



**Board Meeting  
Thursday, 5 March 2009  
1000-1300 hours  
Margate Media Centre**

**A G E N D A**

- 1 Welcome and Introductions**
- 2 Minutes and actions of the last meeting and matters arising**
- 3 Urban Panel Visit**
- 4 SEEDA Research Study  
South East Coastal Towns: Economic Challenges and Cultural Regeneration**
- 5 Creative Margate Update**
- 6 Groundwork Trust – Margate and East Kent Development Post  
(Verbal Report)**
- 7 Housing Renewal Draft Plan**
- 8 Dreamland and Sea Change – Wave 3 Application**
- 9 Draft Implementation Plan**
- 10 Progress Report**
- 11 Director's Report**
- 12 Any Other Business**
- 13 Dates of Future Meetings**
  - 16 June 2009        }
  - 01 October 2009    } 10.00 – 13.00 hours Margate Media Centre
  - 15 December 2009 }



RENEWAL PARTNERSHIP

**Margate Renewal Partnership Board**  
**Tuesday, 2 December 2008**  
**Margate Media Centre**  
**MINUTES**

<b>Attendance</b>			
Cllr Sandy Ezekiel	Acting Chair - Leader, TDC		
Richard Samuel	TDC, CE	Nick Dermott	TDC
Cllr Roger Latchford	TDC, Deputy Leader	Brendan Ryan	TDC
Anne Sharp	SEEDA	Doug Brown	TDC
Simon Bandy	HCA	Amanda Honey	KCC
Andrew Brown	English Heritage	Cllr Kevin Lynes	KCC
Richard Russell	ACE	Cllr Sarah Hohler	KCC
Sarah Wren	ACE/KCC	Victoria Pomery	Turner Contemporary
Derek Harding	MRP	Theresa Bruton	KCC
Claire Tarelli	MRP	Keith MacKenney	KCC
Carla Wenham	TDC	Colin Maclean	KCC/Thanet Works
Louise Bibby	TDC		
<b>Apologies</b>			
Pam Alexander	SEEDA, Chair	Michelle Davies	HLF
Susan Priest	SEEDA	Cllr Mike Hill	KCC
Allert Riepma	SEEDA	John Bunnnett	TDC
<b>Guests</b>			
John Kampfner	Chair, Turner Contemporary Trust		
Peter Marsh	Regional Skills Director for LSC		
Cllr Jo Gideon	Chair, Thanet Works & Member of TDC		
Heather Gray	LSC		
Jacqui Ward	Thanet Works		
<b>Minutes:</b> Mandy Cronje			

## 1. Welcome & Apologies

SE welcomed all attending and noted apologies. SE welcomed Cllr Kevin Lynes, Cllr Sarah Hohler, John Kampfner, Cllr Jo Gideon, Peter Marsh and colleagues. Due to John Kampfner having to depart the meeting early, the Chair advised that Item 4, Turner Contemporary Trust Update will be first on the Agenda.

## 2. Minutes and Actions of last Meeting

15 October 2008

- The Board agreed the minutes of the last meeting.
- The Action table sets out actions and comments arising.
- DH invited Bob Jones to the meeting but unfortunately he was unable to attend.
- RS updated members on the meeting between KCC, SEEDA and TDC re the Thanet Inquiry held before the Turner Ground breaking event on 25 November 2008. The meeting was very productive and agreement was reached on high level principles. Peter Gilroy has agreed to chair a high level steering group and produce a project plan to look at new approaches to placements, improving local services to vulnerable people and improving the provision of homeless person's accommodation in the district.

### **3. Turner Contemporary Trust Update**

John Kampfner, thanked the Board for the invitation to the meeting and updated those present on the formation of the TCT. John expressed his aspirations to develop strong working relationships with MRP and for all partners to be united and very vocal in positively promoting the Turner Contemporary. John raised the issues of: the appearance of Margate at the railway station; the need for improving signage; and the quality of car parking, but noted that these issues have been addressed in the MRP Implementation Plan. John stressed the need for resolution of these issues, prior to the completion of the TC in order to make visitors feel welcome. He stated, visitors mean 'anybody', not just tourists.

- There was discussion on engaging local people. JK and VP to meet and involve Jane Clark (TC Public Relations).
- SE questioned political representation stating that we are dealing with two of the most deprived wards in the country. JK advised this had been considered and it was agreed to appoint David Frasier to maintain the relationship with KCC. A number of sub-committees are being formed where TDC and MRP representation will be required.
- AH reiterated the importance of progressing the improvements to car parking to support the gallery.
- RS suggested TDC and KCC meet to discuss parking and access to the gallery and bring resolutions back to the Board in June.
- DH advised that George Chandler of KCC has the signage issue in hand. There are on-going discussions for repairs to College Square car park with the leaseholders (Somerfields) and freeholders.
- DH advised of a meeting held with Network Rail and South East trains last week. They advise £300,000 is being allocated to improve Margate station.
- DH advised that TC must be incorporated with the wider branding of Margate and MRP is focussed on the developments for the next two years.
- JK suggested a leaflet be distributed in restaurants, cafes etc in surrounding areas, promoting the Turner message.
- JK requested a brief written report from the MRP after each Board meeting.

#### **Actions:**

- **DH to provide TCT with regular report.**
- **Report to Board in June on parking and access plan.**

### **4. Thanet Works Update**

Due to the fact that guests were required to leave the meeting early, this item was brought forward. Colin Maclean of Thanet Works introduced Peter Marsh, LSC South East Regional Skills Director. PM advised of the LSC strategic priorities and the Integrating Employment and Skills agenda.

- PM stated that the LSC is targetting young people not in education or employment and aim to raise the level of opportunities for young people ie apprenticeships.
- LSC is developing a range of programmes to support unemployed adults back in to work, ensuring that they have the skills and a real aspiration to want to work.
- PM introduced Heather Gray who is responsible for Skills and Education.

- SE questioned what structures are going to be put in place in order to reach these people? PM advised that a partnership approach and working with other agencies that are already in contact with these people would be the way forward.

Colin Maclean gave a brief presentation explaining Thanet Works' aims as outlined in the report.

- Thanet Works is targeted at reducing unemployment and worklessness and decreasing the proportion of children in households without work within Thanet, using funding from the Working Neighbourhoods Fund and Community Cohesion, spread over a period of 3 years.
- Thanet Works also aims to enhance the impact of mainstream programmes and funding and improve Thanet's economic performance.
- Thanet Works has to meet the targets set out in the Kent Agreement 2 and is a test bed area which could expand into other areas of Kent.
- CM used Thanet Earth as an example of job opportunities for local people through improving access and transport provision.

Cllr Jo Gideon addressed the Board advising that Thanet Works evolved from the publication of Government Guidance in January this year.

- There are difficult targets to achieve in a challenging economic climate but Thanet Works has not been given prescriptive criteria or deadlines. There is a greater flexibility and more time to get it right and channel resources in a strategic and lasting way.
- JG advised of the members of Thanet Works Board, Leadership Group and TW Team.
- Thanet Works has taken on an apprentice.
- The Thanet Works Board meets on the 8<sup>th</sup> Dec to decide on the priorities and funding for the first phase. This will be based on feedback received from partners.
- Questions posed to MRP are:
  - How do we maximise benefits for the local people;
  - How do we streamline partnership working;
  - How do we unlock the potential of creative, tourism sectors?
- RS pointed out the distinctive differences across the district using the example of transiency in Cliftonville West. RS does not feel that traditional interventions will work, as skills and education take a number of years to accomplish and the population targeted is mainly transient.
- KL stressed the opportunities for apprenticeships within the area. This may require subsidy to support the programme. There is the need to also look at training and skills needs in new technologies.

#### **Action:**

- **DH to define opportunities for MRP within the new Implementation Plan.**
- **Further report back in March.**

#### **5. Creative Margate Delivery Plan**

Richard Russell introduced this item which has evolved from the Board Away Day and the Tom Fleming report. The work has been broken down into separate priority areas in the Creative Margate Ten Year Delivery Plan. The focus is primarily on what should be done in the run up

to the opening of the Turner Contemporary and what is needed to make Margate a better place for residents and visitors. RR gave a presentation on the priorities for the first two years. The following points were raised in the Board discussion:

- Take full advantage of the hoardings around the TC site and engage the people of Margate;
- Work with service providers to install pride in Thanet i.e. taxi drivers;
- Engage with owners of establishments (accommodation, bars, restaurants, shops) to ensure that what they provide is suitable for visitors;
- TC is leading on a project called which will involve an exhibition in the new gallery;
- Squat programme – there is an opportunity to animate shop windows;
- Dreamland – funding secured for the feasibility study;
- Experience of arriving by train, people need to be uplifted by the Public Realm. The need to enhance the arrival at the station should be a major priority.

RR advised that the document contains:

- A practical, achievable plan;
  - Members of the Board need to be involved and must please check what they have been assigned to;
  - Comments must be sent to DH by the 2<sup>nd</sup> January, 2009.
- 
- DH advised that funding requirements are set out in Appendix 1 to the report and resources for a project manager/co-ordinator – preferably a secondment.
  - SE stated this is a critical piece of work to support TC and the town. Commitment to this document is required and funding secured.
  - AH stated that the document does not high-light linkages with other areas, Whitstable etc.
  - RR requested a consensus from the meeting to take this work forward.

**Decision: The Board noted and agreed the recommendations.**

**Action:**

- **Comments to be sent to DH by the 2<sup>nd</sup> January 2009.**
- **Contributions to be confirmed through further discussions.**
- **Appoint a temporary project manager.**

## **6. Thanet Regeneration Plan Update**

Louise Bibby gave an update on the Thanet Economic Regeneration Strategy and highlighted the following points in the report:

- The Thanet Economic Strategy and Action Plan was developed with a number of partners. Since it was adopted through Cabinet on 1 November 2007, TDC has taken it forward. A number of changes have been made due to; TDC Vision and Corporate Plan refresh, emerging Sustainable Community Strategy through the EKLSP and the KCC Regeneration Strategy, the Local Area Agreement, receiving the Working Neighbourhood Fund, the current economic climate and the developing Local Development Framework.
- SE asked what resources are available through SEEDA.

- AS advised that working with leaders and Business Link, the funding is still being reviewed. AS reminded all of PA request to look for opportunities that may arise from the recession.
- AS advised that the SEEDA Corporate Plan is being reviewed and funding will depend on what the priorities are.
- RR felt that some of this work overlaps with the Creative Margate work requested that a joined up approach be formed.
- LB offered assistance to all partners.

**Decision: The Board noted the report.**

**Action:**

- **SEEDA to advise progress, support needed and next steps.**

## **7. Housing Renewal Programme Update**

BR introduced this item giving a verbal update.

- Following the presentation at the last MRP Board meeting, a significant amount of work has been done. It is hoped the draft document will be completed this month.
- There have been discussions with RSL partners and the benefits of working with RSL partners, based on acquisition. Discussions are on-going with the Housing Corporation and it is planned to arrange talks with the Homes and Communities Agency early in the New Year.
- The MRP Housing Group has not yet been set up.
- CW updated the meeting on plans for establishing a conservation area. This will enable tougher enforcement.
- A property guide will be developed for commercial as well as domestic properties.
- A landlords' forum should be built on and a landlords' accreditation scheme established whereby landlords qualify for better loans etc.
- An application to the Secretary of State has to be submitted to change the licensing conditions in the area.
- SE questioned timescales and when this work will be taken to Cabinet.
- SB advised the HCA regional team is working on an interim business plan. Projects are going through process to feed into the next year's business plan. SB is proposing to support these proposals, bringing together the housing plan and wider partnership work. SB advised that it should be an HCA owned project as well. SB suggested a follow up meeting be arranged with David Edwards early in the New Year.
- RS reminded all of PA's personal interest in this as well as interest shown by Peter Gilroy and Paul Carter. A sub group was to be formed after the last meeting. The draft paper should be circulated to the sub group and then brought back to the Board.
- SE requested that Cllr Zeta Wiltshire be kept informed.

**Decision: The Board noted the verbal update.**

**Action:**

- **Draft Paper to be circulated to the Board and sub group established.**
- **Meeting to be arranged with HCA for early in the New Year.**

## **8. Dreamland and Sea Change Update**

- DH updated advising that there are on-going, complicated negotiations with the owners around plans for the site and the Scenic Railway.
- Sea Change awarded £30,000 and PRT appointed to manage the Feasibility Study.
- Timescale is a risk. The Wave 3 grant deadline has been brought forward to the 30<sup>th</sup> April.
- DH advised that CABE & SEEDA state that Margate is still a priority. There is a need to discuss the feasibility of being able to deliver the project.
- DH advised the need to review the position and potentially work up contingency plans. Appoint a smaller sub-group, through the Chair, to look at future submissions. Suggested KCC, SEEDA, TDC ACE and EH to work through proposals outside this meeting.
- AH questioned match funding.
- The landowners are proposing to 'donate' the land to the trust but we will require funding to match the project. The match has to be secured by the time of approval of the grant.
- ND updated the meeting on plans for repair the Scenic Railway. He stated that the Board and Council should consider serving a Repairs Notice.
- There was discussion on the implications around acquiring the whole site (AB gave example of Hadlow Tower).
- RS stated the need for discussion about the route forward with the least risk.
- AB stated that EH has offered to seek expert advice on the extent of land that would be involved and options for the Council to progress the repairs.

**Decision: The Board noted the verbal update.**

**Action:**

- **Obtain expert advice from EH legal and options on the repairs notice.**
- **DH to update Board on progress and convene meeting, if necessary, to progress alternative Sea Change proposals.**

## **9. Draft Framework and Implementation Plan 2009 – 2011**

- DH presented this item and distributed the document.
- DH requested comments be sent by the end of January for the final document to be presented to the Board in March 2009 for approval.

**Decision: The Board noted the report.**

**Action:**

- **Comments to be sent to DH by the 31st January 2009.**
- **Final document to be present to the Board in March 2009.**

## **10. Progress Report**

- DH presented the Progress Report and asked the Board to agree the actions for the Red and Amber Projects.
- Regarding the Rendezvous site, the original timetable had slipped but KCC is progressing the plans. A planning application should be submitted in June next year. (KMc is planning for a presentation in June by the architects).
- SE queried if a joint venture to progress plans for the Lido site would be viable, if the Lido site were acquired by TDC/KCC.

**Decision: The Board noted the report.**

## **11. Director's Budget**

- Item taken as read.
- The next RDA Coastal network meeting is in January.
- DH stated that last week was a major week in terms of publicity for Margate noting the Turner Contemporary Ground Breaking event, the unveiling of the Shell Lady and the Switch on of the Christmas lights.
- Three new businesses have opened up in the Old Town.
- DH advised that unfortunately CT is leaving MRP to return to Australia and thanked her for all hard work and wished her well.

## **12. Any Other Business**

- SE questioned if Tracey Emin should be more involved and suggested inviting the new winner of the Turner prize to Margate?
- SE advised the date of the 4<sup>th</sup> June meeting be changed due to member's involvement in County and European Elections on the same day. MC to circulate new date.

## **13. Date of Next Meetings:**

**5 March 2009**

**16 June 2009**

**1 October 2009**

**15 December 2009**



<b>BOARD MEETING ACTION POINTS AND PROGRESS REPORT</b>		
<b>15 October 2008</b>	<b>Action</b>	<b>Progress</b>
Item 2 – Minutes of Meeting	<ul style="list-style-type: none"> <li>KCC agreed to arrange meeting and produce proper plan to tackle placements and provision of local services.</li> </ul>	<ul style="list-style-type: none"> <li>Verbal update at meeting.</li> </ul>
Item 3 – Turner Contemporary	<ul style="list-style-type: none"> <li>DH to provide Trust with regular updates</li> <li>Parking and Access Plan to be brought back to June meeting</li> </ul>	<ul style="list-style-type: none"> <li>Dates confirmed.</li> <li>On agenda for June.</li> </ul>
Item 4 – Thanet Works	<ul style="list-style-type: none"> <li>DH to define opportunities in Implementation Plan.</li> </ul>	<ul style="list-style-type: none"> <li>See Item 9.</li> </ul>
Item 5 – Creative Margate	<ul style="list-style-type: none"> <li>Comments on Delivery Plan by 31<sup>st</sup> January 2009.</li> <li>Appoint temporary Project Manager.</li> </ul>	<ul style="list-style-type: none"> <li>See Item 5.</li> <li>Mike Marsh appointed on a part time 6 month contract.</li> </ul>
Item 6 – Thanet Regeneration Plan	<ul style="list-style-type: none"> <li>SEEDA to provide update to March meeting.</li> </ul>	<ul style="list-style-type: none"> <li>Progress delayed due to other priorities (Regeneration Inspection). Update to be provided at June meeting.</li> </ul>
Item 7 – Housing Renewal	<ul style="list-style-type: none"> <li>Draft to be circulated and sub group established.</li> <li>Meeting to be arranged with HCA.</li> </ul>	<ul style="list-style-type: none"> <li>Sub group meet on 26 February to discuss draft strategy.</li> <li>See Item 7.</li> </ul>
Item 8 – Dreamland & Sea Change	<ul style="list-style-type: none"> <li>EH to provide advice on options for progressing repairs.</li> <li>DH to keep Board informed of progress on Sea Change.</li> </ul>	<ul style="list-style-type: none"> <li>Site visit by Paul Drury on 5 January. Verbal update to be provided at meeting. See Item 8.</li> </ul>
Item 9 – Draft Implementation Plan	<ul style="list-style-type: none"> <li>Comments to DH by 31 January 2009.</li> </ul>	<ul style="list-style-type: none"> <li>See Item 9.</li> </ul>



<b>Date:</b>	5 March 2009
<b>Item No:</b>	3
<b>Item Title:</b>	Urban Panel Visit
<b>Author:</b>	Derek Harding
<b>Purpose:</b>	For Information
<b>Recommendation</b>	The Board is asked to welcome the Panel's visit and receive initial verbal feedback.

