

Section 1: Introduction questions

What is the legal name of the lead applicant organisation?

Tendring District Council

Where is your bid being delivered?

England

Select your local authority

Tendring

Enter the name of your bid

Dovercourt Town Centre Improvement Corridor

Does your bid contain any projects previously submitted in round 1?

No

Bid manager contact details

Full name

Lee Heley

Position

Corporate Director - Place and Economy

Telephone number

██████████

Email address

████████████████████

Postal address

Clacton Town Hall
Station Road

Clacton
Essex
CO15 9SH

Senior Responsible Officer contact details

Full name

Lee Heley

Position

Corporate Director

Telephone number

[REDACTED]

Email address

[REDACTED]

Chief Finance Officer contact details

Full name

Richard Barrett

Telephone number

[REDACTED]

Email address

[REDACTED]

Local Authority Leader contact details

Full name

Councillor Neil Stock OBE

Position

Leader of Tendring District Council

Telephone number

[REDACTED]

Email address

[REDACTED]

Enter the name of any consultancy companies involved in the preparation of the bid

[REDACTED]
[REDACTED]

Enter the total grant requested from the Levelling Up Fund

£6652251

Investment themes

Regeneration and town centre

[REDACTED]

Cultural

[REDACTED]

Transport

[REDACTED]

Section 2: Eligibility and gateway criteria

Which bid allowance are you using?

Full constituency allowance

How many component projects are there in your bid?

3

Do you have the support of all the authorities with the relevant statutory responsibility before proceeding?

Yes

Are you submitting a joint bid?

No

Grant value declaration

I am submitting a bid as a single applicant and can confirm that the bid overall does not exceed £20 million grant value

Tick to confirm

Gateway criteria: costings, planning and defrayment

I confirm that some LUF grant funding will be defrayed in the 2022/23 financial year

Tick to confirm

Section 3: Bid Summary

Provide bid name

Dovercourt Town Centre Improvement Corridor

Provide a short description of your bid

This bid proposes the first phase of a programme of regeneration of the town centre next to Freeport East, delivering three projects along the peninsula corridor from Dovercourt seafront to the station. Interventions will upgrade Dovercourt town centre's public realm, provide a refurbished library with new accessible skills centre and co-location facilities, and deliver new social housing in the heart of Dovercourt. The bid will lay the foundation for planned connectivity improvements, revitalise the town's gateway, level up outcomes for residents and encourage investor confidence ahead of the planned arrival of the Freeport East Green Energy Hub at Bathside Bay.

Provide a more detailed overview of your bid proposal

Please view Appendix 1 for images referenced below.

This package is comprised of three projects, together forming the Dovercourt Town Centre Improvement Corridor. The projects will deliver value individually whilst also leading to substantial wider land value uplift (WLVU) across the locality as they kickstart wider regeneration and diversification of the town centre. An overview showing the individual project locations in relation to one another is shown in image 3.1.

Public Realm Scheme (image 3.2)

Delivery of improvements from Dovercourt Station forecourt up Kingsway North, across the High Street Junction, and along Kingsway South and Marine Parade, to create a corridor of public realm and transport interventions.

Outputs and benefits: Improved health outcomes, connectivity, access to key amenities for residents; enhanced pride of place and visitor experience; prioritised sustainable travel; a transformed gateway to the town centre.

Station Forecourt and Kingsway North (image 3.3)

The proposals will transform Station Plaza into a welcoming public space, creating a greener and safer gateway to the town centre. Includes formalised kiss-and-ride arrangements, improved/re-formatted junction to ensure safer and easier pedestrian and cycle access with a footway crossover, and introduction of a 20mph zone.

Kingsway South and Marine Parade (image 3.4)

New public realm space outside of the grade II listed Kingsway Hall and Harwich Library, with a green canopy alongside street furniture and improved lighting to improve the streetscape and deter anti-social behaviour. Introduction of a 20mph zone will create a safer, greener and more welcoming environment.

High Street Junction (image 3.5)

New footways and public space pavements, laid in alternating patterns to provide emphasis to the historic High Street, and a raised table junction providing safe and easy pedestrian and cycle access.

Harwich Library (image 3.6)

Refurbishment of Harwich Library, to enhance the existing space. Expands the existing mezzanine level by 182sqm delivering two 58sqm hybrid spaces for classroom use, co-location and civic activity, in an accessible town centre location.

Outcomes and benefits: Connecting residents to opportunity (including future opportunities at Freeport East) through accessible skills provision, thereby supporting inclusive growth; more resilient, healthier and connected communities through co-located service delivery; investment in a key public asset to tackle deprivation and level-up outcomes for residents.

The project facilitates the re-introduction of Adult Community Learning Essex to Harwich and Dovercourt, proving space for 40 learners. ACL are specialists in adult education, equipped to support residents who have additional needs which may create barriers to accessing jobs and services.

The hybrid rooms will enable learners to access courses elsewhere across the county, and provides an accessible, centralised skill offer to up-skill, re-skill and connect residents to the opportunities Freeport East can deliver.

The refurbishment will therefore provide co-location facilities for local services and partners to deliver demand-led provision from a

centralised public space.

Milton Road (image 3.7)

Delivers nine, three-bedroom homes to be rented as social housing.

Outcomes and benefits: Redevelopment of the car park into housing will use a stalled site to provide accommodation and will refresh the street scene on Milton Road.

Provide a short description of the area where the investment will take place

Harwich and Dovercourt is the second main settlement within the district of Tendring. Though contiguous towns, Harwich and Dovercourt retain distinctive characteristics. Harwich has a strong maritime heritage going back to its use as a naval base until the 19th Century, with its history defined by its ongoing use as a port. Dovercourt was predominantly developed during the 19th century and its town centre is the main community and retail focus for the area. The town centre overlooks the Blue Flag Dovercourt Bay beach.

In the mid-20th century, Harwich reached its prominence as a maritime and port centre, but this has since seen significant decline as a result of changing global shipping patterns and requirements. This decline of employment at the port has had knock on effects in terms of deprivation across Harwich and Dovercourt, where the employment available locally no longer meets the needs and skills of the resident population.

Despite the presence of the port, job density is far lower than in comparator areas, and many residents face multiple deprivation. Challenges in the locality are exacerbated by the geographical constraints; Harwich is centred at the very tip of the Tendring peninsula, limiting residents' access to neighbouring key services, educational and employment opportunities. The nearest higher education skills provision for residents is in Colchester, with Rail journey times from Harwich to Colchester approximately 45 minutes, requiring a change at Manningtree, and a bus route option which takes 1 hour and 15 minutes. This significant journey time is compounded by concerns of affordability for low-income rail users and young residents. Journey times to Clacton, which offers the nearest Adult Community Learning provision, are even further constrained, requiring residents to travel via Colchester with a total rail time of 1 hour 20 minutes and a bus journey of an hour.

With the announcement of Freeport East, this historic coastal locality has the opportunity to regain its maritime status at a national scale. Bathside Bay at Harwich has the potential to become the southern North Sea's leading Green Energy Hub, drawing inward investment from Europe and expanding the UK's offshore wind expertise, supporting the drive to achieve 60% UK content and becoming a key site for the national industry. Bathside Bay could deliver 3,500 jobs at the 122 hectare site, unlocking wider growth for the locality. The Levelling Up Fund offers the opportunity to deliver local interventions that would complement and build upon the benefits that would be created by Freeport East, and level-up outcomes for our residents.

A map showing Harwich and Kingsway Ward, where all projects in this package are located, has been uploaded, but please see Appendix 2 for a map showing the proximity of Bathside Bay to the location of the package of projects contained in this bid.

Optional Map Upload

Harwich & Kingsway Ward.pdf

Does your bid include any transport projects?

Yes

Provide a short description of the transport project

This project delivers a corridor of focused improvements from Dovercourt Station forecourt up Kingsway North, across the High Street Junction, and along Kingsway South and Marine Parade, to create a corridor of public realm and transport interventions.

The corridor runs through areas identified in TDC's Local Plan as employment allocations, priority areas for regeneration, and town and neighbourhood centres, and is adjacent to Bathside Bay, which is earmarked for development in relation to the planned Green Energy Hub at Freeport East.

Station Forecourt and Kingsway North (image 3.3)

The proposals will transform Station Plaza into a welcoming public space, creating a greener and safer gateway to the town centre. Includes formalised kiss-and-ride arrangements, improved/re-formatted junction to ensure safer and easier pedestrian and cycle access with a

footway crossover, and introduction of a 20mph zone.

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New public realm space outside of the grade II listed Kingsway Hall and Harwich Library, with the creation of a green canopy alongside street furniture, benches, and improved lighting to improve the streetscape and deter anti-social behaviour. Introduction of a 20mph zone will create a safer, greener and more welcoming environment.

High Street Junction (image 3.5)

New footway pavements and public space pavements, laid in alternating patterns to provide emphasis to the historic High Street. A raised table junction provides safe and easy pedestrian and cycle access, with coloured road material to improve visibility and an advanced stop-line for cyclists.

Provide location information

Location 1

Enter location postcode

CO12 3JT

Enter location grid reference

TM 25680 31533

Percentage of bid invested at the location

██████

Optional GIS file upload for the location

Location 2

Enter location postcode

CO12 3LA

Enter location grid reference

TM 25688 31561

Percentage of bid invested at the location

██████

Optional GIS file upload for the location

Location 3

Enter location postcode

CO12 3AG

Enter location grid reference

TM 25595 31595

Percentage of bid invested at the location

████

Optional GIS file upload for the location

Select the constituencies covered in the bid

Constituency 1

Constituency name

Harwich and North Essex

Estimate the percentage of the bid invested in this constituency

100%

Select the local authorities covered in the bid

Local Authority 1

Local authority name

Tendring

Estimate the percentage of the bid invested in this local authority

100%

Sub-categories that are relevant to your investment

Select one or more regeneration sub-categories that are relevant to your investment

Civic
Residential

Select one or more cultural sub-categories that are relevant to your investment

Other Cultural

Describe other cultural sub-category

Libraries

Select one or more transport sub-categories that are relevant to your investment

Active Travel

Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome

The schemes put forward in this bid have not been submitted for any other outstanding funding applications. There are two other bids within the District being submitted for LUF: the Clacton Civic Quarter, and an Essex County Council (ECC) Transport bid.

Provide VAT number if applicable to your organisation

104169792

Section 4: Equalities

Bidders are invited to outline how their bid will promote good community relations, help reduce disparities amongst different groups, or strengthen integration across the local community

Tendring District Council Public Sector Equality Duty (PSED) and Equality Impact Assessment (EIA) Policy in May 2022 sets out the Council's approach to EIA and its commitment to ensuring it meets its PSED as set out in section 149 of the Equality Act 2010. Projects outlined in Harwich & Dovercourt are not expected to negatively impact any protected characteristic, and no impact is anticipated to characteristics including race, gender, sex, or sexuality. Projects outlined will offer positive impacts, particularly in characteristics related to age, disability and pregnancy/maternity.

Dovercourt Town Centre Improvement Corridor prioritises pedestrians and cyclists, making pavements/road crossings safer, benefitting all groups. Improved public realm will provide more spaces to rest, which positively impacts certain characteristics (age, disability, pregnancy/maternity), and a more attractive environment has been shown to have a positive impact on people's mental health generally.

Safer public realm with improved natural surveillance and crime reduction measures will ensure people feel safer walking through the town centre in the evening, especially women, who can feel particularly vulnerable.

Plans for the co-location of ACL and library will make both more accessible via public transport. People of all ages will make use of this facility, with a number of events/activities aimed at certain groups by age but never to the detriment of specific groups overall. The impact of any potential short-term closures of libraries has been considered but mitigations will be prepared to negate these and maintain provision – with current library audiences tending to be older people and young families, locally.

