



**Board Meeting  
Thursday, 8<sup>th</sup> April, 2010  
1000-1300 hours  
Margate Media Centre**

## **A G E N D A**

- 1 Welcome and Introductions**
- 2 Minutes & Actions of the Last Meeting**
- 3 Margate Task Force & Total Place**
- 4 Community Engagement Action Plan & Neighbourhood Plan**
- 5 Housing Renewal Programme**
- 6 Public Realm Update**
- 7 Dreamland Sea Change**
- 8 Recession Report**
- 9 Progress Report**
- 10 Programme Director's Report**
- 11 Any Other Business**
- 12 Dates of Future Meetings**

**23 June 2010  
7 October 2010  
16 December 2010**



**Margate Renewal Partnership Board**  
**Tuesday, 15 December 2009**  
**Margate Media Centre**  
**MINUTES**

<b>Attendance</b>			
Sandy Ezekiel	Leader TDC, Acting Chair	Brian White	TDC
Cllr Roger Latchford	TDC, Deputy Leader	Doug Brown	TDC
Richard Samuel	TDC, CE	Nick Dermott	TDC
Derek Harding	MRP	Tanya Wenham	TDC
Simon Bandy	HCA	Di Woolloff	GOSE
Anita Pearce	HCA	Keith MacKenney	KCC
Colin Maclean	KCC/Thanet Works	Cllr Kevin Lynes	KCC
Richard Russell	ACE	Amanda Honey	KCC
Sarah Wren	KCC/ACE	Theresa Bruton	KCC
Andrew Brown	English Heritage	Victoria Pomery	Turner Contemporary
Cllr Julie Rook	KCC	Allert Riepma	SEEDA
<b>Apologies</b>			
Pam Alexander	CE of SEEDA, Chair		
Katharine Harvey	SEEDA		
Cllr Mike Hill	KCC		
Cllr Kevin Lynes	KCC		
Ann Sutton	CE, PCT		
Stuart McLeod	HLF		
David Edwards	HCA		
<b>Guests</b>			
Les Sparks	Urban Panel		
Narendra Bajaria	Urban Panel		
Dickon Robinson	Urban Panel		
Ms Caroline Fraser	CABE		
Philip Robin	King Sturge		
Michael Hickey	King Sturge		
Patricia Eckenueber	3D Reid		
<b>Minutes:</b> Mandy Cronje			

**1. Welcome & Apologies**

- SE welcomed Cllr Julie Rook and the Urban Panel, thanking them for returning to Margate.
- Apologies were advised.

**2. Minutes & Matters Arising**

- The Board agreed the minutes of the June meeting.
- The Action table sets out actions and comments arising from the June meeting (1<sup>st</sup> October meeting was cancelled) and most are included on today's agenda.
- DH highlighted the SEEDA Research Study, detailed in the Director's Report and the Rendezvous scheme (Item 10). Since the last meeting KCC have had discussions with DCA and Turner Contemporary and are reviewing the scheme as well as looking at other options. KMc advised that the Board will be kept informed.
- On Action table, Item 12, DH stated the Board may recall that at the last meeting it was agreed that a specific focus on the impact of the Recession and it's affect on the projects would be included. SE and DH met with PA who requested that this be a stand alone item

on the agenda specifically aimed at the east Kent regional economy. Please advise DH if you are not on the mailing list.

**Action: Recession to be included on the next agenda as an individual item. DH to speak to SEEDA.**

### **3. Urban Panel Visit**

- DH introduced the item, welcoming the Urban Panel and thanking them for returning to Margate to follow up on the challenges remaining since their visit in March. Specifically regarding the housing market and profile of the community and the strains put on the community by placements. DH felt that the Urban Panel input went a long way in contributing towards the positive outcome of the Sea Change bid.
- Les Sparks thanked the Board for the return invitation. He stated that since their initial visit there seems a lot to celebrate. The UP had, on their first visit, suggested that Dreamland should be the highest priority for MRP and the developments since are to be commended, with Margate securing the biggest Sea Change award. The other priority suggested by the UP was Cliftonville and the issues of placements. It is pleasing that Sir Bob Kerslake of HCA has since been to visit Margate and the introduction of the Total Place initiative. The opportunity is here but requires a concentrated effort and to achieve success, there are one or two important messages; 1) strong leadership, 2) the importance of heritage; i.e. Dalby Square. Les Sparks asked Dickon Robinson to comment on the social problems around housing issues.
- Dickon Robinson stated that MRP has an opportunity. These issues have been allowed to occur but now may be the opportunity to break fresh ground. DR suggested recreating local authority mortgages and delving back in history. He said a ground breaking housing programme to sit along side Turner Contemporary and Dreamland is required.
- Narendra Bajaria highlighted the public realm aspect stating that Margate has a real distinctness with its squares and that this does not need to be done over-night. He feels people are going to come to Margate and look at the heritage; it creates confidence around ownership. Public realm along the seafront and squares should be concentrated on.
- SE stated that much of what the UP has expressed is underway. Unfortunately, investors are holding back and alternative ways of doing things need to be sought. SE feels we need to convince the HCA a little more to bring them on board.
- SB advised that the HCA do not need convincing. Margate is a priority. A detailed model is required so that HCA can start talking about real investment in the next few years.
- AH is very reassured that we are ticking the right boxes. AH feels that there is very strong political leadership for the area i.e. Turner Contemporary and the placements in the area are a high priority to be addressed. This is another challenge for Total Place. An agreement across Kent is desirable as well as working with other authorities.
- SE agreed that this is a very serious issue and a huge strain on social services. There is a strong partnership with KCC to solve this.
- BW stated that from a planning and development sector, the UP comments on quality are most welcomed. The UP reminder that we should not be compromising is taken on board and their comments valued.
- ND advised that regarding public realm, discussions have been held with HLF for a 'parks for people' funding programme for residential squares. There are 17 residential squares in the district. ND feels that reinforcing local ownership is very important.

**Decision: The Board thanked the Urban Panel for their return visit and welcomed their feedback since their earlier visit in March. The Chair thanked the Urban Panel for their comments and suggestions.**

### **4. Margate Task Force & Neighbourhood Plan**

- DH introduced the report.

- The report was taken as read. CMC summarised recent progress. Including linking with key agencies such as DCLG, HCA, CABE and SSCF looking at different ways we can work with the community.
- As outlined in the report, CMC highlighted the work strands and the Triple Aim initiative assisting with the PCT in developing services, improvement of services stating that only 10% of health issues are dealt with by the PCT, 90% has to be addressed by partners.
- Fit for Work pilot – with the support of the partnership a successful bid lead by Ann Sutton to reduce incapacity benefit has brought in £1 million to this area.
- The goal is to develop a plan and have a fully operational multi agency Task Force team by April 2010. We hope to bring back to the Board by March.
- DH reported on The Neighbourhood Plan stating that this piece of work will pull all these activities together i.e. housing, training, existing work around the economy and environmental. Since the report was circulated further discussions and comments have been received from officers. What we want to produce is a framework; very much an orientation plan with targets for the next three years.
- DH referred to the brief, Task 3 will be dealt with in the next report proposing a detailed piece of work defining housing investment work and model. By taking out the housing we think the budget required will be reduced by £20,000.
- DH requested agreement from the Board about methodology and the funding be considered outside the meeting.
- RR queried how this relates to other things e.g. Local Development Framework, Spatial Framework and the Cultural sector and vision?
- DH stated that it will be informed by the Spatial Framework put together by TDC.
- AR pointed out that this could be an opportunity wasted if it were not linked to the LDF.
- JR queried if any of this work will be duplicating any other work already done?
- CMC stated that it is a multi agency plan, bringing together a multi agency approach and pulling together resources.
- AB queried governance?
- RS stated that he shares the views that there are concerns a) what it will look like when it is all integrated and b) how it's run. RS feels that there might be too many plans. RS stated that action is needed now as the market is low and will probably not be like this again. What RS would like to know is when this will all come together?

**Decision: The board noted the progress and endorsed the approach.**

**Action: An update on progress and time frame to be circulated in the New Year.**

## **5. Housing Renewal Update**

- RS introduced the item highlighting that a few points are significant. RS stated that to transform this area there will need to be something spectacular around housing. There is poor quality housing stock in the area. Reducing that to something more sustainable is going to be a difficult task. The system of housing benefit is also a problem. There are a huge number of empty properties in the area and research suggests that there are approximately 800 empty properties. This is a perfect opportunity for the public sector. The approach that we are beginning to form; if we are going to drive forward urban renewal we need to establish a joint venture. Some stock can go back into social housing before passing on to the private sector also home ownership needs to be increased. The pre-budget report states that the availability and capital resources are going to be reduced. DCZ are doing some work with KCC on the options for the model. More work needs to be done for this joint venture to come together.
- TW spoke of Dalby Square which has been used as a pilot for 'Your Home, Your Health'. It was established that 20% of the units were vacant, 6 units were owner occupied and 96 units were privately rented.

**Decision: The Board noted the**

**Action: TDC to present the business case and update at next meeting.**

## **6. Arlington House Proposals**

- DB introduced the item. A Brief was put to the Board in 2008 and was unanimously supported by Council.
- DB introduced Philip Robin of King Sturge and Patricia Eckenueber of 3D Reid, the consultants appointed to the project. Philip Robin advised that the planning brief has been prepared and good progress has been made with Tesco. It is proposed to build the store on the car park site. The tower will be refurbished. Resident engagement commenced approximately one month ago and it is hoped to submit a planning application for next spring. It is hoped to commence building/refurbishment in spring 2011 as there is extensive demolition work to be done first.
- Patricia Eckenueber presented the design proposals. It is proposed to place a hotel on the upper floor above retail schemes (along Marine Drive) and possibly a doctor's surgery. PE pointed out that the retail and commercial element would provide good employment opportunities as well as improving the seafront. Tesco built on stilts with the car park underneath. Regarding refurbishing the tower block, it is proposed to clean the concrete cladding bringing it back to its original state and replace windows with tinted double glazing.
- SE queried the number of jobs available after construction and PR estimated 300.
- SE queried how the consultation has gone with the residents. PR advised that residents are concerned about who is going to pay for the external refurbishments.
- Les Sparks stated that it is fortunate that this has come at more or less the same time as Dreamland and hopes that the development will complement the proposals for the park.
- RR is concerned about the retail demand detracting from the High Street and how this might appropriately develop with Margate being a creative town. PE stated that there was opportunity for creative input.
- PR advised that the development of a road behind Dreamland and Tesco would relieve some of the traffic on Marine Terrace and create a more pedestrian friendly seafront.
- DB stated that we need to consider this project not only as a regeneration project but also the reshaping of Margate.
- AB raised the issue of noise from Dreamland, especially the reflection of noise off the Tesco wall. He also asked if consideration had been given to a lift on the outside of Arlington tower. PE advised that lift had been considered but this will not be possible due to emergency access on that side of the tower.
- JK stated that any improvements to artistic element is to be commended but wonders whether we are seizing all the opportunities. He asked how this is incorporating the cultural element and where is the added value in why people should come to Margate.
- KMc queried the number of bedrooms and what star rating the hotel will have and how this is going to affect the Rendezvous site?
- JK asked if there has been work done to show that Margate needs two hotels.
- PR advised that the interest shown on the site has been from a budget hotel.
- SE thanked PR and PE for their presentation stating that these are exciting plans.

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

## **7. Sea Change Dreamland Creative Margate Update**

- DH introduced the update. DH stated that an Open Application was submitted to support Creative Margate. This was unsuccessful but we did receive positive feedback. This work will be picked up through the MACH programme. We hope to appoint a Programme Manager and interviews are being conducted on Friday.
- DH stated we received £3.7 million, the largest amount and the grant letter arrived this week. DH stated the main condition is about the landowner's contribution and the Council's £750,000 match funding. Solicitors have been engaged by Council. DH feels that there are going to be difficult negotiations over the next two months. Detailed discussions stalled whilst awaiting the Sea Change decision but are now recommencing. HLF awarded the Dreamland Trust £500,000 and a Project Director has been appointed. DH took the opportunity to thank everyone for their help with the bid and is very pleased to announce its success.

- SE stated that it is unfortunate that the Creative Margate bid was unsuccessful. RR advised that it was a strong bid.
- RS expressed his concern stating that there is considerable risk with the Dreamland project. TDC has to secure cover for the £4 million borrowed by KCC. Another consideration is the VAT and who procures the work.
- JR queried as to how confident we are that this is going to work. HLF have taken a punt with their half a million to developing plans.
- DH advised that we need to talk to CAGE and Sea Change team and have a detailed agreement signed for by the end of January. The risk to Council will be when we start spending the money which is in September/October next year.
- RS stated that if we go the CPO route we could lose the £8 million match funding.
- JK advised that the Turner Contemporary Trust Board is very excited and see the two projects as symbiotic. We need to concentrate on marketing tourism strategies. JK also stated that Turner Contemporary Trust has just gone through the VAT issues and offered their assistance to the Dreamland project.

**Decision: The board noted the progress on the project.**

**Action: To support the option to serve a Repairs Notice to the landowners if an agreement on match funding cannot be reached.**

## **8. Margate Flood & Coast Protection**

- BW introduced the report advising that evidence has been provided by the Environment Agency of flood risk to Margate and suggested two schemes to prevent this occurrence. BW described the options as detailed in the report in 2.5 and referred to the annexed drawings. One option is to build a higher wall from the Harbour Arm around to the Kings Steps creating a barrier. This would not be appropriate for Margate. The second option would be the revetment as in the drawings – this would be the most appropriate way forward. BW drew attention to a few issues as indicated in the report namely the public realm issue and overlap between the flood protection work and completion of Turner Contemporary. The project may also provide a long future for the Harbour Arm with adaptations to buildings, new buildings and overall improvements to the commercial offer.
- BW advised that a plan will be circulated with the minutes stating that it is a very discrete area that is subject to overtopping.
- JK queried the time frame. BW advised work would commence in 2012. JK expressed concern about the visitor experience to the Turner Contemporary.
- RS enquired about the promenade surface as to whether it would be concrete or tarmac or something else on the surface and requested that some thought be given to this.
- AR suggested looking at the work that is starting in Dover and speaking with the consultants there.
- SE stated the timing is unfortunate and consideration must be given to the visitor and public experience especially the impact on Turner.

**Decision:**

- **The Board noted the proposals.**
- **The Board supports the option for the provision of stepped revetment.**

## **9. Parking Access & Movement Plan**

- DH introduced the item provided by George Chandler highlighting the major developments namely Somerfield (now Morrisons) and the College Square car park.
- DH also advised that TDC have advised of a proposal to introduce charges for staff car parking in Mill Lane. The Council are also going to trial late night opening of Mill Lane to support Theatre Royal.
- The rest of the report was taken as read and DB was asked to comment on pedestrian signage.
- DB advised that an audit has been done of existing signs. The next stage is to remove redundant signs and agree a design for new signs.

- Regarding Public Realm we are using the Jacobs strategy as a base document but there are financial implications to take forward. One scheme we are taking forward is the public realm along the seafront, from the railway station to the Turner Contemporary. The highway authority are looking at possible solutions for improvements of public realm, developing alternative strategies through the Kent Design Initiative.
- SE queried what was happening about residents parking, especially in the Old Town. DH advised that a survey was conducted recently in the Old Town and consideration needs to be given to businesses, residents and visitor permits.
- RR raised the issue of public transport and the arrival at the train station and if discussions had been held with Southeastern Trains. DH advised that the station has had an internal refurbishment but no recent updates have been received.
- RR advised that significant improvements to Dover have been made supported by KCC.
- TB stated in the scale of things, when projects have materialised i.e. Turner Contemporary and Dreamland that may be the time to approach Southeastern.
- VP stated that Turner Contemporary have met with Southeastern and are keeping them updated.
- AB advised that regarding the improvement of pedestrian links, lighting and signage, MACH might contribute towards this to link into the concept and branding for the Turner Contemporary opening.

**Decision: The Board noted the progress on the Parking, Access & Movement Plan.**

**Action: Public Realm proposals to be brought to the Board for discussion at the next meeting.**

#### **10. Progress Report**

- DH introduced the report and requested an update on M&S.
- AR stated that members may recall from the last Board meeting that discussions had been held with Thanet College to open a Skills Centre but this has halted due to the lack of capital funds and the costs of the refurbishment. AR has had discussions with DH and SW on creative uses and retail interest has been received from the property section of TDC.

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

#### **12. Director's Report**

- The report was taken as read.
- There was a discussion about High Speed 1.
- DH advised that the High Speed Rail link opens for business on Monday. It was anticipated that there would be greater reductions in journey times to Margate but this is not so. There was discussion on the time reduction to various areas and RS suggested that a Parkway Station into Manston to service the whole of Thanet would be more viable as opposed to focussing specifically on reducing time on the journey to Margate. He feels Southeastern would be more receptive to this.
- SE stated that this issue needs looking into.

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

#### **13. Any Other Business**

- AP advised that the Homes and Communities Agency has a new Head of Area starting on the 4<sup>th</sup> January. Mr Akin Durowoju will be attending Board meetings in future. AP requested Board members contact her to arrange to meet Akin before the next meeting.
- CMc reported that the Connecting Communities bid has been successful and will contribute to the Neighbourhood Plan.
- SE advised that RR is leaving Arts Council South East and on behalf of the Board wished him all the best in his future role at the ACE national office as Director for Strategic Operations.

- SE closed the meeting wishing everyone a very Merry Christmas.

**13. Dates of Future Meetings**

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

- **8 April 2010 (amended as per email sent 06.01.10)**
- 23 June 2010
- 7 October 2010
- 16 December 2010



## BOARD MEETING ACTION POINTS AND PROGRESS REPORT

15 December 2009	Action	Progress
Item 2 – Matters Arising	<ul style="list-style-type: none"> <li>• 'Recession Report' to be included as a separate item on Board Agenda.</li> </ul>	<ul style="list-style-type: none"> <li>• Report produced by SEEDA. See Item 8.</li> </ul>
Item 4 – Margate Task Force	<ul style="list-style-type: none"> <li>• Update on progress and timeframe to be circulated in New Year.</li> </ul>	<ul style="list-style-type: none"> <li>• See Item 3.</li> </ul>
Item 5 – Housing Renewal	<ul style="list-style-type: none"> <li>• TDC to present business case at next meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• DTZ to present interim report at meeting. See Item 5.</li> </ul>
Item 9 – Public Realm	<ul style="list-style-type: none"> <li>• Proposals to be brought to next Board Meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• New project commenced under Kent Design initiative. Integrated Design team established and led by KCC.</li> <li>• Jacobs appointed to produce new seafront scheme by October 2010. See Item 6.</li> </ul>

<b>Date:</b>	8 April 2010
<b>Item No:</b>	3
<b>Item Title:</b>	Margate Task Force & Total Place
<b>Author:</b>	Colin Maclean, Interim Director, Margate Task Force
<b>Purpose:</b>	For Decision
<b>Recommendation</b>	<b>The Board is asked to:</b> <ul style="list-style-type: none"> <li><b>a) Note progress on partnership commitment, implementation and timescales</b></li> <li><b>b) Note and comment on the governance and team structures</b></li> <li><b>c) Note the update on Total Place and the 'Margate Agreement'.</b></li> <li><b>d) Agree to refer this report to key partner agencies in order to secure their full commitment and agreement to specific resources.</b></li> </ul>

## 1. Introduction

- 1.1 At the last meeting, the Board agreed to receive the full plan/model for the Margate Task Force. This report provides an update on activity since the last meeting and brings together a summary of the single operating plan with the model for the team. It also provides general updates along with the progress and planned actions relating to the Total Place proposition.