## **1. Introduction**

- 1.1 This report introduces the visit by the Urban Panel which takes place over 4<sup>th</sup> and 5<sup>th</sup> March. The visit has been facilitated by CABI and English Heritage in response to the Creative Margate Delivery Plan. The Urban Panel will produce a report of their findings which will inform the production of an updated town centre framework/strategy, future design briefs and our investment priorities.

## **2. The Urban Panel**

- 2.1 As part of our work under Strand 1 of the Creative Margate Delivery Plan, Andy Brown has secured a visit of the Urban Panel. The Panel brings together the expertise of CABI and EH and it is hoped that the visit will assist in developing the new town centre framework, introduce new thinking and best practice from other areas. The Urban Panel selects areas that are undergoing major change. The Panel has visited a number of cities and towns across England (approx 4 – 5 per year since 2000) including major seaside towns such as Blackpool and Brighton. The Panel's role is that of a 'critical friend'.
- 2.2 The list of Urban Panel, EH and CABI delegates is attached. The Panel is chaired by Les Sparks OBE.

## **3. Margate Visit**

- 3.1 The programme for the two days (attached) involves presentations, a tour, discussions with key officers, dinner with stakeholders and a closed session. This will inform their report which sets out their observations and advice.
- 3.2 MRP Partners and other stakeholders such as the Turner Trust, Kent Architecture Centre, Prince's Regeneration Trust, and Dreamland owners have been invited to the dinner.

- 3.3 The following points have been identified by officers as key challenges that we are facing in Margate:
- The lack of connectivity between key parts of the town
  - The scale of investment required to bring back redundant sites and historic structures into productive use;
  - Attracting new investment whilst conserving and preserving our heritage;
  - The low land values and our ability to attract quality developments.
- 3.4 It is hoped that the Panel's report will inform new town centre strategy/framework and provide a basis for further work with CABE, EH, the Kent Architecture Centre and the proposed Thanet Design Panel.
- 3.5 The Board is asked to welcome the Panel, thank them for their interest in Margate and invite the Panel to share initial views with the Board.

**Appendix 1 – List of Urban Panel Delegates**  
- Urban Panel Programme

## Appendix 1

### List of attendees and outline programme

#### Urban Panel members

Mr Les Sparks OBE (Chair)  
 Mr Narendra Bajaria (**dinner and day 2 only**)  
 Ms Miriam Fitzpatrick  
 Professor Derek Keene  
 Mr Dickon Robinson CBE

#### English Heritage staff

Mr Steven Bee, Director, Planning & Development  
 Dr Andrew Brown, Regional Director, P&D South East Region  
 Dr Reider Payne, Panel Secretary  
 Mr Chris Smith OBE, Panel co-ordinator & Territory Director, West

#### CABE staff

Dr Richard Simmons, Chief Executive (**day 1 and dinner only**)  
 Mr Jonathan Davis, Director of Knowledge and Skills  
 Ms Caroline Fraser, Head of Regions  
 Ms Cathy Page, Sea Change Programme Manager

#### Kent Architecture Centre

Mr Chris Lamb  
 Mr Geoff Noble

---

### Programme for 4 and 5 March 2009

Day 1	Wednesday 4 March 2009
<b>London party – leaves London Victoria 10:03; arrives Margate 11:40</b>	
11:45	Coach takes Urban Panel on orientation tour of Margate ( <b>Luggage to be left on coach</b> )
12:30	<b>Arrive at The Media Centre</b> , for introduction and working lunch Introduction by Les Sparks (Chair)
14:00	Coach and walking tour of Margate, to include town centre; Cliftonville; Turner Contemporary;
16:00	Discussion and Q&A session at <b>The Media Centre</b>

17:30	Coach takes Panel to Smiths Court Hotel, Margate <b>(25 rooms booked)</b>
19:15	Coach takes Panel to <b>No6 Brasserie, Margate (restaurant booked; 40-45 people)</b>
19:30	Pre-dinner drinks
20:00	Urban Panel dinner
<b>Day 2 – 5 March 2009</b>	
<b>Breakfast served from 07:30</b>	
09:00	Dreamland
10:00	Meeting with SEEDA <b>(Location? The Media Centre?)</b>
11:30	<b>Urban Panel closed meeting at Smiths Court Hotel/The Media Centre combined with working lunch</b>
13:30	Coach takes Panel members to Margate Station
	<b>Trains to London Victoria:</b> Depart: 14:08; arrive 15:47 Depart: 14:33; arrive 16:17



<b>Date:</b>	5 March 2009
<b>Item No:</b>	4
<b>Item Title:</b>	SEEDA Research Study – Economic Challenges & Cultural Research
<b>Author:</b>	Derek Harding
<b>Purpose:</b>	For Information
<b>Recommendation</b>	The Board is asked to note the proposed study and receive a verbal update from the research consultants.

## **1. Introduction**

- 1.1 In response to the economic downturn, SEEDA is examining the implications and impact on the regeneration of key areas in the south east coastal zone. SEEDA has commissioned David Powell Associates and Dr Fred Gray to produce a report focussing on four coastal towns: Margate, Folkestone, Bognor and Portsmouth.
- 1.2 The work will be undertaken over a short period of time and results will assist in the future management of the programme, investment decisions, prioritisation and risk management.

## **2. Research Brief**

- 2.1 The study has 3 key research objectives:
  - to describe the impact of the current context on the four towns,
  - understand how the economic change impacts on the regeneration plans,
  - propose and assess further intervention and actions that will maintain and enhance the regeneration.
- 2.2 The research will involve a combination of desk top analysis and interviews with key organisations. The consultants have been asked to interview the core MRP Partners in March.
- 2.3 The final report will be produced in April and a further report will be brought back to the next meeting in June.

## **Appendix 1 – Research proposal brief, January 2009**

## **South East Coastal Towns: Economic Challenges and Cultural Regeneration**

### **1. Context**

The dramatic economic downturn - and its speed, severity and reach – has profound implications both for the whole of the South East region and for coastal communities in particular. It endangers recent economic growth; potentially undermines regeneration progress; and, has negative consequences for many aspects of the economy, society and culture of coastal towns.

The coastal towns in Kent, East and West Sussex and Hampshire and the related unitary authorities have been engaged with SEEDA and others in developing a range of local regeneration strategies, designed to tackle long term and embedded economic, social and cultural deprivation confronting many coastal localities. Many of these strategies are based around an array of cultural interventions and also include significant and often related developments in education, leisure, tourism and heritage and in developing the commercial creative sector. The mix and precise nature of regeneration activity varies from coastal town to coastal town, but for shorthand the term 'cultural regeneration' is used.

The current crisis in the financial and development markets and the recession that has followed it threatens to hold back or damage progress that has been made in recent years in the diversity of South East Coastal Towns (SECTs).

The notion of private sector growth and development being the engine of change and 'progress' – the underlying premise of government (national, regional and local) intervention- appears to have been fundamentally challenged. Almost all the significant private sector led developments (especially those based on residential growth) are on hold and may be or in some cases have been abandoned. There are local manifestations of this in all the coastal towns and, indeed, all parts of the region. This has potential consequences for local and regional regeneration agencies supporting the economic development and place making along the South East coastal zone.

The downturn represents both a significant threat and also an opportunity for SECTs. Cultural regeneration will probably continue be promoted as an inventive, economical socially cohesive means of delivering the regeneration whilst more conventional commercial approaches are on hold or cancelled. However, it is important to gather evidence about the extent to which cultural regeneration activities are able to survive the economic crisis with purpose, progress and impact to some significant degree intact or, alternatively, are more fully susceptible to the current economic context and the wider recession impacting on SECTs.

Housing developments will impact on this too: there may be new demands on the privately rented sector (especially HMO) in coastal towns increasing numbers of households on state benefit. It may be that the role of cultural activity as the provider of some of the glue which holds communities together is valued more highly as the recession bites, people lose jobs, income and confidence, and crime and antisocial behaviour begin to rise.

Associated with the changing economic climate (although also generated by additional concerns over a longer time period) the national and regional policy context - in areas such as education and skills, arts and culture, social mobility - is also changing. Such developments have implications for SECTs and for the objectives and purposes of local regeneration

## **2. Brief from Partners**

In this context, partners have determined to look at the impact of the current economic situation on coastal towns within the region. SECTs share a number of characteristics and together constitute one of the region's most disadvantaged areas in terms of economic growth, education and skill attainment measures, and indices of deprivation.

However, there are also clear divergences between SECTs on some of these measures, in local circumstances and opportunities and in the local programmes of regeneration that have been developed. For these reasons it would be inappropriate to always treat the coastal south east as a cohesive whole (although for some purposes it is best treated as a single entity) and instead it is valuable to conduct town specific analysis. This indicates the need for a case study approach set within a broader account of the coastal south east.

In turn, and because of the distinctiveness and significance of the individual towns and the diversity of local approaches to regeneration, it is agreed that appropriate case study areas will be of Margate, Folkestone, West Sussex (and Bognor in particular) and Portsmouth. There could, of course, be other coastal towns added to these four pilot areas.

Partners wish to promote research that assesses place-specific approaches to understanding local challenges and responses, and in particular the contribution and performance of cultural, education and related regeneration activities in the four SECTs. In turn, this will provide evidence and a number of working models which can help regional and local partners (including those in other SECTs outside the case study locations) take effective action to mitigate the effect of the recession, and to make more sustained and sustainable investment decisions in cultural regeneration activities.

Rehearsing and slightly developing the mid-December 2008 consultancy agreement, the partners' brief for the research focuses on the following three tasks:

1. An assessment of the impact of the current economic context and the degree to which it limits some regeneration projects, whilst providing opportunities and creating additional value for less capital intensive social and cultural interventions, taking four pilot areas: Folkestone, Margate, West Sussex coast and Portsmouth.
2. A review of comparable coastal towns, in 4 places (Margate, Folkestone, Bognor and Portsmouth) assessing the relative pace of change in the towns and their communities in response to external circumstances and as a result of their regeneration processes, and a summary and analysis of common issues and differences between the case studies.
3. Mitigation - An assessment of additional actions required in pilot areas, by whom and how (for example to tackle poor quality housing in the areas of greatest deprivation)
  - To help secure investment in other parts of the regeneration process already proving to be working
  - To address otherwise intractable barriers in change and growth, particularly through influencing government policy
  - To identify the level and type of investment required and proposals on how to secure investment



### 3. Case study coastal towns

The four case study areas, while sharing some common SECT features and common issues also have significant differences in the character of the regeneration challenge and provide major contrasts in the mix of cultural regeneration activities.

**Margate** has a strong arts and cultural emphasis in its regeneration programme, centred on the Turner Contemporary and associated iconic new build and with the regeneration of Margate's Old Town. Other important elements include the anticipated redevelopment of major seafront sites such as Dreamland. As the leading regeneration body, the Margate Renewal Partnership has also identified other critical factors in the successful regeneration such as the importance of intervening in the privately rented sector of the housing market (and especially HMO) and changing or ameliorating the actions of public sector agencies and authorities outside Margate in compounding problems within this coastal town.

**Folkestone** has a broadly-based arts, cultural and education centred regeneration strategy. It is innovative in a number of ways including, for example, the diversity of the arts and cultural interrelated regeneration strategies (educational, economic, place-making and visitor focussed); the unique funding model used for the regeneration of the old town and subsequent use by arts and cultural enterprises; cultural interventions such as the Folkestone Triennial; and the role of the regeneration lead body, the Creative Foundation, and its commitment to further substantial exploration of the effectiveness of its cultural and creative regeneration strategies.

**Bognor**, along with other parts of the West Sussex coastal strip and in particular Littlehampton, has long lasting and significant poverty and deprivation and unrealised economic potential. The major planned solution to this set of challenges, and one also designed to assist in realising the economic growth potential of West Sussex and the larger region, is based on large-scale investment – physical infrastructure, curriculum development and increased and widened participation – in further and higher education along the West Sussex coastal strip. There are critical issues here around the possible impact of current economic changes to the radical plan for educational investment. There will also be lessons to be learnt from case study SECTs with further developed and implemented regeneration activities.

**Portsmouth** has an established array of heritage (historic ships, the Royal Dockyard, City museums) and visitor (Spinnaker Tower, piers) attractions, retail initiatives (Gunwharf Quays) amid an expanded city centre HEI (University of Portsmouth). A key challenge is to sustain this array of initiatives during the current economic circumstances.

### 4. Research objectives

SEEDA's brief leads to the identification of three corresponding key research objectives:

#### ***Research objective 1: To describe the impact of the current economic context on South East Coastal Towns***

This analytical task also involves placing SECTs in a broader regional and national perspective. In the context of the current economic situation, are SECTs more or less disadvantaged compared with other types of place in the South East region and with coastal towns elsewhere?

The case study approach of four coastal towns will also allow us to look behind the label of 'coastal town' and be able to analyse the impact of current economic change on particular localities, economic and social enterprises and social groups WITHIN specific towns. For example, is it the case that the most disadvantaged neighbourhoods identified through Indices of Deprivation material are most negatively impacted by current economic change?

***Research objective 2: To identify the full range of regeneration programmes currently in place or proposed in the four case study SECTs and, in turn, to understand how current economic change may or will impact on them***

We are especially concerned with regeneration activities that are not capital intensive focussed although it will be important to examine other projects such as Turner Contemporary where new build or physical regeneration is a significant component in a regeneration project.

To what extent are different regeneration interventions at risk of, immune to or even enhanced by current economic change? How is national and regional change mediated by local change, processes, actions and opportunities? Describing, comparing and contrasting the details of regeneration strategies, tactics and progress in each of the four coastal towns will provide one of the significant research outputs of the project and one that we believe will be unique.

***Research objective 3: To propose and assess further interventions and actions that will maintain and enhance SECT regeneration***

An important aspect of this work will be to identify existing innovative good practice in the four case study areas (and, if appropriate, elsewhere) and assess how it can be replicated in other SECTs. In addition, the research will be particularly sensitive to emerging responses to the current economic climate that may be worth further observation, support and encouragement.

## **5. Research tasks and methodologies**

Each research objective will be pursued through a range of research tasks and associated methodologies. The interrelated research objectives, tasks and methodologies provide the core content and structure to this research proposal. The central research methods will be documentary and statistical analysis and qualitative interviews. Note that we aim for this analysis to be replicable to other places and for an extended period of time beyond the immediate project. Note, also, that although the current research proposal is for analysis of four SECTs over a short timescale, a more sustained period of research would be required more fully understand the consequences of economic change on SECTs and cultural regeneration strategies and activities.

The key research tasks and associated methodologies are:

- i. Benchmarking of case study SECTs with other coastal towns within and beyond the South East region. Our benchmark allowing useful comparison over time and between towns will be Fothergill et al's November 2008 Communities and Local Government publication "England's Seaside Towns. A 'Benchmarking' Study". This is an important and thoughtful statistical analysis. We will seek to update some of Fothergill's figures to the present /very recent past. Note however Fothergill uses Thanet rather than Margate, 'Folkestone and Hythe' rather than Folkestone alone and excludes Portsmouth as not falling into his definition of seaside towns (note we use 'coastal town' in preference to 'seaside town').

