



Board Meeting

Tuesday, 11th December 2007
10.00 to 13.00 (including lunch)
Committee Rooms 1 & 2, Thanet District Council

A G E N D A

1. Welcome & Apologies
2. Minutes and Matters Arising
- 5th September 2007
3. Programme Director's Report
4. Draft Framework and Action Plan for the Visitor Economy
5. Traffic Study (Phase 2) - Strategy and Actions
6. Creative Study Update
7. Dreamland Development Brief
8. ERDF bid for Eastern Seafront
9. High Street Update
10. Towards a Strategic Review – Discussion Paper
11. Progress Reports
12. AOB
13. Dates of Future Meetings
4th March 2008
12th June 2008
3rd September 2008
2nd December 2008

Margate



RENEWAL PARTNERSHIP

Margate Renewal Partnership Renewal
Wednesday 5th September 2007
Thanet District Council Offices

MINUTES

Pam Alexander	SEEDA, Chair
Allert Riepma	SEEDA
Chris Moore	SEEDA
Simon Bandy	English Partnerships
Anita Gardiner	English Partnerships
Sam Thomas	TDC
Derek Harding	Margate Renewal Partnership
Doug Brown	TDC
Anne Knight	SEEDA
Tahnee Wright	SEEDA
John Bunnett	TDC
Richard Samuel	TDC
Cllr Sandy Ezekiel	TDC, Leader
Cllr Roger Latchford	TDC, Deputy Leader
Andrew Brown	English Heritage
Elizabeth Gilmore	Arts Council
Victoria Pomery	Turner Contemporary
Amanda Honey	KCC
Theresa Bruton	KCC
Keith MacKenney	KCC
Cllr Roger Gough	KCC, Member
Sarah Wren	KCC
Sara Dance	KCC
Carla Wenham	TDC (in part)
Claire Tarelli	MRP
Mandy Cronje	MRP (minutes)

Apologies : Richard Russell – Arts Council
 Sheena Vic – Heritage Lottery Fund
 Clair Fisher – GOSE
 Susan Priest – SEEDA
 David Edwards, English Partnerships
 Cllr Mike Hill, KCC
 Cllr Richard Long, KCC

Guests

Davina Wilson, Drivers Jonas

- **Welcome** PA formally welcomed Councillor Roger Latchford (Deputy Leader and TDC Cabinet Member for Regeneration).

1. Minutes and matters arising

13th June 2007

- All action points actioned/progressed except for the Board Minutes being placed on the MRP website. To be completed by end of September.

2. RES Implementation Plan and Coastal SE Framework

- AK presented the report and progress with the RES Implementation Plan.
- The key issues that have arisen from the consultation are that further prioritisation is required with associated timetables.
- There was a discussion about the Coastal SE Framework. SEEDA are seeking partners' involvement in developing the detail. SE questioned the action relating to supporting 'Civic Leadership'.
- PA summarised that local leaders know what is needed and should advise SEEDA on local priorities.
- RS raised the discussions with East Kent districts and the relationship with the LSP. East Kent is looking at their own economic characteristics and developing an East Kent strategic policy.
- PA advised that national funding is crucial for adult learning and education. There are social issues that sit along side.
- DH advised that a draft response to the Coastal Framework would be circulated to the Board Members before submission.

Decision: The Board noted the report.

Action:

- **SQW to present the Coastal South East Framework at the Margate Officer Group meeting on the 13th September and DH to prepare response on behalf of the Partnership.**

3. Towards A Creative Action Plan

DH introduced the item and Sara Wren, the Arts and Regeneration Officer for KCC/ACE (East Kent wide remit but with 50% focus on Margate) who has been employed for the last 4 months and an invaluable resource for MRP. SW introduced Liz Gilmore of ACE and Sara Dance, Head of Arts, KCC who are working closely with SW. (Presentation Attached).

- The presentation aim is to help realise our shared ambitions for the culture-led regeneration of Margate and East Kent by maximising the connectivity between our various agendas and the impact of our investment, to create a sense of place for residents and visitors. The Place Agenda is officially introduced in April next year.
- Sara Dance outlined KCC plans to develop a Kent Cultural Strategy through a process of involvement and engagement.
- SW's presentation outlined the key elements of cultural regeneration that contribute to the place making agenda by putting people and place at the centre.
- Margate is at a critical stage of its development and the building blocks needs establishing supporting now to ensure the Turner Contemporary is capitalised upon.
- SW advised that there is a lack of connectivity between the creative sector and the public sector. There are a number of projects underway to ensure that people will be able to network. The current Signage Project has attracted over 100 requests for the project brief.
- SW stated that Margaret Hodge, Minister of State, Culture, Creative Industries and Tourism used Margate as an example of good practice in cultural regeneration in a speech recently.
- RS stated the need for improved marketing and a programme of events to promote the area. We need a planning cycle linking to the tourism offer across East Kent.

- AH raised the fact that with external funding we could be more joined up.
- SE raised the issue as to how we ensure we have the right spaces for artists and as to how we market Margate to the artists being displaced in London?
- SW is investigating a project with Dover Creative Space Agency to attract artists from London.
- PA inquired as to whether or not we had a database and was advised there was a few to work with.
- SW advised the mapping will address this and should take approximately 3 – 4 months.
- PA inquired as to assistance from TDC planning for the conditions of use for the empty spaces and stressed conditions should not be too rigid in order to achieve what we are working towards.
- AB suggested that we should look into a cost sharing maintenance of historic buildings like in the Netherlands.
- PA suggested that in order to assist the partners to link more directly with the economic strategy and resolve some of the conflicts, the Medway model be addressed.
- PA asked what was required of the Board.

Decision: The Board agreed:

1. **To produce the results of the cultural audit/mapping and impact research by December 2007.**
2. **To support the direction and initiatives outlined in Towards an Action Plan for Margate's Creative Quarter and request an update on the Action Plan in December 2007.**
3. **Request officers look into how culture is represented in the planning process and the potential for inclusion in supplementary planning guidance.**
4. **Support the development of a local cultural partnership linked into local governance structures**
5. **Consider how the cultural agenda links in to the RES and Coastal Framework.**
6. **To note ACE's Priority Place agenda**
7. **To note KCC's proposal for a Kent Cultural strategy**

Actions:

- **PA agreed to write to Margaret Hodge. (SW to send PA quote and press article).**
- **Cultural audit and impact assessment research to be available for December.**
- **Creative Quarter Action Plan to be presented in December.**

5. Mixed Communities and Neighbourhood Renewal Presentation

CW presented the underlying complexity of community issues within Margate Central and Cliftonville West wards. Statistics shown were from a census conducted in 2001. A scoping brief is attached to these minutes.

- PA thanked CW for a clear analysis of a complex situation.
- SE advised that he has been working very closely with these two wards; there is a positive turn on the drug addiction issues but the criminality issues need tackling.
- AH is chair of the KDAAT - Kent Drug and Alcohol Action Team. AH advised that at the next KDAAT meeting she would highlight the concerns raised by the MRP, which is attended by Chief Sup John Molloy from Kent Police.
- PA advised that the East Kent districts work together on the strategies helping people into work.

- PA advised that the coastal strategy needs to be focussing on what the key issues are for coastal towns.
- RS advised that for a change in the community we need to tackle the issues of the people living in these wards. Housing mix and tenure needs to change.
- JB stated that we need to be clear about this Board's relationship with other agencies. What do we get out of it and how much we engage with them?
- PA has an opportunity to speak with Joe Montgomery on how RDA engages with these social issues and where the mixed communities sit in the CLG.
- RS stated Mixed Communities is one of the strands that will go into EP although it is not very clear how this sits. Mixed Communities has come out of the Treasury who are concerned with no real improvement over the last 10 years in the top 3% deprived areas.
- PA expressed concern about increasing the size of the renewal area and that resources may be spread too thinly.
- CW handed out the scoping brief asking for comments back by Friday 7th September.

Decision: The Board agreed to note the report and provide comments on the research brief.

6. High Street (former M&S) Update & Presentation by Drivers Jonas.

AR introduced Davina Wilson of Drivers Jonas. He advised that due to the complexities with this site, before a planning application is submitted, a developer be selected. The Master Planning and connectivity scheme is to revitalise the High Street and be part of the wider cultural regeneration.

- AR advised two options were developed for the M & S building and handed out a summary of the Masterplan. He advised that he has had discussions with CRATE and Limbo. A Memorandum of Understanding has been drawn up on how to work with them and the wider creative sector.
- AR advised that new consultants are to be taken on board who have experience of developing creative schemes.
- Davina Wilson advised that the time frame of the project was of critical importance and she felt that if another consultant is brought on board further delays are imminent.
- RS raised concern over the land ownership between Market Street and New Street. Also that completion was scheduled for 2009 and the possibility of the area being vacant for another 3 years.
- DH advised that GPA Consultancy may have ideas that could add value to the site for temporary uses or a phased development.
- The question of CPO being issued was raised. AR advised that he has spoken to land owners on a number of occasions, which is important if CPO is required.
- PA enquired about the acquisition programme, acquisition funding and if public sector funding is not available, some cautious estimates need to be made.
- AB raised the issue of Listed Building consent. DB advised only the M&S building is listed and could be demolished but the façade must be retained.
- EG requested that ACE be included on the Memorandum of Understanding.
- JB suggested that due to the commercial and cultural challenges, ACE be involved all the way through.
- RS advised that from the public perspective, it appears nothing is happening and this may become a political issue. He also raised the issue as to what will happen with Cecil Square.
- PA stated that a critical mass with the correct density and scale is needed. If this is not going to be achieved, it should not go to Market.

- AR advised Marketing would be delayed to allow the new consultants to advise on the scheme. The marketing will be delayed until November.
- PA stated that a decision needs to be made on whether the scheme is transformational or a straightforward redevelopment. Momentum has been lost and a further update made once TDC has political support. The principles for the development should be set out defining the benefits of the scheme.

Decision: The Board agreed to note the report and support the course of action including commissioning specialist advice on the cultural regeneration opportunities.

7. Programme Director's Report

DCLG response to the Coastal Towns report. RS advised on activity since the last meeting. A meeting was held with national representation from coastal towns on 16th August. It was agreed to co-ordinate a national response to DCLG. Dr Starkey wrote to Hazel Blaire asking her to explain herself. A lobbying group will assemble a coherent response. Other authorities across the country do not have as good a working relationship with RDA as we do with SEEDA. Phyllis Starkey is speaking at the EH conference. PA is also speaking about the SEEDA SE Coastal Strategy. This will be a good opportunity to talk.

DH highlighted other key initiatives including consultation on the draft Dreamland Planning Brief. The results will be reported back in December. KCC will submit a bid to GOSE for public realm work to the 'eastern seafront'. A further update will be provided in December.

The peak time parking surveys have been completed. A workshop will be held in October and the results/Action Plan will be presented to the December meeting.

Decision: The Board noted the report.

Action:

- **DH to draft response for CLG on Coastal Towns report.**
- **Dreamland update to be presented to next Board Meeting.**
- **Parking, Movement and Access report to be presented to next Board Meeting.**

8. Progress Report

PA asked DH re red and amber projects. The Board agreed the report and proposed action. Other projects are progressing well.

Decision: The Board agreed action as set out in the Progress report.

9 Any Other Business

AB advised that on the 18th October EH are launching a book on Seaside Heritage in Margate.

16th & 17th October – English Heritage Conference in Hastings.

16th October, Turner Stage D Plans at Theatre Royal in Margate.

Date of Next Meeting

11th December 2007 at 10.00am
Committee Rooms 1 & 2, TDC Offices, Margate

BOARD MEETING ACTION POINTS AND PROGRESS REPORT		
9 March 2007	Action	Progress
Item 4 – Thanet Economic Priorities	<ul style="list-style-type: none"> ▪ JB to progress and present to TDC cabinet. 	<ul style="list-style-type: none"> ▪ Achieved – Approved by TDC Cabinet on 11 November.
13th June 2007	Action	Progress
Item 2 - MRP Website	<ul style="list-style-type: none"> ▪ MRP Board Minutes to be available on the website. 	<ul style="list-style-type: none"> ▪ Achieved.
5th September	Action	Progress
Item 3 – Framework for the Coastal South East	<ul style="list-style-type: none"> ▪ DH to provide a response 	<ul style="list-style-type: none"> ▪ Achieved. See Item 3.
Item 4 – Creative Action Plan	<ul style="list-style-type: none"> ▪ PA to write to Margaret Hodge. ▪ Cultural research and Action Plan to be presented to December Board. 	<ul style="list-style-type: none"> ▪ Achieved. ▪ See Item 6. Study brief issued to consultants. Interim report expected in February 08.
Item 5 – Neighbourhood Renewal	<ul style="list-style-type: none"> ▪ Research Study brief to be circulated for comments. ▪ Send brief to CLG by 10 September. 	<ul style="list-style-type: none"> ▪ Achieved. Brief issued to consultants. ▪ Achieved. Appointment to be made on 21 December.
Item 7 – Programme Director's Report	<ul style="list-style-type: none"> ▪ DH to provide response to CLG on Coastal Towns report. ▪ Dreamland and PAM Study to be on December Agenda. 	<ul style="list-style-type: none"> ▪ See Item 3. Fed into the Coastal Communities Group work and lobbying of MP's. ▪ Achieved. On the Agenda.
Any Other Business	<ul style="list-style-type: none"> ▪ Presentation and dates of Future Meetings to be circulated with Minutes. 	<ul style="list-style-type: none"> ▪ Achieved.



