



**Board Meeting
Wednesday, 23 June 2010
1000-1300 hours
Margate Media Centre**

A G E N D A

- 1 Welcome and Introductions**
- 2 Minutes & Actions of the Last Meeting**
- 3 Economic Report**
- 4 Programme Timeline**
- 5 Margate Task Force & Margate Agreement**
- 6 Neighbourhood Plan and Community Engagement Action Plan Update**
- 7 Countdown to 2011**
- 8 Dreamland Sea Change**
- 9 Progress Report**
- 10 Programme Director's Report**
- 11 Any Other Business**
- 12 Dates of Future Meetings**

**28 October 2010 (Date changed from 7 October)
16 December 2010**



Margate Renewal Partnership Board
Thursday, 8 April 2010
Margate Media Centre
MINUTES

Attendance			
Pam Alexander	CE of SEEDA, Chair	Brendan Ryan	TDC
Sandy Ezekiel	Leader TDC, Acting Chair	Brian White	TDC
Cllr Roger Latchford	TDC, Deputy Leader	Doug Brown	TDC
Richard Samuel	TDC, CE	Nick Dermott	TDC
Derek Harding	MRP	Carla Wenham Jones	TDC
Simon Bandy	HCA	Di Woolloff	GOSE
Anita Pearce	HCA	Keith MacKenney	KCC
Colin Maclean	KCC/Thanet Works	Cllr Mike Hill	KCC
Claudette Forbes	SEEDA	Amanda Honey	KCC
Andrew Brown	English Heritage	Theresa Bruton	KCC
Clive Stevens	Turner Contemporary Trust		
Apologies			
Cllr Julie Rook	KCC		
Katharine Harvey	SEEDA		
Stephanie Fuller	ACE		
Cllr Kevin Lynes	KCC		
Ann Sutton	CE, PCT		
Stuart McLeod	HLF		
Akin Durowoju	HCA		
Guests			
Terry Painter	Chair, Margate Town Partnership		
Clive Stevens	Representing John Kampfner of Turner Contemporary Trust		
Cllr Zita Wiltshire	TDC Cabinet Portfolio holder - Housing		
Catherine Wreyford	Advisor, SEEDA		
Sarah Wren	KCC/ACE		
Presentations			
Helen Hayes	Urban Practitioners		
Alistair MacDonald	Urban Practitioners		
Jo Broadwood	Local Improvement Advisor		
Raj Bhari	Local Improvement Advisor		
Chris Cobbold	DTZ		
George Chandler	KCC		
Minutes: Mandy Cronje			

1. Welcome & Apologies

- PA welcomed everyone to the meeting and advised apologies.
- PA welcomed Terry Painter, Chair of Margate Town Partnership as an observer.
- AH advised that Clive Stevens was attending the meeting representing John Kampfner.
- Cllr Mike Hill advised that responsibility for Turner Contemporary now rests with John Kampfner and the Trust.
- PA advised that this is SE's last meeting as Leader of Thanet and thanked him on behalf of the Board for all he had done for the Partnership and wished him good luck for the future.

2. Minutes & Matters Arising

- The Board agreed the minutes of the June meeting corrections noted under Point No 5. Housing Renewal Update under Decision: 'The Board noted the report'.
- AH advised that Victoria Pomery was not at the meeting, John Kampfner was attending.
- The Action table sets out actions and comments arising from the 15 December meeting and most are included on today's agenda.

3. Margate Task Force & Total Place

- Colin Maclean introduced the report stating with cautious optimism that over the last three months a more joined up approach of working at every level has occurred. Since the Housing meeting in December, DTZ who are currently working on the Kent and Medway Housing Strategy have been commissioned, funded by KCC, to advise on the Housing Programme and are now in the final stages of their work. CMc referred to the Appendices which indicate what agencies are doing in these two wards. CMc queried if the resources are being used properly for what is to be achieved and that it is very important that we continue this work. In this sector the majority of families are high cost cases which are key to the business case.
- CMc advised that the Co-ordinator post is now advertised and the interview panel will be Amanda Honey, Richard Samuel and Andy Scott-Clarke. CMc referred to the appendices advising of the Margate Task Force team structure, about bringing different members of the public sector together and forming the team around June.
- CMc advised that a workshop to negotiate and agree the Margate Agreement is being facilitated by Alexis Cleveland, Director General, Transformational Government and the Cabinet Office on the 27th April 2010. Di Woolloff is leading.
- SE queried governance. He stated that within the Project Board there is no member level presence from TDC. Some of the issues raised by tenants need to be investigated more thoroughly. SE stated that there are some very good landlords and we do not want to label Cliftonville as a 'no-go' zone.
- AH advised that Paul Carter is meeting with a Cabinet Member and is chair of the group. CMc stressed that this group falls under the MRP umbrella.
- CMc stated that the Co-ordinator post is a secondment for two years and requested that officers be encouraged to look at it.
- PA agreed that staff should be encouraged as it is a great opportunity to work with a range of services. PA queried timescale?
- CMc advised it is work in progress, the elements bringing together inter-relationships with the housing strategy and links with the private and public sector. These are coming together better now but the team needs to be allowed time to work with the Co-ordinator. This is planned for June. DH advised that the agenda was put together in the hopes that there would be some synergy with the presentations.
- CMc stressed the last recommendation; to refer this report to key agencies stating that it is important that over the next three months we move forward from the evolution phase.
- PA stated that we must not be so focussed on the housing that we forget other agencies such as Job Centre Plus. PA queried employment and skills and what we could get from Job Centre Plus and Business Link?
- RS advised that from the worklessness assessment that has been done, by far the largest number of people claiming benefit and long term unemployment, were well and able people applying for the same jobs. RS stated that the way forward, over the next year, is to decide

what we can do as partners and what is going to require change at national level. There are no radical changes at government level, at this stage; it is going to take longer. We cannot wait for this to be changed at national level. RS feels that lobbying would be the most powerful way to go forward.

- PA stated that Appendix D is very valuable by bringing together various elements with the Special Intervention Area (SIA).
- DW stated that government is open to pilots which reduce the risks. We need to identify which areas to pilot.
- PA stated we now need to target the key agencies with the flexibilities to take things forward. PA asked for endorsement from those around the table; this was agreed.

Decision: The Board noted the report.

Action: The Board agreed to refer this report to key partner agencies in order to secure their full commitment and agreement to specific resources.

4. Community Engagement Action Plan & Neighbourhood Plan

- DH introduced the report which was taken as read. CWJ summarised recent progress outlined in the report stating that community engagement at grass roots level is required. CWJ stated that in the last two years, out of 115 projects, 70% have been lead by the community sector. In order to move forward, the need to engage with a much wider group has been identified.
- CWJ introduced Jo Broadwood and Raj Bhari, Local Improvement Advisors to present their findings on how we are going to engage with people and tackle transience. Support and guidance will be provided by the LIAs including stakeholder discussions and training which will take place post-election. It is proposed to launch the Community Engagement Action Plan after June. This will be informed by the SSCF Programme outcomes over the last four years.
- Helen Hayes of Urban Practitioners presented on the Community Engagement Action Plan findings so far and the emerging Framework for Engagement.
- HH stated that a Charter for Margate be created to which people can sign up, ensuring that people know what is going on.
- AH stated concern that there may be initiative overload. We need to focus on how we build on SSCF and the lessons learnt. The Task Force is to be the conduit for all this work and how we feed back to the local people.
- SE stated that the consultants have told us nothing new and come up with no solutions. The difficult debate revolves around social engineering. The 'how' is very important and how we tackle these issues very quickly.
- RS stated that from the presentations, he feels that there needs to be a recasting of residents in these two wards and this needs to be carefully re-thought. What has not been said is how this will be redesigned; how we rethink this and how we are to do this? RS feels that from what has been presented, a redesign of the relationship between residents and public services is needed. His concern is how this is going to be resourced.
- PA stated that it is useful to hear that this is coming together and shares the concern of some driving down from the Task Force. PA queried the timetable for feedback.
- CWJ stated that the test bed focus groups will inform a draft Community Engagement Plan by the end of May. The engagement plan will inform what needs to be done and feed into the long term action plan.
- PA stated that we need to ensure that the Task Force work encompasses this work.
- ZW advised this should be presented to Council.

Decision: The board noted the progress and;

- endorsed the involvement of CAGE in the development of the Neighbourhood Plan,
- endorsed the integration of the Community Engagement Action Plan with the Task Force & Housing Renewal Work.

Action: An update on the report to be given at the June meeting.

5. Housing Renewal Update

- BR introduced the report advising that Chris Cobbold of DTZ would be presenting the interim findings. Discussions and negotiations with KCC are ongoing, looking at increasing enforcement and standards by using reward grants. We are close to concluding these discussions and hopefully recruit more enforcement staff. BR advised of 'Your home, Your Heath' initiative conducted in Dalby Square. Working systematically, it is building a much better understanding of where the people are coming from that are living there.
- BR also advised that investigations on derelict properties within the vicinity of Turner Contemporary have been conducted, namely Arcadian and Fort Hill Hotel. The owners have been contacted and instructed to make improvements but little movement has been seen so far. CPO is now been considered and lawyers have been instructed.
- BR introduced Chris Cobbold.
- CC requested that the Board engage in thinking about the model on the scale that it needs to operate and what can be done within the next year to make it happen. CC advised of the objectives, challenges, funding context and key principles looking at North Cliftonville West. One of the issues around the housing component is that £1b is required to renovate homes in line with the 'Decent Homes standard'. CC stated that one of the most complex ownership issues is developers buying, renovating and reselling, and there are multiple landlords which make it more difficult to tackle. CC feels we should concentrate on building around owner occupiers. CC stated that this needs to be done at sufficient scale, because if this is done too small, it will fail. Three hundred properties need to be addressed over three years. A delivery partner is needed with support from either KCC or HCA and a pilot initiative established as soon as possible.
- PA requested comments.
- SB advised that HCA are involved with the details of the model. We can now push forward the relationship with Total Place and how the housing benefit can be used to benefit the area. Linked to that working on the public realm is important. We quite clearly need to move to a position where we have some outputs and outcomes for these areas. What are we trying to achieve and what is an acceptable level for transiency?
- PA agreed with SB stating that an investment model is needed.
- RS commented that the approach is similar to housing renewal 30 years ago. Areas were CPO'd, assets transferred to community ownership creating a high level of community control. RS is encouraged by this discussion.
- PA is concerned about the tension; how do you make the finance stack up and how you get the social engagement?
- AH feels that we need to be bold and brave and we have got to have something to achieve. But we need to think about the impact on individuals and families.
- SE queried how we are to attract owner occupiers; what would give them confidence that they will get in there. How do we attract the right kind of investment? You need to have something to sell to the private sector.
- SB reiterated that it is how this piece of work links in with the other work streams.
- PA queried conservation issues.
- AB stated that the conservation area status can have a positive effect. It also enables fine tuning and could also lever in some funding. Most important need is the quality of the place.
- PA thanked everyone for their comments, great support and healthy scepticism. Looks forward to the final proposals.

Decision: The Board noted the report and the interim findings of the Housing Intervention Strategy & Delivery Model by DTZ.

Action: The DTZ report to be sent to Board Members in May.

6. Public Realm Project Update

- PA welcomed GC inviting him to present an update on the Public Realm Project.
- GC advised that the Public Realm is looking at the development of the seafront from the railway station through to Droit House; about improving the experience for the people in Margate. GC would like to see an award winning concept adding that the key issue is too much highway and a large amount of wasted space.
- PA reminded that the most important thing is to make Margate a success.
- MH reminded that a great deal of investment has gone into the Turner Contemporary and raised concern about the co-ordination of timing for the completion of public realm works.
- GC advised that there will be issues with connectivity but assured that every effort will be made to co-ordinate and coincide with projects i.e. Turner/Dreamland.
- SE stated he was pleased that the Station Road roundabout is part of the scheme and agreed that the road needs to be narrowed.
- RS stated that he had a meeting with John Kampfner. There needs to be a count down to the time of the opening. We do not have a coherent plan.
- PA queried how this would tie in with the flood risk and stated that she would like to see a spreadsheet, month by month of what is happening.
- AH said its unclear how much money is in the pot and queried if there will be sufficient funding to get things done to a sufficient stage.
- GC stated that the funding he has is to develop the project design and deliver quick wins.
- PA asked if there is a budget identified from where the money can come.
- GC said he would like to complete the design by October but implementation depends on the LTP (Local Transport Plan).
- TB stated that we need to look at what we can do with existing resources. If we have a clear plan we will have a better position to negotiate for resources.
- AH reminded that there are only 11 months until the opening.
- PA stated that if we do not have the design process by 2010 we will only have 5 months, making it very difficult to complete tasks. PA queried if there were any quick wins that could be done. GC felt that some might be possible.
- BW advised that the Environment Agency is looking at a consistent design.
- SE said that GC has been working very hard on this project. The question is where we get the budget from. Cabinet have to agree that they will make Margate & Cliftonville priorities stressing that unless the finance is in place we cannot move forward.
- AB asked if lighting and signage is a high priority.
- GC advised that tourism signs will be done before summer.
- AB queried the arts and culture involvement in the 'award winning concept'?
- GC stated that he could not answer that at present, although artistic input is being considered.

Decision: The Board noted the proposals.

Action: To present 'Quick Wins' and timeline and required budget at June meeting.

7. Dreamland Sea Change

- DH took the report as read.
- As a back stop to allow the first phase to proceed, TDC has asked KCC provide a 'soft loan'. The programme has slipped due to delays in the Sea Change announcement. A small team has been appointed as has the Design Team, (except landscape architects – interviews held on 1st April). The detailed design will be completed within the next two months. Planning applications should be submitted towards the end of July. The HLF Grant application will be submitted in August with a decision on the HLF pass in November. Uncertain about the construction programme but hopefully complete in early 2012. The Sea Change £3.8m needs to be spent by March 2011. The Sea Change team are being kept informed and we are to provide them with a committed cash flow. Key risks relate to the transfer of the land, Heads of Terms being drawn up as we speak. There is a report to Cabinet to CPO if negotiations are unsuccessful.

- DH advised that Sea Change require us to provide them with 75% match funding. Sea Change is very committed to the project and we are keeping them informed.
- SE reminded all that this is a once in a lifetime opportunity SE stated that in terms of KCC providing soft loan funds, any future development to the enabling land will generate income. If we cannot get this funding issue sorted out, this project will collapse. We are not entirely confident about this site. It is fraught with difficulties. This is not a simple project and involves complex characters. If we do not get this scheme to happen this summer, we are not going to get it to happen ever again.
- PA stated that this has been an amazing success; to have achieved what has been achieved so far.
- AH said she would speak with Kevin Lynes.
- SE stated it is essential that we acquire the land. The private sector has in the past tried to engage with the land owner.
- MH raised the issue of security of repayment of the loan.
- RS understands that it would be a debt to TDC.
- PA stated that we have the timelines of all activities before the Turner Contemporary opens. PA agrees with SE that this is a once in a life time opportunity.

Decision: The Board noted the progress on the project and the revised programme and

- **agreed the revised funding schedule;**
- **considered the options for meeting the funding shortfall.**

Action: Present an update at the next meeting.

8. Recession Report

- PA introduced the report advising that it is based on information gathered by the SEEDA Research teams.
- CF stated that the information provided is district level and not at ward level. The main findings indicate a higher average in Cliftonville West and Margate Central of benefit claimants and unemployment increasing faster than in other parts of Kent, where these levels are beginning to level out.
- PA suggested it would be worth focussing on the jobs and unemployment levels at the next meeting.

Decision: The Board noted the report.

Action: Updated report on job market and unemployment trends in the two wards.

9. Progress Report

- DH introduced report.
- KMc advised that TRI Hospitality Consultants have been commissioned to produce detailed market reports looking at opportunities related to a hotel on the site and development options at the Winter Gardens/Rendezvous Site.
- PA stated that the Board looks forward to that report and if the market does not develop, would other solutions be provided? KMc advised that the Steering Group will be looking at this too and will be covered in the report.
- DH advised that regarding the Communications Action Plan, there have been difficulties resourcing this and requested assistance from the Partners. PA suggested a plan highlighting events up to the opening of the Turner Contemporary. DH advised that detailed discussions held locally about the strategy.

Decision: The Board noted the report and agreed actions listed in Section 2.

Action: Full briefing on Rendezvous & Winter Gardens to be reported at June meeting.

10. Director's Report

- The report was taken as read.
- DH drew attention to the local context and what is perceived to be happening locally. A number of new units in the Old Town and High Street have opened up, yet in the upper part of town, traders are saying business is worse than ever.
- DH mentioned the £200K from DCLG's Seaside Strategy. PA suggested we come back to this at the end of June. DW stated that money would have been spent in this financial year. RS opportunity is there. What we need to do is look at this, use the next few months to look at what needs to be done. It should be used to pump prime future things. PA advised that this should not be thought about until June. RS stated that it has already been paid to TDC. PA suggested it be used for quick wins. RS advised that one of the things TDC should do, is use it for the Public Realm which would be very popular.

Decision: The Board noted the report.

11. Any Other Business

- DH introduced Terry Painter, new Chair of Margate Town Partnership. TP stated that the two main functions are town centre management and events. Primarily what the partnership is trying to do is help let as many properties in the Old Town. TP showed an example of dressing up vacant shop windows to improve the appearance and try to get young people involved in renovations i.e. carpentry. The project is estimated to cost £1,200 per shop and £30,000 for the whole of Margate.
- PA stated this is a terrific note to end on.

13. Dates of Future Meetings

All meetings are held at the Margate Media Centre, at 10.00am unless advised otherwise.

- 23 June 2010
- 28 October 2010 (changed from 7 October)
- 16 December 2010

BOARD MEETING ACTION POINTS AND PROGRESS REPORT

8 April 2010		
	Action	Progress
Item 3 – Margate Task Force	<ul style="list-style-type: none"> Refer report to partner agencies. 	<ul style="list-style-type: none"> See Item 5. Briefings presented to KCC & TDC Cabinet and Task Force Board established.
Item 4 – Neighbourhood Plan	<ul style="list-style-type: none"> Update to be provided June meeting. 	<ul style="list-style-type: none"> See Item 6.
Item 5 – Housing Renewal Update	<ul style="list-style-type: none"> DTZ report to be sent to Board members in May. 	<ul style="list-style-type: none"> See Item 5. Draft final report recently finalised and to be discussed with KCC, HCA & TDC on 18 June. Verbal update to be given at meeting.
Item 6 – Public Realm	<ul style="list-style-type: none"> Quick wins and timeline to be presented at June meeting. 	<ul style="list-style-type: none"> Timeline covered in Item 4. Quick wins covered in Item 7.
Item 7 – Dreamland	<ul style="list-style-type: none"> Update at next meeting. 	<ul style="list-style-type: none"> See item 8.
Item 8 – Recession Report	<ul style="list-style-type: none"> Future report to focus on job market and employment trends in two wards. 	<ul style="list-style-type: none"> See Item 3.
Item 9 – Progress Report	<ul style="list-style-type: none"> Full Briefing on Rendezvous and Winter Gardens to be reported at June meeting. 	<ul style="list-style-type: none"> See Briefing in Progress report, Item 9.



Date:	23 June 2010
Item No:	3
Item Title:	Margate (Thanet) Economy Update
Author:	Sorrel Graham - SEEDA
Purpose:	For Discussion
Recommendation	To note and discuss the content of the report.

1. Introduction

- 1.1 This is a follow up report to the Margate (Thanet) economy update produced for the Margate Renewal Partnership Board in March 2010. Data on GVA growth and unemployment was included in the March report and has been updated for this report.
- 1.2 At the request of the Board, this report examines some of the issues around unemployment in Margate and identifies potential areas for future employment growth.
- 1.3 This report has drawn upon the 'Draft Thanet Initial Work and Skills Plan' developed by Thanet Works. It has also drawn upon Kent County Council's 'Summary Worklessness Assessment: Margate Central and Cliftonville West', published in January 2010.

Margate (Thanet) Economy Update

June 2010

SEEDA Research & Economics team
Thanet Works/Margate Task Force

07 June 2010

Contents

Introduction	3
Executive Summary	4
1. GVA and Employment	5
2. Forecast employment growth by sector	7
3. Worklessness	10
4. Implications	16
5. Areas for further consideration	17
Appendix 1	18

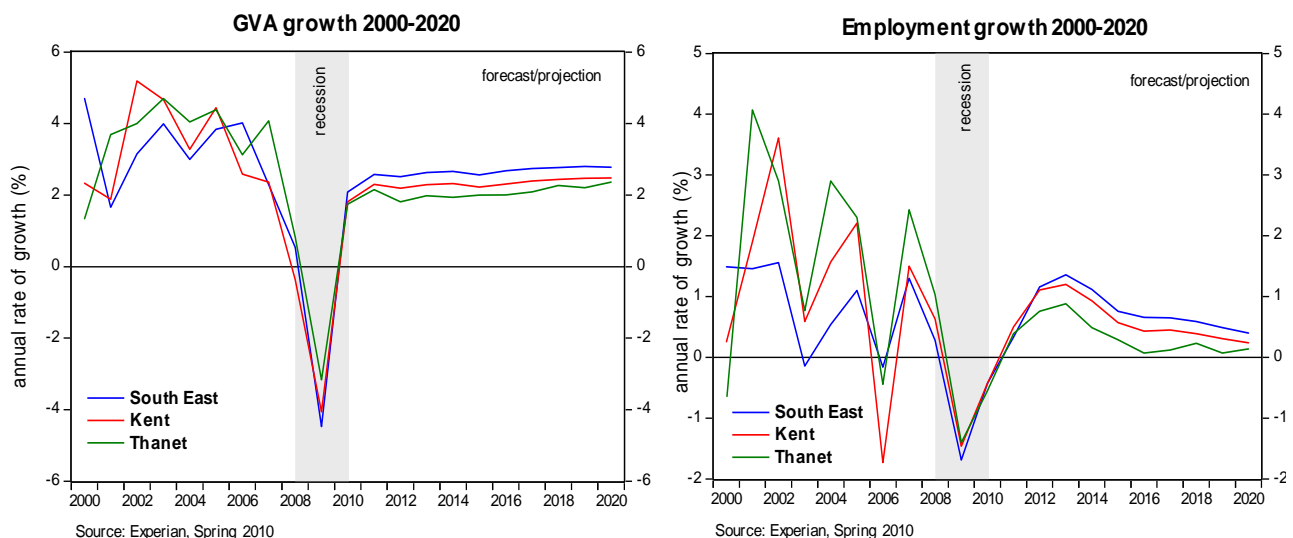
Executive Summary

- Pre-recession, GVA and employment in Thanet grew at a faster rate than the Kent and South East averages, but following the recession rates of growth in Thanet are forecast to be lower than the regional and county averages.
- GVA and employment in Thanet are expected to have been less affected by the recession than in Kent and the South East. However, the recovery is projected to be less strong in Thanet.
- The reasons for these trends are related to the sectoral mix of employment in Thanet. The greater concentration of public services and the smaller contribution of financial and business services to the local economy meant that Thanet was somewhat cushioned from the effects of the recession in 2009. In 2010 and beyond, significant employment decline is projected in the primary and manufacturing sectors, while the main growth sectors are expected to be financial and business services. Thanet has a greater concentration of employment in the primary and manufacturing sectors and a smaller share of employment in financial and business services, which may explain why employment in the area is not expected to grow as quickly as in the wider county and region.
- Sectors that are expected to see noticeable growth in employment in Thanet (above 1.5% per year) over the medium term (2010-2020) include motor vehicles and other transport equipment, wood and wood products, rubber and plastics, other business services (real estate, R&D and so on) and transport.
- A number of developments in Thanet could provide job opportunities for local residents in the medium term. These include Kent International Airport, the Westwood Shopping Centre, the Turner Contemporary and Dreamland amusement park in Margate and offshore wind farms at the Port of Ramsgate.
- During the recession, unemployment in Thanet increased sharply (as it did in Kent and the South East). The unemployment rate in Thanet doubled in the two years to April 2010. Levels of worklessness are particularly high in Margate, compared to the rest of Thanet and Kent, with large numbers of long-term benefits claimants and a high proportion of young people who are not in education, employment or training.
- Thanet faces two significant and inter-related employment and skills issues. Firstly, there are insufficient new jobs being created locally to match the number of people out of work. However, this is not unique to Thanet, and high replacement demand in industries such as manufacturing and social care may serve to offset this mismatch somewhat.
- Secondly, many residents are poorly qualified or have health or attitudinal difficulties which act as barriers to them accessing available jobs. Although there is likely to be some jobs growth in elementary occupations in future, if local residents are to move into higher skilled jobs, particularly in key sectors such as pharmaceuticals and advanced manufacturing, improvements will need to be made both in educational attainment and training provision locally.

1. GVA and Employment

Pre-recession, GVA and employment in Thanet grew at a faster rate than the Kent and South East averages, but following the recession rates of growth in Thanet are forecast to be lower than the regional and county averages.