## 2. Update on Margate Task Force

### Business Case and Partnership Development

- 2.1 Since the last meeting there have been a series of 'Theme' meetings with core invitees being KCC and TDC Cabinets with the PCT Board. Below is a summary of actions from all of these:

#### ***Housing – 3<sup>rd</sup> December 2009***

- Further measures required to control out-of-area placements. A new Kent Placements Protocol was endorsed on 16 January 2010
- Work to be done to understand the future housing market and build the economic case for intervention. Specific research has been commissioned by KCC/TDC funded by the KCC Regeneration Fund. DTZ (currently working on the Kent and Medway Housing Strategy) have been commissioned.
- Proposal to accelerate work on private sector housing enforcement agreed in principle to be funded through remaining LAA/PRG monies. Agreement has been reached and a verbal update will be provided to the Board.
- Issues for Total Place submission included:
  - Linking the condition of a property and housing benefit. Can there be a limit on the percentage of properties in an area that can receive housing benefit?
  - Whether it should reflect on a local authorities performance if they place in these areas (or in any area with high indices of multiple deprivation)
  - More analysis of information required on placements. Who is living where? Who needs what service? Where are the people coming from? Where are they going to?
  - Proposals for greater delegated responsibility to enable effective multi-agency team working e.g. on data/intelligence, funding and governance.

### ***Employment - 27<sup>th</sup> January 2010***

- Further analysis of where people come from with their benefits as well as skills assessment data from JCP and to clarify the statistics around cost of welfare
- JCP has identified advisors to work with MTF
- Need to develop skills that match local job market e.g. care and connect local people to new opportunities e.g. Dreamland and Tesco's
- Look at what it would mean to keep the level of benefits the same - even when people have got into jobs - and then recycle savings Could we look at guaranteeing to make it better to be in work e.g. £40 guarantee

### ***Health – 1<sup>st</sup> March 2010***

- Data around where people are churning from and to is held by DWP. High level meeting with DWP required.
- Mental health is one of the issues but not one of the outcomes (more of an observation esp. considering the 745 people on IB with mental health issues)
- Why do people move on in the first place - can we do anything around this?
- Need to look at social marketing and promoting good health
- Need to look at issues of professional boundaries. Can we multi-skill people? Need to look at high cost cases and links to PCT

### **Team Development**

- 2.2 The goal is to develop a multi-agency action plan and a fully operational multi-agency Task Force team. Key principles include an 'invest to save' approach focused on prevention, better use of resources and customised services. A draft single operating plan was produced in late-December. For the first time, this provides a composite overview of core aims and activities of all agencies providing services within Margate. This is a lengthy document and therefore a summary is attached at Appendix A. The business plan for the first year will be informed by a range of current work strands including the Total Place work/Margate Agreement; DTZ Housing report; investigations into High Cost Cases; the 'Think Family' project led by KCC CFE; and the Community Engagement Plan.
- 2.3 To date, the development of the Task Force initiative has been led by a small Steering Group (Amanda Honey, Richard Samuel and Ann Sutton) and a very large Implementation Group of senior managers/officers. As we move from the inception/development phase into delivery, these arrangements have come under review. The high profile nature of this work and the importance of community engagement (see separate agenda item) have been key considerations in the design of the governance and team structures. The proposed governance arrangements (Appendix B) show proposed membership of the Project Board and the Operational Management Group. The scope of the Margate Task Force team structure is shown in Appendix C. This illustrates the likely composition of the Phase 1 team. The intention is to bring the team together when the Coordinator comes into post.
- 2.4 The Coordinator post recruitment package has been finalised with funding confirmed from KCC and TDC. This post will be offered as a two-year secondment from public service agencies in Kent and will be advertised week beginning 29 March 2010. Interviews are scheduled for 30 April and the panel will be Amanda Honey, Richard Samuel and Andy Scott-Clark.

## **3. Total Place**

- 3.1 The Margate Task Force is one of the 'culture' strands of the Kent Total Place pilot – the others relating to the Gateways/Access Kent programme and the development of a multi partner Asset Management strategy. The Total Place submission has supported:
- the development of the vision and team;

- multi-agency appreciation that housing is the priority for intervention;
- identifying key blockages and barriers at county, regional and national levels;
- new freedoms and flexibilities which will enable the work of the Task Force to be achieved more effectively and/or accelerated.

3.2 The TP full submission was submitted to the Treasury on 5 February and subsequently refined. Attached is the final version of the section for Margate (Appendix D) which sets out the proposition for a unique status ('Special Intervention Area') and a range of 'enabling' freedoms and flexibilities (referred to as the 'Margate Agreement'). The final version of the report is available via the Kent Partnership website or the following link [http://www.kent.gov.uk/your\\_council/priorities\\_policies\\_and\\_plans/priorities\\_and\\_plans/total\\_place.aspx](http://www.kent.gov.uk/your_council/priorities_policies_and_plans/priorities_and_plans/total_place.aspx).

Following the Budget speech on 24 March, a suite of documents were published which included a specific report on the national Total Place programme (available via <http://bit.ly/9vILcY>)

3.3 A workshop with Alexis Cleveland, Director General, Transformational Government and the Cabinet Office – who is the Government 'Champion' for Kent Total Place – is scheduled for 27 April 2010. The purpose of this meeting will be to negotiate and agree this Agreement which will then be endorsed at Permanent Secretary-level across all government departments. The Partnership will be represented by Richard Samuel and Colin Maclean. Partner teams will include; KCC, PCT, Jobcentre plus and the Police.

#### **4. Recommendation**

4.1 The Board is asked to:

- Note progress on partnership commitment, implementation and timescales
- Note and comment on the governance and team structures
- Note the update on Total Place and the 'Margate Agreement'.
- Agree to refer this report to key partner agencies (TDC, KCC PCT, Jobcentre Plus and Police) in order to secure their full commitment and agreement to specific resources, and continue building commitment on the Margate Agreement.

#### **Appendices**

- A - Team Vision, Principles, Milestones and Outcomes
- B - Governance Framework
- C - Team Structure
- D - Total Place Action Plan

## **Team – Vision, Principles, Outcomes and Milestones**

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

### **Operating Principles**

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

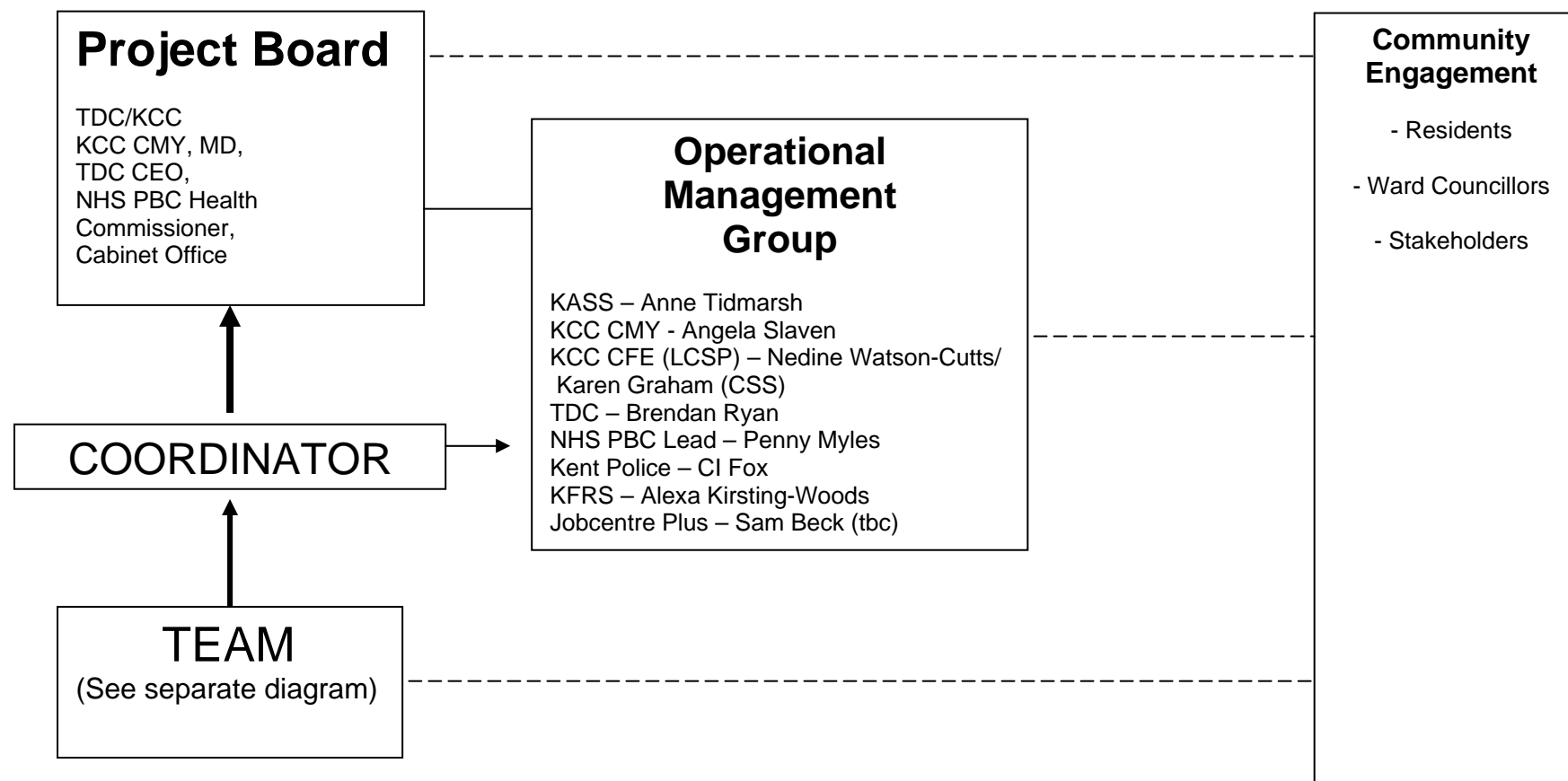
### **Operating Outcomes**

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

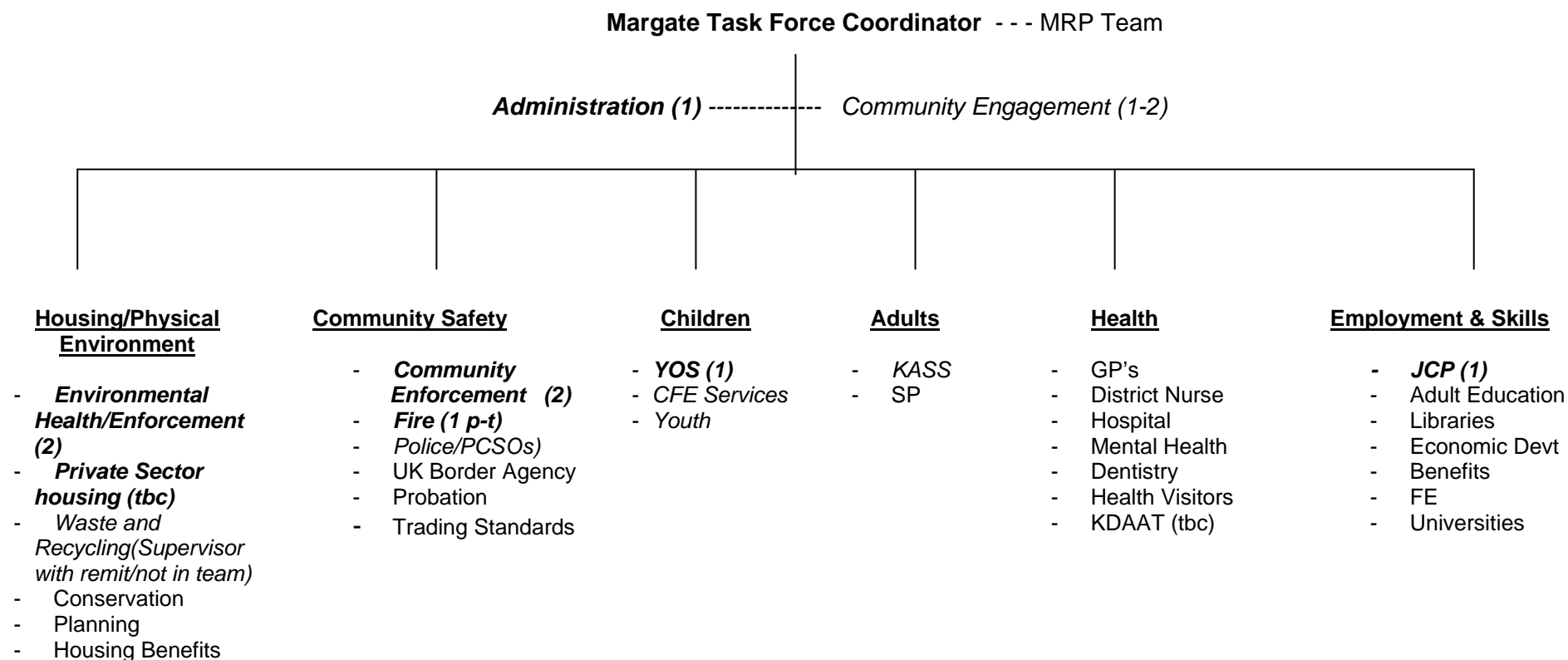
### **Milestones**

<i>March</i>	- Coordinator Post recruitment starts.
<i>April</i>	- Interviews on 30 <sup>th</sup> . Project Board membership agreed.
<i>May</i>	- Project Board: first meeting - agree Terms of Reference; Information Sharing Protocol; outline Business Plan for 2010-2011.
<i>June</i>	- Coordinator starts. Team (Phase 1) formed

**Margate Task Force**  
**Governance and Relationships Framework**



## Margate Task Force Team Structure



*Italics/bold show confirmed themes/staff for inclusion in 1<sup>st</sup> phase by April 2010. Italics only are subject to confirmation*

**Thanet Gateway Plus**

## **Margate Central/Cliftonville West** **Total Place Action Plan**

We seek Government agreement for **Margate to become a Special Intervention Area**

- We seek the power to declare the area as a designated '**Special Intervention Area**' which provides the spatial focus for all efforts and which has clear and distinct powers and flexibilities. These will be enshrined in the '**Margate Agreement**' - to be signed by National and Local partners – which will establish a common commitment to addressing fundamental problems. The detailed work for the SIA will continue with partner (including central government) involvement over the coming weeks and months.
- We seek **public policy change** with regard to placing vulnerable people in these two wards:  
Options we would recommend to government:
  1. Ensure compliance of 20mile rule for all public services
  2. If placements are made, gross allocation costs follow the individual i.e. would be transferred to the principal authorities (KCC in partnership with TDC)
  3. Inspectorates would reduce the performance rating of public agencies that continue to place in these two wards.

The **Margate Agreement** will be formed around a three point plan: -

### **1 Tackling the Housing Market Failure.**

We require the government to grant the following freedoms and flexibilities:

- 1.1 Regulating the Private Rented Sector.** This requires strengthened regulation i.e. rules and guidance which permit administration authorities to reduce benefit payable where property condition or tenancy management is poor; seek powers to cap the percentage of houses receiving Housing Benefit; and the ability for the local authority to raise a levy from landlords to fund the costs of regulation so that this can help pay for ongoing enforcement activity. Local power would enable us to take a percentage of Housing Benefit paid to landlords to fund an accreditation and regulation scheme, reducing the current cost to TDC (£421,000) and/or enabling a proactive approach to regulation where specified accreditation standards have to be met for condition of property and management quality (£470,000). Where Prohibition Orders are used, it costs TDC £4,700 per tenant. If this cost could be reimbursed by the landlord and where necessary a charge be placed on the property to secure their liability, there would be more of an incentive to use this power. It will be important to craft the legislative changes to minimise impacts on tenancies and ensure no increase in illegal eviction.

### **1.2 Housing and Investment**

Establish a range of enabling policies to facilitate development, increase interest from home buyers and attract external investment e.g.

- Establish a Special Purpose Vehicle which will take control of the housing stock in the area and **reduce the percentage of private-rented stock and number of HMOs** and encourage a better tenure mix and increase in house values.
- Amend housing legislation to permit local housing authorities on resolution to specify local schemes for the regulation of privately rented accommodation. Landlords will be required to have a licence to operate in the area, and their eligibility to receive public money through Housing allowances will be dependent on the quality of the property and its management. A licence fee will cover both the



registration of these properties and the ongoing regulation and supervision. We seek the flexibility to extend the selective licensing provisions of the 2004 Housing Act. Local schemes to be able to charge full cost recovery of enforcement.

- Establish fast track CPO acquisition as a shortened procedure
- There are significant sites in the SIA which are sterilised as a result of complex legal issues over ownership following multiple bankruptcies. **The local authority seeks powers to requisition property to ensure beneficial use on a short term basis, without having to deploy CPO powers to acquire the property.**
- **Explicit recognition in public policy of the needs of potential home owners and owner occupiers whose encouragement to settle in the area is vital to re-balancing the population**, for example extend the range of Government sponsored 'Home Buy' schemes to provide incentives.
- Permit the introduction of simplified planning policy arrangements within LDFs by **reducing the obligations on local planning authorities.**
- Enable the local authority (within the SIA) to **adopt freedoms from strict compliance** with established regulatory inhibitors to facilitate timely delivery of transformational change to the nature and density of the residential environment
- Provide **reductions on VAT rates** for improvement and repair works, approved new build schemes and for schemes to reconvert flatted properties in to a single dwelling and deferred liability of stamp duty and a writing off of this liability if a home owner, occupies a property as their only and principle home for a five year period

## 2. Economy and Jobs

- 2.1 Tackling Worklessness** - the proposition on this is a game-changer. Central Government should devolve services to where they are effectively delivered. Our proposals would consider pooling of responsibilities within the Total Place partnership to achieve a single access point – via the existing Gateway portal – backed up by the multi-agency Margate Task Force. In our proposal within the SIA it is proposed Job Centre Plus administration is transferred to the District Council.

We seek agreement to trial within the SIA:

- Measures to jointly administer a new aligned means tests for JSA claimants and HB claimants.
- Central Government should devolve services to where they are effectively delivered. Our proposals would consider pooling of responsibilities within the Total Place partnership to achieve a single access point – via the existing Gateway portal – backed up by the multi-agency Margate Task Force. **In our proposal within the SIA, it is proposed Jobcentre Plus administration is transferred to the District Council**
- A new delivery approach to achieve the target of getting all unemployed people aged 18-24 years old into employment by resource/effort pooling, including youngsters under 18 not in employment and training (NEETs). This includes developing an effective apprenticeship programme in partnership with the public and private sector. We will encourage and support SME's in providing working opportunities for those coming off larger co-ordinated employment and training schemes as micro-economic activity picks up.

- Link the job matching/search process to new powers to stimulate local economic development to be managed by the local authorities within the context of the new local economic assessment.

**2.2 Stimulating Economic Development** - simplify the raising of additional NNDR and Domestic Council Tax income outside capping criteria where the funds are ring fenced to local economic development activity. Enable District and County authority to retain higher proportions of NNDR on the proviso it is re-circulated to local economic development activity.

### **3. Holistic Services – Public Sector Transformation**

**From access to deployment of new ways of working across public disciplines.**

**Data and Intelligence.** Secure agreement with government for a unique approach to shared data and intelligence which underpins the effective operations of the Margate Task Force

**Funding Control** In the SIA empower local government to monitor and direct other public sector expenditure where this is necessary to achieve the agreed objectives of the SIA.

