



UK Shared Prosperity Fund

Investment Plan Drafting Template

Version 2
May 2022

Your location

To be eligible for funding, you will need to be applying on behalf of a lead authority in one of the [delivery geographies](#).

Select the lead authority

For Scotland and Wales only: Who else is this investment plan being submitted on behalf of? Select all that apply

Your details

Name [REDACTED]

Email address [REDACTED]

Phone number: [REDACTED]

Organisation name: Tendring District Council

Local challenges and opportunities

In this section, we will ask you:

- If you've identified any challenges or opportunities, you intend to support
- Which of the UKSPF investment priorities these fall under

ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?

(If yes) Describe these challenges, give evidence where possible

Tendring is a diverse district, with coastal and port towns and a rural hinterland. The local authority area ranks within the top 10 per cent most deprived nationally under the 2019 IMD overall rankings and has been assigned to priority category 1 for the Levelling Up Fund. Within Tendring, some communities face significant pockets of deprivation. This is the case for Clacton and Jaywick to the south of the authority and Harwich and Dovercourt to the northeast.

Unemployment across Tendring is higher than the equivalent regional and national figure, with 4.8% of working-age Tendring residents unemployed in 2021 compared to 3.8% across the East and 4.4% nationally. This trend has persisted across the period for which data are available.

Clacton Town Centre is the sixth most deprived area in the country, and the town centre faces declining footfall and leakage to other centres as evidenced by footfall monitoring data and retail surveys that demonstrate significant leakage to other towns. Clacton Town Centre has lost a number of significant multiples within recent years, most significantly M&S and Sainsbury's which has reduced footfall and hence customer income. 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).

ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT?

(If yes) Describe these opportunities, give evidence where possible

There are no agreed confirmed projects. However, there are broad areas of opportunity within Tendring which our prioritised interventions support.

The High Streets within Tendring have become an area of concern, in particular Clacton. A recent visit from the High Street Task Force has produced a report identifying the main barriers to transformation with the town centre post-COVID and provided recommendations that can be actioned to accelerate the transformation process and develop places our communities and residents can take pride in.

The recommendations are: regular street markets, increase in town centre events, shop-front improvement grants, wider consultation with businesses regarding town centre parking and access issues. These actions which will not only improve the area for residents and visitors it will also increase footfall and improve the economy for local businesses.

Support for local arts, cultural and heritage programmes will be enhanced to provide job opportunities, regenerate the district, improve mental health, increase the offering for tourists and provide a sense of place.

Further local strengths the interventions support include:

- Strength of local communities and community engagement
- Strong cultural organisations, e.g. in Harwich & Dovercourt Tourism Group
- Local delivery pilots.
- Levelling Up bids
- Freeport East
- Making sport accessible for all

ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?

(If yes) Describe these challenges, give evidence where possible

There are too few jobs in Tendring. Tendring has one of the lowest jobs densities (jobs per resident) of any local authority in England with only 0.52 jobs per working age resident, compared to 0.85 across the East. The area of North Tendring - containing Harwich and Dovercourt and the surrounding area - has a jobs density of only 0.45.

Following an updated TDC Economic Growth Strategy for 2020-24 produced by Hatch Regeneris the following challenges were noted :

Action is required in Clacton town centre, recognising that its future is unlikely to be led by retail moving forward.

It was also noted that although employment and the number of businesses has grown over the last three years, this growth has been at a slower rate than Essex or England as a whole. In addition, GVA growth over the last three years has been relatively poor when compared to the rest of the county and nationally.

Indicators of higher value occupations and commuting also suggest that those who are highly-skilled and have the transport to do so, are increasingly commuting to other parts of Essex (in particular Colchester). By comparison, the number of higher-value jobs (e.g. managerial occupations) in Tendring has decreased by a quarter over the last five years.

Tendring's population continues to have a high concentration of older people, with 29% of residents over 65 (compared to 18% nationally).

ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT?

(If yes) Describe these opportunities, give evidence where possible

We have not agreed confirmed projects. However, there are broad areas of opportunity, which our prioritised interventions support in Tendring.