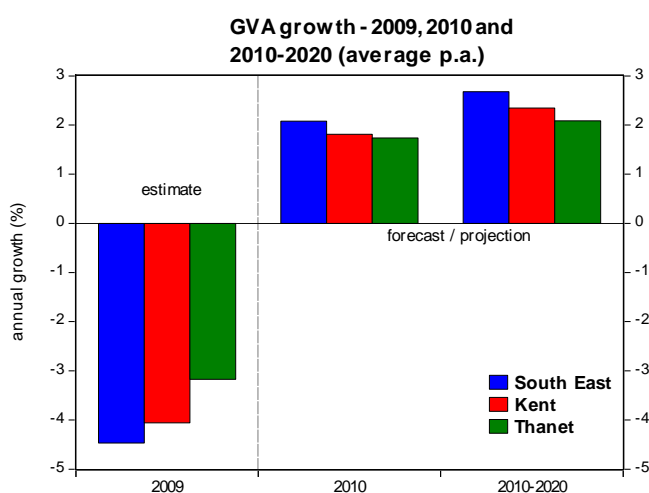
- From 2001, GVA in Thanet increased at a faster rate than the South East average, and from 2003 the rate of growth was also above the average for Kent. GVA growth averaged 3.6% per year between 2000 and 2008 in Thanet, compared to 2.8% in the South East and 3% in Kent.
- However, from 2010 onwards, when the South East economy is forecast to return to growth, rates of GVA growth in Thanet are projected to be below the average for Kent and the South East. (See chart on LHS, below).
- A similar picture is evident for employment, where Thanet tended to see a faster rate of growth than the county and regional averages in the early years of this century, before the recession. Over the period 2000-2008, the average annual growth rate for employment in Thanet was 2%, compared to 1.3% in Kent and just 0.7% in the South East.
- However, from 2011, when employment is expected to return to growth, the rate of increase in Thanet is projected to be below the county and regional averages. (See chart on RHS, below).
-



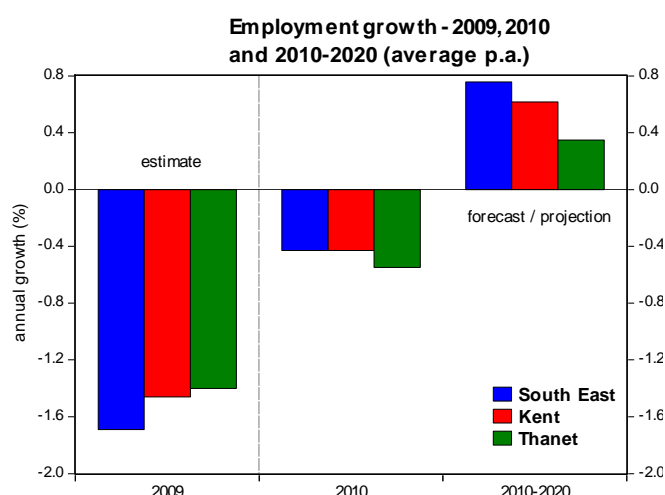
GVA and employment in Thanet are expected to have been less affected by the recession than in Kent and the South East. However, the recovery is projected to be less strong in Thanet.

- Experian's most recent forecasts suggest that the rate of contraction in GVA in Thanet in 2009 was slower than in Kent and the South East as a whole. GVA is expected to have fallen by 3.2% in Thanet in 2009, compared to 4.1% in Kent and 4.5% in the South East.

- It is projected that once the economy returns to growth in 2010, the rate of GVA growth in Thanet will be similar to that in Kent (1.8%), at 1.7%, but slightly lower than the South East (2.1%). However, over the medium term (2010-2020) GVA is projected to grow more strongly at county and regional level than in Thanet. The average annual rate of growth in GVA is projected to be 2.1% in Thanet, compared to 2.3% in Kent and 2.7% in the South East. (See chart on LHS, below).
- The decline in employment in 2009 is expected to have been slightly milder in Thanet than in the South East – dropping by -1.4% compared to -1.7% in the South East. In 2010, employment in Thanet is projected to continue declining by more than 0.5%, which is a faster rate than Kent and the South East (0.4%).
- Over the medium term (2010-2020) employment in the South East is projected to recover more strongly than in Thanet and Kent more widely. While employment in the South East is forecast to grow by 0.8% per year on average, employment growth in Kent and Thanet is expected to average just 0.6% and 0.3% per year, respectively. (See chart on RHS, below).



Source: Experian, Spring 2010



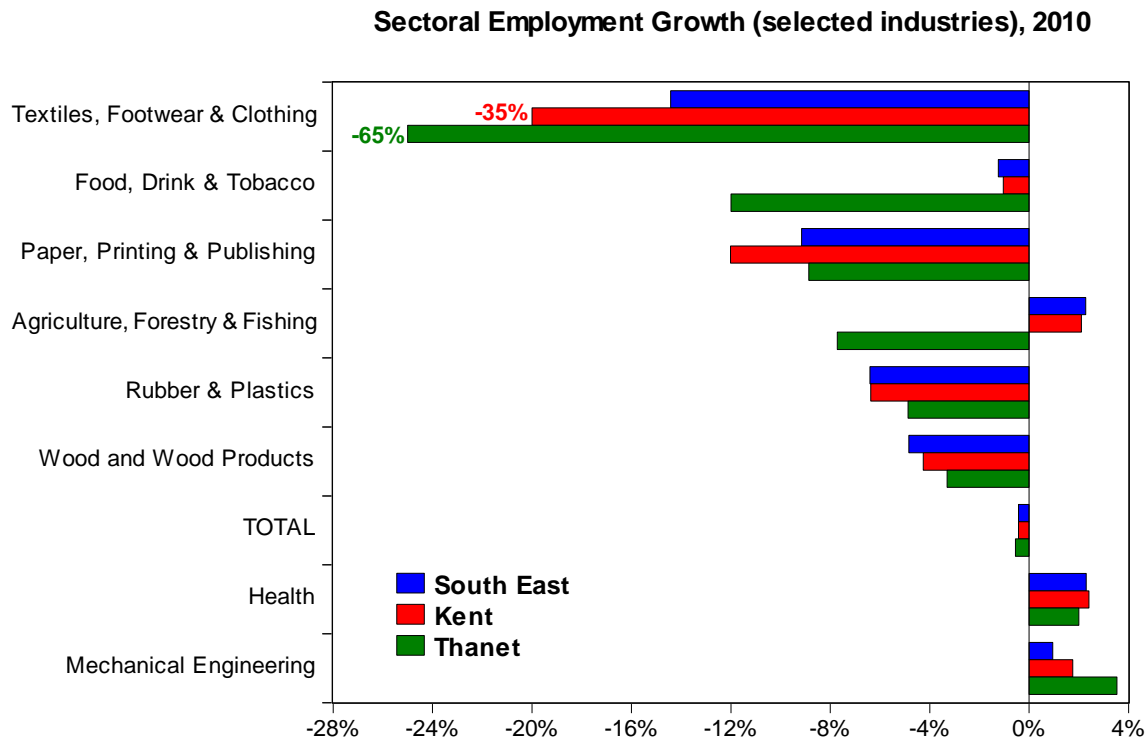
Source: Experian, Spring 2010

The differing performance of Thanet and the South East can be explained by the industrial mix.

- The slower rate of decline in GVA and employment in Thanet during the recession could be explained by the greater concentration of public services and the smaller contribution of financial and business services to the local economy, relative to the South East. Public services were generally cushioned from the recession, with relatively few job losses in 2009, while there were significant redundancies in financial and business services in some parts of the region.
- Growth in both GVA and employment in Thanet is projected to be more muted than in the South East following the recession. This could be because of the greater concentration of public sector employment in Thanet (35% of employees in Thanet work in the public sector compared to 25% in the South East). The anticipated cuts in public spending are likely to lead to significant job losses in the public sector, which will leave areas which are more reliant on employment in this sector more exposed.

2. Forecast employment growth by sector

Employment in most sectors in Thanet is expected to grow more slowly than in Kent and the South East over the short to medium term. Employment decline is projected to be greatest in the primary and manufacturing industries.

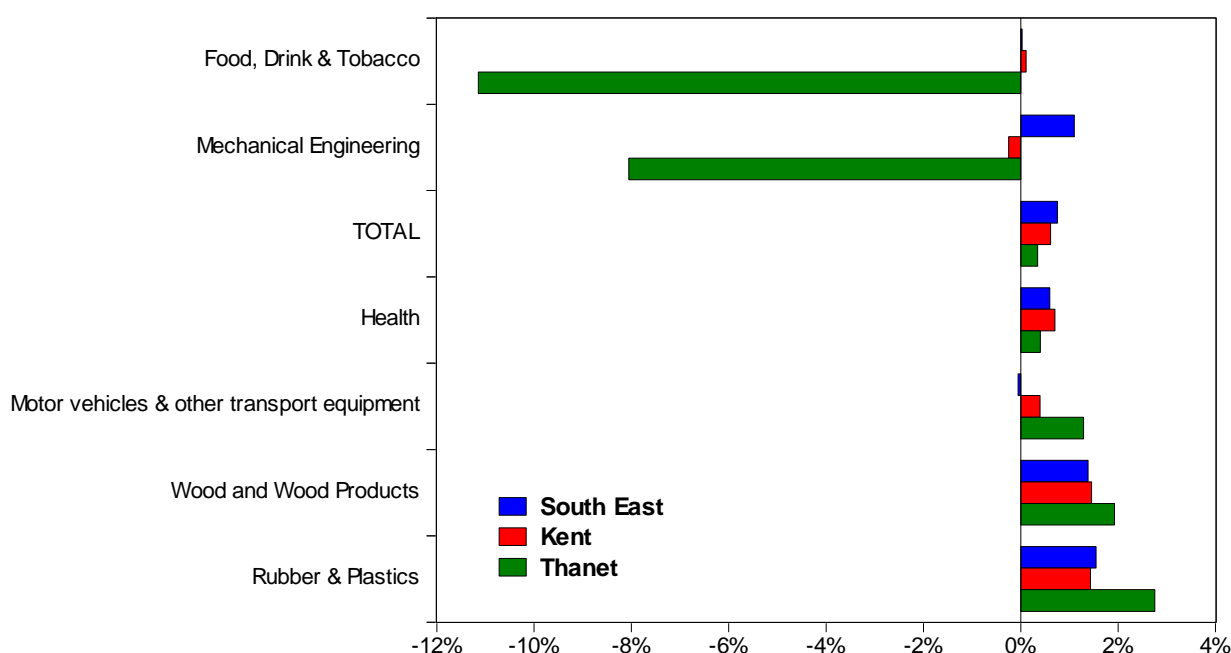


Source: Experian, Spring 2010

- In 2010, employment is projected to grow at a slower rate in 21 (out of 28) industrial sectors in Thanet, compared to the growth rates for Kent and the South East. There is expected to be significant employment decline in the primary and manufacturing industries.
- According to Experian's most recent forecast, employment in the Textiles, Footwear & Clothing industry is expected to show a negative growth of -65% this year, compared to growth rates of -35% and -15% for Kent and the South East, respectively.
- Similarly, employment in the Food, Drink & Tobacco industry is projected to decline by 12% in Thanet, while it is expected to fall by around 1% in Kent and the South East in 2010.
- Employment in Agriculture, Forestry & Fishing in Thanet is forecast to drop by nearly 8% this year, while the same sector is expected to grow by more than 2% in Kent and the South East in 2010.
- Only a few industrial sectors in Thanet are expected to record a relatively better employment performance than in Kent and the South East in 2010.

- The rates of decline in employment growth in Thanet are projected to be lower than in Kent and the South East for the Paper, Printing & Publishing, Rubber & Plastics, and Wood & Wood Products industries.
- Similarly, employment growth in the Mechanical Engineering sector is forecast to recover in 2010 at a faster rate in Thanet than in Kent and the South East, after being one of the hardest hit industries in 2009.
- Employment in the Health sector is forecast to record a positive growth of 2% in Thanet in the current year, although slightly lower than the Kent and South East rates (2.4% and 2.3%, respectively).
- The growth of employment in the Health sector is likely to have a greater impact on Thanet than any other local authority in Kent. This is due to the high concentration of employment in the Pharmaceutical, Life Sciences & Healthcare industry within the travel-to-work area (TTWA) of Margate, Ramsgate & Sandwich¹.
- Pfizer's Sandwich-based R&D headquarters play a critical role in the neighbouring areas of Margate and Ramsgate by recruiting highly qualified researchers and scientists.

Sectoral Employment Growth (selected industries), 2010-2020 average p.a.



Source: Experian, Spring 2010

¹ For further details, see 'The geography of key sectors in the South East', SEEDA Research & Economics, April 2010.

In the longer term, only a few sectors in Thanet are expected to see a higher employment growth rate compared to Kent and the South East. Although there will be some growth in the service sector, this will generally be slower in Thanet than the county and regional averages, with the exception of business services.

- The average annual growth in employment (2010-2020) in the Motor vehicles & other transport equipment sector is projected to be 1.1% in Thanet, compared to just 0.4% in Kent and -0.1% in the South East.
- Similarly, Thanet is expected to record relatively higher rates of employment growth in Wood & Wood Products, Rubber & Plastics, and Other Financial & Business Services (real estate, R&D, etc.), compared to the averages for Kent and the South East.
- Experian's most recent long term forecasts indicate, however, that a large number of industries in Thanet are expected to see slower employment growth than those in Kent and the South East.
- For example, employment in the Food, Drink & Tobacco industry in Thanet is expected to decline at an annual rate of 11%, while the same sector in Kent and the South East is projected to record a positive growth rate, although marginal, between 2010 and 2020.
- Similarly, employment in the Mechanical Engineering industry in Thanet is forecast to see an 8% annual fall, on average, while the same sector in the South East is expected to grow at a rate of 1.1% per annum between 2010 and 2020.
- According to SEEDA research on the South East's key sectors, Thanet (along with Swale and Dover) records one of the highest concentrations of employment in the Advanced Engineering & Marine industry in Kent and throughout the South East. This helps to explain why the decline in employment in the Mechanical Engineering sector is expected to have a greater impact on Thanet than on Kent and the South East in the period 2010-2020.
- Experian forecasts suggest that there will be some modest employment growth in service industries in Thanet, including retail, hotels and catering, transport and financial services, though rates of growth will be lower than in the South East and Kent. The exception is the business services sector (including real estate and R&D), which is projected to see relatively strong growth of 3.8% per year on average in Thanet between 2010 and 2020 compared to 3.1% and 3.2% respectively in Kent and the South East. Meanwhile, employment in the public sector is expected to decline in this period, at a faster rate in Thanet than in Kent and the South East. This is of some concern, given Thanet's greater reliance on employment in public services.
- However, it is important to remember that even though there may be a decline in the number of new jobs created in several sectors in Thanet, there is likely to be significant replacement demand (due to labour turnover as a result of retirement or migration) in sectors such as manufacturing, health and social care and retail, where employment growth due to replacement demand can be several orders of magnitude larger than any jobs growth due to the expansion of the economy.

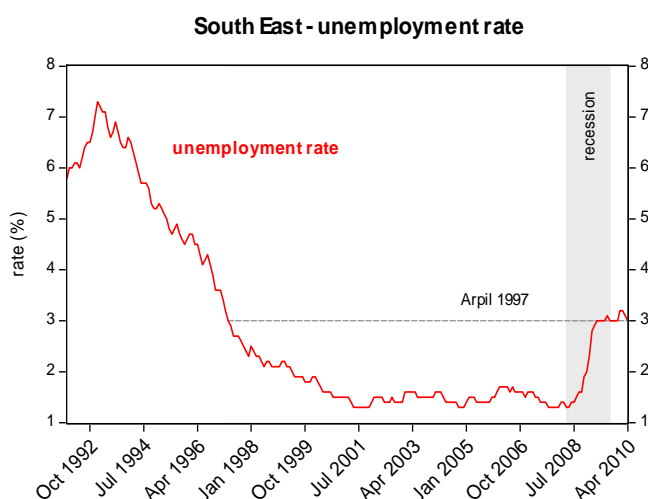
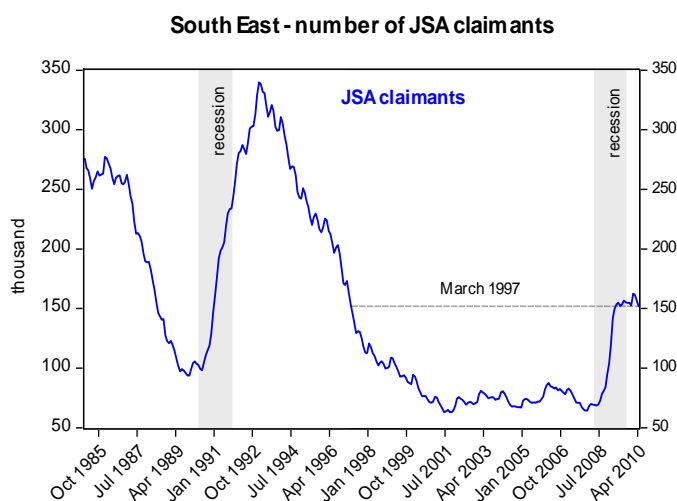
Despite the overall employment decline, a number of specific developments in Thanet could potentially provide job opportunities for local people in the medium term.

- At **Kent International Airport** 3,500 jobs are expected to be created by 2018 in business, storage and distribution, passenger and freight transport.
- The **Westwood Shopping Centre**, now in its second phase, will create a number of jobs, possibly in the low hundreds, in leisure, retail and office-based companies.
- In **Margate** there will be potentially several hundred job opportunities in the **leisure, retail and visitor economy**, along with a smaller number of opportunities (including self-employment) in the **creative and cultural** sector. Two key visitor attractions (**Turner Contemporary**, opening in spring 2011, and the **Dreamland heritage amusement park**) will be key drivers of local employment growth from 2011.
- A few hundred jobs in the **leisure, retail and visitor economy** are likely to be created in **Ramsgate**, along with some port-related opportunities, including jobs related to **offshore wind energy**. The Port of Ramsgate has signed a contract with **Vattenfall** for the creation of what will be the largest offshore wind farm complex in the UK with 100 turbines, providing electricity for almost a quarter of a million homes. The company is building a £3 million operations and maintenance centre at Ramsgate.
- Ramsgate Port is also set to be the operations and maintenance base for the 1GW **London Array offshore wind farm** in Kent, which will generate enough electricity to power 750,000 homes (all the houses in Kent and East Sussex) and will be the world's largest offshore wind farm. As well as construction related jobs, there will be opportunities in support services such as office equipment, hotels and catering, cleaning services, waste recycling collections and fuel supplies. London Array is working with Thanet College, Marine South East and the Kent Employment and Skills Board to identify the necessary skills and training provision required to ensure that local people can take advantage of these new job opportunities.

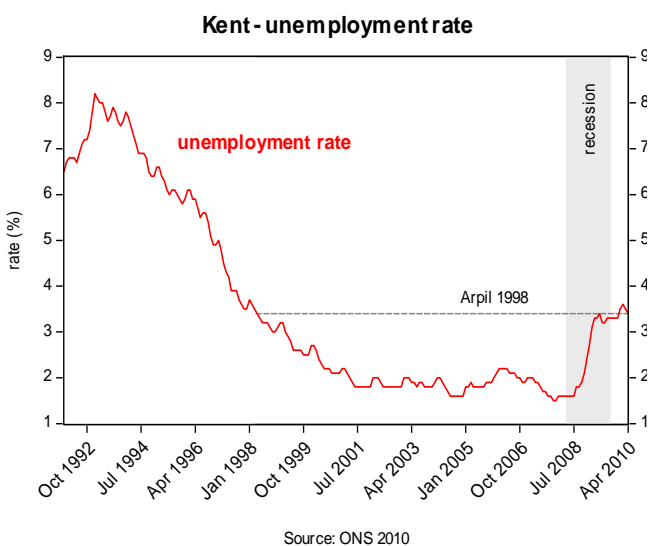
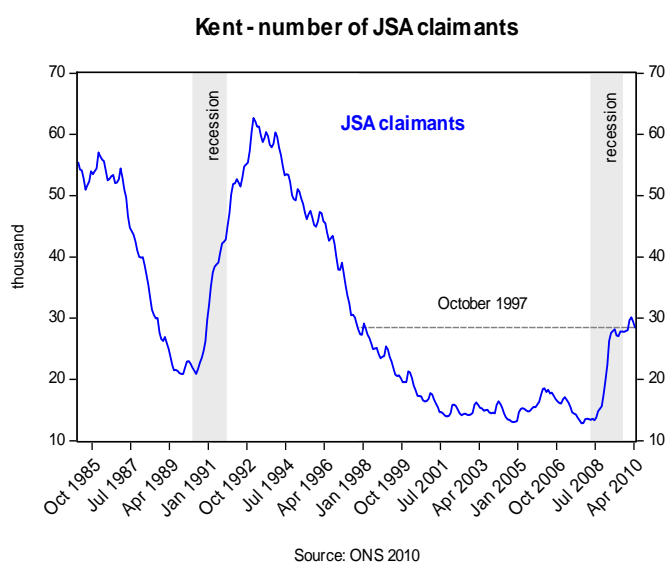
3. Worklessness

Since the start of the recession we have seen a sharp increase in unemployment in the South East and Kent, but the rate is still well below the 1990s peak.

- In April 2010 there were some 151,906 people in the South East claiming Job Seekers Allowance (JSA). Since the start of the recession (April 2008) unemployment in the region has increased by 82,801 and the number of JSA claimants in the region has increased by 120% (albeit from a low base).
- Unemployment in the region has increased sharply over the past two years, but it is still well below the peak of the 1990s – the number of people claiming JSA is now at the same level as in March 1997 (see chart on LHS, below).



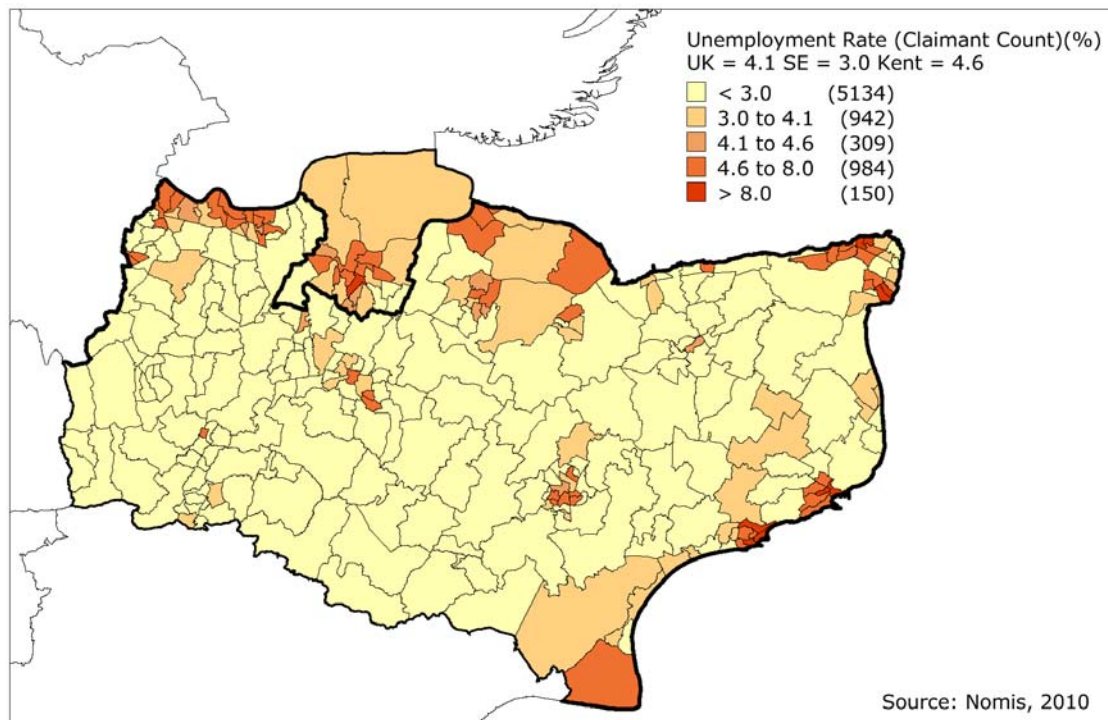
- In April 2010 the unemployment rate in the region was 3% or some 1.7 percentage points higher than in April 2008. As indicated above, the unemployment rate is at the same level as in early 1997 and well below the early 1990s peak when it exceeded 7% (see chart on RHS, above).



- In April 2010 there were some 28,451 people in Kent claiming Job Seekers Allowance (JSA). Since the start of the recession unemployment in Kent has increased by 15,073 and the number of JSA claimants in Kent has increased by 113% (albeit from a higher base). Although unemployment has increased sharply over the past two years, it is still well below the peak of the 1990s – the number of people claiming JSA is now at the same level as in October 1997 (see chart on LHS, above).
- In April 2010 the unemployment rate in Kent was 3.4% or some 1.8 percentage points higher than in April 2008. The unemployment rate is at the same level as in early 1998 and well below the early 1990s peak when it exceeded 8% (see chart on RHS, above).

Coastal and larger urban areas have seen faster increases in unemployment since the start of the recession.

Unemployment rate by Ward across Kent and Medway – April 2010

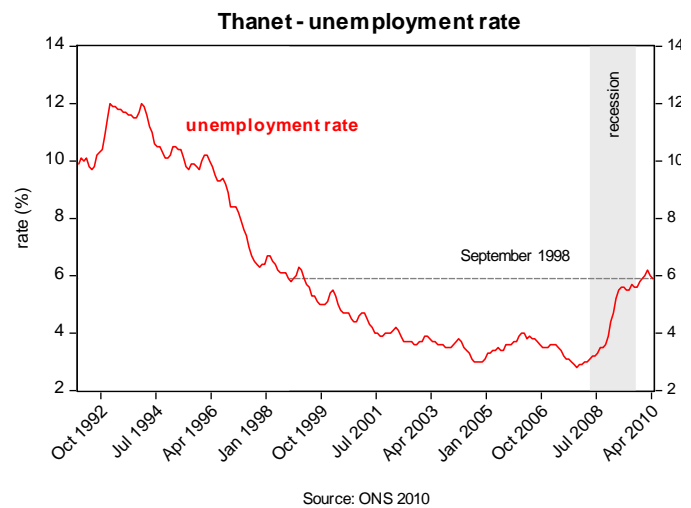
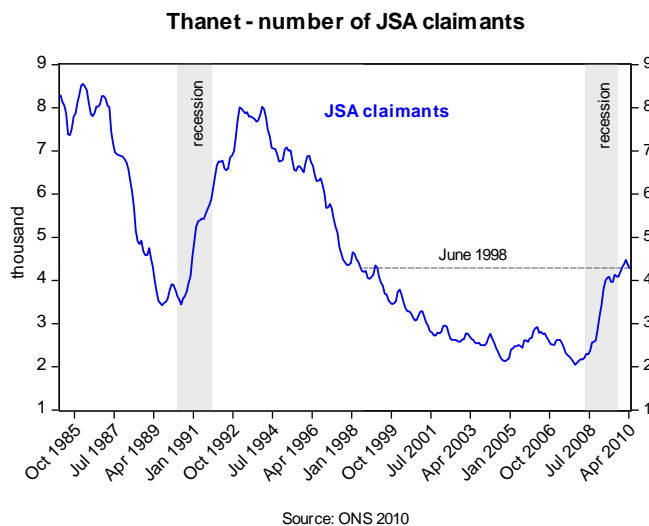


© Crown Copyright and database right 2010. All rights reserved. Ordnance Survey Licence number 100029140
Produced by SEEDA Research & Economics © All rights reserved 2010

- Over the past two years unemployment has increased faster in coastal towns and larger urban areas in Kent than elsewhere. The main reason behind this can be found in industrial structure (concentration of manufacturing activities) and skills base (relatively high concentration of people with lower skills). As indicated above, coastal and larger urban areas tend to have much higher unemployment rates than rural areas and smaller market towns.