- ii. Identification and sourcing of additional critical indices for case study SECTs. We will supplement the benchmark material with selected local and regional evidence. We anticipate using a limited range of economic and social indicators – possible examples include spend, footfall, occupancy levels, claimant numbers, changes in HMO, housing waiting list, school exclusions. An initial task for the research will be to agree a relatively small range of measures that can be sourced for all four case study (and comparative) areas
- iii. Placing SECTs in broader national context. The study will identify and draw on relevant national reports such as the Audit Commission's December 2008 'Crunch Time' survey report examining the impact of the recession on local authority finances. We will use this material as a means of examining whether South East coastal towns follow or depart from the national trends. We will also place the study in the context of contemporary government policy initiatives and research findings in relevant fields such as poverty, social mobility, education, and arts and cultural policy.
- iv. Intra-urban analysis of each SECT. We will look at the possibility of statistical analysis of current changes at the intra-urban and neighbourhood level; if appropriate we will supplement this with qualitative evidence for example from key local public sector agencies.
- v. Review and assessment of regeneration models and projects in each case study SECT through an analysis of regeneration documentation for each SECT. We will actively supplement our existing archive of regeneration and regeneration related reports for the four case study coastal towns and use this material to provide detailed documentary evidence of regeneration strategies, tactics and progress in each of the four coastal towns. The purpose of this will be to provide:
- summary and analysis of common issues and differences between case studies
  - an account and assessment of impact of current economic context on regeneration projects
  - identification of responses to economic context.
- vi. Interviews (either one-to-one or in cluster/networks groups) with leaders of agencies and institutions and other key players including (regionally and in each of the four local areas):
- Key investors and stakeholders including SEEDA the Arts Council of England, CABE, English Heritage, FEIs and HEIs
  - 4 local authorities and the counties involved
  - local delivery agencies such as Creative Foundation, Turner Contemporary
  - Local arts and cultural enterprises
  - private sector employers, investors and developers (eg Saga for Folkestone, the Land Securities owned Gunwharf Quays in Portsmouth)
  - culture, leisure and tourism operators
- vii. These interviews will examine key themes such as:
- perceptions, expectation, confidence
  - barriers which could be mitigated
  - opportunities which could be exploited with the aid of other agencies, more investment, different approaches etc
  - emergent if unanticipated responses to the broader economic context and specific local circumstances.

viii. Identification of strength and weaknesses of alternative regeneration models and initiatives including SWOT/PEST analyses. The purpose will be to:

- identify good regeneration practice in each SECT
- identify 'emerging' if unanticipated responses to economic context.

ix. Review with actions etc in other regions/sectors etc. We will look more broadly at other research which SEEDA, other RDAs etc might be using to gauge current recessionary impacts to identify whether there is other material which might bear on coast town agenda, and, reciprocally, whether or how the approach being taken here might be useful for other purposes (for example in market towns or smaller town centres in SE England or elsewhere).

x. We also propose for further discussion the option of one or a number of workshops bringing together agency representatives from each of the case study SECTs. These workshops would be used as a mechanism to assist in placing regeneration and social and cultural investment in the context of the whole regeneration process (not just the culture in regeneration dimension). They would provide an opportunity for participants to discuss alternative (divergent) interpretations of the impact of the current economic context on SECT regeneration and allow the further identification of good practice and emergent alternative responses (and, equally, unexpected barriers and difficulties). Further discussion is needed to ensure that these represent a productive use of time, and to identify additional resources which might be needed to organise these. In addition, we would want to ensure that they would not overcrowd the calendar, particularly if there are other "downturn events" being proposed.

## **6. Reporting and dissemination**

At the end of the project, the research team would provide, for SEEDA and the four participating coastal towns, consultees and others:

- A written report in pdf format
- Supporting appendices, as pdfs or equivalent

The programme allows time for one final presentation, but makes no provision for a final disseminating event nor for design and printing.

## **7. Timetable**

See chart attached. Key dates in delivering this project include:

Commission and implement	February
Research	February March
Review interim conclusions	end Feb/start March,
Report	April

### ***Contact Details***

David Powell  
david.powell@dpa-ltd.co.uk

Professor Fred Gray  
f.g.gray@sussex.ac.uk



<b>Date:</b>	5th March 2009
<b>Item No:</b>	Item 5
<b>Item Title:</b>	A Cultural Vision For Margate: The Next Ten Years' Delivery Plan
<b>Author:</b>	Mike Marsh
<b>Purpose:</b>	For Information
<b>Recommendation</b>	The Board is asked to note the progress.

## 1. Introduction

1.1 The Board agreed at its meeting on the 3<sup>rd</sup> December 2008 to:

- support the appointment of a temporary Project Manager at a cost of £25,000
- feed comments on the proposals in the report to the Renewal Partnership Director
- note the resource requirement of £55,000 to deliver high priority projects in years one and two.

This report updates progress.

- 1.2 The temporary Project Manager funding has been secured through support from English Heritage and the Arts Council S.E, and the Manager has been appointed. Mike Marsh of MMA Ltd, commenced in mid February on a part time basis for the next six months to coordinate progress by partners on the Creative Margate two year action plan, and to explore options for a possible future delivery vehicle for Creative Margate linked to potential property asset transfer. To assist in these tasks, Thanet District Council has agreed to second their Arts Development Officer on a part time basis for the next six months at no cost to MRP.
- 1.3 Comments from Board Members on the draft delivery plan have highlighted the need to review the deliverability of the draft two year action plan in the light of the current recession and the resulting impact on available resources. As a result, the Project Manager has been working with the partners of the Creative Margate Task Force to revise and prioritise the key actions in the plan.
- 1.4 To support this, English Heritage and the Arts Council S.E are currently collaborating on a shared agenda of related Arts and Heritage projects which will deliver additional new funding.
- 1.5 The revised action plan will be finalised by the Delivery Group at its meeting on the 3<sup>rd</sup> March. A communications plan will also be drawn up to maximise positive P.R for the work emerging from the action plan and to ensure there is a shared and common brand message for Creative Margate.

# Margate



## RENEWAL PARTNERSHIP

<b>Date:</b>	5 <sup>th</sup> March 2009
<b>Item No:</b>	7
<b>Item Title:</b>	Housing Renewal Strategy- update
<b>Author:</b>	Brendan Ryan, Director of Community Services Amber Christou, Housing Strategy Manager
<b>Purpose:</b>	For Information
<b>Recommendation</b>	To note and comment on the revised Strategy

### 1. Background

- 1.1 Up until late 2008 the council's housing renewal work designed to realign the housing market in Cliftonville West and Margate Central had only limited links to the work of the Margate Renewal Partnership. The work carried out by the Board last summer recognised this weakness and consequently housing renewal was adopted as one of the four key strands of work in the Margate Renewal Framework and Implementation Plan 2009-11. This has given a new focus to the role of the housing market in creating and sustaining deprivation in the area and recognises that the cultural and economic regeneration of Margate needs to be supported by strategies to tackle the poor housing conditions and imbalances in the housing market.
- 1.2 The Shared Intelligence study assessed the role of the housing market in concentrating deprivation in the area and identified how further interventions would be required to address the severe imbalances in the housing market.
- 1.3 In October, the Board agreed a draft strategy that sought to combine a strengthened programme of enforcement and regulation of the private rented market in the renewal area with a programme of selective acquisitions to reduce the over capacity in the rented market to make it less attractive for vulnerable people to move to the area in search of cheap low quality housing.

### 2. Current position

- 2.1 Further work has been done to develop the strategy (attached at Appendix one), and strengthen some of the evidence that supports the need for proposed actions and interventions.
- 2.2 Discussions have taken place with a number of agencies and stakeholders and a Housing Renewal Steering Group has been established as a sub group of the MRP Board. This group will meet for the first time on 26<sup>th</sup> February. Its key role will be to refine the strategy and build the business case for public investment in the acquisition programme

### 3. Key Elements of the Housing Renewal Strategy

- 3.1 The key elements of the Strategy are:
  - The context, locally and nationally that underpins the need to intervene in the housing markets of Cliftonville West and Margate Central.
  - Key strands and outcomes of the Housing Renewal Delivery Plan 2004

- Recommendations from the Margate Renewal Study completed by Shared Intelligence.
- The background and rationale for developing an approach to tenure diversification
- The background to current affordable housing models and the need for a new affordable housing product
- Outline financial requirements for current affordable housing delivery model (currently being drafted)
- Action Plan with the following recommended actions:
  - Promoting tenure diversification, reducing levels of private rented accommodation through a partnership with HCA and RSLs to develop an acquisition programme for 550 homes between 2009 – 13
  - Tough enforcement on poor quality landlords, through multi agency partnership using all available powers including CPO and enforced sale
  - Support and encourage good quality landlords, implementing landlord accreditation and discretionary licensing schemes.
  - Develop planning policy that support the regeneration aspirations for the area to regulate build standards, including design, quality and space, and to regulate densities within the neighbourhoods
  - Intervention on key sites, developing a targeted intervention programme with actions, timescales and resources identified to tackle worst issues
  - Protect the quality of the built environment, working with English Heritage to carry out a Conservation Area Appraisal, the declaration of which would encourage high earning households into owner occupation and discourage speculative landlords from investing in properties that have a higher maintenance cost and other restrictions
  - Improve the environment through targeted refuse services and enforcement action
  - Market Cliftonville as a place to live through the development of a marketing strategy

#### **4. The process**

- 4.1 The final strategy will be adopted and fed into the MRP Implementation Plan.
- 4.2 HCA are engaged through the Steering Group and will be requested to provide funding for the financial feasibility study.
- 4.3 Partner RSLs will be formally engaged to develop traditional and new affordable housing models to feed the acquisition programme.
- 4.4 A funding package will be developed following the outcome of the financial feasibility study.
- 4.5 The Strategic Housing Team will lead on delivering the strategy action plan, which will be monitored by the Steering Group.

#### **5. Next Steps**

- 5.1 The initial meeting of the Housing Strategy Steering Group on 26<sup>th</sup> February requires partners to discuss and make recommendations to further develop and finalise the strategy.
- 5.2 The evaluation of different affordable housing models and financial viability study will be carried out this spring/early summer in order to make the business case for public funding to support the diversification programme.
- 5.3 Further consultation will be required with residents, ward councillors, Kent County Council, RSL partners and other stakeholders on the direction proposed in the strategy.



# Housing Renewal Strategy



Draft  
February 2009



## Foreword

The quality, type and tenure of housing helps define a neighbourhood and the community that lives there. This is particularly true in areas of Cliftonville and Margate where the predominance of poor quality rented housing has resulted in one of most deprived communities in the country.

Our home also helps define us as individuals; it meets our basic need for shelter and sets our place in the community. Our home gives us a sense of place, security and belonging. Residents who live in decent quality housing are more likely to be able to access education and employment. Areas with poor quality housing are more likely to have a range of economic, environmental and social factors entwined to create deprivation leading to a poorer quality of life for residents. A key driver for change must be to ensure that there is access to decent quality housing to enhance the opportunities for a decent quality of life and attract a mixed income community.

The Local Government and Public Involvement in Health Act 2007 introduced a series of reforms to sharpen the strategic “*place shaping*” role of local authorities and strengthen local partnership working towards delivering more effective services and tackling deprivation. Coastal towns have become a priority for place shaping action in recent years. This stems in part from recognition that recent investment in regeneration has often focused on inner-city areas and has overlooked the particular needs of coastal areas.

The Housing Renewal Strategy, focuses on addressing the causes of a seriously unbalanced housing market, and will dovetail into other strategies focused on the cultural, economic and social regeneration of the area.

The Margate Renewal Partnership vision for Margate Central and Cliftonville West wards is that

*“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 also embrace and celebrate its traditions as a place of relaxation, leisure and seaside fun. It will be a place where visitors choose to return to and a town where people aspire to live. (draft Framework and implementation Plan: 2009 – 2011)”*

There has been a high level of activity across government, regional and local partners towards achieving this vision. The Margate Renewal Partnership (MRP), set up in 2006 and chaired by South East England Development Agency (SEEDA), is leading on the major development projects for Margate’s Renewal, identified in the Margate Masterplan and Margate Futures Action Plan. This includes the cultural regeneration and a new range of visitor infrastructure based around the Turner Contemporary art gallery. MRP involves the partners SEEDA, Arts Council for England, English Heritage, Homes and Communities Agency, Government Office South East, Heritage Lottery Fund, Kent County Council and Thanet District Council. The Partnership recognises that these strategic development projects do not in themselves tackle the socio-economic problems experienced by the residents in Cliftonville, and have identified the need for a more holistic approach to renewal.

The Margate Renewal Draft Framework and Implementation Plan provides the programme of partnership activities in place to tackle the challenges faced, with housing renewal being led specifically by Thanet District Council through Strategic Action 3: *Tackling housing challenges and rebalancing the housing market*. As part of the Plan, Housing Renewal will dovetail into the strategic agenda for economic regeneration to address the consequences of the seriously unbalanced housing market.

This Housing Renewal Strategy seeks to deliver Strategic Action 3 by reviewing the approach to housing renewal in Cliftonville West and Margate Central, in the light of experience since the 2004 Neighbourhood Renewal Assessment and more recent research undertaken by Shared Intelligence. It sets out a revised framework in which the housing market can be stimulated to help reduce over time the high levels of deprivation that characterises these two wards.

**Zita Wiltshire**  
**Cabinet member with responsibility for Communities**  
**Thanet District Council**

# 1. Background

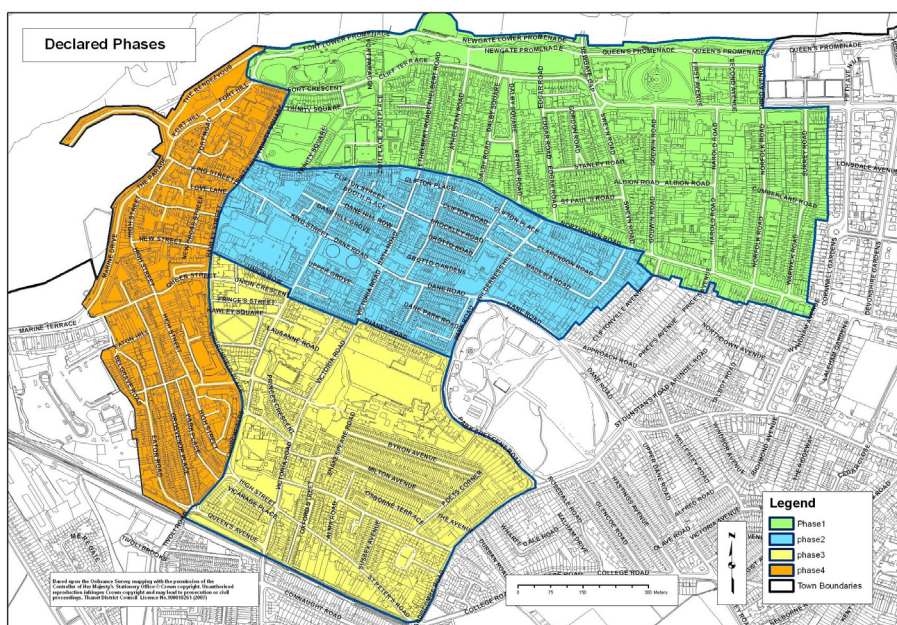
The concentration of deprivation in Cliftonville West and Margate Central are well known and documented. The Indices of Multiple Deprivation indicate that this area includes three of the top four most deprived super output areas in the South East and includes the five most deprived neighbourhoods in Kent.

This deprivation is manifested in numerous ways through high levels of worklessness and benefits dependency; a highly transitory population with an annual turn over of residents nearing 30% and considerable inequalities in health with life expectancy significantly lower than elsewhere in the county.

A detailed analysis of indices of deprivation in Cliftonville West and Margate Central is set out in Annex one

The nature of deprivation in these neighbourhoods has a distinctive character that is unlike that of many traditionally deprived areas but it has characteristics that are shared by communities in other seaside towns. The type, quality and tenure mix of areas like Margate and Cliftonville play a central role in creating communities in which there are high concentrations of vulnerable households with complex support needs. However it is the complex interrelationship between local economic and housing conditions and those of the region that have resulted in vulnerable people moving to or being placed in communities in Thanet

Thanet District Council recognised the need for action in these communities by commissioning a Neighbourhood Renewal Assessment of Margate Central and Cliftonville West in 2004. This report led to the Council declaring a four phase housing renewal programme, with phase one declared in May 2005 and the further three phases declared in January 2008.



This assessment led to the development of the Housing Renewal Delivery Plan, which included a targeted approach to influencing the imbalanced housing market. This was seen as being a key driver in concentrating deprivation in these communities. At the same time the SSCF programme sought to promote community engagement and build capacity amongst local residents as well as addressing some of the environmental consequences of deprivation.

Subsequently, Margate Central and Cliftonville West wards have been selected as a Communities and Local Government (CLG) Mixed Communities pilot demonstration area due to the complex housing challenges that exist, specifically the high level of poor quality, private rented accommodation. The Mixed Communities initiative has been developed by central government as a more intensive and comprehensive approach to tackling neighbourhood deprivation. It aims to bring together housing and physical regeneration strategies with action to tackle social deprivation and economic failure.

Further work was commissions in 2008 to re-examine the drivers of deprivation in Margate and Cliftonville and identify ways in which these neighbourhoods could be made better by rebalancing the housing market- (see the Margate Renewal Study,)

## **2. National Context**

A growing population, and an increasing number of single person households along with migration to London and the south east from other parts of the country has fuelled the demand for housing in the region. The shortage of housing has given rise to increased demand and rapidly rising house prices. The net result has been increasing difficulty for people to secure accommodation especially people who are on low incomes or not in secure and regular employment. The government has set ambitious targets for three million new homes nationally by 2020 including a requirement for 28,900 new homes annually in the south east region, Although recent economic conditions have altered this analysis somewhat, property prices remain high compared to incomes and disadvantaged sections of society are increasingly being marginalized in the housing market.