Town Centre regeneration through levelling up and improving the Council's relationship with business leaders and the wider community, which it turn will also build more capacity for making changes in the town.

Freeport East will provide a number of opportunities for existing and emerging businesses and support will be provided to help them capitalize on future prospects that this project will bring.

Business support delivered in partnership. The North Essex Economic Board is a partnership of seven local authorities (Braintree District Council, Chelmsford City Council, Colchester Borough Council, Maldon District Council, Tendring District Council, Uttlesford District Council and Essex County Council). The authorities have a track record of collaboration to deliver economic growth against shared objectives and priorities. During 2022/2023 the Board is delivering a £1.65m business support and skills programme.

A number of business support programmes were funded through the pandemic and these helped support business immensely. However, the impact is still being felt and this will provide the opportunity to provide further support to enable them to recover and grow.

ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY? (In Scotland, Wales, and Northern Ireland this should also include challenges relating to Multiply)

(If yes) Describe these challenges, give evidence where possible

The resident population of both Tendring and Harwich and Dovercourt is relatively less skilled than across the East and whole of England. As of 2021, just 80% of working-age Tendring residents achieved a National Vocational Qualification Level 1 as a minimum, compared to 89% across the East and 99% nationally. Meanwhile, 31% of Harwich and Dovercourt residents aged above 16 held no formal qualifications compared to 23% across the East and 22% nationally (2011 Census).

Tendring has a population that is older and less qualified than the national average. 30% of Tendring's residents were aged 65+ in 2020, compared to 20% in England and 17% in neighbouring Colchester.

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).

ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT? (In Scotland, Wales, and Northern Ireland this should also include challenges relating to Multiply)

(If yes) Describe these opportunities, give evidence where possible

We will develop the skills programme in detail over the next two years to respond to the opportunities which emerge over that period.

Interventions

In this section, we will ask you about:

- Interventions you've chosen for each year of funding
- Outcomes you want to deliver
- Any interventions that are not listed here
- How these interventions fall under the UKSPF investment priorities, and your rationale for them
- Interventions not included in our list will be assessed before being approved, where you will need to show a clear rationale, how the intervention is value for money, what outcomes it will deliver and how you will monitor and evaluate the intervention. This may include a theory of change or logic chain.

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY? SELECT ALL THAT APPLY.

Outcome	Tick if applicable
Jobs created	
Jobs safeguarded	
Increased footfall	✓
Increased visitor numbers	
Reduced vacancy rates	
Greenhouse gas reductions	
Improved perceived/experienced accessibility	✓
Improved perception of facilities/amenities	✓
Increased number of properties better protected from flooding and coastal erosion	
Increased users of facilities / amenities	✓
Improved perception of facility/infrastructure project	
Increased use of cycleways or paths	
Increase in Biodiversity	
Increased affordability of events/entry	✓
Improved perception of safety	
Reduction in neighbourhood crime	
Improved engagement numbers	✓
Improved perception of events	✓
Increased number of web searches for a place	
Volunteering numbers as a result of support	
Number of community-led arts, cultural, heritage and creative programmes as a result of support	✓
Increased take up of energy efficiency measures	✓
Increased number of projects arising from funded feasibility studies	
Number of premises with improved digital connectivity	

None of the above	
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SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE COMMUNITIES AND PLACE INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.

Intervention

A full list of nation-specific interventions is available in the relevant annex to the Prospectus.

E1: Funding for improvements to town centres and high streets, including accessibility for disabled people

E4: Enhanced support for existing cultural, historic and heritage institutions

E6: Support for local arts, cultural, heritage and creative activities

E10: Funding for local sports facilities, tournaments, teams and leagues; to bring people together

E12: Community engagement to support community involvement in decision making in local regeneration.

E13: Measures to reduce the cost of living, improve energy efficiency & combat fuel poverty

DO YOU PLAN TO USE ANY INTERVENTIONS NOT INCLUDED IN THE COMMUNITIES AND PLACE LIST?

