

Forward Plan reference number: FP/261/10/23

Report title: Clacton Hub – Levelling Up Fund Project Approvals	
Report to: Councillor Lee Scott – Cabinet Member for Planning a Growing Economy in consultation with Councillor Mark Durham, Cabinet Member for the Arts, Heritage and Culture and Councillor Tony Ball, Cabinet Member for Education Excellence, Life-Long Learning and Employability	
Report author: Steve Evison – Director Sustainable Growth	
Date: 19 January 2024	For: Decision
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County Divisions affected: Clacton West	

1. Everyone's Essex

- 1.1 The Levelling Up Fund (LUF) is part of a broad package of interventions supporting the Government's plan to tackle inequality and drive prosperity in regions across the UK. Aligned to this priority, Everyone's Essex, our organisational strategy, sets out four strategic aims and 20 commitments. Within the commitments there are strategic aims for a strong inclusive and sustainable economy, for Essex to be a good place for children and families to grow, a high-quality environment and for health, wellbeing and independence for all ages.
- 1.2 Everyone's Essex also makes a commitment to supporting people to switch to more sustainable travel options so that we can reach our targets for achieving net zero carbon emissions by 2030. The approval of the recommendations of this report will positively contribute to this target by endorsing the progress of a project that will improve the energy efficiency of assets through combining two currently separate services into one building that will have improved thermal efficiency and natural lighting as well as utilise photovoltaic panels and air source heat pumps in the building's construction. Similarly, co-located provision in an accessible and centralised town centre location better connects residents to employment and lifestyle support and skills development opportunities and will encourage better use of public transport and other sustainable modes of travel to access the Hub.
- 1.3 Consistent with achieving these commitments, Essex County Council (ECC) agreed to support Tendring District Council (TDC) in the submission of its Levelling Up Fund bid to central government for Clacton-on-Sea (c.f. [Support for the Submission of Borough/District-led Levelling Up Funding Bids in Essex FP-470-07-22](#) dated 29 June 2022). In January 2023, the Clacton Civic Quarter bid was successful and awarded £19.96m. This funding will unlock major development for Clacton town centre and kickstart a programme of regeneration for the locality. As TDC are the lead authority on the bid, £3.1m of

the funding will now need to be passported to ECC to deliver the Clacton Hub scheme.

2 Recommendations

- 2.1 Agree to enter into a funding agreement with Tendring District Council relating to the delivery of the Clacton Hub project, which is part of the Clacton Civic Quarter Levelling Up Fund programme.
- 2.2 To note that the relevant Cabinet Member will be asked to make the decision on the how a principal construction contractor is procured provided the scheme remains affordable once the overall design has been completed.
- 2.3 To approve the expenditure of £564,000 (£558,000 capital and £6,000 revenue) for the progression of the Project to planning stage by August 2025, including due diligence, detailed design, planning, technical design and contractor tender.
- 2.4 To note that the Levelling Up Fund grant allocation will be used to cover the capital expenditure of the £558,000 described in 2.3.

3 Background and Proposal

- 3.1 As part of the bidding process for round two of the national ‘Levelling Up Fund’ , ECC agreed to support the development and submission of a second LUF bid for Clacton-on-Sea by TDC ([FP-470-07-22](#) dated 29 June 2022) and committed an initial figure of £6.5m of ECC’s capital programme towards the development of the ECC-led Clacton Hub project, with the bid being submitted to DLUHC in August 2022.
- 3.2 The outcome of the round 2 funding bid submission was originally anticipated to be announced in the Autumn Budget of 2022. However, the announcement was delayed until 19 January 2023, which is when the Clacton Civic Quarter programme was successfully awarded £19.96m, with £3,102,985 of this total secured specifically for the Clacton Hub scheme.
- 3.3 A key purpose of this report is to agree to commit to the project by entering into a funding agreement with TDC regarding the delivery of the Clacton Hub. This agreement will allow ECC to be able to claim the funding allocated to this project.
- 3.4 The proposed funding agreement sets out ECC’s responsibilities as the project delivery lead in respect of how the funding can be spent and the duration of this expenditure, the Council’s obligations to TDC as the Accountable Body for the funding award (such as completion of quarterly monitoring and evaluations returns, following due process in the management of the project and record keeping, the undertaking of publicity regarding the project, and dispute resolution) and also details how the funding will be paid to ECC. TDC have signed a Memorandum of Understanding (MOU) with DLUHC, which sets out

the terms, principles and practices that will apply to the working relationship between DLUHC and TDC. This MOU has informed the contents of the draft funding agreement.