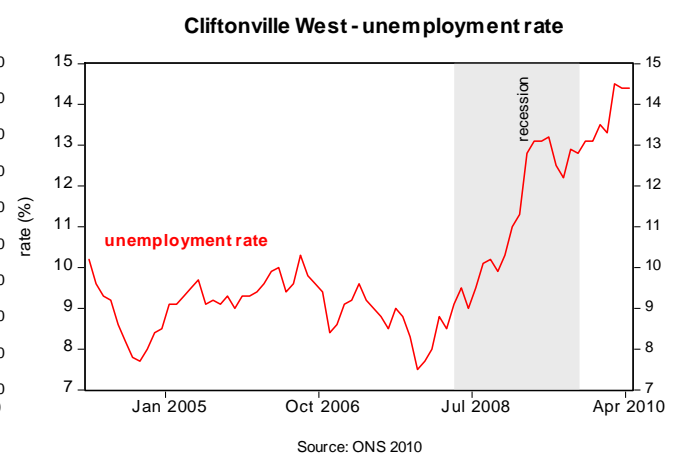
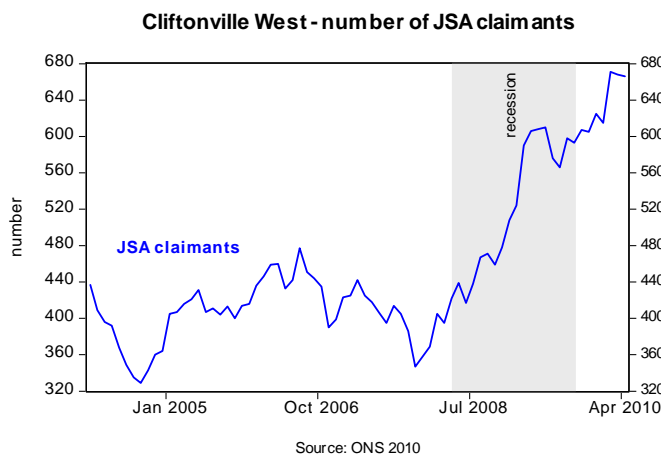
Since the start of the recession the unemployment rate in Thanet has doubled.

- In April 2010 there were some 4,286 people in Thanet claiming Job Seekers Allowance (JSA). Since the start of the recession unemployment in Thanet has increased by 2,069 and the number of JSA claimants in the region has increased by 93% (from a relatively high base). Although unemployment has increased sharply over the past two years, it is still well below the peak of the 1990s – the number of people claiming JSA is now at the same level as in June 1998 (see chart on LHS, below).
- In April 2010 the unemployment rate in Thanet was 5.9% or some 2.8 percentage points higher than in April 2008. However, this is well below the peak of the early 1990s when unemployment reached 12% (see chart on LHS, above).
- This implies that unemployment in Thanet has more than doubled in two years.



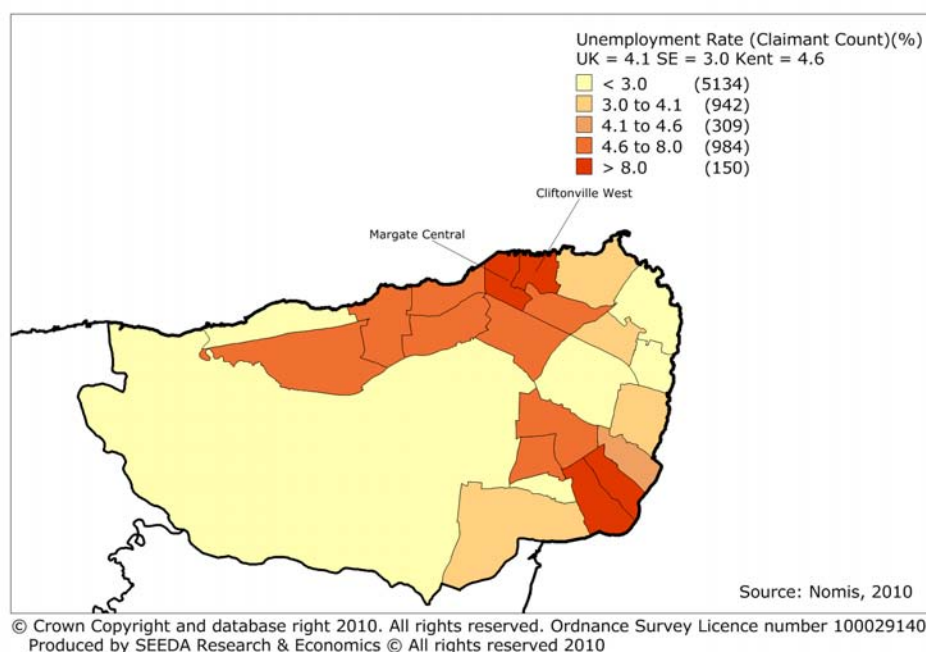
Since the start of the recession unemployment in Margate Central has increased faster than unemployment in Cliftonville West ward.

- Before the recession unemployment in Cliftonville West ward was on a broad downward trajectory for over two years. In April 2010 there were some 666 people in Cliftonville West ward claiming Job Seekers Allowance (JSA). Since the start of the recession unemployment in Cliftonville West ward has increased by 244 or 58%. Unemployment in this ward has increased sharply over the past two years (see chart on LHS, below), and unlike at regional and county level it does not appear to be leveling off.

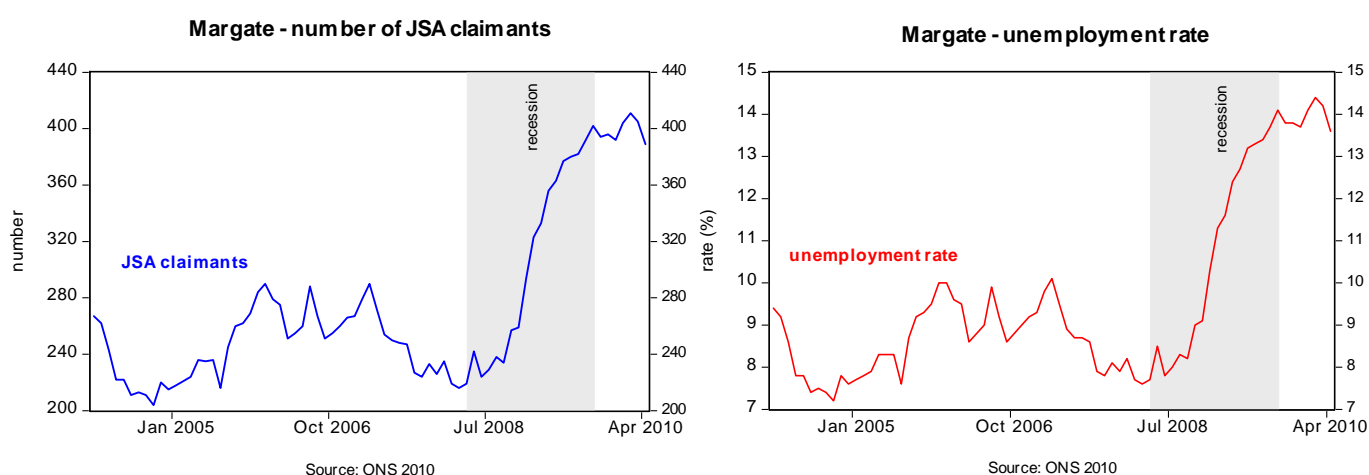


- In April 2010 the unemployment rate in Cliftonville West ward was 14.4% or some 5.3 percentage points higher than in April 2008 (see chart on RHS, above).

Unemployment rate – Margate Central and Cliftonville West – April 2010



- Similar to the trend observed in Cliftonville West ward, before the recession unemployment in Margate Central was on a broad downward trajectory for over two years. However, over the past two years we have seen a sharp increase in unemployment in this ward (see chart on LHS, below).
- In April 2010 there were some 3,891 people in Margate Central ward claiming Job Seekers Allowance (JSA).



- Since the start of the recession unemployment in Margate Central ward has increased by 170 and the number of JSA claimants in the ward has increased by 78%.
- In April 2010 the unemployment rate in Margate Central ward was 13.6% or some 5.9 percentage points higher than in April 2008 (see chart on RHS, above).
- Therefore, the unemployment rate in Margate Central has increased faster than in Cliftonville West, although the trend appears to have been leveling off in recent months, in line with the district, county and regional trends.

Levels of worklessness are particularly high in Margate, compared to the rest of Thanet and Kent, with large numbers of long-term benefits claimants and a high proportion of young people who are not in education, employment or training.

- An average of 38% of the combined working age population of Margate Central and Cliftonville West is out of work. This is more than double the workless rate for Thanet as a whole, and around four times the Kent-wide level.
- Only about a third of the workless population are unemployed and claiming Jobseekers' Allowance, with the remainder made up of people claiming various forms of incapacity benefit (about half of the workless population), income support for lone parents and various other benefits.
- Worklessness in Margate Central and Cliftonville West is a long term problem: of those on incapacity benefits, 60% have been claiming for over five years.
- The position locally has also worsened in recent years: even during the period of general economic stability in 2004-08, incapacity benefit claimant numbers increased by 10%, and while recipients of income support for lone parents fell nationally, the numbers have remained static in Margate and Cliftonville.²
- Thanet has the highest number and proportion of 16 to 18 year olds who are NEET, at 5.3% (291 people). This compares to 3.7% or 2,148 overall for Kent.
- Cliftonville West had 38 people who were NEET at March 2010, which is 12.8% of the 16 to 18 year old population. Of these, 84.2% were available for work.
- Margate Central had 19 of people who were NEET at March 2010, which is 9.3% of the 16 to 18 year old population. Of these, 89.5% were available for work.³

The sharp rise in unemployment and high worklessness rates in Margate and Thanet more widely are of concern given that many of those out of work are poorly qualified or face other difficulties which make it harder for them to gain employment.

- Thanet residents tend to have lower skill levels (as measured by qualifications) compared to the Kent average. Only 18% have a Level 4 qualification (compared to 26% in Kent); 35% have Level 3 or higher (Kent 46%) and 55% have Level 2 or higher (65% in Kent). The proportion with no qualifications is 15% (Kent 12%).
- A further barrier to work is a relatively high incidence of physical and mental health problems in the area. Many incapacity benefit claimants have limited active desire to seek work and employers can be reluctant to take on people with poor health.
- Attitudinal and aspirational barriers also play a role. A 'culture of worklessness' is embedded in some areas and can be inter-generational in nature. This is compounded by the fact that the loss of benefits and initial costs associated with taking a job can make work unattractive to many workless people.

² Kent County Council, *Summary Worklessness Assessment: Margate Central and Cliftonville West* (January 2010, draft).

³ Kent County Council, *NEETs: Those not in Employment, Education or Training* (April 2010).

4. Implications

Thanet faces dual problems of insufficient new jobs for unemployed people to move into, and a resident population which is more likely to be under-qualified for those jobs which are available. Addressing these barriers to work will be critical to lifting economic underperformance in Thanet.

- In the aftermath of the recession, Experian forecasts suggest that there will be insufficient employment growth in the short term (2010-2012) to match the supply of unemployed people. This will affect not just Thanet but Kent and the South East more widely. There are currently more than 4,200 people in Thanet claiming Job Seekers Allowance (and an even larger number out of work and claiming other benefits) yet employment in Thanet is expected to increase by just 550 between 2010 and 2012.
- In Kent and the South East there is also a significant mismatch between the number of people currently out of work and the number of available jobs in the short term, though this is not as severe as in Thanet. There are currently 28,450 JSA claimants in Kent, with employment in the county forecast to grow by 12,100 between 2010 and 2012. In the South East, the claimant count currently stands at 151,900, with employment growth between 2010 and 2012 forecast to be 64,300.
- However, any apparent under-supply of jobs is complicated by several factors. Firstly, unemployment is calculated on a residence basis while employment forecasts are on a workplace basis. It is possible that some residents in Thanet who are out of work may find jobs outside the local area. Secondly, population change (including migration) has an impact on the extent of any mismatch between labour supply and available jobs in an area. If population growth in Thanet were relatively muted, the mismatch between the available workforce and the number of jobs could be lessened.
- Thirdly, and most importantly, the jobs forecasts from Experian purely refer to new jobs created as a result of the expansion of the economy and do not take into account replacement demand (the number of people needed to replace those who retire or leave an industry) which can be up to eight times larger than expansion demand. Industries such as manufacturing, retail and social care tend to have high levels of replacement demand. Therefore the apparent under-supply of jobs may not be as severe as it first appears. Moreover, the local population in Thanet is more likely to have the skills required to work in these industries rather than hi-tech or more specialist sectors.
- Although there is no specific research available on employment growth by type of occupation in Thanet, the general trend in Kent and the South East (and indeed the UK) is for growth in the number of jobs at 'both ends' of the occupational spectrum – in professional and managerial occupations and in elementary occupations. In Thanet the latter could include the large number of jobs which are expected to be created in the retail, leisure and tourism sector in Margate and Ramsgate.
- Although this suggests that there should be jobs available for those with fewer skills, there are deep-seated barriers to work that still need to be addressed in Thanet. Low skill levels, poor health and a culture of worklessness are compounded by infrastructure problems. These include difficulties in accessing childcare for parents who would like to work; a lack of access by public transport to areas of available employment; and training provision which is either inappropriate to the

skills local employers need, inflexible in its timing or location, or does not target the hardest to reach groups.

- In the longer term, any aspiration for Thanet residents to move into higher skilled jobs, including those in priority sectors such as pharmaceuticals, advanced manufacturing and environmental technologies (notably the wind energy industry), will require significant improvements in educational attainment and more specialist, employer-driven training provision.

5. Areas for further consideration

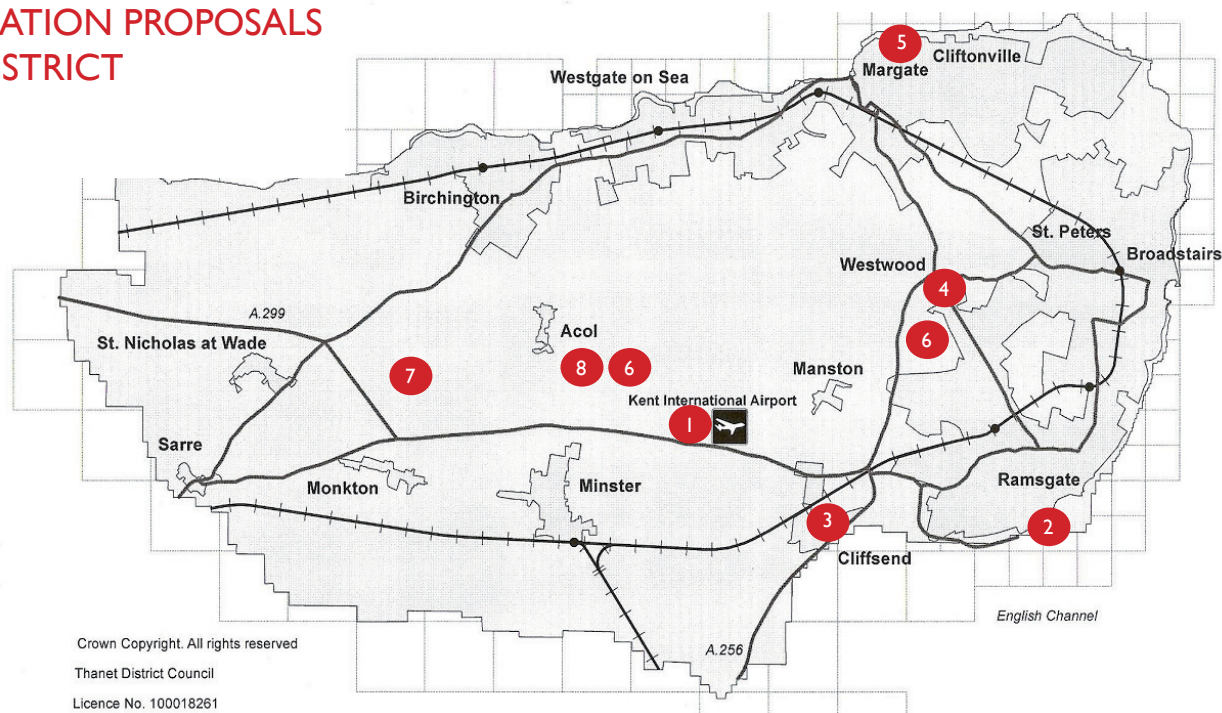
- In order to maximise opportunities for local residents, the Margate Renewal Partnership should seek to address the following issues:
 - Access to affordable child care.
 - Low educational attainment.
 - Provision of employer driven training.
 - Preparing for future skills needs, to ensure that local residents can take advantages of new opportunities, such as the offshore wind industry.
 - Attracting private sector employers to the local area.
 - To date, the Thanet Works partnership has provided the resources to support work and skills interventions and the specialist capacity to facilitate and drive forward actions. The resources have now been allocated and the team has been reduced to handle the residual operational requirements (e.g. monitoring).
 - A specific strand of the 'Margate Agreement' relates to worklessness. A 'task and finish' group has been established to develop a new approach (see item on agenda re. Margate Task Force and Total Place).

Appendix 1

Sectoral Employment Growth by Geographical Area

Sectoral Categories / Geographical Areas	Annual Growth 2010			Annual Growth 2010-2020		
	South East	Kent	Thanet	South East	Kent	Thanet
Agriculture, Forestry & Fishing	2.3%	2.1%	-7.7%	-1.3%	-1.3%	-11.0%
Food, Drink & Tobacco	-1.2%	-1.0%	-12.0%	0.0%	0.1%	-11.1%
Textiles, Footwear & Clothing	-14.4%	-35.3%	-65.6%	3.5%	-3.5%	-3.1%
Wood and Wood Products	-4.8%	-4.3%	-3.3%	1.4%	1.5%	1.9%
Paper, Printing & Publishing	-9.2%	-12.0%	-8.9%	0.5%	-0.4%	0.6%
Fuel Processing	-2.7%	-1.2%	0.0%	-6.8%	-4.8%	0.0%
Chemicals & Manmade Fibres	-1.7%	-2.0%	-2.8%	1.4%	1.5%	0.6%
Rubber & Plastics	-6.4%	-6.4%	-4.9%	1.5%	1.4%	2.8%
Mineral Products	-8.4%	-9.6%	-10.3%	-3.2%	-7.1%	-9.1%
Metals	1.8%	2.0%	0.0%	-0.6%	-0.2%	0.5%
Mechanical Engineering	1.0%	1.8%	3.5%	1.1%	-0.2%	-8.1%
Electrical Engineering	-3.6%	-4.1%	-6.1%	1.0%	0.7%	0.3%
Motor vehicles & other transport equipment	-2.2%	-1.9%	-2.8%	-0.1%	0.4%	1.3%
Other Manufacturing	-2.4%	-3.5%	-6.4%	1.1%	0.8%	-5.5%
Electricity, Gas & Water	-0.2%	1.0%	3.6%	-2.4%	-2.6%	-2.4%
Construction	2.7%	2.3%	2.3%	0.8%	0.9%	0.6%
Wholesaling	-2.2%	-2.5%	-3.2%	0.5%	0.2%	-0.8%
Retailing	1.4%	1.2%	0.9%	1.6%	1.4%	1.2%
Hotels & Catering	1.2%	1.3%	0.1%	1.2%	1.1%	0.7%
Transport	-4.1%	-4.5%	-5.0%	1.9%	1.8%	1.7%
Communications	-1.9%	-2.1%	-2.0%	0.4%	0.2%	-0.1%
Banking & Insurance	-1.2%	-2.3%	-3.3%	1.8%	1.7%	1.1%
Business Services	-1.2%	-1.6%	-1.8%	0.6%	0.4%	0.0%
Other F&B (real estate, R&D etc.)	0.7%	0.9%	1.4%	3.2%	3.1%	3.8%
Public Administration & Defence	-2.8%	-2.8%	-2.9%	-1.3%	-1.3%	-1.4%
Education	-0.2%	-0.2%	-0.5%	-0.2%	-0.1%	-0.3%
Health	2.3%	2.4%	2.0%	0.6%	0.7%	0.4%
Other (largely public)	-3.1%	-2.6%	-3.9%	0.5%	0.3%	-0.7%

KEY REGENERATION PROPOSALS IN THANET DISTRICT



Site	Name	Description	Key outputs
1	Kent International Airport	Kent International Airport has been earmarked for an enhanced role as an airport of regional significance in terms of numbers of passengers and tonnage of airfreight. The airport owner, Infratil, has prepared a masterplan which identifies a sequence of developments to support this growth including runway expansion and expansion of car parking facilities.	By 2033: <ul style="list-style-type: none"> 4.7 million passengers 400,000 tonnes of freight More than 6,000 jobs
2	Offshore windfarms / Port of Ramsgate and Royal Marina	The port of Ramsgate is a key centre for activities supporting the development of windfarms in the Thames Estuary. The port is the construction base for two of the largest projects, The London Array and Thanet Offshore Windfarms. Both are basing their future operations and maintenance facilities at the port and have commissioned new buildings for this purpose. Associated dredging and new pontoon infrastructure are bringing further improvements to the port. A comprehensive development framework and implementation strategy framework proposes the development of a World Class Marina complex based on the Royal Harbour, while retaining the commercial port activities. It also provides for new mixed tourism, leisure, retail and residential uses on land to the west of the Royal Harbour and along the eastern seafront together with the refurbishment of the military arches to facilitate their use primarily as cafes and restaurants.	<ul style="list-style-type: none"> 1.3 gigawatts of installed renewable energy capacity, enough to power nearly 1 million homes Creation of up to 150 jobs directly on site Opportunities for linked business development and further job creation An opportunity for Ramsgate to become a centre of excellence for the offshore wind industry. New residential, leisure, commercial and boat yard west of harbour Continued development of mixed leisure and marina facilities, at Ramsgate Royal Harbour Mixed leisure, tourism and residential uses at Eastern Undercliff Port-related activity at Ramsgate Port.
3	Infrastructure	The final part of the East Kent Access dual carriageway is scheduled for 2012, which will provide a more efficient road structure within East Kent, especially between the Airport and the Central Island and to Dover and the Port and Folkestone and the Channel Tunnel Rail Link. Potential projects to enhance the North Kent Line out of Thanet are also under review. These include the development of a new Parkway Station to be built close to the airport and improvements to signalling infrastructure. Margate Station is due to be improved under the National Station improvement Programme.	<ul style="list-style-type: none"> Enhanced road connections to principal destinations New Parkway station to reduce travel time and enhance connectivity to airport and port
4	Westwood	The Council propose to consolidate and rationalise a mix of activities and services beyond the established town centre (Westwood Cross), to include the corridor of New Haine Road, existing commercial uses around Westwood Cross Roundabout, planned residential development at Nash Road, and the education, innovation and technology centres at Thanet Reach and the Marlowe Academy.	<ul style="list-style-type: none"> Consolidation of existing town centre; Consolidation of existing commercial development; 1,400 to 1,600 new homes; School; Open space provision.
5	Margate	The Margate Renewal programme is investing more than £40m in a long-term strategy for the regeneration of Margate and Cliftonville. Key projects include Turner Contemporary, Dreamland and Margate Old Town. The future priorities are investing in housing and the delivery of personal services in the local community.	<ul style="list-style-type: none"> 700 jobs 1,000 homes 250 new hotel bed spaces 30,000 sqm of commercial space 850,000 visitors
6	East Kent Opportunities	Manston Park is a prime location for investment. It is strategically located at the centre of Thanet, adjacent to Kent International Airport. It also has easy accessibility from the centres of population, the port at Ramsgate and generally improved road links to the rest of Kent and the UK via the A299 and M2. The proposals entail the development of a mix of uses including additional business incubation, support services and training facilities. Eurokent Business Park also remains predominantly undeveloped (20.5ha). The most significant development that has occurred on this site is the leisure complex at Westwood, which comprises a cinema, casino and variety of restaurants.	<p>Manston Business Park:</p> <ul style="list-style-type: none"> Expansion of manufacturing 4,000 jobs <p>Eurokent:</p> <ul style="list-style-type: none"> Mixed use development 78,000 sqm of commercial space for office and light industrial 2,000 jobs
7	Thanet Earth	Thanet Earth is a high-visibility development near the gateway to the District which showcases the area as welcoming major high-value investors. There have been huge amounts of media coverage of the development which has major potential to generate jobs.	<ul style="list-style-type: none"> 550 jobs
8	China Gateway	China Gateway will bring high-tech companies to the area. Phase one of the development came forward as a planning application in spring 2008, with proposals for 18 employment units, along with ancillary development, on 31 hectares of employment land. Development plans and timescales are currently under review.	<ul style="list-style-type: none"> 1,200 jobs

Date:	23 June 2010
Item No:	4
Item Title:	Programme Timeline
Author:	Derek Harding
Purpose:	For information
Recommendation	The Board is asked to discuss the report and note the plans for managing the planned works over the next 12 – 24 months.