The demand for housing in recent years before the credit crunch has seen a large proportion of UK households priced out of the owner occupier market. Although the recent downturn has seen a reduction in house prices, they are still beyond the means of many households and even where mortgages are affordable, the reduced availability of credit, despite historically low interest rates, has led to difficulty accessing mortgage. The long term trend remains the same and prices are set to grow again in the future, further exacerbating the problem.

The traditional private rented sector has been declining for some considerable time, and although the sector has been stimulated by the 'buy to let' investor, it is increasingly difficult in most areas for households that are vulnerable or on low incomes to access privately rented accommodation at rent levels that will be supported by local housing allowances.

At the same time the pressures on the supply of affordable housing has meant that it is increasingly difficult for households especially vulnerable single people, who may have mental health problems, or alcohol or drug related problems, to access social housing. It is this group of people that find it difficult to secure or sustain a tenancy in either the private or social sector, that are likely to migrate to areas of the region where rented accommodation is more easily accessible. Such type of accommodation that is available to people on state benefits is commonly found in seaside towns that are geographically isolated and have a weak local economy reducing the local demand for housing. There are many such examples nationally but Margate and Hastings stand out in this respect in the south east.

In July 2008 CLG published the report, Facing the Housing Challenge, Action Today, Innovation Tomorrow which highlights how the housing market is now experiencing significant challenges due to the turbulence of the global financial markets. House prices have fallen, people are finding it harder to find a suitable mortgage, and house-builders are experiencing more challenging business conditions. Government requires a pro-active response to addressing current challenges in the housing market, whilst considering long-term possibilities through the development of schemes to tackle these challenges. Affordable housing plays a key role in the future activities for housing renewal.

Providing quality affordable housing which meets local need is a high on the government agenda to ensure that a fair housing market is available to all. The Homes For the Future Green Paper in 2007 and the new Housing and Regeneration Act 2008 provide the key priorities for government as:

- the availability of new homes to balance housing supply and demand;
- development of new home ownership schemes to give greater choice and opportunity to first time buyers, social tenants, key workers and people who rent privately;
- all social housing to meet the decent homes standard;
- reducing the level of homelessness; and
- transforming areas through housing renewal where deprivation is significantly reducing life chances.

Government sees local authorities as best placed to lead the place making role through effective strategic housing and planning for their area, strengthening the local authority's ability to address the housing needs of all of residents,

## **Homes and Communities Agency**

As a part of the government's programme of housing reform, the Housing and Regeneration Act 2008 established the Homes and Communities Agency which brings together the functions of English Partnerships and the Housing Corporation. Housing Corporation Corporate Plan priorities for 2007-2009 are to provide quality affordable housing for those whose needs cannot be met by the open market, such as low-income families, key workers, or those living in supported accommodation, including the homeless. The Mixed Communities programme has also been transferred to the HCA.

The Margate Renewal objectives sit firmly within the objectives of the new agency to improve the supply and quality of housing and regeneration of land, infrastructure and communities, working in partnership with Regional Development Agencies, to support regeneration schemes with the most potential to transform their communities.

## **3. Local Context**

Margate Central and Cliftonville West are the most deprived wards in the South East of England (IMD). Despite being located in this affluent region, these wards are also in the bottom 3% of the most deprived wards nationally.

The area, a former holiday destination located on the northeast tip of Kent, has struggled to restructure its economy, which has led to serious deprivation challenges. This is a common feature of many UK coastal communities, as highlighted in the 2007 House of Commons Select Committee Report into Seaside Towns

There is a complex interrelationship between the regional housing market, the nature and character of the housing market in Cliftonville and Margate Central, and the high levels of deprivation which characterises the area.

One of the major challenges of the seaside town is the built environment. The Victorian seaside properties, characterised by large terraced houses over several floors with small gardens has led to a change in demand for the type and tenure of housing, and consequently a change in the demographic profile of such areas.

The vast majority of these properties are too large for retention as a family home, and only suitable for conversion to flatted or multi occupancy accommodation. With little opportunity for employment in recent years, these properties have become easily accessible housing for benefit dependent individuals and less attractive to home owners.

As owner occupiers sell up and move out, market values have reduced over time and the large properties have become easy pickings for landlords to purchase and sub divide, creating additional flats and HMOs and a greater percentage overall of privately rented accommodation, adding to the imbalance of the housing market. The transient nature of single person benefit dependent households has led to a high turnover, both within, and into and out of, these neighbourhoods, leaving little sense of community for those remaining.

This imbalanced housing market has resulted in concentrations of vulnerable people, unable to exercise choice in the wider housing market being stuck in a cycle of deprivation, fuelling further demand for the poor quality housing. The long term solution to tackling deprivation must therefore be to tackle the imbalance in the housing market.

Key feature of the housing market in Cliftonville and Margate central include:

- The reduced demand for B&B and hotel accommodation following the decline of the seaside economy leading to the prevalence of properties which are too large for occupancy by a single household. Many of these establishments have either been converted into Houses of Multiple occupation or care homes for children or vulnerable adults
- Significant imbalance in the housing market including 55% of homes privately rented,
- 84% of dwellings are flats
- 45% of households in the area are single persons;
- Over 50 known licensable Houses in Multiple Occupation (HMOs) and an indeterminate number that fall outside the requirement to be licensed
- 13% of dwellings have category one hazards under the HH&SRS
- 57% of dwellings don't meet the Decent Homes standard including 66% of properties in the private rented sector
- 7% of dwellings were empty although this is likely to have increased in recent months
- A highly transitory population with an annual turn over of residents nearing 30%
- 21% of residents had lived in the area less than one year

The net result of these conditions is a concentration of vulnerable, mainly single person households with a range of support needs. A number of initiatives to tackle economic and physical consequences to try to reverse this cycle of decline have been in progress for some time, and others are being developed.

A long term solution to the social conditions associated that are a product of the housing market in these neighbourhoods is to rebalance the tenure structure, reducing the supply of accommodation that is available to vulnerable people moving into Cliftonville from other parts of the region. A reduction in the levels of privately rented accommodation will stimulate improvements in the quality of the housing stock and increases in property values.

A significant investment is being made by a large number of public sector agencies to tackle the effects and consequences of deprivation concentrated in to a small geographical area. Such investment will help improve the circumstances of individuals that have come to live in the area but it will not address the long term issues that will continue to draw vulnerable people to Cliftonville

People with no employment ties to their place of residence are likely to be squeezed out of the housing market or will find it difficult to secure rented accommodation at housing benefit rent levels. If such people are unable to access social housing in their place of origin then they are forced to move to areas such as Cliftonville and other seaside towns to secure a place to live. This situation is compounded by statutory agencies that place vulnerable adults into supported accommodation in the area or voluntary sector organisation working with vulnerable clients who are unable to readily secure accommodation for their clients in other parts of the region.

## **Housing Renewal Delivery Plan 2004-2008**

The 2004 Neighbourhood Renewal Assessment set a vision to *“facilitate an increase in confidence levels of both residents and businesses in and about the area, improve its long term future as a place to live, recognising the social, physical and economic aspirations of those who live and work in the area”* (Annex 2: Neighbourhood Renewal Assessment 2004)

Through the Housing Renewal Delivery Plan the Council sought to respond to the Neighbourhood Renewal Assessment and manage or influence the housing market to promote greater tenure diversification to address imbalances. Reducing the amount of housing stock that is privately rented is the key to achieving a more balanced housing market. The rationale for this approach was set out in the Neighbourhood Renewal Assessment in 2004. It is based on the following assumptions.

- Higher levels of home ownership would address the social inequalities and concentrations of vulnerable people in the area.
- It would create a more balanced mix of household types with a greater number of households in work, impacting positively on other deprivation challenges such as reducing the levels of benefit dependency.
- The built environment in Cliftonville is good with an attractive housing stock, unlike some other areas of concentrated deprivation in the county, and schemes to improve these buildings, internally and externally would have a positive impact on the marketing of the area.
- Similar communities have been regenerated through increased demand in housing. This has happened in many parts of London and closer to home in Whitstable and Ramsgate

The Housing Renewal Delivery Plan sought to transform the Neighbourhood Renewal Assessment into a series of practical actions designed to stimulate the housing market to move towards a more balanced mix of tenures. Thanet District Council provided £1million pump-priming funds towards this range of actions which have combined with other funded programmes to achieve successful outcomes. The key strands to this strategy were:

- **A targeted approach to tackle the worst privately rented accommodation, in particular the high number of poor condition HMOs. Achievements since 2005 include:**
  - 130 properties brought to the decent homes standard through local authority intervention
  - The enforced closure of seven poor quality HMOs.
  - 81 other enforcement notices served on private landlords
  - 57 HMOs licensed in the area
  - Planning policy adopted to restrict further single occupancy development
  - Preparatory work on introducing a landlord accreditation scheme and discretionary licensing scheme for the area

- **Creating conditions that made the area more attractive to home ownership through increased environmental enforcement and improved refuse collection services:**
  - Increased refuse collection services to reduce littering and fly-tipping
  - increased environmental enforcement leading to over 200 environmental enforcement notices served since 2006
- **Providing grants to property owners to improve the external appearance of their properties:**
  - Over £650,000 of Council funding spent, generating an additional £350,000 of property owner private contributions leading to a marked physical improvement in certain streets within the Renewal Area.
  - 41 Decent Home grants/loans for owner occupied and private rented sector properties.
  - Ten, active community street schemes established
- **Targeted action against empty properties and other derelict sites**
  - A range of powers and initiatives used to bring back into use 112 empty and derelict properties from 2006.
  - £320,000 Regional Housing Board funding and commuted sums from other developments to purchase and develop properties for RSL management, leveraging in an additional £800,000 of private funding converting derelict properties of former guest houses into low cost home ownership.
  - Partnership working with RSLs, owners and private developers
- **Improving poor quality homes occupied by vulnerable residents:**
  - 35 properties occupied by vulnerable residents have received investment in repairs and energy efficiency such as new heating boilers and loft and cavity wall insulation.

Outside activities identified in the Housing Renewal Delivery Plan, the local authority has been active in other ways to help improve conditions in their neighbourhoods these include:

- Extensive work with developers to ensure that new developments deliver mixed tenure schemes that will enhance the area and not create further imbalances in the housing market
- Coordinated multi agency enforcement campaigns with the Police, Kent Fire and Rescue, Borders and Immigration Agency, Environmental Health and others Immigration through operation clean sweep
- Worked with Kent County Council and other district councils to stem the flow of vulnerable households being placed in the area by local authorities and their agencies

## **Margate Renewal Study**

The findings of the Margate Renewal Study (see Annex 3) reinforced the Council's understanding of the drivers of deprivation in these neighbourhoods, including the economic, physical, social, environmental and cultural challenges and recommendations for tackling and reversing the decline.

The partnership consultation for the Margate Renewal Study provided stakeholder input into the study's recommendations. The specific recommendations for Housing Renewal included continuing many of the current activities focused on rebalancing the housing market and improving housing management and conditions. These include:

- Identifying ownership, condition and use of housing.
- Identify key sites for re-development.
- Identify key sites for intensive housing renewal.
- Improvement of public realm.
- Improving housing quality and management
- Working with Registered Social Landlords on chosen properties or sites for development of appropriate affordable housing.
- Developing a phased shared ownership scheme
- Continue with the enforcement approach to improving landlord management of rented accommodation.
- Enforce an Additional Licensing Scheme in the two wards.
- Target houses of multiple occupancy (HMOs).
- Target empty and derelict commercial and domestic properties.
- Exploration of schemes to increase control over management of properties.
- Ensure a strategic approach to Commuted Sums is developed to divert resources to key sites within the renewal area.
- Consider key properties outside of the four phases but within the central Margate area where there are a high level of HMOs and private rented properties, such as Westbrook ward.

#### **4. Tenure Diversification- impact assessment**

Despite the interventions highlighted above and other high levels of activity within the area, and the clear drive from the Council to try to impact upon the housing situation within these two wards, there is no evidence that the tenure diversification strategy for Cliftonville is working. Anecdotally the polarisation is becoming worse as owner occupiers leave the area to escape the social problems associated with high levels of deprivation. The strength of the private rented sector has been further bolstered by the arrival of large numbers of migrants from Eastern Europe and other countries, and the collapse in the housing market nationally. According to the Margate Renewal Study almost two thirds of all migrant workers moving to Thanet during 2006/07 were from the 10 EU accession countries. (*Margate Renewal Study, p26*)

Aspirations that tenure diversification will be achieved through an increased demand for owner occupation for Cliftonville West now seem over optimistic. Effectively the market is unlikely to respond in the way that we had hoped and the prevailing social conditions in the area will continue to act as a deterrent to investors. Levels of home ownership continue to decline as properties continue to be converted to private rented sector accommodation. There are a number of reasons for this.

- The weak local economy means that there is a significant affordability gap for local people in the housing market. There is insufficient demand to create home ownership pressures in marginal areas such as these neighbourhoods as average household incomes are estimated to be the lowest within the district, where up to 11.4 times average household



incomes are required to access average house prices. (*Annual Survey of Hours and Incomes 2007*)

- Rent levels supported by Local Housing Allowance are relatively high compared to capital property values providing a good return for larger investors in the private rented market.
- The demographic profile of the area (see annex 2: Shared Intelligence report) is a deterrent to people re-locating here as home owners, as there is a perception of social problems and high crime levels.
- The property types in the area lend themselves to either very large family homes or flatted accommodation. Flats are possibly less attractive to first time buyers when there is a reasonable supply of relatively cheap small terraced houses available in other parts of Thanet.
- The supply of market housing for sale is reasonable for working households on good incomes in Thanet; therefore there are lots of opportunities to purchase elsewhere in areas perceived as being more desirable in Ramsgate, Broadstairs or the surrounding rural areas of the District.

### ***Insert table of house sales comparisons across district***

- The level of resources available to intervene directly in the housing market to acquire the worst HMOs has been too small to make a significant difference. The Council has been able to use money provided by developers at other sites in lieu of a requirement to provide on site affordable housing, and commutes these monies to help RSLs acquire properties on site in the renewal area. However this is a very limited pot of money and only two HMOs have been acquired to date by this means. The slow down the housing market will further restrict such opportunities.

This necessitates a revised approach to be able to make the required impact and far higher levels of resources and a revised partnership approach are required to be able to tackle and reverse the housing challenges faced.

### **The need for an alternative model to deliver tenure diversification**

An alternative form of public intervention is required to achieve the desired re-modelling of the tenure structure in the renewal area. A model is emerging that seeks to use Registered Social Landlords (RSL) and affordable housing as a catalyst for change that will ultimately bring about a more balanced and sustainable neighbourhood. The model seeks an interim position in which poor quality private rented sector accommodation is converted to decent quality affordable housing and eventually a proportion transferred back into the market when conditions have improved and there is a stronger demand for owner occupation.

Restricting the supply of property available for the private rented sector over the next period should make the area less attractive to people moving from outside the area in search of cheap, accessible rented accommodation. This will in turn stimulate the market for good quality rented accommodation and eventually create a demand for owner occupation.

The rationale for this approach is as follows:

- To focus on phase one of the renewal programme area is the most deprived Super Output Area, with the typical Victorian built environment where the majority of HMOs and poor quality flatted accommodation is situated
- The amount of privately rented properties including HMOs needs to be reduced in order to restrict opportunities for people to move into the area from outside Thanet while not displacing existing residents of the area or eliminating opportunities for local people to secure accommodation in this sector

- The control of properties by RSLs will improve standards of housing management and the management of anti social behaviour.
- There is control through local lettings policies that can be used to ensure a more balanced and sustainable mix of residents is achieved.
- RSL tenures will create greater stability in the local population with significantly reduced turn over of residents.
- Accommodation with appropriate support is provided for vulnerable households that already live in the area.
- Properties under RSL control will be maintained to a higher (Decent Homes) standard including a better physical appearance to the exterior.
- RSL properties should be pepper potted through out the renewal area to create maximum benefit in terms of physical uplift of the area And promote a sustainable balance of tenures.
- A balanced market structure remains the long term goal of this intervention and a long-term plan will see properties returned to the market. RSLs have access to a range of low cost home ownership products that could encourage tenants to take up opportunities for ownership or part ownership at the appropriate time.
- Receipts from the sale of affordable properties in the renewal area will be reinvested in providing new affordable housing elsewhere in Thanet to meet the demand for affordable housing as the stock decreases in Cliftonville.
- The renewal area becomes the central focus for new affordable housing investment in Thanet for the duration of the plan.
- There is an acceptance that opportunities for new affordable housing outside the renewal area will be limited for the duration of the plan.
- TDC will commit to supplement any investment by the Homes and Communities Agency/SEEDA or other public agencies by using planning gain from elsewhere in Thanet to invest in Cliftonville. i.e. take commuted sums from other sites to support the acquisition of properties in the renewal area.