Positive impact is expected for people on low incomes, working families and people unemployed/ economically inactive as interventions in the bid look to provide better access to facilities locally. This could particularly benefit people with subsidised access to low cost/free public transport, including those of pension age, but overall

not detrimentally affect any protected characteristic.

Milton Road, through the new provision of family social housing, will have a positive impact on families made up of all ages and will be allocated according to existing published policies, not prioritising any protected characteristic over another. Each will have the flexibility to be adapted with disability assistance aids if required by the tenant/s, although the townhouse design may not be appropriate for those with age/health related mobility issues in the long term. TDC's Draft Housing Strategy 2019-2024 shows that 415 households (26%) on the housing register have a physical or mental health condition made worse by their housing, which this provision would move to address.

The demolition of the existing car park at Milton Road includes the removal of public toilets, but any detrimental effect to protected characteristics (particularly age, disability, pregnancy and/or maternity) will be mitigated by the replacement provision at the Starlings site, an ongoing non-LUF project adjacent to the Milton Road site.

Where construction is required, facilities will incorporate accessibility and DDA compliance requirements. Maintaining the provision of disabled parking bays has also been taken into account throughout the 3 projects.

Section 5: Subsidy control and state aid analysis

Is the support provided by a ‘public authority’ and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?

Yes

Does the support measure confer an economic advantage on one or more economic actors?

No

Provide further information supporting your answer

This question is relevant to two projects within the package bid:

Public realm scheme:

This will be delivered via Jacobs who are an existing ECC contractor, so no additional economic benefit will come from them delivering this scheme, as improvements proposed within the LUF bid will fall within their existing contract.

ACL provision within Harwich Library:

Based on : Draft Statutory Guidance on the United Kingdom Subsidy Control Regime Subsidy Control Act 2022 (publishing.service.gov.uk) on p 149 it states:

‘where the costs of education services are principally funded, whether directly or indirectly, through public resources, those services will not be considered to be an economic activity’ – therefore if TDC or Essex County Council are funding the ACL, which is funded through the Education and Skills Funding Agency, this is not an economic activity therefore ACL are not an economic actor.

Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?

No

Provide further information supporting your answer

This question is relevant to two projects within the package bid:

The information set out below is as provided for the previous question.

Public realm scheme:

This will be delivered via Jacobs who are an existing ECC contractor, so no additional economic benefit will come from them delivering this scheme, as improvements proposed within the LUF bid will fall within their existing contract.

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Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?

No

Provide further information supporting your answer

Within the package bid there are three projects:

Public realm scheme:

Delivery of this scheme will be via an existing ECC contractor so no additional economic benefit will come from them delivering this bid.

Milton Road scheme:

This is not considered a subsidy, procurement process will be followed for design and construction, and the houses built will be social housing so no distortion of open market.

Library with space for ACL provision:

This is not considered a subsidy as set out in previous questions.

Will you be disbursing the funds as a potential subsidy to third parties?

Yes

Section 6: Strategic Fit

Has an MP given formal priority support for this bid?

Yes

Full name of MP

Sir Bernard Jenkin

MP's constituency

Harwich and North Essex

Describe what engagement you have undertaken with local relevant stakeholders. How has this informed your bid and what support do you have from them?

This year, prior to submission of the bid, officers from Tendring District Council (TDC) met with the Harwich and Dovercourt Tourism Group, and Harwich Town Council, to discuss the projects within the bids and hear any views. Both groups agreed to produce letters of support which can be found in the appendix; the letter of support from the Harwich and Dovercourt Tourism Group particularly welcomed the proposals to improve the public realm. Harwich Town Council supported the bid unanimously, and felt the proposals will have a major positive impact in boosting the local economy, increasing employment and educational opportunities and improving social wellbeing

ECC carried out a consultation from November 2021-January 2022, seeking views from Essex residents, library service users and organisations about the new draft plan for the future of library services, and their findings for Tendring reflected the suggestions of the Masterplan, and supported the proposals within this bid. The consultation findings showed support for library services which fit the aims of the wider Levelling Up agenda, and Tendring residents particularly favoured providing support for people to improve their employability.

Skills and social infrastructure stakeholder engagement workshops held in October / November 2021 emphasised the geographical constraints limiting residents' access to skills opportunities, with no

ACL provision in Harwich and Dovercourt creating an absence of general upskilling opportunities for adults locally.

All of the projects proposed in the bid are taken from Dovercourt Revisited (see appendix 3). This document was commissioned in January 2018 by TDC as a means to update the previous masterplan (Dovercourt Rediscovered) from 2011. The production of Dovercourt Rediscovered included a public engagement exercise where members of the public were invited to comment on the masterplan, via exhibitions which were held over two days. One of the key messages from the exercise was that the town's public realm needed to be upgraded: one of the most commonly cited responses to what attendees did not like about Dovercourt was the quality of the street scene (74%).

During the production of Dovercourt Revisited, a meeting was held with the Coastal Community Team (CCT), which includes a range of stakeholders, to refresh the knowledge base brought forward from the previous masterplan and to test initial thinking. In October 2018, the team then met with Councillors, officers and other stakeholders including businesses to review the draft strategy and initial recommendations, and to obtain their views.

Dovercourt Revisited also highlighted the importance of the library to the diversity of the town, and stated that its continued use should be supported and promoted as much as possible. The document highlights the library's position as an anchor in the town, and suggests that loss of library services, would result in loss of footfall, and other businesses in the town would lose custom.

Has your proposal faced any opposition?

During meetings with the Harwich and Dovercourt Tourism Group, some concerns were raised about the future management of the social housing element of the bid. These concerns were managed by seeking agreement from the council that the new homes would either be retained within TDC's existing housing stock, or managed through a trusted housing company.

This was viewed as a satisfactory approach to addressing the potential issue, and the group agreed to provide a letter of support to the bid.

Do you have statutory responsibility for the delivery of all aspects of the bid?

No

Which parts of the project do you not have statutory responsibility for?

TDC do not have statutory responsibility for the public realm project or the library refurbishment project within this bid. Statutory responsibility for both of these projects sits with Essex County Council.

Who is the relevant responsible authority?

Essex County Council

Support/consent of the relevant responsible authority

Do you have the support/consent of the relevant responsible authority?

Yes

Provide evidence of the local challenges / barriers to growth and context that the bid is seeking to respond to

High levels of deprivation: Many residents in Harwich and Dovercourt experience high deprivation across several sub-domains, with three lower super output areas (LSOAs) within the top 10% most deprived nationally, and a further four in the top 20-30% [REDACTED]. [REDACTED] The specific area where the interventions in this bid are concentrated (LSOA 001D) is demonstrably in need, falling within the 10% most deprived nationally for: income, employment, education, skills & training, crime, and living environment. Decline is continuing at pace: with a +41% percentage change in deprivation rank from 2015-2019, strategic and targeted interventions are required to transform the fortunes of the area.

Connectivity and a declining town centre: The built environment is constraining the visitor experience. In consultation on Dovercourt Revisited, the most common response from attendees on what they disliked about Dovercourt town centre was the quality of the street scene, with 88% stating their first impression of the town centre as unwelcoming and untidy. Poor public realm reduces commercial and residential property prices, hindering the potential of the town centre to

attract and invite confidence for investment (See below). Pockets of deprivation are exacerbated by limited connectivity to key services, employment and educational opportunities. The town centre is not equipped to support planned investments in cycling infrastructure, which will impede residents' use of sustainable and active modes of travel. The current library provision is not equipped to provide residents with access to upskilling opportunities or to provide for accessible co-location, wider service delivery and civic activity. As of 2021/22 the average rateable value per sqm of commercial floorspace in Tendring (£61) was below that of the East (£76) and England (£88). Suppressed demand and low land values have created a cycle of economic decline, with younger residents leaving in search of economic opportunities.

Education, skills and employment: Residents are constrained by a decentralised skills offer. With 6 of 13 LSOAs falling into the 10-20% most deprived nationally for education, skills and training, the challenges facing the locality are compounded by low job density, which stands at 0.40 jobs per resident, compared with 0.79 in Essex and 0.87 nationally. Residents also struggle to access higher skilled and higher paid jobs due to a lack of qualifications. 31% of Harwich and Dovercourt residents aged above 16 held no formal qualifications compared to 23% across the East and 22% nationally (2011 Census).

Health and wellbeing: A lack of centralised wellbeing provision exacerbates limited take-up of support by vulnerable communities. 5,000 residents at the tip of the peninsula face life expectancy within the bottom 15% of local areas nationally. Child poverty rates are among the highest in the country, with poor health and wellbeing outcomes placing almost half of all LSOAs within the 20% most deprived on the IMD measure for Health. The Small Area Mental Health Index map (figure 3.9, appendix 1), shows the high need for mental health provision, with many residents experiencing poor mental health.

Explain why Government investment is needed (what is the market failure)

Projects in this bid have been developed from the Masterplan, Dovercourt Revisited (appendix 3).

There are 20 key projects identified in Dovercourt Revisited to unlock the town centre's potential. One project, the development of the Starlings site to provide flexible car parking and events space, is underway with funding from TDC.

The package of projects put forward in this bid is the next phase of the vision set out in Dovercourt Revisited. It seeks to revitalise a tired and under-utilised town centre and improve outcomes for residents and businesses, through regeneration which ultimately seeks to rectify multiple market failures:

1. Public goods – provision of social housing at Milton Road. Private investment in social housing does not generate profit, as social housing only delivers 60% of the market rent rate. Soft market testing of the Milton Road site has indicated historically that a land value would need to be zero or negative for the scheme to be considered profitable for the private sector. Construction costs and property values in Dovercourt are such that private sector housing is not viable in the traditional sense. Because private housing is unviable in itself, a mixed development containing social housing is also unviable.

2. Public goods – Requisite improvements to deliver a modern, co-location facility and skills provision within the library is a public good that wouldn't be viable to be brought forward by the private sector as libraries do not make a profit.

3. Public goods – Revitalising the tired public realm with the proposed Dovercourt Public Realm Scheme would not be brought forward by the private sector as, in addition to inherent viability constraints that limit such investment, it would be hard for a single developer to capture all the land value uplift accruing from the scheme given disparate town centre land ownership. Market failures associated with the costs of public realm improvements and the distribution of benefits across a wide range of users, rather than as a direct return to the investor

4. Negative externality – Unattractive public realm in the town centre suppresses commercial and residential land values nearby, resulting in low returns on investment / development for private investors, as well as low confidence

5. Positive externality – There is a positive externality to providing adult skills provision space, which is a wage uplift from attaining higher levels of skills; a private developer would be unlikely to consider this if developing a skills centre and calculating a return on investment.

Under-investment in transport and skills infrastructure relative to the high levels of deprivation have been a barrier to large-scale housing and economic growth.

To unlock the growth required to support regeneration and bring forward major consented sites, investment in town centre infrastructure is required to drive commercial demand, improve investor confidence, and create a town centre which is inviting to residents and visitors. Without this investment, services such as Adult Community Learning which withdrew from Harwich due to the lack of viability in maintaining their own premises, will not be readily accessible to residents.

Low demand and viability issues have impeded delivery of the high quality residential and public realm schemes required to facilitate step-change in the perception of Harwich and Dovercourt, and unlock further development to create a more welcoming environment. The Milton Road project which was identified in the Masterplan for its transformative regenerative impact, has failed to come forward as a residential development due to market demands and viability.

Explain what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers

To overcome the challenges, refresh the town and equip residents to maximise the opportunity presented by Freeport East and the benefits it can deliver, this phase of work needs to target the core challenges identified above. Projects have been developed from Dovercourt Revisited, which sets out an ambitious strategy to revitalise the locality.

1. Harwich Library

Proposed Intervention: Renovated library to provide two multi-purpose, hybrid co-location facilities including dedicated space for skills provision led by ACL.