1. Introduction

- 1.1 At the last Board meeting, there was concern expressed about the potential issues arising from the delivery and construction of a number of high profile projects in 2011 and 2012. The main concern relates to the potential impact on the opening and first year of operation of Turner Contemporary.
- 1.2 This report provides an overview and summary of the estimated timescales for the delivery of the key physical projects. The attached table and plans, sets out the key stages of each project and highlights the period of construction activity over the next three years.

2. Programme Timeline

- 2.1 The programme timeline is set out in Table 1 identifying the key stages for all MRP physical projects. This includes the planned Sea Defence works and the Public Realm Quick Wins (not previously included in the MRP Implementation Plan).
- 2.2 **Projects with direct impact on Turner Pre-Opening** - The completion of Turner Contemporary is scheduled for the end of 2010. In early 2011 there will be a period of acclimatisation, environmental testing and completion of the landscaping works, prior to the gallery opening in late spring 2011.
- 2.3 The opening of the gallery is a major milestone for the programme and a critical date for associated projects, supporting Turner Contemporary, namely the Parking, Movement & Access Plan and the Seafront quick Wins (see Item 7).
- 2.4 The main areas of outstanding work relating to the Parking, Movement & Access Plan are:
 - Creation of a new coach park (interim at Dreamland and potentially re-located to Westbrook).
 - Upgrading car parking signs (to be completed by end summer 2010).
 - Upgrading pedestrian signs and panels (to be completed by end summer 2010).
- 2.5 **Margate Sea Defence Plans** - The Sea Defence work is likely to have the most significant and direct impact on the gallery pre spring 2011 and during the first year of opening. The options for the Sea Defence works were presented to the Board in December 2009 and the Board endorsed the preferred option set out in Appendix 3. In principle, £4m funding has been allocated with further funding possible. The current funding profile includes for £1m allocated in 2010/11, £3m in 2011/12 and further funding likely in 2012/13. The detailed programme and specification is dependent on approval by the Environment Agency which is

expected to be given by the end of August. If approved, the works will be implemented in three main stages:

- Zones A, B & D implemented between October 2010 – March 2011.
- Zones E, F & G from February 2011.
- Zone C – possibly commencing late 2011 or early 2012

All of the above is subject to EA approval of technical reports and funding submissions.

- 2.6 Thanet District Council officers are discussing the procurement approach with Kent County Council and Turner, to ensure the works are closely co-ordinated with the works to the gallery. A verbal update will be given at the meeting on the planned approach.

The later works (Zones E, F & G) will be tendered separately and the exact timeframe is unclear, however, it is likely that some major works will be undertaken along the seafront in the first year of opening. The works will involve the closure of large areas of the pedestrian footways. It is hoped that the works to the Harbour Arm (Zone C) will be undertaken between October – March to minimise the impact on the existing businesses and the gallery. However this timescale could be affected by the wintering bird restrictions (Turnstones) and the weather conditions which may push back major piling works to March 2012.

3. Other Projects Post Turner Opening

- 3.1 A programme of quick wins and temporary projects will be implemented over the next 9 – 12 months to improve the appearance of the route between the station and the seafront (see Item 7). The timeframe for the implementation of major public realm works is unclear but it is likely that works will be implemented in defined packages to tie in with other proposed works ie Sea Defence works and the junction improvements related to Arlington.
- 3.2 The other major works relate to Dreamland and Arlington. The work will be confined within the sites and the impacts minimised through decorative hoardings and screening (see Item 7). The works to the frontage of the Dreamland Cinema could require the temporary diversion of the public footway for a period of several months.
- 3.3 With all of these works, we will seek to work with the contractors to minimise disruption through planning work out of peak season (where possible), screening sites with art work and public information.

4. Recommendation

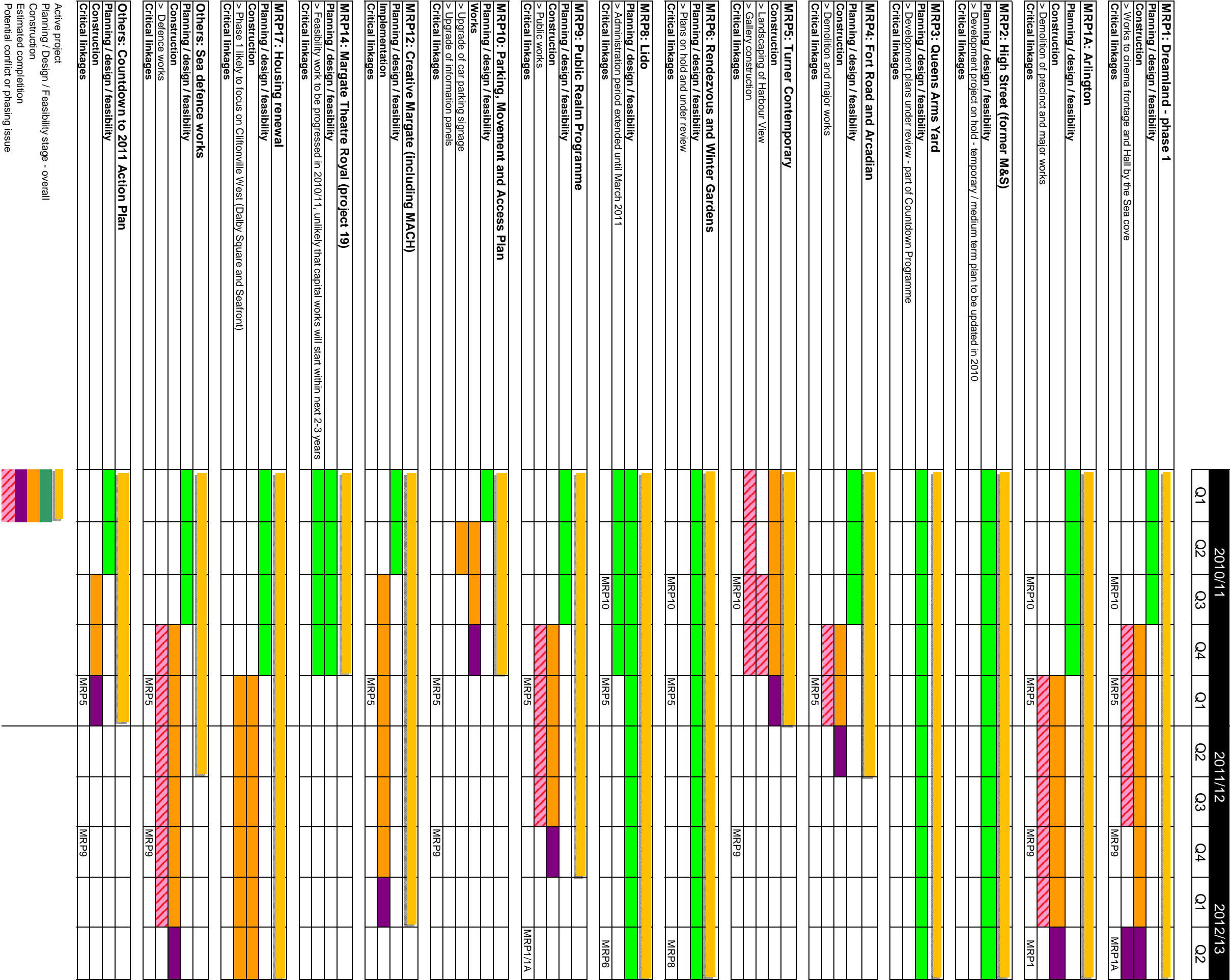
- 4.1 The Board is asked to discuss the report and note the plans for managing the planned works over the next 12 – 24 months.

Appendix 1 – Programme Timeline

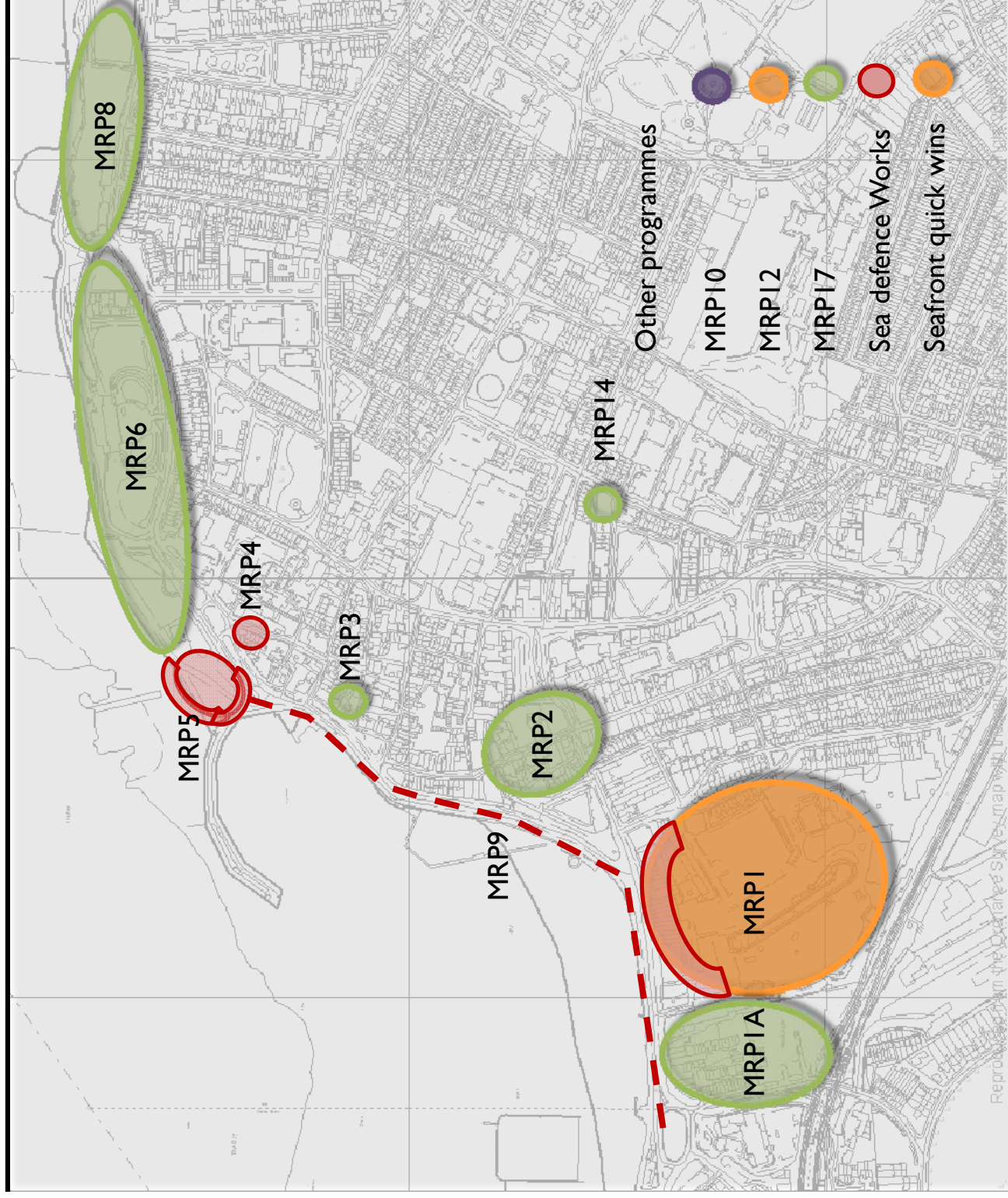
Appendix 2 – Potential Conflicts 2010/11, 2011/12 & 2012/13

Appendix 3 – Margate Sea Defence Works

Margate Renewal Partnership - programme timeline



Phasing 2010/11 – potential conflicts



MRPI Dreamland
MRPIA Arlington
MRP2 High Street (former M&S)
MRP3 Queens Arms Yard
MRP4 Fort Road and Arcadian
MRP5 Turner Contemporary
MRP6 Rendezvous & Winter Gardens
MRP8 Lido
MRP9 Public Realm Programme
MRP10 Parking, Movement & Access
MRP12 Creative Margate (incl. MACH)
MRP14 Margate Theatre Royal (pr. 19)
MRP17 Housing Renewal

Others Sea Defence Works
 Others Seafront quick wins

Key

Planning / Design / Feasibility
 Construction
 Estimated completion
 Potential conflict

Phasing 2012/13 – potential conflicts



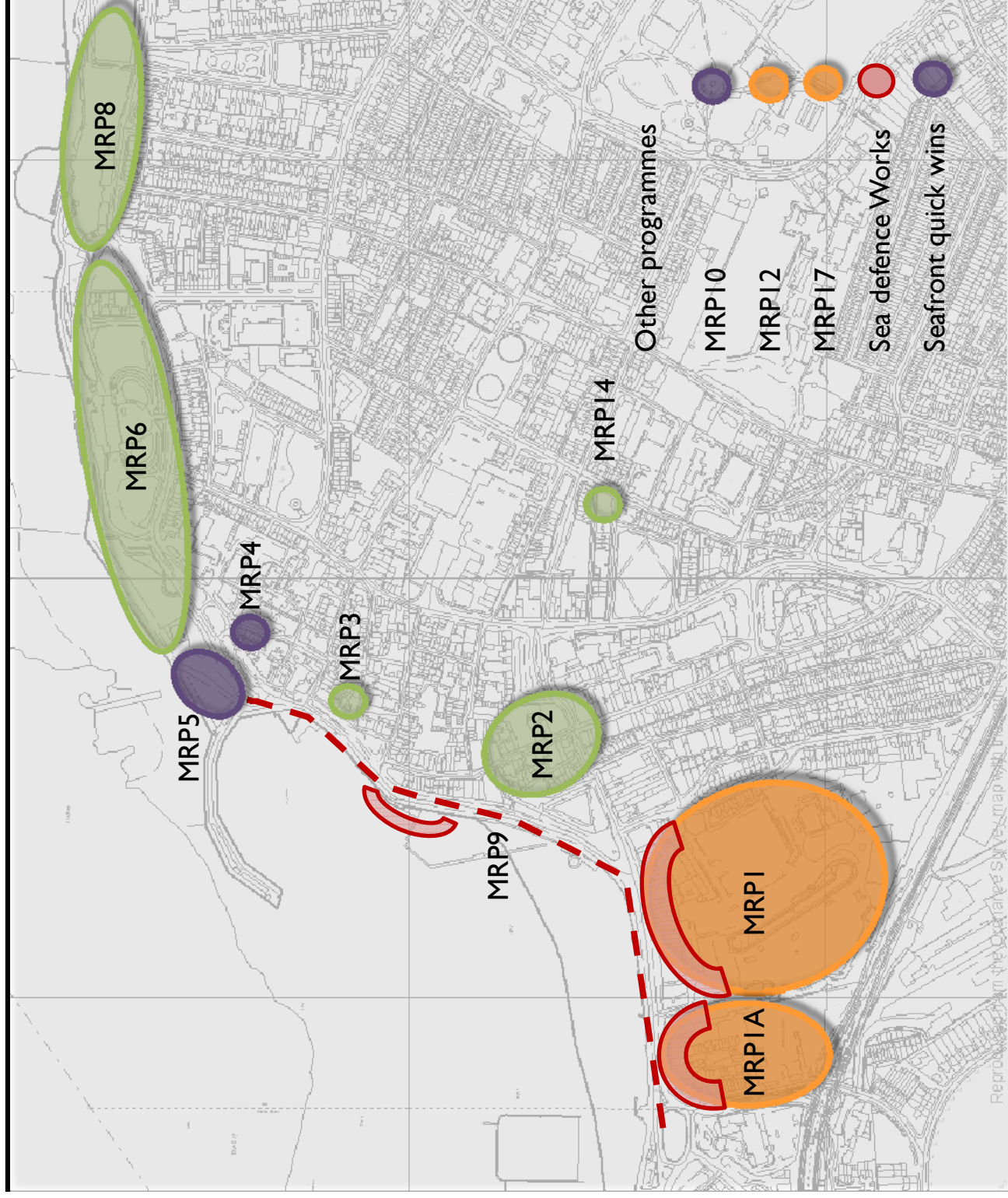
- MRP1 Dreamland
- MRP1A **Arlington**
- MRP2 High Street (former M&S)
- MRP3 Queens Arms Yard
- MRP4 Fort Road and Arcadian
- MRP5 Turner Contemporary
- MRP6 Rendezvous & Winter Gardens
- MRP8 Lido
- MRP9 Public Realm Programme
- MRP10 Parking, Movement & Access
- MRP12 Creative Margate (incl. MACH)
- MRP14 Margate Theatre Royal (pr. 19)
- MRP17 Housing Renewal

Others **Sea Defence Works**
Others Seafront quick wins

Key

- Planning / Design / Feasibility
- Construction
- Estimated completion
- Potential conflict

Phasing 2011/12 – potential conflicts



- MRP1** Dreamland
- MRP1A** Arlington
- MRP2** High Street (former M&S)
- MRP3** Queens Arms Yard
- MRP4** Fort Road and Arcadian
- MRP5** Turner Contemporary
- MRP6** Rendezvous & Winter Gardens
- MRP8** Lido
- MRP9** Public Realm Programme
- MRP10** Parking, Movement & Access
- MRP12** Creative Margate (incl. MACH)
- MRP14** Margate Theatre Royal (pr. 19)
- MRP17** Housing Renewal

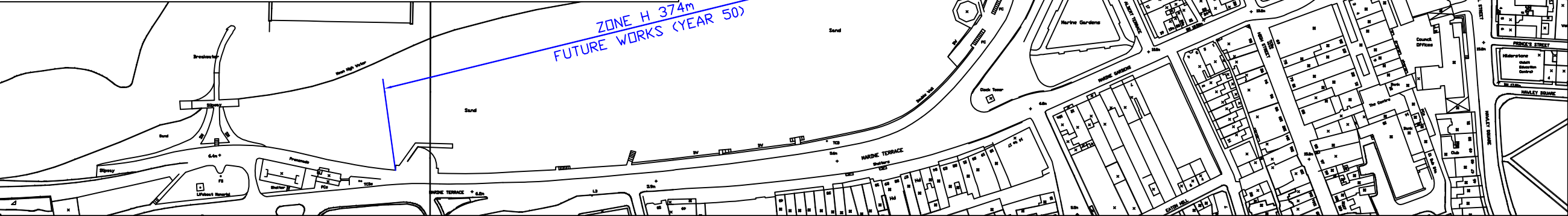
- Others** Sea Defence Works
- Others** Seafront quick wins

Key

- Planning / Design / Feasibility
- Construction
- Estimated completion
- Potential conflict

THE TABLE BELOW PROVIDES A SUMMARY OF WORKS REQUIRED BY THE SCHEME TO PROTECT THE LAND BEHIND THE DEFENCES FROM FLOODING OVER THE WHOLE 100 YEAR PERIOD CONSIDERED BY THE TECHNICAL REPORT (SCHEME YEAR 0 SHOULD BE CONSIDERED TO BE 2010)

ZONE	EFFECTIVE (FROM-TO)	PROPOSED METHOD OF MANAGING FLOOD/EROSION RISK	SEA WALL DEFENCE LEVEL PRIOR TO THE RELEVANT WORKS PHASE BEING UNDERTAKEN (METRES ABOVE ORDNANCE DATUM)	PROPOSED SEA WALL DEFENCE LEVEL (METRES ABOVE ORDNANCE DATUM) AND YEAR WORKS TO BE UNDERTAKEN
ZONE A	YEAR 0-100	NEW FLOOD WALL AND FLOOD GATES INSTALLED TO REDUCE THE LENGTH OF FRONTAGE OF CONCERN AND THEREFORE VOLUME OF OVERTOPPED WATER WHICH IS ABLE TO FLOW INTO THE SCHEME AREA DURING EXTREME TIDAL EVENTS	6.4m (EXISTING LEVEL)	7.2m YEAR 0
ZONE B	YEAR 0-100	EXISTING SEA WALL TO BE RAISED	6.4m (EXISTING LEVEL)	7.2m YEAR 0
ZONE C	YEAR 0-100	STEEL SHEET PILING INSTALLED TO PROTECT FOUNDATIONS. CORE GROUTING UNDERTAKEN TO FURTHER STABILISE THE STRUCTURE.	8.3m APPROX (EXISTING LEVEL)	AS EXISTING 8.3m APPROX YEAR 0
ZONE D	YEAR 0-30	SEA WALL TO BE RECONSTRUCTED WITH NEW UNIFORM CREST LEVEL. DRAINAGE SYSTEM TO BE INSTALLED TO COPE WITH SEA WATER WHICH OVERTOPS IN ZONES A AND B. FLAP VALVES WILL BE FITTED TO OUTFALLS ON SEAWARD SIDE OF WALL. SMALL FLOODGATE INSTALLED ADJACENT TO HARBOUR SLIPWAY TO HOLD WATER AND MAXIMISE VOLUME WHICH ESCAPES THROUGH OUTFALLS	5.0-5.8m (EXISTING LEVEL)	5.6m YEAR 0
ZONE D	YEAR 30-100	SEA WALL TO BE RAISED - FOOTWAY LEVELS BEHIND WALL AND DRAINAGE SYSTEM TO BE MODIFIED/UPGRADED. A NEW FLOOD GATE WILL BE PROVIDED TO RESTRICT QUANTITY OF OVERTOPPED WATER REACHING OLD TOWN AREA FROM ZONES A,B,C AND D	5.6m	6.0m YEAR 30
ZONE E	YEAR 0-50	SEA WALL BELOW FOOTWAY LEVEL TO BE REFACED. SEA WALL ABOVE FOOTWAY LEVEL TO BE RECONSTRUCTED AND RAISED.	4.9-5.3m (EXISTING LEVEL)	5.4m YEAR 0
ZONE E	YEAR 50-100	SEA WALL TO BE RAISED. WALL LEVEL 6.0m APPROX	5.4m	6.0m YEAR 50
ZONE F	YEAR 0-50	NEW PRECAST CONCRETE STEPPED REVETMENT WITH NEW REAR WAVE WALL AND PROMENADE.	5.2-5.6m (EXISTING LEVEL)	PROMENADE 4.9m REAR WALL 5.7m
ZONE F	YEAR 50-100	REVTMENT STRUCTURE AND PROMENADE OVERCLAD TO RAISE LEVEL OF DEFENCE. REAR WAVE WALL RAISED.	PROMENADE 4.9m REAR WALL 5.7m	PROMENADE 5.7m REAR WALL 6.3m
ZONE G	YEAR 0-50	SEA WALL BELOW FOOTWAY LEVEL TO BE REFACED. SEA WALL ABOVE FOOTWAY LEVEL TO BE RECONSTRUCTED. WALL LEVEL AS EXISTING	5.6-6.0m (EXISTING LEVEL)	AS EXISTING 5.6-6.0m YEAR 0
ZONE G	YEAR 50-100	SEA WALL TO BE RAISED	5.6-6.0m (EXISTING LEVEL)	6.3m YEAR 50
ZONE H	YEAR 0-50	SEA WALL TO REMAIN AS EXISTING	5.3-6.2m (EXISTING LEVEL)	AS EXISTING 5.3-6.2m YEAR 0
ZONE H	YEAR 50-100	WALL TO BE RAISED OR REAR WALL INSTALLED	5.3-6.2m (EXISTING LEVEL)	6.3m YEAR 50



NOTES:

THIS DRAWING SUMMARISES THE PREFERRED OPTION AS DESCRIBED IN A TECHNICAL REPORT WHICH WILL FORM THE BASIS OF THE APPLICATION FOR CAPITAL FLOOD DEFENCE AND COASTAL PROTECTION FUNDING.


THE PREFERRED OPTION CONSIDERS THE FLOOD AND EROSION RISK MANAGEMENT OF THE MARGATE FRONTAGE FOR THE NEXT 100 YEARS.

THE SEA WALL CREST LEVELS INDICATED FOR THE PREFERRED OPTION HAVE BEEN DESIGNED TO PROTECT THE LAND BEHIND FROM AN EXTREME STORM EVENT WITH AN ANNUAL PROBABILITY OF 1:200

THE PROPOSALS ON THIS DRAWING (INCLUDING ALL LEVELS REFERRED TO) ARE DRAFT ONLY.

THESE PROPOSALS ARE LIKELY TO BE SUBJECT TO CHANGE AT DETAILED DESIGN STAGE.


CROWN COPYRIGHT. ALL RIGHTS RESERVED. THANET DISTRICT COUNCIL. LICENCE NO. 100018261 JANUARY 2010

C	01/03/10	MEH	THIRD ISSUE FOR CABINET
B	07/01/10	MEH	SECOND ISSUE FOR INFORMATION
A	05/01/10	MEH	FIRST ISSUE FOR INFORMATION
ref	date	auth	DRAFT ISSUE
issue details			purpose of issue
C	25/02/10	MEH	ZONES A,B AND D YEAR 30 AMENDED
B	07/01/10	MEH	ZONE LENGTHS AMENDED
A	05/01/10	MEH	TABLE FORMAT AND CONTENTS REVISED, ZONE H ADDED, DRAWING SCALE CHANGED
ref	date	intls	
revisions			
 THANET COUNCIL OFFICES P.O. BOX 9, CECIL STREET, MARGATE KENT CT9 1XZ Telephone: (01843) 577000 Fax: (01843) 232120 www.thanet.gov.uk			

REGENERATION SERVICES.
PROPERTY MANAGEMENT SECTION.

job title
MARGATE FLOOD AND COAST
PROTECTION SCHEME

drawing title
DRAFT OVERVIEW OF SCHEME
PREFERRED OPTION

north point	scale 1:2500 AT A3
	drawnMEH ckd.
	date 22 DECEMBER 2009

drg. no. 3558.507C

Date:	23 July 2010
Item No:	5
Item Title:	Margate Task Force and the Margate Agreement
Author:	Colin Maclean, Interim Director, Margate Task Force
Purpose:	For Information
Recommendation	The Board is asked to endorse the following recommendations: <ul style="list-style-type: none"> • To note the contents of the report. • To receive verbal feedback from the key meetings on 18 June and 21 June 2010 (Margate Agreement and Margate Task Force). • To note next steps

1. Background

- 1.1 This report provides an update on activity since the last report and brings together a summary of the vision and priorities with the model for the team. It also provides general updates along with the progress and planned actions relating to the 'Margate Agreement' and propositions for development/agreement with the new Government.