Date:	11 December 2007
Item No:	3
Item Title:	Programme Director's Report
Author:	Derek Harding
Purpose:	For Information
Recommendation:	To Note

1. Introduction

- 1.1 The following report provides Board members with an overview on programme activity and wider policy and contextual developments.

2. Policy & Strategic Developments

- 2.1 **CLG Response on Coastal Towns.** The Coastal Towns Select Committee has recently published the Government's second response to the Select Committee's report. This followed a letter from Dr Phyllis Starkey to Hazel Blears expressing dissatisfaction with the Government's initial response. In the letter, the Select Committee drew attention to key recommendations around worklessness, seasonal employment and a lack of co-ordination.

The CLG Second response proposes action centered around three main themes:

- developing a new policy framework
- improved co-ordination at regional and national level
- additional work to examine the issue of seasonal employment

Specific proposals include:

- establishing a cross departmental working group to prepare a co-ordinated policy response;
- review of existing evidence on economic issues (by Professor Fothergill);
- funding research in Cliftonville West and Margate Central;
- SEEDA to lead on establishing a national RDA network for sharing best practice on Coastal Towns;
- seasonal employment to be a major priority to be considered by the cross-departmental working group.
- Margate Renewal was identified as an example of good practice.

- 2.2 The next steps and timetable for establishing the cross-departmental working group are unclear. Although we are aware of progress on the proposed RDA network and local research which is covered below.
- 2.3 **RDA Network.** SEEDA has been asked to lead on establishing a RDA Network that will facilitate exchange of experience and good practice on coastal towns between RDA's. We are advised that the CLG will be initiating this process with a workshop involving RDA's, appropriate government bodies and Whitehall departments before the end of this year.
- 2.4 **South East Coastal Framework**
Following the presentation at the last Board Meeting, officers attended a workshop on the draft South East Coastal Framework. A response to the draft was provided (Appendix 2). We were expecting a revised draft framework to be issued in early December but at the time of writing this has not been received. The next round of regional funding allocation is due in January 2008 and we are anticipating that funding will be made available for the transformational action areas. SEEDA officers will provide a more detailed update at the Board meeting.
- 2.5 **Thanet Economic Growth and Regeneration Strategy**
The Strategy and Action Plan was approved by TDC's Cabinet on 1 November. The Action Plan has fed into the TDC Corporate Plan theme projects and targets which includes all of the major MRP projects under Theme 1, 'Making It Work'.
- 2.6 **Coastal Kent and 'Margate Perceptions'**
Kent Tourism Alliance in partnership with the Coastal Kent partnership has recently completed a perception survey that will help inform the development of an 'East Kent' visitor offer. The results, which are covered in more detail in Item 4, raise some major challenges for Margate. In summary, there is a high level of awareness of Margate as a town and seaside resort and it is one of the most well known places in East Kent. However, the research also revealed that the town is associated with a tacky, cheap and low quality offer.
- 2.7 Unless we begin to address this issue, the town will continue to struggle to attract major new investment and additional visitors. In December 2006, the Board considered a proposal for a 'branding' project but it was felt premature to begin this exercise due to uncertainty around major projects. Momentum is building around key projects, particularly Turner and the Old Town and it would be timely to review the original brief and take this forward as part of a broader strategic review of the programme.

3. Update on Key Developments

- 3.1 Item 11 provides a summary of progress on key projects within the programme. The following section highlights additional information that the Board should be aware of (excluding Dreamland, Turner and High Street projects which are covered in separate reports).

Old Town – A number of key premises are subject of refurbishment work in the Old Town. These include the prominent Galleria building for 14 luxury residential apartments and restaurant on the ground floor; the Hoy Pub, Fort Hill for residential and ground floor pub/restaurant which is situated opposite to the Turner site; and the conversion of 42 High Street (double fronted premises formerly the vacant 'Pound Shop' on the High St and old sweet shop on Marine Drive) to 12 artists studios and a gallery.

Under the Objective 2 Programme, a number of grant offers have been made to establish creative work space. This includes the Old Cabin Antiques Shop for a photographic studio, the

former Pie Factory (Broad Street) for five artists studios and gallery, 42 High Street (covered above) and the Harbour Arm for four studio spaces, a gallery and project space.

- 3.2 The contract has been awarded for the CCTV and new lighting scheme in the Old Town. This should be installed and completed by the end of February 2008.
- 3.3 Following a national competition, we have recently commissioned a local artist, Ann Carrington, to improve signage and awareness of the Old Town. The design was selected from five shortlisted entries by a panel following public consultation. The concept involves a permanent 'giant shell lady' sculpture fabricated from copper, (10ft high), twelve additional shell ladies (7ft high), and 'sign posts' directing the public to the Old Town and the Shell Lady. The exact siting of the permanent sculpture is under discussion. The smaller ladies will be sited in key buildings and attractions around the town such as the Theatre Royal, Shell Grotto, Tudor House, Visitor Information Centre to form a trail. The contract has been awarded and the commission should be complete and installed by the end of March 2008.
- 3.4 **Lower High Street** – The planned improvements to the pavements and landscaping in the lower High Street and Market Street will commence in January. The works which have been the subject of extensive consultation will be carried out over a 12 week period and should be complete by the end of March.

A petition has been submitted to the Council in support of pedestrianisation of the Lower High Street and following discussions between KCC and TDC it is proposed to implement an experimental 18 month pilot scheme commencing in early summer 2008. This may require minor works to divert traffic along New Street and consultants have been appointed to design the scheme. It would involve a partial closure to traffic between 9.00am – 5.30pm (subject to further discussion), and link in with the pedestrianised area of the upper High Street.

A general market has been introduced in the lower High Street on every Wednesday. The market started on the 17 October and has increased footfall and trade in this part of town. The market will temporarily relocate to Cecil Square during the pavement improvement works.

The library is due to vacate the former M&S building on 14 December and re-open at the refurbished 'Gateway' building at Cecil Square on 7 January 2008. Officers have been considering a number of alternative temporary uses including an exciting proposal for temporary occupation by Turner Contemporary in the run up to opening. This is now being taken forward and Turner have been offered an 18 month lease with the potential for extension if required. It is proposed to use the space as a major facility for exhibitions, shows and talks. In preparation for opening in 2010, Turner is stepping up their exhibition programme and hope to attract a wider and growing audience. The details of the full programme are still being developed. The intention is to open the building all year round with major shows (closing only for decommissioning and setting up between shows). The space will be open six days a week and the Droit House will remain open accommodating complimentary exhibitions and the Gallery designs. The initial exhibition is planned to open in February for a period of four months.

4. Renewal Work

- 4.1 It was reported at the last meeting that we were talking to the DCLG about a research study to examine the drivers of deprivation in the two wards of Cliftonville West and Margate Central. The brief (attached) has been finalised and issued to consultants seeking responses by the 14 December 2008. The study will be funded by the DCLG and managed by a steering group involving TDC, KCC, SEEDA, GOSE, DCLG and English Partnerships. The results of the study should be completed by the end of March 2008 and will be used to inform develop a masterplan for the two wards.

5. Publicity/Communications

- 5.1 National publicity has included an article in New Start by the Programme Director, and features in the Independent Property supplement, the Guardian Society and Property Week.
- 5.2 Margate featured prominently at the National English Heritage conference held in Hastings on 16 and 17 October. The Programme Director and the Chair of the Board gave presentations on the first day. The conference commenced with the launch of the publication 'England's Seaside Resorts'. In recognition of Margate's unique heritage and historic qualities, English heritage also published a special book entitled 'Margate's Seaside Heritage' launched at the Theatre Royal Margate on 18 October.
- 5.4 On a related point, the DCMS has recently announced a new £45 million funding scheme aimed at supporting cultural and arts regeneration in disadvantaged coastal resorts. The programme which will be led by CABE will invest £15 million per year from 2008 – 2011. Detailed criteria are being developed. This could support a number of projects within the programme including the restoration of Dreamland Cinema or investment in the Winter Gardens.
- 5.5 Baroness Margaret Ford (Chair of English Partnerships) visited the area on 4 October which included a tour of Cliftonville West, The Turner Contemporary site and Dreamland. The Baroness was keen for English Partnerships to assist in shaping our future strategy and offered support in terms of any future master planning process. Oona Muirhead, SEEDA's Executive Director of Sustainable Prosperity also visited on the 14 November. Discussion focussed on the cultural offer and what differentiated Margate from the rest of East Kent. She offered to facilitate a discussion with key stakeholders to explore these issues in the context of the sub-region.
- 5.6 We are currently exploring ideas on how improve public awareness of the regeneration plans. This could involve a display including plans or a model in the visitor information center or the new library building. The Autumn edition (Issue 3) of the Margate Renewal Newsletter was distributed to all households in early November.

Appendix 1 – MRP Response on South East Coastal Framework

Appendix 2 – Brief for Research Study into Cliftonville West and Margate Central

Appendix 3- Sketch Design of "Shell Lady"

10 October 2007

Joy Waley
SEEDA
Cross Lanes
Guildford
Surrey
GU1 17A

Dear Joy

A Framework for Action for the Coastal South East – Margate Renewal Partnership Response

I am writing to provide comments on the draft Coastal South East: Framework for Action. The response includes points raised at the Margate Officers Group on 13th September following a presentation by SQW.

As background, I have enclosed a copy of the Margate Renewal Partnership (MRP) Implementation Plan and Framework. The document provides you with an overview of the Partnership, some background information on Margate's social and economic challenges, our vision and a summary of the key projects within our programme.

The Partnership has committed over £35 million over 2006 – 2009 in a range of initiatives across four core strands. The Project Plan (pages 18 – 21) provides a list of the projects and their relevance to the objectives of the RES and the Coastal South East Framework. As you will note, our programme is delivering across each of the core objectives of the RES.

Margate has some of the highest levels of deprivation across the Southeast region and as such should be a priority for continued intervention and support. To this end, MRP is a key partnership and delivery agent for implementing the objectives of the RES at a local level.

We welcome and support SEEDA's focus on the coastal region. However, the particular challenges and opportunities of the coastal towns should be more explicitly spelt out in the framework document. This may help to prioritise projects and provide a geographic focus for specific initiatives. In addition, we would question the extent of geographic coverage and feel that the inclusion of the Medway towns and some larger hinterland areas is inappropriate.

Many coastal towns face similar challenges such as economic dependency on the visitor economy, high unemployment, low skills, failing town centres, high concentrations of HMO's and highly transient populations. These characteristics are common to towns such as Margate, Dover and Hastings. As such, we would benefit from specific initiatives that promote collaboration and joint approaches that tackle these issues.

There are a number of major development opportunities in Margate that support our plans for economic diversification and the objectives of Action Area 1. These sites are listed in the MRP Framework and Implementation Plan including Dreamland/Arlington, the High Street, Rendezvous and the Lido. The redevelopment of these sites present major opportunities for the area and region but they also present significant challenges. The combination of significant site abnormalities and low land values pose major obstacles to private sector investment and we will need to consider public intervention on key sites to deliver quality, sustainable developments.

However, it is also important to recognise and support the provision of economic and social infrastructure to sustain major development. Specifically, this would include tackling skills deficits in the key sectors, tailored support and advice for the creative and visitor economy, and quality improvement programmes specifically in retail, leisure and hospitality.

With regards to economic opportunities, we recommend a specific action or actions related to the visitor economy, cultural development and the creative sector. These strands are central to our regeneration plans and should be identified as a key growth sector for coastal economies in the south east.

General promotion and 'branding' work is essential for coastal towns to support the economic growth and encourage inward investment.

Finally, Action Area 3 supporting improved connectivity, is essential for towns such as Margate. The planned improvements to the rail network in east Kent linked to CTRL will not deliver significant reductions in journey times to London which is a major missed opportunity for Margate. SEEDA should continue to work with partners to bring new investment in the infrastructure and rail services to this part of East Kent.

We are keen to help develop the final Action Plan and we would welcome direct involvement in the steering group.

Please do not hesitate to contact me if you would like to discuss any of these points further and I look forward to hearing from you on the next steps.

Yours faithfully

Derek Harding
Programme Director



Consultants Brief

A research study to identify drivers of change to tackle the underlying complexity of community issues within Margate Central and Cliftonville West wards.

November 2007

Preface

1. This document is a brief prepared on behalf of the *Margate Renewal Partnership*, key public sector agencies including Thanet District Council, Kent County Council, the South East England Development Agency, GOSE, English Partnerships, the Arts Council and English Heritage, established to provide the overall co-ordination of the development framework for Margate.
2. The brief is to secure the commissioning of consultants to undertake research with the aim to identifying the underlying causes and the most appropriate holistic drivers of change for tackling underlying complex community issues within the two wards Margate Central and Cliftonville West.
3. This research will provide an understanding of how to transform the social and environmental aspects of deprivation within this area and inform the future strategy of the Partnership. The results and recommendations from the study will be highly influential as :-
 - a. An interim report will be presented to MRP Board in early 2008.
 - b. The findings will also be discussed with Kent Partnership for how the results from this research feed into the Local Area Agreement.
 - c. Results will feed into next year's MRP Implementation Plan.
 - d. A clear vision and strategy for the combined Margate Central and Cliftonville West wards will be produced by the end of April 2008.
4. It is important to stress at the outset that the budget for this study is relatively modest, and the timetable is very compressed at 4 months in total. We therefore expect tenderers to put together pragmatic proposals which address our information needs in a very cost effective and efficient manner.
5. It is also important to stress that the outputs from the study must include a clear and concise overview of the key findings which then flow through to a series of recommendations for further action by the partnership.