Challenges and barriers addressed:

High levels of deprivation, education, skills and employment: Re-introducing ACL to Harwich provides a centralised skills offer, with the refreshed library space inviting to residents. Skills offer will enable 40 residents to re-skill and upskill, access higher paid employment opportunities, reducing overall deprivation and connect residents to opportunities at Freeport East.

Health and wellbeing: Two new hybrid rooms will also provide accessible provision for co-located services, including a wellbeing offer

to support high levels of mental health need. Partners have indicated early interest in delivering services from the site, where otherwise the nearest provision would typically be in Colchester and Clacton (via public transport, this would be an hour's journey for residents and reduce the probability of service take-up).

Connectivity and a declining town centre: Diversifies the town centre offer, with new service delivery increasing footfall and dwell time. Provides an accessible location for learning use and upgrades a key public asset.

Evidence to support the intervention:

A 2015 report by the Institute for Government found that co-location strengthens and benefits partnerships and delivers improved outcomes for residents by promoting efficiency and driving service innovation. Co-location will also introduce a wider cohort into the town centre, driving increased footfall and increasing dwell-time. Dovercourt Revisited emphasises the importance of the Library to the diversity of the town and stresses its continued use should be supported and promoted as much as possible.

2. Public Realm Improvement Corridor

Proposed Intervention: Public realm and transport improvements across Kingsway North and the Station Forecourt, High Street Junction, Kingsway South and Marine Parade.

Challenges and barriers addressed:

Health and wellbeing: Better health outcomes for residents, encouraging modal shift with focus on pedestrian and cycling experience and improved green infrastructure.

Connectivity and a declining town centre: Improving the street-scene to reassert Harwich's pride of place, encouraging investment by improving attractiveness to visitors, businesses and boosting the visitor experience, and improving access to and the quality of the amenities and environment of the town centre. Transport and public realm improvements will facilitate ECC's wider sustainable travel plan for the locality, revitalising and making public spaces more inviting. New public space pavement will emphasise the Library to create a more attractive space and showcase grade II listed Kingsway Hall to maximise the rich cultural heritage of Harwich and Dovercourt.

Evidence to support the intervention:

20mph zones have shown to increase active travel modes, creating a safer and more encouraging walking and cycling landscape for residents. Negative perceptions of the town centre impact the visitor experience. Emphasising key assets and revitalising the public realm invests in the quality of experience and prioritises the liveability factors critical to a thriving town centre. Consultation carried out for Dovercourt Revisited demonstrated the need to improve the street-scene, with 88% of respondents expressing a negative view of first impressions of the town.

3. Milton Road

Proposed Intervention: Demolition of existing car park and public conveniences to be replaced by the separately funded adjacent Starlings site project. Construction of 9 homes which will contribute to the Council's social housing stock.

Challenges and barriers addressed:

High levels of deprivation: The Council's Housing strategy for 2019 to 2024 indicated that as of March 2019, 15% of people on the housing register indicated a preference of the Harwich and Dovercourt area. Some existing stock in the area is outdated and unsuitable. The development represents potential for both stock growth and improvement as well as meeting established local demand.

Connectivity and town centre: Alongside the existing Starlings project, demolition and repurposing to the site at Milton Road will move towards addressing deprivation locally by adding to the social housing stock with good quality, well managed homes. This will address the declining town centre by removing an eye sore building, and increasing footfall close to the town centre.

Evidence to support the intervention:

A 2009 report by the Audit Commission, 'Building Better Lives', found that £1 spent on providing housing support for vulnerable people can save nearly £2 in reduced costs of health services, tenancy failure, crime and residential care.

How will you deliver the outputs and confirm how results are likely to flow from the interventions?

This bid is the first phase of a programme to catalyse the wider regeneration of Harwich and Dovercourt. The schemes have been subject to feasibility studies, selected for their strategic importance to unlocking wider benefits and boosting economic activity to improve confidence among investors, businesses, and most critically, as the basis and foundation as the first phase of wider interventions to level-up outcomes for our residents.

The programme would deliver benefits in its own right, but is also designed to prepare the locality for the pipeline of upcoming investment and wider planned developments (including Freeport East). This bid draws on Dovercourt Revisited to deliver interventions now, to improve wider connectivity and sustainable travel improvements, public realm and pedestrianisation schemes to diversify the town centre, and to maximise the opportunity presented by the Freeport with a wider skills delivery programme.

Dovercourt public realm scheme:

Outputs:

Revitalised gateway to town centre

Prioritised sustainable and active travel modes

Rationalised and more attractive streets and public amenity spaces

Increased green infrastructure

Outcomes:

Change in perception of town centre, delivering a more attractive space to visitors, employees and residents

Improve footfall and dwell time, rising to pre-pandemic levels

Support sustainable modal shift, with improved accessibility to key services

Boosted investor and business confidence, driven by wider land value uplift

Cohesive and better connected town centre

Improved health outcomes for residents

Reduced perception of crime

Complements refurbished library skills and co-location offer to diversify town centre

Harwich Library and co-location:

Outputs:

High quality refurbished public space
Access to ACL courses for 40 learners
Two new hybrid co-location facilities providing additional 182sqm of space
Increased public sector revenue with new flexible spaces for hire

Outcomes:

Improved access to skills and employment opportunities
Improved outcomes for residents with better skills, health and wellbeing
Enhanced connectivity and pride of place with renewed community cohesion
Diversified town centre with renewed pride of place
Residents enabled to access new and higher value employment, with up-skilling unlocking more sustainable employment opportunities and widening access to employment at Bathside Bay

Milton Road:

Outputs:

9 new, 3 bedroom high quality residential units
Enhanced parking provision
Re-purposed and unlocked stalled site in key part of town

Outcomes:

Diversified town centre with improved social housing offer
Unlocked stalled site improving look and feel of town centre
Better access to social housing
Renewed pride of place
Uplift in land values across wider locality

Impact:

This bid is the first phase of delivering the vision for Harwich and Dovercourt. It will be the catalyst unlocking the short-term objectives for the locality, delivering WLUVU, unlocking the next phase of our ten-year planned growth, and bringing forward the renewal of the town centre, levelling-up outcomes for residents, and sustaining prosperity for the long-term.

Explain how the component projects in your package bid are aligned with each other and represent a coherent set of interventions

The three schemes within this bid reflect the spatial strategy set out in Dovercourt Revisited. The strategy divides Dovercourt into three key areas; the station gateway, high street, and seafront.

The Masterplan also sets out 9 principle objectives which encapsulate the strategy for revitalising Dovercourt:

1. Reinforce the town centre as the place for local facilities and services
2. To intensify the town centre and enhance its role as a place to live and work
3. Enhance Dovercourt's character and strengthen its distinctiveness
4. Make it easy and attractive for people to come to the town centre by all modes of transport
5. Provide a high quality public realm
6. Offer quality public spaces that invite people to stay
7. Support small interventions to animate the centre, bring quick improvements and catalyse change
8. Effective marketing and promotion of the town centre
9. Manage the town centre

The schemes proposed in this bid support a number of these objectives. The refurbishment of the library meets objectives 1 & 2 through the reintroduction of adult community learning and other co-located services, the Milton Road housing project, delivering 9 high quality homes in a currently stalled site, meets objectives 2 & 3, and improvements to the cycling, walking and public transport infrastructure through the public realm package knits together the other two projects, whilst meeting objectives 4, 5, and 6.

Together these projects create a suite of interventions which will support further ideas to catalyse change and meet objective 7.

Set out how other public and private funding will be leveraged as part of the intervention

Decarbonisation improvements to the Library may also be able to access Salix funding, meeting the LUF's criteria of allocating Government funding to the public sector to improve energy efficiency,

reduce carbon emissions and lower energy bills. This is an opportunity to upgrade an existing building sensitively and with an eye to the future.

Initial discussions with our partners at One Public Estate have indicated that the Milton Road project within this package bid would be eligible for an application to the Land Release Fund. We believe that a full £15,000/unit grant application for the Land Release Fund can be justified in line with the department's criteria. Should the bid be successful, there will be scope for discussion between DLUHC and TDC regarding an adjustment to the LUF or match funding ask proposed in this bid.

Tendring has been allocated £1.18m through the UK Shared Prosperity Fund, as part of the Government's wider Levelling Up Agenda. The SPF represents an opportunity to work with partner organisations across the district, to identify outcomes which benefit residents and increase pride in place, through themes of Communities and Place, People and Skills, and Supporting Local Business. The Investment Plan - under development - can complement the capital investments proposed in this bid.

Opportunities offered by the Freeport are also key for the locality. The associated development and delivery of Bathside Bay is estimated to create 3,500 jobs and £120m of retained rates. This funding source is expected to catalyse and unlock wider growth, although the use of retained rates will not in itself be sufficient to meet the scale of investment needed for all the projects that would unlock wider growth and tackle inequality, as they will be needed to support significant infrastructure costs to develop the facilities at Bathside Bay.

Increased jobs and training coming forward as a result of the Freeport designation and wider investments will mean a levelled-up town centre will be integral to encourage upskilled residents and relocating specialists to remain in/consider the locality as a home for the future.

Explain how your bid aligns to and supports relevant local strategies and local objectives for investment, improving infrastructure and levelling up

TDC voted to approve the masterplan, Dovercourt Revisited, at their Cabinet meeting on 19th July 2019. The projects in this bid are taken from this plan, which seeks to improve the economic performance and vitality of the town by creating a more appealing environment, with the focus on vacant, derelict and rundown sites.

The projects in Dovercourt Revisited deliver the aims and objectives of the Council's Corporate Plan (2020 - 2024), and if successful, the bid would reflect the following priorities:

Building Sustainable Communities for the Future
Vibrant Town Centres

Building and managing our own homes

A Growing and Inclusive Economy

Develop and attract new businesses

Community Leadership Through Partnerships

Joined up public services for the benefit of our residents and businesses

Submission of this bid complements the following areas for action set out in TDC's Economic Strategy 2020-24:

Building the capacity of local civil society and third sector organisations to support the development of routes to employment in community businesses, social enterprise and alternative labour markets
Work with core Higher Education and Further Education partners

Section 1 of the TDC Local Plan 2013-2033 and Beyond was formally adopted on 26th January 2021, and Section 2 was formally adopted on 25th January 2022.

If successful, delivery of the bid, would align with the following strategic objectives set out in Section 1:

Providing sufficient new homes

Fostering economic development

Dovercourt Town Centre and adjoining areas are identified as Priority Areas for Regeneration – to be the focus for investment in social, economic and physical infrastructure and initiatives to improve vitality, environmental quality, social inclusion, economic prospects, education, health, community safety, accessibility and green infrastructure.

The projects within this bid also align with the vision for Tendring

District, set out in Section 2.

The Success Essex Prosperity and Productivity Plan sets out four 'missions' for a 'dynamic, resilient, inclusive and connected' economy.

The proposals in this bid meet the following missions:

Inclusive: supporting a growing and changing population, investing in new and existing communities and quality of life

Connected: improving connectivity between rail station and high street

Levelling Up Essex

Essex County Council's corporate plan, Everyone's Essex, sets out the authority's plan for levelling up the county from 2021 – 2025. ECC's 20 commitments are divided into four key areas: economy, environment, health and family.

The projects within this bid contribute towards the following commitments:

Economy:

Good jobs: addressing the impacts of the pandemic on unemployment by supporting business recovery and building a stronger economy for the future, enabling people to build the skills they need to be part of it, and working alongside Essex businesses to help reduce barriers to employment for disadvantaged groups.

Levelling up the economy: addressing the drivers of socioeconomic inequality, based on the foundation of good jobs and a higher skilled and healthier workforce.

Health:

Levelling up health: reducing health inequalities by bringing together partners and communities to address the socio-economic drivers that underpin poor health outcomes, such as poor housing, poverty, economic insecurity and low skills.