2. Updates

2.1 Priority Themes

Housing

- Discussions to control out-of-area placements have progressed involving GOSE, the Audit Commission and Rosalind Turner, MD, CFE. A meeting with all London local authorities took place in May. One implication of the abolition of CAA is that work on the whole lifecycle VFM impact of exporting Looked after Children will not now be taken forward by the Audit Commission. However, further research has been agreed.
- The research report (by DTZ) to understand the future housing market and build the economic case for intervention is nearing completion. The next meeting of the high-level group – convened by Paul Carter – will take place on 18 June. This is supported by a multi-agency officer group led by Brian Horton, KCC, Brendan Ryan and Derek Harding.
- A housing enforcement delivery plan has been completed demonstrating how existing TDC resources involved in regulating private sector landlords will be enhanced with the use of £0.5m PRG funding provided by KCC. The delivery plan and associated resources will also help establish a selective licensing scheme for landlords in part of the renewal area.
- A key element of the housing regulation is the need to integrate this with other enforcement and regulatory activities undertaken by the council including, Environmental Health, Community Safety, and Planning

Employment

- Further analysis of the full employment and skills conditions is ongoing involving Thanet Works, KCC and SEEDA.
- Following a meeting with Paul Carter and Lord David Freud (now the Government's Minister leading on Welfare Reform), a 'Task and Finish' officer team has been established to develop a Prospectus for Change for the area which is focused on tackling the issues

mentioned in the earlier Board report on Economy and developing a mechanism for adding value to the new national 'Work Programme'.

Health

- Mental health is recognised as a key issue (745 people on IB with mental health issues). The *Fit for Work Service* pilot started on 1 June and is based in St. Augustine's, Westgate. This will continue to be linked with the Employment strand.
- Recent partnership work has focussed on joining up working with the Community Services provider arm and 'Concordia' – the contractor delivering community health services in Thanet.

Team Development

- 2.2 The goal is to develop a multi-agency action plan and a fully operational multi-agency Task Force team. Key principles include an 'invest to save' approach focused on prevention, better use of resources and customised multi-agency services. Work is progressing to refine the single operating plan produced in late-December. A summary is attached at Appendix A. The business plan for the first year will be informed by a range of current work strands including the Total Place work/Margate Agreement; DTZ Housing report; investigations into High Cost Cases; the 'Think Family' project led by KCC CFE; and the Community Engagement Plan. The meeting of the Operational Management Group on 27 May considered and agreed priorities for the team for the next 9 - 12 months. These are summarised in Appendix A.
- 2.3 The governance arrangements (Appendix B) were agreed by the Margate Task Force Board on 8 April including proposed membership of the Board and the Operational Management Group. The inaugural Board meeting will be held on 21 June 2010.
- 2.4 The Margate Task Force team structure is shown in Appendix C (with a relationships diagram provided as Appendix D). This illustrates the initial composition of the Phase 1 team. The intention is to bring the team together when the Coordinator comes into post.
- 2.5 The Coordinator recruitment completed successfully with the appointment of Sara Woodward. Sara is currently the Thanet 14 - 19 Coordinator working with all Thanet schools and partners. Her experience includes joint commissioning for Children and Young People; planning for Social Services (including Youth Offending); and policy and research relating to homelessness, health and housing. Sara is a Thanet resident and will take up the post on 5 July 2010. Sara is currently arranging to meet with key personnel within TDC who are involved in service delivery in the designated area.
- 2.6 The location for the Phase 1 team will be the Post Office in Cecil Square, Margate.

3.0 Margate Agreement

- 3.1 A successful workshop with Alexis Cleveland, Director General, Transformational Government and the Cabinet Office – who is the Government 'Champion' for Kent Total Place – took place on 27 April 2010. The meeting was attended by lead senior representatives from TDC, KCC, Police, Health, JCP as well as the Homes and Communities Agency. The conclusion was agreement on the format of the Agreement and a follow-up progress meeting in Margate to be focussed on the Housing Intervention Strategy.
- 3.2 In the wake of the Coalition's *Programme for Government*, the Agreement has been updated and the revised version is shown in Appendix E. This also provides progress on the key themes (some of which are mentioned earlier in this report). We are being supported by lead officers across all partners as well as GOSE.

- 3.3 The next meeting is on 21 June and will review progress on the Agreement, consider the proposed Special Intervention Area status, focus on Housing and receive the initial Work and Skills proposals.

4.0 Planned Visit

- 4.1 Margate has been selected as one of four locations nationally for a visit from senior Civil Service leaders. The Top 200 was set up in March 2006 as the corporate leadership group for the Civil Service. It's made up of the most senior Civil Service leaders, permanent secretaries and directors general. The purpose of the group is to improve public services, deliver government business and build a strong Civil Service.

The *Big Society – Deprived Neighbourhoods* project was commissioned by Sir Gus O'Donnell, the Cabinet Secretary, following discussions with leading social entrepreneurs, including Lord Adebawale, Lord Crisp and Lord Mawson which highlighted the barriers to local delivery created by the complex array of services, funding, and initiatives driven by departments acting individually.

The focus of the project will be to develop a cross-Government approach to find ways to embed the 'Big Society', localism and decentralisation in delivering for deprived neighbourhoods, and the need to get 'more for less' from public investment. Key questions will be around the potential of different approaches and what needs to change to support them.

5.0 Recommendations

The Board is asked to endorse the following recommendations:

- 5.1 To note the contents of the report
5.2 To receive verbal feedback from the key meetings on 18 June and 21 June 2010 (Margate Agreement and Margate Task Force) and other specific updates.
5.3 To note next steps

Appendices

- A - Team Vision, Principles, Priorities and Operations
B - Governance Framework
C - Team: Structure
D - Team: Hub and Spoke relations
E - Margate Agreement

Team – Vision, Principles, Priorities and Operations

The Vision is to transform and regenerate Margate Central and Cliftonville West - an area of high deprivation and dependency with totally disproportionate public costs on a small number of people in disadvantaged communities - into a flourishing coastal town with a strong identity, sense of community and independence. The proposition challenges public policy of both local and central government and fundamentally alters the way in which public services will be targeted within the proposed Special Intervention Area. It also creates a strategic housing vehicle to drive forward the radical changes necessary. Community engagement is central to the vision and approach.

How the Team will work

- **Impact and transformation:** through joint working at a more local level, the public sector will achieve the agreed outcomes faster, more efficiently and more sustainably. A multi-agency professional team will be empowered to make decisions which match resources to needs through a greater understanding of needs and priorities. The co-located team will provide integrated services within a broad collaborative governance framework.
- **Customer focus:** by working closely with the communities and customers, services will be more responsive, more accountable and more effective in meeting demand. Co-production and innovation will be at the heart of the neighbourhood plan.
- **Local decision making:** the team in effect needs to balance the two perspectives – agency and local. The deployment of resources would be contested locally and will be shifted towards shared priorities.
- **Total Place ethos:** the team will be the multi-agency vehicle for tackling barriers; developing new ways of understanding the full cost of services to customers and demonstrating that the existing resources are effectively deployed; encouraging and delivering preventative/"invest-to-save" innovations; and recycling savings.

Priorities for Year 1

- 1) The geographical focus of the Margate Task Force will complement the housing intervention strategy
- 2) Information sharing is recognised as key. Intelligence will be shared and relevant protocols will be developed.
- 3) The MTF will develop a programme to upskill and enhance the knowledge of each other's services, and their offer to the community
- 4) MTF will build upon 'Think Family' developments e.g. having 1 lead worker per case.

Operational Requirements

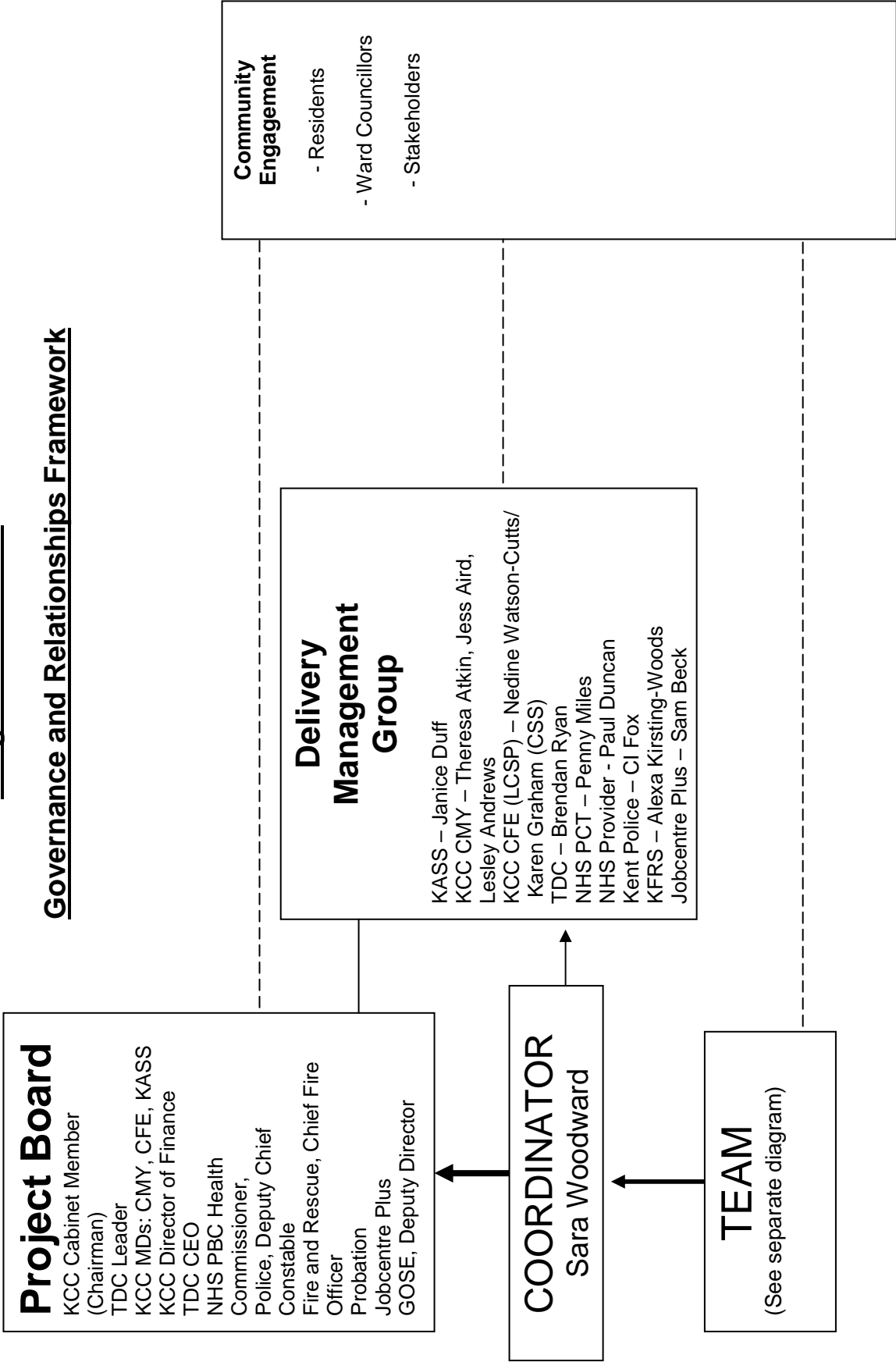
- Understand need and current caseloads/overlaps
- Establish baselines for high cost cases
- Establish baselines and monitor placements (linked to Kent Placements Protocol)
- Agree Information Sharing protocols
- Agree single point of access, referral and assessment (lead worker)
- Agree strategy for housing interventions: acceleration of enforcement work; housing model/SPV; associated impacts e.g. homelessness; displacement.
- Key theme targets/deliverables: youth re-offending; apprenticeships take-up; school exclusions; crime; drugs/alcohol-related issues; teenage pregnancies
- Capability to evaluate success.

Milestones

- | | |
|------|--|
| May | - Operational Management Group agrees Terms of Reference and team priorities |
| June | - Project Board: first meeting - agree Terms of Reference; outline Business Plan for 2010-2011; Phase 1 team; Information Sharing Protocol; Budget; schedule of meetings |
| July | - Coordinator starts. Team (Phase 1) formed. |

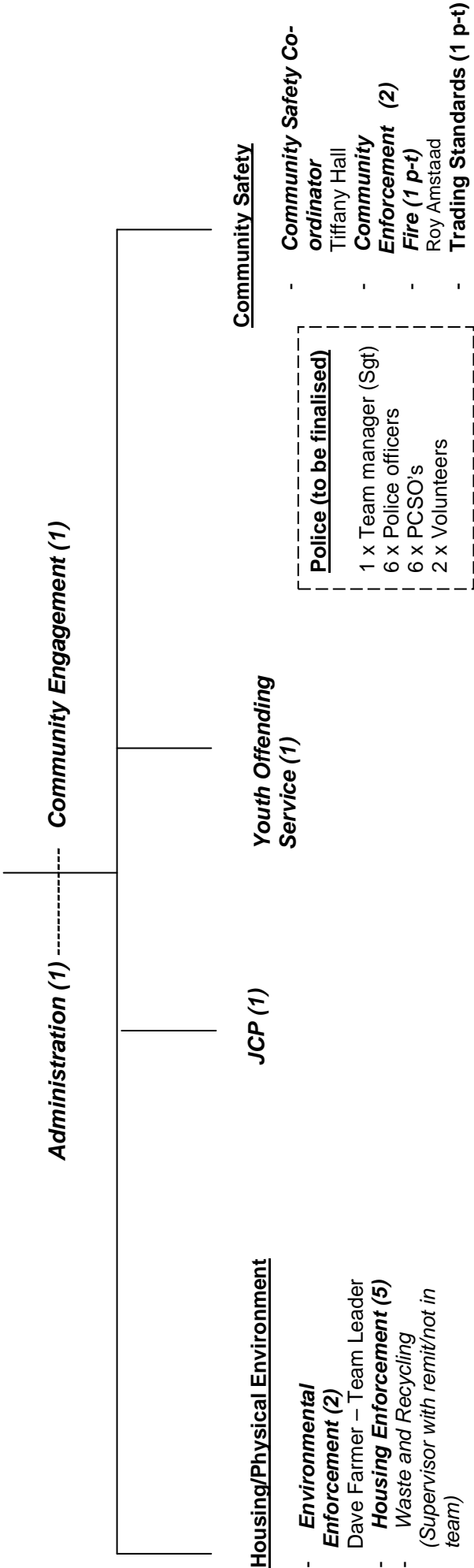
Margate Task Force

Governance and Relationships Framework

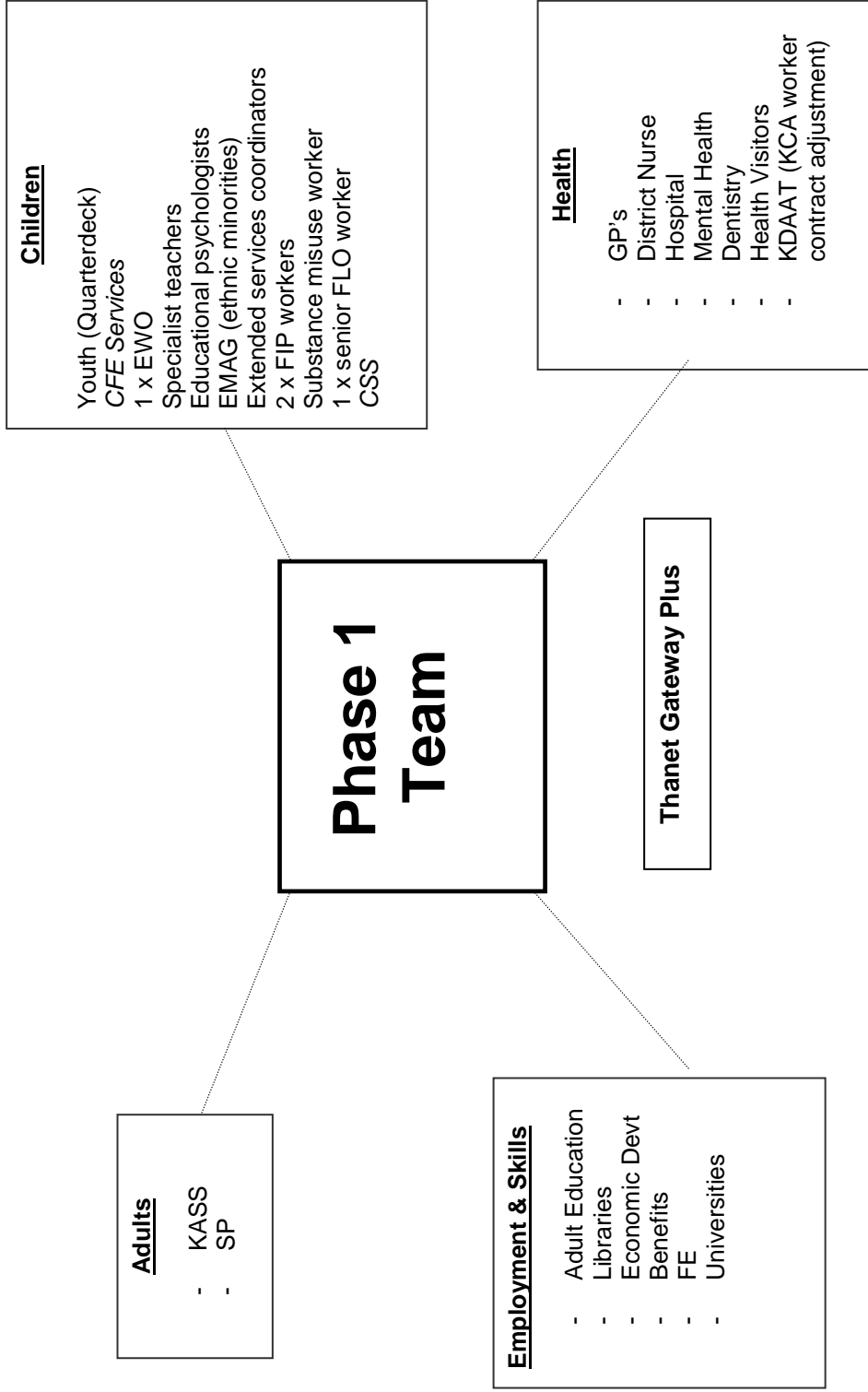


Margate Task Force
Team Structure – Phase 1

Margate Task Force Coordinator
Sara Woodward



Margate Task Force Team – Hub and Spoke Relations



Margate Task Force: *Margate Agreement* Propositions Table – **DRAFT 7 (post-Coalition Agreement)**

15 June 2010

The vision for the Margate Task Force is to transform and regenerate Margate Central and Cliftonville West – an area of high deprivation and dependency with totally disproportionate public costs on a small number of people in disadvantaged communities – into a flourishing coastal town with a strong identity, sense of community and independence. Currently in development, it will respond flexibly to local needs, providing an opportunity to develop new and innovative locally focussed and based commissioning approaches with the potential for pooling resources and achieving more effective targeting of resources from a central govt level down at a sub-district level.

Name	Description	Lead Agency & Officer	National Lead (where relevant)	Interdependencies	Target Date	Weighting (H/M/L)	Progress/Update
Special Overarching Activities							
Special Intervention Area (SIA)	Implement designated 'Special Intervention Area' (AC + DE both support designation). AC Rationale - Provides spatial focus for tailored intervention and enforcement Impact – Achieve significant long-lasting change to concentrated deprivation currently in 2 wards	TDC/MRP Richard Samuel Colin Maclean	Alexis Cleveland, Cabinet Office (Govt Champion Role) DCLG	DWP, DH, HO, HCA Neighbourhood Plan Regeneration projects PCT Triple Aim/Fit for Work Service Pilot	10/11	H	Agreed that links to 'Single Offer' proposition in HMT TP document Coalition Agreement - decentralisation/new powers to councils, communities and neighbourhoods Refined draft proposition completed
Reducing Placements of Vulnerable People	Implement 20 mile rule, cost transferral and Inspectorate mark-down system for serial placing authorities, whilst ensuring we develop policy sensitive to issues of displacement Rationale – De-incentivise OLA placements Impact – Reduce continued inflow of vulnerable people whilst ensuring those in the two wards receive appropriate/improved service provision	TDC/KCC/AC Rosalind Turner	Alexis Cleveland, Cabinet Office (Govt Champion Role)	B&B Protocol YPH Protocol DCLG, DfE, DH, MofJ, UKBA	03/11	H	Kent Protocol Prisons Review Alexis Cleveland to discuss with Perm Sec Work with Claire Bryce-Smith on Audit Commission research agreed and will continue despite cessation of CAA. Rosalind Turner has met with London boroughs and looking to develop placement protocols
Key Action 1 – Tackling Housing Market Failure							
Regulating Private Rented Sector	Implement Landlord Accreditation Scheme, funded through % of HB, and penalty reduction in HB to landlords for low standards (HHSRS) Practice of raising income through PRS licensing already in existence Rationale – Landlords forced to maintain good quality stock through enforcement and removal of the perverse incentives in existing system Impact – Better quality of housing stock in area, inflow of balanced population and tenure mix	TDC Brendan Ryan Di Woolloff/Mary Marshall	DCLG lead for PRS Landlords, DWP HCA	Housing Intervention Strategy Neighbourhood Plan K&M Housing Strategy Housing Benefits Bill?	03/11	H	KCC investing £500k PRG to accelerate private sector housing enforcement work, recruitment of additional PSH officers. Agree to research and develop case for raising levy from PRS Landlords through reduction in Local Housing Allowance due to poor housing standards to fund sustainable enforcement. GOSE exploring with DWP/CLG.
Compulsory Purchase Orders	Establish fast-track Compulsory Purchase Order procedures Rationale – Removal of low grade private-rented accommodation through enablement of PSH team to utilise streamlined enforcement action more efficiently and effectively Impact – Better standard of housing for residents, reduction in placements of vulnerable people, area gaining better population mix, becoming a more desirable area to live	TDC/KCC Brendan Ryan	DCLG HCA	No Use Empty Neighbourhood Plan Housing Intervention Strategy	03/11	M	Coalition Agreement – return decision-making powers on housing and planning to local councils, and to explore a range of measures to bring empty homes into use. GOSE submitted details of broader Kent work and Margate plans to CLG for meeting with Grant Shapps. Also GOSE arranged meeting with Medway enforcement officer 24 June to look at good practice.
Housing and Investment	Establish new method of intervention to take control of housing in SIA Rationale - Reduce % of problematic PRS/HMOs, and implement Landlord Accreditation Scheme & CPO procedure Impact - Fundamentally change the environmental and demographic mix and increase demand and house values	KCC/TDC/MRP Mary Marshall	HCA (lead), DCLG,	Housing Intervention Strategy K&M Housing Strategy No Use Empty Campaign Neighbourhood Plan	06/11	M	KCC funded DTZ (£45k) to develop Housing Intervention Strategy, including preferred approach and delivery plan. Final draft report completed and main item for follow-up meeting with Alexis Cleveland in Margate on 21 June 2010. Coalition Agreement – new fast-track powers and processes to councils to fast-track major infrastructure projects and intention to promote shared ownership schemes

Key Action 2 – Economy & Jobs							
Tackling worklessness	<p>Pool resources and responsibilities to achieve single access point, assessment, transfer admin of Jobcentre Plus to TDC/Gateway through devolved governance structure</p> <p>Rationale – Greater integration of public sector applying ‘total place’ methodology</p> <p>Impact – A more joined up public sector sharing info and intelligence, resulting in seamless customer-focussed services, a decrease in duplication and prevention of users falling through ‘gaps’ in provision</p>	<p>TDC (Carol Gray)</p> <p>JCP (Alison Culshaw), Gateway (Jane Kendal, Stephen Meades)</p> <p>KCC (Ross Gill, David Whittle)</p>	<p>DWP</p> <p>JCP (Darra Singh, Mark Fisher)</p>	<p>Thanet Works</p> <p>DWP Data-Sharing Pilot</p> <p>FJF</p> <p>Single Access & Assessment Review</p> <p>Think Family Pilot</p>	06/11	H	<p>Worklessness Assessment for area and Thanet completed.</p> <p>Work and Skills Plan for Thanet in development</p> <p>Detailed research and concept development required with key partners (KCC, TDC, JCP). Guiding principles: strengthen economic development concept/connections; focus on customer-led provision; differentiate project strands for worklessness advice and benefits administration. New Task and Finish group working in line with coalition principles - supporting and incentivising transition from welfare to work including one simplified single programme and realigned contracts</p> <p>Margate Tackling Worklessness prospectus developed.</p> <p>Coalition agreement</p> <p>Re-assessment of IB claimants to move them to JSA</p> <p>To end all existing welfare to work programmes to help all unemployed people get back into work</p> <p>Reform funding mechanism used by govt to finance welfare to work programmes to reflect fact that initial investment delivers later savings through lower benefit expenditure, including creating an integrated work programme with outcome funding based upon the DEL/AME switch.</p> <p>Investigate how to simplify the benefit system in order to improve incentives to work</p>
Stimulating Economic Development	<p>Simplify raising of extra NNDR/Council Tax and enable CC/DC to retain more NNDR gained from SIA for re-circulation in SIA.</p> <p>Rationale – Support and encourage new and existing local businesses to grow and develop, stimulating a sustainable local economy.</p> <p>Impact – Successful local economy supporting wider physical and social regeneration efforts, e.g. jobs, tourism. Margate and Thanet to become a more attractive place to work, live and visit.</p>	<p>TDC/MRP</p> <p>Carol Gray</p> <p>Derek Harding</p>	<p>BIS, CLG, HMT, HMRC</p>	<p>Single Access & Assessment Review</p> <p>Regeneration Framework</p> <p>Backing Kent Business Chamber of Commerce</p> <p>MRP</p> <p>Kent Tourism Alliance</p>	03/11	H	<p>Coalition Agreement – Incentivise LAs sustainable development</p>

Key Action 3 – Holistic Services & Public Sector Transformation							
Data and Intelligence	Secure govt endorsement for unique info-sharing agreement. Rationale – Must be driven from citizen perspective. Enable systematic information sharing, contributing to better multi-agency intelligence of the area informing monitoring and marketing. Impact – Inform design and implementation of integrated customer-focussed services around actual needs of 2 wards, feeding into proactive place-shaping provision resulting in better outcomes for public. Reduce chances of vulnerable people ‘falling through the net’	Colin Maclean/ Sara Woodward (from 5 July)	Relevant Govt Departments	Information Governance Programme Board/Protocol HMG/DWP Data sharing guide	03/11	M	First draft multi-agency plan completed High Cost cases work ongoing to underpin cost and scale assumptions ‘Think Family’ pilot research ongoing – Coalition agreement to investigate helping families with multiple problems
Funding Control	Empower local govt to monitor SIA and direct public sector expenditure as appropriate Rationale – These two wards have unique drivers of severe deprivation. Enable direction of funding to where it can make biggest impact on those drivers Impact – Holistic services with shared understanding of full spectrum of issues rather than silo mentality, enable agencies to invest in areas not of usual core business but with long term invest to save benefits, supporting significant intervention and prevention efforts e.g. Health/County Council investment in housing	Di Woolloff Colin Maclean	Cabinet Office, HMT, CLG	Margate Agreement Freedoms and Flexibilities	03/11	H	Further research & development on funding policies and re-investment principles. Draft governance arrangements in place for Board and Management Group New coordinator appointed. Post funded by KCC/TDC. Business Plan in development Coordinator (Sara Woodward) starts on 5 July/Phase 1 team to be set up by August.