The scale of the intervention and acquisition programme required to bring about the desired rebalancing of the tenure structure of Cliftonville is difficult to establish. We need to consider what level of acquisition will make a difference while considering the impact that our interventions might have on the housing market and on current tenants in the area.

It is estimated that there are around 1,000 private rented units in the phase one renewal area. Based on surveys of residents in the renewal area, it is estimated that around 25% of properties become available for re-letting each year. Given the need to allow for some movement within the sector each year to prevent people from becoming homeless and also the need for local people to access the private rented market, a programme that reduces the capacity of the sector by 110 properties a year over five years. This would result in this restricted area, with a private rented sector of around 30% of the total tenure, a significant reduction but still three times the regional average,

## **5. Affordable Housing Models**

Models of affordable housing available at present, include affordable rent, intermediate rent, shared ownership/shared equity, rent to homebuy, direct homebuy and other low cost home ownership products. Delivering home ownership provision on the renewal in the current market will be extremely difficult, therefore the focus must be mainly on rented housing for the duration of the plan, with close watch kept on the market to take opportunities to release shared ownership and owner occupied housing to the market at the appropriate time.

Traditional affordable housing funding may therefore not be flexible enough for this approach. The relatively new 'Rent to Homebuy' is the closest model to that required, however it could be restrictive in that the HCA funding requires the property to be purchased – in part at least- by the occupier within a specified period. This model therefore contains financial risk for the RSL that may not be currently acceptable.

This is an excellent opportunity to develop a pilot project that is fluid enough to meet the challenges of the macro and micro housing economy in low value or deprived areas. The type and size of housing stock within the area, dictates that there is little opportunity for new build, therefore the main focus must be purchase and repair, which will need a greater degree of funding initially, however all funding will be recycled back into affordable housing provision within the area through the disposal to owner occupation in the longer term.

For any tenure acquisition programme to be effective, a range of models is required, including those flexible enough to adapt as the market changes and the programme takes effect. This may include:

- Traditional RSL affordable rent – mainly purchase and repair
- RSL intermediate rent
- RSL Market rent that reverts to affordable rent/shared ownership/owner occupation after a flexible period
- Shared ownership with low initial equity purchase, possible below 25%, funded by the RSL to circumvent the difficulties faced by first time buyers accessing mortgages
- Rent to Homebuy with flexible time limit on future purchase

A Local Lettings Plan designed to encourage working households with aspirations of owner occupation will be developed for the area and all tenures will be advertised through Choice Based Lettings,

The Council currently works with an approved RSL development partner within the renewal area, However as the programme is significant and the proposed tenure models are outside of many RSLs standard development programme, an additional RSL has been sought that specialises in providing intermediate and market housing that can revert to affordable rent in the longer term. These RSLs will work together, in partnership with the Council to deliver the programme. This partnership arrangement will mitigate some of the financial risks association with RSL development and bring a wealth of expertise and experience of private and public housing development.

#### Further information and research requirements to be included in the strategy

- Information on private sector rent levels, and housing allowances for the are
- Property prices and movement in prices in recent years
- Current numbers of vacant properties in the renewal area
- Number of care homes in phase one area
- Acquisition cost and viability models

## 6. Action Plan

	Objective/ activity	Rationale	Actions	Lead	Resources	Timsecale
1.	Promoting tenure diversification	The existing housing market is seriously unbalanced and is the underlying reason for high concentrations of deprivation in the area. There is a need to rebalance this market, utilising various schemes and increasing the future potential for owner occupation.	Reduce levels of private rented accommodation from 59% to 45% and increase future potential for owner occupation. Work with RSL partners and HCA to develop a targeted programme to acquire approximately 500 units of housing, specifically targeting HMOs and other poor quality housing using a flexible HCA branded financial model.		HCA / RSL borrowings/ TDC Commuted Sums	2009 - 2014
2.	Tough enforcement on poor quality landlords	Properties that are poorly managed and maintained blight neighbourhoods, help create anti social behaviour and deter home owners and others from investing in the area. Enforcement pressure on the worst landlords should encourage them to relinquish properties rather than make the improvements and investment required	<p>Working with Police, Immigration Service Ward Councillors, Local Residents and other council departments, such as Planning and Housing Benefits to target the worst known landlords and properties, particularly HMOs to use all available enforcement powers including CPO, and enforced sale where appropriate. NEEDS TO BE SMARTER XXXX</p> <p>Increase multi agency enforcement 'HIT' activity within Cliftonville MOREXXX</p> <p>Introduce additional Mandatory licensing scheme for HMOs that fall outside of the standard HMO licensing scheme.</p>			

3.	Support and encourage good quality landlords	The private rented sector will continue to be a central part of the housing market in the renewal area for many years to come. Good landlords that look after their properties and manage their tenants to reduce ASB can make a positive contribution to the regeneration of the area. This would include discretionary licensing and landlord accreditation schemes	Implement Landlord accreditation scheme, working with landlords to develop incentive package to encourage landlords to participate in scheme.  Introduce discretionary licensing scheme.			
4.	Develop planning policy that support the regeneration aspirations for the area	Many properties in the renewal area don't readily lend themselves to occupancy by single households. Flat conversions are the only practical and realistic option for some properties but we need to control the quality to ensure that they aren't only attractive to the private rented market. We also need clearer guidance on densities and property types on sites being demolished and redeveloped and a clearer policy on the open spaces at the rear of properties	Develop planning policy to regulate quality standards which will be incorporated into Local Development Framework.  Develop planning policy to regulate densities for new build and refurbishment within the area.			
5.	Interventions on key sites	There should be targeted actions and clear plans for problematic sites within the designated area. This might include plans to buy HMOs and old guest house/hotels, tackle empty properties and derelict sites.  Including EDMOs using Council housing dept housing management.	Develop an Intervention Programme Cliftonville West with actions and timescales to tackle each site, including.  1 Identify and map sites, including residential, and commercial. 2 Identify required action/enforcement on each site 3 Carry out identified action/enforcement			

6.	Protect the quality of the built environment	Many areas of the renewal area contain properties of a distinctive and attractive character that if situated in other parts of the south east would be considered highly desirable. We need to protect the character of this area in the hope that it will attract high earning households to re-locate and invest in improving properties. Creating a conservation area would help to stimulate interest from prospective owner occupiers and will deter speculative landlords from investing in properties that have high maintenance costs and other restrictions	Work with English Heritage to carry out a Conservation Area Appraisal.		Appraisal complete Summer 2009	
7.	Improve the environment	Areas characterised by high deprivation tend also to have high levels of environmental abuse- littering- fly tipping etc. Improved waste services backed by high levels of enforcement and investment in amenity space and the street scene will help create an area in which households with higher incomes that are able to exercise choice will want to live	Target refuse services and enforcement action across the council at this area. ????			
8.	Focus investment and interventions in core area	While a range of activities are involved in the renewal process there is a danger that resources will be spread too thinly to make an impact. It is reasonable to concentrate certain high profile interventions such as property acquisitions in a core area where certain property types and tenures prevail	Should this be amalgamated with others?			
9	Market Cliftonville as a place to live	The area competes with other areas in attracting owner occupiers to relocate- e.g. Ramsgate and Whitstable. There is a need to counter the negative media coverage linked to the dole by the sea label that has attached to Margate in recent years	Develop and implement a marketing strategy for Cliftonville in partnership with Locate in Kent, etc.			

# Margate



## RENEWAL PARTNERSHIP

<b>Date:</b>	5 March 2009
<b>Item No:</b>	8
<b>Item Title:</b>	Dreamland/Sea Change
<b>Author:</b>	Derek Harding
<b>Purpose:</b>	For comment and approval
<b>Recommendation</b>	The Board is asked to provide comments on the report and delegate authority to a sub group to approve the final Sea Change proposal.

### 1. Introduction & Background

- 1.1 At the October Board meeting, Dreamland and the Theatre Royal were identified as priorities for applications for the Government's Sea Change programme.
- 1.2 A £30,000 feasibility study grant was approved for Dreamland in Wave 1. The feasibility Study was based on the 'Scoping Report' produced by the Prince's Regeneration Trust (PRT) with a budget of £180,000. The work focuses on the Heritage Amusement Park and Dreamland Cinema building.

### 2. The Feasibility Work

- 2.1 The feasibility work aims to produce a robust proposal that will form the basis of a large grant application under Wave 3 of the Sea Change programme.
- 2.2 The feasibility work involves producing designs (to RIBA Stage C), producing estimated capital costs and an outline business plan for the Heritage Park and Cinema. PRT was appointed to manage the project and co-ordinate the appointment of specialist consultants. A list of the key aspects of work is included in Appendix 1. The following consultants have been appointed:
  - Locum – Business Plan and Audience Development Work
  - Levitt Bernstein – Specialist Amusement Park Designer
  - Jean Marc Toussaint – Specialist Amusement Park Designer
  - Cyril Sweet – QS/Cost Consultant
  - Max Fordham,
  - Michael Barclay Partnership
  - Paul Gillierion - Acoustic, M & E and Structural Advice
- 2.3 The timetable for the project is set out in the Project Plan (Appendix 2). The key dates for this phase relate to the deadlines for the HLF first round submission (1<sup>st</sup> April) and Sea Change (30<sup>th</sup> April).

### **3. The Vision and Concept**

- 3.1 The overall vision for the site is to create a major cultural and visitor attraction in the heart of Margate, attracting over half a million visitors, creating several hundred new jobs and a catalyst for the rejuvenation of Margate's sea front.
- 3.2 **The Heritage Amusement Park** concept has been developed by the Dreamland Trust which envisages the country's first Heritage Amusement Park that would include a unique collection of some of the oldest and most important amusement park rides in the country. The rides would be restored, including the Scenic Railway, and installed as permanent structures set in a high quality park that would be open to the general public and paying visitors. The essence of the concept is captured in the strap line "a thrilling theme park from the past". An authentic traditional seaside amusement park experienced in its correct location. The proposed park could generate approximately 400,000 visitors per annum. (See Appendix 4)
- 3.3 **The Dreamland Cinema** – the original concept for the cinema proposed the restoration of the building to create Thanet's principal performance venue attracting high quality acts and their fans from across the UK and abroad. The project envisaged a multi-use venue capable of accommodating a varied programme including live music, cabaret, conferences, theatre and film. The original plan involved restoring the venue to one auditorium (2,200 seats) and complimentary uses in the first, ground and basement floors, (restaurants, interpretation, retail, exhibition space, and the entrance to the Heritage Park).
- 3.4 The consultants will present their initial findings on the audience development, design and business planning work. Both elements of the concept have proven to be challenging. The Heritage Park is unique and accurately defining the costs of restoration of the rides and the potential visitor numbers is difficult. The design of the Park has also thrown up some challenges for the wider site planning in particular, the proximity of the rides to the proposed residential.
- 3.5 The challenges posed by the Cinema building are also complex. The audience development work has demonstrated the limited market for a major venue (poor transport links, competition from other venues, lack of operator interest); in addition, the original design and layout restricts the options taking into account factors such as sightlines to the stage, the lack of back stage facilities, poor access for servicing, lack of basic facilities and poor wheelchair access. The solution to these issues, impose major costs to the project.

### **4. Costs & Funding**

- 4.1 The design, business plan and costing work are an iterative process and inextricably linked. The following estimated costs are based on basic design work and subject to change as the project develops.

Heritage Amusement Park - £9 million

Dreamland Cinema - £9 million - £15 million

The range of costs for the Cinema depend on the extent of restoration and scale of extensions. These will be explained in detail at the meeting. (These costs exclude contingencies and fees).



#### 4.2 The **potential funding package** for the breakdown as follows:

DCMS Sea Change	-	£ 4.0 million
HLF	-	£ 2.0 million
SEEDA	-	£ 0.6 million
Big Lottery	-	£ 0.3 million
Foundation for Museums	-	£ 0.4 million
Local Partners	-	£ 0.7 million
Section 106	-	<u>£ 4.0 million</u>
TOTAL		£12.0 million

We are also exploring other potential sources such as Assisted Area funding. The funding package does not include any contributions from potential occupiers or operators.

### 5. **Risks**

- 5.1 A summary of the main risks are set out in Appendix 3. At this stage, the key risks are the match funding and deliverability which are discussed in further detail.
- 5.2 The potential funding package (outlined above) is based on initial discussions with CABE, HLF, SEEDA and the landowners. These funding streams are all subject to individual applications and the timing of decisions vary which impose an inherent risk in the process. The land owner's contribution will be generated from the value of the 'enabling' development and secured through a section 106 agreement. However, in the current economic climate, this is unlikely to be realised for several years. Discussions have taken place with partners to explore a mechanism for providing 'bridge finance' for the landowner's contribution.
- 5.3 Deliverability – Match funding commitments and consents (planning and listed building) need to be secured by March 2010 to draw down the Sea Change grant. The Sea Change grant has to be spent by April 2011 (other funding can be spent after 2011).

The first stage HLF submission will include a request for additional resources for the next phase of detailed design work which is in the original Scoping Report, was estimated at approximately £420,000. The landowners will also be expected to part fund this work.

### 6. **Current Position**

- 6.1 The future work associated with developing design and business plan of the heritage park is relatively straight forward. There are on-going negotiations with the landowners on the extent of land take and the adjacent uses but we are confident an agreement can be reached. In relation to the Cinema, the estimated capital costs of the original concept and the level of operator interest pose some major issues in terms of viability and risk.
- 6.2 We are currently exploring how the project could be delivered on a phased basis. This could involve the Heritage Park, external restoration of the Cinema building and 'commercial' elements (i.e. the restaurants, bars, retail and exhibition space) of the Cinema implemented as Phase 1. The main Cinema fabric could be secured with minimal works. Phase 1 could include the restoration and re-opening of the Cinema auditorium as a live venue with minimal intervention. Phase 2 would deliver the original concept.

### 7. **Wider Site Proposals**

- 7.1 The landowners have been working on plans for the wider site and intend to submit a planning application later this year. At present, the plans include a mixture of retail,

restaurants, car parking and residential. KCC is undertaking work to estimate the costs of the proposed 'Dreamland' link road.

## **8. Ownership, Governance, Management**

- 8.1 A Memorandum of Understanding has been developed providing a framework for the existing partnership. This will include draft Heads of Terms for the future ownership, management and funding arrangements.
- 8.2 In summary, we envisage a long lease will be granted to a charitable trust. We need to explore further the delivery vehicle arrangements which could involve operating subsidiaries of the trust or lease agreements with commercial operators. As part of this process, we are examining State Aid regulations.

## **9. Contingency Plans for Sea Change**

- 9.1 There are a number of risks associated with the project and whilst we are confident that we will meet the funder's deadlines, we need to progress contingency plans for Sea Change. If we fail to submit, or if the bid is unsuccessful, officers recommend submitting a bid for Creative Margate under the Open Round in Wave 3 (deadline end of June). It should be noted that Sea Change is a capital programme and therefore would only be relevant to specific elements of Creative Margate e.g. workspace and public realm. Discussions have already commenced with ACE and EH on how this package could be developed.