Purpose

6. This research will be a key connector for developing a clear vision and strategy for the two wards, ensuring that the right physical, economic, social and environmental projects and interventions are brought together simultaneously to create a mixed income sustainable community.
7. This research will support the achievement of sustainable regeneration of the area, impacting on improving market confidence and economic prosperity, providing benefits for the community, key stakeholders and the Treasury.
8. The research will link in with other National Government initiatives addressing the issues of migration, vulnerable people and cohesion in coastal towns including the Sub national Review of Regeneration and the Regeneration Framework
9. The research also has potential to identify transferable lessons for other similar coastal towns and urban areas and would be of real value in helping to further evidence the Government's policy approach on coastal towns.

Background

10. Margate Central and Cliftonville West wards are the pilot demonstration area for Thanet's Mixed Communities programme. This area was chosen because of the high levels of deprivation that exist as a result of a combination of complex issues. See Plan 1.

11. In particular, an unbalanced housing market of high density, poorly maintained private sector rented accommodation, predominately small-sized flats, is seen to be an influencing factor to the existence of the many social and environmental aspects within the local communities. Many of these issues are inter dependent and relate to policies and housing conditions that have resulted in concentrations of vulnerable individuals in the two wards.

12. The complex issues associated with the most socially excluded are presently not being addressed in a cohesive and concerted way. Issues include, poor health, high levels of incapacity and benefits dependency, low basic skills, teenage pregnancy and a high proportion of NEAT's (Young people Not in Employment And Training).

13. There is a high level of single person households and a highly transient population. The area has been a social dumping ground for vulnerable persons for many years, including 'looked after children' and whilst much has been learnt about the issues of child placements into the area through the Thanet Inquiry, we still do not understand the relationship between the drivers of exclusion, nor are we addressing the needs of the most vulnerable residents. All of these issues impact upon the poverty found within these two wards.

14. A new factor in the equation is an influx of economic migrants from various EU countries, who have been drawn to the area because of the low-cost housing and agricultural employment. Many are living in over-crowded conditions. The local Migrant Helpline advise that EU migrants are very often unaware of the higher cost of living in the UK compared to their home countries and Migrant Helpline are mainly asked about how to access a wide variety of benefits, to provide solutions to debt issues, and to find schools places for children. EU migrants are also increasingly drawing on public service provision. These public services have little experience in dealing with the complexity of the various cultures and languages that now exist within this area.

15. Influential programmes of regeneration are already focused on improving the quality of life within these two wards, and Margate is committed to a process of cultural regeneration. However, these are predominantly related to spatial activity, with structured approaches to transforming the physical and economic infrastructure through housing renewal and development of key brown-field sites and commercial areas.

16. Partners involved in this regeneration recognise that changes to economic prosperity and influencing housing market confidence are a long-term task. However, it is difficult to change the tenure balance within an area of such high need where the free market has naturally developed a private sector housing tenure and type that accommodates and benefits from the existing complex community issues found there. These complex social issues can also have a restrictive impact on economic improvements to the area. It is extremely important to understand and be able to work with interventions to tackle these complex social factors alongside the existing regeneration if sustainability of the area is to be achieved.

17. It is recognised that many of the factors driving deprivation in the area are outside the control of local key partners. Local partners can provide better services but this will not address the transformation within these communities as many of these issues can only be addressed at a higher level.

Margate Renewal Partnership

18. Communities and Local Government (CLG) recognise that the Margate Renewal Partnership (MRP) framework and Implementation Plan sets out the priorities for the current regeneration activity, and that the MRP Board provides an effective vehicle to co-ordinate the renewal work of various agencies.

19. CLG believe that there needs to be a more cohesive plan that demonstrates the link between the physical and economic renewal and the complex underlying drivers of deprivation. The MRP Implementation Plan identifies some of the wider issues as 'Other Priorities' – Skills, Education and Employability, Business and Enterprise Support, Cultural and Creative Development. There are plans for bringing forward initiatives under these headings over the next 12 months.

Aims of the research:

20. Potentially there are a wide range of issues for the study to explore, some of which will require synthesis work and review of the data that relates to the partnership, and some will require review and synthesis of data from other areas so that we can glean the transferable lessons. Given the budget and timetable, tenderers should outline how they will go about this in a cost effective manner, and outline the balance between synthesis and review work, and any further data collection (eg through interviews with other partnerships etc). Our key aims for the study are:-

- a) To identify and provide evidence of drivers of change that can work as interventions within this area. This will inform debate about how social issues are incorporated into the regeneration of the area in conjunction with the spatial and physical regeneration to benefit residents, all stakeholders and the Treasury.
- b) To identify key drivers of change that have been effective in other areas which will address the issues found within the two wards. This should cover reducing adult worklessness, identifying how the benefit system creates barriers to employment, tackling poor health, improving on low basic skills, investigate ways to manage adult, and child, out of area placements, investigate how housing supply/type provides a vehicle for deprivation, how rental charges and housing benefit affordability across the UK impacts upon moves to coastal areas where accommodation is cheaper, how service providers, local and national, allocate to areas of housing supply/type because it achieves other objectives such as reducing homelessness lists. The research report could highlight transferable good practice ideas which could apply well in the Margate/Thanet context.
- c) To develop an understanding of the policy levers or powers (including planning powers) that could be instigated to tackle the problems found within the two wards, producing a menu of political changes required to Government legislation that could provide intervention measures that key partners can deliver and control.
- d) Examine the outcome and impact of the Thanet Inquiry, policy developments, practical implementation and the impact on the population.
- e) Investigate the potential impact of displacement of vulnerable persons through programmes of regeneration.
- f) To review existing relevant reports/studies on migration, vulnerable people and cohesion in coastal town and take into account for this research.
- g) To link in with the work of the Sub national Review of Regeneration and the development of the Regeneration Framework.
- h) Recommend actions and ways forward.

21. A fundamental aim of the project is to identify the underpinning causes and the potential solutions to the complex social deprivation within the two wards, which will inform development of a clear vision and strategy for the combined programme of regeneration within the Margate Central and Cliftonville West wards. We would welcome tenderers views on how these solutions will be developed working with the the partnership eg through interim brainstorming sessions with key members of the partnership and community representatives. As the introductory sections to this brief highlighted, there is already a solid body of evidence and work underway which can feed into the project. There are also some emerging issues which we would particularly like the contractor to focus on. These are:-

- a) The implications of inward migration in the area and the most appropriate ways of managing inward migration of vulnerable persons.
- b) What types of community interventions could be established which can support the more established housing renewal programme in its aim to develop diversification of the existing tenure type, thus supporting an increase in market confidence and level of investment into the area.
- c) An exploration of issues which have not been identified by the partnership, or are currently a fairly low key element to the strategy, which could have a fundamental negative effect on transformative change if they are not addressed adequately.

National implications

22. Many of the issues found within Margate Central and Cliftonville West are similar to those found in other urban and coastal regions. This research could therefore have a national impact, as findings may be transferable to other coastal towns and urban areas adopting a Mixed Communities approach.

23. Areas found within the bottom 3-10% most deprived have seen changes through government interventions and high levels of funding. However, areas within the bottom 1-3% most deprived have had very little change despite focus and provision of funding. Margate Central and Cliftonville West wards have Super Output Areas in the bottom 3% most deprived nationally, but have not received any major funding from government to deal with the complex issues of deprivation that exist.

24. This research will be key to understanding the complexity of issues involved and could provide public decision makers with knowledge of how to move forward in these areas and help further evidence Government's policy approach on coastal towns and how best to improve arrangements for effecting positive social and economic outcomes in these areas.

Research design

25. Tenderers are invited to put together proposals which they think will meet our objectives in the most cost effective manner. We envisage that the approach will encompass some of the following elements:-

- a. Synthesis work bringing together core data to provide a robust analysis of key issues affecting the area. A range of sources which might be appropriate is listed at Annex A.
- b. Discussions with the partnership representatives and other agencies to understand more about the issues which are affecting the area, how they connect with each other, work which agencies are planning to tackle the problems, any gaps, and any scope for better synergies.
- c. Discussions with key stakeholders at the Government Office and other Central Departments to clarify the central policy perspective and any flexibilities around policies.

- d. Review work and further investigative work to identify transferable lessons from other areas which are further advanced in tackling similar issues.
- e. Brainstorming work with representatives from the partnership to identify a list of priority actions.

Partner Engagement

26. We are keen that the study involves an appropriate mechanism for engaging with key stakeholders who could contribute in a very practical way to this study. A list of potential organisations to include is at Annex B.

27. Tenderers should outline their preferred shortlist and suggest ways of actively engaging with their selected stakeholders. In particular, they should outline their preferred approaches for carrying out any local consultation which could contribute to this study.

Skills/Professional Disciplines Required

28. The study is potentially wide ranging analytically, but also needs a strong practitioner focus too. As such, we would anticipate that tenderers will put forward a strong multi-disciplinary team with the following skills:-

- a) Quantitative and qualitative research and analysis skills, with a strong emphasis on synthesizing available evidence.
- b) Experience of consulting and engaging with practitioners and community representatives and skills in working with them to identify solutions and agree priorities.
- c) Practical knowledge of housing, planning, economic development and neighborhood renewal.
- d) Practical knowledge of wider approaches to tackling disadvantaged areas, in particular initiatives which are targeted on very vulnerable households.
- e) Experience of the issues facing coastal communities and the regeneration issues is essential
- f) Experience of identifying transferable lessons from elsewhere, and translating these into practically based examples which might work in another location and that has led to best practice on the ground.

Budget

29. The budget for this study is very modest, and tenderers should outline a very cost effective and efficient way of carrying out the study. An indicative budget of £50,000 is allocated.

Outputs

30. Although this is a relatively short project, it is important that key outputs are cleared with the project manager. The following outputs will be required.

- a) Scoping note – outlining the methods to be adopted

- b) Any draft data collection instruments (including contact letters, draft topic guides, draft proformas etc)
- c) An interim report of emerging findings and recommendations for presentation and discussion with key representatives from the partnership.
- d) A full draft report for comments by the partnership.
- e) A final report that takes on board comments from the partnership..
- f) Provision should also be made for a formal half-day presentation of results and recommendations to the partnership and other stakeholders.

Timing

31. This piece of work will be a key document for determining the forward planning for the partnership. We need the project to be completed within four months of awarding the contract. Assuming a December start date, we would like an interim report by end February 2008 and a final report by April 2008.

32. Tenders should also provide a detailed timetable, outlining key tasks associated with the different outputs, and the number of staff days associated with each output.

Quality control

33. In considering tenders, the partnership will pay attention to the internal project management arrangements and to the quality plan and monitoring arrangements that they propose.

Management

34. The project will be managed by the Margate Renewal Partnership and also overseen by a small steering group including Thanet District Council, DCLG, KCC, SEEDA and GOSE. The contractor will be required to liaise closely with the steering group and meet with them on a flexible basis to ensure the project delivers against the timetable.

Payment arrangements

35. Payments will only be made on receipt of agreed outputs. An estimate of invoice dates, amounts, and proposed output should be specified within the tender.

Form of tender

36. All proposals should include:

- a) Details of the proposed research approach including potential problems, proposed solutions and a justification;
- b) A detailed schedule of work including the number of days allowed for each member of the research team at each stage;
- c) Details of the research team including specific skills and relevant experience (including a maximum 1 page CV per team member);
- d) An organisation chart of the team (if applicable);

- e) Details of the roles and responsibilities of each team member in relation to the proposed research method and project management;
- f) Details of any sub-contracting proposal;
- g) A detailed timetable including intermediate milestones and targets with associated outputs (including a Gantt chart);
- h) A detailed breakdown of costs for each part of the research provided under headings of staff, travel, and subsistence, and other costs (including allowances for DCLG meetings and daily rates for each team member);
- i) Proposed invoice dates and amounts linked to proposed outputs.

37. Costs should be provided exclusive of VAT and the tender should state on what items VAT will be charged. Please include VAT on costs for sub-contractors where appropriate.

Criteria for evaluation tenders

38. Tenders should be submitted by 14th December. It is anticipated that interviews with preferred tenders will be required. The provisional date for tender interviews is likely to be 20th December. It is expected that those who undertake the research will attend the interview.

39. The following criteria will be used to judge tenders:

- a) How well the research proposal addresses the objectives;
- b) Capacity of the research team to undertake the study within the desired time scale;
- c) Value for money;
- d) The robustness of the proposed project management and quality control arrangements;
- e) The ability to deliver high quality, user friendly outputs (as indicated by quality of written communication in proposal);
- f) The level of understanding of the issues demonstrated;
- g) The relevant experience of the research team;
- h) Compliance with specification of requirements.

40. If you have any queries regarding this specification, you should contact Derek Harding, Programme Director, Margate Renewal Partnership before 29th November 2007.

Issue of Research Brief to selected Consultants	Friday 23rd November 2007
Consultants – queries and questions raised and responded to. All questions and responses will be shared with all selected consultants	By Friday 30th November 2007
Proposal submission date	12 noon on 14th December 2007
Shortlisting and Notification of Interviews	14th December 2007
Selection Interviews	21st December (Please hold morning free, to be finalised and confirmed).