State the name of each of these additional interventions and a brief description of each of these

N/A

Explain how each intervention meets the Communities and Place investment priority. Give evidence where possible, including why it is value money and the outcomes you want to deliver.

N/A

Do you consider that any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?

All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

Yes

No

Detail the assessment you undertook to consider whether the intervention is a subsidy and any specific measures you will take to make sure the subsidy is permitted.

Having reviewed the guidance, we do not consider these interventions to be a subsidy per se; we have not yet agreed the projects to deliver the interventions. As we do so, we will take subsidy control into account, in particular how any assistance is offered so that it does not confer benefits on certain economic actors over others, and the scale of any support.

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?

Describe these projects, including how they fall under the Communities and Place investment priority and the location of the proposed project.

N/A

Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?

All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

Yes

No

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

N/A

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY? SELECT ALL THAT APPLY.

Outcome	Tick if applicable
Jobs created	
Jobs safeguarded	✓
Increased footfall	
Increased visitor numbers	✓
Reduced vacancy rates	✓
Greenhouse gas reductions	
Number of new businesses created	✓
Improved perception of markets	
Increased business sustainability	✓
Increased number of businesses supported	✓
Increased amount of investment	
Improved perception of attractions	✓
Number of businesses introducing new products to the firm	
Number of organisations engaged in new knowledge transfer activity	
Number of premises with improved digital connectivity	
Number of businesses adopting new to the firm technologies or processes	
Number of new to market products	
Number of R&D active businesses	
Increased number of innovation active SMEs	
Number of businesses adopting new or improved products or services	
Increased number of innovation plans developed	
Number of early stage firms which increase their revenue following support	
Number of businesses engaged in new markets	
Number of businesses engaged in new markets	
Number of businesses increasing their export capability	
Increased amount of low or zero carbon energy infrastructure installed	
Number of businesses with improved productivity	✓
Increased number of projects arising from funded feasibility studies	
Increased number of properties better protected from flooding and coastal erosion	
None of the above	

SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.

Intervention

A full list of nation-specific interventions is available in the relevant annex to the Prospectus.

E16: Improvements to town centre retail / markets / service infrastructure, with business support

E17: Development/promotion of the visitor economy - incl. attractions, trails, tours and tourism products

E21: Funding for the development and support of appropriate innovation infrastructure at the local level

E23: Generalist Business Support Service for all businesses (across all life-stages) inc. business networks / or

DO YOU PLAN TO USE ANY INTERVENTIONS NOT INCLUDED IN THE SUPPORTING LOCAL BUSINESS LIST?

State the name of each of these additional interventions and a brief description of each of these

N/A

Explain how each intervention meets the Supporting Local Business investment priority. Give evidence where possible, including why it is value money and the outcomes you want to deliver.

N/A

**Do you consider that any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?
All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).**

Yes

No

Detail the assessment you undertook to consider whether the intervention is a subsidy and any specific measures you will take to make sure the subsidy is permitted.

Having reviewed the guidance, we do not consider these interventions to be a subsidy per se; we have not yet agreed the projects to deliver the interventions. As we do so, we will take subsidy control into account, in particular how any assistance is offered so that it does not confer benefits on certain economic actors over others, and the scale of any support.

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?

Describe these projects, including how they fall under the Supporting Local Business investment priority and the location of the proposed project.

N/A

**Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?
All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).**

Yes

No

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

N/A

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY? SELECT ALL THAT APPLY.