Explain how the bid aligns to and supports the UK Government policy objectives

Levelling Up White Paper

The following missions in the Levelling Up White Paper align with the projects in this bid:

By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. (ACL will not only deliver skills training directly but also act as a starting point for local residents on career pathways that involve higher level qualifications)

By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing. (This bid will result in town centre improvements and improved resident engagement in the local community via the public realm improvements and the refurbishment of Harwich Library)

By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing. (resident wellbeing improved by access to housing through Milton Road)

By 2030, pay, employment and productivity will have risen in every area of the UK (the refurbished Harwich Library will contribute to higher skill levels amongst residents, leading to better pay and employment outcomes)

Build Back Better High Streets

This strategy sets out the government's plan for high streets and how high streets and town centres can adapt and thrive after the COVID-19 pandemic. This bid aligns with the priorities set out in the government's Build Back Better High Streets Strategy:

Mixed-use high streets - a 'diverse mix of activity and business'
Government's ambition to deliver new homes as part of town centres to support a diverse mix of activity and business.

As mentioned in the strategy - libraries facilitate learning about local heritage, history and communities which is vital to nurturing pride in the local community. Providing adult learning and access to partner organisations will increase footfall and encourage a range of visitors.

Net Zero strategy: Build Back Greener: ACL provision at Harwich Library will have the ability to deliver cutting-edge domestic retrofit training and accreditation to energy efficiency companies and individuals seeking to enter the industry. The retrofit programme will develop new skills, nurture new careers, and boost economic activity in the region, while improving energy efficiency and sustainability. If

successful, pursuing the decarbonisation option for the redevelopment of Harwich Library will help to meet the aspirations for Heat & Buildings set out in the Government Net Zero strategy 'Build Back Greener'

Freeports: The Freeports policy is a key element of the UK Government's economic growth strategy. The Town Centre Improvement Corridor prepares the locality for the wider investment delivered by Freeport East, including delivering sustainable travel and access improvements to Bathside Bay and maximising the opportunity for residents by providing central, accessible skills provision.

Alignment and support for existing investments

Where applicable explain how the bid complements or aligns to and supports existing and/or planned investments in the same locality

Freeport East: Bathside Bay at Harwich has the potential to deliver 3,500 jobs and generate £120m of retained rates. The retained rates will be needed to support significant infrastructure costs to develop the facilities at Bathside Bay, as well as offer regeneration funding opportunities in the longer term. The delivery of Freeport East will contribute to the Council's priority of 'A Growing and Inclusive Economy' including:

- Developing and attracting new businesses
- Supporting existing businesses
- More and better jobs

The Council's contribution to the Freeport bid was a key action point of the Back to Business agenda, to support the District's recovery from the Covid-19 pandemic.

ECC LUF transport bid; 'Sustainable Journeys to Jobs'

The public realm improvements in the Town Centre Improvement Corridor will also complement and integrate with the wider connectivity and sustainable travel improvements to the Freeport East green energy hub at Bathside Bay that are included in ECC's Transport levelling up bid. The map in appendix 1 illustrates how these planned investments will align to improve local connectivity. These improvements include upgrades to local cycling infrastructure which will complement the public realm measures in this bid; along with bus infrastructure improvements; and the introduction of Digibus, a new demand responsive bus service.

Community Renewal Fund:

A number of organisations offering employment and skills training were successful recipients of the Community Renewal Fund. The recipient

organisations work has focused on creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and helping people in employment, who are not supported by mainstream provision to address barriers to accessing education and training courses. These investment priorities support the aspirations of the projects in this bid.

Shared Prosperity Fund:

An Investment Plan is being prepared to enable TDC to access their SPF allocation. Priority SPF objective areas for Tendring include; creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, strengthening our social fabric and fostering a sense of local pride and belonging, and supporting people furthest from the labour market to overcome barriers to work by providing cohesive, locally tailored support, including access to basic skills.

TDC are also currently investing in the development of a surface car park on the vacant Starlings site, adjacent to the Milton Road project set out in this bid. This development links to the Milton Road development, as it includes a car park of 59 parking spaces, alongside provision of a new public space to be provided. This would incorporate benches, tree planting, landscaping and a children's play area. A public toilet facility is proposed at the western end of this space adjacent to existing buildings. This project is also taken from Dovercourt Revisited.

Elsewhere in Dovercourt, TDC Cabinet has agreed to the purchase of two derelict sites on Victoria Street, close to Dovercourt Station. Options for development will be reviewed following the acquisition of the sites, which is expected to take place in summer 2022. The sites will be used for either the provision of social housing, or community space.

Essex Pedal Power: Flagship programme for ECC and Active Essex, significantly increasing the number of people who cycle in our most deprived Levelling Up communities. Provides residents living in deprived postcodes with the opportunity to apply for a new free bike with free bike riding training, bike maintenance, and community bike rides. 1000 bikes will be rolled out to Harwich and Dovercourt in April 2023. Funding is secured from ECC Levelling Up (£50,000), NE Essex CCG (£300,000), with anticipated investment from Active Essex LDP and Tendring District Council totalling over £300,000.

Explain how the bid aligns to and supports the government's expectation that all local road projects will deliver or improve cycling and walking infrastructure

Although this project is primarily a public realm scheme, the transport element of this package bid focuses on enhancing provision for pedestrians and cyclists, and also provides the foundation for further planned investment in walking and cycling infrastructure across the locality, such as those set out in the Essex County Council LUF bid.

An Essex county-wide Local Walking and Cycling Improvement Plan is in development which aligns these wider interventions to provide new connecting routes from residential areas to key employment sites. Image 3.9 in appendix 1 outlines how these interventions intersect; the purple route (Harwich Cycling Scheme) is put forward in ECC's LUF transport bid which integrates active travel and bus infrastructure to connect residents to employment opportunities at Bathside Bay. The orange line illustrates the proposed future investment planned for the locality with a Cycling Action Plan. The Town Centre Improvement Corridor which forms this bid is shown in red, delivering a range of interventions outlined in detail above, integrating to deliver comprehensive upgrades to the local cycling and walking infrastructure.

The interventions are supported by the roll out of 1000 free bikes in the locality in 2023 as part of Pedal Power, outlined above. The interventions aim to catalyse a wider modal shift, providing an option for those without access to a car whilst also reducing the locality's historic reliance on the car. Improved connectivity will also be complemented by better bus services in the future, once sufficient commuting demand is present.

Confirm which Levelling Up White Paper Missions your project contributes to

Select Levelling Up White Paper Missions (p.120-21)

Skills
Wellbeing
Pride in Place
Housing

Write a short sentence to demonstrate how your bid contributes to the Mission(s)

By 2030, the number of people successfully completing high quality skills training will have significantly increased in every area of the UK; the reinstatement of ACL to Harwich & Dovercourt will directly address this mission.

By 2030, wellbeing will have improved in every area of the UK; by improving the public realm and creating more space for active transport, health and wellbeing will be improved

By 2030, pride in place such as peoples' satisfaction with their town centre and engagement in local culture and community will have risen in every area of the UK; public realm investments will improve peoples' perception of Dovercourt Town Centre

By 2030, the number of non decent rented homes will have fallen by 50%; the Milton Road project within this package bid seeks to improve the quality of the council affordable housing stock in the area.

This bid proposes interventions that will upgrade Dovercourt town centre's public realm, improve accessibility to the highstreet, provide a refurbished library with new accessible skills centre and co-location facilities, and deliver new social housing in the heart of Dovercourt. The outcomes of the projects proposed here will lay the foundation for planned connectivity improvements, revitalise the town's gateway, and increase wellbeing and pride in place for residents.

Section 7: Economic Case

Provide up to date evidence to demonstrate the scale and significance of local problems and issues

High deprivation

Tendring ranks within the top 10% most deprived nationally under the 2019 IMD rankings and is LUF priority category 1. There are significant pockets of highly deprived areas, where entire communities lie in the top 10% most deprived areas nationally.

3 of the 13 LSOAs in the Harwich and Dovercourt area are in the top 10% of most deprived LSOAs nationally. The intervention site LSOA is in the top 10% most deprived nationally on:

- Overall ranking
- Income
- Employment
- Education, skills and training
- Crime
- Living environment.

Limited employment opportunities

Tendring has one of the lowest jobs densities in England with only 0.57 jobs per working-age resident, compared to Essex, the East and nationally (0.79, 0.83, and 0.85 respectively). Jobs density in H&D is even lower at 0.40.

Unemployment across Tendring is higher than the regional and national rates, with 4.8% of working-age Tendring residents unemployed compared to 3.8% across the East and 4.4% nationally. This trend has persisted across the period for which robust data are available.

At a local level, H&D's employment opportunities have historically been limited by a lack of commercial demand. There are a number of historically permitted major sites – such as Bathside Bay – that have not been brought forward. As a result, residents have limited access to jobs.

Lack of skills

H&D residents are less skilled than across the East and England. 31% aged 16+ held no formal qualifications, compared to 23% across the East and 22% nationally. [REDACTED]

The H&D population is older and less qualified than comparators. Mid-2020 population estimates indicated that of 22,540 residents, 5,428 (24%) were aged 65+. 30% of Tendring's residents were aged 65+ in 2020, compared to 20% in England.

Crime issues

Between Mar-21 and Feb-22, there were 2,720 crimes committed in H&D. This corresponds to a rate of 136 crimes per 1,000 residents, almost double the rate of Essex and England overall at 81 and 78 per 1,000 residents respectively. [REDACTED]

Housing need

Housing growth in Tendring has stalled in recent years, and the total homes delivered has been below target. The number of homelessness applications in Tendring increased by 125% from 2014/15 to 2017/18 (increasing from 0.10% to 0.21% of the population).

Supressed demand

In H&D, supressed demand for commercial and residential property and low land values has created a cycle of economic decline, with younger residents leaving in search of economic opportunities. Over the past decade, median house prices locally have grown by less than half the regional and national rates at 27% (71% and 58% respectively). As of 2021/22 the average rateable value per sqm of commercial floorspace in Tendring (£61) was below that of the East (£76) and England (£88). Low land values are reducing the opportunity for private sector investment.

Demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues

A summary of the quality assurance of data analysis and evidence for explaining the scale and significance of local issues is provided below.

High deprivation

The data presented are from the DLUHC Index of Multiple Deprivation Rankings (2019). This data is referred to in the LUF Round 2 application guidance as an example of the credibility and robustness required for the application. Data are presented at LSOA level, with the figure mapping the deciles of deprivation by LSOA identified by DLUHC.

Limited employment opportunities

Jobs density figures are taken from the 2011 National Census. Updated ONS data are available down to local authority level, but are not robustly produced for the area of H&D, and therefore census data are used to provide comparable figures. Since 2011, it is likely that the divergence between jobs density in H&D and the surrounding areas has widened – over the period the 16-64 age population has increased at a rate significantly above jobs growth.

The rate of unemployment data is taken from the ONS Labour Force Survey. Data for Jan 2021 – Dec 2021 have been used. IMD data referred to corresponds to the same source as in the high deprivation section.

Lack of skills

Skills data for H&D, Tendring, the East and England is taken from the 2011 National Census. This data represents the most recently available for below local authority level to enable comparison of H&D to other geographies. [REDACTED]

Crime and safety

Data detailing the number of crimes has been taken from data.police.uk, as reported by Essex Police and compared to ONS 2020 estimates of residential population to obtain comparable estimates on a per 1,000 residents' basis.

Housing need

Data on housing delivery and homelessness has been taken from the Tendring District Council (TDC) Housing Strategy 2020-25. This document represents the most recently available data on local housing.

Suppressed demand

Data are taken from two sources – (i) DLUHC 2021 data on house prices and (ii) Valuation Office Agency data (2021) on rateable values of commercial floorspace at the local authority level.

Demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions

As a result of the varying statistical geographies for which data are available, there are a number of local geographies for which data are presented in this application, these are described as follows:

The LSOA of the intervention sites / 'Intervention site LSOA' – the LSOA of Tendring 001D in which all the intervention sites included in this LUF package bid are located.

Dovercourt – the area of Dovercourt as defined in the Dovercourt Masterplan. This area is used for immediate impacts of the interventions, including for determining the assessment of crime reduction in the economic appraisal. This area is similar to the size of statistical boundaries (LSOA), but spreads across multiple LSOAs for which statistical data are presented, and for that reason alternative geographies are used in this section.

H&D – the area of H&D as defined by the settlement boundary in the Tendring Local Plan. This area has been statistically approximated by the LSOAs of Tendring 001A, Tendring 001B, Tendring 001C, Tendring 001D, Tendring 002A, Tendring 002C, Tendring 002D, Tendring 002F, Tendring 004C, Tendring 004D, and Tendring 004E.

North Tendring – this area relates to H&D and the surrounding area to encompass a number of key employment sites related to future Freeport East growth, as defined by Essex County Council's North Tendring Vision and Investment Plan.

A number of wider geographies are also referred to, including:

The local authority of Tendring, where local area data are not available; East of England region, for comparison; and England, for comparison.

Provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems

The proposed LUF interventions will provide regenerative improvements to H&D with the aim of addressing the local problems and issues outlined previously. The interventions within the package bid are:

Harwich Library – redevelopment and internal refit of the existing Harwich Library site to regenerate the library and provide additional

floorspace and facilities for the inclusion of a learning centre focused on Adult Community Learning (ACL) and co-location of services;

Milton Road – residential redevelopment of an existing car park site owned by TDC to deliver nine three-bedroom socially rented townhouses;
and

Public Realm – substantial upgrades to streetscape of Kingsway, along with the provision of additional cycling and pedestrian amenity facilities along an access corridor linking to improvements around Dovercourt Train Station. These improvements will include the provision of footway crossovers at key junctions outside the station to maximise accessibility to key economic sites, and the other projects in the submission.

These projects address the issues set out previously. [REDACTED]

[REDACTED]. The impacts monetised in present value terms are:

Wider Land Value Uplift (WLVU) – The TOC highlights that the projects would contribute additional economic activity, footfall and vibrancy in Dovercourt town centre. This will deliver land value uplift for residential and commercial property in the immediate surrounding area. Uplifts in land value would contribute to addressing existing deprivation and create commercial demand from occupiers, developers and investors in an area which has historically struggled with low land values. As a result, this would assist in providing additional employment through making commercial opportunities across H&D town centres more viable. [REDACTED]

Crime reduction – baseline evidence highlights that crime and community safety are key issues for the local area. As highlighted in the TOC, the contribution of additional community services at Harwich Library, the regeneration of a brownfield site at Milton Road, and in particular the substantial improvements within the public realm scheme would contribute to reducing crime and improving community cohesion. Crime benefits are worth £1.39m across the package bid.

Affordable rent subsidy – arising through the operation of social rented housing units in the Milton Road project. [REDACTED]

[REDACTED]

Ambience benefits – The TOC shows that the improvements in the pedestrian and cycling urban environment resulting from the Dovercourt Public Realm scheme would improve health, wellbeing and active transport access in the surrounding area. The enhancements will also link into wider active travel proposals across North Tendring, providing residents with access to key employment opportunities being brought forward through Freeport East. This would contribute to addressing existing issues of deprivation and limited employment opportunities. Ambience benefits related to the public realm scheme are estimated to be £10.10m.

Skills impacts – baseline evidence and local consultation highlights low skills levels of residents as a key issue across Tendring, but particularly in H&D. There are limited facilities in the area delivering education programmes following sixth form attendance, and particularly apprenticeship and workforce-related skills programmes for adults. The additional facilities at the ACL centre in Harwich Library will provide opportunities for residents and assist in addressing local skills issues. It will ensure Tendring’s socio-economically deprived residents are not left behind as substantial economic growth arrives in the area through Freeport East. Upskilling programmes that the library will support are estimated to be worth £3.49m.

Health impacts of affordable housing provision - arising through the benefit of affordable housing provision under the Milton Road project for existing residents, and the corresponding saving in public cost terms. Existing evidence highlights homelessness and health issues across Tendring, which will be addressed through the provision of new, quality affordable housing. This impact is estimated to total £0.08m.

Distributional impacts – On average, H&D households earn 11% below the UK average. The positive impacts associated with the three projects would be accrued in areas of low earnings and high rates of deprivation. This would contribute to addressing the existing issues of deprivation and crime, delivering benefits and contributing to levelling up an area in need of regeneration. The distributional benefits of the package bid amount to £3.01m.

Describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs

A methodology note has been appended to this submission, which provides full detail on the forecasting assumptions and approach to economic modelling undertaken. The benefits estimated within the economic modelling are an accurate reflection of the issues identified in H&D. Key assumptions for the economic modelling work are summarised below.

Appraisal period – an appraisal period of 30 years has been modelled, incorporating a 3.5% discount rate for future costs and benefits in line with HM Treasury Green Book guidance. This is the recommended DLUHC appraisal period for ‘refurbishments of existing buildings’.

Additionality – the level of additionality assumed varies with the project and benefit stream.

Optimism bias –

While contingency has been included in the development appraisals within the Financial Case, and resulting funding ask, no additional contingency or risk has been adopted within the economic appraisal above the assumed optimism bias.

Distributional weighting – households in H&D face household income levels 11% below the England and Wales average levels. Using the ONS equivalised net income estimates and the elasticity for marginal utility of income, a distributional weight of 1.16 has been applied to benefits calculated in the appraisal.

Data relied on in modelling has been taken from nationally recognised statistical sources, such as ONS or DLUHC, where feasible. The DLVU assessment is informed by a market appraisal developed by a qualified chartered surveyor.

. The land value uplift approach is in line with DLUHC appraisal guidance.

[REDACTED]

Explain how the economic costs of the bid have been calculated, including the whole life costs

Economic costs estimated for the LUF proposals are consistent with those presented in the financial case, which have been calculated by qualified costs consultants. Financial case costs are converted to economic case costs by accounting for the additional impact of inflation (real prices) and discounting, alongside the inclusion of an optimism bias.

The economic cost of the LUF proposals are driven by the combined costs associated with the three projects for which funding is sought (Harwich Library, Milton Road and Dovercourt Public Realm). [REDACTED]

[REDACTED]

[REDACTED]

Inflation is incorporated into economic cost figures in line with deflators taken from the most recent OBR forecasts, consistent with LUF guidance. Contingency costs identified in the financial costings have been removed for the economic appraisal, in line with guidance. [REDACTED]

[REDACTED]

Costs are discounted at a rate of 3.5% per annum, consistent with HM Treasury Green Book guidance. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] No private sector co-funding is included in this submission.

Describe how the economic benefits have been estimated

DLVU

DLVU is calculated as the difference between the future land price when the development is completed and the current value of the land. The future land price is estimated as the Gross Development Value (GDV) minus development costs and profits. [REDACTED]

[REDACTED]

WLVU

The proposed interventions will help to regenerate the wider area of H&D through increasing land values. The impact of Milton Road and Harwich Library on surrounding land value has been captured through WLVU. WLVU has not been calculated for the Dovercourt Public Realm scheme to avoid double counting with ambience benefits.

[REDACTED]

[REDACTED] Commercial property values have been derived from Valuation Office Agency data and appropriate yields. Residential property values have been collected from residential property valuation websites.

To estimate the WLVU benefit, an uplift has been applied to base land value estimates, reflecting the scale and nature of the proposals. [REDACTED]

[REDACTED]

[REDACTED]

Crime reduction

The impact of crime reduction has been estimated through applying a reduction of 1% as a result of the Harwich Library and Milton Road projects and 5% as a result of the Dovercourt Public Realm project. This benefit is assumed to occur in the relatively small area governed by the Dovercourt Masterplan. The number of existing crimes in Dovercourt have been taken from figures for March 2021 to February 2022 reported at data.police.uk. The average cost of crime identified by the Greater Manchester Combined Authority unit cost database has then been applied to the reduction in crime, and a multiplier applied to reported crimes applied in line with Green Book guidance. A 50% displacement rate is applied to the benefit.

Affordable rent subsidy

As identified in DLUHC Appraisal Guidance, where project cost involves operation of affordable (social) rented units there is the potential for a transfer payment between the public sector and tenants. Where public costs constitute a transfer payment, an identical value should also feature in the net benefits figure in economic appraisal.

[REDACTED]

Ambience benefits

The ambience impacts arising as a result of the Dovercourt Public Realm scheme have been assessed through the use of Transport for London's Ambience Benefits Calculator. This utilises individual willingness to pay, by type of ambience benefit, for public realm improvements. Benefits are assumed to accrue over a 30-year period.

Skills benefits

The additional Adult Community Learning facilities developed at the Harwich Library would enable additional learners to complete skills training at the site. This is monetised using an estimate of the number of additional learners supported by the facilities and an estimate of the wage premia of skills improvements provided by the Department for Education.

Affordable housing health benefits

The delivery of additional affordable housing units has the potential to result in health improvements that occur when a tenant previously living in an existing home that imposed an external cost on their health, moves into an affordable home. The average value of £125 per resident per year in affordable accommodation is taken from the DLUHC Appraisal Guide Data Book (2016) and applied to the residential yield in the affordable residential elements of the Milton Road project.

Distributional benefits

Household income in H&D is estimated to fall 11% below the national average. To reflect the impact that the projects would have on different groups of society in H&D, a distributional weight has been estimated and applied to the economic benefits. Using the ONS equivalised net income estimates and the elasticity for marginal utility of income, a distributional weight of 1.16 has been applied to benefits calculated within this appraisal.

Provide a summary of the overall Value for Money of the proposal

The value for money assessment has been performed using a bespoke economic model, following HMT Green Book and DLUHC appraisal guidance. It includes a robust analysis of the predicted economic benefits and costs.

Where relevant, the main benefit that has been assessed arises from the direct and wider land value generation, which is DLUHC's preferred methodology for valuing the economic efficiency benefits derived from converting land into a more productive use. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Overall, Table 1 shows that the projects have a positive Value for Money category, when considering the adjusted BCR (the appropriate BCR to base decisions on according to DLUHC guidance). The economic appraisal identifies that the overall package has an initial BCR of 1.47 and an adjusted BCR of 2.10. Value for Money results are presented for each of the three individual projects. [REDACTED]

[REDACTED]

Given the economic impacts provided by the package bid and individual elements, and the additional non-monetised benefits outlined previously, there is clear evidence to show the proposals represent excellent Value for Money and are an effective use of public funds.

[REDACTED]

[REDACTED]

Have you estimated a Benefit Cost Ratio (BCR)?

Yes

Estimated Benefit Cost Ratios

Initial BCR

1.47

Adjusted BCR

2.10

Describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed

An impact assessment of non-monetary impacts associated with the projects is presented below:

Inclusive growth (moderate beneficial): The three projects will help to ensure that H&D residents feel included in the substantial growth expected to arrive in North Tendring as a result of Freeport East. The public realm scheme will connect into active travel routes to employment sites including Bathside Bay/Freeport East; the library will provide upskilling courses to residents, allowing them to access employment opportunities; and the Milton Road scheme will allow the most vulnerable residents to remain in the area even as land values start to rise.

Image and placemaking (slight beneficial): Public engagement with residents and visitors has routinely highlighted the need to bring additional vitality to the high streets of H&D. The district and county councils have brought forward a number of initiatives aimed at regenerating the heart of the communities. The proposals outlined in this bid will link into the vision for the area and play a significant role in improving perceptions of the town centre by making more effective use of land and buildings, providing investment in community services, and enhancing the existing urban environment to improve perception and public appeal. There is expected to be a significant uplift in footfall on Dovercourt High Street.