There will be an initial meeting with the Steering Group very early in the project. It is anticipated that there will be an intensive period of work during January and February 2008 with an interim report delivered at the end of this period. The final report is required by the end of March 2008.

Annex A:- Provisional List of existing coastal town reports/studies and possible data sources.

There are a range of reports and ongoing work which are highly relevant to this study. These include:-

- a) The Report of the Select Committee on Coastal Towns March 2007 (includes note of
- b) visit to Margate – 18 October 2006) and Cross Government response to the Report, July 2007 and follow-up action.
- c) The Seaside Economy, Christina Beatty and professor Stephen Fothergill, Sheffield Hallam University, June 2003.
- d) CLG's Neighbourhood Renewal, Regeneration, Market Renewal and Liveability Division have been looking at 12 areas of which are 3 coastal towns including Easington, Hastings and Eastbourne. They are currently a typology for coastal towns and looking at the impact of Neighbourhood Renewal on those areas and how effective it has been in coastal areas.
- e) BURAS is commissioning a study based on 4 or 5 places, including Thanet, on Houses of Multiple Occupancy.
- f) The partnership is also taking part in the CLG's evaluation of the Mixed Communities Demonstration projects, as a "light touch" case study and quantitative data may be available from this study which could help this commission.

Relevant Local Studies/Reports

Thanet Inquiry, 2004. Kent Child Protection Committee

Margate NRA Report, 2004. Thanet District Council

Placements in to Thanet: Regaining a Balance, Oct 2006. Thanet District Council

SSCF Residents Survey, Feb 2007. BMG Research

Measuring Well Being, March 2007. NEF

Margate Futures Action Plan, 2006. BBP (MRP Board)

Margate Renewal Framework and Implementation Plan, 2007/08. MRP Board

Annex B: Potential organisations to involve in the study.

- Communities and Local Government – various key departments such as planning, neighbourhood renewal, housing, Sub national Review of Regeneration, Cohesion and Faith Unit etc
- Department of Works and Pensions - Job Centre Plus, Benefits.... etc
- Department of Health
- Department of Culture, Media and Sport
- Department of Children, Schools and Families
- Department of Innovation, Universities and Skills
- HMT Treasury
- Home Office – re. Immigration, Crime, Drugs, Probation, Police targets.
- Housing Corporation
- English Partnerships
- Government Office South East
- South East England Development Agency
- Kent County Council – various departments.
- Voluntary and Community Sector
- BURA (re: other similar studies) and some members of their Seaside Network
- The Market and Coastal Towns Association
- The British Destinations and Resorts Association.
- Margate Renewal Partnership



Consultants Brief

A research study to identify drivers of change to tackle the underlying complexity of community issues within Margate Central and Cliftonville West wards.

November 2007

Preface

1. This document is a brief prepared on behalf of the *Margate Renewal Partnership*, key public sector agencies including Thanet District Council, Kent County Council, the South East England Development Agency, GOSE, English Partnerships, the Arts Council and English Heritage, established to provide the overall co-ordination of the development framework for Margate.
2. The brief is to secure the commissioning of consultants to undertake research with the aim to identifying the underlying causes and the most appropriate holistic drivers of change for tackling underlying complex community issues within the two wards Margate Central and Cliftonville West.
3. This research will provide an understanding of how to transform the social and environmental aspects of deprivation within this area and inform the future strategy of the Partnership. The results and recommendations from the study will be highly influential as :-
 - a. An interim report will be presented to MRP Board in early 2008.
 - b. The findings will also be discussed with Kent Partnership for how the results from this research feed into the Local Area Agreement.
 - c. Results will feed into next year's MRP Implementation Plan.
 - d. A clear vision and strategy for the combined Margate Central and Cliftonville West wards will be produced by the end of April 2008.
4. It is important to stress at the outset that the budget for this study is relatively modest, and the timetable is very compressed at 4 months in total. We therefore expect tenderers to put together pragmatic proposals which address our information needs in a very cost effective and efficient manner.
5. It is also important to stress that the outputs from the study must include a clear and concise overview of the key findings which then flow through to a series of recommendations for further action by the partnership.

Purpose

6. This research will be a key connector for developing a clear vision and strategy for the two wards, ensuring that the right physical, economic, social and environmental projects and interventions are brought together simultaneously to create a mixed income sustainable community.
7. This research will support the achievement of sustainable regeneration of the area, impacting on improving market confidence and economic prosperity, providing benefits for the community, key stakeholders and the Treasury.
8. The research will link in with other National Government initiatives addressing the issues of migration, vulnerable people and cohesion in coastal towns including the Sub national Review of Regeneration and the Regeneration Framework
9. The research also has potential to identify transferable lessons for other similar coastal towns and urban areas and would be of real value in helping to further evidence the Government's policy approach on coastal towns.

Background

10. Margate Central and Cliftonville West wards are the pilot demonstration area for Thanet's Mixed Communities programme. This area was chosen because of the high levels of deprivation that exist as a result of a combination of complex issues. See Plan 1.

11. In particular, an unbalanced housing market of high density, poorly maintained private sector rented accommodation, predominately small-sized flats, is seen to be an influencing factor to the existence of the many social and environmental aspects within the local communities. Many of these issues are inter dependent and relate to policies and housing conditions that have resulted in concentrations of vulnerable individuals in the two wards.

12. The complex issues associated with the most socially excluded are presently not being addressed in a cohesive and concerted way. Issues include, poor health, high levels of incapacity and benefits dependency, low basic skills, teenage pregnancy and a high proportion of NEAT's (Young people Not in Employment And Training).

13. There is a high level of single person households and a highly transient population. The area has been a social dumping ground for vulnerable persons for many years, including 'looked after children' and whilst much has been learnt about the issues of child placements into the area through the Thanet Inquiry, we still do not understand the relationship between the drivers of exclusion, nor are we addressing the needs of the most vulnerable residents. All of these issues impact upon the poverty found within these two wards.

14. A new factor in the equation is an influx of economic migrants from various EU countries, who have been drawn to the area because of the low-cost housing and agricultural employment. Many are living in over-crowded conditions. The local Migrant Helpline advise that EU migrants are very often unaware of the higher cost of living in the UK compared to their home countries and Migrant Helpline are mainly asked about how to access a wide variety of benefits, to provide solutions to debt issues, and to find schools places for children. EU migrants are also increasingly drawing on public service provision. These public services have little experience in dealing with the complexity of the various cultures and languages that now exist within this area.

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16. Partners involved in this regeneration recognise that changes to economic prosperity and influencing housing market confidence are a long-term task. However, it is difficult to change the tenure balance within an area of such high need where the free market has naturally developed a private sector housing tenure and type that accommodates and benefits from the existing complex community issues found there. These complex social issues can also have a restrictive impact on economic improvements to the area. It is extremely important to understand and be able to work with interventions to tackle these complex social factors alongside the existing regeneration if sustainability of the area is to be achieved.

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19. CLG believe that there needs to be a more cohesive plan that demonstrates the link between the physical and economic renewal and the complex underlying drivers of deprivation. The MRP Implementation Plan identifies some of the wider issues as 'Other Priorities' – Skills, Education and Employability, Business and Enterprise Support, Cultural and Creative Development. There are plans for bringing forward initiatives under these headings over the next 12 months.

Aims of the research:

20. Potentially there are a wide range of issues for the study to explore, some of which will require synthesis work and review of the data that relates to the partnership, and some will require review and synthesis of data from other areas so that we can glean the transferable lessons. Given the budget and timetable, tenderers should outline how they will go about this in a cost effective manner, and outline the balance between synthesis and review work, and any further data collection (eg through interviews with other partnerships etc). Our key aims for the study are:-

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- b) To identify key drivers of change that have been effective in other areas which will address the issues found within the two wards. This should cover reducing adult worklessness, identifying how the benefit system creates barriers to employment, tackling poor health, improving on low basic skills, investigate ways to manage adult, and child, out of area placements, investigate how housing supply/type provides a vehicle for deprivation, how rental charges and housing benefit affordability across the UK impacts upon moves to coastal areas where accommodation is cheaper, how service providers, local and national, allocate to areas of housing supply/type because it achieves other objectives such as reducing homelessness lists. The research report could highlight transferable good practice ideas which could apply well in the Margate/Thanet context.
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- a) The implications of inward migration in the area and the most appropriate ways of managing inward migration of vulnerable persons.
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National implications

22. Many of the issues found within Margate Central and Cliftonville West are similar to those found in other urban and coastal regions. This research could therefore have a national impact, as findings may be transferable to other coastal towns and urban areas adopting a Mixed Communities approach.

23. Areas found within the bottom 3-10% most deprived have seen changes through government interventions and high levels of funding. However, areas within the bottom 1-3% most deprived have had very little change despite focus and provision of funding. Margate Central and Cliftonville West wards have Super Output Areas in the bottom 3% most deprived nationally, but have not received any major funding from government to deal with the complex issues of deprivation that exist.

24. This research will be key to understanding the complexity of issues involved and could provide public decision makers with knowledge of how to move forward in these areas and help further evidence Government's policy approach on coastal towns and how best to improve arrangements for effecting positive social and economic outcomes in these areas.

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25. Tenderers are invited to put together proposals which they think will meet our objectives in the most cost effective manner. We envisage that the approach will encompass some of the following elements:-

- a. Synthesis work bringing together core data to provide a robust analysis of key issues affecting the area. A range of sources which might be appropriate is listed at Annex A.
- b. Discussions with the partnership representatives and other agencies to understand more about the issues which are affecting the area, how they connect with each other, work which agencies are planning to tackle the problems, any gaps, and any scope for better synergies.
- c. Discussions with key stakeholders at the Government Office and other Central Departments to clarify the central policy perspective and any flexibilities around policies.

- d. Review work and further investigative work to identify transferable lessons from other areas which are further advanced in tackling similar issues.
- e. Brainstorming work with representatives from the partnership to identify a list of priority actions.

Partner Engagement

26. We are keen that the study involves an appropriate mechanism for engaging with key stakeholders who could contribute in a very practical way to this study. A list of potential organisations to include is at Annex B.

27. Tenderers should outline their preferred shortlist and suggest ways of actively engaging with their selected stakeholders. In particular, they should outline their preferred approaches for carrying out any local consultation which could contribute to this study.

Skills/Professional Disciplines Required

28. The study is potentially wide ranging analytically, but also needs a strong practitioner focus too. As such, we would anticipate that tenderers will put forward a strong multi-disciplinary team with the following skills:-

- a) Quantitative and qualitative research and analysis skills, with a strong emphasis on synthesizing available evidence.
- b) Experience of consulting and engaging with practitioners and community representatives and skills in working with them to identify solutions and agree priorities.
- c) Practical knowledge of housing, planning, economic development and neighborhood renewal.
- d) Practical knowledge of wider approaches to tackling disadvantaged areas, in particular initiatives which are targeted on very vulnerable households.
- e) Experience of the issues facing coastal communities and the regeneration issues is essential
- f) Experience of identifying transferable lessons from elsewhere, and translating these into practically based examples which might work in another location and that has led to best practice on the ground.

Budget

29. The budget for this study is very modest, and tenderers should outline a very cost effective and efficient way of carrying out the study. An indicative budget of £50,000 is allocated.

Outputs

30. Although this is a relatively short project, it is important that key outputs are cleared with the project manager. The following outputs will be required.

- a) Scoping note – outlining the methods to be adopted

- b) Any draft data collection instruments (including contact letters, draft topic guides, draft pro-formas etc)
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- f) Provision should also be made for a formal half-day presentation of results and recommendations to the partnership and other stakeholders.

Timing

31. This piece of work will be a key document for determining the forward planning for the partnership. We need the project to be completed within four months of awarding the contract. Assuming a December start date, we would like an interim report by end February 2008 and a final report by April 2008.

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33. In considering tenders, the partnership will pay attention to the internal project management arrangements and to the quality plan and monitoring arrangements that they propose.

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Form of tender

36. All proposals should include:

- a) Details of the proposed research approach including potential problems, proposed solutions and a justification;
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- e) Details of the roles and responsibilities of each team member in relation to the proposed research method and project management;
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- i) Proposed invoice dates and amounts linked to proposed outputs.

37. Costs should be provided exclusive of VAT and the tender should state on what items VAT will be charged. Please include VAT on costs for sub-contractors where appropriate.

Criteria for evaluation tenders

38. Tenders should be submitted by 14th December. It is anticipated that interviews with preferred tenders will be required. The provisional date for tender interviews is likely to be 20th December. It is expected that those who undertake the research will attend the interview.

39. The following criteria will be used to judge tenders:

- a) How well the research proposal addresses the objectives;
- b) Capacity of the research team to undertake the study within the desired time scale;
- c) Value for money;
- d) The robustness of the proposed project management and quality control arrangements;
- e) The ability to deliver high quality, user friendly outputs (as indicated by quality of written communication in proposal);
- f) The level of understanding of the issues demonstrated;
- g) The relevant experience of the research team;
- h) Compliance with specification of requirements.

40. If you have any queries regarding this specification, you should contact Derek Harding, Programme Director, Margate Renewal Partnership before 29th November 2007.

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Annex A:- Provisional List of existing coastal town reports/studies and possible data sources.