<b>Date:</b>	8 April 2010
<b>Item No:</b>	4
<b>Item Title:</b>	Community Engagement Action Plan & Neighbourhood Plan
<b>Author:</b>	Derek Harding & Carla Wenham
<b>Purpose:</b>	For Discussion
<b>Recommendation</b>	<b>The Board is asked to:</b> <b>a) Note and endorse the involvement of CABE in the development of the Neighbourhood Plan.</b> <b>b) To receive a presentation and comment on the work to produce a Community Engagement Action Plan.</b> <b>c) To note and endorse the integration of the Community Engagement Action Plan with the Task Force and Housing Renewal work</b>

## 1. Introduction

- 1.1 At the last meeting, the Board agreed the brief for the production of a Neighbourhood Plan. The purpose of the Plan is to provide an overall framework for the renewal work in the two wards, drawing together the various strands of existing activity with the proposed Task Force and the emerging proposals of the Housing Renewal Programme.
- 1.2 Since the last meeting, Thanet District Council has received funding and support from GOSE under the Connecting Communities Programme to support community cohesion. Through discussions with GOSE, it was agreed to focus on the two wards and link this work with the Neighbourhood Plan and renewal activity. It was agreed that the resources would be used to develop a 'Community Engagement Action Plan', as it is essential that this place-shaping renewal process begins to engage with and be driven by the local community.
- 1.3 The Plan will define the long-term approach to community engagement including how to involve the various local communities in the place-shaping of the two wards and developing the Neighbourhood Plan, Task Force and Housing Renewal Programme. Therefore, work on the Neighbourhood Plan has been delayed. The brief and methodology for the Neighbourhood Plan will be informed by the Community Engagement work.

## 2. CABE Enabling

- 2.1 Following the second visit of the Urban Panel, Dickon Robinson facilitated discussions with CABE under the existing HCA, SLA, CABE has agreed to provide support to develop the Neighbourhood Plan and input into the Housing Renewal. Stephen Hill, former Chief Executive of EP's Millennium Communities programme, has been allocated to work with us contributing 10 – 15 days between now and June. CABE could continue to be involved beyond June but this is subject to further discussions with the HCA.

## 3. Connecting Communities Programme

- 3.1 Connecting Communities relates to building a real insight into what is happening in communities. The aim is to develop practical changes that address the fears and concerns,

issues and problems that may exist - whether real or perceived. It is seen that through encouraging community voices and engagement, and listening in honest and open debate, that more individuals will be encouraged to act as 'community champions' or resident representatives allowing local communities to have a bigger say in local issues and inform the place-shaping of the area in which they live. This will also support stakeholder partners in ensuring that the right decisions are made and that local communities are supportive of, and engaged in, renewal activities.

- 3.2 Taking into consideration the wide range of focus on Margate Central and Cliftonville West, and the complex community dynamics within these wards, GOSE recommended Thanet for wave 2 of the Connecting Communities programme. Thanet is one of 12 areas in the South East and received £22k of Connecting Communities funding in 2009/10.
- 3.3 This initial small sum is to support the production of a long-term sustainable Community Engagement Action Plan. The current level of community engagement and activity is limited to a certain minority profile of residents. Whilst this is commended and embraced, there are many varied communities living within these two wards and a majority of residents do not have a voice. The place-shaping activities, many of which are being focused on supporting these communities and improving their quality of life, are therefore not reaching or engaging with local residents. If the Neighbourhood Plan, and key new approaches such as the Margate Task Force and Housing Renewal Programme, are to be inclusive and truly enhance quality of life for local residents then community input and ownership is essential from the outset.
- 3.4 The funding has been utilised to commission Urban Practitioners, to produce a community engagement action plan. This will include identifying the communities who have and have not been involved in any of the renewal consultation and activities to date; researching best practice engagement techniques; (which includes tools to identify and support 'community leaders'); and look at ways to enhance community cohesion. Urban Practitioners are undertaking several 'test-bed' focus groups with various identified community profiles to try to further understand engagement from the community perspectives, which will inform the action plan.
- 3.5 CLG have also provided two Local Improvement Advisors, Raj Bharki and Jo Broadwood, to support this work. Both are government recognised specialists in community development specifically to increasing community engagement in hard to reach communities, and understanding conflict resolution and mediation relating to migration. Their specific role includes:
  - National context and strategic input to the developing Community Engagement Action Plan.
  - Practical solutions in engaging the various communities locally.
  - Examples of practice that has worked elsewhere to aid learning of staff and community members.
  - Facilitation at local events as required, for example community cohesion focus groups with senior officers, key community members and Councillors.
- 3.6 Alongside this work the Campaign Company has been separately commissioned via the Leadership Centre to look at community cohesion or tensions within an area based on community 'values'. They have currently undertaken four focus groups with a total of approximately 60 selected local residents to try to identify tensions that may be influencing local perceptions of community cohesion. The Campaign Company will be looking to hold stakeholder focus groups with key service provider Officers to widen and hopefully balance the debate on local values and perceptions.

## **4. Interim Findings**

- 4.1 Urban Practitioners have completed the initial research mapping phase and identified, as expected, that the main groups who have not been 'engaged' in renewal activities are residents from A8 countries, 'settled minorities', residents in the private rented and social rented sector and those on benefits. Considering the complexity of deprivation, high number of benefit claimants and high level of private rented accommodation within the two wards then one can assume this surmounts to a majority of the local community.
- 4.2 The LIAs have commented that the issues within Margate Central and Cliftonville West are unique due to the entrenched combination of extremely complex and combined issues. Therefore, it is proving difficult to identify relevant best practice. The following have been identified as offering relevant experience:
- Peterborough Borough Council's New-Links, where welcome points for new arrivals have been developed, alongside community mediation services, and
  - Southend-on-Sea's work with providing training for community champions' within front-line staff and community activists to be able to tackle community cohesion issues at a local level to discuss myths and perceptions.
  - A Community Cohesion Impact Assessment Tool – which can be utilised to 'test' practices, strategies, model approaches for community cohesion and community engagement.
  - Identifying cultural-led approaches to community engagement, such as Southend's "I love Southend because....." booths.
- 4.3 The Campaign Company focus groups took place with local residents who were offered vouchers to attend and were identified as having a 'settler' profile, whose values are segmented as traditional and disliking change. The focus groups highlighted issues for those present as:
- There was recognition that regeneration work in the Old Town, Gateway and beaches was positive. It could be seen that Turner Contemporary would bring some employment. However, the decline of Dreamland was seen as the reason for deprivation and that the resurrection of Dreamland was seen to be the answer to the area's problems.
  - Identified as specific to Thanet (compared to other areas where the Campaign Company has worked) was the clear impression that these residents believed that there is very little evidence from residents of any form of communication from the Council and partners. There appeared to be intense frustration that little or no community engagement has occurred for a long time.
  - There was strong hostility to migrant communities, but a belief that true feelings could not be aired without being labelled racist. Interestingly, quite a few of those involved in the focus groups were UK migrants who had moved to the area over recent years but resented other communities moving into the area.
  - Margate Central residents in the focus groups were of an older generation, longing for the 'old days'.
  - None of the attendees were involved in any volunteering, or groups, or housing association tenant groups. One advised they had received a newsletter before – therefore this is a group of residents who appear not to have been previously engaged with.
  - Some of those involved in the focus groups agreed for their contact details to be shared with Urban Practitioners and therefore it is hoped to re-engage them in the action plan work.

## **5. Next Steps and Timetable**

- 5.1 The LIAs will be presenting a national context and Urban Practitioners will be presenting their findings to date to the Board on 8<sup>th</sup> April.

- 5.2 Urban Practitioners will undertake all 'test-bed' focus groups to inform a draft Community Engagement Action Plan, which has a timeline to be completed by the end of May 2010.
- 5.3 The LIAs will continue to provide support and guidance, over a period of the 15 days allocated. This will include supporting and facilitating stakeholder discussions and training, which will need to take place post-election and the purdah period.
- 5.4 The Campaign Company will run stakeholder 'values' focus groups or phone interviews with key senior and frontline Officers across a wide range of partners involved in the renewal activities. This work will focus on 'balancing' the work to date.
- 5.5 It is proposed to launch the Community Engagement Action Plan in June 2010, depending on stakeholder support and endorsement. This will be combined with the availability of the evaluation document providing the impact and outcomes of the Safer Stronger Communities Fund (SSCF) Programme, which has been the community development approach within these wards for the last four years. The Neighbourhood Plan is the next evolutionary phase of the renewal activities and the community engagement action plan is the driver connecting the movement from the SSCF approach to a far more in-depth approach to engaging the community.

<b>Date:</b>	8 April 2010
<b>Item No:</b>	5
<b>Item Title:</b>	Housing Renewal Programme
<b>Author:</b>	Brendan Ryan
<b>Purpose:</b>	For Information
<b>Recommendation</b>	<b>The Board is to receive a presentation by DTZ on the interim findings of the Housing Intervention Strategy and Delivery Model.</b>

## 1. Background

- 1.1 The draft Housing Renewal Strategy was approved in late 2009 subject to consultation with residents and other stakeholders. This strategy set out two key areas of work, improved regulation of private sector landlords and interventions to help remodel the housing market.

## 2. Housing Renewal Strategy

- 2.1 The draft Housing Renewal Strategy was approved for consultation by Thanet District Council in January 2010. The draft strategy has been amended in the light of the comments received from the consultation. However, the work being undertaken by DTZ has challenged some of the assumptions in the strategy and it seems sensible to wait until the DTZ work has been completed before finalising the strategy.

## 3. Your Home – Your Health

- 3.1 The Your Home – Your Health project has been initiated by the Housing Improvement Team and is part of a systematic approach to housing inspections in which we seek to gather information about tenure, occupancy and stock condition. It helps identify enforcement action in properties that might otherwise not have come to our attention. It is also important in helping develop our intelligence about the area identifying the proportion of new tenants in the area that have moved within Cliftonville or have come from outside the area. As this programme progresses there are opportunities to collect more data about residents and their background. The data supports other information about the change in the tenure structure since 2001.
- 3.2 The programme has started in Dalby Square, Arthur Road and Dalby Road. There are 60 buildings in these three street that have been subdivided into 247 units of accommodation. So far 240 units have been inspected. Appendix 2 sets out a summary of some of the findings to date.
- 3.3 A complimentary piece of work undertaken by Richard Hopkins of the Housing Improvement Team has identified how the lack of food preparation facilities in hotels and guesthouses used as HMOs has a detrimental effect on the dietary health of those residents who are otherwise homeless. The research, which looked at such accommodation in the Cliftonville West area, revealed that 82% of the otherwise homeless population was either unemployed, long-term sick/disabled, or retired, and over half of the survey respondents had occupied their room for more than six months, with 39% having done so for more than a year. Less

than 7% of residents surveyed purchased any evening meals. A comparative survey revealed that residents were shown to consume a diet that was on average significantly less healthy than other local residents who were living in the rented sector in similar socio-economic circumstances. The research concluded that this type of accommodation promotes food poverty among some of the most deprived and vulnerable social groups. Food poverty leads to poor health outcomes and health inequalities.

#### 4. Regulation and Enforcement

- 4.1 Enhanced levels of regulation and enforcement are an important element of a comprehensive strategy to tackle the area's housing problems. Following the Margate Task Force housing seminar in December, proposals have been developed to increase the size of the Housing Improvement Team to allow for a more systematic inspection regime, along the lines of the Your Home – Your Health initiative. Provisional agreement has been made by KCC to fund an enlarged team using a reward grant. Final details will hopefully be concluded shortly. The additional resources will also be used to implement selective licensing in the area. . A selective licensing scheme seeks to designate an area of low housing demand and/or high levels of anti social behaviour. Any privately rented property within the designated area will require a licence from Thanet District Council in order for it to be used for privately rented accommodation. The aim of such a scheme is to improve the quality of the accommodation and the standard of management; however it may also have the effect of reducing the level of rented accommodation. It is proposed that the scheme will be implemented in phases and landlords are likely to be charged a licence fee to cover the costs of the scheme. This will be a significant boost to our ability to regulate the sector.

#### 5. Intervention Model

- 5.1 The draft strategy set out proposals for a model of intervention to take our surplus capacity in the housing market and provide the ability to intervene in key sites and properties. Working with KCC some more detailed work has been commissioned from DTZ to develop proposals' for the intervention. DTZ's brief includes developing a strategy for intervention in the area to address housing issues. This will include options for a delivery model and potential funding sources, outline costs and a programme of intervention. This work is funded by KCC and led by the MRP Housing Task Force. Chris Cobbold of DTZ is leading this work and will present their interim findings at the Board meeting.

The emerging strands of the intervention strategy are:

1. **The Enforcement Strategy:** A key element to the strategy will be enhanced enforcement activity to raise the standard of housing and the management of tenants across the whole of the Private Rented Sector (PRS) in the intervention area. The aim is to ensure that all PRS property meets defined standards and that landlords manage properties and tenants well
2. **The Management Strategy:** Enforcement alone will not achieve the desired end of improving the quality of the PRS stock and the management of property and tenants. Direct intervention in the market will be needed to demonstrate what can be done and to drive up standards
3. **The Tenure Diversification Strategy:** Property interventions are likely to be needed to improve the quality of homes and to change the mix of property types in order to increase the proportion of home owners and tenants paying market rents (ie not dependent on housing benefit) living in the intervention area.
4. **The Marketing Strategy:** The long term aim is to attract a different type of resident to the area – more home owners, more people committed long term to the community, a wider mix of household types and incomes. Marketing the area has a role to play in change perceptions of the area and drawing in new residents.



5. **The Public Realm Strategy:** In order to make the intervention area an attractive place to live the interventions need to take place within a wider context of regeneration in Margate, with the role of Northdown Road and the public space running along the cliff tops being of direct importance to the perception of intervention area
6. **The Personal Services Strategy:** The effective delivery of support services to those residents who are disadvantaged has an important role in both assisting individuals to cope with their circumstances and lessen perceived problems of anti-social behaviour; and therefore has an important role in the intervention strategy.

The DTZ work is concerned primarily with strand 2, 3, and 4.

## **6. Total Place**

- 6.1 Housing is obviously a key element of the Total Place proposal. A number of proposals were included in the bid that either support or strengthen our regulatory powers or provide incentives to encourage new owner occupiers. The Task Force, Total Place (Margate Agreement) and Housing Intervention work need to be developed in parallel. This work will be pulled together under the framework of the Neighbourhood Plan.

## **Appendix 1 – Your Home, Your Health Summary**

**Your Home Your Health Pilot scheme – 6 month review**

**Proposal**

This proposed approach aims to take each street in the Renewal area by turn with a view to the Housing Improvement Team gaining access to all the properties in the street and using a full toolkit of both enforcement powers and incentives to improve the properties.

This approach has the following benefits:

- Focuses limited resources to areas of high need
- Provides a methodical approach allowing the staff to fully deal with each problem property in turn.
- Provides visible results rather than a 'pepper pot approach'
- Provides a higher profile for the housing services
- Allows the team to achieve quick results in a larger number of properties
- Meets the aims of the Triple Aim project.
- Enhances partnership working in a different way to clean sweep
- Compliments the clean sweep activity
- Allows the collection of vital information on the occupancy of the area.
- Allows the use of the new multi-agency referral process

There are some disadvantages to this approach of which the Council must be aware and support:

- The Housing Improvement team will no longer be able to provide a rapid re-active service.
- Non-urgent housing complaints outside of this area will not be prioritised.

The following table gives an indication of the intended priorities for action. A list of key properties has been identified as a priority. These will either be dealt with as part of the street by street scheme where housing enforcement is required however where these become a high priority for other departments they will be dealt with in order of priority. This approach is a long term plan for the renewal of the area.

<b>Road</b>	<b>Proposed Dates (subject to change)</b>	<b>Duration</b>	<b>Key properties to target by road</b>
<b>Dalby Square, Arthur Road, Dalby Road</b>	From August 2009 onwards	3 months	<b>Warren Court Hotel</b>
<b>Athelstan Road</b>		3 months	<b>Bel Air Hotel</b>
<b>Ethelbert Road</b>		3 months	
<b>Zion Place, Cliff Terrace, Fort Crescent (and sea front to Newgate gap)</b>		3 months	26 Ethelbert Terrace, 3,4,5 Zion Place
<b>Trinity Square</b>		3 months	
<b>Edgar Road</b>		2 months	Julian Court
<b>Stanley Road, Gordon Road,</b>		3 months	Hereward House, Jaden Court Percy Road
<b>Sweyn Road, St Pauls Road</b>		2 months	
<b>Albion road, Godwin Road</b>		3 months	<b>Oval Hotel,</b> <b>54 Godwin</b> <b>Honiton House,</b> Godwin Cottage 5 Godwin road
<b>Harold Road</b>		2 months	<b>Elonville Hotel,</b> <b>Edorian Hotel,</b> Kinsdown Hotel St Georges Garage
<b>Cumberland Road, Norfolk road,</b>		2 months	
<b>Warwick Road, Surrey Road</b>		1 month	<b>Hotel Leslie,</b> <b>Embassy Hotel,</b> 6 Surrey road 38 Surrey Road,
<b>Northdown Road (</b>		2 months	

<b>(Wyndham avenue to cliftonville avenue) both sides )</b>			
<b>Northdown Road (Cliftonville Aveune to Athelstan road) (both sides)</b>		2 months	
<b>Northdown road (Athelstan road to Trinity Hill) (both sides)</b>		2 months	
<b>Eastern Esplanade</b>		2 months	<b>St George Hotel Site,</b>
<b>First, second, third avenues</b>		2 months	
	Total	40 months	

## Results – six months on

The programme of inspections began in August with the Housing Improvement team carrying out a reconnaissance of the exteriors of the properties and the common parts of the buildings. During this time the multi agency referral form that was to provide the tool for collecting individual information was being finalised in partnership with health and other services.

The form was finalised in September 2009 and the Your Home Your Health scheme began in earnest on 5<sup>th</sup> October 2009 in Dalby Square, Dalby Road and Arthur Road.

There are 60 buildings in total in these three streets. Each of these buildings has been sub-divided into smaller units and in all there are 247 units of accommodation. Between October 2009 and February 2010 the Housing Improvement Team have attempted to access to 240 units out of 247.

Although the team have attempted access to 240 units, actual access has been achieved to only 46 units. In general the properties were either empty or the residents were not in at the time of the inspection. Letters were left for the residents to contact the team but only 3 people did so. The team will be attempting access again at different times of the day (evenings) and some weekends to try and capture those residents that are working during the day.

Confirmed empty	44	17.8%
No access	143	58%
Refused access	7	2.8%
Gained access	46	18.6%
Still to access	7	2.8%

The following results are based on 46 completed surveys and provide a picture of the residency of the area.

Households in receipt of benefits	35	76%
Privately rented	38	83%
Total number of residents originally from Thanet	7	15.2%
Total number of residents from elsewhere in Kent	10	21.7%
Total number of residents from elsewhere in the UK	20	43.5%

Total number of residents from 9  
outside the UK

19.5%

In total 85% of residents are not from Thanet. The following provides a breakdown of this information:

UK County/District of origin	Number	Percent	Comments
Gravesend Kent	2	4.3	
Thanet	7	15.2	
Canterbury	2	4.3	
Sittingbourne	1	2.2	
Maidstone	1	2.2	
Ashford	1	2.2	From Afghanistan been in Ashford 7 years
Dover	2	4.3	
Medway	1	2.2	(Slovakian)
Surrey	3	6.5	
Oxford	1	2.2	
London	10	21.7	
Milton Keynes	1	2.2	
Leicester	1	2.2	
Hertfordshire	1	2.2	
Crawley, Sussex	1	2.2	
Cornwall	1	2.2	
Bedford	1	2.2	

Outside of the UK Country of Origin	Number		
Slovakia	1	2.2	
Cyprus	1	2.2	
Afghanistan	1	2.2	
Sierra Leone	1	2.2	
Latvia	1	2.2	
Germany	1	2.2	
Czech Republic	1	2.2	
India	1	2.2	

France	1	2.2	
Total	46	100.3	

#### **Length of time living in the property**

Less than 6 months	8	17.7%
6months – 12 months	4	8.8%
12months – 2years	11	24.4%
1years -5years	7	15.5%
5years- 10years	8	17.7%
More than 10 years	7	15.5%

73% have been living in the area on a long term basis (more than 1 year).