Date:	23 June 2010
Item No:	6
Item Title:	Neighbourhood Plan & Community Engagement Action Plan Update
Author:	Derek Harding
Purpose:	For Information
Recommendation	The Board are asked to: <ul style="list-style-type: none"> • Note progress. • Agree the framework for the Neighbourhood Plan & Evaluation. • Seek comments back from partners by the end of June 2010 on the Community Engagement Action Plan..

1. Introduction

- 1.1 At the last meeting, the Board received a presentation on the interim report for the Community Engagement Action Plan and an update on the Neighbourhood Plan. This report seeks comments from Partners on the Community Engagement Action Plan by the end of June 2010 and:
- Endorsement of the framework for the Neighbourhood Plan;
 - Agreement of the evaluation framework for the Neighbourhood Plan.

2. Community Engagement Action Plan

- 2.1 Funding has been provided by GOSE under the Connecting Communities Programme to produce the Community Engagement Action Plan. The final draft report was recently produced with input from CLG Local Improvement Advisors and the Campaign Company (commissioned by the Leadership Centre).
- 2.2 Urban Practitioners were commissioned to lead this work and their final report sets out the key principles, priority actions and a monitoring framework. The Action Plan provides a basis for taking forward the Neighbourhood Plan and begin to involve residents and businesses in shaping the work of the Task Force.
- 2.3 The aim is to launch the report on 15 July at a local community event which will also mark the end of the SSCF Programme. A series of workshops will be held at the event to begin a dialogue with the community and voluntary sector on how to take forward the Action Plan. This will be led by Thanet District Council.
- 2.4 Progress on implementation will be regularly reported to the MRP Board and linked to updates on the Task Force and Neighbourhood Plan.

3. The Framework for the Neighbourhood Plan

- 3.1 Since the last meeting, officers have worked with Urban Practitioners with support from the CABE Enabling programme, to produce a framework for the Neighbourhood Plan. The framework has been informed by two workshops with partner agencies and the draft framework comprises of:

- A draft vision statement
- A summary of themes and work streams
- An outline evaluation framework.

3.2 The framework provides a coherent context to develop a full version of the Neighbourhood Plan which will be completed over the next 4 – 6 months. The report sets out an outline of the next key tasks and a detailed timescale will be developed. The draft report has been circulated to partners for comments.

Appendix 1 – The Margate Commitment – A Community Engagement Plan for Margate Central & Cliftonville West.

Appendix 2 – Draft Framework for the Margate Neighbourhood Plan 2030.

(Appendices enclosed as separate documents).

Date:	23 June 2010
Item No:	7
Item Title:	Countdown to 2011
Author:	Derek Harding
Purpose:	For Decision
Recommendation	The Board is asked: <ul style="list-style-type: none"> • To receive a presentation on the Countdown to 2011 Plan; • To comment on the overall direction and agree the priorities; • To agree further consultation with partners through the Creative Margate Delivery Group; • To note the budget implications.

1. Introduction

- 1.1 At the last Board meeting, members requested officers to produce an action plan identifying the priorities for preparing the town over the next 12 months in the run up to the opening of the Turner Contemporary Gallery.
- 1.2 Over the last 12 – 18 months there have been substantial improvements in the area mainly focussed in and around the Old Town and supported by the Objective 2 Programme which completed in December 2009. These have included the restoration and opening of the Harbour Arm, a series of public realm improvements, new lighting, installation of CCTV, renovation of a number of buildings for arts related uses, and the Windows of Opportunity project to brighten up and create interest in empty shops.

The wider regeneration plans for key projects are beginning to take shape and the seafront will be the focus of major investment through projects such as Dreamland, Arlington, the Public Realm and the Sea Defence works.

In addition, there are a number of small scale interventions planned by a range of agencies (relating to shop fronts, signage, hoardings, etc) and on-going management and enforcement actions.

This broad range of activity should be delivered through a co-ordinated plan to ensure that disruption to the opening of Turner is minimised and we exploit all promotional opportunities available.

- 1.3 The proposed plan comprises of a series of high profile/high impact physical improvements supported by a communications and press campaign. This is not an exclusive list and there are other priorities that need to be tackled, however, the Action Plan identifies the Top 10 Priority Actions that need to be addressed in the next 6 – 12 months.

2. Communications Plan

- 2.1 The design approach for both the temporary and short term interventions will be informed by a basic communications plan that includes creating a 'toolkit' for Margate with a set of images, a Margate 'stylised' typography and colour scheme, a re-launched website and a press and marketing campaign as well as support the top 10 priorities action plan. The outline Communications Plan is attached in Appendix 2. The Creative Margate Delivery group will oversee the detailed production and delivery of the Communications Plan.
- 2.2 In addition, the Creative Margate Delivery Group is researching options for holding a national regeneration conference to be held in Margate either in the run up or shortly after the opening of the Turner Contemporary gallery.

3. The Action Plan – Top 10 Priorities

- 3.1 The priorities within the Action Plan have been identified and agreed with partners through the Margate Officers Group.
- 3.2 The design approach will be informed by the Communications Plan that will provide a narrative or design concept. The proposed approach will deliver a package of improvements that will either form part of the first phase of longer term projects or low cost temporary interventions to improve the overall appearance, promote the individual sites and changing face of the town.
- 3.3 The Plan identifies the Top 10 priority projects for the next 12 months focussing on the visitor experience from the railway station to Turner. The approach proposes a co-ordinated programme of works that form part of a longer term plan for investment across the town.
- 3.4 The Plan includes of a range of measures;
 - I. delivering of a range of small scale public realm improvements to priority areas (the Station forecourt and seafront)
 - II. improving a number of high profile vacant sites by delivering a number of innovative temporary (12 – 24 months) projects;
 - III. developing and installing a cohesive approach to screening construction sites (Dreamland and Arlington) and derelict buildings (Arcadian and Fort Road Hotel); and
 - IV. bring empty shops back into use through a combination of ‘creative squats’ and temporary shop front installations.

4. Implementation

- 4.1 The Countdown to 2011 Plan will be overseen and monitored by the Margate Officers Group with regular reports back to the Board. The projects will be taken forward by a number of agencies working in partnership. This will include working with the Groundwork Trust to employ local young people to implement the environmental and decorative schemes where possible. For example, the Groundwork team will be used to paint seafront railings and street furniture, and paint temporary hoardings working in tandem with local creatives.
- 4.2 The priorities have been discussed and agreed with the Council's Environmental Action team and the Margate Town Partnership.
- 4.3 Through discussions with the Council's Environmental Action team, we will review and agree priorities for improved maintenance and enforcement of the seafront and major public areas such as the public car parks, town centre ‘gateway’ areas and roundabouts.

5. Resources

- 5.1 There is further detailed work still to be done to define project costs but it is estimated that the Communications Plan and Action Plan will cost in the region of £150,000. This could be a package of public and private sector monies including funding by existing projects such as Dreamland, working with private sector landowners (Arlington), and investment through the MACH programme, the Council's ‘Seaside Fund’, MRP partners and others such as the Charter Trustees.

6. Recommendation

- 6.1 The Board is asked to provide comments on the report; agree the priorities as set out in the Action Plan; seek support from Partners towards the costs of implementation of the Plan; request a Progress Report at its next meeting.

Appendix 1 - Countdown to 2011 – Communications Plan

Appendix 2 – Countdown to 2011 – Action Plan

Appendix 3 – Countdown to 2011 – Top 10 Priorities

Draft Marketing & Communications Plan

Date: June 2010

Project title:

Margate Countdown to 2011

Overall objective:

- To set up a campaign toolkit for use in the countdown to Margate
- To design and implement promotional materials which can be used online, locally through signage and building hoarding and for advertising
- To support the Margate Renewal Top 10 Priorities Action Plan
- To promote and encourage civic pride in Margate for local residents
- To implement and support a local 'clean up' Margate campaign
- To create a Margate Welcome through signage and street furniture
- To run an extensive marketing campaign which focuses on Margate and the local events calendar that uses national advertising and social media

Key messages:

- This is Margate – a town of seaside heritage and exciting regeneration
- In 2011, Turner Contemporary will open a world class gallery designed by internationally renowned David Chipperfield Architects Ltd
- In 2012, Dreamland will open as the world's first Heritage Amusement Park
- Margate is the birthplace of the British Seaside Holiday and it's beach is one of the towns main attractions
- Margate's beach has a Blue flag beach, awarded for cleanliness and its facilities. Thanet has the most Blue Flags in the UK, nine in total
- Margate's Old Town is home to a vibrant creative community of niche boutiques, independent galleries, artist studios, cafes and restaurants
- Margate is a great place for families to enjoy traditional seaside fun, the beach, watersports, coastal walks
- Margate is a great place to live with great schools, period housing, local shops, entertainment including the second oldest theatre – the Theatre Royal Margate
- Countdown to Margate timeline and key events

Audience:

- Local residents living in Margate, Thanet and Kent (of all ages)
- People living within a two hour drive/journey from Margate
- Strategic partners and future investors
- Media – local, regional, national and international
- International visitors (Airport/Ferry/Train)

Strategies:

- To develop a branding toolkit and a series of promotional materials to promote Margate in its countdown year
- To provide communications and marketing support for key regeneration projects throughout the countdown year
- To create a media 'buzz' about Margate that increases visitor numbers, press

coverage and civic pride (replacing Margate's crown)

How:

Create a promotional campaign toolkit for Margate:

- To set up and agree a branding toolkit of wording, photographs and information for use throughout the countdown year. This should be then updated throughout the year to show any change or new developments.
- To commission a set of photographs which include photos from 2010 and show Margate at its best all year round
- Once set up, this toolkit should be rolled out locally for all partners to have access to it (online and in hardcopy)
- Countdown to Margate timeline and calendar of events

Creating a 'little black book' of Margate:

- Choosing a range of places in Margate that compliment the branding toolkit that will be recommended to visitors, media and local residents.
- This list should include venues/businesses that are supportive of Margate and reflect the type of places we would like to go to ourselves. The chosen list should include hotel, tourist/visitor attraction, café, restaurant, local shops.
- The little black book of Margate is not set in stone and can change/be updated to suit different times of year and audiences.
- The venues chosen should meet certain criteria such as tourist board ratings, food hygiene and health/safety ratings.

Creating a Welcome to Margate:

We need a create warm welcome to Margate for visitors and locals which focuses on:

- Signage on the entrance and exits to Margate – train station, car parks, seafront & High Street
- What's on and what you can do in Margate signs
- Signs about the narrative of Margate's history and future
- Maps of Margate – where shops are/ toilets/bins/tourist attractions/Old town
- Lighting and public artistic signage, street furniture and bins that have a 'Margate look' to them

Some of the maps and signs could follow the look used for the Creative Margate Map leaflet.

We need to also make sure that the locals provide a warm welcome to – see community engagement below.

Making Margate a place to be proud of:

Operationally we need a targeted action plan to clean up Margate that includes changes in staff working and ways of working. It should include:

- Bin storage and type of bins e.g. Roll out more bins on busy days / during events
- Use of different shift patterns for cleaning staff e.g. later hours when events are on and during the summer season
- We need an action plan of repairs that supports the Margate Renewal project plan timeline
- Purchase/replacement of street furniture and new signage should compliment the branding toolkit

Encouraging civic pride:

- We need to tell people what we are doing and why through banners / signage while work takes place
- Organising a public clean up of Margate which is marked with new street furniture and unveiling of new signage

We need to get the locals and the people of Thanet behind Margate and the countdown – this should be through the 'This is My Margate' campaign.

Margate – a safer place to live

Working with the police/community safety partnership we should also target areas of anti-social behaviour including criminal damage, flytipping, dropping litter and public drinking to clean up all parts of Margate.

Campaign ideas - DRAFT:

This is my Margate – campaign 1 (2010/11)

A promotional campaign that uses a range of different real 'Margate' people promoting their Margate e.g. a local trader, café/bar owner, hotelier, specialist retailer, venue manager etc.

The aim of the campaign is to highlight all the positive developments happening in Margate and encourage civic pride for the area. This will involve giving everyone in Margate who take part in the campaign a 'This is My Margate' badge, using a range of local and educational events to raise the profile of Margate locally so people feel informed and involved in what is happening in the area. We would also like to capture local people's memories and hopes of Margate on film and make these available for others to see.

This will be supported by a press and advertising plan that uses bill boards, backs of buses, cinema screens and has an interactive element where people can upload their 'my Margate' photos, quotes and films using social media/public events.

Set up of Margate ambassadors – similar to the Thanet greeters scheme which uses local knowledge and contacts to promote and encourage people to support Margate could include taxi drivers, local businesses, local teachers, professionals – of all ages. (We should also include recent people who have shown interest in Margate e.g. Dane Court class who wrote to Thanet gazette / young people involve in Branding Margate exercise).

The This is Margate website will be promoted and will be updated with current

information that includes:

- Promotional materials from the campaign
- Chance to upload film/photos of their Margate
- A timeline of Margate's regeneration
- Margate's seaside history and interesting 'did you know'
- Margate calendar of events

Let's go down to Margate – campaign 2 (Old train poster style)

(Beyond Turner Opening)

- A national advertising campaign that uses a simple promotional kit of poster/leaflet and adverts to promote the key reasons to 'go down to Margate'
- The advertising campaign will include central London billboards, side of buses, train station platform posters, flyers sent out in national publications
- This will be supported by a press launch and plan, direct mail to 'staycationers'
- The offer to come down to Margate should include a discount entry voucher for use in Margate e.g. for an exhibition at Turner Contemporary / special ticket offer on the high speed rail link
- Promotional film to support the 'down to Margate' campaign to go online and to be shown publicly
- Promotional giveaway/publicity stunt – Margate beach comes to Victoria train station

Press:

- To set up a press pack for the media to use which uses the Margate Branding toolkit and Margate's little black book
- To set up a Margate beach kit gift pack to send to journalists to create a 'buzz' about Margate e.g. flip flops, beach ball, stick of rock, kiss me quick hat in a picnic hamper
- To set up a series of press visits to Margate for regional and national media that uses the little black book venues and is tied in to the Margate event calendar
- To write a press plan for the countdown year that launches and supports the marketing campaign planned that includes features about Margate which will be supported with photos to go to such publications as Coast / Kent Life, Isle Magazine etc

This is my Margate – campaign 1

- To set up a online press pack that in addition to the above uses real people from Margate quotes and photos
- A timeline of Margate's regeneration
- Margate's seaside history and interesting 'did you know'
- Margate calendar of events

Let's go down to Margate – campaign 2

- To support a National advertising campaign that includes a discount entry voucher for use in Margate
- To run a press plan tied into the timeframe of the campaign

Promotional materials:

To be created:

- Development of the This is Margate branding to feature a 'logo' for Margate which can be used on all promotional materials
- A set of designs for each campaign which includes posters, flyers and adverts
- Design a set of A4 posters and A5 flyer templates for use by partners which uses words/photographs

Campaign materials:

- Hoardings, signage, building wraps
- Train station platform and train posters
- Buses and taxis advertising
- Promotional giveaway goods (sticks of rocks/beach balls/postcards)

Web:

Update of This is Margate website to include:

- To set up a online press pack that uses the Margate branding toolkit
- A timeline of Margate's regeneration
- Margate's seaside history and interesting 'did you know'
- Margate calendar of events
- Useful contacts and links to our strategic partners
- Sign up for the exclusive 'Little black book of Margate'
- E-updates mailing list who receive an email when the web pages are updated with new events

Set up of any social networking pages to promote Margate

- Flickr to have photos of Margate on and opportunity for others to upload their photos
- Facebook

Film clips

- Remake of promotional Margate film for use in the 'down to Margate campaign' which can be used online, on TV screens in public places, cinema clips

Events:

- Launch events for each campaign
- Press visits to the area
- Marketing support for Margate's calendar of events in all suitable promotional materials, advertising, press features and online
- Presence at tourist/local community event in Thanet to promote Margate
- Presence at travel/tourism/trade events to promote Margate to outside audiences including coach/travel/leisure markets

Advertising:

- Media sponsorship with Kent on Sunday
- Advertising campaign to run in Metro papers
- Outdoor advertising to include billboard / bus/train wraps and poster sites

Direct marketing:

General mailing – linked to campaigns

- A Margate leaflet to be available in London/Kent distribution points
- Staycation mailing list tied in to the campaigns (have to purchase database)
- Create a mailing list of public places where posters/flyers could be sent to promote Margate
- All partners to be sent a set of printed posters for main events for them to display locally or include in their own mail outs (We need to find out who are the key contacts are and how many posters are needed)
- Posters sent to libraries, sports clubs, sports centres and local public places through the regular council mail outs

Communicating with 'Margate Friends'

- E-newsletter – aim to collate a database of interested 'Margate friends' who want to receive updates on what's happening in Margate
- Twitter and text alerts for Margate friends who sign up

Internal: (Staff of partners*)

All staff to be fully informed and given access to 'This is Margate' information:

- Launch event to staff with presentation of the countdown to Margate timeline and calendar of events
 - Posters on display in offices
 - Info on staff intranet
 - Feature in staff newsletters

*Key contacts and details are needed by each partner to roll this out

Community engagement:

Presentation of countdown to Margate timeline should also be presented locally through a series of public events where key people are invited to include:

- taxi drivers
- business owners
- local people
- schools/youth groups
- key partners

We need these people to be part of Margate's warm welcome

Customer feedback:

At events, on summer days, throughout the countdown year we should get a snapshot of what people think about Margate so we can address any issues/problems through quick wins and also gauge feedback on the campaigns and projects.

Using Walkie Talkies and TDC survey points we should also be able to develop:

- capture views on events
- create a direct mail database for people who want to know more
- Measure marketing methods and successes (how did you hear about...)
- Create a list of focus group contacts for use in the future

Evaluation:

- Results of the survey points
- Web page hits
- Press coverage received
- Feedback from partners
- Number of visitors to Margate

Budget:







Approximately £20,000 (This excludes Campaign 2 – National Advertising Campaign)

Responsibility:

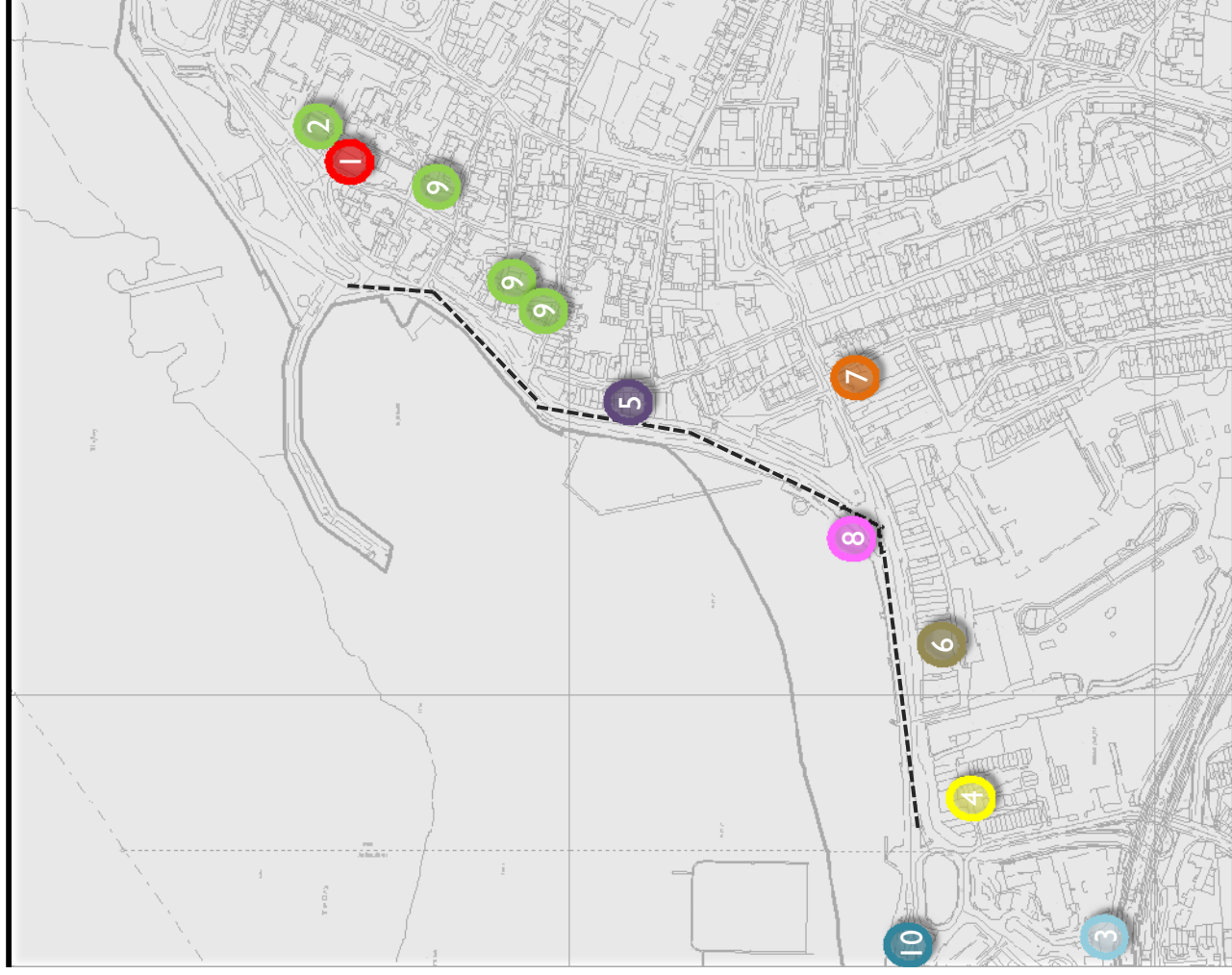
Creative Margate working group

Countdown to 2011 – Top Ten Priorities Action Plan

Map Ref	Address		Description	On Going Action	Proposal	Nature of Intervention & timescale	Estimated Cost/£000's	Lead
1	Fort Road Hotel & adjoining land.		Derelict building and vacant site opposite Turner Contemporary and at key gateway site.	215 Notice issued and not appealed. Negotiations on-going with owners to bring forward redevelopment plans. CPO process commenced as contingency.	Clear & tidy site. Screen or Hoarding.	Temporary 12 – 24 months	15	TDC - HS
2	The Arcadian.		Run down 4 storey block of flats opposite Turner Contemporary.	215 Notice issued and not appealed. Negotiations on-going with owners to bring forward redevelopment plans. CPO process commenced as contingency.	Prior and during works Screen or Hoarding.	Temporary 12 – 24 months.	15	TDC - HS
3	Margate Station		Railway station building, car park and adjoining land.	Working with Network Rail and South Eastern on Public Realm programme. Network Rail recently implemented £300k internal refurbishment programme.	Remove low level fencing, and temporarily re-landscape car park area. Install art or maritime feature within car park. External lighting scheme.	First phase of re-landscaping.	20 - 25	KCC/TDC - GC
4	Arlington Square		Semi vacant shopping precinct and part derelict car park. Eyesore building in key gateway position.	Negotiations on going with owners for redevelopment. Planning application expected in summer 2010. Works could start in Spring 2011.	Decorate hoardings. Seek support of landowner secure and fence off lower car park.	Temporary 12 – 24 months.	5 -10	TDC DB/HS
5	2 - 18 Marine Drive		Various vacant shops. Key stretch of seafront and the link between the beach and the Old Town.	A number of units are currently are under refurbishment. Some recently benefited from MTP scheme to decorate shop fronts with vinyls.	Vinyls/Screens targeting 6 properties.	Temporary 6 – 12 months. Timescale depends on lettings.	6	TDC/MTP HS

6	45-46 Marine Terrace		Vacant site. Former terrace of buildings on key frontage demolished as a result of fire over 6 years ago.	Site forms part of Dreamland enabling land. No proposals at this stage and could take several years to develop. DH to discuss with Dreamland team.	Work with Dreamland team and MTCRC for temporary screening or viewing area.	Temporary 12 – 24 months.	5 – 10	Dreamland Trust
7	• 5 & 6 Marine Gardens		• Ground floor of new flats block. Vacant & boarded up.	• Developer/owner has experienced financial difficulties and units have remained vacant for over 5 years.	• Paint hoardings.	• Temporary 6 – 12 months. Timescale depends on lettings.	2	TDC - HS
	• 11 Marine Gardens		• Derelict building. Scaffolding erected 3 years ago.	• Property sold at auction. Owner facing financial problems.	• 215 Notice & screen scaffolding	• Temporary 6 – 12 months. Timescale depends on lettings.	2	
8	Seafront street furniture And Seafront Lighting		Bins, seating, planters, telephone boxes, finger posts and information panels. Clutter and no uniformity Out of date.	Remove redundant street furniture.	Sturgeons lights and decorative lights on lampposts Sturgeon repair – update required. Paint seafront railings.	First phase of public realm programme.	15 - 20	TDC - GB
9	Council owned sites: - 10 Market Street - Queens Arms Yard - Land adjacent to Media Centre		Derelict shop. Overgrown and unused vacant sites.	Queens Arm Yard and Market St sites form part of redevelopment scheme which is unlikely to proceed for 18-24 months. Land next to Media Centre on Council disposal list.	Decorative hoarding to be removed and shop let. Temporary sculpture garden – Queens Arms Yard. Community Allotment – land adjacent to Media Centre	Temporary 12 – 24 months.	15	TDC – ST & DB Groundwork
10	Nayland Rock Café site		Vacant plot & building. Prominent site. Derelict and poor state of repair	Planning permission granted for café & terrace. Permission expires Nov 2010. Owners willing to consider temporary uses.	Temporary landscaped potential for beach huts, boules area and informal play area.	Temporary 18 – 24 months	10	TDC - GB
	ESTIMATED TOTAL COST						117	

Countdown to 2011 – top 10 priorities



- 1 Fort Road Hotel
- 2 The Arcadian
- 3 Margate Station
- 4 Arlington Square
- 5 2-18 Marine Drive
- 6 45 Marine Terrace
- 7 5-6 Marine Gardens
- 8 Seafront street furniture and lighting
- 9 Council-owned Old Town sites
- 10 Nayland Rock café site

Date:	23 June 2010
Item No:	8
Item Title:	Dreamland Sea Change
Author:	Derek Harding
Purpose:	For Decision
Recommendation	The Board is asked to: <ul style="list-style-type: none"> • Receive a presentation by the consultant team and comment on the designs and programme. • To note the revised funding package. • To note the revised programme.