There are a range of reports and ongoing work which are highly relevant to this study. These include:-

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- b) visit to Margate – 18 October 2006) and Cross Government response to the Report, July 2007 and follow-up action.
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- d) CLG's Neighbourhood Renewal, Regeneration, Market Renewal and Liveability Division have been looking at 12 areas of which are 3 coastal towns including Easington, Hastings and Eastbourne. They are currently a typology for coastal towns and looking at the impact of Neighbourhood Renewal on those areas and how effective it has been in coastal areas.
- e) BURAS is commissioning a study based on 4 or 5 places, including Thanet, on Houses of Multiple Occupancy.
- f) The partnership is also taking part in the CLG's evaluation of the Mixed Communities Demonstration projects, as a "light touch" case study and quantitative data may be available from this study which could help this commission.

Relevant Local Studies/Reports

Thanet Inquiry, 2004. Kent Child Protection Committee

Margate NRA Report, 2004. Thanet District Council

Placements in to Thanet: Regaining a Balance, Oct 2006. Thanet District Council

SSCF Residents Survey, Feb 2007. BMG Research

Measuring Well Being, March 2007. NEF

Margate Futures Action Plan, 2006. BBP (MRP Board)

Margate Renewal Framework and Implementation Plan, 2007/08. MRP Board

Annex B: Potential organisations to involve in the study.

- Communities and Local Government – various key departments such as planning, neighbourhood renewal, housing, Sub national Review of Regeneration, Cohesion and Faith Unit etc
- Department of Works and Pensions - Job Centre Plus, Benefits.... etc
- Department of Health
- Department of Culture, Media and Sport
- Department of Children, Schools and Families
- Department of Innovation, Universities and Skills
- HMT Treasury
- Home Office – re. Immigration, Crime, Drugs, Probation, Police targets.
- Housing Corporation
- English Partnerships
- Government Office South East
- South East England Development Agency
- Kent County Council – various departments.
- Voluntary and Community Sector
- BURA (re: other similar studies) and some members of their Seaside Network
- The Market and Coastal Towns Association
- The British Destinations and Resorts Association.
- Margate Renewal Partnership

















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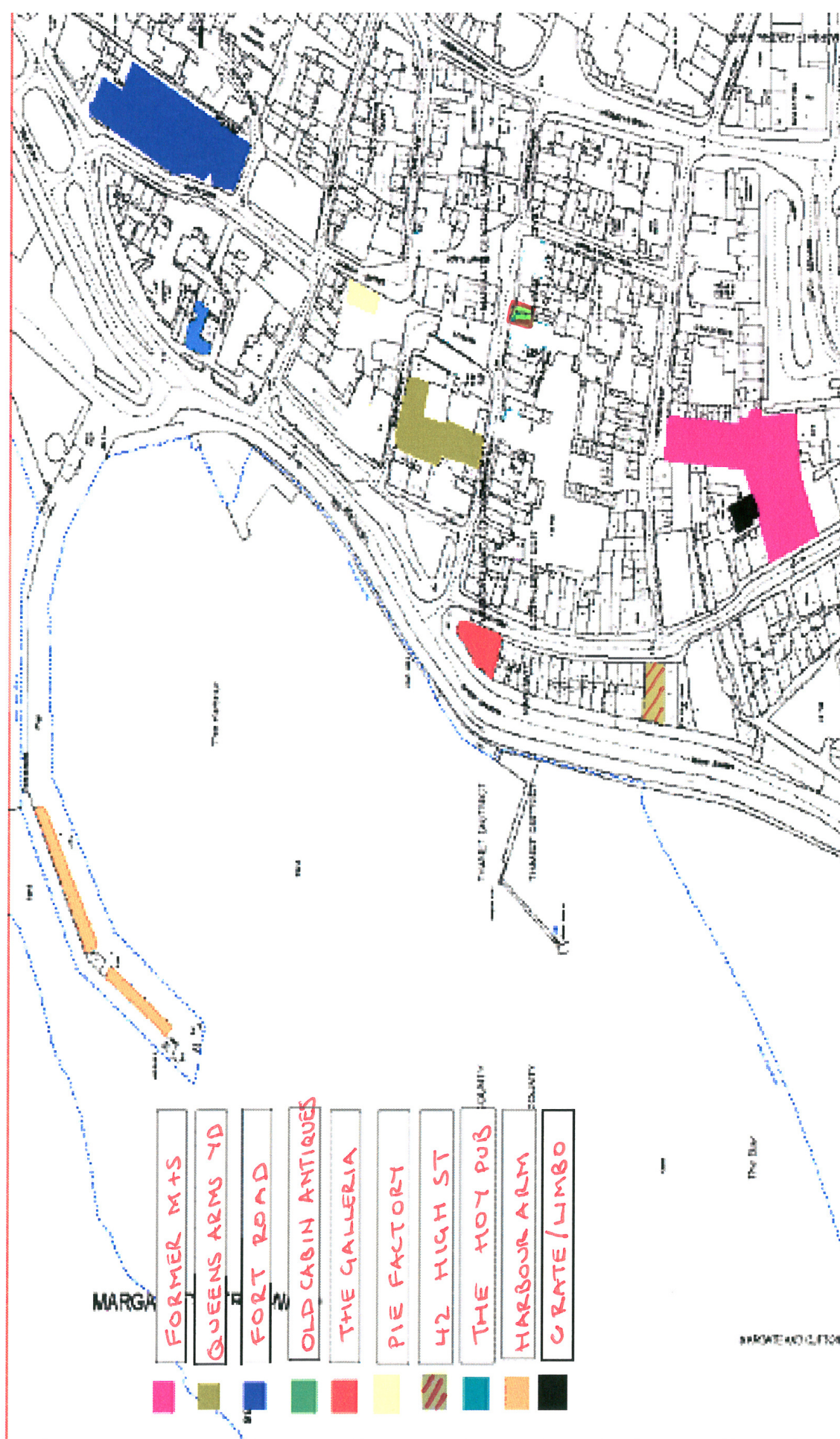
* HAVE YOU SEEN IT ? *
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* * * * *
* MAR GATE *



MARGATE'S
FAMOUS
STEEL LADY



TO
THE
OLD
TOWN



Margate



RENEWAL PARTNERSHIP

Date:	11 December 2007
Item No:	4
Item Title:	Visitor Economy Development Framework and Action Plan
Author:	Dave Hughes
Purpose:	For information.
Recommendation	It is recommended that the Board: 1). Endorse the Framework and 2). Note relevant actions contained in the action plan for Margate and potential resource implications.

1. Introduction

- 1.1 The MRP Framework and Implementation Plan identifies the visitor economy as a key priority for the future. The MRP Plan states that a report on this important area of work will be presented to the Board in December.
- 1.2 The visitor economy generates £196 million expenditure in the local economy, which helps to support 4,500 jobs. The regeneration taking place or planned throughout Thanet provides the opportunity to further grow the visitor economy. The Thanet Visitor Economy Development Framework and Action Plan sets out a vision of how Thanet will look as a visitor destination in four years time, and identifies the actions required for the vision to be achieved.

2. Developing Thanet's visitor economy

- 2.1 Thanet District Council's Corporate Plan, Economic Growth and Regeneration Framework and Action Plan, and draft Cultural Strategy each acknowledge the visitor economy's current and future importance to the area. To bring together their aspirations for developing Thanet's visitor economy, a specific framework and action plan has now been produced. This is attached as an appendix to this report.
- 2.2 It is essential that the MRP regeneration programme is informed by the wider framework and supports the specific Margate focused activities within the action plan.
- 2.3 Reflecting the VE framework and action plan's 4-year timescale, it starts by setting out a vision of Thanet as a visitor destination in 2011. This is followed by a list of 30 specific actions that will contribute to achieving the vision, sub-divided into:
 - Developing visitor accommodation
 - Providing visitors with information and guidance
 - Improving the visitor offer
 - Supporting visitor economy businesses

- 2.4 In each case, the action plan identifies who will lead and support the action, along with relevant partners and a planned target date for completion. The actions relating to Margate have been highlighted in the appendix.

A number of points should be noted:

- The framework and action plan focus on destination development. The future approach to destination marketing is being progressed alongside development plans, using the results of recent research into visitor perceptions of East Kent. The MRP is engaged in this work to ensure coordination of destination marketing on a local and sub-regional basis.
- Coordination on a sub-regional level will be addressed through active participation in the Coastal Kent tourism partnership. This will in turn relate to SEEDA's coastal strategy. The framework and action plan will also feed into a new visitor economy development strategy for Kent, which is currently under preparation.
- The framework and action plan will assist Thanet District Council to undertake the process of signing up to the "Place Making" charter for destination management, launched by the LGA / Partners for England in November 2007.
- The action plan will be reviewed annually and amended to take into account new plans and projects that may emerge.
- While the framework and action plan is mainly aimed at guiding the work of TDC, partner organisations and businesses will be key to successful implementation. Partners will therefore be encouraged to subscribe to the vision and to partner TDC to ensure its achievement.

3. Next steps

- 3.1 The Framework and Action Plan for Thanet's visitor economy derives from and supports the Economic Growth and Regeneration Framework and Action Plan approved by TDC's Cabinet at their meeting in October 2007. Partners are now being asked to endorse the vision and to commit to playing their part in achieving the actions identified.

Appendix 1 – Draft Thanet Visitor Economy Development Framework and Action Plan

Thanet Visitor Economy Development Framework and Action Plan – 2007-2011

A vision of 'destination Thanet' in 2011.

1. By 2011, Thanet will be recognised nationally as a coastal area that has changed its fortunes, largely on the back of having re-established a thriving and sustainable visitor economy. Perception of the area has changed from one of faded seaside resorts to an attractive and appealing coastal environment with beautiful bays and beaches and strong cultural appeal. The area's attractiveness to visitors is less weather dependent and less seasonal.
2. Core to the turnaround is the new Turner Contemporary, which has been a major success in its first year and attracted tens of thousands of new visitors to see the building itself, along with its collections and displays.
3. The success of the Turner Centre has had a ripple effect, with new, high quality accommodation providers opening for business in Margate. The Old Town is a 'must see' for any visitor to the town and a cultural hub of galleries, quality retail, cafes and restaurants.
4. Along with Turner Contemporary and the Old Town, the emerging Dreamland Heritage Park will form a triumvirate of attractions to supplement the town's focal point of the beach and bay.
5. Ramsgate's nautical attractions have been enhanced through the addition of a fish landing area and associated market. These have led to the opening of a handful of new eateries, which have helped to put Ramsgate on the culinary map and brought extra liveliness and vitality to the Maritime Museum, Marina and Harbour.
6. Broadstairs continues to feature prominently in national polls of the most popular seaside towns. A number of new, high quality places to stay and eat have opened, providing more visitor business for the town throughout the year. Selective development of the Harbour has added further vitality to town and increased its acknowledged visitor appeal.
7. The renaissance of Thanet's visitor economy has been underpinned by improvements in support infrastructure. The core visitor areas are well signed, as are car parks and directions from other points of arrival such as the main rail stations. Visitor information services have been modernised and streamlined, utilising ICT. New events have been introduced to broaden further the visitor offer, with a strong emphasis on local culture.

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8. Destination development has been matched by enhanced destination marketing, resulting in more visitors spending more money and supporting more jobs. The visitor economy's contribution to Thanet's well-being continues to grow in importance.
9. Thanet's renaissance is mirrored elsewhere in coastal Kent, with the Kent coastal towns working in harmony to develop their individual identity and collective visitor appeal. This has been underlined through the success across the area of the second Folkestone Triennial and the British Open Golf Championship. Both events have paved the way for cooperation aimed at ensuring that the potential benefits of the forthcoming London 2012 Olympics are fully realised.

