the design ▪ Responds to cost inflation since original scoping ▪ Additional contingency for retaining Beach Patrol operations during construction and works to the historic building
Ten_11 Martello Tower E	£1.5m	<ul style="list-style-type: none"> ▪ Improved visual landscape in a prime seafront location ▪ Opportunity for users to visit, access and appreciate heritage ▪ New opportunities and/or business/job creation 	<ul style="list-style-type: none"> ▪ Expanded scope of works to Tower E beyond core repairs ▪ Works to bring the tower into use as lettable premises ▪ Additional contingency for repair works to the historic building
Ten_12 Active Wellbeing Centre Phase 1	£750,000	<ul style="list-style-type: none"> ▪ Improved local health outcomes and increase in local physical activity levels ▪ Continued work with partners to support health and social outcomes by maintaining a high level of service at Clacton Leisure Centre ▪ Increased sense of local pride and equality of opportunity 	<ul style="list-style-type: none"> ▪ Enable delivery of full vision of Community Ride & Play Zone including contingency ▪ Relocation of existing tennis courts ▪ Enable additional urgent repairs ▪ Account for cost inflation since the original budget estimate which informed the funding allocation

Next steps

Next steps include:

- Where PIDs have been adopted: formal approval of Change Control to Project Initiation Documents (PIDs) and specific actions to rescope or close out undeliverable projects, to be subject of a future report to the Portfolio Holder for Economic Growth, Regeneration and Tourism and executive decision in consultation with the relevant Portfolio Holders;
- Where PIDs have not been adopted, these will be prepared and presented to the relevant Portfolio Holders for approval.

PREVIOUS RELEVANT DECISIONS

- 23rd December 2023; Cabinet: Government Funding Opportunities for Tendring ([12067](#))
- 8th June 2024; Full Council: Tendring District Council to become the Accountable Body for the Levelling Up Partnership

- 26th July 2024; Cabinet: Resources to increase project delivery and progress Levelling Up Partnership ([12630](#))
- 27th September 2024; Executive Decision: Memorandum of Understanding - Levelling Up Partnership with Government ([12841](#))
- 18th November 202: Initiating Property Dealing Procedure ([13001](#))
- 20th December 2024: Community Regeneration Partnership (Formerly Levelling Up Partnership) - Programme Delivery ([19664](#))
- 17th March 2025: Community Regeneration Partnership – Programme Update and Further Wave of Projects ([link](#))
- 5th August 2025: Approval of Regeneration Capital Delivery Board Terms of Reference and Community Regeneration Partnership (CRP2) Project Initiation Documents and Funding Agreements ([link](#))

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

Refer to above relevant decisions

APPENDICES

Appendix 1: Programme update table, October 2025

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