## **10. Conclusion & Next Steps**

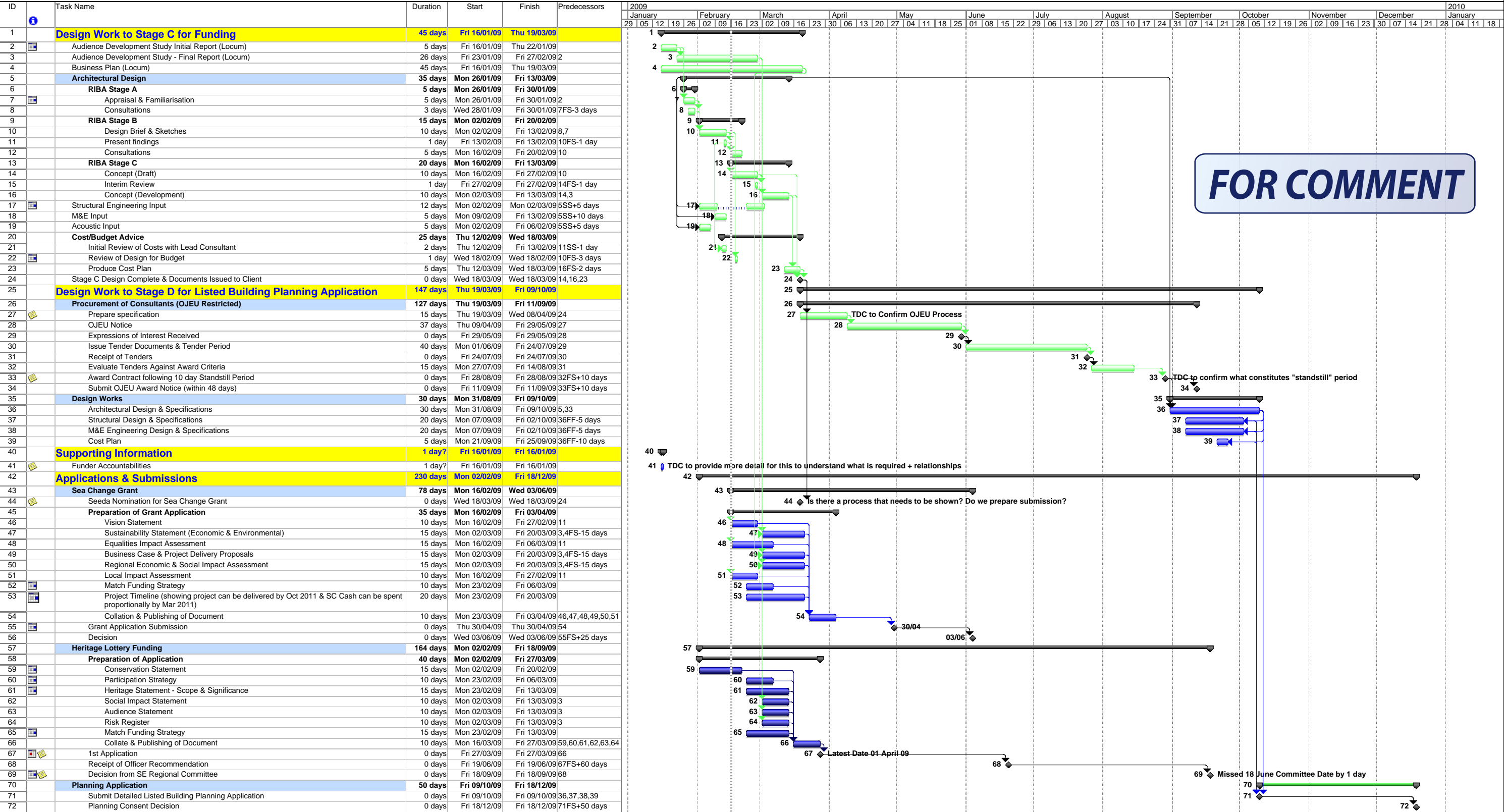
- 10.1 The feasibility work has allowed us to make significant progress on detailed proposals for Dreamland. The work has demonstrated the likely level of public investment that is required to bring the heritage components of the site back with productive use.
- 10.2 Wave 3 of Sea Change funding is the final round and presents a unique opportunity to secure the level of public investment funding required to deliver our vision. The project could form the first phase of the wider site development and a catalyst for the rejuvenation of the Margate sea front.
- 10.3 There is a significant amount of work still to be done. The detailed design work and business plan should be complete by the end of March for the first Round HLF application.
- 10.4 The Dreamland Project is overseen by a client group involving representation from the landowners, the Dreamland Trust, the Council, KCC, ACE, SEEDA and EH. It is recommended that a sub group of the Board meet with the client group before the end of March to review progress.

### **Appendices:**

- Appendix 1** - Feasibility Study Budget
- Appendix 2** - Project Plan
- Appendix 3** - Draft Risk Matrix
- Appendix 4** - Heritage Amusement Park – Summary Vision
- Appendix 5** - Invitation to Public Event

	<b>£ 000 est.</b>	<b>Supplier</b>
<b>a. Appointments based on quantum fees</b>		
Conservation Statement	18	PRT
Engineering – Cinema preliminary advice on acoustic, structure and mechanical & electrical *	25.64	Michael Barclay Partnership, Max Fordham, Paul Gillieron
Engineering – specialist advice on repair of Scenic Railway	0	to be procured by MTCRC (Campbell Reith Hill)
Public consultation on revised proposals	5	TDC
Engineering - flood risk & hydrology – to hand	0	already procured by MTCRC
Asbestos Type II Survey	0	already procured by MTCRC £9.7k
DDA Audit	0	already completed by MTCRC
Equalities Impact Assessment	0	Thanet DC
Audience Development Study (first stage: audience & catchment research, transport assessment, competition review) & Outline Business Plan*	30	Locum Consulting
Jean-Marc Toussaint design advice, lump sum to work with architects with special emphasis on layout of rides	3.5	Jean-Marc Toussaint
CDM as tendered	3.7	Levitt Bernstein
Governance. Management of incorporation of new trust/s and recruitment of trustees	5	PRT
<i>sub total</i>	90.84	
<b>b. Appointments based on scale fees and an indicative contract sum of £8m</b>		
Survey drawings of cinema and site – to hand	0	already procured by MTCRC
Conservation architect Cinema and layout of Amusement Park to Stage C as tendered	44.2	Levitt Bernstein
Initial cost advice from QS @1% x 10% *	8	Cyril Sweet Partners
<i>Sub Total</i>	52.2	
<i>Allowance for expenses</i>	15	
<i>work commissioned and expenses</i>	158.04	
Project Management Outline Feasibility Phase @ 10%	15.804	PRT
<i>Total for Outline Feasibility Stage</i>	173.84	

Revision 4 DRAFT FOR COMMENT



Risk Register

Risk Evaluation, Monitoring & Mitigation Framework

Dreamland - Risks Associated with Project Development Only

Client Group

Margate Town Centre Regenration Company (MTCRC)  
Margate Renewal Partnership (MRP)  
Dreamland Trust (DT)

Ref	Description of Risk	Consequence	Owner	Likelihood		Impact		Rating	Mitigation Methodology				
		Cost C Time T Fit for purpose F		HL L FL U VU EU	12 10 8 6 4 2	D S M L N	20 16 12 8 4	Red = critical Amber = high Yellow = med White = low	Tackle	Tolerate	Transfer	Terminate	
Project Development and Management													
1	Inability to secure and maintain all the requisite skills and experience (within the Client Group and Consultancy Team) required to develop the project effectively	CT	Client Group	U	6	M	12	72	✓				
2	Inadequate performance of the Client Group or Consultancy team with reference to internal and external communication, project management and the development of any requisite recovery plans	CT	Client Group	U	6	M	12	72	✓				
3	Change of management personnel within Client Group or Consultancy Team	CT	Client Group	FL	8	M	12	96	✓				
5	Unable to develop a viable operational model for the overall project (also see funding section below)	CF	Client Group	FL	8	D	20	160	✓				
6	Lack of availability of appropriate project management skills, both internally and externally	T	Client Group	EU	2	S	16	32	✓				
7	Failure to agree a compelling and workable vision, mission, objectives and values for the Theme Park	TF	Client Group	EU	2	S	16	32	✓				
8	Failure to agree a compelling and workable vision, mission, objectives and values for the Performance Venue	TF	Client Group	FL	8	S	16	128	✓				
9	Inability to communicate overall project vision effectively to potential partners, funders , other stakeholders and the general public	F	Client Group	U	6	S	16	96	✓				
10	Failure to ensure project momentum and continuity (e.g. departure or loss of key staff during key stages of development	T	Client Group	FL	8	S	16	128	✓				
11	Failure to agree on Theme Park site size and site boundary and conformity to TDC Planning Brief (51% of site)	CF	Client Group	U	6	S	16	96	✓				
12	Overall MTCRC Dreamland scheme is not delivered (retail and residential developments)	F	Client Group	FL	8	S	16	128	✓				
13	Departure from agreed project development timetable and failure to conform to grant funding timetable	CT	Client Group	FL	8	S	16	128	✓				
Funding and Financial													
14	Failure to develop and implement a realistic funding strategy (grant funding, enabling developemnt funding)	CTF	Client Group	FL	8	D	20	160	✓				
15	Lack of funding for further study and development work	T	Client Group	FL	8	D	20	160	✓				
16	Changing vision and priorities for Sea Change, HLF and other funding bodies	CT	Client Group	U	6	D	20	120		✓			
17	Impact of slow decision making from external funding bodies	CT	Client Group	U	6	D	20	120		✓			
18	Lack of funding for capital project requirements	C	Client Group	HL	12	D	20	240	✓				
19	Inability to develop a viable operational business model and secure requisite ongoing revenue funding	CF	Client Group	L	10	D	20	200	✓				
Design and Architecture													
20	Failure to integrate with and capitalise on opportunities presented by other developments in Margate	F	Client Group	U	6	S	16	96	✓				
21	Delays caused by archaeological / contamination finds and other 'discoveries' concerning the site	CT	Client Group	U	6	M	12	72		✓			
22	Failure to comply with national, regional and local planning policies	F	Client Group	VU	4	S	16	64	✓				
23	Unexpectedly high capital costs due to very specialised design requirements of either Theme Park or Cinema- high tech, highly flexible and scalable	C	Client Group	L	10	S	16	160	✓			✓	
24	Project becomes victim of unsuitable or poor architectural development process for Performance Venue	CTF	Client Group	EU	2	S	16	32	✓				
25	Poor or unsuitable Theme Park masterplanning	CTF	Client Group	EU	2	S	16	32	✓				
Communications													
26	Failure to develop an appropriate communications strategy	CF	Client Group	U	6	S	16	96	✓				
27	Missing opportunities to communicate with a wide range of potential market segments	F	Client Group	U	6	M	12	72	✓				
28	Adverse PR occurring for a wide range of reasons, including: *not considered to be best use of public land assets *failure to secure development and capital funding *failure to engage interested constituencies with the concept *failure to communicate project fit with regeneration agenda of Margate *major failure in project development process *failure to communicate a consistent and meaningful message about the project *failure to develop an effective Dreamland brand	CTF CT F F F F F F	Client Group Client Group Client Group Client Group Client Group Client Group Client Group Client Group	U L U U U U U U	6 10 6 6 6 4 6 6	S S S S S S S S	16 16 16 16 16 16 16 16	96 160 96 96 64 96 96 32	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓				
29	Theme Park and Performance Venue design compromised by seeking to satisfy too many opinions	F	Client Group	EU	2	S	16	32					
Market													
30	Profound changes in market economics and trends adversely effect Dreamland development e.g. banking crisis and housing market downturn	CTF	Client Group	HL	12	S	16	192	✓				
31	Competitor activity and someone else being 'first to market' for Heritage Theme Park	F	Client Group	VU	4	S	16	64	✓				
32	Increased competitor activity in mixed use performance venue market	F	Client Group	L	10	S	16	160	✓				
33	Risk of some project components not being market / demand / commercially orientated (e.g. Youth Cults concept)	F	Client Group	FL	8	S	16	128	✓				
34	Failure to deliver engaging and appropriate programmes and failure to build an audience for either the Theme Park or Performance Venue	F	Client Group	FL	8	S	16	128	✓				
35	Changing consumer preferences and demand which project fails to respond to	F	Client Group	U	6	S	16	96	✓				
Governance, Management and Partnerships													
36	Failure to agree on a common vision, objectives, priorities and direction	T	Client Group	U	6	S	16	96	✓				
37	Ineffectiveness of client group due to competing interests or the dominance of one or more members	F	Client Group	FL	8	S	16	128	✓				
38	Failure to engineer effective leadership regime / project management	F	Client Group	U	6	S	16	96	✓				
39	Failure to establish an effective vehicle for ongoing management of Theme Park or Performance Venue	CTF	Client Group	U	6	S	16	96	✓				
Miscellaneous													
40	Adverse macro impacts banking /stockmarket crisis terrorism general economic meltdown	C CT CT	Client Group Client Group Client Group	L EU L	10 2 10	S D S	16 20 16	160 40 160		✓			

Key

Likelihood: HL - highly likely, L - likely, FL - fairly likely, U - unlikely, VU - very unlikely, EU - extremely unlikely



## **Dreamland, Margate: A Thrilling Theme Park from the Past**

### **Summary Vision**

The Save Dreamland Campaign launched its proposals for the Dreamland Heritage Amusement Park on 30 April 2007.

The Campaign launched its previous Vision for Dreamland - 'I Dream of Dreamland' - in March 2005, which showed a Concept Plan of how Dreamland could look if acquired by one of the theme park operators interested in taking on the site. This plan was backed by Southend's Adventure Island Theme Park, one of the operators vying to take over the park.

Following a series of meetings with Thanet District Council and the Margate Renewal Partnership (MRP) between January and April 2007, the Campaign developed the concept of a Heritage Amusement Park for Dreamland, based around the listed Scenic Railway.

Our vision for the world's first Heritage Amusement Park would be to include some of the remaining examples of Britain's amusement park heritage - many of the rides being rescued from parks that have recently closed down - in a high quality park-like environment around the Scenic Railway. The listed Cinema building would also be brought back into use with rides, shows, bars, restaurants and an amusement park/seaside heritage museum.

This will not be a collection of gentle old travelling fairground rides like the Fairground Heritage Centre in Devon, which is a fantastic tourist attraction in its own right. Dreamland Heritage Amusement Park will be a recreation of a large, thrilling permanent seaside amusement park - most of the rides will be permanent built structures and are generally much larger than travelling fairground rides. Seaside amusement parks of the past (Southend's Kursaal, Blackpool Pleasure Beach, Margate's Dreamland, Barry Island Pleasure Park, Belle Vue, etc), featured rides which were no smaller than the white knuckle rides of today. In fact, if anything, they were often bigger structures. Many were equally as thrilling. Most roller coaster experts consider the Bobs roller coaster at Manchester's Belle Vue (demolished in 1971) to have been the most 'white knuckle' ride ever constructed in this country. Through the last century wooden rides were eventually replaced by steel rides and seaside amusement parks were in some ways replaced by inland theme parks, with one or two notable exceptions. Dreamland Heritage Amusement Park will bring back the spectacular seaside amusement park of the Twentieth Century.

Dreamland Heritage Amusement Park's Unique Selling Point is effectively a "thrilling theme park from the past". An authentic traditional seaside amusement park experienced in its correct location.

The Campaign has carried out some initial feasibility work on the viability of the project and commissioned theme park designer Jean-Marc Toussaint to produce a new Concept Plan for the site showing how the park could look, based on an initial site area provided by Margate Renewal Partnership. The Plan shows a potential selection of vintage

amusement park rides of the type that could operate at the park, including those rides that have already been acquired for the project.

The Campaign sees funding from the developer of the remainder of the land within Dreamland (Section 106 funding as part of the planning permission for the redevelopment of the remainder of the site), along with other grant funding, as critical in delivering this attraction. The Save Dreamland Campaign has set up The Dreamland Trust, which will play a key role in delivering the Heritage Amusement Park project. We believe that this is the best option to secure the future of the Grade 2 listed Scenic Railway and for the distinguished history of the park to be recognised. It is also the best way to rescue the historic amusement rides that will be lost following the closure of a large number of Britain's seaside amusement parks over the past few years. It is an ideal way of safeguarding and preserving the UK's amusement park heritage at this critical time. The Trust has negotiated the 'rescue' of a small number of threatened vintage rides, most of which are now in storage in various locations. In some cases, these represent the last surviving examples of their type. The Dreamland project should capture the public's imagination and will also undoubtedly play a pivotal role in the regeneration of Margate, creating a contemporary and unique living museum.

Initial feasibility work undertaken by the Save Dreamland Campaign and by independent consultants suggests that the project will be viable. In terms of its likely draw, the park would certainly pick up the 'casual' family day tripper to Margate, who will use the park in the same way that they have done for the past 80 to 90 years. Note that, according to Visit Britain statistics, Dreamland attracted 680,000 visitors in the 2002 season, the last season for which figures are available (reference: Visits to Visitor Attractions 2002 - Visit Britain and Insight Division, June 2003). The people who are visiting Margate as opposed to Dreamland will be a fairly reliable baseline income for the operation because the rides presented there will be bigger and better than rides that have been seen on the park since the late 1990s. We do not see why fewer Margate visitors will visit Dreamland Heritage Amusement Park than they did when the park was operating in 2002. This, in our view, reduces some of the risk of the project. The 'heritage' marketing would then widen the catchment and visitor to the sort of people who perhaps would not have previously visited – nostalgia, enthusiasts, grandparents with grand children. These would be a bonus, and it is this area that is really untested, being the BCLM/Beamish market.

Further ongoing feasibility work on the project is ongoing as part of MRP's successful Sea Change bid.

We believe this proposal to be right for Dreamland and hugely beneficial to Margate as a tourism destination. We are confident that this is a realistic proposal, which should attract hundreds of thousands of visitors to Margate every year.

## **The Concept Plan**

The Concept Plan has been designed by Jean-Marc Toussaint, the man behind our original 'I Dream of Dreamland...' plan. It demonstrates that the Heritage Park can be accommodated within approximately 7 acres, the exact location to be determined at a later date. We hope that JMT can continue to be involved in this project as his expertise is highly specialist.

The Campaign has consulted with its own members on the Heritage Park concept, and the response has been overwhelmingly favourable.

## **The Acquired Rides**

Full details of each of the rides listed below is contained in the document: 'Report on Vintage Rides in Storage at Dreamland, Margate (August 2007)', produced for MTCRC last year, or on the web page:  
[www.joylandbooks.com/scenicrailway/heritageamusementpark.htm](http://www.joylandbooks.com/scenicrailway/heritageamusementpark.htm).