Community services and community cohesion (large beneficial): The Harwich Library project will redevelop the existing Harwich Library to modernise facilities, improving the offer of the library and the long term sustainability of the existing building. There are a variety of studies highlighting that residents, workers and visitors have a willingness to pay for enhanced library services. This has not been incorporated into the economic appraisal as a result of the uncertainty of the methodology and its underlying values, and the difficulty in applying a value to the type of improvement brought forward at Harwich Library. Libraries are important for community cohesion.

Reduced energy use (slight beneficial): The Harwich Library and Milton Road schemes will contribute to the reduction of carbon and energy

use. Energy efficient measures including EV parking facilities, solar panels and more energy efficient equipment will reduce the energy use at the existing library, and improve the energy efficiency of residential development. This has not been monetised in the assessment as a result of uncertainties regarding the quantifiable scale of the energy reduction, but is a key objective of the proposals identified in the Theory of Change.

Health benefits of active travel: The ambience benefits monetise the impact associated with increased ambience in the public realm arising from the Dovercourt Public Realm scheme. This monetisation considers the willingness to pay of individual users of the public realm. In addition to this impact, the additional trips generated by the improvements will contribute to health through modal shift away from car use, and through increased physical activity of users. These have not been monetised in the economic appraisal as a result of uncertainties regarding the scale of additional users arising in the public realm.

Provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid

Sensitivity analysis has been undertaken to assess the impact of the overall Value for Money of the bid under key assumption adjustments.

[Redacted content]

[Redacted text block]

[Redacted text block]

[Redacted text block]

Section 8: Deliverability

Confirm the total value of your bid

Total value of bid

£8995595

Confirm the value of the capital grant you are requesting from LUF

Value of capital grant

£6652251

Confirm the value of match funding secured

£2343344

Evidence of match funding (optional)

Where match funding is still to be secured please set out details below

Match funding of £2,343,344 has been secured.

Land contribution

If you are intending to make a land contribution (via the use of existing owned land), provide further details below

TDC does not intend to make a land contribution as part of the project funding. However, it is important to note that all of the land required to deliver the project is owned by the local authority and this accounts for a substantial investment into the project.

Project One: Harwich Library – All of the Harwich Library site is owned in freehold by the Local Authority, Essex County Council.

Project Two: Milton Road – All of the Milton Road site is owned in freehold by the Local Authority, Tendring District Council.

Project Three: Dovercourt Town Centre Improvement Corridor – The works will take place on adopted highways and owned by the Local Authority, Essex County Council.

Upload letter from an independent valuer

Confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below

[REDACTED]
[REDACTED] There are no unrecoverable VAT costs.

Describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget

[REDACTED]
[REDACTED]
[REDACTED]

ECC has access to national benchmarking data such as BCIS, Wessex as well as to published material commercially available such as Spons and Laxtons. The cost plan has also been informed by local benchmarks and relevant project examples delivered by the Council elsewhere, specifically the Harlow Library and Shenfield Library. In addition to these resources the direct personal involvement of construction project managers gives access to market insights and trend as well as a depth of experience that is pertinent to understanding the full nature of the projects, site conditions and contracting capacity and correctly interpreting data in order to yield reliable contract intelligence and pre-tender estimating.

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
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[Redacted text block]

[Redacted text block]

[Redacted text block]

Provide information on margins and contingencies that have been allowed for and the rationale behind them

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The contingency allowance shown in each project reflects an acceptable allowance to cover potential events that are not specifically accounted for in the cost estimate at this stage of the project. The purpose is to compensate for the uncertainty inherent in cost and time estimates, as well as unpredictable risk exposure. The construction risk profile of the proposals is standard for a development of this type, based on the assumption that there is no additional element risk such as restricted access or potentially contaminated ground.

Build cost inflation has been set after careful consideration of the Building Cost Information Service all in BCI price inflationary forecast. This source is widely used across the building consultancy industry. As described above, an additional percentage has been applied to account for the high levels of inflation and uncertainty/ risk currently seen in the current market.

[REDACTED]

Describe the main financial risks and how they will be mitigated

The total financial ask of the LUF fills the funding gap and will unlock delivery of the projects. Should LUF not be available, there are no current proposals to suggest that the projects identified in this application will happen given the extensive costs required to bring them forward. This would result in stagnation/ decay of these critical Local Centres and a requirement for further investment in the future. As a result, the challenges described will not be addressed.

No further work needs to be done to secure the local contribution. This has been allocated and funds will be made available if the LUF bid is successful. Applications/ status of funding from other programmes remains at risk.

The package will be delivered and managed by TDC.

TDC will manage all financial risk related to the projects and will be responsible for any cost overrun. The main financial risks may be summarised as follows:

- Failure to attract sufficient interest from contractors for the scheme development or bid costs higher than expected.
- Increased construction costs impacting the viability of the project.
- Cost overrun if works/ consent take longer than anticipated.
- Cost increase due to additional inflationary pressure.
- Applications to other grant funding programmes are not successful.
- Match funding reallocated/ no longer available.

The risk register provides further information on specific financial risks. It also sets out the probability of the risk occurring and the impact, if the risk occurs. Management controls and contingencies have been put in place and are described in the risk register. Interdependencies with other sources of risk are also identified.

If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below

TDC is not intending to partner with the private sector to deliver any of the projects identified in the package. As the bidder, the District Council will hold the funds for all projects in Harwich and Dovercourt. While TDC will not carry the direct financial risks for the delivery of schemes led by Essex County Council, a system will be developed for passing on grant to the County Council to deliver the library and public realm schemes.

What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?

There are no bid partners that would have a financial interest in the project.

Summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted

Commercial structure

Tendring District Council (TDC) will hold the funds and employ a project team to manage the overall Levelling Up Programme. If the Council is successful with the two bids submitted, this team will oversee both bids.

The Council adheres to its agreed Constitution, which sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. Some of these processes are required by the Law, while others were a matter for the Council to choose.

The Milton Road project will be delivered by TDC, through a procurement route. The Library and public realm schemes will be delivered by Essex County Council (ECC), underpinned by a funding agreement with TDC.

Risk allocation

The funding agreement between TDC and ECC will set out the allocation of risks. It is expected that the financial and delivery risks will be borne in the first instance by the organisation delivering the project. As such TDC would bear the delivery risk for the Milton Road scheme, and would pass onto ECC risks for library and public realm scheme.

A programme specific risk register (attached to this bid) has been developed which will be treated as a living document and updated and reviewed periodically as each project progresses.

Procurement strategy

TDC will procure from the open market contractors to deliver the Milton Road scheme and enter into a funding agreement with ECC to deliver the library and public realm schemes, who will then procure services.

TDC is entering into a Service Level Agreement (SLA) with ECC to formalise its procurement process, with TDC contributing a fee to ECC to deliver key procurement activities and enable TDC access the wider knowledge of the ECC in-house team. Under the new SLA, ECC will deliver procurement for projects detailed in a regularly updated project pipeline, engage with TDC Assistant Directors, Heads of Service and other colleagues to develop an agile contracts register and procurement forward plan.

Analysis of spend and other monitoring of financial data, including benchmarking against comparable contracts to ensure value for money, will also be undertaken to manage attitude towards uncontracted spend, and protect TDC from unauthorised/non-compliant expenditure and risk.

TDC's SLA with ECC ensures the council's procurement follows a compliant contracting process, including requirements for post EU exit regulations and modern slavery, by buying into ECC's team of dedicated procurement professionals.

ECC will also be engaged to identify and promote the strategic procurement

requirements of TDC and ensure that these meet the corporate aims and objectives laid down in the various policy statements and strategies.

ECC's procurement function provides a central resource for TDC on procurement issues, manages the liaison with external stakeholders such as suppliers, procurement framework organisations including Central Government, provide ad-hoc procurement modelling and appraisals as required, maintain TDC's registration to national e-procurement registers and coordinate the use of Procurement Portals such as Construction line and 'Market Place'.

ECC's procurement team have the ability to score potential suppliers both on quality and cost, thus ensuring both value for money and a high standard of delivery.

ECC also have an Infrastructure Delivery Team which have established procurement routes for the delivery of a wide range of capital infrastructure projects. These extend to ECC's own Essex Construction Framework for constructions projects, Eastern Highways Alliance (highway improvements). ECC have also called upon National Procurement Frameworks such as Fusion 21, Crown Commercial Service (CCS) and ESPO where required.

Social value will come through the procurement process as the availability of construction jobs on site will increase local work opportunities, and we will ask for local labour provisions through the contract, for example advertising vacancies locally. MITIE, as ECC's FM provider across the county, have a responsibility to ensure that they have sought to secure local businesses with Essex. This responsibility extends to their supply chain, which includes a significant proportion of SME's based in Essex. Some contractors, due to the specialist nature of their business (such as lift manufacturer etc.) must be sourced from a wider area. For net zero considerations, Milton Road will replace an out dated car park with more energy efficient homes, and improve public realm which will help walking and cycling. ECC's procurement requirements encourage suppliers to adopt similar practices to ECC regarding equality and diversity, ethical sourcing, supporting the local economy and environmental sustainability.

The key contracts to be procured for Milton Road include:

- Demolition services for Milton Road Carpark
- Architect to design and manage the project
- Employers agent
- Construction contract for the homes
- Management of affordable homes, or through agreement with the Housing Department.

Trusted suppliers with existing contracts with ECC will be undertaking the works relating to the Library and Public Realm, namely Ringway Jacobs and MITIE. These existing contracts have undergone required procurement and due diligence considerations around value for money and have an established track record of project management and delivery across the wider County.

Pre-market engagement/research activity undertaken and planned

- TDC has recently procured the construction of the Jaywick Works Business Units and Covered Market, tendering for an architect to develop the specification and tender documentation, and then contracting the employers agent and construction firm to deliver the project. [REDACTED]

This has demonstrated the availability and pricing of contractors.

- Due to the location of the project, it is likely that more locally based suppliers will submit proposals as London-based suppliers will not be cost effective in delivering services to this location. This will therefore naturally limit the number of tenders received and manage the resource implications of the evaluation process.

Health check of the market

- There is an active contractor base for building in Tendring. The recent procurement of the Jaywick Works business unit scheme had four bids come forward. This demonstrates there is a contractor market, but the size is smaller given Tendring's coastal nature than more densely populated areas. We will go out to open tender on the ECC portal to gain access to the widest number of contractors.

- Contractors are local and are very unlikely to be known to the Cabinet Office for resolution planning purposes.

Route to market

- TDC route to market will be to go out to market via open tender to source an architect as lead contractor to bring together a professional team to design the scheme, support the planning application, project manage and develop the tender documents. The council will then go out to open tender for a building contractor on the basis and tender documents.

- TDC expect to go through an open tender process for a building contractor rather than use the Essex Framework, to increase the number of potential bidders. By making use of ECC's Procurement Portal and processes, TDC open tenders are able to reach a wider audience of potential bidders, make use of standardised query/answer processes with bidders and engage with colleagues assigned to the tender.

- TDC expects to retain the affordable homes within its own stock

- For the Library and Public Realm schemes, we will enter into a grant agreement with ECC. On public realm.

- ECC via Mitie and Ringway Jacobs will procure contracts through transparent tender processes on the basis of well scoped briefs and employers requirements. The design team will be procured through an open (single stage) tender process on the basis of a full brief and scope of services. This is to ensure a quick procurement process which will not delay the project timeline.

- Procurement will undertake engagement with contractors before the tender is offered to ensure that the supply chain is aware of the opportunity and timescales and that estimating teams are available.