#### **Ethnicity**

White British	31	72%
White Other	6	13.9%
Asian Other	3	7%
Mixed – white black Asian	1	2.3%
Black or Black British Caribbean	2	4.6%

There are two main objectives to conducting the Your Home Your Health pilot. The first is as a data collection tool to provide a clearer picture of the area and to establish service needs and provide an understanding of the housing market. The other is to enable residents to access services that they may not normally access or did not know existed.

As a result of this part of the pilot, each referral form that was completed was referred to the Home Improvement Agency (HIA). The information on the form was recorded by the HIA and the details of the resident sent to the various services identified by both the client and the HIA as possible needs.

The following provides some detail on the types of services that have been accessed using this scheme.

It must be noted that the form is not only being used within the pilot area by the Housing Improvement team. It is also being used by other professionals across the district and therefore the results represent all the forms that have been received since October 2009 across the district. It is intended to separate this information but at the point of writing this report this has not yet been completed. The results below however, provide a strong representation of the effectiveness of this process and its potential use across other areas of the district.

The HIA received 76 referrals from October 2009 to February 2010.

48 came from TDC officers

18 from health visitors

9 from the Pension Service

1 from KCC Adult Social Services

1 from the Fire Service

Of those 76 referrals received these were forwarded on to the following range of services, it should be noted that some people have been referred to more than one service.

Handy person/home safe	47	38%
Dentist	15	12%
Doctors surgery	3	2.4%
Housing Improvement Team	17	13.8%
Quit smoking	5	4%
Heating grant referrals	12	9.7%
Housing Options	6	4.8%
Healthy Living co-ordinator at HIA	18	14.6%

The Healthy Living coordinator carries out a more detailed questionnaire into the needs of the client. As a result of the visits made by this service the following further referrals were made

Handy person/home safe	8	25%
Benefits agency	2	6.25%
Gardening services	4	12.5%



Housing Improvement Team	3	9.4%
Quit smoking	1	3.1%
Health trainers (healthy eating)	1	3.1%
Occupational Therapists	5	15.6%
Lifeline	1	3.1%
Education and community activity	2	6.25%
Heating grant referrals	5	15.6%

In addition to the above services, the following pieces of safety equipment have been fitted or provided

Smoke alarms	13	26%
Carbon monoxide detectors	15	30%
Door chains	10	20%
Locks	5	10%
Window locks	1	2%
Electric blankets	1	2%
Night lights	2	4%
Power down sockets	2	4%
Letter box cages	1	2%

### **Conclusion**

This was a highly ambitious programme and inevitably the timescales indicated in the original table on page 2 have lapsed.

The level of resource required to conduct such a programme has been completely underestimated and as such the programme is more likely to take in excess of a further 96 months (8 years) based on current levels of resources.

The resource intensity of this approach should however be off set against the positive results that have been achieved so far.

Not only has useful, detailed information been gathered, but residents in the area have been able to access services that both enhance and improve health and wellbeing as well as identifying properties in poor repair that the Housing Improvement Team are now actively dealing with.

The picture for Dalby Square etc currently shows a high percentage of rented property occupied by a high level of benefit recipients who in the main have re-located from other areas. They have however generally lived in the area a reasonable length of time.

Further work is required to attempt access to the large number of no access properties as the current data is skewed to those either not working and/or in receipt of benefits.

It is also necessary to do further work on the outcomes of this intervention and how this has impacted on residents.

In conclusion, from the brief data analysis that has been conducted this shows that this approach is working but is resource intensive. The Housing Improvement Team intends to continue with this approach and will be moving to a new area by June 2010.

If further information or analysis is required please contact Tanya Wenham Housing Improvement Manager for more details.

<b>Date:</b>	8 April 2010
<b>Item No:</b>	6
<b>Item Title:</b>	Public Realm Project Update
<b>Author:</b>	George Chandler / Doug Brown
<b>Purpose:</b>	For Information
<b>Recommendation:</b>	<b>The Board is asked to:</b> <ul style="list-style-type: none"> <li>• <b>Note progress so far on the suggested approach to developing Public Realm projects for the Seafront in Margate.</b></li> </ul>

## 1. Introduction

- 1.1 The Board last considered traffic and public realm issues in Margate at the December 2009 meeting. This report is a brief update so far on progress with the Seafront scheme.

## 2. Kent Design Initiative

- 2.1 A key aspect of the Public Realm approach for Margate is to build on the lessons learned from other projects across Kent (Ashford Shared Space, Dover Priory Station, for example). The Kent Design Initiative is now investigating how to deliver maintainable schemes in the public realm that do not involve an exclusive focus on the design, but aim to integrate them into the fabric of a town over the longer term.
- 2.2 For Margate this means bringing a focus to the highway areas along the Seafront where significant areas are given over exclusively to highway use with domination by the car. Redressing the balance by giving space back to pedestrians is key, and knitting the emerging art and cultural approach into the fabric of the public realm is proposed to embed a better sense of place into Margate.

## 3. Public Realm Process

- 3.1 The project for Margate has begun drawing on previous strands of work which have looked at the Public Realm and developing an Integrated Design Team (IDT) approach. Individual 121's have already been undertaken, along with a full topographical survey to provide baseline data. Appropriate personnel have been identified to participate in the IDT – involving a cross-discipline approach to avoid the process being skewed towards any particular profession.
- 3.2 It is proposed to complete the design process for Margate by the end of 2010, when a scheme to improve the Public Realm along the Seafront will be developed. The IDT approach is designed to ensure that all stakeholders are included at all stages of the project and as much agreement on the scheme is achieved as possible. This Board is seen as a key element of the stakeholder engagement process and workshop events will be set up to enable Members to input to the scheme.
- 3.3 A detailed work programme is being developed through the early stages of the process so that milestones can be identified and agreed for evaluation and monitoring purposes. A key output already identified through the initial 121's is the need for early "quick wins" that could be developed for implementation without compromising the final nature of the scheme. The

work programme and progress towards agreed milestones will be reported to this Board at regular intervals.

- 3.4 Finance to bring forward the integrated design approach has been identified from Kent County Council core regeneration budgets and this funding has been confirmed for 2010 / 2011. It is not yet appropriate to indicate the likely cost of any final scheme, nor to suggest where this funding might be sourced – it is highly likely to range in the millions and keeping perspective on final costs in the design process will be a key constraint that must be tackled. This was a point noted by English Heritage's Urban Panel – where they suggested that a wholesale revamp of large areas of the Seafront would not necessarily provide a suitable return on investment and potentially dilute the regeneration of Margate.
- 3.5 Ensuring the final project outcomes match the aspirations for Margate whilst remaining affordable and deliverable is highly desirable and requires the IDT and the client team to focus closely on the project deliverables as the scheme emerges. Regular reviews will be built into the work programme to ensure the project keeps on track and does not lose either focus or wider stakeholder acceptance.

#### **4. Summary**

- 4.1 This report provides a brief update of progress on the approach adopted to enable the evolution of Public Realm proposals. Further updates as work progresses will be brought to the Board for discussion.

<b>Date:</b>	8 April 2010
<b>Item No:</b>	7
<b>Item Title:</b>	Dreamland Sea Change
<b>Author:</b>	Derek Harding
<b>Purpose:</b>	For Decision
<b>Recommendation</b>	<p><b>The Board is asked to:</b></p> <ul style="list-style-type: none"> <li>• <b>To note progress on Dreamland Margate;</b></li> <li>• <b>To agree the revised funding schedule;</b></li> <li>• <b>To consider the options for meeting the funding shortfall.</b></li> <li>• <b>To note the revised programme.</b></li> </ul>

## 1. Introduction

- 1.1 This report provides the Board with an update on key issues related to Dreamland. The report sets out the current position on funding, land ownership, the appointment of staff and consultants, and the programme for the project.

## 2. Dreamland Margate Funding

- 2.1 Over the last 6 - 9 months, we have been trying to establish an arrangement to provide the landowners with a £4m loan to secure against the land. The loan would be repaid through a Section 106 agreement related to the enabling site. Due to the existing level of debt and priority charges on the land, the landowners could not provide the Council with sufficient security. In addition, the loan charges would need to be met by the project until repayment of the loan in full, and the project income (generated from the Amusement Park) could not meet these costs indefinitely.

Therefore, a decision was taken to develop a funding package that was not reliant on the landowner's contribution for Phase 1. This strategy was discussed and agreed with the Sea Change team in January 2010 and a revised grant offer was issued and signed by Thanet District Council. The Sea Change team has also increased the grant offer from £3.7 million to £3.8 million.

- 2.2 The table in Appendix 1 summarises the current funding position
- 2.3 The additional HLF, ACE, EH and SEEDA applications cannot be made until the further development and business planning work is undertaken. This work should be complete by August 2010. Bids will be worked up and submitted as appropriate.
- 2.4 Based on these assumptions, there will be a shortfall of £1.2m for Phase 1. Applications to charitable organisations are also being progressed to make up this shortfall. Discussions have also taken place with KCC on the potential of a 'soft loan' to cover the shortfall of the project. This would be on the basis that the loan would be re-paid once the landowner's contribution is secured.

In addition, Gardiner & Theobold have been reviewing the project costs to identify potential areas for savings or phasing the project to allow costs to be spread over a period of time. Further work is required but initial advice suggests that it will be unlikely to identify large cost savings. A breakdown of the project costs (based on the feasibility study) are shown in Appendix 2.

### **3. Appointment of Team and Consultants**

- 3.1 The Dreamland Project Team and Design Team have been appointed with the HLF funding secured by the Dreamland Trust.

#### Dreamland Team

Jonathan Bryant – Project Director (2.5 days per week)  
Graham Ward – Archivist  
Jan Leandro – Audience Development Officer  
Bob Preedy – Fairground Rides Advisor (1 day per week).

#### Consultant Design Team

Project Manager, Cost Consultant & CDM – Gardiner & Theobold  
Landscape Architects – To be appointed following interviews on 31<sup>st</sup> March.  
Architects – CTM Architects  
Structural Engineers – Campbell Reith Hill  
Mechanical Engineers – M & E Engineers

The Consultant Design Team has been appointed following OJEU procedures.

#### Others

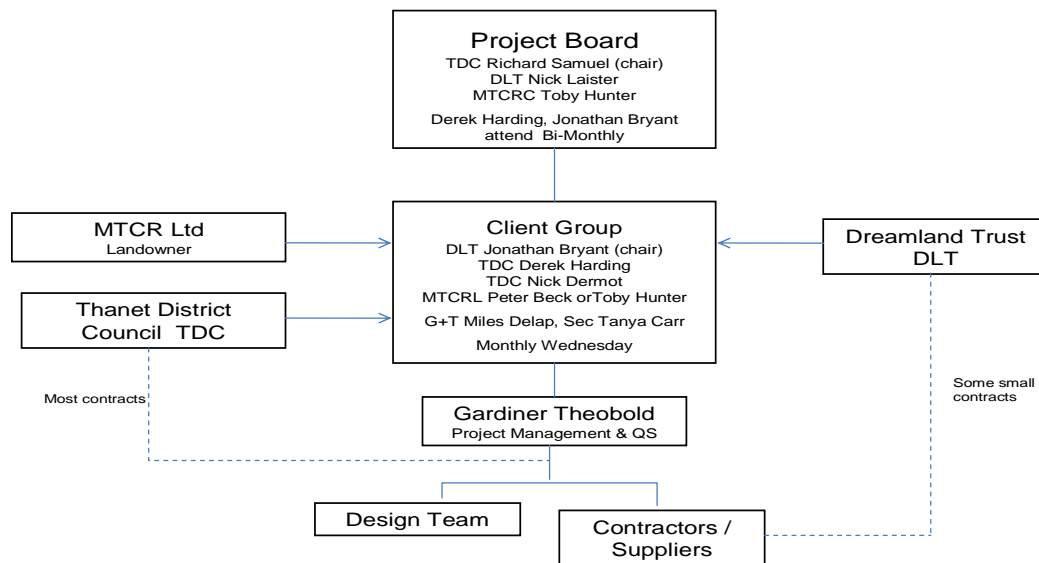
Business Plan Consultant – to be appointed by end April  
Creative Consultant – to be interviewed on 13 & 14 April

The Dreamland Team are based at the Media Centre.

### **4. Management and Governance Arrangements**

- 4.1 Negotiations are on-going with the landowners on the detailed agreements to transfer the freehold of the site to the Council. We are seeking to agree the Heads of Terms by the end of May and complete the land transfer by August 2010.
- 4.2 The table below sets out the overall governance arrangements for the project. Essentially, the Dreamland Trust will employ the Project Staff and Specialist consultants and the Council will employ the Design Team. The Council will procure the works contracts, employ the contractors and transfer the completed project to the Dreamland Trust.
- 4.3 The Council will grant a long lease at a peppercorn rent to the Dreamland Trust for the Heritage Amusement Park and the Cinema (or parts of the Cinema) required to deliver Phase 1. Advice has been taken from Trowers on the legal and VAT implications of the project and the proposed approach is deemed to be the most VAT efficient option. HMRC will be consulted on the detailed proposals.

## DREAMLAND MARGATE Project Management Structure



## 5. Risks

- 5.1 The Key risks are set out in the G& T report in Appendix 2. The transfer of the land is the single biggest risk to the project and delays could jeopardise the Sea Change and HLF funding. As a contingency, the Council will be asked to agree to proceed with Compulsory Purchase under the Town and Country Planning Acts as a contingency if an agreement cannot be reached within the agreed timescale. A report will be presented to the Council meeting on 22<sup>nd</sup> April.
- 5.2 The programme is another major risk and there has already been slippage due to delays in the Sea Change announcement and the appointment of consultants. Based on the current programme critical milestones are:
- HLF application submitted in August
  - HLF approval November 2010-03-31 Contractor appointed October 2010 (contract subject to HLF approval)
  - Start on site February 2011
  - Practical Completion May 2012.

## 6. Conclusion

- 6.1 There has been a significant amount of activity over the last four months and the project is moving towards the detailed design phase. In parallel with the design work, there are a number of key risks/issues that need to be resolved (namely land transfer and match funding applications). The Board will be kept informed of progress and a detailed update will be presented at the next meeting.

**Dreamland Funding Options - 9th March 2010**

<b><u>Funding Source</u></b>	<b><u>£</u></b>	<b><u>Notes</u></b>
Sea Change	3,800,000	Committed.
HLF	3,019,069	In Principle agreement. £540,000 committed.
TDC	2,200,000	Budget approved by Full Council 25th February. Subject to detailed report Report to Cabinet 22nd April.
SEEDA (Grants for Business Investment)	120,000	Initial offer. Subject to Business Plan
HLF	980,931	Dependant on outputs and quality of 2nd round submission. Planned additional money to make £4m.
English Heritage MACH	100,000	In principle agreement.
ACE	100,000	Subject to detailed design. Maybe additional funds from further negotiations.
Thanet Works	850,000	Prioritised by TDC's CMT 25th Feb. Application to be submitted by 7th April. Board meeting 23 <sup>rd</sup> April.
<b>Total funds</b>	<b>11,170,000</b>	

Total cost **12,429,876**

Shortfall - 1,259,876

Current scheme funding **11,170,000**

**Shortfall options**

KCC provide a soft loan (repayable grant to TDC of £1.5m, reducing TDC's borrowing requirement to £500k and replacing MTCRC £1m in first phase. Repayable on receipt of S106 agreement.

An operator is signed up prior to the park opening and an upfront payment is received, which either assists in funding the park or towards the cost of TDC borrowing.

Continue to review project costs to identify potential for savings or phasing project.



## Dreamland Margate



### Report to Client Group

April 2010

## 1.0 PROJECT STATUS

This report covers the period between 10<sup>th</sup> March and 30<sup>th</sup> March 2010. During this time the main period of activity has been concentrated on procuring the design team i.e. carrying out tender interviews and appointing consultants. The outcomes have been summarized in the table below. The Landscape Architects are still to be appointed but this decision is likely to be made on 1<sup>st</sup> April. The first design team meeting will therefore take place w/c 12<sup>th</sup> April.

A programme for completion by early May 2011 is attached. The project is currently on programme to achieve this. G&T have produced a revised cost plan following a number of meetings with the client group.

## 2.0 CONSULTANT APPOINTMENTS

Most of the project team has now been appointed with only the Landscape Architect still outstanding. The status for each consultant is as follows:-

Appointment	Consultant	Status
Project Manager	GTMS	Formal appointment letter to be issued.
Landscape Architect	To be advised	Selection process in train. Interviews to be held on 1 <sup>st</sup> April following a 2 week extension of time given to the consultants.
Architect	CTM Architects	Following interviews held on 15 <sup>th</sup> & 22 <sup>nd</sup> March it was agreed that M-E Engineers should be appointed. Letters were sent to the successful candidate on 26 <sup>th</sup> March informing them that Thanet District Council intends to enter into contract with them on 6 <sup>th</sup> April.
Structural Engineer	Campbell Reith Hill	Following interviews held on 22 <sup>nd</sup> March it was agreed that Campbell Reith Hill should be appointed. Letters were sent to the successful candidate on 26 <sup>th</sup> March informing them that Thanet District Council intends to enter into contract with them on 6 <sup>th</sup> April.
M&E Engineer	M-E Engineers	Following interviews held on 24 <sup>th</sup> March it was agreed that M-E Engineers should be appointed. Letters were sent to the successful candidate on 26 <sup>th</sup> March informing them that Thanet District Council intends to enter into contract with them on 6 <sup>th</sup> April.
Cost Manager	G&T	Formal appointment letter to be issued.
CDM Coordinator	GTPS	Formal appointment letter to be issued.
Specialist Consultants	To be advised	Not commenced.
Business Planning Consultants	To be advised	For discussion
Interpretation Consultant	To be advised	With Dreamland Trust

### **3.0 PROGRAMME**

A programme is attached, which reflects the period taken for procurement of the Landscape Architect. The design team will be appointed by mid April as per programme with a short review of Stage C to follow so that the team is ready to start Stage D design in earnest in May. The programme is currently based on a traditional procurement route and practical completion is scheduled for early May 2012. A copy of the latest programme is attached in Appendix 1.

### **4.0 COSTS**

A Stage C cost plan was produced by Cyril Sweett, which showed an estimated construction cost of £10.1m including a contingency of £930k. G&T has reviewed these figures and updated the cost plan following a number of meetings with the client group. The construction cost still stands at approx £10.1m including allowances for sustainability, reduced inflation and contingency. The full breakdown is attached in Appendix 2.

### **5.0 SURVEYS**

A list of initial surveys has been identified, these will need to be procured in the following months to ensure the design team have the required information to inform their design. The list of surveys are shown below:-

- Asbestos Survey of the Scenic Railway - noted as existing but a copy is required
- 3D survey of the scenic railway
- Details of all of the rides - foot print, support (foundation) requirements, power draw, other services requirements, erection space, approximate erected dimensions, any photos, existing drawings
- Drainage surveys - CCTV the culvert and any other drains
- Statutory utilities search
- Further geotechnical surveys of the park
- Flood risk assessment
- Condition survey of Cinema: Damp, roof, window and timber surveys

## 6.0 KEY RISKS

Key risks as seen by GTMS are set out below. We will be concentrating management resources on these to seek to eliminate them.