<i>Achieving the vision – 30 tourism development actions</i>		
<i>a) Accommodating visitors</i>	Lead, support and partners	Timescale
1. At least one new 'boutique-style' hotel in each of Margate, Ramsgate and Broadstairs	TT KCC/LIK PL/ED REG/MRP TSE	BY 2011
2. Two new branded hotels in Margate and Ramsgate	REG KCC/LIK ED TSE TT PL/MRP	BY 2011
3. At least 3 new quality graded B&B's per year (12 by 2011)	TT ITTA PL/KQP	2008 onwards
4. At least 2 new quality graded self-catering properties per year (8 by 2011) and an increase in the number of pitches available for touring caravans and camping	TT ITTA PL/KQP	2008 onwards
<i>b) Providing information to visitors to Thanet</i>		
5. A coordinated approach to providing visitor information as part of a coastal Kent network, with streamlined and more focused provision in each of the main towns, including the introduction of a mobile visitor information 'outreach' service for major events	VECK ITTA TT KCC EK DISTRICTS	2008/09
6. Replacement, better quality and more visible tourist information points throughout the district	TT VECK	2008/09
7. Increase turnover at the visitor information centres by 30% in 2008/09 and a further 30% in 2009/10 and establish Margate as a flagship, registered information centre for Thanet	TT VECK	2008/09 Then annually

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8. Provide innovative solutions to visitor information and heritage interpretation eg MP3 downloads such as Brenda Blethyn's Ramsgate	TT	VECK/COMMS		2009/10
9. A new tourism signing strategy and resultant new signs	TT	ITTA KCC	VECK	2008
10. Visitor car and coach parking strategy and implementation plan, following on from a broader traffic management study, with resultant improved parking and traffic management	KCC REG	TT/MRP	CPT	2010
<i>c) Improving Thanet's visitor offer</i>				
11. An agreed forward plan for maximising the visitor potential and benefits of the Turner Centre	TC	TT KTA/MRP	KCC	2009
12. Clearly defined tourism product within the overall development plans for the Dreamland / Arlington site	REG	TT MRP		2008/09
13. A clear definition of the contribution of the visitor economy to the 'visionary future of Thanet'	CP	TT		2008/09
14. Helping to secure the best outcome, in visitor economy terms, to the planned development of the Rendezvous site	KCC	REG/TT MRP		2008/09
15. The development of a visitor centre at Hornby Hobbies	HH	TT/ED	PL	2011
16. A distinct local produce based development project, including fish landing, market, and restaurant facilities at Ramsgate Harbour to help to improve Ramsgate as a visitor destination	REG	TT	PinK	2011
17. Encourage and promote independent and specialist retail development to add to the area's visitor appeal	PL TT/KTA	MRP TP's		On-going
18. An annual events programme that includes, for each of the main towns, three major events aimed at attracting visitors to the area, spread throughout the year	COMMS	TT TP's		Annual from 2008

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19. Partner the Margate Renewal Partnership in establishing Margate Harbour Arm as a key seafront focal point for visitors, linked to the Turner Centre and Old Town	MRP	TT / REG CS	TC	2009/10
20. Develop a beaches and bays facilities improvement programme, encompassing access, information provision and improvements to the public realm to highlight local distinctiveness and improve the sense of place.	CS	TT/PL		2008/09
21. Development of the "Turner to Dickens" walking trail	KCC MRP/TP	TT/COMMS		2009
22. Further development of / investment in the Viking Trail	KCC VECK	TT/PL		On-going
23. Review Thanet's Museums to improve significantly their tourism potential	CS	TT		2008/09
24. Partner the sports development team to develop further the sports tourism offer, for example for water sports and golf	CS	TT/VECK		2009/10
<i>d) Supporting visitor economy businesses</i>				
25. The introduction of a new, streamlined tourism business support service	TT ITTA	KQP		2008
26. Raise the profile of sustainable tourism, including achieving 5 accredited 'Green Tourism' businesses'	TT ITTA	NEK		2011
27. Tourism development partnership agreements with Transeuropa Ferries and Manston Airport, along with exploitation of improved rail journey times resulting from High Speed 1	TT	ED SE		2008/09
28 Exploit the work of the Thanet Coast Project and capitalise on the Thanet coastal path through the development of visitor packages etc	TCP ITTA	TT CS/PL		2008/09

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29. Partner the ITTA in developing a quality improvement programme aimed at existing visitor accommodation providers and other visitor economy businesses, including staff skills and training	TT BLK	ITTA KQP	2008/09
30. Agree visitor attraction development plans and priorities with each of Thanet's key visitor attractions, including the identification of potential Maritime Heritage Trail projects	TT MC	CS	2008

Key

BLK = Business Link Kent
COMMS = TDC Communications
CP = TDC Corporate Policy
CPT = Confederation of Passenger Transport
CS = TDC Commercial Services
ED = TDC Economic Development
EK = East Kent
HH = Hornby Hobbies
ITTA = Isle of Thanet Tourism Association
KCC = Kent County Council
KQP = Kent Quality Programme
KTA = Kent Tourism Alliance
LIK = Locate in Kent

MC = Medway Council (Maritime Heritage Trail Project lead)
MRP = Margate Renewal Partnership
NEK = Natural East Kent
PinK = Produced in Kent
PL = TDC Planning
REG = TDC Regeneration
SE = Southeastern
TC = Turner Contemporary
TCP = Thanet Coast Project
TP's = Town Partnerships
TSE = Tourism South East
TT = Thanet Tourism
VECK = Visitor Economy of Coastal Kent

Margate



RENEWAL PARTNERSHIP

Date:	11 December 2007
Item No:	5
Item Title:	Traffic Study – Phase 2
Author:	George Chandler
Purpose:	For Decision
Recommendation:	<p>The Board is requested to:</p> <ul style="list-style-type: none">- Discuss and approve the policy recommendations as set out in paragraph 5.1- Approve the priority actions as set out in paragraph 5.2- Agree to establish a working group to implement the strategy and develop a detailed action plan- Request a further report at the next meeting.

1. Introduction

- 1.1 The study work outlined to the Board in March 2007 has moved on significantly – with all parking surveys completed and analysed and many other elements of work in hand. This report is principally focused on the emerging Parking Strategy for Margate, but will also reference progress on the movement and access issues identified from previous phases of the traffic study work.
- 1.2 A presentation updating the study will be made to the Board to accompany this report.

2. Parking Strategy

The parking strategy for Margate should be based on an accessibility approach. A maximum walk time of five minutes for the majority of key destinations is appropriate and targeting of specific car parks in the Town for particular uses would be beneficial to reduce unnecessary vehicle movements on certain links. The pedestrian experience for people parking in Margate needs to be improved as part of an overall upgrade to the Public Realm.

2.1. Supply and Demand

Surveys measuring car park and roadside occupancy were carried out over a series of days in May 2007 and August Bank Holiday weekend. Summary results show that Off-Street there are some 1795 spaces available, with 857 empty during the week and 1320 empty at the weekend. On Street there are some 847 spaces available with some 265 of these empty during the week and 302 empty at the weekend. The Bank Holiday weekend (Sunday and Monday) showed a different pattern with Two Off-Street car parks principally used by visitors and the remainder of the town being largely available for parking.

There is currently significant over-provision of parking in Margate Town Centre, compared to the demands placed upon the stock during the week, at the weekend and at holiday periods. Within this overall picture there are individual markets for parking, such as residents, shoppers, visitors and in some areas of the Town (such as the Old Town) there is substantial pressure on parking space. Overall, the amount of parking available within a reasonable walk time (5 minutes) is more than adequate to cater for the town.

2.2 Parking Stock.

Only some of the Off-Street Car Parks are under the control of the Local Authority. Two key car parks (College Square and Dreamland) are privately owned although managed by the District Council. Management of the overall offer for Parking in Margate should be consistent, so maintenance activities both in terms of the car park & public realm and the provision & operation of ticket machines should be standardised.

2.3 Development Pressure

Some car park sites are scheduled for re-development – Rendezvous, Market Street and Dreamland in the short term. Coupled with the proposed improvements to Public Realm affecting On-Street spaces at Cecil Square and in the Lower High Street, this will result in some 400 or so parking spaces being removed from the currently available stock. This level of reduction is not significant given the current under-usage of spaces around the Town. Identifying the key locations for car parks is essential to ensure spaces are retained in specific locations keeping the Town easily walkable (with a target walk time of 5 minutes for all major destinations). This results in a stronger focus on car parks that are not generally used at present, i.e. College Square, Dreamland and Mill Lane. Public use of these locations needs to be protected in local planning policies to ensure keep parking provision in balance across Margate.

Within this overall balance there are particular locations that can perform specific functions. For example, Market Street should be designated as the preferred car park for residents and business users for the Old Town. College Square should be designated as the primary car park for general visitors and shoppers to Margate. Dreamland should be designated as the primary car park for seasonal tourists associated with Beach activities and leisure pursuits. Mill Lane should be designated for core shopping activities in the southern retail area with space freed up for general users by relocating long stay workers from this car park.

2.4 Pricing Tariffs

At present Margate is competing with neighbouring centres and the retail offer is subject to significant churn. Varying parking charges is likely to adversely affect the perception of the Town and is likely to be counter-productive in the short term. On-Street Pay and Display manages the localised pressures on the Town core well at the present time and consideration to extend these areas as demand requires should be investigated in the future. At present there is insufficient pressure to recommend widespread extension of these zones across the Town.

2.5 Residents Parking

Residents currently benefit from exemptions to restrictions in certain areas and this appears to work well, with only localised hot spots causing difficulties. Targeted enforcement action on non-residents abusing the time limit system is capable of remedying this issue in the short to medium term. An exception to this is the Old Town where there is pressure to introduce a new zone. This should be done carefully and in consideration of the use of Market Street car park to provide additional stock for the users of the Old Town.

Improvements to the Public Realm might remove some of the On-street parking available in this area, so this transition will need to be carefully managed. It is suggested that because of the unique nature of the Old Town it may be necessary to consider a residents only parking scheme to assist with managing the pressure if the normal approach (Pay and Display with residents exemptions) does not manage the pressures sufficiently. This will require more detailed work and need to be the subject of public consultation and participation workshops.

3. Accessibility (for pedestrians)

The pedestrian environment is not just linked to the car parks but substantially reflects the grain of the Town. Improvements to the walking environment into and through the Old Town, along the Seafront and into and through the Retail core need to be pursued. Current pedestrian movements are based largely on the historic street patterns and are surrogate vehicle routes rather than being oriented specifically at pedestrians. Margate is capable of operating as a walkable neighbourhood if improvements are made to the Town's legibility, lighting and surfacing. More detailed work in tandem with the Public Realm study is required and will be progressed over the next few months.

4. Movement (for vehicles)

Margate does not suffer from significant congestion problems in the Town Centre, with some queuing at peak times in parts of the network. Key junctions such as the Clock Tower and Cecil Square are operating close to capacity, but in general identifying specific routes to car parks is unlikely to generate any particular difficulties for vehicles. Some areas of the highway network have more latent capacity than others and opportunities to reduce carriageway widths and reallocate space to pedestrians and the Public Realm can be pursued.

Key areas identified for this approach are the shopping / civic core (Cecil Square) the leisure area (Seafront) the historic sector (Old Town) and the routes causing pedestrian severance (Hawley Street). Signing to the car parks at present is poor and should be improved as part of a signing strategy for the Town as a whole, giving specific identities to sectors of the town and making Margate more legible for people.

The Margate Masterplan identified a number of priority proposals for highways improvements which were examined in detailed by Campbell Reith Hill. The following provides a brief update on each of these proposals.

4.1 Cecil Square

Funding has been identified to progress the outline design of public realm improvements at Cecil Square, aimed to reduce the dominance of vehicle movements. Kent Highway Services are developing layout improvements to the traffic signals in Cecil Square in response to an identified crash problem at that location. The outline design for Cecil Square needs to take this issue into account.

4.2 Pedestrianisation of Lower High Street

Improvements to the lower end of the High Street are currently in hand and are due for completion by the end of March 2008. Following this, it is proposed to introduce an experimental order to pedestrianise the High Street (and part of New Street). Whilst initial consultation has shown overwhelming support for pedestrianisation, access issues for

deliveries are complex and the most appropriate way to take this forward is via an experimental order to test the detailed access arrangement on the ground.

Works needed to the southernmost section of the High Street to complement the lower end works need to be integrated with the outline design for Cecil Square and the pedestrian linkage across Queen Street requires attention to reduce severance caused by vehicle movements in the heart of the retail sector. The County Council is pursuing the feasibility of the pedestrianisation order and will follow up the outline design works to complement the lower High Street improvements.

4.3 New Link Road at Dreamland

The need for and concept of a new link road through Dreamland has been incorporated into the Development Brief for the site, along with the need for a public car park. Details of the route alignment are subject to the availability of land and the detailed nature of any development proposals brought forward for the site.

4.4 Closure of Marine Terrace

The provision of the Dreamland link road is pre-requisite for any reduction in traffic flows along Marine Terrace. Given that any traffic reduction at the Clock Tower is likely to focus more pressure at other key junctions (such as Cecil Square) care must be taken to ensure that the network does not become unbalanced and generates additional rat-running traffic through unsuitable areas. The Public Realm study has identified the seafront along Marine Terrace and Marine Drive as a major opportunity to improve the pedestrian environment. Further detailed work will be required to develop improvement schemes that are successful in regenerating this public area.

4.5 Fort Hill De-dualling

The County Council has developed a detailed scheme and works are scheduled to start on site in April 2008. The scheme enables a more integrated approach to be taken to the development of Turner Contemporary and the Rendezvous site, linking back into the core of the Old Town. The De-dualling also helps to “set the tone” for carriageway reductions along Margate Seafront and begins to provide a consistent highway environment that is less dominated by vehicles and more pedestrian friendly.

5. Conclusions and Recommendations

There is a significant amount of work identified in this report. The proposed regeneration activities for Margate will affect large parts of the central urban core and change the current patterns of use in the Town. In addition, the Public Realm are likely to impact substantially on the fabric of the town and the nature / function of the local highway network. Parking and Movement issues are central to the success of the regeneration activity and the strategy approach described in this report will need to be monitored and reviewed as measures are introduced.

5.1 Policy Decisions

The key policy initiatives identified so far for Margate are as follows:

- (a) Move over time from a position of parking over-provision to under-provision to encourage modal shift to Public Transport Walking and Cycling.
- (b) Focus general car park provision on four key locations evenly distributed around the Town for general usage – all located within a five-minute walk time of key destinations.

- (c) Focus car park provision for the Old Town in two car parks – both located within two to three minutes walk of all premises in the historic quarter,
- (d) Focus visitor arrivals at one key car park – College Square.
- (e) Introduce a consistent standard of maintenance and operation for all car park activities to ensure the parking experience in Margate is a known and easily understood system for all.
- (f) Introduce Travel Plan measures at the District Council offices to encourage greater use of Public Transport and to free up well located parking spaces for more general use.
- (g) Review planning policies in Margate to reinforce the strategic parking needs for the town.