Outcome

Tick if applicable

Number of economically inactive individuals in receipt of benefits they are entitled to following support	
Increased active or sustained participants of UKSPF beneficiaries in community groups [and/or] increased employability through development of interpersonal skills	
Increased proportion of participants with basic skills (English, maths, digital and ESOL)	
Number of people in supported employment [and] number of people engaging with mainstream healthcare services	
Number of people sustaining engagement with keyworker support and additional services	
Number of people engaged in job-searching following support	
Number of people in employment, including self-employment, following support	✓
Number of people sustaining employment for 6 months	
Increased employment, skills and/or UKSPF objectives incorporated into local area corporate governance	
Number of people in education/training	✓
Increased number of people with basic skills (English, maths, digital and ESOL)	
Fewer people facing structural barriers into employment and into skills provision	
Increased number of people familiarised with employers' expectations, including, standards of behaviour in the workplace	
Fewer people facing structural barriers into employment and into skills provision	
Number of people gaining a qualification or completing a course following support	
Number of people gaining qualifications, licences, and skills	✓
Number of economically active individuals engaged in mainstream skills education, and training.	
Number of people engaged in life skills support following interventions	
Number of people with proficiency in pre-employment and interpersonal skills (relationship, organisational and anger-management, interviewing, CV and job application writing)	
Multiply only - Increased number of adults achieving maths qualifications up to, and including, Level 2.	
Multiply only - Increased number of adults participating in maths qualifications and courses up to, and including, Level 2.	
None of the above	

SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE PEOPLE AND SKILLS INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.

Intervention

A full list of nation-specific interventions is available in the relevant annex to the Prospectus.

- E34: Courses inc. basic skills (digital, English and English as a Second Language), and life skills and career skills and financial support
- E37: Support for employed people to address barriers to education and training
- E39: Green skills courses

DO YOU PLAN TO USE ANY INTERVENTIONS NOT INCLUDED IN THE PEOPLE AND SKILLS LIST?

State the name of each of these additional interventions and a brief description of each of these

N/A

Explain how each intervention meets the People and Skills investment priority. Give evidence where possible, including why it is value money and the outcomes you want to deliver.

N/A

Do you consider that any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?
All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

Yes

No X

Detail the assessment you undertook to consider whether the intervention is a subsidy and any specific measures you will take to make sure the subsidy is permitted.

Having reviewed the guidance, we do not consider these interventions to be a subsidy per se; we have not yet agreed the projects to deliver the interventions. As we do so, we will take subsidy control into account, in particular how any assistance is offered so that it does not confer benefits on certain economic actors over others, and the scale of any support.

ENGLAND ONLY: People and Skills interventions can only be used in 2022-2023 and 2023-2024 if you have identified a local voluntary and community provision, previously supported by the European Social Fund, at risk of closure. If you have not identified a suitable provision, you will not be able to select interventions for 2022-2023 and 2023-2024 and your investment plan will not be approved.

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS for 2024-2025 WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?

No

Describe the projects for 2024-25, including how they fall under the People and Skills investment priority and the location of the proposed project.

N/A

Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?
All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

N/A

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

N/A

HAVE YOU IDENTIFIED A LOCAL VOLUNTARY PROVISION AT RISK AS PART OF YOUR PEOPLE AND SKILLS INVESTMENT PRIORITIES?

Yes

No

(If Yes) Describe the local voluntary provision at risk and your rationale for supporting it.

A number of existing community renewal funded projects come to an end in 2022. No formal decision has been taken yet to fund any projects, including local voluntary provision, in this Investment Plan.

Provide the European Social Fund Project Names and Project References for this voluntary and community provision at risk.		
What year do you intend to fund these projects? Select all that apply.		
2022-2023	2023-2024	2024-2025
Describe the projects for 2022-2023 and 2023-2024, including how they fall under the People and Skills investment priority and the location of the proposed project.		
N/A		
Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity? All bids must also consider how they will deliver in line with subsidy control as set out in the guidance.		
Yes	No	
Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.		
N/A		

SCOTLAND, WALES & NORTHERN IRELAND ONLY		
HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?		
Yes	No	
Describe the projects, including how they fall under the People and Skills investment priority and the location of the proposed project.		
NA		
Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity? All bids must also consider how they will deliver in line with subsidy control as set out in the guidance.		
Yes	No	
Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.		
NA		

Approach to delivery and governance

In this section, we will ask you about:

- Structures you have in place to support delivery
- Support you have from stakeholders and the local community
- How you've engaged with MPs as part of your investment plan
- Opportunities you have identified to work with other places

Places need to show how MPs that cover the lead local authority have been engaged on the investment plan and whether they support it. More detail on the role of MPs can be found here.