Risk	Comment
Briefing	Obtaining a brief for the project which meshes with the commercial operation of the amusement park
Discovery	Refurbishment of buildings/structures of this type are likely to lead to discovery of unforeseen circumstances. The types of surveys to be conducted are to be planned and enhanced contingency management will be undertaken.
Budget to achieve the client's objective	The cost plan has been shown to have several limitations with a number of items having relatively low costs allocated to them.
Gaining ADIPS Certification for Rides	Health and Safety Executive publication HS(G) 175 - Fairgrounds and Amusement Parks requires an (ADIP's) examination certification to be in place before any relevant amusement device together with all its ancillary parts and gear is used. Provenance of the existing rides is uncertain.
Information	The existence of information for the rides including technical drawings and operational manuals. Lack of such information will require reverse engineering of the existing rides.
Listed Building Consent	The rebuilding of the scenic railway and alterations to the cinema will require listed building. Discussion with EH will be required.
Land transfer	Acceptable conditions to be agreed with Thanet district council and Margate Regeneration Company.
Programme	This is a very tight programme and there are many opportunities time during the project – e.g. all of the above, plus team-influenced issues. Consider a programme contingency in any commercial planning.
Funding	Security of funding is required. Consideration will be given to a reduced scope depending on the HLF funding available.
Works contractors	Obtaining the right works contractor(s) for the project requires careful thought on packaging. Getting this wrong will impact on cost, programme and quality.

## 7.0 NEXT REPORTING PERIOD

The following activities will be progressed during April 2010:-

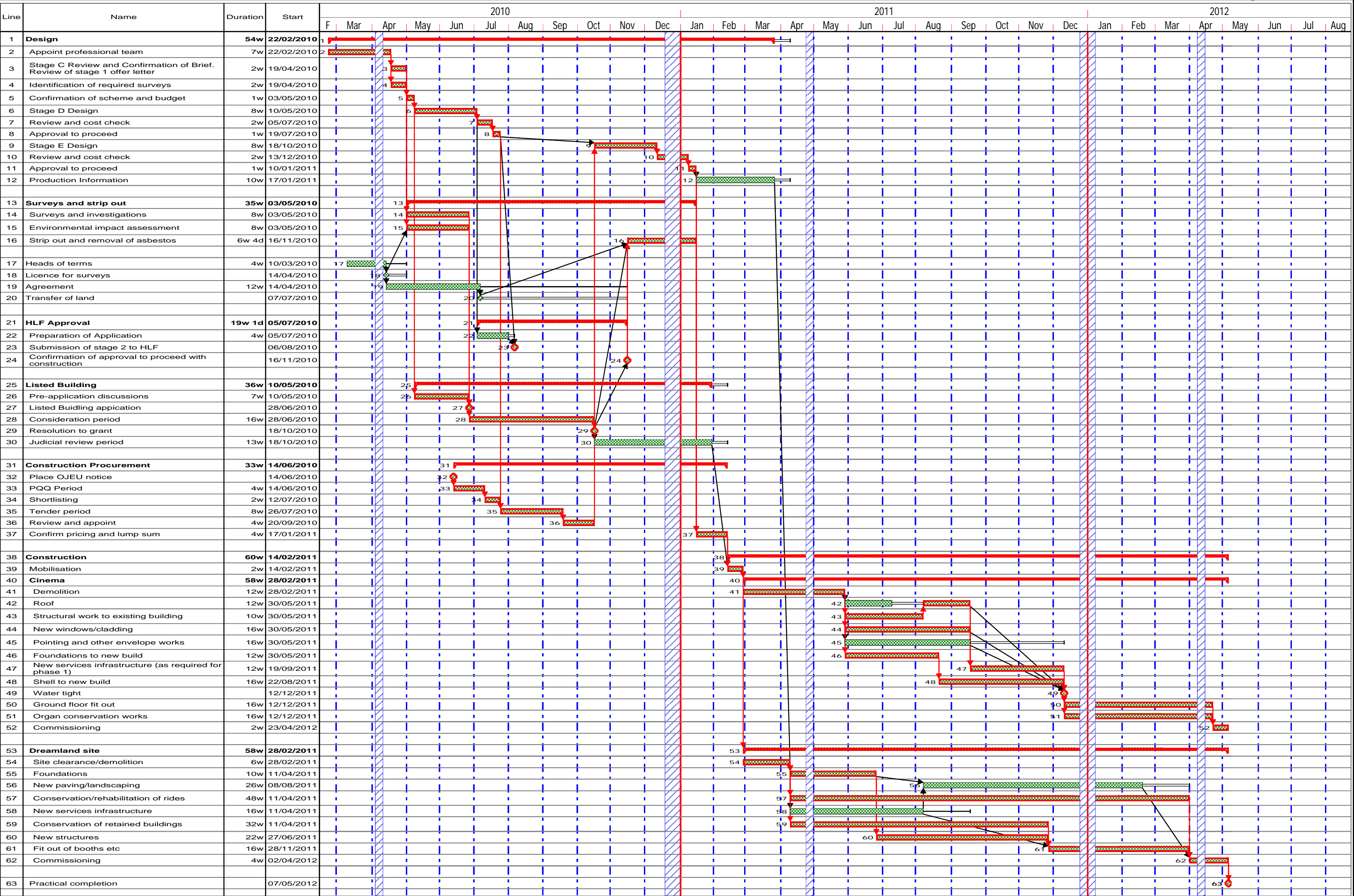
- Finalise core professional team member appointments
- Review business plan
- Review Stage C and confirm the brief
- Start procuring required surveys
- Commence apportionment of the budget to rides

## Appendix 1

### Programme

Dreamland Phase 1

The Dreamland Group



## Appendix 2

### Budget

# DREAMLAND, MARGATE - PHASE 1 OVERALL COST PLAN

## SUMMARY

£

### Stage C Cost Plan (March 2009)

Dreamland Cinema	1,645,016
Dreamland Heritage Amusement Park	7,502,824
	<hr/>
<b>Total Estimated Construction Cost</b>	<b>£9,147,840</b>
Sustainability Provision	137,200
Inflation Provision (2009, 2010 & 2011)	(548,800) (-6%)
Contingency	1,351,038 (12.5% Cinema; 15.0% Park)
Professional Fees	<u>1,499,584</u>
<b>Sub-Total Stage C Cost Plan (March 2009)</b>	<b>£11,586,862</b>

### Other Costs

Dreamland Trust Pre-Operations and Marketing	583,000
Surveys, Miscellaneous Fees and other Client Costs	229,000
	<hr/>
<b>Sub-Total Other Costs</b>	<b>£812,000</b>

<b>Total Overall Cost Plan - Phase 1</b>	<b><u>£12,398,862</u></b>
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Note: All costs exclude VAT



**DREAMLAND, MARGATE - PHASE 1  
STAGE C COST PLAN (March 2009)**

**DREAMLAND CINEMA**

	£	Quantity	Rate £	Unit
<b><u>Strip Out Existing Areas</u></b>				
Strip out existing areas, removal of finishes back to shell, services stripped back to distribution boards	100,000	2,000m2	50.00	m2
Asbestos removal	250,000			
Demolition of adjoining single storey structures	300,000	3,000m2	100.00	m2
Temporary weatherproof roof	100,000	500m2	200.00	m2
	<u>750,000</u>			
<b><u>Works to Existing Structure</u></b>				
Entrance doors to Lower Ground Mall entrance	160,000	2nr	80,000.00	each
New internal blockwork walls within existing building	40,000	100m	400.00	m
Removal of decayed external escape stairs	20,000			
Repair/overhaul of Compton organ	50,000			
Restoration of external windows, lighting, signage and canopy to Marine Terrace and Hall-by-the-Sea Road	300,000			
	<u>570,000</u>			
<b><u>Fitting Out</u></b>				
Café/Bar (Ground Floor)	45,000	300m2	150.00	m2
Café (Lower Ground Floor)	60,000	400m2	150.00	m2
Interpretation/Museum	65,000	100m2	650.00	m2
Retail Units (1-5)	18,750	25m2 each	150.00	m2
Mall to Lower Ground Floor	101,250	225m2	450.00	m2
Grossing factor (5% of total)	35,016	58m2		
	<u>325,016</u>			
<b>Total Stage C Cost Plan - Phase 1 - Cinema</b>	<u><u><b>£1,645,016</b></u></u>			

# DREAMLAND, MARGATE - PHASE 1

## STAGE C COST PLAN (March 2009)

### DREAMLAND HERITAGE AMUSEMENT PARK

	£	Quantity	Rate £	Unit
<u>Works to Amusement Park</u>				
<u>Demolition and strip out</u>				
Demolition of café and other historically unsympathetic structures from within scenic railway	67,800	678m2	100.00	m2
Strip off existing surfaces - block, tarmac, concrete and earth/grass	161,063	19,200m2	8.39	m2 (Av)
Remove from site materials arising; assumed 25% non-hazardous and 25% hazardous	391,245			
	<hr/> 620,108			
<u>New surfaces</u>				
New soft landscape areas	129,743	8,650m2	15.00	m2
Trees	135,617	49nr	2,500.00	each
Footpaths; concrete/flag pavings	500,499	3,500m2	143.00	m2 inc sub-base
Tarmac under rides	84,986	1,700m2	50.00	m2
Concrete plinths to rides	69,732	465m2	150.00	m2
Hard surface under buildings	247,660	3,302m2	75.00	m2
	<hr/> 1,168,237			
<u>Services infrastructure</u>				
Services infrastructure - New enclosure walls to existing substation	50,000			
Services infrastructure - External lighting	164,384			
Services infrastructure - Drainage system to be replaced/enhanced	172,445	4,927m2	35.00	m2
Services infrastructure - Power distribution	100,000	1,000m	100.00	m
	<hr/> 486,829			
<u>Fencing</u>				
Fencing - Queuing lanes, ramps and platforms to rides	59,250	237m	250.00	m
Perimeter security fence - Re-use palisade fencing	40,000	400m	100.00	m
	<hr/> 99,250			
<u>Buildings</u>				
"Grey box" shell for kiosks and games	39,600	66m2	600.00	m2
South entrance café	240,000	200m2	120.00	m2
Operations office and welfare	80,000	200m2	400.00	m2
Offices for park administration	157,200	262m2	600.00	m2
Public WC's (50% in podium)	500,000	200m2	2,500.00	m2
Shed for general park maintenance	272,000	680m2	400.00	m2
Ride enclosures - Haunted swing	48,000	96m2	500.00	m2
Podium; steel/concrete structure -				
Café	165,000	110m2	1,500.00	m2
Mirror maze	300,000	200m2	1,500.00	m2
Funhouse	750,000	500m2	1,500.00	m2
Shop	225,000	150m2	1,500.00	m2
Tickets	27,000	18m2	1,500.00	m2
First aid	30,000	20m2	1,500.00	m2

**DREAMLAND, MARGATE - PHASE 1  
STAGE C COST PLAN (March 2009)**

**DREAMLAND HERITAGE AMUSEMENT PARK**

	£	Quantity	Rate £	Unit
Finishes to podium	199,600	998m2	200.00	m2
Proprietary fabric structures	50,000	2nr	25,000.00	each
	<u>3,083,400</u>			

**Amusement Park Rides**

Refurbishment of scenic railway	1,000,000			
Refurbishment and delivery/installation of rides currently in MTCRC possession	500,000			
Scenic art associated with rides	40,000			
Repairs to listed menagerie cages and walls - Repointing/spot repairs to walls	35,000	140m	250.00	m
Repairs to listed menagerie cages and walls - Repairs/stabilise cages	15,000	3nr	5,000.00	each
Water feature adjacent to scenic railway - 2m wide shallow moat	200,000	200m	1,000.00	m
Water feature adjacent to scenic railway - Railings	30,000	200m	150.00	m
	<u>1,820,000</u>			

**Public Realm Items**

Architectural gates	80,000	4nr	20,000.00	each
Seating	30,000			
Bins, signposts	15,000			
Isolated feature lighting (tree uplighters, etc)	100,000			
	<u>225,000</u>			

**Total Stage C Cost Plan - Phase 1 - Heritage  
Amusement Park**

**£7,502,824**

# **DREAMLAND, MARGATE - PHASE 1 OTHER COSTS**

## **DREAMLAND TRUST PRE-OPERATIONS AND MARKETING**

	20010/11 £	2011/12 £	Total £
Employee and freelance staff	140,000	180,000	320,000
Governance costs	4,000	6,000	10,000
Travel and reimbursements	20,000	20,000	40,000
Insurance	1,000	1,000	2,000
Office rental, utilities and comms	5,000	8,000	13,000
Office equipment and stationery	4,000	10,000	14,000
Education strategy, activity plan, evaluation plan, apprentice scheme and interpretation scheme	20,000	10,000	30,000
Ten year business plan based on existing outline	18,000	0	18,000
Outline design of site interpretation, public realm and wayfinding	18,000	0	18,000
Grant application to three other bodies	10,000	0	10,000
Conservation management plan based on existing conservation statement	9,000	0	9,000
Archive project scoping report on cataloging and archivist brief	4,000	0	4,000
Audience development activities	9,000	15,000	24,000
Marketing/PR	8,000	30,000	38,000
Volunteer and miscellaneous costs	3,000	5,000	8,000
Contingency for HLF stage two application work up costs	25,000	0	25,000
<b>Total Overall Cost Plan - Phase 1 - Dreamland Trust Pre-Operations and Marketing</b>	<b>£298,000</b>	<b>£285,000</b>	<b>583,000</b>

**DREAMLAND, MARGATE - PHASE 1  
OTHER COSTS**

**SURVEYS, MISCELLANEOUS FEES AND OTHER  
CLIENT COSTS**

	20010/11 £	2011/12 £	Total £
Legal and surveyors fees, charity advice, heads of terms, memorandum of understanding, etc	25,000	5,000	30,000
Accounting, including advce and audit	8,000	5,000	13,000
Condition survey of compton organ	6,000	0	6,000
Rides purchase and miscellaneous	40,000	20,000	60,000
Surveys and site investigation	50,000	0	50,000
Planning fees	25,000	5,000	30,000
Other miscellaneous fees	25,000	15,000	40,000

**Total Overall Cost Plan - Phase 1 - Surveys,  
Miscellaneous Fees and Other Client Costs**

<u>£179,000</u>	<u>£50,000</u>	<u>229,000</u>
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# Progress Report

March 2010

## Vision Statement

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

## The Implementation Plan 2009 - 2011

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

### Place Making, Place Shaping

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

### Investing in Key Sectors

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

### Housing Renewal

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

### Supporting Vibrant and Cohesive Communities

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

## Progress - March 2010

Key	<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>					
MRP01 <b>AMBER</b>	Dreamland	Thanet District Council	To deliver a viable and deliverable masterplan for the existing Dreamland site (including Arlington House, Square, Car Park and Marine Terrace Frontage). 20 Acre site in the heart of the town. Mixed use scheme involving visitor attraction, residential and malling retail	<ul style="list-style-type: none"> <li>- Project Director (Jonathan Bryant), Audience Development Officer and Archivist now appointed. Gardiner &amp; Theobald procured as the project management company which with QS and CDM responsibilities also.</li> <li>- Procurement of design team well advanced. Stage D designs to be developed for completion by August 2010. Preparatory site works to commence late spring 2010. Second stage Heritage Lottery Fund application by August 2010.</li> <li>- Site still to be transferred and there is a risk to whole project if not.</li> <li>- Match funding still not secured and dependent on bids and discussions with KCC.</li> </ul>	<b>Approx £12m - £15m (Bids to be submitted)</b>
MRP01A <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 2008. Pre application negotiation with developers continuing for detailed scheme to refurbish tower and construct supermarket. Outline scheme for hotel to frontage also proposed. Confirmation of agreement between Tesco and Freshwater to develop a supermarket on the car park site and refurbish the residential tower.</li> <li>- Residential and general consultation has been undertaken by the developer.</li> <li>- Application expected approximately May 2010.</li> </ul>	<b>Private Funding</b>
MRP02 <b>GREEN</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	<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.</li> <li>- Site development brief to be reviewed as part of wider town centre review.</li> <li>- Turner vacated premises in October.</li> <li>- Negotiations with Thanet College to establish a new learning centre</li> </ul>	<b>£6.5m</b>

			residential. 40,000 sqft retail – 60 – 70 residential units.	<p>in the building resulted in the College abandoning the project due to excessive capital costs – despite support offered via SEEDA funding held by TDC.</p> <ul style="list-style-type: none"> <li>- Enquiries currently being followed up with further interested parties, this includes the potential of a Creative Hub as part of the MACH programme. The CLG Meanwhile programme is interested in this new initiative and may support an initial scoping exercise to set up a Creative Arts Trust to run the M &amp; S building as a Hub with £5,000.</li> </ul>	
MRP03 <b>AMBER</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>- Orbit Housing has formally stated a willingness to continue with the project's residential component, with TDC to manage the commercial element. However, this is at a very low land value.</li> <li>- Land values proposed by ORBIT have met with mixed responses from owners, mainly negative.</li> <li>- Architect has undertaken in January / February some additional design changes to further reduce build cost by an estimated 15%.</li> <li>- TDC is currently testing the revised design with other housing associations to determine if alternative financial models would be appropriate – in order to try to increase land values for owners (including TDC) to a higher level than those offered by ORBIT.</li> <li>- GOSE have been informed of the current process and are satisfied that the project, although complex, continues to be actively progressed.</li> </ul>	<b>£2.5m (Private/ Public Funding)</b>
MRP04 <b>AMBER</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>- Revised residential scheme prepared in March 2010 for the Fort Hotel site and adjacent land. KCC offer of funding has been declined by the owners who have indicated a willingness to submit an outline application for development of the whole site and detailed applications for the demolition of the Fort Hotel and creation of a landscaped open space. The owners still need to comply with a 215 notice on the site.</li> <li>- A CPO is being prepared for the Arcadian site whose ownership appears complex, no action has been taken to comply with a section 215 notice. Discussions have been held with architects working for an interested party, they have indicated an intention to submit a detailed scheme in the next two months.</li> </ul>	<b>Private Funding</b>
MRP05 <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. The structure of the retaining wall to Fort Hill, the substructure works including piling and completion of the ground floor slab, structural concrete works and the main roof structural steelwork are now complete. The capital project is scheduled to be completed in late autumn 2010.</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</li> </ul>	<b>£17.4m</b>