Name	Source	Current Location
Caterpillar	Pleasureland, Southport	Dreamland
Chairlift (Cableway)	Pleasureland, Southport	Dreamland
Ghost Train/Journey into Space	Pleasureland, Southport	Dreamland
Flying Scooters (Mistral Flying Machine)	Pleasureland, Southport	Dreamland
Wild Mouse (King Solomon's Mines)	Pleasureland, Southport	Dreamland
Meteorite (Sandstorm)	Pleasureland, Southport	Dreamland
River Caves – boats and mechanical parts only	Pleasureland, Southport	Dreamland (water wheel mechanism still in situ at Pleasureland)
Fun House machines	Pleasureland, Southport	Dreamland (moving stairs still at Pleasureland)
Water Chute – trains and mechanical parts only	Ocean Beach, Rhyl	Ramsgate Port – TDC depot
Mirror Maze	Pleasureland, Southport	Pleasureland, Southport
Haunted Swing	Pleasureland, Southport	Pleasureland, Southport
The Whip	Blackpool Pleasure Beach	Dreamland

### Wish List

**Red:** High Priority

**Yellow:** Medium priority

**Green:** Low Priority

Name	Current Location	Priority
Corbiere Ferris Wheel	In storage, Blackpool	High – unique 1950s wheel rotates around horizontal and vertical axes
Scenic Railway trains	Budapest	High
Gallopers	Rundles	High – every major park had one!
Miniature Railway	Preston Steam Services	High – use original loco Billie
Helter Skelter	Ride offered by Loudoun Castle now sold. Ideally source another.	High – Dreamland almost always featured a traditional helter skelter. Try Rundles?
Junior Whip	Blackpool Pleasure Beach	High – companion to adult Whip. Currently being dismantled.



Tumble Bug	Chippewa Lake, Ohio	Medium – featured in Dreamland but costly import/restoration
Train Ride	Loudoun Castle	Medium – ex-Southport and the best surviving example.
Rotor	Rundles	Medium
Ghost Train	In storage, Rhyl	Medium – original 1950s track, trains and effects.
Toy Set	Barry Island Pleasure Park	Medium – filler ride, but representative.
Kiddies Juvenile	In storage, Rhyl	Medium – 1930s ride
Train Ride	In storage, Rhyl	Low – second best example after Loudoun's.
Ghost Train effects	Children's Village, Rhyl	Low – original effects available for £200
Haunted Mine Dark Ride	Barry Island Pleasure Park	Low
Jungle Ride	Barry Island Pleasure Park	Low
Train Ride	Barry Island Pleasure Park	Low – superior ride at Loudoun Castle

Of the rides already secured, we still need to make arrangements get the Haunted Swing and Mirror Maze out of the building at Southport Pleasureland when the asbestos roof is removed. Once Norman Wallis has vacated the site, we need to remove the remaining Fun House machines and River Caves parts.

Of the rides not yet secured, the highest priority is the Ferris Wheel, Gallopers and a helter skelter to ensure the park rescues last surviving examples of types of rides and/or includes essential traditional amusement park rides.

### **How do we get hold of the remaining rides?**

For medium and high priority rides above:

Ghost Train/Kiddie Juvenile: Via Harold Robinson, who has moved his Ocean Beach (Rhyl) rides to a brand new site in Ffrith Beach. Mobile: 07970 227603

Corbiere Ferris Wheel: From Richard Ryan, Blackpool Illuminations Manager. Mobile: 07796 994656

Gallopers and Rotor: From Rundles. Tel: 01205 480431

Train ride: From Loudoun Castle. Speak to Henk Bembom, Tel: 01563 822296

Ghost Train effects: £200 from Noah Robinson in Rhyl. Tel: 01745 355338

## **Content of the Park**

In addition to rides, we would like the Heritage Amusement Park to include a National Amusement Park Museum, featuring the national and international history of amusement parks. The idea being that visitors would learn about the history of amusement parks, in an interactive museum, then would step into Dreamland and experience living history.

The park would also include retailing, cafes, kiosks, sideshows, etc.

The rides will take up approximately a third of the Amusement Park area. The remaining land will either be walkways, queue lines or landscaping. Approximately one third of the Amusement Park should be 'green'. This can be seen on the June 2007 Concept Plan.

There will need to be food and drink kiosks, as well as a restaurant and small retail (souvenir) units. There will also need to be sufficient land for outdoor seating and picnic areas.

The lower ground floor of the Cinema could include (in addition to being the main entrance to the park) the National Amusement Park Museum, the Fun House (i.e. the location in which the original Southport Fun House machines would be operated – this could be a year-round covered play area, which could be hired for children's parties) and a café.

In terms of landscaping, we would support an approach similar to that shown on the June 2007 Concept Plan. However, it may be necessary to have more areas of hard standing and less landscaping to reduce maintenance costs. We envisage each ride being 'built in' to the landscape, with raised queue areas, walls, fences, etc.

Potentially there could be an area/areas within the Amusement Park where additional rides could be added, should they become available. Alternatively, every few years a ride could be replaced, but only where the ride has no direct historical link with Dreamland, and where a new location can be found.

The park should, in our opinion, be free entry. That way, you can maximize footfall into the park and use of retailing and food/drink. Rides could be either by purchase of tickets or by 'unlimited ride' wristband, depending on how long people want to stay. This method generally works best in seaside resorts, where people may only come into the park for a short period and would not wish to pay an entrance fee. This would not harm the park's educational role, with older people who just want to see the rides and have a cup of tea, being able to enter and use the park for free. Those wishing to spend a day would not be disadvantaged, as they could buy wristbands and enjoy the park as if it were a 'pay-one-price' theme park. With this arrangement, the park could operate a dual role – as a museum and a fun family day out.

There should also be a pay per ride option. However, payment would not be at the ride itself. To keep costs down (and for security reasons), payment should be via the purchase of tokens, which would be sold from a number of kiosks in the park.

The museum probably should include an admission charge, and would be separate to the Amusement Park.

Extra features should be provided at each ride such as an information board/zone to illustrate the heritage of the ride and its justification for inclusion. That is an important part of the experience, and the educational role of the park.

## **Other Issues for Consideration**

Security is going to be an important factor. It will not be possible to leave the park open to the public when it is not operational. The site will therefore need to be fenced and secured out of hours. This will need to be carefully designed, although there are some good examples of urban amusement park security.

Maintenance is another issue. The park should be designed to have at least one workshop/maintenance area. The design should also allow maintenance vehicles (and emergency services) to access each ride and FaB unit. Also issues such as storage of waste.

We quite like the idea of the chairlift going out onto the promenade and across the road to advertise the existence of the park.

We also support the idea of a viewing area/amphitheatre in the 'Gap' on the frontage where people can look down over the park before going in.

We also support the idea of a striking viewing tower, echoing Portsmouth's Spinnaker Tower (although presumably on a smaller scale). If the budget needs to be cut, it is possible to acquire viewing towers, with rotating platforms, from manufacturers, such as the Huss 'Sky Tower', Chance Morgan 'Observation Tower', Intamin 'Super Gyro Tower', Pax 'Viewing Restaurant Tower', Premier Rides 'Observation Tower', or Vekoma 'Sky Shuttle', any of which would be pretty unique in this country (only Rhyl has a rotating observation tower). Brochures can be provided.

## **Key Documents**

Ride Availability, Concept Plan and Business Plan (The Dreamland Trust, May 2007)

Concept Plan (The Dreamland Trust, June 2007)

Report on Vintage Rides Currently in Storage at Dreamland (The Dreamland Trust, August 2007)

SUNDAY 15<sup>TH</sup> MARCH



7:30 - 11:30PM

# I DREAM OF DREAMLAND



THE SUGAR LOUNGE  
WEST COAST ENTRANCE  
KING STREET  
MARGATE



★ COME ONE ★  
★ COME ALL ★

Photo by kind permission of National Fairground Archive, The University of Sheffield

# Margate



## RENEWAL PARTNERSHIP

<b>Date:</b>	5 March 2009
<b>Item No:</b>	10
<b>Item Title:</b>	Progress Report
<b>Author:</b>	Derek Harding
<b>Purpose:</b>	For Information
<b>Recommendation</b>	To approve

### 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 Red and Amber projects.

Ref	Project	Status	Action
MRP 1	Dreamland	Amber	<ul style="list-style-type: none"> <li>Work is progressing well on the feasibility study for the Heritage Park and Cinema. This package would include repairs to the Scenic Railway and Cinema.</li> <li>EH has provided written advice to the Council on the options for securing the repairs if the current plan fails. This advice will be circulated as a confidential paper at the meeting.</li> </ul>
MRP2	High Street	Amber	<ul style="list-style-type: none"> <li>The review of the site development brief is on hold pending the production of a new framework for the town centre. This work is taking longer than originally envisaged and it is unlikely that the new framework will be produced until the end of summer 2009. In light of the delays, current economic climate and the possible vacation of Turner by the end of 2009, it is imperative that a medium term plan is developed.</li> </ul>
MRP8	The Lido	Amber	<ul style="list-style-type: none"> <li>Minmar (762) Ltd (main shareholder is Jane Deblik of Paigle Properties) has gone into administration. The administrators are awaiting the outcome of their pre-application negotiations with the Council on their redevelopment plans before reporting to the bank.</li> <li>Awaiting report from administrators</li> </ul>

MRP10	Parking, Access & Movement – College Square	Amber	<ul style="list-style-type: none"> <li>The Parking Strategy for the town centre is reliant on improvements to the College Square Car Park which is owned by Somerfield. The Somerfield Group has been taken over by CWS Ltd within the last few months. The take over has resulted in a break down in communication and there is concern about the feasibility of delivering any substantial improvements before the opening of Turner Contemporary in 2011. A full report on the PAM Action Plan will be brought back to the Board at the next meeting with an options report for College Square.</li> </ul>
-------	---	-------	---

## Appendix 1 – Progress Report



# Progress Report

**March 2009**

## **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. The projects have been adopted from the Margate Futures Action Plan (produced by BBP for MRP in 2005) and Thanet Council's Neighbourhood Renewal Area Strategy (2004). 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 sectors, engaging the community in the renewal programme and delivering employment opportunities.*

## Progress - March 2009

<b>Key</b>	<b>GREEN</b>	= Progress is progressing to time-scale. Funding is secured
	<b>AMBER</b>	= Project is progressing but some difficulties have been encountered/ Action Plan in place to rectify problems.
	<b>RED</b>	= 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
<b>STRATEGIC ACTION 1 - PLACE MAKING, PLACE SHAPING</b>					
MRP1 <b>AMBER</b>	Dreamland	English Partnerships	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"> <li>- A Section 55 Notice issued to reclaim costs for new fence. Landowners have appealed.</li> <li>- Advice sought from EH &amp; DCMS on options and implications for Repairs Notice.</li> <li>- Work has commenced on the Sea Change feasibility Study. Report to be produced by end of April.</li> <li>- Negotiations continuing prior to submission of planning application for comprehensive development in accordance with approved Planning Brief, hampered by present downturn in the development market.</li> </ul>	<b>Approx £12m - £15m (Bids to be submitted)</b>
MRP1A <b>GREEN</b>	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"> <li>- Planning brief approved by Council on 9 October. Pre application negotiation with developers underway. Application expected approximately September 2009.</li> <li>-</li> </ul>	<b>Private Funding</b>
MRP2 <b>AMBER</b>	High Street	Thanet District Council	Redevelopment of a key town centre site. 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.	<ul style="list-style-type: none"> <li>- 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. To inform the M &amp; S brief, Thanet District Council are also looking at the wider planning strategy for the Town Centre, building on the Tibbalds report and the Locum work amongst other things.</li> <li>- The Board will be updated by Thanet's forward planning officer on the thinking behind this revised town wide strategy. In the meantime, partners are exploring a number of opportunities to find further temporary occupation for the M &amp; S unit.</li> </ul>	<b>£6.5m</b>
MRP3 <b>GREEN</b>	Queens Arms Yard	Thanet District Council	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.	<ul style="list-style-type: none"> <li>- Meetings have been held with Orbit Housing to discuss land values and how to make the project work.</li> <li>- Orbit is keen to continue with the project's residential component, with TDC to manage the commercial element.</li> <li>- It has been agreed with the architects and Orbit's agents that a revised design will be put forward which will strongly rationalise the current design and improve the financial considerations to make the scheme more viable. The architect is currently carrying out these redesigns for further discussions with Orbit. It is likely that these rationalisations will make it easier for the project to carry it out.</li> </ul>	<b>£2.5m (Private/ Public Funding)</b>



				GOSE have been informed of the current process and are satisfied.	
MRP4 <b>GREEN</b>	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"> <li>- Section 215 Notice served on owners of Arcadian and Fort Road Hotel. Arcadian owners have agreed to progress a scheme for refurbishment and extension. Meeting with Fort Road owners has resulted in agreement to see if planning application for redevelopment can be covered by KCC funding, to enable the problem of the present eyesore building to be addressed.</li> </ul>	<b>Private Funding</b>
MRP5 <b>GREEN</b>	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"> <li>- Very good progress continues to be made with the project.</li> <li>- Good progress is being made on the building contract with the site establishment now completed, utility diversions being well advanced and piling works making good progress</li> <li>- 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).</li> <li>- The Turner Contemporary trust is established and a Charity Commission application has been submitted. The trust has established a number of sub-committees to review different parts of the organisation.</li> </ul>	<b>£17.4m</b>
MRP6 <b>GREEN</b>	Rendezvous & Winter Gardens	Kent County Council	The aim of this project is to develop the remainder of the Rendezvous site within the same timescale as the gallery and in conjunction with the Winter Gardens for mixed-use scheme.	<ul style="list-style-type: none"> <li>- Work on the development of a scheme based upon Gleeson's original proposals is progressing with the intention that a planning application is brought forward, after a period of consultation, in the summer. Discussions about possible relocation options are taking place with the RNLI and the Yacht Club is also being kept informed of progress.</li> <li>- The Yacht Club has moved to a new, purpose-built temporary dinghy park on the Rendezvous site just to the east of the RNLI building</li> <li>- As part of the Turner preparatory work, foul drainage provision for the mixed-use development has been made across the Rendezvous site to avoid later disturbance to the Turner build and the surrounding public realm.</li> <li>- The decision on when the development opportunity is to be re-advertised will depend upon the state of the market but, if interest in the hotel development is maintained, it is hoped that this will also take place during the summer.</li> </ul>	<b>Private Funding</b>
MRP7 <b>GREEN</b>	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"> <li>- Report awaited from administrators.</li> </ul>	<b>Private Funding</b>
MRP8 <b>AMBER</b>	Lido	Thanet District Council	Mixed-use scheme for residential, leisure, hotel and retail. Pre application scheme involves 450 –	<ul style="list-style-type: none"> <li>- Report awaited from administrators.</li> </ul>	<b>Private Funding</b>