- 3.5 The delay to the funding announcement has created some additional challenges in terms of the programme delivery milestones originally detailed in the bid, which assumed that all money would be spent by March 2025, but an extension to this issue is currently being addressed through the DLUHC Project Adjustment Request (PAR) change control process.
- 3.6 Furthermore, during the time between the start of the bid preparation and eventual announcement (approximately 15 months), the construction sector was significantly impacted by increasing build costs as a result of rising inflation as well as changes to building regulations, and this has meant that the original project costs have had to be adjusted and consequently the proposed level of ECC match funding increased from £6.5m to £7.9m, which remains within ECC's capital funding allocation for the regeneration of Clacton-on-Sea.
- 3.7 TDC as the Accountable Body (and therefore ECC as the recipient of the funding and project lead for Clacton Hub) to make decisions on project changes that relate to up to 30% change in funding profile between financial years and up to 30% change in outputs and outcomes. This is provided the project remains materially the same. Changes which exceed these thresholds need to be referred to DLUHC through the formal PAR process. The request to extend the defrayment date for the Clacton Hub project by 12 months to March 2026 is in line with a similar request that TDC are submitting for their Carnarvon Terrace scheme. The PAR needs to be approved by the local MP before it can be submitted to DLUHC and TDC have received this approval. It is anticipated that TDC's Section 151 Officer will sign off the PAR documents in January for submission to DLUHC before the next quarterly monitoring and evaluation return is due at the end of January.
- 3.8 Whilst DLUHC do not normally expect projects to undergo multiple amendments, there may be occasions when this is necessary. It should be noted that the 30% threshold is an accumulative metric (over the lifespan of the project) and based on the mutually agreed metrics in the MOU.
- 3.9 Since the bid announcement, ECC has reviewed the project's projected delivery timescales and costs in line with the proposed defrayment date of March 2026, including vigorously assessing various delivery option scenarios, and based on a successful track record of delivering schemes of a similar scale along with taking a best endeavours approach, are confident in being able to deliver the Clacton Hub project in accordance with this revised timeframe and budget.
- 3.10 Furthermore, TDC are required to submit quarterly monitoring reports to DLUHC, which set out steps taken towards ensuring the delivery timescales and cost remain on track, and ECC will routinely feed into this monitoring process to continue to offer the confidence required. The funding will be released by DLUHC to TDC and then ECC in six-monthly instalments and will be dependent upon the submission of a S151 officer signed Statement of Grant

Usage, which will provide a further governance check in this project management process.

- 3.11 As per the recommendation in section 2.4, it should be reiterated that the approval of the decisions outlined in this report entails the endorsement of expenditure to the total value of £564,000 to progress the project to the planning application submission stage, £558,000 of which would be claimed as part of the LUF capital allocation. If this project should ultimately *not* succeed in obtaining approval at the final internal decision stage and/or ECC takes the decision that the project is no longer deliverable within the specified timescales agreed with TDC and DLUHC and/or budget available, this is the maximum value of the potential financial risk to ECC as the Council would not be able to claim for any spend that is uncommitted. The approval of this report and the associated Funding Agreement will enable ECC to commence reclaiming committed costs in line with the project's updated funding profile.
- 3.12 The Clacton Civic Quarter LUF bid comprised two elements: the Clacton Hub, an ECC-led scheme, which is the subject of this paper, and the TDC-led Carnarvon Terrace, which receives the remainder of the total LUF allocation. The bid was based on £6.5m of ECC's capital contribution towards the Clacton Hub, an ECC-led scheme which delivers a new library and registration service, accessible skills centre with Adult Community Learning, and a co-located partner facility in the heart of Clacton. The second project within the bid, Carnarvon Terrace is TDC-led and aims to transform a derelict site into new space for residential uses, alongside community and commercial maker space as well as enhanced parking provision and electric vehicle charging points.
- 3.13 The Clacton Hub project is driven by the need to invest in Clacton-on-Sea to support ECC's levelling up ambitions. The project is centred around the redevelopment of Clacton Library, a key ECC-owned site in the town centre, that will act as a catalyst for the regeneration of the wider town. Since the LUF award was announced in January 2023, Tendring has been selected by Government as one of the Levelling Up Partnership places and Clacton-on-Sea has been designated as a recipient of funding attached to the new Long-Term Plan for Towns scheme. In total this equates to a further c£40m of capital funding for the regeneration of the area, which in turn will help to address the key socioeconomic and infrastructure challenges faced by residents and businesses.
- 3.14 Clacton-on-Sea is the principal economic centre in Tendring, and a key locality within Essex. The existing library site is the main gateway into the town centre and presents an opportunity to create a landmark development to support regeneration whilst modernising ECC's estate in the town and will help address issues of high levels of unemployment, and low levels of educational attainment and skills in the district through the provision of a centralised learning offer.
- 3.15 Creating a 21st century public sector hub, the project kickstarts a programme of diversification for the town centre to ensure that Clacton-on-Sea can develop its resilience and begin safeguarding the future of its town centre offer. The project aims to redevelop the land occupied by the current library and Registration Service, providing a new and impressive modern facility that will also include building regulation-compliant environmental features, which will contribute to