				<p>(£4.1m), SEEDA (£4m), TCAT – private sector fundraising which is being actively sought (£2.9m), with the balance being raised by KCC (£6.4m).</p> <ul style="list-style-type: none"> <li>- The Turner Contemporary trust is established and charitable status has been received (registered charity #1129974). Preparation for the transfer of operational responsibility from KCC to the trust on 1<sup>st</sup> April 2010 is underway.</li> </ul>	
MRP06 <b>AMBER</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>- The project team, involving officers from KCC and TDC, CTM Architects, development consultants Knight Frank and engineers Campbell Reith, has continued to investigate alternative development options involving both the Rendezvous site and the Winter Gardens.</li> <li>- The delivery of a hotel within a quality development remains a high priority and, following a soft market testing exercise on a number of alternatives conducted by Knight Frank, hospitality consultants TRI have been commissioned to produce detailed market reports on opportunities relating to a hotel on the Rendezvous site and other development options at the Winter Gardens.</li> <li>- Their work has involved a detailed investigation of supply and demand issues with considerable local and regional consultation. Potential complementarity between developments on the two sites will be fully explored. Their final reports with financial projections are expected to be delivered in April.</li> </ul>	<b>Private Funding</b>
MRP07 <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 on sale/future ownership awaited from administrators.</li> </ul>	<b>Private Funding</b>
MRP08 <b>GREEN</b>	Lido	Thanet District Council	Mixed-use scheme for residential, leisure, hotel and retail.	<ul style="list-style-type: none"> <li>- Site advertised for sale in Estates Gazette 6 June. Temporary lease agreed for live music events.</li> <li>- Administrators granted a further 6 months until 2010 to conclude sale.</li> </ul>	<b>Private Funding</b>
MRP09 <b>GREEN</b>	Public Realm Programme	Kent County Council and Thanet District Council	To commission and produce a Margate Public Realm Proposal for the Seafront, integrating with regeneration and public art initiatives across the town and integrating with sea defence proposals.	<ul style="list-style-type: none"> <li>- Process to develop Public Realm approach to Seafront under way through the Kent Design initiative.</li> <li>- Project scope agreed to incorporate Network Rail frontage to Station Approach area.</li> <li>- Project underway to re-landscape Marine Gardens.</li> <li>- Working with Turner Contemporary to co-ordinate landscaping/public realm in locality of the new building.</li> <li>- Working with Environment Agency to build in flood defence proposals.</li> </ul>	<b>£74,000</b>
MRP10	Parking,	Kent County	Completion of traffic study for	<ul style="list-style-type: none"> <li>- Discussions underway between KCC, TDC and developers on</li> </ul>	<b>£70,000</b>

<b>GREEN</b>	Movement & Access Plan	Council and Thanet District Council	Margate (following on from Margate Masterplan) and Parking, Access and Movement Strategy.	<ul style="list-style-type: none"> <li>- Dreamland Highway Infrastructure to inform MRP1, MRP1A and MRP9.</li> <li>- Car Park Signing due for completion by end April 2010.</li> <li>- Pedestrian Signing due for completion by June 2010.</li> <li>- Coach Park Design completed – finance to complete being sought. Completion by 2012 anticipated.</li> </ul>	
MRP11 <b>GREEN</b>	Lower High Street Pedestrianisation	Kent County Council	Closure of lower High Street to vehicular traffic.	<ul style="list-style-type: none"> <li>- Scheme dropped following petitions by retailers. To be reviewed as part of High Street re-development plans.</li> </ul>	
<b>STRATEGIC ACTION 2 – INVESTING IN KEY SECTORS</b>					
MRP12 <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 10 year Creative Margate Vision and the two year action plan agreed.</li> <li>- Delivery Group focussing on finalising the two year action plan, securing resources for key priorities.</li> <li>- Wave 3 Sea Change application submitted to support Creative Margate was unsuccessful.</li> <li>- Framework agreed for MACH123, Margate Arts, Culture and Heritage. MACH Project Manager starts on 12 April 2010.</li> </ul>	<b>£500,000</b>  <b>(English Heritage)</b>
MRP13 <b>GREEN</b>	Delivering the Creative Quarter	Margate Renewal Partnership	A package of works and support focussed on the Old Town.	<ul style="list-style-type: none"> <li>- ERDF programme completed in December 2008. GOSE Audit completed. Work will be progressed under MACH123.</li> </ul>	
MRP14 <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. A feasibility study is required to develop plans and costings. Plans under review.</li> <li>- No further work undertaken at this stage as Theatre Royal Margate focussing on current operational plan.</li> </ul>	<b>To be secured</b>
MRP15 <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>- Consultation is on going.</li> <li>- Business Link workshops being delivered.</li> <li>- Economic Development is working with key networking organisations to review the opportunity of holding a week long business event across the district.</li> <li>- CLG funding for empty retail units is being used to provide some grant funding and tidy up some of the empty retail units; following the 'Windows of Opportunity' project.</li> </ul>	
MRP16 <b>GREEN</b>	Engaging the Business Community	Margate Renewal Partnership	Host a programme of meetings, support MTP and attend local networks.	<ul style="list-style-type: none"> <li>- Supporting TDC 'Shop Local' campaign.</li> <li>- Established regular meetings with retail agents.</li> <li>- Attend monthly Old Town Meetings.</li> <li>- Attend MTP Board meetings.</li> </ul>	

STRATEGIC ACTION 3 – HOUSING RENEWAL					
MRP17 <b>GREEN</b>	Housing Renewal Plan	Thanet District Council & Home & Communities Agency	A 4-phased housing renewal programme for Cliftonville West and Margate Central to increase confidence and improve the quality of life of both residents and businesses.	<ul style="list-style-type: none"> <li>- Further work commission with DTZ/KCC to test assumptions in the Housing Renewal Strategy and explore options for setting up intervention vehicle.</li> <li>- Programme of systematic housing enforcement initiated in Dalby Sq.</li> <li>- Initiative badged as Your Home Your Health.</li> <li>- Further research from Stock Condition survey suggests proportion of stock now privately rented is around 88%. This research supported by similar findings from the Your Home Your Health initiative.</li> <li>- Consultation concluded on strategy. Final report held back to conclusion of DTZ work</li> <li>- Total Place submission done, with recommendations to strengthen regulatory powers associated with private landlords.</li> <li>- Negotiations with KCC over funding of enhanced housing enforcement team using reward grant, near to conclusion</li> <li>- Programme of information exchange and collaboration with Hastings initiated.</li> <li>- Warren Court Hotel site acquired with support from KCC.</li> </ul>	To be secured
STRATEGIC ACTION 4 – SUPPORTING VIBRANT & COHESIVE COMMUNITIES					
MRP18 <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>- High risk re sustainability of community engagement posts remains.</li> <li>- SSCF funded posts – high risk remains for many of these posts being sustained.</li> <li>- Domestic Abuse Outreach – sustained for 3 years Lottery.</li> <li>- Cliftonville Partnership – not sustained.</li> <li>- Margate Town Partnership – not sustained.</li> <li>- KRSMG – 3 posts – awaiting Thanet Works bid and Lloyds TSB bid outcomes.</li> <li>- East Kent Mencap – core funding for sustaining post.</li> <li>- St. Paul's – x4 posts – FJF covered element of these posts however key Welfare/Centre Manager post is not sustained currently.</li> <li>- PCSO Open Spaces – not sustained, however an additional PCSO has been provided for the two wards.</li> <li>- Migrant Helpline – post sustained through Migration Impact Fund.</li> <li>- Project Engage Co-ordinator – post sustained.</li> <li>- Hartsdown PCSO – post sustained by Police and Hartsdown College.</li> <li>- ASB Officer – not sustained.</li> <li>- End of Programme Evaluation of 4-year programme in draft.</li> </ul>	£3.7m (*Program me ends March 31 <sup>st</sup> 2010).
MRP19 <b>AMBER</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>- New MRP exhibition to be installed in the Droit House Visitor Centre.</li> <li>- Website needs to be updated but delayed due to other priorities.</li> </ul>	N/A

MRP20 <b>GREEN</b>	Engaging the Voluntary & Community Sector	Thanet District Council & Margate Renewal Partnership	To co-ordinate the work of the partners' activities to engage local people and work with the voluntary and community sector to engage all sections of the community in the work of the programme.	<ul style="list-style-type: none"> <li>- Interviews taken place for recruitment of Bi-lingual Outreach post. Partner steering group established.</li> <li>- Project re. Gateway services for Czech/Roma and other migrant communities – draft in progress..</li> <li>- Community Cohesion Strategy for Thanet – in draft.</li> <li>- 2 posts from WNF/FJF – Youth Admin and Compact Assistant – still awaiting applicants via job-fairs.</li> <li>- 'Bid' to Connecting Communities for expertise/support resources to inform community engagement action plan successful.</li> <li>- Urban Practitioners appointed to produce Communities Engagement Action Plan by end May 2010.</li> <li>- CLG allocated Local Engagement Advisors.</li> </ul>	<p>2009/10 £70k (Thanet) £210k (Kent-wide)</p> <p>2010/11 In principle £90k (Thanet) £210k (Kent-wide)</p> <p>CC potential £34k</p>
MRP21 <b>GREEN</b>	Training & Employment Opportunities	Thanet District Council & Margate Renewal Partnership	Support Thanet Works by delivering employment and training opportunities through the MRP partners and major development.	<ul style="list-style-type: none"> <li>- The Phase 1 Commissioning continues to deliver direct benefits to the area e.g. some SSCF projects secured funding to continue/diversify their work</li> <li>- The Future Jobs Fund programme for 119 placements across all sectors. This started in October. Current data on beneficiaries and the jobs (some will directly contribute to services) are as follows:</li> <li>- A new partnership with KCC funding 50% of apprenticeships for SMEs has also started. Beneficiaries are:-</li> <li>- A 2<sup>nd</sup> phase of projects targeting the private sector, childcare and youth offending are in advanced stages of development</li> <li>- A Worklessness Assessment for the MRP area was completed in January</li> <li>- Thanet Works is leading on the development of the concept of an Employment and Skills Hub working closely with Thanet Gateway Plus</li> </ul>	<b>£1m (Thanet-wide)</b>
MRP22 <b>GREEN</b>	Resident Involvement	Groundwork & Margate Renewal Partnership	Involving the community in Margate Renewal/Groundwork. To develop community based programmes that enable local residents to play a role in Margate Renewal and contribute to raising the skills and aspirations of local people, enabling them to benefit from improved opportunities arising through development and investment in Margate.	<ul style="list-style-type: none"> <li>- Walkie Talkie Scheme started in January 2010. A team of 3 people employed by Groundwork disseminating information to members of the public. 2 Assistants have just been recruited under the Future Jobs Fund Scheme.</li> <li>- Walkie Talkies to be used for Public Realm and Communities Engagement Action Plan.</li> </ul>	
MRP23 <b>GREEN</b>	Margate Task Force & Triple Aim	Kent County Council, Thanet District Council, East	Key partners will establish a comprehensive programme to: <ul style="list-style-type: none"> <li>▪ Increase the level and type of provision of 'personalised</li> </ul>	<ul style="list-style-type: none"> <li>- 3 November - joint meeting of KCC/TDC Cabinets with the PCT board endorses approach and agrees to convene Theme meetings</li> <li>- Dec – March: high level Theme meetings covering Housing, Employability and Health.</li> </ul>	

		Kent and Coastal PCT, SEEDA and Margate Renewal Partnership	<p>services' (health, advice, support, etc) to vulnerable people;</p> <ul style="list-style-type: none"> <li>▪ Develop a plan for tackling out-of-area placements;</li> <li>▪ Provide tailored support to individuals and families, deliver skills and employment opportunities, reduce crime and create strong community cohesion.</li> </ul>	<ul style="list-style-type: none"> <li>- Feb - Total Place submission.</li> <li>- April – 'Margate Agreement' negotiation meeting with the Cabinet Office; agreement on accelerated enforcement resources expected</li> <li>- Final DTZ report due.</li> <li>- June - New governance, operational team and Coordinator to be in place.</li> </ul>	
<b>OTHERS</b>					
MRP24 <b>AMBER</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. No progress made due to other priorities.</li> <li>- Proposals to be brought back in June and included as part of Neighbourhood Plan.</li> </ul>	

<b>Date:</b>	8 April 2010
<b>Item No:</b>	8
<b>Item Title:</b>	Recession Report
<b>Author:</b>	Sorrel Graham
<b>Purpose:</b>	For Information
<b>Recommendation</b>	<b>To note and discuss the content of the report.</b>

## 1. Introduction

- 1.1 At previous meetings, the Board has requested a report on the impact of the recession in the renewal area. The attached report has been produced by SEEDA's Research and Economics Team.
- 1.2 The information and analysis is primarily at District level as it has proven difficult to find relevant data at a ward or lower level. However, the main findings at a local level indicate a higher than average increase in JSA claimants and unemployment rates and high vacancy levels in the town centre. The trend in the two wards shows the increases in unemployment continuing whilst other parts of the region and Kent unemployment levels are beginning to level out.
- 1.3 It should also be noted that if you add Incapacity and Lone Parent benefits to the JSA claimant rates, the levels rise sharply, for example 40.6% on key out of work benefits in Margate Central.

## Appendix 1 – Margate (Thanet) Economy Update – March 2010

## **Margate (Thanet) Economy Update**

March 2010

## **Content**

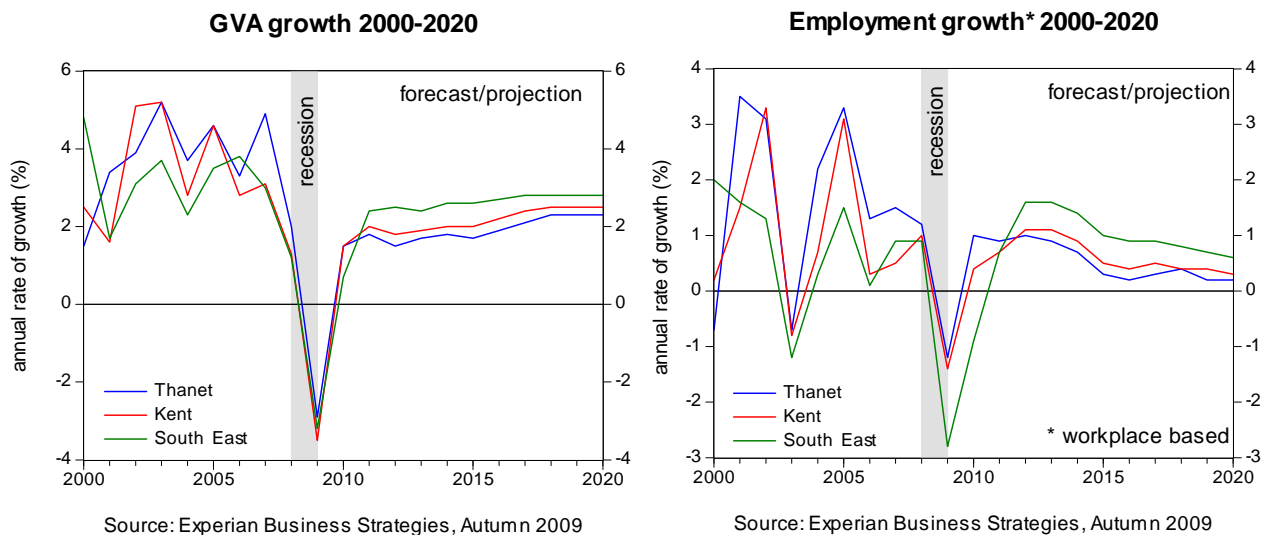
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<b>3. Labour Market – Unemployment</b>	<b>6</b>
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## 1. GVA and Employment

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

- From 2001, GVA in Thanet increased at a faster rate than the South East average, and from 2003 the rate of growth was also above the average for Kent. GVA growth averaged 3.9% per year between 2000 and 2008 in Thanet, compared to 2.8% in the South East and 3.3% in Kent.
- However, from 2010 onwards, when the South East economy is forecast to return to growth, rates of GVA growth in Thanet are projected to be below the average for Kent and the South East. (See chart on LHS, below).
- A similar picture is evident for employment, where Thanet tended to see a faster rate of growth than the county and regional averages in the early years of this century, before the recession. Over the period 2000-2008, the average annual growth rate for employment in Thanet was 1.9%, compared to 1.2% in Kent and just 0.7% in the South East.
- However, from 2011, when employment is expected to return to growth, the rate of increase in Thanet is projected to be below the county and regional averages. (See chart on RHS, below).

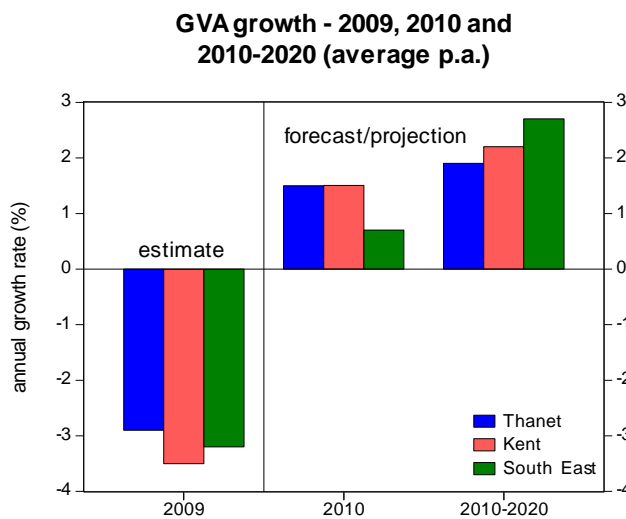


**GVA and employment in Thanet are expected to have been less affected by the recession than in Kent and the South East. However, the recovery is projected to be less strong in Thanet.**

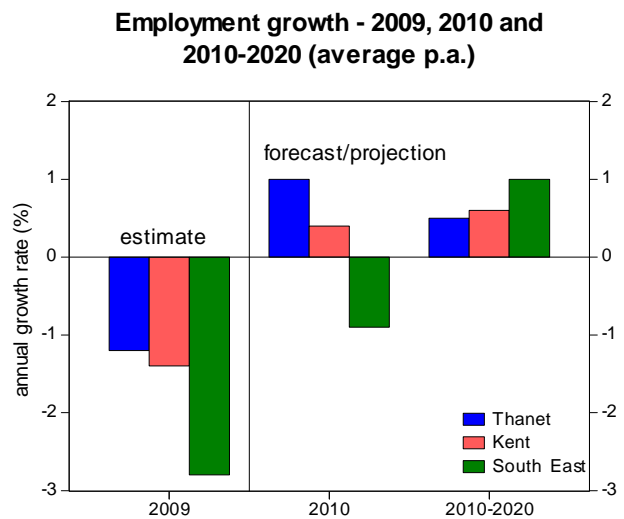
- Experian's most recent forecasts suggest that the rate of contraction in GVA in Thanet in 2009 was slower than in Kent and the South East as a whole. GVA is

expected to have fallen by 2.9% in Thanet in 2009, compared to 3.5% in Kent and 3.2% in the South East.

- It is projected that once the economy returns to growth in 2010, the rate of growth in Thanet will be in line with Kent, at 1.5%, but significantly higher than the South East (0.7%). However, over the medium term (2010-2020) GVA is projected to grow more strongly at county and regional level than in Thanet. The average annual rate of growth in GVA is projected to be 1.9% in Thanet, compared to 2.2% in Kent and 2.7% in the South East. (See chart on LHS, below).
- The decline in employment in 2009 is expected to be more muted in Thanet than in the South East – dropping by -1.2% compared to -2.8% in the South East. In 2010, employment in the South East is projected to continue declining, while in Thanet employment is forecast to grow by 1% and in Kent by 0.4%.
- However over the medium term (2010-2020) employment in the South East is projected to recover more strongly than in Thanet and Kent more widely. While employment in the South East is forecast to grow by 1% per year on average, employment growth in Thanet and Kent is expected to average just 0.5% and 0.6% per year respectively. (See chart on RHS, below).



Source: Experian Business Strategies, Autumn 2009



Source: Experian Business Strategies, Autumn 2009

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

- The slower rate of decline in GVA and employment in Thanet during the recession could be explained by the greater concentration of public services and the smaller contribution of financial and business services to the local economy, relative to the South East. Public services were generally cushioned from the recession, with relatively few job losses in 2009, while there were significant redundancies in financial and business services in some parts of the region.