1. Introduction

- 1.1 This report provides the Board with an update on key issues related to Dreamland. The report sets out the current position on funding, land ownership, the appointment of staff and consultants, and the programme for the project. The report should be read in conjunction with the attached Project Manager's Progress report (June 2010).
- 1.2 The Board is asked to receive a presentation from the lead designers and project manger, and comment on the programme and emerging designs.

2. Update on Funding & Costs

- 2.1 The original funding proposal assumed a £4m contribution from the landowners, Margate Town Centre Regeneration Company (MTCRC), that would be provided via a section 106 agreement associated with the neighbouring 'enabling land'. The original proposal envisaged a £4m loan provided by KCC secured against the land. Due to the existing level of debt and priority charges on the land, the landowners could not provide the Council with sufficient security. In addition, the loan charges would need to be met by the project until repayment of the loan in full, and the project income (generated from the Amusement Park) could not meet these costs indefinitely.
- 2.2 Therefore, a decision was taken to develop a funding package that was not reliant on the landowner's contribution for Phase 1.
- 2.3 The revised funding package set out in the table below includes an increased contribution from Thanet District Council and an assumed additional £1m contribution from HLF. The shortfall will be raised from charitable sources, sponsorship or a loan from Thanet District Council.
- 2.4 The Council's contribution and loan arrangement was agreed by TDC's Cabinet on 29th April and the full Council on 13 May 2010. The Council agreed to borrow up to £1.8m to fund the budget deficit through Prudential borrowing and KCC has agreed to cover the annual finance charges of the loan. Council monies and the loan will be drawn down in the later phase of the construction to minimise the loan term and finance charges.

The Dreamland Trust has recently met with the HLF officers and received a positive response to the proposal to increase the Stage 2 HLF application. The outcome of Stage 2 application is dependent on the quality of the bid. The additional ACE, EH and SEEDA applications cannot be made until the further development and business planning work is undertaken. This work should be complete by August 2010. Bids will be worked up and submitted as appropriate.

Funding Source	£	Notes
Sea Change	3,800,000	Committed.
HLF	3,019,069	In Principle agreement. £540,000 committed. Second stage application in August 2010.
TDC	2,200,000	Approved by Cabinet on 29 April 2005.
SEEDA (Grants for Business Investment)	120,000	Subject to Business Plan
HLF	980,931	Dependant on outputs and quality of 2nd round submission. Planned additional money to make £4m.
English Heritage MACH	100,000	In principle agreement.
ACE	100,000	Subject to detailed design. Maybe additional funds from further negotiations.
Thanet Works	303,000	Approved by Thanet Works Board on 23 April 2010.
Total funds	10,623,000	

Total cost **12,429,876**
Shortfall - 1,806,876

- 2.6 The current cost plan is included in the appendix of the Project Manager's Progress report. The original cost plan prepared in March 2009 included a negative inflation provision. Based on a review of data on tenders, G&T advice that there was a reduction in construction costs of approximately 6% in the south east in 2009 and they forecast a 5% reduction in 2010. In 2011 and 2012, they are predicting increases in the order of 1.5% and 2%. This needs to be closely monitored and reviewed regularly over the next 6 months.

3. Ownership

- 3.1 As part of the feasibility work, a Memorandum of Understanding was agreed providing a framework for the partnership setting out the principles for ownership, management and funding. MTCRC have agreed, in principle, to transfer the freehold of the leisure site with unencumbered, vacant possession. Negotiations are on-going with the landowners on the detailed agreements to transfer the freehold of the site to the Council. We are seeking to agree the Heads of Terms by the end of July and complete the land transfer by August 2010.
- 3.2 Given that the single greatest risk to the project is the timely transfer of the land, the Council has agreed to pursue a Compulsory Purchase Order if necessary. If negotiations fail, the CPO process will delay the start on site by 12-18 months.

4.0 Programme

4.1 The programme as contained in Project Manager's report (Appendix 1).

Since the last meeting the last meeting, the final main consultancy appointment, the Creative Consultant, has been made and the full team comprises of:

Gardiner & Theobald - Project Manager, Cost Consultant & CDM

Whitelaw Turkington - Landscape Architects and Lead Designer

CTM Architects - Architects

Campbell Reith Hill - Structural Engineers

M & E Engineers - Mechanical Engineers

Jill Britton (of Britton McGrath) working with Design Map (Margate based design company) - Creative Consultant.

Following the appointment of the design team and discussions with HLF, the programme has been revised to allow additional time for Stage D & E design stages. The HLF submission has been deferred to September 2010. This does not affect the appointment of contractors and the final completion date.

5.0 Other Activity

- 5.1 The Project Director has reviewed the archive dimension of the project and set out a new and focussed direction for it. This has been discussed at a recent meeting with representatives of MLA who agreed with the intended course of action. The meeting involved Guy Purdey - Area Engagement Advisor, Museums, Libraries & Archives Council and Wendy Parry - Regional Manager South East, Museums, Libraries & Archives Council. It is envisaged that there will be further meetings planned over the next 6 months.
- 5.2 The Dreamland Trust is working on a series of marketing and promotional activities. These have included an event over the Easter weekend involving screening Quadrophenia at the Westgate Cinema and a facilitated debate with the audience. The Trust will be increasing activity over the spring and summer months this included hosting Carter's Steam Fair at Dreamland which attracted several thousand people to the town over the end of May Bank Holiday.

6.0 Risks

- 6.1 The Key risks are set out in the G& T report in Appendix 1. The transfer of the land is the single biggest risk to the project and delays could jeopardise the Sea Change and HLF funding. The Sea Change and HLF teams have been fully apprised of the risks and the status of the negotiations regarding the land transfer.

Appendix 1 - Progress Report

Appendix 2 - Ownership and Management Arrangements



gardiner&theobald



Dreamland Margate

Report to Client Group

June 2010

1.0 PROJECT STATUS

This report covers the period between 5th May 2010 and 7th June 2010. During this time the team has reviewed the project planning and revised the stage C plans. Whilst good progress has been made, some fundamental points remain outstanding and will need to be resolved during stage D.

The project is running two weeks behind programme. Commencement of stage D is now likely by mid June, provided the vision expressed in the stage C reports is agreed. The team will make up the time during stage D and in the work prior to submitted the HLF stage 2 application.

The project budget is in the process of being re-confirmed; therefore the budget position is unchanged from our previous report. Work is being undertaken on the refurbishment of the rides, and on costing the proposals of the team. An update report on cost will be issued by mid June.

The points requiring resolution now are:

- Confirmation that access can be made through the enabling works site;
- Confirmation of the eastern boundary, and any restrictive covenants on the Dreamland site;
- Acceptability of the proposed retention of the arcade shed;
- Confirmation the enabling development can proceed without the link road;
- Confirmation of costs of the refurbishment of rides, or availability of alternatives; and
- Confirmation of the approach to refurbishing the Scenic Railway.

2.0 CONSULTANT APPOINTMENTS

The key design team members have now been appointed. The status for each consultant is as follows:-

Appointment	Consultant	Status
Project and Cost Manager, CDM Coordinator	GTMS	Contract has been signed and returned to TDC.
Landscape Architect	Whitelaw Turkington	Formal appointment letter with G&T to be issued.
Architect	Guy Hollaway Architects (formerly CTM)	Formal appointment letter with G&T to be issued.
Structural Engineer	Campbell Reith Hill	Formal appointment letter with G&T to be issued.
M&E Engineer	M-E Engineers	Formal appointment letter with G&T to be issued.
Interpretation Consultant	Britton McGrath Associates	With Dreamland Trust.
Catering Consultants	To be advised	Due to be tendered.
Specialist Consultants	To be advised	Not commenced, provision has been included in the fee forecast for additional services.

G&T has now obtained blank contracts and is progressing with these appointments.

3.0 PROGRAMME

The programme has been revised and expanded and is attached to this report. The logic of the previous programme has been retained. The project is running 2 weeks behind this programme, since approval of Stage C is unlikely before mid June. However, time can be made up in stage D and the preparation of the application for the HLF stage 2.

The key activity for June is to resolve the method of procurement for the works. It is our intention to seek contractor input at an early stage, and this will require some form of procurement exercise in line with TDC's obligations under the public procurement regulations.

4.0 SCENIC RAILWAY

The renewal of the Scenic Railway remains a significant risk to the project. Clearly the success of the project hinges on achieving the renewal of this ride, which will be central to the operation of Dreamland. In order to address this risk, the team has:

- Commissioned a detailed 3D survey of the remains of the ride;
- Sought information from the previous operators of the ride;
- Sought other historical data;
- Discussed the approach to renewal with English Heritage;
- Set up discussions on the approach to certification (ADIPS) with the HSE; and
- Visited Great Yarmouth to understand how its operation works.

In order to move forward, the team needs to understand what level of flexibility English Heritage will allow in the renewal of the fabric. This discussion has been started, but not concluded. Further, we will need to understand whether a maturity assessment approach can be used to the design assessment of the structure for the purposes of the ADIPS. It is likely we will need to go through a full pre-use assessment for the newly designed ride mechanisms. However, it is possible the HSE will allow the existing structure and the principles of the new structure to pass without a full pre-use process. These points will therefore be the focus for the team on the scenic railway in the coming weeks and the results will affect how the refurbishment is addressed, and how it is procured.

5.0 RIDES

7 key rides have been identified as likely backbone content for the renewed Dreamland. These are:

- Scenic Railway
- Caterpillar
- Meteorite
- Whip
- Junior Whip
- Ghost Train
- Big wheel
- Wild Mouse

Work is being undertaken to cost the refurbishment of these rides. Where rides cannot be refurbished, options to buy secondhand rides will be considered. The cost effectiveness of refurbishing rides is being benchmarked against the secondhand cost of similar or alternative rides.

In addition to the backbone rides, the team is considering areas for visiting rides, which might be hired in or invited on a revenue sharing basis. Obvious candidates for this include dodgems, waltzer, and gallopers. Possible options for purchase of these rides should also be considered in financial modeling of the park.

The team has considered the retention of the Arcade Shed. Whilst this building is unattractive, it appears to be in reasonable condition and could form the home of dark rides (eg a fun house or the ghost train) and may be cost effectively retained to avoid other building costs. Confirmation of the retention of this is required.

6.0 FINANCIAL MODELLING

The stage C plan sets out the backbone content for the park, an area for visiting attractions, side shows and areas for food outlets, ancillary areas, and interpretation space. An update of the financial model is now required to ensure the offer is viable. This will be required for the HLF application.

7.0 COSTS

Costing of the stage C proposals is late due to the time taken to resolve key elements of the park. Further time has been lost due to Jeremy Webb's unfortunate accident. A team is now working on the cost estimate and this will be delivered by mid June. No cost report is included in this report.

8.0 SURVEYS

Initial surveys are underway and these will continue throughout June. Access is being provided by Margate Town Centre Regeneration Company and enabling (clearing of vegetation etc) is being organized as required. Results of these will be fed back to the design team as they become available.

9.0 KEY RISKS

Key risks are set out in appendix 2. Following completion of stage C, This risk register will be expanded to include more specific risk. Contingency will be apportioned from the end of stage D.

10.0 NEXT REPORTING PERIOD

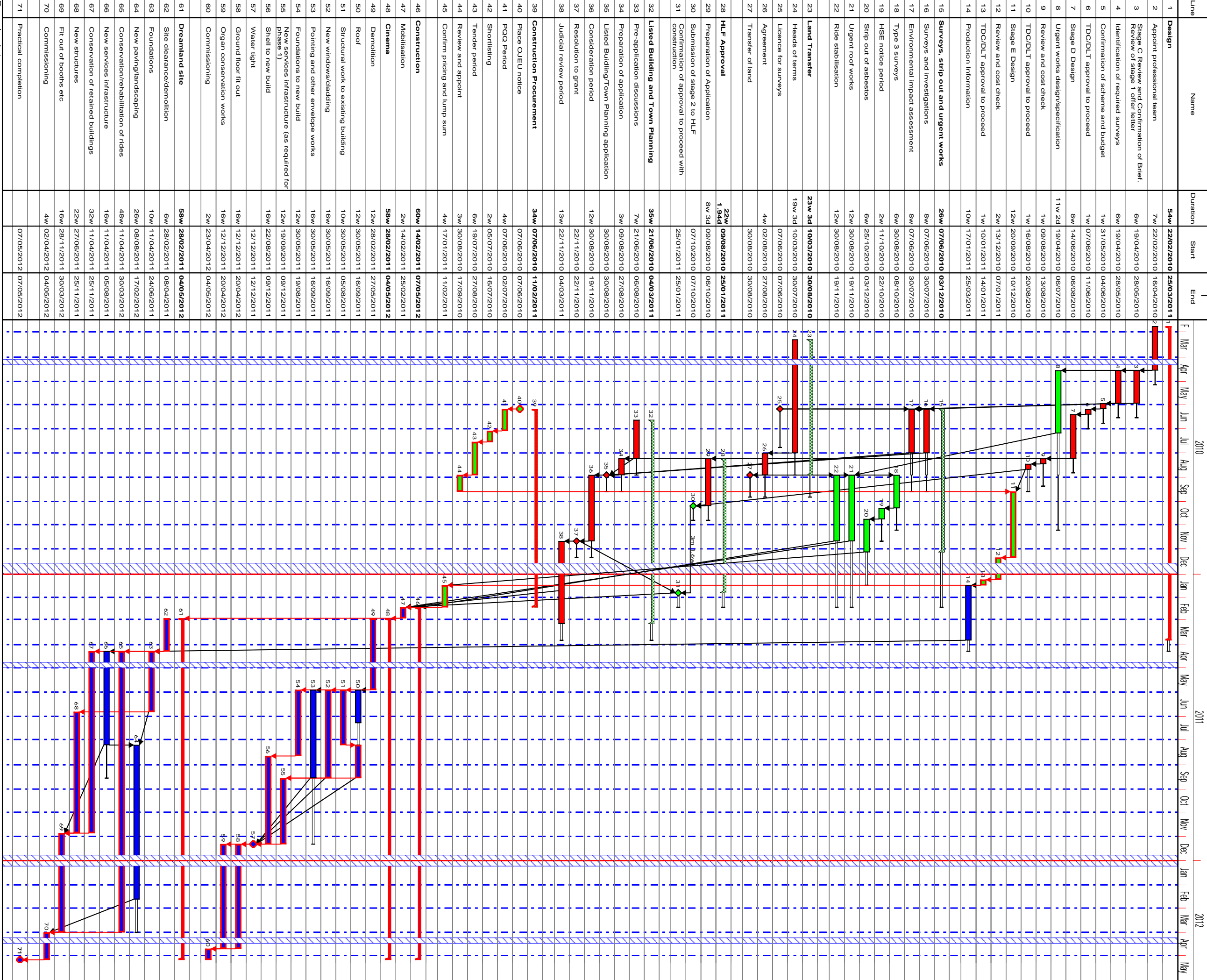
The following activities will be progressed during May 2010:-

- Finalise documentation of core professional team member appointments (carried over);
- Confirm stage C judgements and launch stage D;
- Understand implication of any restrictive covenants in the land transfer;
- Complete initial surveys;
- Engage with English Heritage and Health and Safety Executive on Scenic Railway;
- Complete cost plan and assessment of cost of ride refurbishment;
- Support the financial modelling;
- Procurement options report

Appendix 1

Programme

Dreamland Phase 1
Dreamland Client Group



Dreamland stages
Stage 1 Stage 2 Stage 3

CDM Implementation actions

Key CDM milestones within the project:

Completed actions	
Initial Notification to the HSE	Issued – 2 June 2010
CDM foreseeable risk workshop	Initial – 26 May 2010
Hazard Elimination and Management Schedule (HEMS)	Initial – issued 9 June 2010
Collate schedule of record and survey information	Initial – 4 June 2010
Current and future actions	
Advise designers on access strategies for maintenance and replacement	
Pre-Construction Information	To be prepared for issue with tender documents
Additional HSE Notification	Due on appointment of Principal Contractor (PC)
Competence and Resources assessment of Principal Contractor	Client requirements to be established
Assess and advise Client as to the suitability of the Principal Contractor's Construction Phase Plan	Due prior to commencement on site
Health and Safety File preparation	Preferred format of Health and Safety File to be agreed
Review of HEMS	Ongoing

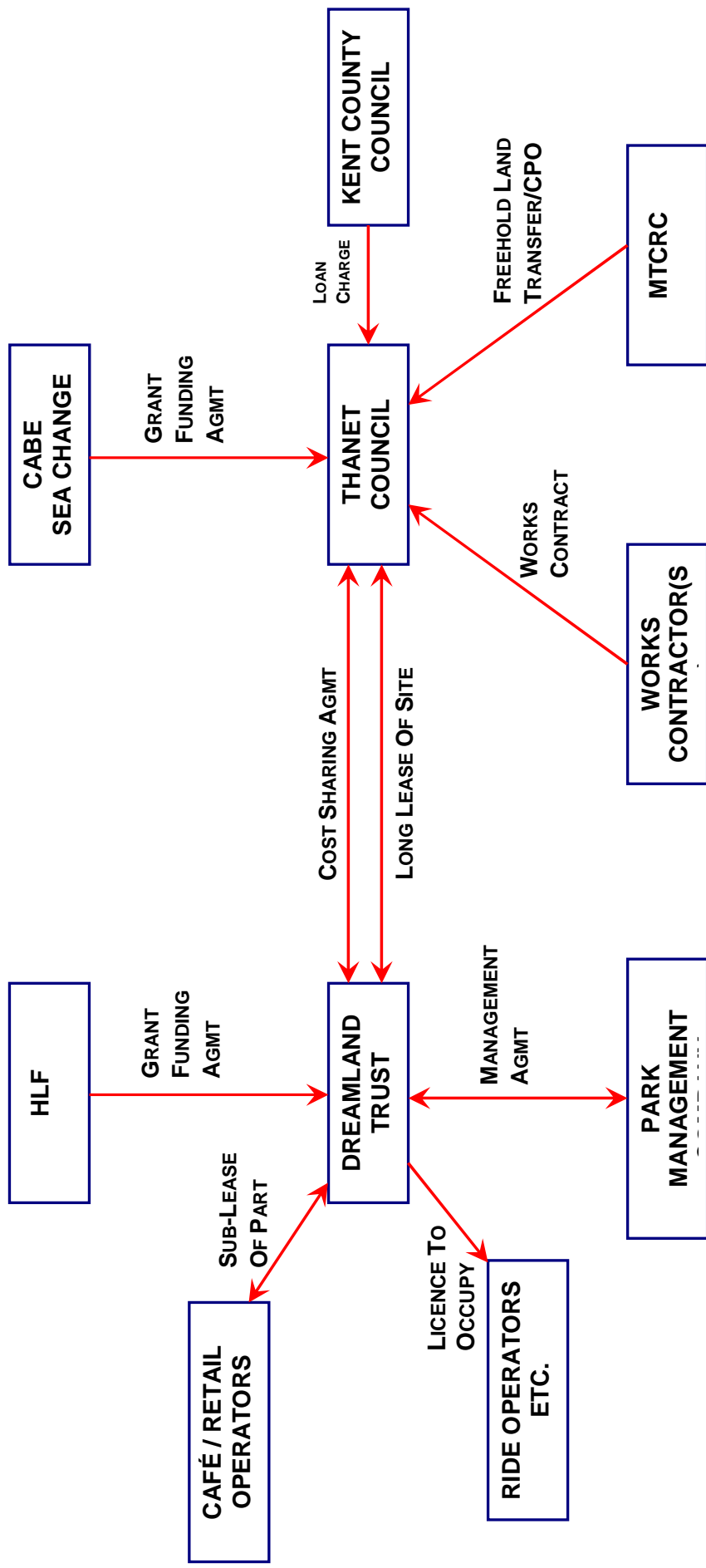
Appendix 2

Risk Register

ID	Risk	Detail	Impact	Likelihood	Product	Contingency assessment	Weighted contingency assessment	Management Action	Owner
5	Gaining ADIPS Certification for Scenic Railway	English Heritage requirements for the Scenic Railway are likely to conflict with requirements for ADIPS. Possibility of achieving a maturity assessment may mitigate need to do costly work to the ride.	5	5	25			Engage with English Heritage. Engage with HSE. Consider approach based on findings	Campbell Reith
10	Land transfer	Acceptable conditions to be agreed with Thanet District Council and Margate Town Centre Regeneration Company. This is required before any urgent works are undertaken.	5	5	25			Agreement of any restrictive covenants and timely transfer of the land.	Client Group
4	Gaining ADIPS Certification for Rides	Health and Safety Executive publication HS(G) 175 - Fairgrounds and Amusement Parks requires an (ADIP's) examination certification to be in place before any relevant amusement device together with all its ancillary parts and gear is used. Provenance of the existing rides is uncertain.	5	4	20			Assign contingency. Survey rides before committing to them. Employ suitable contractors	GTMS
8	Listed Building Consent	The rebuilding of the scenic railway and alterations to the cinema will require listed building. Discussion with EH will be required.	4	5	20			Early discussion with English Heritage. Maintain contingency to deal with discovery issues.	GTMS
12	Funding	Security of funding is required. HLF funding appears to be available (subject to successful stage 2 application). Other sources are being confirmed by TDC.	4	5	20			Engage with each funder to understand requirements. Obtain back up plan. Undertake risk assessment for each funder	GTMS Derek Harding
13	Works contractors	Obtaining the right works contractor(s) for the project requires careful thought on packaging. Getting this wrong will impact on cost, programme and quality.	5	4	20			Identify suitable contractors through research. Package the works correctly Engage in interview process.	GTMS Jonathan Bryant
16	Transport impact and network issues	Access to the site for visitors and all classes of vehicle, and to facilitate adjacent developments, is being considered. These issues will have a very significant impact on the shape of the scheme.	4	5	20			Confirm likely omission of link road	MTCRC
2	Discovery	Refurbishment of buildings/structures of this type are likely to lead to discovery of unforeseen circumstances. The types of surveys to be conducted are to be planned and enhanced contingency management will be undertaken.	4	4	16			Survey buildings as far as possible. Contingency management	G&T/GTMS
3	Budget to achieve the client's objective	The cost plan has been shown to have several limitations with a number of items have relatively low allowance allocated to them.	4	4	16			Ensure all spend contributes to vision	Jonathan Bryant Britton McGrath GTMS
11	Programme	This is a very tight programme and there are many opportunities time during the project – e.g. all of the above, plus team-influenced issues. Consider a programme contingency in any commercial planning. This risk has been significantly mitigated through the revised programme.	4	4	16			Maintain programme under review. Look for options to undertake work early.	GTMS
17	Affordability	Designing within available budget	4	4	16			Provide cost advice. Design within budget	G&T/Design Team
18	Timing of land transfer	Land transfer too late	4	4	16			Progress land transfer	Derek Harding
1	Briefing	Obtaining a brief for the project which meshes with the commercial operation of the amusement park. Appointment of Britton McGrath addresses this risk.	5	3	15			Maintain commercial focus. Undertake financial modelling	Jonathan Bryant
7	Ride condition	The condition of the rides is being assessed. This will have an impact on the planning of the park since some rides may prove to be unviable.	3	4	12			Survey rides. Undertake detailed risk assessment for each ride.	GTMS

ID	Risk	Detail	Impact	Likelihood	Product	Contingency assessment	Weighted contingency assessment	Management Action	Owner
9	Town planning	Town planning consent is required for the alterations to the cinema and for new buildings. This appears to be a low risk whilst cooperation from TDC is forthcoming.	4	3	12			Early discussions with town planners.	GTMS
15	Buried services	Risks accrue from the culvert, and from unknowns in the ground. Surveys are being undertaken to mitigate.	3	4	12			Survey	ME Engineers
19	Procurement rules	Failure to follow procurement rules and or challenge to procurement	3	4	12			Implement procurement carefully	GTMS Derek Harding
6	Ride Information	The existence of information for the rides including technical drawings and operational manuals. Lack of such information will require reverse engineering of the existing rides.	3	3	9			Obtain documentation where possible. Reverse engineer where not	GTMS
14	Flood risk	Flood risk will be perceived to be a problem by EA. This may constrain landscaping (earth moving) activities.	3	3	9			Undertake flood risk assessment	Campbell Reith

Indicative contractual structure diagram



Date:	23 June 2010
Item No:	9
Item Title:	Progress Report
Author:	Derek Harding
Purpose:	For Information
Recommendation	To note progress and agree the proposed actions listed in Section 2

1. Report

- 1.1 The principle role of the Board is to oversee the delivery of the programme and take action on critical aspects that may undermine the overall success of the programme. To provide the Board with information in a succinct and clear fashion, we have adopted a project monitoring system that presents key information only. A coding system of Red, Amber or Green has been adopted to highlight action required by the Board.