ECC's net zero targets. Adult Community Learning (ACL) who currently have premises at a nearby ECC-owned site on St Osyth Road, will co-locate at the newly created Clacton Hub, providing a centralised skills offer alongside library and community provision in one accessible and bespoke space.

- 3.16 It is envisaged that co-location of services at the current library site will increase the quality and accessibility of ACL provision for residents of Clacton resulting in increased numbers of students accessing services. This in turn will contribute towards addressing the educational attainment and deprivation challenges in the town by supporting residents to upskill through an enhanced education offer. The provision of additional community services at the Clacton Hub, as well as improved visual amenity at Carnarvon Terrace, will contribute to the reduction of crime through increased natural surveillance and improved community cohesion, additional economic activity and vibrancy. Not only would this deliver land value uplift on the sites themselves, but also for residential and commercial property in the surrounding area.
- 3.17 By combining two ageing assets into a brand-new building, efficiencies will be gained through sustainable and modern construction methods that will improve insulation, heating and ventilation that result in savings to ECC through reduced energy costs and maintenance liabilities for the two services in Clacton. Furthermore, the new structure is expected to lead to improved air quality and comfort as well as increased use of natural light where possible to improve the environment and experience for staff, customers and students alike.
- 3.18 The Clacton Hub will also provide space for University of Essex's new Centre for Coastal Communities, which is part of the new Institute for Public Health and Wellbeing. It was a central component of the LUF bid and is believed to be a key factor in the bid being successful this time due to its prominence in the government's funding announcement for Clacton earlier this year. The Centre, which aims to be a national and international centre of excellence, will utilise the University's expertise in data analysis and work with partners to explore how coastal communities can be better supported. The physical presence of the Centre will boost the profile of Clacton Town Centre and better enable outreach to communities as well as ensuring the success of the wider programme. It will also strengthen the diversity of uses in the town centre, contributing to a richer mix of activity. The co-location of the Centre within the Clacton Hub will also enable greater synergies across the various services and partnerships located there, leading to further potential enhancements to the outcomes detailed in the bid. The focus of a number of services and partners in one location is also expected to increase footfall in the area, which in turn is likely to have an impact on local shops, entertainment venues, cafes, and restaurants, further supporting the local economy of Clacton and increase pride in place.
- 3.19 The co-location of the ACL and library services builds on the success of their shared presence in Harlow. Best practice and lessons learnt from that development will be incorporated into this scheme as the design of the facility progresses.
- 3.20 The proposed new building will house the library's existing asset collection, but in a higher quality, more flexible space, enabling it to be better suited to support

modern library service provision. This will ensure that the building itself can accommodate the same service offer in a more efficient and slightly reduced floor space.