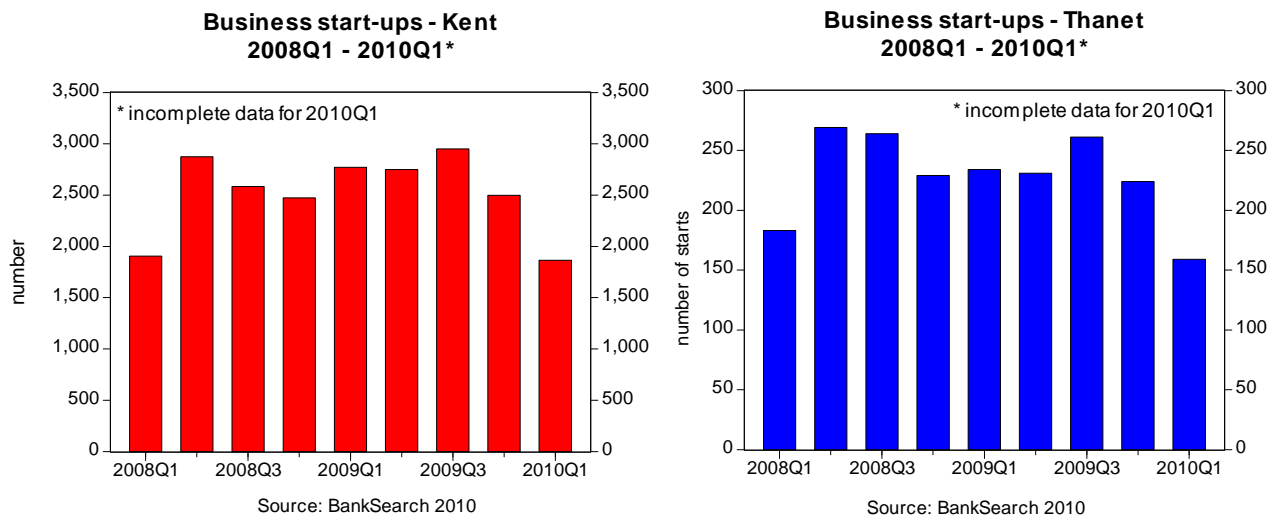
- Growth in both GVA and employment in Thanet is projected to be more muted than in the South East following the recession. This could be because of the greater concentration of public sector employment in Thanet (35% of employees in Thanet work in the public sector compared to 25% in the South East). The anticipated cuts in public spending are likely to lead to significant job losses in the public sector, which will leave areas which are more reliant on employment in this sector more exposed.

## 2. Enterprise

The longest and the deepest post war recession had a significant impact on business performance across the South East and Kent over the past 24 months. Business survival rates and business start-up rates have been significantly affected by the sharpest global recession on record and the global credit squeeze.

**There is a growing tendency for 'necessity' start-ups resulting from redundancy.**

- There is a lack of timely data on business start-up and survival at regional and sub-regional level. However, anecdotal intelligence suggests that we're seeing an increase in start-ups resulting from redundancy.



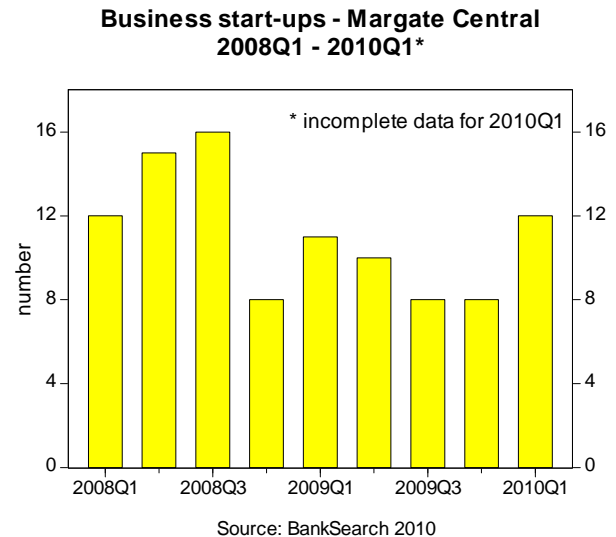
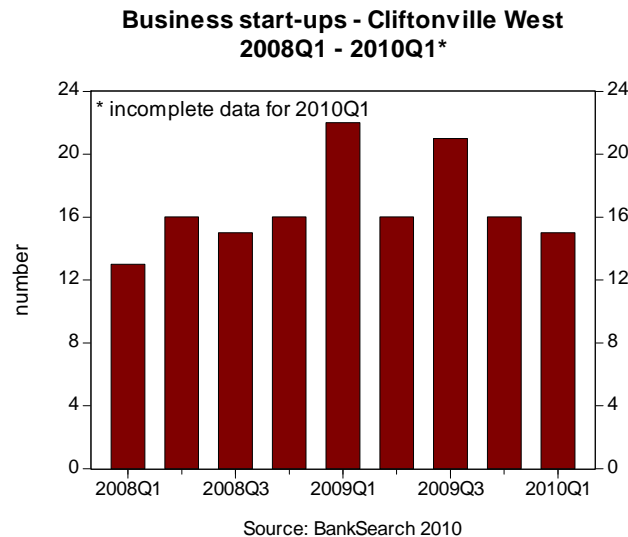
- The latest data from major UK banking groups also suggests that there has been an increase in the opening of first business accounts<sup>1</sup>. In the South East the number of new openings of a first current account from a small business banking product range in 2009 was 69,500, an increase of 13.7% on the previous year.

<sup>1</sup> A 'Start-up' reflects the opening of a first current account from a small business banking product range. They represent businesses new to banking or those previously operated through a personal account. The data exclude businesses operating through personal accounts, those without banking relationships or those banking with other institutions. BankSearch collects data from the main suppliers of business banking services: Barclays, Co-operative Bank, HSBC, Lloyds Banking Group, Royal Bank of Scotland Group and Santander. Clubs, charities, societies and other 'non-profit institutions serving households' are included.

However it is important to treat findings based on this data (especially at ward and district level) with a high degree of caution.

The figure for Kent was 11,000 (an increase of 11.5%) and for Thanet 950 or an increase of 0.5% (see charts below).

- There were 75 new openings of a first current account in Cliftonville West in 2009, an increase of 25% (see chart on LHS, below). Over the same period the number in Margate Central has declined by 27.5% to 37 (see chart on RHS, below).

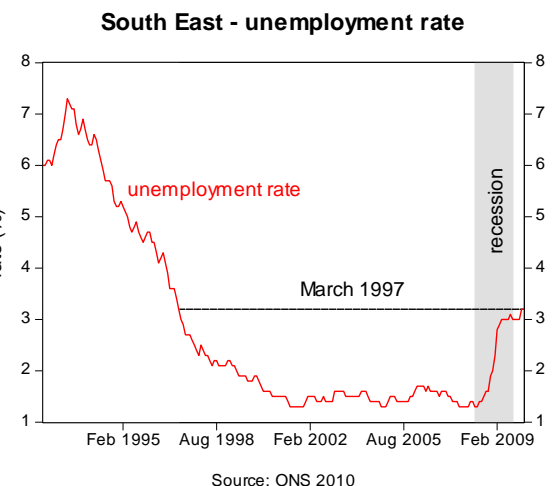
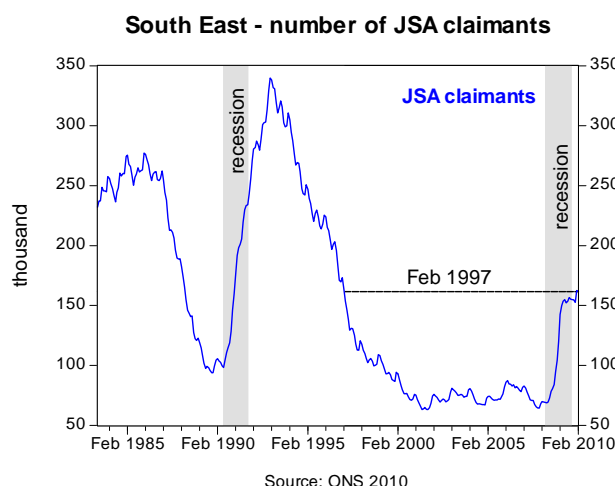


Over the past six months we have seen an improvement in the overall business conditions, GVA growth has returned and the outlook has improved. However many companies continue to see a negative trend in terms of their profit margins and cash flow.

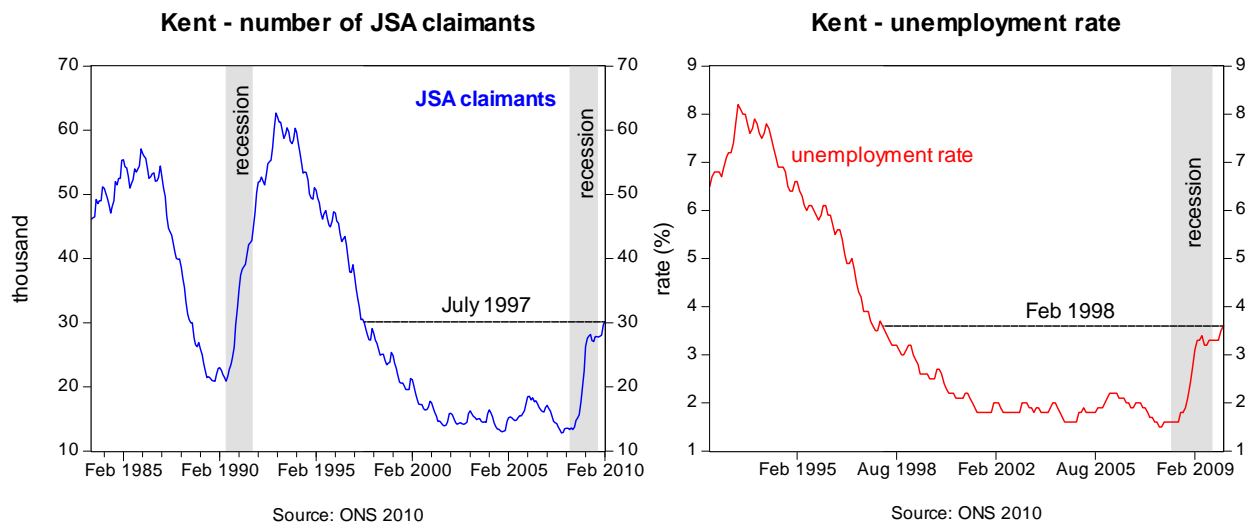
### 3. Labour Market - Unemployment

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

- In February 2010 there were some 161,432 people in the region claiming Job Seekers Allowance (JSA). Since the start of the recession unemployment in the region has increased by 92,327 and the number of JSA claimants in the region has increased by 133.6% (albeit from a low base).



- Unemployment in the region has increased sharply over the past two years, but it is still well below the peak of the 1990s – the number of people claiming JSA is now at the same level as in February 1997 (see chart on LHS, above).
- In February 2010 the unemployment rate in the region was 3.2% or some 1.9 percentage points higher than in April 2008. As indicated above, the unemployment rate is at the same level as in early 1997 and well below the early 1990s peak when it exceeded 7% (see chart on RHS, above).

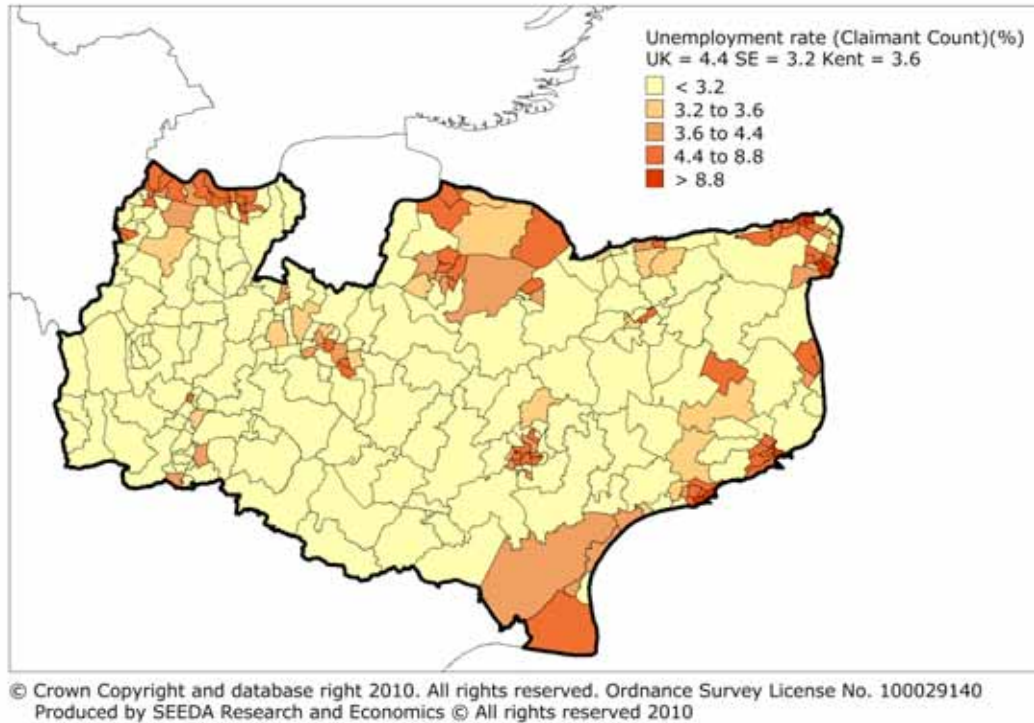


- In February 2010 there were some 30,148 people in Kent claiming Job Seekers Allowance (JSA). Since the start of the recession unemployment in Kent has increased by 16,770 and the number of JSA claimants in Kent has increased by 125.4% (albeit from a higher base). Although unemployment has increased sharply over the past two years, it is still well below the peak of the 1990s – the number of people claiming JSA is now at the same level as in July 1997 (see chart on LHS, above).
- In February 2010 the unemployment rate in Kent was 3.6% or some 2 percentage points higher than in April 2008. The unemployment rate is at the same level as in early 1998 and well below the early 1990s peak when it exceeded 8% (see chart on RHS, above).

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

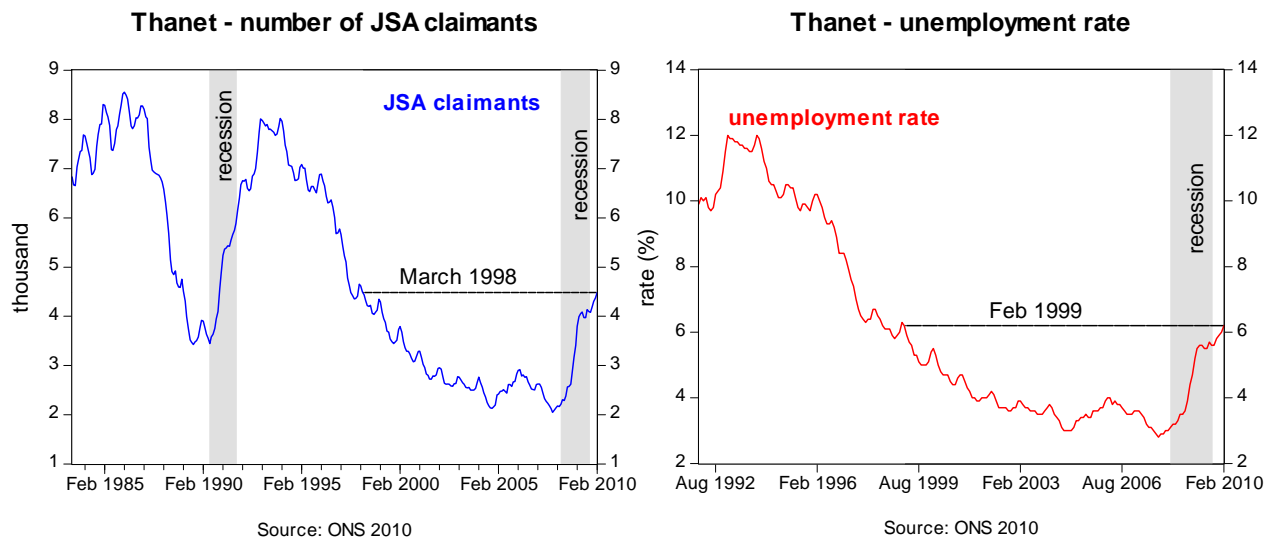
- Over the past two years unemployment has increased faster in coastal towns and larger urban areas in Kent than elsewhere. The main reason behind this can be found in industrial structure (concentration of manufacturing activities) and skills base (relatively high concentration of people with lower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

### Unemployment rate by Ward across Kent and Medway – February 2010



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

- In February 2010 there were some 4,482 people in Thanet claiming Job Seekers Allowance (JSA). Since the start of the recession unemployment in Thanet has increased by 2,265 and the number of JSA claimants in the region has increased by 102.2% (albeit from a higher base). Although unemployment has increased sharply over the past two years, it is still well below the peak of the 1990s – the number of people claiming JSA is now at the same level as in March 1998 (see chart on LHS, below).



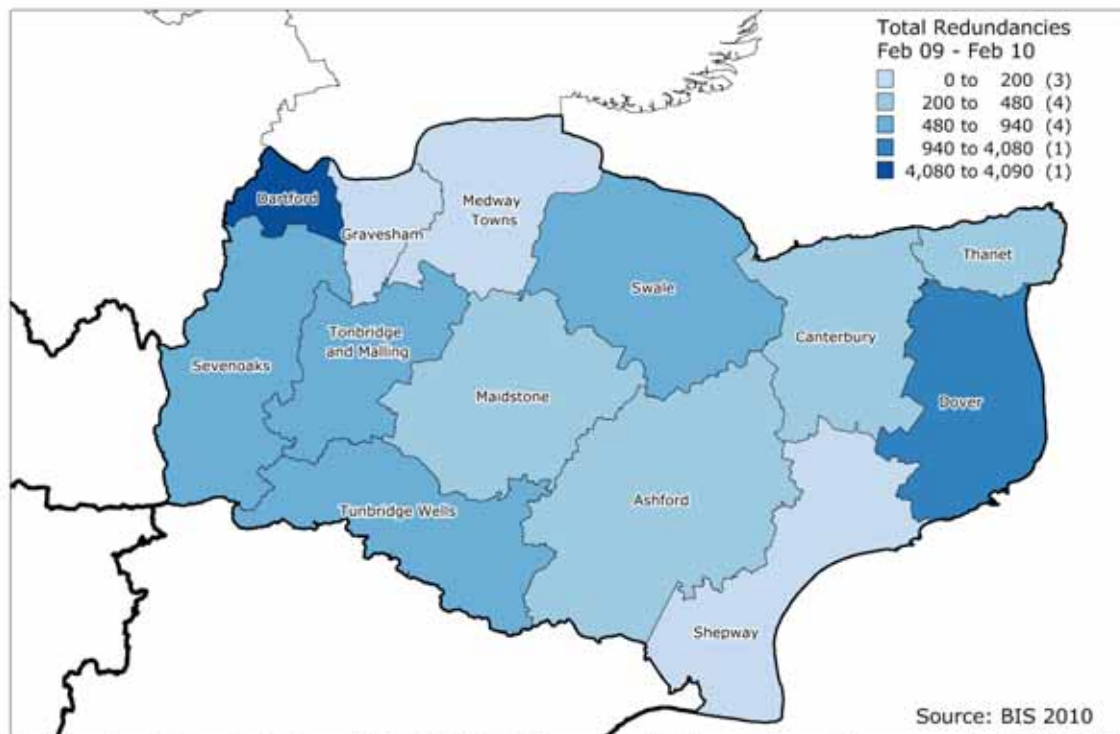
- In February 2010 the unemployment rate in Thanet was 6.2% or some 3.1 percentage points higher than in April 2008. Although this is well below the peak of the early 1990's when unemployment reached 12% (see chart on LHS, above).
- It implies that unemployment in Thanet has doubled in less than two years.