2. Action

- 2.1 The Board is asked to consider the progress reports as summarised in the schedule. The following action is proposed for the Amber projects.

Ref	Project	Status	Action
MRP01	Dreamland	Amber	<ul style="list-style-type: none"> The Board should be kept informed of funding package. The land transfer is the greatest risk to the project and the Board should request an update in August on progress.
MRP01A	Arlington	Amber	<ul style="list-style-type: none"> The timetable for the planning application has slipped by several months. It is imperative that the appearance of the site (car park and boarded up units) are improved. Officers should seek agreement to bring forward these works prior to construction.
MRP02	High Street/M&S	Amber	<ul style="list-style-type: none"> The options for the temporary re-use of the former M & S are on hold due to the ongoing investigations into the extent of asbestos. This work should be progressed as a matter of urgency to allow the unit to be re-opened over the summer months.
MRP06	Rendezvous & Winter Gardens	Amber	<ul style="list-style-type: none"> The long term plans are still under review. The Board should be kept regularly informed of progress and request a full briefing at the next Board meeting.

Progress Report

June 2010

Vision Statement

By 2015, Margate will become a dynamic, thriving and successful town. It will be a major hub and driving force of creativity and culture that excites and inspires residents and visitors alike. It will embrace and celebrate its traditions as a place of relaxation, leisure and seaside fun.

The Implementation Plan 2009 - 2011

The MRP Implementation Plan identifies the priority activity for the next two years. Projects are grouped around the four Strategic actions.

Place Making, Place Shaping

Key site developments, movement, access, public realm and inward investment.

Investing in Key Sectors

Supporting economic development and targeting key sectors – creative, cultural and visitor.

Housing Renewal

Delivering a neighbourhood renewal plan to diversify tenure, tackle poor housing and invest in the environment.

Supporting Vibrant and Cohesive Communities

Supporting the voluntary and community sector, engaging the community in the renewal programme and delivering employment opportunities.

Progress - June 2010

Key		GREEN	= Progress is progressing to time-scale. Funding is secured
		AMBER	= Project is progressing but some difficulties have been encountered/ Action Plan in place to rectify problems.
		RED	= Project has been delayed and/or funding and investment is at risk.

Project Ref/ Status	Project Title	Project Owner	Project Description	Key Update information	Total Project Funding
STRATEGIC ACTION 1 - PLACE MAKING, PLACE SHAPING					
MRP01 AMBER	Dreamland	Thanet District Council	To deliver a viable and deliverable masterplan for the existing Dreamland site (including Arlington House, Square, Car Park and Marine Terrace Frontage). 20 Acre site in the heart of the town. Mixed use scheme involving visitor attraction, residential and malling retail	<ul style="list-style-type: none"> - Design team fully appointed. - Council approved £2.2m funding and option of £1.8m loan. - Council has also agreed to pursue CPO if necessary. - Programme slipped by 2 – 3 weeks so HLF application deferred until September. - Land transfer negotiations on-going and completion aimed for end August. 	Approx £12m - £15m (Bids to be submitted)
MRP01A AMBER	Arlington	Thanet District Council	Refurbishment of tower block and redevelopment of shopping precinct and car park site for mixed use scheme.	<ul style="list-style-type: none"> - Planning brief approved by Council on 9 October 2008. Pre application negotiation with developers continuing for detailed scheme to refurbish tower and construct supermarket. Outline scheme for hotel to frontage also proposed. Confirmation of agreement between Tesco and Freshwater to develop a supermarket on the car park site and refurbish the residential tower. - Residential and general consultation has been undertaken by the developer. - Negotiation not yet complete on design and parking issues - Application expected approximately July 2010. 	Private Funding

MRP02 AMBER	High Street	Thanet District Council	<p>Redevelopment of a key town centre site.</p> <p>SEEDA & TDC have acquired a former M&S and surrounding land in Margate Town Centre for redevelopment into a mixed-use scheme for offices, retail and residential. 40,000 sqft retail – 60 – 70 residential units.</p>	<ul style="list-style-type: none"> - With the developer selection process on hold in light of the current market conditions, the partners are reviewing the developer and planning brief for the scheme. - Site development brief to be reviewed as part of wider town centre review. - Turner vacated premises in October. - Negotiations with Thanet College to establish a new learning centre in the building resulted in the College abandoning the project due to excessive capital costs – despite support offered via SEEDA funding held by TDC. - Enquiries currently being followed up with further interested parties, this includes the potential of a Creative Hub as part of the MACH programme. The CLG Meanwhile programme is interested in this new initiative and may support an initial scoping exercise to set up a Creative Arts Trust to run the M & S building as a Hub with £5,000. - Prior to any temporary use, investigations have been commissioned to establish the extent of asbestos in the ceiling void. Investigation taking place on 21/22 June 2010. 	£6.5m
MRP03 GREEN	Queens Arms Yard	Thanet District Council	<p>The development of a key Old Town site for residential and ground floor "affordable" artists' studio space and residential. 24 apartments and 10 studio spaces.</p>	<ul style="list-style-type: none"> - Orbit Housing has formally stated a willingness to continue with the project's residential component, with TDC to manage the commercial element. However, this is at a very low land value. - Land values proposed by ORBIT have met with mixed responses from owners, mainly negative. - Architect has undertaken in January / February some additional design changes to further reduce build cost by an estimated 15%. - TDC is currently testing the revised design with other housing associations to determine if alternative financial models would be appropriate – in order to try to increase land values for owners (including TDC) to a higher level than those offered by ORBIT. - GOSE have been informed of the current process and are satisfied that the project, although complex, continues to be actively progressed. - Temporary uses of the Council owned sites are being progressed. Plans are being drawn up for a temporary sculpture garden next to 3 Duke Street. 	£2.5m (Private/ Public Funding)

MRP04 GREEN	Fort Road	Thanet District Council	Redevelopment of partially derelict and underused Old Town site. The scheme will include residential and address a key "gateway" into the Old Town.	<ul style="list-style-type: none"> - Revised residential scheme prepared in March 2010 for the Fort Hotel site and adjacent land. KCC offer of funding has been declined by the owners who have indicated a willingness to submit an outline application for development of the whole site and detailed applications for the demolition of the Fort Hotel and creation of a landscaped open space. The owners still need to comply with a 215 notice on the site. A CPO is being prepared. - A CPO is being prepared for the Arcadian site whose ownership appears complex, no action has been taken to comply with a section 215 notice. Discussions have been held with architects working for an interested party, they have indicated an intention to submit a detailed scheme in the next two months. - Temporary screening plans will be developed as part of the Countdown Programme. 	Private Funding
MRP05 GREEN	Turner Contemporary	Turner Contemporary	To build a new gallery celebrating JMW Turner's links with Margate including exhibition gallery space, education space, cafe and administration areas.	<ul style="list-style-type: none"> - Very good progress continues to be made with the project. - Good progress is being made on the building contract. The structure of the retaining wall to Fort Hill, the substructure works including piling and completion of the ground floor slab, structural concrete works and the main roof structural steelwork are now complete. The capital project is scheduled to be completed in late autumn 2010. - The overall funding package for Turner Contemporary is in place, following successful funding applications to both ACE and SEEDA. The funding arrangements for the project are as follows, ACE (£4.1m), SEEDA (£4m), TCAT – private sector fundraising which is being actively sought (£2.9m), with the balance being raised by KCC (£6.4m). - The Turner Contemporary trust is established and charitable status has been received (registered charity #1129974). Preparation for the transfer of operational responsibility from KCC to the trust on 1st April 2010 is underway. Operational responsibility was handed over from KCC to trust on 1 April 2010. 	£17.4m

MRP06 AMBER	Rendezvous & Winter Gardens	Kent County Council	<p>The aim of this project is to develop the remainder of the Rendezvous site in conjunction with the Winter Gardens in a way that meets the regeneration aspirations of the town, respects the gallery and provides a revenue stream for Turner Contemporary.</p>	<p>TRI report</p> <ul style="list-style-type: none"> - Following a soft market testing exercise, the project's steering group, with senior members and officers from KCC and TDC, CTM Architects and development consultants Knight Frank, has received detailed market reports from consultants, TRI, on the prospects of successfully operating a hotel on the Rendezvous site and a modern flexible conference centre at a redeveloped Winter Gardens. - In both cases, their work involved a detailed investigation of supply and demand issues with extensive local and regional consultation. Potential complementarity between developments on the two sites was fully explored. - Their conclusions were that: <ul style="list-style-type: none"> o Assuming that current regeneration plans are delivered, a good opportunity exists for the development of an 80-bedroom, branded, limited-service hotel on the Rendezvous site of the type of accommodation offered by Hampton by Hilton. Despite the limited nature of this offer, there is no reason why the hotel should not be well designed and built with rooms that offer a good degree of comfort and individuality. If we are to proceed, TRI recommend that we do so as a matter of some urgency as they do not believe there is room in the Margate market for this hotel and a 60-bed budget hotel on the Arlington site. o There was currently insufficient demand to support the substantive development of the Winter Gardens into a commercial stand-alone conference/convention/performance venue. Their reasons related to: <ul style="list-style-type: none"> - insufficient local/east Kent corporate or public sector demand (particularly for day meetings); - Margate perceived as inaccessible relative to numerous other locations competing for business from Kent, London and the SE; - Margate currently has a poor image; - there is a poor amenity offer (i.e. cafes, restaurants, nightlife and retail); - there is a lack of quality hotel provision; - a number of new conference/events venues are coming on stream shortly within the SE. <p>Their recommendation was that selective investment be undertaken to safeguard the fabric of the building. Its long-term future should be reconsidered once current</p>	Private Funding
----------------	-----------------------------	---------------------	--	---	-----------------

				<p>regeneration projects have been completed and the profile of the town improved.</p> <p>Next Steps</p> <ul style="list-style-type: none"> - The project team, including Guy Holloway, will further test viability by investigating the likely nature and cost of an acceptably designed and built hotel on the site. The team will also look at how the remainder of the site might be treated and possibly protected for future developments, including the possible extension of the hotel at a later date. - TDC will consider options for the short to medium-term future of the Winter Gardens. 	
MRP07 GREEN	Royal Seabathing	Thanet District Council	Return of vacant enclosed brownfield sites to beneficial use by private developer. Major residential scheme part refurbishment of listed building and part new build at Sea Bathing.	<ul style="list-style-type: none"> - The administrators have recently advised that the sale of the Sea Bathing has been concluded (excluding the Nursing Home and former Dog & Duck Public House) to an investor. It is not clear if the new owner intends to implement the original planning permissions for the new build. 	Private Funding
MRP08 GREEN	Lido	Thanet District Council	Mixed-use scheme for residential, leisure, hotel and retail.	<ul style="list-style-type: none"> - Site advertised for sale in Estates Gazette 6 June. Temporary lease agreed for live music events. - Administrators granted a further 6 months to conclude sale. 	Private Funding
MRP09 GREEN	Public Realm Programme	Kent County Council and Thanet District Council	To commission and produce a Margate Public Realm Proposal for the Seafront, integrating with regeneration and public art initiatives across the town and integrating with sea defence proposals.	<ul style="list-style-type: none"> - Process to develop Public Realm approach to Seafront under way through the Kent Design initiative. - Project scope agreed to incorporate Network Rail frontage to Station Approach area. - Project underway to re-landscape Marine Gardens. - Working with Turner Contemporary to co-ordinate landscaping/public realm in locality of the new building. - Working with Environment Agency to build in flood defence proposals. - Using the Walkie Talkies as part of public engagement process: includes community, visitors, businesses, disabled and hard to reach groups. 	£74,000

MRP10 GREEN	Parking, Movement & Access Plan	Kent County Council and Thanet District Council	Completion of traffic study for Margate (following on from Margate Masterplan) and Parking, Access and Movement Strategy.	<ul style="list-style-type: none"> - Discussions underway between Dreamland & Arlington developers on Dreamland Highway Infrastructure to inform MRP1, MRP1A and MRP9. - Car Park Signing due for completion by Autumn 2010. - Pedestrian Signing due for completion by Autumn 2010. - Coach Park Design completed – finance to complete being sought. Completion by 2012 anticipated. 	£70,000
MRP11 GREEN	Lower High Street Pedestrianisation	Kent County Council	Closure of lower High Street to vehicular traffic.	<ul style="list-style-type: none"> - Scheme dropped following petitions by retailers. To be reviewed as part of High Street re-development plans. 	
STRATEGIC ACTION 2 – INVESTING IN KEY SECTORS					
MRP12 GREEN	Creative Margate	Thanet District Council	<p>To deliver a ten year vision and an integrated plan to reposition Margate as a seaside town at the forefront of visual arts, with a vibrant creative thread running throughout all the regeneration plans and activities.</p> <p>Short term: a two year action plan to improve the creative offer to maximise the impact of Turner Contemporary.</p>	<ul style="list-style-type: none"> - MACH Project manager in post. - Meetings taking place with local stakeholders and Executive Board to meet in June to agree Action Plan for first 12 months. - Arts Council keen to see link to Total Place. 	£500,000 (English Heritage)
MRP13 GREEN	Delivering the Creative Quarter	Margate Renewal Partnership	A package of works and support focussed on the Old Town.	<ul style="list-style-type: none"> - ERDF programme completed in December 2008. GOSE Audit completed. Work will be progressed under MACH123. 	
MRP14 GREEN	Margate Theatre Royal	Thanet District Council	Expansion of the Theatre Royal. Phase 1 involving the acquisition of No 19 Hawley Square.	<ul style="list-style-type: none"> - The business plan of the Theatre Royal Margate proposes expansion involving acquisition of No. 19 Hawley Square. A feasibility study is required to develop plans and costings. Plans under review. - This was on hold for a period and recently discussions commenced. 	To be secured

MRP15 GREEN	Supporting Thanet's Economic Growth Action Plan	Thanet District Council	Work with Thanet District Council and Business Link Kent to support investment in key sectors.	<ul style="list-style-type: none"> - Meetings are ongoing with Business Link South East to identify possible support opportunities for creative businesses. - Four grants have been provided in Margate through the programme developed for the CLG funding for empty retail units. - A review is still being undertaken to identify the desire for a week long business event across the district, including exhibitions and workshops. 	
MRP16 GREEN	Engaging the Business Community	Margate Renewal Partnership	Host a programme of meetings, support MTP and attend local networks.	<ul style="list-style-type: none"> - Supporting TDC 'Shop Local' campaign. - Established regular meetings with retail agents. - Attend monthly Old Town Meetings. - Attend MTP Board meetings. 	
STRATEGIC ACTION 3 – HOUSING RENEWAL					
MRP17 GREEN	Housing Renewal Plan	Thanet District Council & Home & Communities Agency	A 4-phased housing renewal programme for Cliftonville West and Margate Central to increase confidence and improve the quality of life of both residents and businesses.	<ul style="list-style-type: none"> - Final report on intervention model (from DTZ) due for sign off mid June. - Business case for enhanced enforcement of poor housing conditions and expansion of <i>Your Home- Your Health</i> initiative completed and with KCC for consideration. - Programme of systematic housing enforcement initiated in Dalby Sq. - Initiative badged as Your Home Your Health. - Further research from Stock Condition survey suggests proportion of stock now privately rented is over 80%. This research supported by similar findings from the Your Home Your Health initiative. - Total Place submission done, with recommendations to strengthen regulatory powers associated with private landlords. - Negotiations with KCC over funding of enhanced housing enforcement team using reward grant, near to conclusion - Programme of information exchange and collaboration with Hastings initiated. - Warren Court Hotel site acquired with support from KCC. Planning application for demolition and redevelopment due for submission in summer. HCA funding secured - CPO actions initiated on Fort Hill Hotel and the Arcadian. 	To be secured

STRATEGIC ACTION 4 – SUPPORTING VIBRANT & COHESIVE COMMUNITIES

MRP18 GREEN	Delivering the SSCF Programme	Thanet District Council	To improve the quality of life for the people of the two wards of Cliftonville West and Margate Central. This will be achieved through: 1) Safer communities, 2) access to better public services, 3) stronger communities and 4) cleaner, safer and greener public spaces	<ul style="list-style-type: none"> - Programme ended. - End of Programme Evaluation report with designers. - Event to 'showcase' outcomes 15th July 2010. 	£3.7m (*Programme ends March 31st 2010).
MRP19 GREEN	Communications Action Plan	Margate Renewal Partnership & Thanet District Council	Promoting the working of the Partnership and raising awareness.	<ul style="list-style-type: none"> - New MRP exhibition to be installed in the Droit House Visitor Centre. - Website needs to be updated but delayed due to other priorities. - Newsletter to be distributed 21 June. - New Communications Plan to be adopted and lead by TDC – see Item 7. 	N/A
MRP20 GREEN	Engaging the Voluntary & Community Sector	Thanet District Council & Margate Renewal Partnership	To co-ordinate the work of the partners' activities to engage local people and work with the voluntary and community sector to engage all sections of the community in the work of the programme.	<ul style="list-style-type: none"> - Possibility that new government reneged on Migration Impact Fund funding for 2010/11. If confirmed as suggested leaves £20k gap for Bi-lingual workers. Working to identify solutions / early closure of projects. - FJF posts in situ since February – working really well. - Connecting Communities – draft from The Campaign Company received re. 'values' segmentation work in community. - Urban Practitioners provided final draft of the Communities Engagement Action Plan. 	2009/10 £70k (Thanet) £210k (Kent-wide) 2010/11 In principle £90k (Thanet) £210k (Kent-wide) CC potential £34k

MRP21 GREEN	Training & Employment Opportunities	Thanet District Council & Margate Renewal Partnership	Support Thanet Works by delivering employment and training opportunities through the MRP partners and major development.	<ul style="list-style-type: none"> - Thanet Works Phase 1 commissioning continues to deliver direct benefits to the Thanet Communities, with the majority of the projects achieving outcomes in excess of the targets set in their bid applications. - Thanet Works Phase 2 commissioning has directly targeted activity at youths who were known offenders. The Youth Offending project lead by Thanet College in partnership with the Probation service, Connexions and Just One Step Private Sector Training Company is aimed at increasing employability and employment outcomes for minority groups including NEETs, offenders and ex – offenders. This project has a strong link with employers to support young offenders 16-24 year olds to provide placements and future work opportunities. - Thanet Works Phase 3 was aimed at two strategic themes, Securing Jobs in Thanet and Creating a Culture of Work. A total of 22 proposals were received. The Thanet Works Board has approved seven bids, we are in the process of finalising the Service Level Agreements, and details of the successful projects will be announced in due course. - The Future Jobs Fund programme for 119 placements across all sectors was launched in October 2009, with the first placements starting in December 2009. Thanet Works lead on creating 119 jobs opportunities have been created across the public, voluntary and private sector within Thanet for unemployed young people under the DWP Future Jobs Fund. These job opportunities are for 6 months and Thanet Works have match funded some of these posts for an additional 6 months. Thanet Works have also included a discretionary payment of £1,500 for additional support for training and personal development. - The Thanet Works apprentice initiative to fund 30 apprenticeships within Thanet District Council over 3 years until April 2011 with the aim of equipping individuals with the valuable experience and qualifications they will need to become competent in the workplace and attractive to potential employers in the future has already seen a number of successes, with three apprentices progressing into employment. - Thanet Works is leading on the development of the concept of an Employment and Skills Hub working closely with Thanet Gateway Plus. 	£1m (Thanet-wide)
-----------------------	-------------------------------------	---	--	--	----------------------

MRP22 GREEN	Resident Involvement	Groundwork & Margate Renewal Partnership	Involving the community in Margate Renewal/Groundwork. To develop community based programmes that enable local residents to play a role in Margate Renewal and contribute to raising the skills and aspirations of local people, enabling them to benefit from improved opportunities arising through development and investment in Margate.	<ul style="list-style-type: none"> - Walkie Talkie Scheme started in January 2010. A team of 3 people employed by Groundwork disseminating information to members of the public. 2 Assistants have just been recruited under the Future Jobs Fund Scheme. - Walkie Talkies to be used for Public Realm and Communities Engagement Action Plan. - Walkie Talks aims to continue MRP18 Project Description "improve the quality of life for the people of the two wards of Cliftonville West and Margate Central". Mechanisms have been put in place where key findings from the Walkie Talks can be reported back to TDC. Key information disseminated from TDC to communities, including 'hard to reach' groups. - Team Green (FJF) commissioned to paint the railings surrounding Marine Gardens. 	
MRP23 GREEN	Margate Task Force & Triple Aim	Kent County Council, Thanet District Council, East Kent and Coastal PCT, SEEDA and Margate Renewal Partnership	<p>Key partners will establish a comprehensive programme to:</p> <ul style="list-style-type: none"> ▪ Increase the level and type of provision of 'personalised services' (health, advice, support, etc) to vulnerable people; ▪ Develop a plan for tackling out-of-area placements; ▪ Provide tailored support to individuals and families, deliver skills and employment opportunities, reduce crime and create strong community cohesion. 	<ul style="list-style-type: none"> - April – 'Margate Agreement' negotiation meeting with the Cabinet Office; agreement on accelerated enforcement resources expected - Final DTZ report due. - 21 June – Margate Agreement meeting with Alexis Cleveland, DG, Cabinet Office. - 21 June-first Board meeting. - 4 July – MTF Coordinator starts. - July/August – Phase 1 team to be in place. 	
OTHERS					
MRP24 GREEN	Programme Evaluation	Margate Renewal Partnership	Study to assess the impact of the MRP Programme	<ul style="list-style-type: none"> - A methodology for the programme evaluation will be developed which draws on other work – Turner, SSCF and the recent Margate Renewal Study. Resources have been included in the MRP team budget to find an external study. No progress made due to other priorities. - Evaluation Framework developed as part of Neighbourhood Plan – (See Item 6). 	

Date:	23 June 2010
Item No:	10
Item Title:	Programme Director's Report
Author:	Derek Harding
Purpose:	For Information
Recommendation	To Note.

1. National & Regional Context

- 1.1 The recent announcements of cross government savings will impact across a number of areas of the Margate Renewal Programme potentially directly on existing projects and most probably in future investment plans, particularly housing and infrastructure. For example, the HCA, which had £230m cut from its budget this year, has frozen all spending. The CLG has also been required to find £780m savings in the year and Local authorities asked to accommodate a further £1b cut in grants. A direct casualty is the Future Jobs Fund which was rolled out last year in Kent and Thanet, primarily aimed at 18 – 24 year olds. The programme will end after 31st March 2011.

The RDA's have to find nearly 20% savings nationally in addition to the most recent round of cuts in 2009.

- 1.2 At present it is very difficult to predict the direct impact on specific projects, although the DCMS has sought 3% cut to the Sea Change programme which could affect the total grant for Dreamland. Further cuts are anticipated and further announcements are expected after the 22 June Budget.
- 1.3 On a positive note in a recent speech, Jeremy Hunt, (the new Secretary of State for DCMS), announced that the government will seek to increase spend by British residents on UK tourism from 36% to 50%. It is believed that the Government will be seeking to promote tourism in the region by re-directing marketing and promotion budgets from London to seaside towns. The new Secretary of State intends to make further announcements in September.
- 1.4 Localisation Bill – This Bill aims to shift power from state to local government and sets the foundations for the Government's vision of the 'Big Society'. The Bill will pave the way for some of the coalition Agreement Commitments, many of which could help deliver the 'Margate Agreement' and objectives of the Margate Task Force

2. Communications, Publicity & Event

- 2.1 There has been a noticeable increase in positive TV and press coverage of Margate. Much of this was around the unveiling of the Tracey Emin installation at the end of April which attracted national coverage (News night) and features in both the tabloids and broadsheets. In addition, we have benefited from recent features in the Independent (11 April 2010) and Guardian (9 April 2010) travel supplements.

- 2.2 Over the summer period, there are a number of major festivals and events which are listed in the MRP Newsletter (enclosed). The highlights of these include the Margate Big Event (19/20 June), the Margate Jazz Festival (21 – 25 July) and the Dippers and Dunkers Festival in August
- 2.3 As part of the Countdown to 2011 plan, we will be re-launching the MRP website over the summer. This will combine information on the regeneration programme with major news features, information on events and links to all major Margate websites.

3. Staffing

- 3.1 Sophie Jeffrey joined the team in early April as the MACH Project Manager. We have also recently seconded John Sell into the team who has been employed under the Future Jobs Fund Programme.