- 3.21 To ensure delivery of uninterrupted library and registration services, a temporary library facility will need to be provided for the duration of the construction works. The project delivery team are currently working with Essex Property and Facilities (EPF) to identify a suitable location for this temporary facility. Due to the limited availability of suitable commercial property in Clacton town centre, the temporary facility may be smaller than the current library and may only enable a portion of the current library's facilities to be re-provided, and at a location which may be less convenient to some library users in the short term. Careful consideration will be given to functionality and impact on library and registration service users, as well as factors such as availability and cost. Every effort will be made to minimise service disruption and to communicate the long-term benefits being delivered to users by the Clacton Hub scheme.
- 3.22 This development also enables the existing ACL site to be vacated and repurposed or disposed of, presenting a further opportunity for the regeneration of Clacton-on-Sea, which would be the subject of a separate decision. The Clacton Hub scheme has been developed based on professional advice and guidance including capacity studies undertaken by Chetwoods architects and build costs provided by Potter Raper quantity surveyors. These initial inputs were used to inform the original bid and will be developed further as part of the next stage of the project delivery, which approval of this report will enable.
- 3.23 Management of the project is underway, and a range of due diligence has already been undertaken, which includes site surveys as part of initial feasibility investigations. The results of these investigations support the conclusion that this project can be progressed. More detailed due diligence will be undertaken as part of the design and planning phase based on professional advice and guidance.
- 3.24 Should the recommendations in this report be agreed, further due diligence and site preparation activity will be undertaken, as well as the development and finalisation of a design that can be submitted for planning. Upon approval of this report, ECC will look to appoint a design team using consultants to inform the design process. These will be procured through ECC's Request for Quote process, in accordance with ECC's Procurement Policy, which entails a standard 70/30 price/quality split. Appointments will be in accordance with ECC's Financial Delegations.
- 3.25 The key milestones that inform the Recommendations are as follows and are based on a PAR request being submitted that would approve a 12-month extension to the defrayment date from March 2025 to March 2026. The approval of the Recommendations will enable this activity to commence:

Milestone Description	Target Completion Date
Concept design prepared (RIBA stage 2)	April 2024
Public consultation on initial designs	May 2024
Detailed design and planning application preparation	September 2024

Planning permission secured	January 2025
Technical design and decision as to whether or not to go ahead with procurement of a contractor	July 2025
Decision whether or not to proceed with project (FBC)	August 2025
Library & Registration Services temporary relocation	September 2025
Demolition & Construction commences	September 2025
Complete defrayment of LUF award for project by ECC (i.e. Government funding spent by)	March 2026
Completion of construction	March 2027

3.26 The proposed procurement of the contractor will be above threshold and compliant with the Public Contracts Regulations 2015. Market engagement will be undertaken to attract local companies and to aid in shaping the tender ensuring delivery of Social Value. A further decision to procure a construction contractor will be taken once we have more information about the design and can confirm affordability and the most appropriate procurement route.

4 Links to our Strategic Ambitions

4.1 This report links to the following aims in the Essex Vision:

- Enjoy life into old age;
- Strengthen communities through participation;
- Develop our County sustainably;
- Connect us to each other and the world; and
- Share prosperity with everyone.

4.2 Approving the recommendations in this report will have a positive impact on the Council's ambition to be net carbon neutral by 2030. By combining two ageing assets into a brand-new building, efficiencies will be gained through sustainable and modern construction methods that will improve insulation, heating and ventilation that result in savings to the Council through reduced energy costs and maintenance liabilities for the two services in Clacton. Furthermore, the new structure is expected to lead to improved air quality and comfort as well as increased use of natural light where possible to improve the environment and experience for staff, customers and students alike. Also, as detailed in section 1.5, a co-located offer in an accessible town centre location that is within easier reach of sustainable modes of transport further supports ECC's sustainability targets.

4.3 This report links to the following strategic priorities in the Organisational Strategy 'Everyone's Essex':

- A strong, inclusive and sustainable economy
- A high-quality environment
- Health wellbeing and independence for all ages
- A good place for children and families to grow.