**There have been relatively few large redundancies in Thanet in the past year, compared to other parts of Kent. However, this could disguise significant numbers of smaller-scale job losses.**

- There were a total of 200 redundancy notifications in Thanet between February 2009 and February 2010, the majority of which were in the manufacturing sector. Only two other local authorities in Kent saw fewer redundancies (Shepway and Gravesham). Medway also had fewer redundancies than Thanet during this period. (See chart below).

However, these figures only capture redundancy notifications involving more than 20 employees, and it is likely that significant numbers of smaller-scale job losses have taken place in Margate and Thanet in the past year, which are not captured in this data.

**Total redundancy notifications, Kent local authorities, Feb 2009-Feb 2010**

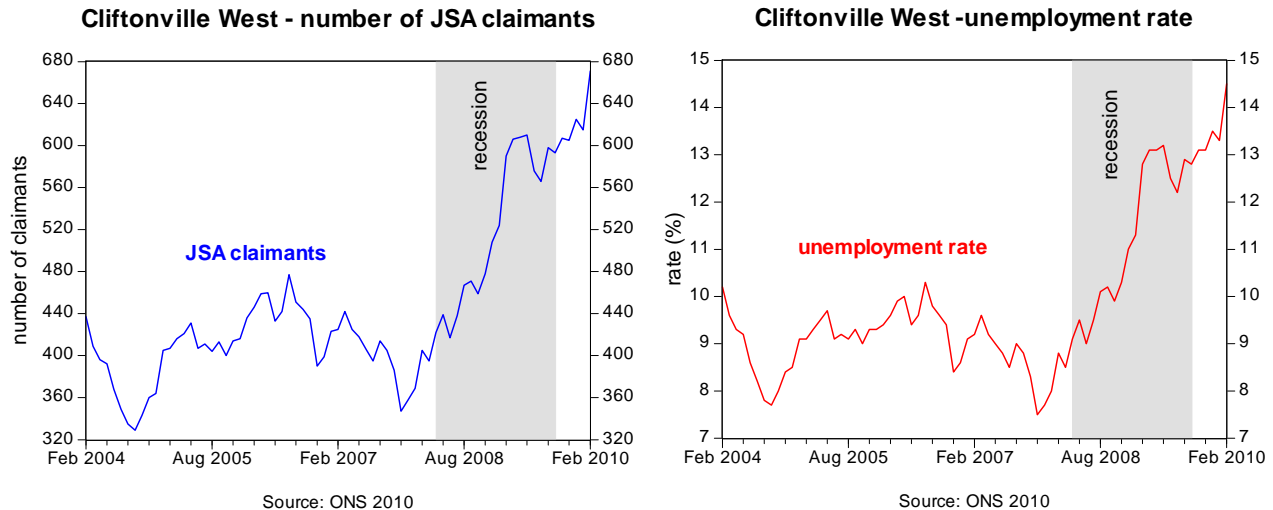


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**Since the start of the recession unemployment in Margate Central has increased faster than unemployment in Cliftonville West Ward.**

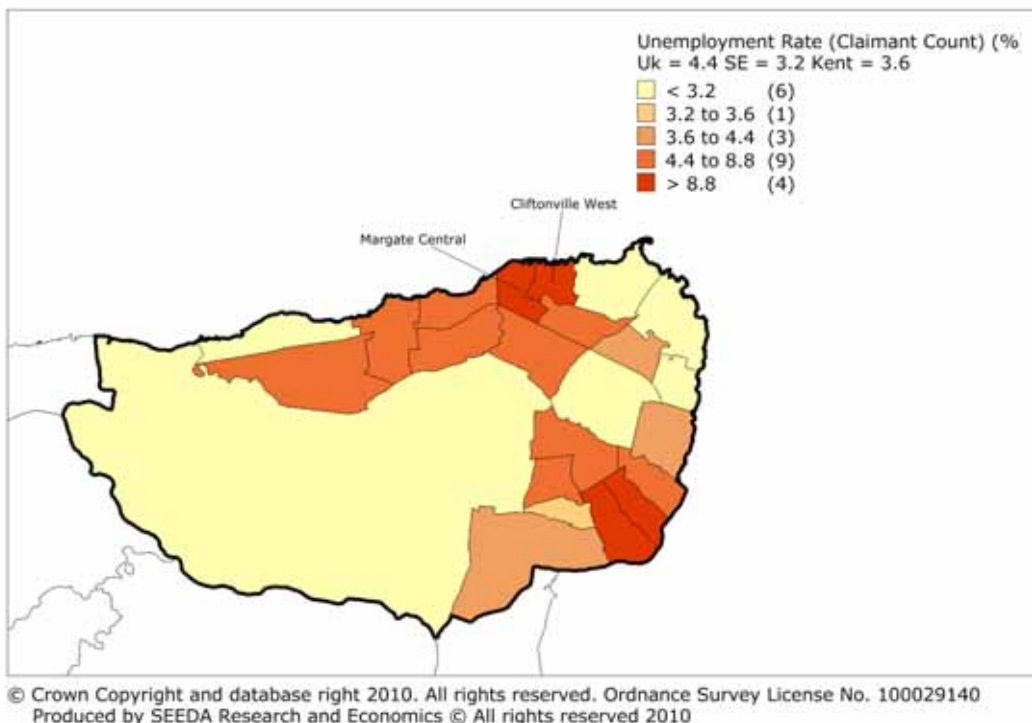


- Before the recession unemployment in Cliftonville West ward was on a broad downward trajectory for over two years. In February 2010 there were some 671 people in Cliftonville West ward claiming Job Seekers Allowance (JSA). Since the start of the recession unemployment in Cliftonville West ward has increased by 249 and the number of JSA claimants in the region has increased by 59% (albeit from a high base). Unemployment in this ward has increased sharply over the past two years (see chart on LHS, below), and unlike at regional and county level it does not appear to be leveling off.



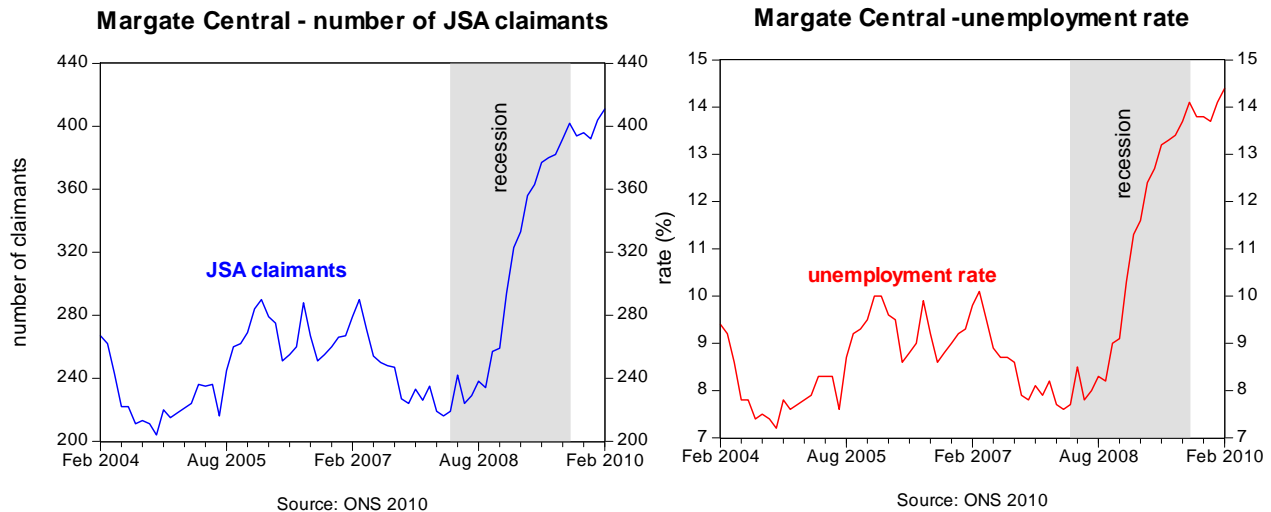
- In February 2010 unemployment rate in Cliftonville West ward was 14.5% or some 5.4 percentage points higher than in April 2008 (see chart on RHS, above).

#### Unemployment rate – Margate Central and Cliftonville West – February 2010





- Similar to the trend observed in Cliftonville West ward, before the recession unemployment in Margate Central was on a broad downward trajectory for over two years. However, over the past two years we have seen a sharp increase in unemployment in this ward (see chart on LHS, below).
- In February 2010 there were some 411 people in Margate Central ward claiming Job Seekers Allowance (JSA).



- Since the start of the recession unemployment in Margate Central ward has increased by 192 and the number of JSA claimants in the ward has increased by 87.7% (albeit from a high base). After a brief leveling off in late 2009 and January 2010 (probably caused by seasonal factors) it has increased again in February 2010.
- In February 2010 the unemployment rate in Margate Central ward was 14.4% or some 6.7 percentage points higher than in April 2008 (see chart on RHS, above).
- Therefore, the unemployment rate in Margate Central has increased faster than in Cliftonville West.

#### **4. 'Town Centre Health Indicators 2009 Margate' from Kent County Council**

Kent County Council surveys each of the 17 town centers in Kent, in order to assess the 'health' of these town centres. Margate town centre was last surveyed in 2009, during the current economic downturn.

##### **Retail floor space**

- Margate town centre had a total of 20,461m<sup>2</sup> of retail and service sector floor space in 2009. This represents an overall loss of approximately 25% since the 2007 survey. The greatest losses by sector were 78% for multiuse and 71% for DIY and hardware, but there was also an increase of approximately 520% for toys floor space.

##### **Evening economy**

- At the time of the 2009 survey, restaurants, take-away outlets and public houses were generally evenly distributed around Margate town centre and occupied 12,569m<sup>2</sup> of town centre floor space. This is an overall loss of approximately 18% since 2007.
- Between 2007 and 2009 there had been a 126% increase in floor space for cafés and unlicensed restaurants and a 14% increase in floor space for restaurants. However, there had also been a 76% loss in floor space for take-away outlets, and a loss of 24% in floor space occupied by public houses, clubs and bars.

##### **Tourism**

- The Tourist Information Centre in Margate received approximately 50,000 visitor enquiries during 2009, which is a decrease of over 3,400 from 2008.

##### **Footfall**

- The number of people visiting Margate from 2006 to 2009 is declining. This follows the national trend where footfall figures are also in decline.
- Footfall in 2009 was 9,900, which had reduced from 11,160 in the 2008 survey.

##### **Retail vacancy rates**

- Kent County Council's 'Town Centre Health Indicators 2009 Margate' survey found a total of 184 retail properties in Margate town centre. Of these, 69 were vacant at the time of the 2009 survey, giving a vacancy rate of 38%. This indicates that the vacancy rate has increased from the 2007 survey, which found a vacancy rate of 33%.
- A Local Data Company report from February 2010 found that Margate is the hardest hit medium sized centre for vacancy rates, with more than 27% of its shops standing empty. The data was collected between July and December 2009.
- Please note that it is not possible to make direct comparisons between these two sets of data, as the methodology for collecting the data could vary between the surveys.

<b>Date:</b>	8 April 2010
<b>Item No:</b>	9
<b>Item Title:</b>	Progress Report
<b>Author:</b>	Derek Harding
<b>Purpose:</b>	For Information
<b>Recommendation</b>	To note progress and agree the proposed actions listed in Section 2

## 1. Report

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

## 2. Action

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

Ref	Project	Status	Action
MRP01	Dreamland	Amber	<ul style="list-style-type: none"> <li>Funding shortfall and Land transfer identified as key risks.</li> <li>Board should be kept informed of outcome of Council and Thanet Works Board meetings and progression on land transfer.</li> </ul>
MRP03	Queens Arms Yard	Amber	<ul style="list-style-type: none"> <li>Site unlikely to be developed for foreseeable future. Short to medium term plan to be developed as part of MACH initiative.</li> </ul>
MRP04	Fort Road	Amber	<ul style="list-style-type: none"> <li>Negotiations around compliance with 215 notices are protracted and there is concern that the works to improve the Fort Road Hotel and Arcadian will not be complete by opening of Turner Contemporary. A clear timetable for action should be agreed by the Council and brought back to the next meeting in June.</li> </ul>
MRP06	Rendezvous & Winter Gardens	Amber	<ul style="list-style-type: none"> <li>Long term plan is still unclear. Board should request a full briefing at the next meeting in June.</li> </ul>
MRP019	Communications Action Plan	Amber	<ul style="list-style-type: none"> <li>Work delayed due to other priorities. This work is critical in lead up to Turner opening. Partners should be asked to consider options for providing MRP with additional support/resources.</li> </ul>
MRP024	Programme Evaluation	Amber	<ul style="list-style-type: none"> <li>Delayed due to other priorities. Evaluation to form part of Neighbourhood Plan work.</li> </ul>

<b>Date:</b>	8 April 2010
<b>Item No:</b>	10
<b>Item Title:</b>	Programme Director's Report
<b>Author:</b>	Derek Harding
<b>Purpose:</b>	For Information
<b>Recommendation</b>	<b>To note</b>

## 1. National & Regional Context

### 1.1 Strategy for Seaside Success: Securing the Future of Seaside Economies

On 25 February 2010, the DCLG launched a new strategy for English seaside resorts. The strategy mainly focuses on the DCLG defined 37 'principal resorts' (a definition used in the 2003 Sheffield Hallam Seaside Economy report). As such Thanet is defined as a resort (as opposed to Margate) which is a rather limited definition. Nevertheless, the strategy acknowledges many of the issues raised recently by coastal authorities and the Commons Select Committee report. The publication should be welcomed as a very positive development in terms of national policy and support for seaside towns and coastal communities.

The strategy appears to have been informed by the work of the Coastal Communities Alliance Regeneration Handbook, (see below) but there has been no formal consultation.

The key points to note are:

- £5m funding for the 25 most deprived resorts. (£1m to 5 south-east resorts including £200,000 to Thanet).
- Subject to reviews, a commitment to continue the Sea Change programme.
- RDA's encouraged to explicitly address seaside issues (following lead taken by SEEDA)
- Increased cross government working and proposal to establish a cabinet sub committee.
- New emphasis on protecting piers by utilising HLF.
- Support for low carbon investment.
- Support for a 'seasiding campaign' to promote and strengthen tourism and cultural investment.
- New HMO powers.
- Support to use innovation in public services.
- Neighbourhood policing 'agreements' to be piloted in Portsmouth, Newquay and Bournemouth.

There are several elements that align closely with the existing MRP and emerging priorities. At this stage, it is not clear how the monies allocated to Thanet will be spent but it appears that there are no specific criteria attached to the funding. We will continue to work with CLG through the RDA Network and CCA to help inform policy and thinking. See link for the full report [www.communities.gov.uk/publications/citiesandregions/strategyseasideeconomies](http://www.communities.gov.uk/publications/citiesandregions/strategyseasideeconomies)

### 1.2 Coastal Communities Alliance – CCA was set up after the CLG response to the Commons Select Committee report on Coastal Towns as a brokerage and lobbying body. It is primarily

made up of coastal local authorities and meets 4 – 5 times per year to monitor and support work of the CLG led cross Whitehall Working Group. As part of its work, CCA has produced the Coastal Regeneration Handbook, launched in Margate on the 27/28 January 2010.

The event was attended by Dr Phylis Starkey (Chair of the Commons Select Committee) and senior CLG representatives. The handbook will be used to inform government and policy makers of the breadth of regeneration activity and increase understanding of the particular challenges of coastal communities. CCA will continue to develop its work through themed sub-groups.

CCA has been lobbying for further research and recently BRADA has commissioned Sheffield Hallam University to undertake research into the role of seaside tourism.

- 1.3 **Visitor Economy for Coastal Kent Group** – VECK was set up in late 2006 led by Visit Kent to co-ordinate initiatives across the Kent Coast. In December 2009, VECK was instrumental in securing an Intereg grant (2m Euros total programme) for a project called CAST – Coastal Actions for Sustainable Tourism, in partnership with the CDT (Comite Departmental du Tourisme Pas de Calais) and Westtoer (West Flanders Tourism).
- 1.4 **East Kent LSP** – A meeting was held recently facilitated by the East Kent LSP and the main regeneration agencies across East Kent (officer level). The purpose of the meeting was to discuss the role of the LSP in the context of supporting local regeneration programmes. It was concluded that the LSP has a key role in shaping new policy and investment (such as the Single Conversation); representing and lobbying at regional and national level; and supporting collaboration and joint working. A regular programme of meetings will be established.

## **2. Local Context**

- 2.1 **Thanet Local Development Framework** – Margate Renewal Partnership has responded to the consultation on the preferred options of the LDF Core Strategy. There will be further consultation and discussions between TDC and MRP officers to ensure that the policies and the renewal strategy for Margate and Cliftonville are aligned.
- 2.2 **Investor Activity and Trading Environment** - Over the last four months there have been some signs of increased confidence in the town, although this is primarily driven by local investors or individual entrepreneurs. For example, there have been three new clothing shops open in the Old Town since January. In addition, the Wantsum Credit Union is establishing offices in Duke Street and the Pilgrims Book Shop will be opening on the Parade (Old Midland Bank). It has been reported that there have been a number of new lets on the Harbour Arm which are due to open by early summer (a restaurant, bike hire outlet and arts/crafts unit). We have held recent discussions with the owners of the Cottage Pub in the Lower High Street about plans for conversion to a contemporary bar, gallery and artists studio space.
- 2.3 However, existing retailers, particularly the larger chains in the upper High Street state that trading is extremely challenging and sales and footfall are very low. Competition from other centres, lack of promotion, the severe weather over the winter and general poor environment are cited as the main reasons for the down turn in activity. Working through the Margate Town Partnership we will continue to talk to existing retailers and support initiatives where appropriate.
- 2.4 One such initiative is the Council's Shop Local campaign which has been well received by retailers and shoppers. Thirty three Margate businesses have joined the scheme so far with over 150 in total in the five shopping areas.

In addition, the CLG funded Empty Shops fund has been launched with a high level of interest from prospective traders in Margate. There is only £26,000 available as grants across Ramsgate and Margate so the scheme is likely to be heavily over-subscribed.

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

- 3.1 Local press coverage has been generally positive, particularly the plans for the Arlington scheme. At a national level, Margate has received a significant amount of negative press over the level of empty shops, following the publication of the Local Data Company report in February with Margate top of the list of medium sized towns with the highest number of vacant premises. Much of this vacancy is due to the on-going regeneration work, for example, a large stretch of the seafront is affected by the plans for Dreamland and Arlington and will remain vacant whilst plans are progressing.
- 3.2 There are a number of events and festival activity over the spring and summer seasons. Highlights include:
- Unveiling of the Tracy Emin installation on Droit House on 30 April
  - The Margate Big event on Saturday 19 and Sunday 20 June
  - The Jazz Festival 24 – 26 July
  - Thanet Pride – 25 July
  - Margate Soul Weekend – 30 & 31 July
  - Margate Carnival – 1 August
  - Dippers and Dunkers Festival – 20 & 27 August [www.dippersanddunkers.org.uk](http://www.dippersanddunkers.org.uk)

### **4. Staffing**

- 4.1 As reported earlier, Sophie Jeffrey starts as the MACH Project Manager on 12 April. This is a two year position reporting to MRP via the MACH Executive Committee.
- 4.2 The Groundwork team continue to have a 'hot desk' in the MRP offices and we have been joined by Colin Maclean and John Sell (Margate Task Force Future Jobs Fund employee) in preparation of establishing the Phase 1 Task Force team.