- ECC has selected a traditional construction contract and procurement process for the main contractor. This will involve a prequalification round to select suitable and stable shortlist of contractors who will be invited to prepare a full tender. This will ensure good quality tender returns from reputable contractors and allow a social value element to be considered. A traditional contract route

will ensure quality and control over design and specification. As a relatively simple project, this is not likely to result in unexpected costs but will ensure that the whole life costs of the project are minimised through adherence to specified products, materials and systems.

Manage contracts to quality and mitigate supply chain risks.

- TDC will use ECC's procurement professionals to source its professional team and construction contractor, who will ensure contractors have the financial capability, track record and capacity to deliver the project. TDC will procure a professional team to oversee the programme to ensure it progresses to time and budget. The employer's agent will support the construction phase of the project working between TDC as client that construction firm. It is recognised that in the last period there has been significant construction cost inflation and delays.

Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature?

- Milton Road: The TDC Assets and Economic Growth teams have procured capital projects previously and TDC will appoint new resource to increase capacity to project manage the LUF programme by bringing in additional professional with procurement experience.
- Library: In the last 8 years, MITIE's Programme Management Office has employed construction related experts to ensure that ECC has the ability to not only undertake the maintenance of the core estate (including schools) but they can also undertake ad-hoc projects such as this opportunity.
- Public realm: Since 2014, ECC has delivered nearly £160m of transport improvement schemes. ECC (ECC) are committed to providing best value in the delivery of major highways schemes across the county.

Milton Road

For the development of the Milton Road site, management of the project will sit with TDC. The detailed procurement process will be completed through the new The Service Level Agreement (SLA) with ECCs procurement function. ECC which will fund resource employed by ECC to deliver Key procurement activities and enable TDC access to increased knowledge through the wider ECC in-house team. A project board will oversee delivery of the scheme, including senior officers from Building & Public Realm, Economic Growth, Finance, Legal, and Planning. Scheme delivery will be managed day to day by the project team procured through the Levelling Up Fund grant, including project manager, surveyor, and architect. The overall project will have an Assistant Director senior responsible officer with TDC, and a Corporate Director sponsor.

Public Realm

Ringway Jacobs (RJ) will manage the delivery of the delivery of the Public Realm Improvement Corridor, as part of the Essex Highways Partnership. Delivery of the schemes will be sub-contracted via a competitive tender to independent suppliers who are part of the RJ supplier framework. RJ will seek best value and efficiency of costs from these suppliers and will bring to bear their expertise in managing the contracts to deliver the schemes within the timescales to the scope and quality standards specified. [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] The award of works will take into consideration, price, volume of work previously awarded, performance on work completed on the contract, and social value impact.

Harwich Library

MITIE will undertake the role of project manager on behalf of ECC to undertake the procurement, evaluation and contract administration and cost monitoring of the selected contractor. MITIE will use their dedicated, Essex based Programme Management Office to prepare all the necessary documentation for the supply chain to tender against. MITIE will evaluate each tender alongside client representatives from ECC using predetermined cost/quality and programme requirements using a selective tender process. MITIE were appointed by ECC as Facilities Management (FM) contractor in 2012.

Are you intending to outsource or sub-contract any other work on this bid to third parties?

Projects at this scale will require substantial staff and contractor resources. The bid includes [REDACTED] professional fees to cover requirements including design and project management, employer's agent services.

An additional bid within the TDC local authority area has been submitted. If both bids are successful, delivery of the other schemes identified in both areas (library refurbishment) would be led by colleagues within ECC, including Essex Housing, another delivery arm of ECC.

The Council operates a gateway approvals process for the management of projects with approval levels set at appropriate levels for the scale of projects in consideration. The Project Board considers project initiation, progress and outcomes against targets and reports to and through the Management Team to Portfolio Holders, Cabinet or Full Council depending on the scale and nature of projects.

Milton Road (TDC)

TDC would operate through the joint SLA between TDC and ECC and use the procurement framework established by ECC for the tender for Milton Road. This process will be carried out once successful and key suppliers/contractors appointed according to the requisite guidelines set out in the procurement

framework.

Harwich Library (ECC)

ECC have an established framework contract with MITIE for the maintenance of ECC's properties (including schools). The MITIE framework also provides ECC with an efficient route for adhoc remodelling project to its own core estate.

[REDACTED]

MITIE will undertake the role of project manager on behalf of ECC for a predetermined fee level. As project manager, MITIE, will also undertake the procurement, evaluation and contract administration and cost monitoring of the selected contractor.

MITIE will use their dedicated, Essex based Programme Management Office to prepare all the necessary documentation for the supply chain to tender against. Mitie have developed an approved list of locally based Subject Matter Experts (SME's) for the complete suite of construction related activities. Contractors have been pre-evaluated to ensure the company has a strong health and safety record, can demonstrate the requisite skills, qualifications and experience for the required trades.

MITIE will offer the contract to six local contractors who have already demonstrated their ability and resources are suitable for the scale of the project. The tender will consist of the complete suite of works within the scope of the project. MITIE will evaluate each tender alongside client representatives from ECC using predetermined cost/quality and programme requirements.

Mitie have developed an approved list of locally based Subject Matter Experts (SME's) for the complete suite of construction related activities. Contractors have been pre-evaluated to ensure the company has a strong health and safety record, can demonstrate the requisite skills, qualifications and experience for the required trades.

Public realm scheme (ECC)

Essex Highways / Ringway Jacobs have been responsible for delivering all non-HE highway schemes in Essex since April 2012. All schemes are run to tight budgets and timing constraints and this programme would be managed in the same way. As the established process is proven and successful, it will follow that this scheme uses the same processes for procurement although soft market testing will establish that this is still the most cost-effective method of delivery.

How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes

Harwich Library

ECC commissioned MITIE to undertake draft proposals, prepare designs and specifications for the Library/Adult Community Learning Service to comment upon. The recent Harlow Library project, which was a [REDACTED] full strip-out and refurbishment including structural adaptations, full M&E replacement, new doors & windows throughout and recovering of roof, evidences the project team's capacity to engage with the market and deliver. ECC have therefore engaged MITIE to prepare the project so that it is designed around the agreed scope and specifications, estimates of costs produced and programmes developed to enable the project to be tendered to suitable contractors.

As stated above, MITIE as ECC's main Facilities Management (FM) contractor, have a dedicated project team who undertake an annual expenditure of £12m per annum on building maintenance and improvement on behalf of ECC.

Public realm scheme

For the public realm scheme, delivery will be sub-contracted via a competitive tender to a number of independent suppliers who are part of the Ringway Jacobs supplier framework. Ringway Jacobs will seek best value and efficiency of costs from these suppliers and will bring to bear their expertise in managing the contracts to deliver the schemes within the timescales required by DfT and to the scope and quality standards specified.

Milton Road

ECC's procurement team who will operate for TDC to manage due diligence, financial and economic standing of suppliers, and contract and payment structures. The ECC Procurement Team procures £100ms of services from suppliers across a range of domains and is experienced in monitoring financial risks to suppliers. For example ECC had to manage the supplier risk in the adult social care market through the Covid 19 pandemic.

TDC uses standard contracts with suppliers, for example the JCT with construction contractors, with agreed payment schedules to a cost plan. Expenditure against budget will be reviewed monthly by the project team, and during the construction phase, supported by the employers' agent. TDC's finance system ensures probity in payments.

Set out how you plan to deliver the bid

[REDACTED]

The overall Senior Responsible Officer (SRO) for the LUF programme is Lee Heley, Corporate Director Place and Economy at TDC, and an overall programme board will include key stakeholders and received regular reports on risk and progress.

A LUF communications strategy drawn up using OASIS (Objectives; Audience/Insight; Strategy/Ideas; Implementation; Scoring/Evaluation) principles will establish an overall narrative, then a communications plan is developed for

specific activity. Key points on a timeline would usually include: design work and consultation; work beginning; mid way point; related community activities; completion of work; and official opening.

TDC and ECC councillors and officers and other interested parties will receive progressive updates on the project and progress. The community will be kept up to date through newsletters and engagement with representatives of the various community groups.

The approach to monitoring and evaluation will be carried out in line with the goals, outputs and outcomes set out in the monitoring and evaluation section of the bid, including a base line analysis of the outputs, project by project tracking of work in progress, likely monthly, and a summary evaluation after scheme completions and occupation.

Each project will be delivered by a bespoke project team.

Public realm scheme:

The Ringway Jacobs project team will include [REDACTED], (Client Services Director) who will provide an independent view of how the scheme is progressing. Tasks include checking that the project remains viable, in terms of costs and benefits, the users' requirements are being met, and that the project is delivering a suitable solution. The ECC project team will include [REDACTED] (Senior Transportation and Infrastructure Planner) as Project Manager overseeing the scheme, and ECC's Infrastructure Delivery Team as Project Sponsor.

[REDACTED]
[REDACTED]

Key milestones detailed in the delivery plan are summarised here:

Key milestones:

Tender management and assessment end: 22 Dec 23

Governance and contract award end: 24 Apr 24

Construction Kingsway South end: 2 Aug 24

Construction High Street end: 15 Nov 24

Construction – Station Forecourt end: 31 Mar 25

The ECC and Jacobs team will continue preparations while the funding decision is pending. If there are any specialised skills required outside of the extensive experience Jacobs have with schemes, they can draw on appropriate individuals from across their business nationally and abroad.

ECC's Highways and Transportation team will lead the project management for the public realm scheme, supported by the Localities Team. A project group will be set up with representatives of the relevant services and functions (property, technology, infrastructure delivery, finance) and they will meet regularly to review the scope of works and progress.

Details of powers and consents will be identified at the preliminary design stage.

Possible powers and consents required for the project identified before commencement of the scheme are as follows:

- o Enhanced public realm: road space permits, planning permission, utility companies permits, change in Traffic regulation orders, TDC permits.
- o Introduction of pedestrian/cycleway crossing table at junction: planning permission, TDC permits
- o Enhanced station parking and signs: agreement with Network Rail/Greater Anglia, planning permission, TDC permits,
- o Improved landscaping: road space permits, planning permission, TDC permits

Harwich Library:

The Mitie Project Team will include [REDACTED] (Operations Director), [REDACTED] (Programme Manager), [REDACTED] (Cost Managers) & [REDACTED] (Senior Project Manager). The ECC Project Team will include [REDACTED] (Construction Project Manager) as Project Manager overseeing the scheme, and the Project Sponsor will be ECC's Infrastructure Delivery Team.

Key milestones detailed in the delivery plan are summarised here:

Project start: 3/10/22
Design completion: 30/3/23
Construction tender: 31/5/23
Governance: 30/6/23
Move out: 14/7/23
Construction start: 2/8/23
Construction finish: 31/1/24
Move back in: 1/3/24

The ECC and MITIE team will continue preparations while the funding decision is pending. There will be specialist skills required for the design and the build elements. The team will engage with specialist designers and contractors. ECC localities will lead the project management for the Harwich Library scheme. A project group will be set up with representatives of the relevant services (Library, ACL,) and functions (property, technology, infrastructure delivery, finance) and they will meet regularly to review the scope of works and progress.

Exact details of powers and consents required will be identified at the detailed design stage, which may include (before commencement):

- o Possible Planning Permission required (8-12 weeks from point of submission) depending on the final design for M&E plant;
- o Building Control Approval would definitely be required (4-6 weeks from points of submission).

Due to the nature of the structural works, a possible Party Wall Agreement may be required if any part of the library structure adjoins another property Milton Road:

Key milestones detailed in the delivery plan are summarised here:

Project start:

Commencement of site investigations and testing: 1/3/23
Detailed design and planning submission: 29/7/23
Planning permission secured: 31/10/23
Milton Road Car Park demolition complete: 23/12/23
Technical design complete: 29/2/24
Procurement of construction contractor: 29/2/24
Construction start date: 4/3/24
Fit out and hand over: 28/2/25
Residential occupation: from 3/3/25

The TDC Buildings and economic growth teams will continue preparations while the funding decision is pending. The Assistant Director of Building Public Realm at TDC is responsible for delivering the Milton Road scheme, and will procure a professional team to design and develop the scheme, who will in turn support TDC to procure a construction team to complete it. Once complete, the social / affordable housing is expected to be taken on by TDC's housing department.