STAKEHOLDER ENGAGEMENT AND SUPPORT		
Have you engaged with any of the following as part of your investment plan? Select all that apply.		
Public sector organisations X	Private sector organisations X	Civil society organisations X

Describe how you have engaged with any of these organisations. Give examples where possible.

A partner meeting was held on Thursday 14th July to review proposed interventions and priorities with the following partners; Essex County Council, Community Voluntary Services Tendring (CVST), North Essex Economic Board (NEEB), Colchester Business Enterprise Agency (Colbea), Dovercourt Town Centre Manager, Department of Work and Pensions (DWP), North East Essex Clinical Commissioning Group (NEECCG), Rural Community Council of Essex (RCCE), University of Essex, Hutchison Ports. Local Members of Parliament were invited to the meeting but were unable to attend, and instead were briefed separately via email and through a meeting on 22nd July 2022. The relevant portfolio holder for TDC also attended the engagement meeting.

The Council took part in three workshops convened by Essex Chief Executives that brought together councils across greater Essex to share learning on the development of their investment plans, and has engaged with the North Essex Economic Board on the development of the interventions, in particular for business support.

The Council also engaged with current recipients of the Community Renewal Fund, the precursor to the UK Shared Prosperity Fund to gather intelligence on their programmes of work, engage on plan development and test outline project ideas, including Enable East; MaybeTech; Colchester Institute; Abberton Rural Training; and via ECC, the Retrofit Pipeline and IAG Connect.

Summarise the governance structures you have in place, including how any advisory panels or associated partnership groups are made up

Tendring District Council's Governance Structures are set out within the [Constitution](#), which is available on the Council's website. The UK Shared Prosperity Fund was considered by Cabinet on the 15th July 2022 and the decision was as follows:

RESOLVED that Cabinet – (a) approves the approach to the development of the UK Shared Prosperity Investment Plan for Tendring District, as set out in the Portfolio Holder's report, to spend the Government's conditional allocation of £1,188,232; and (b) authorises the Portfolio Holder for Business and Economic Growth to approve the final plan for submission to the Government ahead of the deadline of 1 August 2022.

Final approval from the Portfolio Holder for Business and Economic Growth was received on 28 July 2022.

The Partnership Group was set up which and includes Tendring District Council (TDC), Essex County Council (EEC), and North East Essex Clinical Commissioning Group (CCG) and representatives from a broad range of stakeholders such as the Clacton Voluntary Services Team, Colbea (Colchester Business Enterprise Agency), Dovercourt Town Centre Manager, Rural Community Council of Essex (RCCE), Hutchison Ports, and DWP Clacton Jobcentre Plus.

Confirm all MPs covering your lead local authority have been invited to join the local partnership group.

Yes

Are there MPs who are not supportive of your investment plan?

No

(If Yes) Who are the MPs that are not supportive and outline their reasons why.

MPs were invited to the partnership group, but due to diary commitments were briefed separately.

PROJECT SELECTION**Are you intending to select projects in any way other than by competition for funding?**

Yes X

No

(If Yes) Describe your approach to selecting projects, and why you intend to do it this way.

There are projects the local authority can bring forward in year one at pace which may be assigned funding outside of a wider call for projects. TDC has a Corporate Investment Plan approach to funding projects so that it can ensure resources are directed to the highest priorities.

A business support package may be commissioned, rather than provided through a call for projects, including through the North Essex Economic Board comprised of seven local authorities in North Essex.

DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?**Which interventions do you intend to collaborate on? Select all that apply.**

Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	
N/A	
Describe any interventions not included in this list?	
N/A	
Who are the places you intend to collaborate with?	
N/A	

DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?**Which interventions do you intend to collaborate on? Select all that apply.**

Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	
E16: Improvements to town centre retail / markets / service infrastructure, with business support	
E23 Generalist Business Support Service for all businesses (across all life-stages) inc. business networks	
Describe any interventions not included in this list?	
N/A	
Who are the places you intend to collaborate with?	
<p>The North Essex Economic Board is a partnership of 7 local authorities (Braintree District Council, Chelmsford City Council, Colchester Borough Council, Maldon District Council, Tendring District Council, Uttlesford District Council and Essex County Council).</p> <p>The authorities have a track record of collaboration to deliver economic growth against shared objectives and priorities. During 2022/2023 the Board is delivering a £1.65m</p>	

business support and skills programme, and in May 2022 its approach was recognised at the Government Opportunities (GO) UK National Excellence in Public Procurement Awards, where it secured highly commended in the Covid-19 Response and Recovery category.

The intention of the seven authorities is to direct any shared funding primarily for a series of business support (and potentially skills development) programmes in Years 2 and 3 (i.e 2023/24 and 2024/25). This will be linked to the Board's refreshed Economic Strategy and Action Plan, which is being commissioned (utilising already allocated and separate funding) during 2022/23.

DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?

Which interventions do you intend to collaborate on? Select all that apply.

Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	
N/A	

Describe any interventions not included in this list?

N/A

Who are the places you intend to collaborate with?

There is the potential to collaborate through the North Essex Economic Board on skills interventions, as set out above.

PUBLIC SECTOR EQUALITY DUTY

How have you considered your public sector equality duty in the design of your investment plan?

Tendring District Council Public Sector Equality Duty 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 Public Sector Equality Duty (PSED) as set out in section 149 of the Equality Act 2010.

This investment plan sets out interventions that respond to the challenges faced within the Tendring District, and the opportunities. The equality impact assessment on the investment plan shows that the framework set out here should not negatively impact on any protected characteristics. At the project stage, individual projects will, naturally, benefit some groups more than others, but are not expected to negatively impact on people's protected characteristics.

An Equality Impact Assessment will be produced regarding the choosing and monitoring of the projects.

How will you consider your public sector equality duty when implementing your investment plan, including in the selection of projects?

Equality impact assessments will be carried out projects to ensure that they do not negatively impact on people's protected characteristics.

RISKS**Have you identified any key risks that could affect delivery, for example lack of staff or expertise?**

Yes X

No

(If Yes) Describe these risks or issues, including the contingency measures you have in place to mitigate them.

Governance risk: Good relationships already exist between the local authority 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: TDC Team is in place to support on liaison with stakeholders.

Failure to deliver outputs/outcomes – having a contract with the organisation, stipulating the required outcomes and delivery dates, payment in instalments upon delivery of targets, regular data collection, monitoring and communications with the organisation delivering the project

Risk of clawbacks if all the money is not spent and accounted for according to the defined outcomes by the deadlines for spending- ensure regular monitoring of each project and agree remedial action to bring the project back on target where needed.

Lack of interest or take up of a project – ensure sufficient research is carried out to ensure that there is a need for the project, and that it is fit for purpose and is economically viable and attractive to those it could potentially benefit, ensure that it is publicised effectively.

Data Security compromised– where obtaining personal data ensure it is collected, complying with all GDPR and DPA rules, including purpose and length of retention and that it is held in a secure fashion whether digitally or paper based.

Have you identified any key fraud risks that could affect UKSPF delivery?

Yes X

No

(If Yes) Describe these risks or issues, including the contingency measures you have in place to mitigate them.

The legitimacy of an organisations' ability to deliver – checking the company history (eg. company register) and their liquidity, and previous performance, testimonials, references, having a contract with the organisation and payment in instalments.

Fraudulent claim of a grant – ensure that the eligibility criteria and checks before authorising are robust and sufficient monitoring and control measures in place. Being aware of potential signs of fraudulent activity at claim and delivery stage. Have robust processes in place to diminish the opportunity for fraud, including the elements of the application process (including the use of forms) and applying due diligence in all activities where funding monies is being distributed.