5 Options

- 5.1 Option 1: Approve the Funding Agreement between ECC and TDC regarding the delivery of the Clacton Hub and proceed the with delivery of this project as per the approach set out in sections 2 and 3 of this report. **(Recommended)**. This option is recommended as it this enables the Council to leverage government funding to develop a new building to support the delivery of two key services in a priority locality in Essex. In doing so, it will support service provision to local people, improve the efficiency of its assets, and make a significant contribution to the regeneration of the town. Furthermore, it enables the University of Essex's Centre for Coastal Communities to locate within Clacton, boosting the profile of the town centre and better enable outreach to communities as well as ensuring the success of the programme.
- 5.2 Option 2: Do Nothing. **(Not recommended)**. Should LUF funding not be utilised, ACL and Library services would remain at their existing locations. This option is not recommended as it would result in further cost to ECC through maintenance liabilities over the next 3-5 years. Existing buildings are not energy efficient therefore continued higher energy costs for the Council in the longer term and retention of these ageing and inefficient assets does not support Council's climate agenda. Furthermore, this option does not enable University of Essex's Centre for Coastal Communities to be located in the town alongside key partners as no viable alternative location has been identified. Additionally, the Clacton Hub is a key component of the overarching Clacton Civic Quarter package (that includes Carnarvon Terrace) and not progressing with the Clacton Hub project would risk the loss of all funding (£19.96m) that has been awarded by DLUHC to the programme.
- 5.3 Option 3: Refurbish existing assets. **(Not recommended)**. This is not recommended as this would incur costs to the Council without delivering any further tangible outcomes. Furthermore, this option does not enable University of Essex's Centre for Coastal Communities to be located in the town alongside key partners as no viable alternative location has been identified.

6 Issues for consideration

Financial implications

6.1.1 The table below shows the capital and revenue costs related to the project and the funding sources for those costs. No additional funding is required, although a reallocation of an existing capital budget is detailed in the recommendations:

Project Financial Statement									
Please select: Business Case Type	Invest to Grow								
Asset Category	Buildings								
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Please only input into those cells shaded yellow	5 Year Total	2023/24	2024/25	2025/26	2026/27	2027/28	Future Years (ongoing per annum)	Prior Year Costs	TOTAL PROJECT COSTS
Capital Costs excluding Contingency	10,465	128	332	1,798	7,360	847	-	-	10,465
Contingency	244	-	-	38	191	15	-	-	244
Total Capital Costs (for Capital Programme)	10,709	128	332	1,836	7,551	863	-	-	10,709
Capital Funding									
Levelling Up Fund (via Tendring DC)	2,813	128	332	1,836	517	-	-	-	2,813
Please Specify Funding eg Basic Need Grant	-	-	-	-	-	-	-	-	-
Please Specify Funding eg Basic Need Grant	-	-	-	-	-	-	-	-	-
Identified External Capital Funding	2,813	128	332	1,836	517	-	-	-	2,813
Gap - ECC Borrowing Required	7,896	-	-	-	7,034	863	-	-	-
Revenue Costs									
Rent & fitting out temporary accommodation	290	-	-	140	100	50	-	-	-
Overheads - legal etc	10	1	3	3	3	0	-	-	-
Total Revenue Costs (excluding borrowing)	300	1	3	143	103	50	-	-	-
Borrowing Costs									
Estimated interest cost of borrowing	384	-	-	-	123	261	276	-	-
Estimated MRP (Minimum Revenue Provision)	207	-	-	-	-	207	232	-	-
Total Borrowing Costs	591	-	-	-	123	468	508	-	-
Total Revenue Impact	891	1	3	143	226	518	508	-	-
Revenue Affordability Assessment (funded by)									
Existing allocation in MTRS	601	1	3	3	126	468	508	-	-
Levelling Up Fund (via Tendring DC)	290	-	-	140	100	50	-	-	-
New funding required	-	-	-	-	-	-	-	-	-
Total Revenue Budget	891	1	3	143	226	518	508	-	-

6.1.2 The capital cost of £10.7m includes £0.2m of contingency. This will initially be funded from the Levelling Up Fund (£2.8m) drawn down via Tendring District Council. The remaining capital requirement of £7.9m will be funded from the existing £6.5m included in the capital programme for this project and £1.4m from the funding included in the capital programme for site acquisition in Clacton.

6.1.3 The additional £1.4m over the original funding is generated by cost inflation and updated building regulation costs since the submission of the bid.

6.1.4 The revenue costs are mainly for the temporary accommodation for the Library Service, which will be funded from the Levelling Up Fund. This treatment is consistent with other Levelling Up Fund projects. The remaining overhead will be funded from existing service budgets.