			500 residential units and 200 bed hotel.		
MRP9 <b>GREEN</b>	Public Realm Programme	Thanet District Council	To commission and produce a Margate Public Realm Implementation Plan that establishes a strategic framework and opportunities for practical applications for delivering some high quality spaces and public art interventions.	<ul style="list-style-type: none"> <li>- Report to October Board on concept designs. Agreed to focus next phase on 'western gateway', station approach and 'quick wins' for seafront.</li> <li>- Project underway working with Network Rail to refurbish station building and landscape parking area.</li> <li>- Project underway to re-landscape Marine Gardens</li> <li>- Seafront plan being developed</li> <li>- Working with Turner C. to co-ordinate landscaping/public realm in locality of the new building</li> </ul>	<b>£74,000</b>
MRP10 <b>AMBER</b>	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"> <li>- Working group merged with Public Realm Group to integrate activity on Action Plan.</li> <li>- Design work focused on design for Dreamland Link Road to inform MRP1.</li> <li>- Link up with Old Town Action Group to develop local parking management scheme.</li> </ul>	<b>£70,000</b>
<b>STRATEGIC ACTION 2 – INVESTING IN KEY SECTORS</b>					
MRP11 <b>GREEN</b>	Creative Margate	Thanet District Council	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. Short term: a two year action plan to improve the creative offer to maximise the impact of Turner Contemporary.	<ul style="list-style-type: none"> <li>- The draft 10 year Creative Margate Vision and the two year action plan presented to the Board, Dec 08.</li> <li>- Funding secured for a six month Interim Project Manager. Manager commenced in Feb 09, supported by a six month p/t secondment of Thanet District Council's Arts Development Officer.</li> <li>- Delivery Group focussing on finalising the two year action plan, securing resources for key priorities. Joint agenda of supporting actions and funding being prepared by English Heritage and the Arts Council S.E.</li> </ul>	<b>£200,000</b>  <b>2 years funding to be secured</b>
MRP12 <b>GREEN</b>	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"> <li>- The business plan of the Theatre Royal Margate proposes expansion involving acquisition of No. 19 Hawley Square. TDC is negotiating with Orbit Housing (owners of No.19) to secure the building. A feasibility study is required to develop plans and costings.</li> </ul>	<b>To be secured</b>
MRP13 <b>GREEN</b>	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"> <li>- With partners, the Council will be looking at revising this taking into account the consultation outcomes of the East Kent Sustainable Community Strategy and the Council's Vision.</li> <li>- The Action Plan will include delivery already taking place by partners with guidance from the Council on direction and where more support is needed.</li> </ul>	
<b>STRATEGIC ACTION 3 – HOUSING RENEWAL</b>					
MRP14 <b>GREEN</b>	Housing Renewal Plan	Thanet District Council	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	<ul style="list-style-type: none"> <li>- East Kent Partnership Agreement for RHB schemes signed.</li> <li>- Managing Agent for RHB energy efficiency programme selected. Due to be operational from January 2009.</li> <li>- HB advised govt. have to scale back 'in principle' South East funding for energy efficiency programme. TBA of changes Jan/Feb 2009.</li> </ul>	<b>To be secured</b>

			businesses.	<ul style="list-style-type: none"> <li>- Enforcement liaison contributed to 'voluntary' closure of 10 unit HMO in Cliftonville West.</li> <li>- On-going progress with RSLs re. Opportunities for various sites for social housing.</li> <li>- Still waiting for KCC Reward monies re. Empty Homes Initiative.</li> <li>- Global economic and housing market impact on current objectives of Housing Renewal. Thus revised Housing Renewal Strategy being drafted. First draft going to first Housing Renewal Strategy Steering Group meeting on 26 February 2009.</li> </ul>	
<b>STRATEGIC ACTION 4 – SUPPORTING VIBRANT &amp; COHESIVE COMMUNITIES</b>					
MRP15 <b>GREEN</b>	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"> <li>- SSCF Programme Board reviewed outputs for 08/09 and approved £167k funding for 11 service level agreements in 09/10. Match funding of £163k secured. Further details on 2 SLAs are to be provided – future decision to be made.</li> <li>- Kent Refugee Migrant Support Group secured funds from a KCC Councillor for a week of dance and music workshops for young people.</li> <li>- Project Engage now running pilots to address gaps in youth services identified through consultation with young people, their families, &amp; youth services.</li> <li>- PCSOs running football activities on Saturdays.</li> <li>- All SSCF services delivering against outputs, many over-achieving targets.</li> </ul>	<b>£3.7m</b>
MRP16 <b>GREEN</b>	Working with the Voluntary and Community Sector	Thanet District Council and Margate Renewal Partnership	To co-ordinate partner activity to engage local people and work with the voluntary and community sector.	<ul style="list-style-type: none"> <li>- See SSCF MRP15.</li> <li>- BURAs short-listed Dalby Square project for Community Awards, with nomination from SSCF.</li> <li>- SSCF Team attended TVCS Forum and local groups in SSCF wards.</li> <li>- Attending GOSE and Kent District Migration and Community Cohesion network.</li> <li>- A networking event was held for SSCF funded outreach posts, and invited stakeholders, to share knowledge and practice on how to engage with EU Migrants.</li> <li>- A Community Day for local residents was held by St Paul's Community Centre.</li> </ul>	
MRP17 <b>GREEN</b>	Delivering Training and Employment Opportunities	Margate Renewal Partnership & Thanet District Council	Support Thanet Works by delivering training and employment opportunities through MRP partners and major developments.	<ul style="list-style-type: none"> <li>- Through the Thanet Work's programme and using local knowledge the Council will be directing resources that will make the most impact in the current economic climate. The Council's Economic Development function will be looking at the Working Neighbourhood Funds to deliver support and guidance to businesses that will in turn deliver employment opportunities, whilst encouraging businesses to train employees.</li> <li>- This work cuts across the whole of Thanet, however with have an impact on the key wards employment levels.</li> <li>- Inward investors such as Thanet Earth are already working with the Council and Jobcentre Plus to encourage those who are unemployed to get back into work; open days are to be held at the Margate Jobcentre.</li> </ul>	<b>To be secured</b>

OTHERS					
MRP18 <b>GREEN</b>	Programme Evaluation	Margate Renewal Partnership	Study to assess the impact of the MRP Programme	<ul style="list-style-type: none"> <li>- 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.</li> </ul>	<b>£25,000</b>
MRP19 <b>GREEN</b>	Communications Action Plan	Margate Renewal Partnership & Thanet District Council	Promoting the working of the Partnership and raising awareness.	<ul style="list-style-type: none"> <li>- Exhibition and promotional leaflet to be produced by June 09.</li> <li>- Website under review and to be updated.</li> </ul>	

# Margate



## RENEWAL PARTNERSHIP

<b>Date:</b>	5 March 2009
<b>Item No:</b>	11
<b>Item Title:</b>	Programme Director's Report
<b>Author:</b>	Derek Harding
<b>Purpose:</b>	For Information
<b>Recommendation</b>	To note.

### 1. Introduction

- 1.1 The following report provides Board members with an overview on programme activity; wider policy and contextual developments not covered elsewhere on this agenda.

### 2. Strategic and Policy Context

- 2.1 SEEDA's Framework for the Coastal South East was published last year and as part of the delivery process, SEEDA committed to bring coastal partners together on a regular basis to review progress and provide updates. The first meeting of this group was held in Eastbourne in January 2009, chaired by SEEDA's Executive Director, Paul Lovejoy. The discussion at the meeting covered SEEDA's Corporate Plan and the impact of the recession on the South East Coast. Margate, and specifically Turner Contemporary, featured highly as a major initiative for SEEDA in the coastal region.
- 2.2 At a national level, MRP is involved in the RDA Coastal Network, the BURA Seaside Network and the Coastal Communities Alliance. Sharing information, intelligence and good practice is the main focus of all three organisations and Margate continues to receive good profile at these meetings.
- 2.3 MRP hosted an HCA training event in February. The event, which was run by BURA, involved HCA staff from the South East, South West and central offices. It is hoped that the event which included a tour and workshop discussion, has assisted in developing our relationship with the new organisation and in particular, the Investment Managers with responsibility for Margate. Following the workshop in Margate, a number of delegates including TDC and MRP staff, travelled to Westminster for another BURA facilitated event on housing challenges in Coastal towns. TDC's Strategic Housing Manager gave a presentation at the event and there was significant interest in the housing model that we are currently developing.

### 3. Local Developments

- 3.1 In January, the Thanet District Council Regeneration Service was subject of an inspection by the Audit Commission. This included interviews with key staff and MRP partners and a

tour of the Margate Renewal area. The initial report is expected by the end of February and an update will be given at the meeting.

- 3.2 The Old Town Objective 2 programme completed on 31<sup>st</sup> December 2008. We are currently completing the administrative tasks and preparing for an audit by GOSE on 4<sup>th</sup> March. As part of the end of programme arrangements, a promotional summary will be produced to work the end of the programme.
- 3.3 Margate Renewal is a UK partner in an Interreg bid (with Dover and Hastings) called Coastal Treasures. If successful, we will be awarded £127,000 Euros towards architectural lighting, an architectural audit and heritage trail promoting 'seaside' architecture and heritage. A decision on the bid is expected in June 2009.
- 3.4 The Groundwork Trust has established a new Development Officer post for Coastal Kent. The creation of the post is in part a response to discussions over the last 12 months and also recognition of the opportunities that exist in the area. The post will cover the east Kent/ coastal Kent area with an initial focus over the first 12 months on Margate and Dover. Rachel Noxon, who has been appointed to the position, will have a part time base in the MRP offices. Groundwork has a wealth of experience in delivering community led programmes, including environmental projects and employment initiatives and youth programmes.
- 3.5 Phase 1 of the Thanet Works (WNF) programme funding was recently announced with up to £1m available to support employment and training initiatives (see Appendix 1). This phase of funding aims to support and test innovation and new approaches. Thanet Works is encouraging collaboration between partners and seeking to support co-ordinated and joint approaches (as opposed to a number of small projects led by different agencies). We are intending to support a bid (as part of Strategic Action 4 of the MRP Plan) which if successful will provide resources to undertake development and partnership work to build a major employment and training programme. We are anticipating that Groundwork will be involved drawing on their employment and training experience and expertise from elsewhere.

#### **4. Economic Down Turn and Impact on Margate**

- 4.1 The current economic climate has already begun to have a significant impact on the area and the MRP Programme. A number of key developments have been affected such as:
  - the Rendezvous site (developer withdrawn);
  - the former M&S project (site marketing on hold);
  - the Lido and Sea Bathing (developer in administration);
  - Dreamland – (sale of site to Paigle Properties fell through in mid 2008).

The plans from these sites are all under review and it is unlikely that development will commence within the next two – five years. MRP has an important role in over this period e.g. developing alternative short-medium term plans, securing public sector investment and delivering of infrastructure as a first phase for development.

- 4.2 Whilst the town has witnessed the closure of a number of retailers over the last few months – Adams, Woolworths and Peter Newman (Shoe Shop) - confidence in the town, especially the Old Town, has remained relatively good. Undoubtedly, this is in part, due to the 'Turner effect' but also the level of public investment through the ERDF and THI Schemes.
- 4.3 The SEEDA research study (see Item 4) will provide us with some insight into the potential implications and opportunities of the down turn. This will include exploration of the

opportunities for culture and creativity in terms of short term uses, community cohesion, and innovative business practices.

- 4.4 At present, there is very little data at a local level that can provide a regular clear picture of economic performance. KCC produce an annual Town Centre Survey which is due to be published in April. This is a very useful report but only provides an annual snapshot. As such, we have approached TDC and KCC to assist with providing a regular Board report on economic performance.

## **5. Communications, Publicity and Events**

- 5.1 Recent publicity has included a major article in the February edition of Coast Magazine, featuring on our cultural regeneration plans and specifically the views of Ann Carrington (local artist responsible for the Shell Ladies). Locally, press attention has focussed on the activity around Dreamland.
- 5.2 Finally, we intend to produce a 'glossy' leaflet and display for MRP. The display will be a 'permanent exhibition' possibly sited at the Droit House and/or the Gateway building.

## **Appendix 1 – Thanet Works Guidance.**

### 1. Working Neighbourhoods Fund

The Government has announced the introduction of the Working Neighbourhoods Fund (WNF). This fund is focussed on raising the aspirations of local communities and employers. Central government is expecting to see new and innovative approaches to tackling barriers to employment, and to get people off benefits and into training and work. Government focus is on the following outcomes:

- Reduction in working age people on out of work benefits.
- Proportion of population 19+ qualified to at least a Level 2.
- Reduction in the level of 16-18 year olds, those not in education, employment or training (NEETs).
- Adult learners achieving a National Qualification at Level 1 in Literacy.

(See Appendix for formal definition of the Kent Agreement 2 targets and the 9 national indicators adopted by the East Kent Local Strategic Partnership).

### 2. Thanet Works

The WNF will be known locally as *Thanet Works*. *Thanet Works* has been allocated a total of £4.098 million to tackle the complex issue of worklessness and the unique life experiences that have placed individuals in a position of reliance on benefits. There are four major factors that have established this complex pattern of local need in Thanet, which are found to be higher in specific wards. These major factors are:

- Significant sections of the community are poorly placed to compete in the modern labour market because the skills and educational attainment of our workforce are amongst the lowest in Kent.
- The decline of traditional employment sectors has limited economic diversity in the area creating economic fragility.
- There are distortions within the local housing market, in particular in areas with high levels of private rented housing.
- Thanet's location limits residents' catchment area for jobs and extends the travel to work area.

### 3. Thanet Works – Strategic Themes

*Thanet Works* centres on five main strategic themes. These strategic themes have been drawn from discussion between partners and employers, analysis of key data and learning from other programmes.

At the heart of all our strategic themes is a strong focus on creating long term sustainable changes to skills and employability within Thanet, in particular for:

- Young people at risk of not achieving at school age;
- Young people who are not in education, employment and/or training;
- Individuals out of work for long periods of time;
- Barriers which stop people getting into employment;
- Specific communities with greatest levels of need.

Achieving sustainable changes to service delivery will require new styles of working and approaches from the agencies involved. Leadership and detailed co-ordination will be required around a localised plan, with outcomes from approved proposals being monitored and evaluated to prove their effectiveness. This evidence can be utilised to secure further resources and thus ensure sustainability of initiatives developed through these themes.



### **Theme 1: Securing Jobs in Thanet**

- The active creation of new and appropriate job opportunities must be the highest priority. This means securing and realising the employment opportunities created by current and future employers.
- This theme also includes harnessing the considerable power of a range of public sector expenditure to enhance employment opportunities in the maintenance and care sectors.
- Employment led apprenticeships also fall under this theme.
- *Thanet Works* must underpin the broader strategic regeneration programme for Thanet.

### **Theme 2: Removing Barriers to Employment**

- *Thanet Works* aims to identify innovative ways to overcome barriers to work that local residents may face, such as securing new public transport routes to key sites and high quality childcare services

### **Theme 3: Creating a Culture of Work**

- Raising aspirations is essential to enabling residents to take advantage of skills and employment opportunities.
- An integrated approach to delivering education and training is required to raise the skills levels of individuals to meet the needs of local employers.
- This theme also has a direct connection with programmes focused on improving fitness for work, aiming to impact on the District health inequalities and reduce the high level of incapacity within Thanet.

### **Theme 4: Advice, Signposting and Contact**

- This means a more proactive and joined up approach to advice and partnership working, including the sharing of data between organisations to support individuals in gaining skills and/or employment.

### **Theme 5: Delivery in Key Wards**

- *Thanet Works* aims to ensure that delivery programmes work in partnership and make the best use of existing services, for example Community Centres, Schools, Children's Centres, mobile Gateways, Doctors' surgeries and outreach services.

## **4. Thanet Works - Programme Structure**

Thanet District Council is the Accountable Body for the Working Neighbourhoods Fund. Partnership accountability for the programme has been structured based on three main levels of accountability:-

<b>Board</b>	The Board consists of a small number of key decision makers and influencers, which includes key employers. The Board will meet quarterly (at a minimum) and will receive regular progress reports and track progress against worklessness in Thanet from the Leadership Group. The Chairman is the Cabinet Member from Thanet District Council.
<b>Leadership Group</b>	This includes Thanet District Council, Kent County Council, Job Centre Plus, Connexions, Learning and Skills Council, Thanet College and other relevant agencies/partners. This Leadership Group is led by the Director of Thanet Works.
<b>Proposal / Delivery Teams</b>	Proposal Teams have responsibility for development and delivery of specific proposals. These may be related to a particular employer or to a particular client group. In most cases they are likely to involve a multi-agency approach.

### Appendix

#### A. Statistical data for Thanet

- Thanet's WNF funding must help to tackle worklessness and make a positive impact on the 23.4% of children in Thanet that have no working parent in their home. Of the 72,400 working age population, nearly 12,000 people are in receipt of benefit payments; just over 16% of the working population.
- The headline level of claimants has decreased by only around 1500 claimants since 1999. Whilst Thanet generally has more benefit claimants than almost all areas in the South East, several specific wards within Thanet fair worse still. Around two-thirds of the above claimants live in just eight wards. In May 2008 the number and proportion of the working age population on benefits by wards were as follows:-
  - Cliftonville West – 1520 claimants (36.4%)
  - Margate Central – 1030 claimants (36.6%)
  - Newington – 875 claimants (31.2%)
  - Dane Valley – 1200 (26.6%)
  - Eastcliff - 1065 claimants (25.5%)
  - Northwood – 860 Claimants (24.2%)
  - Westgate-on-sea – 720 claimants (21%)
  - Central Harbour – 960 claimants (20.9%)(Source: DWP)
- Regarding NEETs, Connexions' data from May 2007 show Thanet's 16-18 year old NEET profile was as follows:-
  - Cliftonville West – 68 (25.7%)
  - Margate Central – 34 (20%)
  - Newington – 41 (18.6)
  - Dane Valley – 42 (12.7%)
  - Central Harbour – 39 (11.8%)

#### B. Kent Agreement 2 National Indicators

- WNF has the potential to make a significant contribution to the achievement of Kent Agreement 2 – the County's Local Area Agreement (KA2). The following KA2 targets have therefore been selected with the specific aim of focusing on worklessness in Thanet:-

##### **Economic Success**

- NI 152 - Reduction in working age people on out of work benefits (*Lead - Jobcentre Plus*)
- NI 163 – Proportion of population 19+ qualified to at least Level 2 (*Lead - LSC*)

##### **Learning for All**

- NI 117 – Reduce level of 16-18 year olds not in education, employment or training (NEETS) (*Lead - KCC*)
- NI 161 – Adult learners achieving a National Qualification at Level 1 in Literacy (*Lead – KCC*)

##### **National Indicators – East Kent Local Strategic Partnership**

- NI 152 - Reduction in working age people on out of work benefits

## ***Background and Guidance to ‘Thanet Works’***



- NI 117 - Reduce level of 16-18 year olds not in education, employment or training (NEETS)
- NI 161 - Adult learners achieving a National qualification at Level 1 in Literacy
- NI 162 - Adult learners achieving a National qualification at Level 1 in Numeracy
- NI 163 - Proportion of population 19+ qualified to at least Level 2 (*Lead - LSC*)
- NI 171 - New Business Rate
- NI 120 - All age mortality rate
- NI 39 - Rate of hospital admissions per 100,000 for alcohol relate harm
- NI 08 - Adult participation in sport and active recreation