Exact details of powers and consents required will be identified at the preliminary design stage which may be needed include: planning permission; building regs consent; water connection; sewage connection; electricity; gas; telecoms; highways crossover points.

Demonstrate that some bid activity can be delivered in 2022-23

[REDACTED]

As an early win and demonstration of commitment to the scheme, the demolition of Milton Road car park could be brought forward into 2022/23 if the funding decision on LUF is made in 2022.

If the funding is awarded, any further work completed before 31st March 2023 will be charged to the LUF scheme in the 2022-23 financial year. [REDACTED]

[REDACTED]

[REDACTED] Whilst the bulk of these costs are professional fees, they will be treated as capitalised revenue (capital) as they form the first steps towards delivering the schemes.

Risk Management: Set out your detailed risk assessment

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

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

SRO, Lee Heley, Corporate Director Place and Economy TDC, will hold overall responsibility for putting in place an effective risk management policy and process;

LUF Programme Board – will have oversight responsibility for risk management processes overall, and the three project boards for risks within each project;

Project Leads for each project – responsibility for implementing risk management policy; and

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

For each risk identified, the Register provides a comprehensive approach to management, detailing contingences in place, consideration for interdependencies with other sources of risk, and a monthly review of identified high risks. Risks have been carefully considered and cover the whole project lifecycle; these risks are reviewed comprehensively in the Risk Register. However, summarised below are the highest risks identified for each scheme:

All schemes face a high risks to governance, resource, procurement of contractors, construction cost, construction programme delays, operational and maintenance risk, and funding risk. There are additional planning and environmental risks on Milton Road. The register includes mitigations for all risks. Two examples are set out below, including management controls that will protect the projects from the impact of the risks:

Governance risk mitigation: Meetings will be held on a monthly basis where governance issues will be identified. The Programme manager is to ensure all decisions and supporting documentation are provided to Programme Board to allow for timely decision making.

Governance risk management controls: Good relationships already exist between the key local authorities (ECC & TDC) and wider partnership groups. In order to continue this, there will be regular meetings where updates can be shared, actions progressed, and issues can be raised.

Resource risk mitigation: Business continuity plan to be put in place to document all processes and Programme information. Multi-disciplinary external Consultancies will be appointed from the TDC Framework and additional resources can be instructed in the event of insufficient resources being available. LUF has been considered a priority by both TDC and ECC to deliver.

Resource risk management controls: TDC and ECC Team are in place to start programme delivery, and source additional capacity to deliver the projects.

The two examples above demonstrate the robust approach to risk and risk

management the Council will adhere to, to ensure successful delivery of the projects.

Provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature

The levelling up programme will be governed by a project board including senior officer representatives from TDC and ECC, including finance, legal, economic growth, building and public realm, and housing.

Senior Responsible Officer (SRO) is the Corporate Director Place and Economy at TDC, who has capital delivery experience leading delivery of 12 specialist housing schemes for older people across Essex (when at ECC) and is currently SRO for the Jaywick Works Schemes (below).

TDC and ECC have a strong track record of project delivery. They are currently working on the delivery of two Getting Building Fund projects in the district, working in partnership and to tight timescales:

- Jaywick market and commercial space: this [REDACTED] project is being led by TDC and will deliver 25 new commercial managed workspaces to rent to small and fledgling businesses at low cost, and create a new covered market with external market and event space.
- Essex Pedal Power Programme: this [REDACTED] project will deliver improved cycle infrastructure (including segregated cycling); and tackle accessibility inequalities through a free bike loan scheme. It is being delivered by ECC in partnership with TDC, Active Essex, Local Delivery Pilot and The Active Wellbeing Society.

Other previous experience includes:

- First 10 homes (TDC): in 2020 TDC completed a £3m pilot housing development in Jaywick Sands comprising 10 new-build homes, split between affordable rent and market sale homes. The scheme included use of modern methods of construction and delivered high levels of thermal efficiency;
- Clacton and Holland Coastal Defence (TDC and ECC): a technically challenging £35m scheme was delivered jointly by TDC and ECC in 2014-15, ahead of schedule and below the allocated budget. Funding for the project included circa £30m from the Environment Agency.

ECC also has experience of delivering projects of a similar scale and type across the county, including major social infrastructure, housing and transport schemes, including the [REDACTED] recently refurbished Harlow Library, which also included the re-location of ACL; learning and expertise will be transferred from projects such as this to the schemes proposed in this bid. Further details of schemes the Project Teams have been involved in can be provided on request.

Public realm scheme:

The Public Realm project within this bid will be managed by Ringway Jacobs. As a demonstration of prior experience at delivering programmes such as this,

the following schemes are operational and were delivered on programme and to budget:

- Colchester Integrated Transport Package
- Colchester Town Centre
- Colchester Park and Ride
- A127 Resilience Package
- Mill Yard, Chelmsford
- Chelmsford City Growth

Harwich Library:

MITIE will be managing the Harwich Library project. Most recently, the [REDACTED] Harlow Library project evidences the project team's skills and capabilities on a similar refurbishment.

MITIE will undertake the role of project manager on behalf of ECC to undertake the procurement, evaluation and contract administration and cost monitoring of the selected contractor. MITIE will use their dedicated, Essex based Programme Management Office to prepare all the necessary documentation for the supply chain to tender against. MITIE were appointed by ECC as Facilities Management (FM) contractor in 2012. In the last 8 years, MITIE have undertaken continuous improvement in their FM package, in particular the dedicated Programme Management Office, based within Essex. This team have employed construction related experts to ensure that ECC has the ability to not only undertake the maintenance of the core estate (including schools) but they can also undertake ad-hoc projects such as this opportunity.

Milton Road:

The team delivering the Milton Road scheme includes the Assistant Director of Building and Public Realm at TDC, a qualified surveyor and property professional experienced in new build capital delivery including of affordable housing. The Project delivery team will be brought in, including a project manager, surveyor, and architect, who will manage the operational delivery of the scheme from design and planning, through to procuring contractors and overseeing the construction phase.

Set out what governance procedures will be put in place to manage the grant and project

Decisions are taken on a day-to-day basis by the Cabinet, which is made up of the Leader of the Council (Councillor Neil Stock OBE) and the Portfolio Holders appointed by the Leader. Key decisions to be made are published insofar as they can be anticipated. Meetings of Cabinet are generally open to the public to attend, except where personal or confidential matters are being discussed. The Cabinet has to make decisions in accordance with the Council's overall policies and budget.

The District Council operates a project management framework overseen by a Project Board.

The Council operates a gateway approvals process for the management of

projects with approval levels set at appropriate levels for the scale of projects in consideration. The Project Board considers project initiation, progress and outcomes against targets and reports to and through the Management Team to Portfolio Holders, Cabinet or Full Council depending on the scale and nature of projects.

The principles of project management through the board are provided for in the Council's Capital Strategy, financial plans and delegated powers.

The gateways and review processes are analogous to Prince II methodology, but the Council has not adopted the process in full because it is disproportionate to the scale of most projects. In the case of this project the budgeting carried out by Oxbury quantity surveyors and Savills agents includes for the engagement of a full design and professional team to deliver the projects.

TDC has a stringent set of policies to ensure legal and financial compliance in governing project delivery. This includes a strong set of financial protocols, with delegation limits set out in the constitution. The Council uses systems and procedures that incorporate internal controls. These controls include separation of duties, independent checks and authorisation restrictions to ensure that errors as well as impropriety are prevented. Financial Regulations require that all Heads of Department maintain systems and controls to a standard acceptable to the Chief Finance Officer

TDC has a sophisticated network of systems and procedures in place to assist with the prevention and detection of fraud and corruption, set out in its Anti Fraud and Corruption Strategy (March 2020), which sets out the role of council officers and members, contractors, internal audit, external audit and the corporate fraud and risk team in identifying and responding to fraud. Staff have mandatory training in anti fraud and corruption, departments are required to have procedures in place, and there is a hotline to tip off the fraud team.

Potential conflicts of interest need to be declared and recorded by officers and members when taking decisions, and may require an individual to be recused from a decision.

TDC takes a proactive approach to responding to threats to its cyber security. Staff are trained in cyber security, there are robust systems in place within the network to ensure that computers are secure.

TDC manages data effectively, taking data protection and GDPR into account in setting up and operating its management systems for projects and programmes. There is a data protection officer to provide advice to officers to ensure legal compliance.

The levelling up programme will implement a system of reporting to ensure progress, budget and risks are managed effectively, and senior managers, councillors and partners understand progress.

The client functions will be carried out by Levelling Up Programme board

chaired by the Corporate Director Place and Economy at TDC, and including representation from TDC, ECC.

If applicable, explain how you will cover the operational costs for the day-to-day management of the new asset / facility once it is complete to ensure project benefits are realised

The operational costs for the three projects are covered by standard local authority services operations budgets.

Operational costs for the Harwich Library scheme (including day to day management and utilities) will come from the County Council and will be re-charged proportionately to Adult Community Learning's (ACL) and the Library Services' budget. Operational costs for the new skills and co-location facility are to be met by these Services in line with similar schemes carried out, most recently, for example in Harlow. The library service and ACL have a proven track record of bringing together their services within one co-located facility and managing costs accordingly to ensure the facility is economically viable, and sustainable.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] TDC has over 3,000 properties and is an experienced landlord.

Upload further information (optional)

Set out proportionate plans for monitoring and evaluation

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED] To meet our own ambitions for learning, the bid has a focused aim: to revitalise Dovercourt town centre, achieving a renewed sense of local pride with levelled up outcomes for residents and a diversified, improved town centre offer.

The determination of impacts at a local level will be identified by carrying out a refresh study; as the schemes within this bid were developed from Dovercourt Revisited, the Council will carry out comparator surveys to assess the outcomes identified in the theory of change and assess their capacity to deliver on the impacts both Councils are seeking to deliver for residents and businesses.

[REDACTED]

The deliverables will include a baseline refresh study, the ongoing monitoring of

outputs during programme delivery, and a final evaluation report.

The outputs and outcomes have been taken from the standard list identified in annex B. To measure any non-standard outcomes (and for the impacts, which are all bespoke) the Councils will aggregate other data sources and review these against the LUF missions, which have underpinned the bid. Where there will be any third-party sources [REDACTED]

[REDACTED] procurement will be subject to value for money against ECC's established procurement framework.

The frequency of assessment for each measurement will align with the milestones identified in the delivery plan [REDACTED]

During delivery:

While delivery of the scheme is ongoing, the monitoring will be carried out using the governance project oversight framework identified in the delivery plan set. The overall LUF programme board will oversee the work, with delivery through each project team, including sharing interim reports, a discussion of risks and mitigations, ongoing costs, and providing programme updates to ensure key milestones [REDACTED] are on track.

After delivery:

Once delivery of the scheme is complete, the focus of the LUF programme board will shift to review process and impacts evaluations and final reports, and begin the preparations necessary to carry out the comparator survey to follow on from the baseline of Dovercourt Revisited. The project will continue to be monitored [REDACTED] and evaluated on the bid's delivery against the outcomes and impacts identified. Determination of the impacts at a local level and the success of the bid delivery and its evaluation will be measured by the aggregation of data sources [REDACTED] by comparing, for example, the number of students enrolling into FE courses, change in DWP data, business sentiment through a perception survey, among other sources.

Section 9: Declarations

Publishing

URL of website where this bid will be published

www.tendringdc.gov.uk/harwichdovercourtluf

Additional attachments

Additional file attachment 1

Upload attachment

Appendix 1 supporting images.pdf