6.1.5 The borrowing costs are already included in the Medium-Term Resources Strategy as no new funding is being requested.

6.1.6 There is a risk that the final tendered costs are higher than projected. The costs include £0.7m of inflation based on the projections of the relevant indices. There is also a combined 4.5% cost risk that is taken by the design and construction contractors.

6.1.7 The project will release the existing ACL site, although no allowance has been made in these figures for any benefit that may arise from this opportunity, which would be subject to a separate process.

6.1.8 Similarly, there is an income generating possibility from the lease of space to the University of Essex and/or meeting room hire, which has not been included in this paper.

6.1.9 An estimated £0.5m of maintenance costs on the existing Clacton Library will be avoided over the next 3 years. While not cashable, it does allow the prioritisation of funds elsewhere in the maintenance programme.

6.2 Legal implications

6.2.1 ECC must ensure that it is able to uphold its obligations as set out in the funding agreement.

6.2.2 All procurement must be undertaken in line with applicable ECC policies and regulations, including the Public Contracts Regulations 2015.

6.2.3 ECC must also be aware of subsidy control matters as it progresses through delivery. This was considered as part of the bid process as well and the factors considered at that stage should be borne in mind as the project progresses.

6.2.4 It is important to bear in mind that the risk of delivering this scheme will be borne by ECC and that if there are cost overruns then ECC will need to fund them, or value engineer the solution. This may be difficult at a time of scarce resources.

7 Equality and Diversity Considerations

7.1 The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need to:

- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful
- (b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
- (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

7.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

7.3 The Equalities Comprehensive Impact Assessment (ECIA) undertaken for this project indicates that whilst the proposals in this report will affect service users,

employees and the wider community, they will not have a disproportionately adverse impact on any people with a particular characteristic. This review has concluded that the protected characteristics that will experience a positive impact from the delivery of this project are age, disability, marriage/civil partnership, and pregnancy/maternity and that the level of this impact is rated as low to medium.

- 7.4 Three of the Council's four priority cohorts will also positively benefit from these proposals, namely children and adults with SEND, learning disabilities or mental health conditions (taking an all-age approach), working families and young adults (16-25) who have not been in education, training or employment for around 6-12 months. Additionally, in view of the fact that Tendring has a higher proportion of looked after children/care leavers than anywhere else in Essex, it is likely that some residents from this background will engage with the Hub in some way. Other groups who are also likely to benefit include people who are unemployed / economically inactive and who are on low incomes.
- 7.5 Furthermore, the ECIA details the proposed mitigations that will be put in place as a result of the potential loss of car parking currently allocated to ACL services in Clacton when the service moves from its current location to the Clacton Hub.
- 7.6 The ECIA also addresses the potential impact of the project on reducing/preventing crime and disorder in the locality, which includes anti-social and other behaviour adversely affecting the local environment. The contribution of additional community services and improved visual amenity at the Clacton Hub would contribute to the reduction of crime through increased natural surveillance, improved community cohesion and an enhanced skills-based infrastructure to increase levels of education, attainment and aspirations.
- 7.7 Finally, the ECIA reviews the impact of development or re-development of buildings or infrastructure in respect of the Council's Climate agenda. Sections 1.5, 3.14 and 4.2 detail the positive impact that the project will have from a sustainability perspective. The building is also expected to be designed to BREEAM 2018 "Very Good" standard as a minimum.

8 List of Appendices

- 8.1 Equalities Comprehensive Impact Assessment

9 List of Background papers

- 9.1 Levelling Up Fund Background
- 9.2 Funding Agreement

I approve the above recommendations set out above relating to my Portfolio for the reasons set out in the report.	Date
Councillor Lee Scott, Cabinet Member for Planning a Growing Economy	25/01/24

In consultation with:

Role	Date
Councillor Mark Durham, Cabinet Member for the Arts, Heritage and Culture	24/01/24
Councillor Tony Ball, Cabinet Member for Education Excellence, Life-Long Learning and Employability	24/01/24
Tom Walker and Executive Director for Economy, Investment and Public Health	25/01/24
Executive Director Corporate Services (S151 Officer)	19/01/24
Daniel Tooke, Head of Finance on behalf of Nicole Wood	
Director, Legal and Assurance (Monitoring Officer)	03/01/24
Paul Turner	