5.2 Priority Actions

To support these policy issues a number of strands of activity need to be pursued in more depth. It is recommended that a Working Group be formed to carry these actions forward. In the first instance the activities identified for the Working Group to focus on are:

- (i) Develop a detailed Action Plan of works that can be incorporated in the overall Parking Movement and Access Strategy.
- (ii) Prepare an Options Paper for College Square Car Park, where the critical parking activity for the Town is being focused.
- (iii) Hold a Parking Workshop in the Old Town as part of the consultation process to deliver improved parking management for businesses and local people.
- (iv) Commence negotiations with Thanet District Council to formally introduce a Travel Plan and regulate the use of Mill Lane Car Park.

5.3 Working Group and Way Forward

The Working Group will report back to the Renewal Partnership Board at regular intervals to keep Board Members informed of progress. The first progress report should be in March 2008 and cover the activities identified in section 5.2 (above). In addition to the development of a detailed Action Plan, commentary on the policy issues identified in section 5.1 (above) will also be provided to ensure any contextual issues can continue to be managed.

Margate



RENEWAL PARTNERSHIP

Date:	11 December 2007
Item No:	6
Item Title:	Margate Creative Sector Update
Author:	Sarah Wren
Purpose:	For decision
Recommendation	<p>The Board is asked to:</p> <ol style="list-style-type: none"> 1). Note the progress on the Cultural Study and request a copy of the Interim report (February 2008). 2). Agree to ongoing development of a business support project and suggest funding sources. 3). Support the development of the Margate Rocks Festival as a contemporary arts festival in Margate.

1. Background

- 1.1 This report seeks to update the Board on progress in the cultural sector. Since last reporting the Comprehensive Spending Review has delivered a better than expected result for the Arts. Kent County Council plan to launch the Cultural Strategy process in January 2007. The process will include a launch event and engagement with partners at all levels in developing the strategy. There has also been a cultural sector response via Kent County Council to the Coastal Framework, and an initial meeting with the newly appointed Cultural Olympiad Coordinator.
- 1.2 At the last meeting, the Board agreed to commission a wider cultural study and requested an update and Action Plan to be presented to this meeting. The production of the brief has been a more complex process than originally envisaged and as a result, the timetable has slipped. However, the process of producing the brief has been extremely productive and created or strengthened relationships between key organisations with the creative sector.

2. Margate Creative Sector Action Plan Update

2.1 Cultural Research Brief

- 2.1.1 Producing the Research Brief (Appendix A) has been a collaborative process that has created ownership of the project amongst the cultural sector. The process has been discursive, brought key players together, forged new relationships and begun to create sense of cultural leadership. It has also been a process of negotiation on content that has resulted in a more comprehensive brief. An audit and impact assessment of the cultural sector remain a central element, but it now includes a vision and action plan for Margate and aims to build consensus amongst the key stakeholders involved in Margate's regeneration.

2.1.2 The brief encompasses actions previously identified in the Margate Action Plan:

- quantitative/qualitative mapping of Margate
- the establishment of a Margate Cultural Partnership able to provide guidance and vision in local governance and regeneration
- improve networks
- creating a channel for communication between the cultural and public sector with the opportunity to align need and ambitions.

2.1.3 In addition the research will also deliver a number of key outcomes:

- clearly define the vision for Margate as a centre of excellence for creativity and underpin the development of Turner Contemporary.
- contribute to the repositioning of Margate
- inform public realm strategies and the cultural content of other key sites like Dreamland
- provide an action and investment plan that stakeholders can sign up to.

2.1.4 Timetable

A steering group has been established to guide the project and the brief issued to 9 consultants. Interviews and appointment are due by the end of December. The interviews and project will be led by a steering group involving MRP, TDC, SEEDA, KECC, Turner and representatives from the local creative sector, with an interim report during February 2008, to coincide with M&S site progress. Final report due July 2008.

2.2 Creative Work Spaces

2.2.1 There are a number of spaces currently being developed in Margate with the support of the MRP Objective 2 Programme. These include the Harbour Arm (4 studios, gallery and community arts project, Artmonkeys, managed by the Isle of Thanet Arts (IOTA), 42 Lower High Street (12 studios and gallery space), The former Pie Factory (the Old Town), and the Queens Arms Yard (10 studios).

2.2.2 Key issues for the development of creative space are appropriateness of the spaces developed, sustainability, studio management and market knowledge.

2.2.3 Sustainability and management issues are being addressed where there is financial or other leverage on the development of new studios by imposing conditions:

1. A contractual commitment to at least 7 years of studio provision, with a claw back clause.
2. An appropriate rent level.
3. Artists are consulted on the appropriateness of the space prior to works starting.
4. That the management of the studios or space should be carried out by an organisation that has artists involved in the management structure.

2.2.4 There is further research and development work being undertaken into different models for developing sustainable workspaces with partners across the East Kent region.

2.2.5 There is a danger that studios are developed as a cost effective way of bringing a building into use that are not suitable and then not occupied. This may lead to a wrong perception that there is no demand. To prevent this it is recommended that artists/cultural sector representative are consulted on all planning applications.

2.2.6 Management issues are being researched in two ways. In Dover, the development of F-Block, a studio building, will provide a model of good practice in studio management. There is the potential to capacity build the F-Block organisation capacity to provide studio management services across the region. In addition, talks have been opened with two other organisations that already have significant profile within the sector, including Space Studios. The benefits of attracting an established and respected organisation is the profile their brand would bring to the region, significantly increasing the potential to capture artists currently vacating London. Anecdotally, relocation to East Kent is currently popular, as finding appropriate spaces in East London becomes more of a challenge.

2.2.7 There remains to be done a significant piece of research work that delivers a needs assessment for studio space. Development of studios spaces across the region has demonstrated that there is current demand, but how sustainable the market is, is not apparent. This needs to be complimented by a marketing strategy, to prevent the current loss of artistic and creative talent abroad. The Cultural/Creative Study will provide some insight into current and potential future demand.

2.3 Networks

2.3.1 Margate Arts Notice Board – Margate Arts Notice Board is an informal fortnightly e-newsletter circulated to key people within Margate. It provides information, news, funding opportunities, highlights forthcoming events and encourages people to share programming ideas. It has received positive feedback.

2.3.2 The Arts Notice Board has been a tentative step to (re-)building a sense of a creative community in Margate. A next step is to develop a matrix of events and activity for the coming year that will, at the very least, prevent diary clashes but aspires to facilitate complementarity between activity and begin to create a sense “unity” to Margate’s cultural offer, especially from an external/visitor/investor perspective. The sum of activity will be key to promoting Margate as being a centre for excellence in contemporary art and cultural activity.

2.3.3 Creative East Kent - Margate is an important player within the East Kent region that is seeing the growth of a number of creative clusters including Folkestone, Dover, and Canterbury plus concentrations of creative people and activity in towns like Whitstable and Deal. To ensure sustainability, prevent duplication and smooth the progress for creative collaboration a network will be developed across the region.

2.4 Business Support for the Creative Industries and Creative Practitioners

2.4.1 Current research and development aims to build on the bedrock provided by CIBAS and East Kent’s previous leadership and innovation in business support to the creative industries. Cultural sector partners require a more sophisticated approach than generic business advice and to move the CIBAS agenda on to the next level. Business Link have acknowledged that a standard approach is not successful, and does not create the footfall or environment for meaningful engagement with the Creative industries. Based on the evaluation of CIBAS, consultants involved in the delivery of CIBAS, and advice from Business Link and the Arts Council, alternative ways forward are being explored to achieve progression. This is likely to be a project based approach that delivers practical outcomes and encourages collaborative working either within the sector or with other sectors like retail or scientific research - sectors already established in East Kent. Project work will need to be underpinned by an effective networking mechanism.

2.4.2 The next steps for this work will be research and development into a specific project, for which funding is being sought.

2.5 Cultural Tourism

- 2.5.1 A Cultural Tourism Working Group has been established with representative from Canterbury City Council, Turner Contemporary, Creative Foundation, KTA, KCC Tourism and KCC Arts and Regeneration. The Group have had an initial meeting and agreed to support a pilot project in 2008.
- 2.5.2 The pilot project is being led by KTA and KCC. It will connect the cultural offer across the East Kent region during the Summer of 2008. It specifically aims to capitalise on the Folkestone Triennial and the more traditional visitor to Canterbury's heritage offer and encourage these visitors to travel across the region and convert day trips to short breaks. The cultural offer will be the driver for the project, with appropriate wrap around tourist product – sleeping, eating, shopping, walking and exploring. The target audience is more culturally aware and based in the South East, particularly around cultural hotspots – Brighton, London, Hastings. The project will involve artists, and the highlighted cultural offer and tourism “curated” around themes of quality, quirky and unexpected.

2.6 Margate Festival – Margate Rocks

- 2.6.1 Margate Rocks is a contemporary arts festival, first established in 2000 and last ran in 2005, supported by Thanet District Council and Arts Council England. The organisation is now established as a Community Interest Company and the next festival is planned for May 2008.
- 2.6.2 Margate Rocks have worked over the past months to create partnerships within Margate and Turner Contemporary, artists within Crate and Limbo are contributing to the programme. The programme has been professionally curated and is ambitious (attached Appendix B). A steering group is being established to offer guidance, contacts and help overcome barriers. Thanet District Council has agreed funding for the project and other stakeholders are being approached for financial support, including ACE, KCC, private sponsors and trusts.

Appendix 1 – Brief for Cultural Research Study

Appendix 2 – Margate Rocks Programme Outline



Consultants Brief

Margate Cultural Visioning: A framework for the next 10 years.

November 2007

1. Preamble.

Margate is a sea-side town with a rich heritage, and claims to be the birthplace of the British seaside. The long sandy beach is crowded with visitors in summer. It is a day trip from London and a destination for school trips and community group outings. But like many of the UK's seaside resorts Margate has experienced a severe decline and the town rates high on indices of social and economic deprivation.

The town's decline is embodied in the derelict Dreamland site and in early November 2007, the Dreamland cinema hosted its final gala show. The whole site is earmarked for a mixed-use development, which will include some cultural representation of Margate's past. Margate's high street is on its knees with low end retailing and boarded up shop fronts a predominant feature. Key sea front sites, with views across the bay, are empty.

The town is attracting new investment and is at the centre of the East Kent Region's strategy for culturally driven regeneration of the coastal towns. Turner Contemporary, a new art gallery, will open in 2010. Margate's Old Town, empty and abandoned five years ago, has begun to attract new businesses and is home to an embryonic creative quarter. Artists have begun to see Margate as a place to settle and establish their practice with a number of artists led organisations providing work and exhibition space. There is evidence of the 'easterly drift' of artists towards East London extending into this eastern section of Kent, and graduates opting to stay in the area rather than re-locating to London. Other interventions are being made to underpin the town's cultural infrastructure like the development of the Theatre Royal Margate as a community theatre. A number of large, strategically important, development sites (including Dreamland) are currently in planning stage and there is an opportunity for a cultural vision for the town to guide investment decisions and support the town's renaissance.

Margate is at a turning point. There is a commitment to cultural regeneration, to placing arts and culture at the heart of the town and to identifying, retaining and building on Margate's singularity and heritage as a seaside resort. To date there has been some spatial mapping and master planning but Margate does not have a cultural vision for the town underpinning decisions. The town needs a cultural visioning process that engages with the uniqueness of the town, secures a 'buy in' from the community, practitioners, strategic authorities and politicians. The outcome will be a dynamic framework and practical tool for assessing the impact and value of the cultural offer and which creates the condition to support new initiatives and nurture innovation and risk. There are high ambitions for what this piece of work will achieve and a genuine receptiveness to innovative approaches to the task. There is an opportunity for new ideas to breathe.

2. The Challenges.

The town faces some complex challenges that the research will be expected to address.

We need a cultural vision for the town that embraces the uniqueness and potential of the cultural offer and creates the conditions for placing creativity at the heart of Margate's renewal and future.

We need to develop a toolkit that translates the vision into a practical framework for assessing new initiatives. We are keen to encourage new ideas, the untested and tangential but recognise the need for this to take place within a robust strategy.

The extent to which key development sites have considered cultural aspirations has been variable and unstrategic. Instead we want it to be a highly informed process with a cultural strategy informing decisions on spatial developments across all sites.

How can Margate measure the value and impact of cultural initiatives in economic and social terms?

The economic value and impact of the cultural sector needs to be considered along side the qualitative and indirect affect on the town's identity and health. The research will be expected to engage with current thinking on how qualitative impact might be measured.

What vision and framework is required to support a major new international cultural facility in a town?

How does Margate retain the best of its seaside tradition whilst also appealing to a broader audience through a modern, contemporary experience?

Turner Contemporary is positioning itself as a Gallery of international standing that has a dynamic relationship with the local and regional creative sectors, and is supported and embedded in the town. Is this achievable and how should a cultural vision for the town support these objectives.

Margate has to develop a visible level of infrastructure (retail, accommodation, catering, transport, public realm) to enable a major cultural facility to exploit its full potential as an economic driver. What should this look like?

How can we use the experience of other places like St Ives, Gateshead and Bexhill to inform Margate's development? Can we also capture some "softer" impacts like artistic energy, and the sense that the facility is part of the community in our assessment of its success?