Data Security misuse or misappropriations– where obtaining personal data ensure it is collected abiding by all GDPR and DPA rules, including purpose and length of retention and that it is held in a secure fashion whether digitally or paperbased.

Capacity and capability

In this section, we will ask you about:

- The capacity and capability of your team to manage funding
- The resources you have in place for work related to UKSPF

Your answers here will help us know how to support you with delivery. They will not affect the amount of funding you will get.

Answer as honestly as possible.

TEAM RESOURCE	
How many people (FTE) will be put in place to work with UKSPF funding?	
The Economic Growth Team at Tendring District Council as a whole will be responsible for all selected projects delivered utilising UKSPF funds. This will be monitoring on a collaborative basis and may equate to the equivalent hours of a full time position at this level.	
Describe what role these people will have, including any seniority and experience.	
<p>The Economic Growth team have significant experience and background in managing and delivering funded projects in relation to these three themes and will work together as a team taking responsibility for various elements of the data collection, monitoring, recording and reporting during the three year period of the fund in an organised and timely fashion to ensure that the outcomes are measured and delivered on time and by the end of this project. The team's experience was honed during the pandemic providing grants to local businesses.</p> <p>The team comprises of:</p> <ul style="list-style-type: none"> 1 FTE - Economic Growth & Enterprise Manager 1 FTE - Regeneration Project Lead 3 FTE - Economic Growth Officers 1 FTE – Project Support Officer 0.6 FTE – Temporary Programme Officer CEP (Cultural Education Partnership) 	

- Strong capability: Has extensive experience and/or a proven track record of delivery in this area.
- Strong capacity: High degree of confidence that there is enough staffing/resource to manage funding in this area.
- Some capability: Has previous experience of delivery in this area.
- Some capacity: Confident that there is enough staffing/resource to manage funding in this area.
- Limited capability: Does not have previous experience and/or no track record of delivery in this area.
- Limited capacity: Limited confidence that there is enough staffing/resource to manage funding in this area. Additional resource may be needed to support delivery.

CAPACITY AND CAPABILITY		
How would you describe your team's current experience of delivering funding and managing growth funds?		
Very experienced	X	
	Some experience	
		No previous experience

How would you describe your team's current capability to manage funding for procurement?		
Strong capability X	Some capability	Limited capability
How would you describe your team's current capacity to manage funding for procurement?		
Strong capacity	Some capacity X	Limited capacity
How would you describe your team's current capability to manage funding for subsidies?		
Strong capability	Some capability X	Limited capability

COMMUNITIES AND PLACE CAPACITY AND CAPABILITY

Does your local authority have any previous experience of delivering the Communities and Place interventions you have select?

Yes X No

How would you describe your team's current capability to manage funding for Communities and Place interventions?

Strong capability Some capability X Limited capability

Describe the key capability challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your local authority and/or your local/regional delivery system.

The economic growth team is a relatively new team which have come together through COVID. Since the team has been formed there has been a huge emphasis on business support where the team have excelled. However, there is varying experience in community projects which will only be strengthened through this initiative.

Also, the appreciation for creativity and culture and for the impact it can have to a district has not been fully realised within the authority. The Economic Growth Team and particularly the Programme Officer CEP have continued to champion the importance and attitudes are now starting to change and an appreciation is developing

Describe what further support would help address these challenges.

Experience will help to address many of the challenges which will be attained through the administration of the fund. Although we have some evidence of the impact that projects in creativity and culture can have on our district this could be supported by consultants providing commentary on Tendring and where the barriers are.

How would you describe your team's current capacity to manage funding for Communities and Place interventions?

Strong capability Some capacity X Limited capability

Describe the key capacity challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your local authority and/or your local/regional delivery system.

The Economic Growth Team is small and has a number of high profile projects and along with supporting businesses there is very limited capacity for new initiatives.

Describe what further support would help address these challenges.

Further administrative support would be extremely helpful to collaborate with partners regarding updates and monitoring of the projects ongoing and provide the information required by Government. There may also be grants administered by the authority which will require resourcing which will be challenging with the current staffing levels. This could amount to a new part-time post.

SUPPORTING LOCAL BUSINESS CAPACITY AND CAPABILITY

Does your local authority have any previous experience of delivering the Supporting Local Business interventions you have select?

Yes X	No	
How would you describe your team's current capability to manage funding for Supporting Local Business interventions?		
Strong capability X	Some capability	Limited capability
Describe the key capability challenges (if you have any) for delivering Supporting Local Business interventions. This may include challenges within your local authority and/or your local/regional delivery system.		
Describe what further support would help address these challenges.		
How would you describe your team's current capacity to manage funding for Supporting Local Business interventions?		
Strong capability	Some capability X	Limited capability
Describe the key capacity challenges (if you have any) for delivering Supporting Local Business interventions. This may include challenges within your local authority and/or your local/regional delivery system.		
The Economic Growth Team is experienced however as it is small and has a number of high profile projects along with supporting businesses there is limited capacity for new initiatives.		
Describe what further support would help address these challenges.		
Although the team is extremely experienced in local business support, this fund will add pressure to the work they are already undertaking. Therefore a part time administrative support role would be extremely helpful to collaborate with partners regarding updates, monitoring of the projects and reporting on the information required by Government.		

PEOPLE AND SKILLS CAPACITY AND CAPABILITY		
Does your local authority have any previous experience of delivering the People and Skills interventions you have select?		
Yes X	No	
How would you describe your team's current capability to manage funding for People and Skills interventions?		
Strong capability	Some capability X	Limited capability
Describe the key capability challenges (if you have any) for delivering People and Skills interventions. This may include challenges within your local authority and/or your local/regional delivery system.		
Addressing the skills gaps within Tendring is a priority for the team for 2022/23 and they have recently assigned a new member of staff to lead the project to work with partners to provide the skills needed in the district.		
Describe what further support would help address these challenges.		
This is already an area we are addressing so this fund will be combined with the work currently being undertaken.		
How would you describe your team's current capacity to manage funding for People and Skills interventions?		
Strong capability	Some capability	Limited capability
Describe the key capacity challenges (if you have any) for delivering People and Skills interventions. This may include challenges within your local authority and/or your local/regional delivery system.		

The Economic Growth Team is extremely experienced in small and has a number of high profile projects and along with supporting businesses there is limited capacity for new initiatives.

Describe what further support would help address these challenges.

We are expecting that much of this will be administered by partners. However, the team will need to monitor and provide information to Government. Therefore a part time administrative support role would be extremely helpful.

Over the 3 themes, and the 3 years, the part-time roles outlined under each section would most likely make up one full time role dedicated to the monitoring and evaluation of the UKSPF projects.

SUPPORT TO DELIVERY UKSPF

All lead authorities can use up to 4% of their UKSPF allocation to support the delivery of their chosen interventions but by exception, lead authorities will be able to use more than 4%. Are you planning to use more than 4%?

Yes

No: X

(If Yes) Explain why you wish to use more than 4%.

Approvals

Before submitting your investment plan, you should have approval from your:

- Chief Executive Officer
- Section 151 Officer
- Leader of your lead authority

Do you have approval from your Chief Executive Officer for this investment plan?

- Yes X
- No

Do you have approval from your Section 151 Officer for this investment plan?

- Yes X
- No

Do you have approval from the leader of your lead authority for this investment plan?

- Yes X
- No

If you do not have approval from any of these people, please explain why this is:

N/A

Additional documents

You will have received an email giving you access to a folder where you will need to upload supporting evidence to your investment plan. All applicants must complete and upload the following spreadsheet to the folder prior to submitting their investment plan:

- UKSPF Expenditure Profile spreadsheet
- UKSPF Indicative Deliverables spreadsheet

Your investment plan submission will be considered incomplete without the required documents.

Have you completed and uploaded the two spreadsheets to the SharePoint folder as requested?

- Yes
- No