Across the East Kent region there is a new focus on culture and the creative industries. There are Creative Quarters in Folkestone and Margate; creative workspaces being developed in Canterbury, Dover, Margate and Folkestone; a variety of exhibition and performance spaces. How can Margate be different and how can all the individual visions across East Kent add up to a coherent and attractive package?

There is a need to build a consensus amongst the key stakeholders about what a regenerated Margate will look like and how the process of culturally assisted regeneration should unroll. This project will not only deliver a vision, but during the process seek to create a sustainable partnership and sense of ownership amongst the stakeholders.

3. Project Outcomes.

The research will deliver:

A map of the current cultural sector and an assessment of the value and impact of the sector in economic and social terms.

An assessment of the potential value and impact of the cultural sector in Margate in 5, 10, 20 years time informed by projected changes in the economy and demographics as a result of investments decisions to date, (Turner Contemporary, a high speed train link, and residential developments like the Sea Bathing Hospital).

A methodology for longitudinal assessment of the sector. One of the outputs we would like to achieve is a model for evaluating cultural sector impact - and in particular economic impact - that can be used in other parts of Kent as part of comparative research. We expect the consultants to be rigorous in their approach, and link this research to other work that has taken place, or is planned, especially around the Turner Contemporary

A Cultural Vision for Margate with Action Plan. The plan should identify key interventions, actions and priorities.

A key component of the Action Plan should provide the conditions for innovation, risk taking and tangential thinking within the process of Margate's regeneration.

A framework and practical toolkit providing a structure for assessment of new initiatives, projects and future investment decisions.

4. Methodology

This brief purposefully does not offer methodologies or formulas, and we encourage fresh, innovative and creative responses. It is recognised that there are a number of different strands to the project that will require different approaches. Mapping and impact assessment are important. But we also want to see a strong emphasis on the process of creating the vision for the town that encourages participation from all stakeholders, and the result should be a highly practical.

It is anticipated that on selection of a consultant, an early meeting with the Steering Group will result in agreement on methodologies and practice.

A robust, questioning and innovative approach to the delivery of this project will be critical selection criteria.

This will be a consensus driven piece of work. The approach should be participative and inclusive, involving stakeholders throughout the process in a creative and innovative way.

This project will develop a model for participation in consultation that can be used in future projects. It will also create expectations for an ongoing dialogue between the cultural sector, the key players in Margate's regeneration and Margate's communities.

5. Definitions.

The Cultural Sector.

"those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property. This includes advertising, architecture, the art and antiques market, crafts, design, designer fashion, film and video, interactive leisure software, music, the performing arts, publishing, software and computer games, television and radio"
DCMS

The Key Stakeholders.

Arts Council England, Crate, Creative Partnerships, Cultural Sector in Margate, Theatre Royal Margate, Kent County Council, Limbo, Margate Renewal Partnership, SEEDA, Thanet District Council, Turner Contemporary

6. Supporting documentation.

Existing mapping and strategy documents:

Cultural Vitality in Kent December 2005 ABL cultural consulting
Thanet Cultural Industries Directory 2002 Thanet District Council
Thanet Economic and Growth Regeneration Strategy January 2007 BBP regeneration
Strategic Framework and Action Plan for Development of the Creative Industries in South East England March 2007 Ancer Spa (London and South East) Ltd.
Regional Economic Strategy SEEDA
Coastal Framework
Crate and Limbo Statements 2007
Old Town Action Plan
ERDF Bid (Current) – A Creative Quarter in Margate Old Town
Theatre Royal Margate Business Plan
Arts Council England South East, Spatial Investment Plan

Other work currently underway:

Thanet District Council Cultural Strategy – currently out for consultation
Kent County Council Cultural Strategy
The business planning process for the Turner Contemporary
Mixed Communities Research Brief and consultancy
Thanet Youth Strategy
Kent Tourism Strategy

7. Project Management.

This work is being commissioned and directly managed by Margate Renewal Partnership (MRP). MRP has responsibility for the regeneration of Margate and is funded by SEEDA, and managed by Thanet District Council.

The MRP Board is representative of some the key organisations and agencies involved in the regeneration process.

MRP and the appointed consultants will be advised by a Steering Group made up of representation from the key stakeholders.

Project management will be guided, but not dictated, by Prince 2 principles.

8. Proposal submission requirements.

Researchers are invited to submit a proposal of not more than 2,000 words (plus appendices) for the work described in this Brief. Proposals must provide the following information:

A description of the approach to the project and a proposed methodology.

The experience and expertise of the researcher(s)

A detailed breakdown of the individual(s) who will be working on the project, the number of days each will spend on the project and their cost per day should be included in the proposal. If any part of the work is to be subcontracted, please show this clearly.

The total cost of the proposal should be clearly stated, with VAT (where applicable) shown separately. The cost breakdown should include an estimate of travel costs and expenses.

Two unbound paper copies plus a copy on disc should arrive no later than 5pm 7th December 2007 to:

Margate Renewal Partnership
Margate Media Centre
11-13 King Street
Margate
Kent CT9 1DA.

Any questions on the brief should be emailed to Derek Harding, Programme Manager on derek.harding@thanet.gov.uk by 12noon Friday 30th November. Questions and answers will be circulated to all interested parties anonymously.

9. Selection Process and Project Timeframe

Issue of Research Brief to selected Consultants	Friday 23rd November 2007
Consultants – queries and questions raised and responded to. All questions and responses will be shared with all selected consultants	By Friday 30th November 2007
Proposal submission date	7th December 2007 5pm
Shortlisting and Notification of Interviews	10th December 2007
Selection Interviews	14th December 2007

There will be an initial meeting with the Steering Group very early in the project. It is anticipated that there will be an intensive period of work during January and February 2008 with an interim report delivered at the end of this period. This is so the work can inform key development proposals in Margate. Additional work and the embedding of the final report expected by end of June 2008.

Margate Rocks Timetable

Date	Event	Time and Place(s)	Participant(s)
Friday 2 May (OPENING)	<u>Launch event</u> TBC	7pm-9pm Location TBC	Artists, organisers and participants (The Society of Wonders?)
Saturday 3 May	<u>Exhibitions</u> Various	10am-6pm Various locations	Invigilators TBC
	<u>Education</u> The Chalk Walk Dr Mark Miodownik will lead a walk accompanied by a geologist and local guide. Suitable for people of all ages, the walk will take place along a seaside route in or near to Margate, encouraging participants to collect natural materials along the way that can form a collection. The collection will be housed somewhere in Margate, which people can add to throughout the festival period, forming a collection of local materials.	10am-12pm Location TBC	Dr Mark Miodownik (Materials Library, Kings College London and Tate Modern), Tony Child (Thanet Coast Project) and geologist TBC. <i>In partnership with the Materials Library, Kings College London and Thanet Coast Project</i>
	<u>Education</u> Drop In Art Workshop (Ages 4+) Drop in workshop for young people, focusing on commissioned pieces made for Margate Rocks.	12am-4pm Community Pharmacy Gallery	Practitioners TBC <i>In partnership with Creative Partnerships and MPL Recycling</i>
	<u>Symposium</u> The Chalk Talk 1 Dr Mark Miodownik will discuss the various creative	1pm-3pm Location TBC	Dr Mark Miodownik and artists Jennifer Allora and Guillermo Calzadilla

	uses and properties of chalk, East Kent's most famous 'local' natural material. He will explore chalk's use, historically and contemporarily, in art, design and architecture. Dr Miodownik will discuss the practice of an artist(s) later in the evening.		
	<u>Film Screening</u> Drift – The Revolutionary Cycling Cinema An evening of shorts made by local filmmakers earlier in the year in the area through the Margate Rocks film workshops. All powered by cycling in unique setting!	5pm-8pm The Pie Factory	The Revolutionary Cycling Cinema and participating local filmmakers <i>In partnership with Channel Four's 4Talent and Turner Contemporary</i>
	<u>Symposium</u> The Chalk Talk 2 Dr Miodownik will host a late night talk discussing the practice of artists who use chalk in their work. We hope to work with international artists Jennifer Allora and Guillermo Calzadilla, who will be reached by live video link up to their studio in the USA. This event will highlight the question of travel and the ecological impact of an international art festival – does the artist need to physically be there, when modern technology could save (public) money and reduce carbon footprint?	9pm-10pm Location TBC	Dr Mark Miodownik and artists Jennifer Allora and Guillermo Calzadilla TBC
Sunday 4 May	<u>Exhibitions</u> Various	10am-6pm Various locations	Invigilators TBC
	<u>Education</u> Drop In Art Workshop (Ages 4+) Drop in workshop for young people, focusing on the beach hut competition made for Margate Rocks.	10am-2pm Community Pharmacy Gallery	Practitioners TBC <i>In partnership with Creative Partnerships and MPL Recycling</i>

Monday 5 May (BANK HOLIDAY)	<u>Symposium/Education</u> Green Filmmaking Master Class (Ages 14+) Featuring Franny Armstrong, director of 'Crude', this is a panel-based and practicality focused master class in 'green' filmmaking based on The Green Code Project. How to make a film that is in itself ecologically sound, from equipment to making the decision about whether your subject is worthwhile considering its carbon footprint - aimed at current practitioners and new talent.	12pm-4pm Margate Media Centre	Charlie Philips, Franny Armstrong and partners (Beeping Bush etc)
	<u>Film Screening and Filmmaker Talk</u> Andrew Kotting presents 'Gallivant' and 'Offshore' – The Revolutionary Cycling Cinema Andrew Kotting talks about his films and being a local filmmaker. All powered by cycling in unique setting!	8pm-10pm The Pie Factory	Andrew Kotting and The Revolutionary Cycling Cinema
	<u>Exhibitions</u> Various	10am-6pm Various locations	Invigilators TBC
	<u>Education</u> Drop In Art Workshop (Ages 4+) Drop in workshop for young people, focusing on found objects, and art and recycling.	10am-2pm Community Pharmacy Gallery	Practitioners TBC <i>In partnership with Creative Partnerships and MPL Recycling</i>
	<u>Film Screenings</u> Mayday Film Programme A programme of films about folk heroes and villains that engage with nature, land and Earth. Including Philip Trevelayn's 'The Moon and The Sledgehammer' and Kevin Brownlow's 'Winstanley'.	12pm-6pm Theatre Royal Margate	<i>Possible partnership with Theatre Royal Margate and Broadstairs Folk Week</i>

Tuesday 6 May	Followed by music from a top folk act!		
	<u>Performance</u> Mayday Music Performance A top folk act will perform after the Mayday film screenings, to complement and conclude the day's events.	7pm-9pm Theatre Royal Margate	Performers TBC (possibly Billie Childish or Seasick Steve) <i>Possible partnership with Theatre Royal Margate and Broadstairs Folk Week</i>
	<u>Exhibitions</u> Various	10am-6pm Various locations	Invigilators TBC
	<u>Education</u> School Workshop A local school group are invited to take part in an art workshop engaging in the work exhibited at the festival and exploring the Art & Ecology theme.	Times TBC Location TBC	Practitioners TBC <i>In partnership with Creative Partnerships and MPL Recycling</i>
	<u>Symposium</u> Margate Rocks: Towards a Sustainable Art Festival (Title TBC) A panel of distinguished guest speakers including a curator, ecologist, activist and artist, discuss the impact the increasingly jet setting contemporary art world has on the environment and how an art festival can be 'green' AND credible.	6pm-8pm Location TBC	Participants TBC <i>In partnership with Turner Contemporary and its Designed for You series TBC</i>
	<u>Film Screening</u> Last Resort – Pawel Pawlikowski (75 minutes) Or The Garden – Derek Jarman (92 mins)	8pm-10pm Palace Cinema, Broadstairs	<i>In partnership with the Thanet Film Society</i>

Wednesday 7 May

Exhibitions
Various

10am-6pm
 Various locations

Invigilators

Education

School Workshop

A local school group are invited to take part in an art workshop engaging in the work exhibited at the festival and exploring the Art & Ecology theme.

Times TBC
 Location TBC

Practitioners TBC

In partnership with Creative Partnerships and MPL Recycling

Education

Teachers' INSET Workshop

A workshop for teachers from local schools, inviting them to explore the ideas behind the work at festival and its theme

4pm-6pm
 Community
 Pharmacy Gallery

Practitioners TBC

In partnership with Creative Partnerships

Symposium

Gone Fishing (Title TBC)

Stephen Melton will discuss his commissioned work alongside Dave Hancock, the local fisherman he has been collaborating with to make it. They will also be joined by a speaker from CEFAS (Centre for Environment, Fisheries & Aquaculture Science). This talk will highlight the changes to the Kent coast and how humans have interrupted aquatic life in general.

Followed by film screening.

6pm-8pm
 Gallery IOTA,
 Harbour Arm,
 Margate

Steve Melton and Dave Hancock, a local fisherman, will discuss their work together and will be joined by a speaker from CEFAS (Centre for Environment, Fisheries & Aquaculture Science)

Film Screening

Sea Art Film

William Raban – 'Continental Drift' (15mins)

8pm-9pm
 Gallery IOTA,
 Harbour Arm,
 Margate

Thursday 8 May	<u>Exhibitions</u> Various	10am-6pm Various locations	Invigilators TBC
	<u>Education</u> School Workshop A local school group are invited to take part in an art workshop engaging in the work exhibited at the festival and exploring the Art & Ecology theme.	Times TBC Location TBC	Practitioners TBC <i>In partnership with Creative Partnerships and MPL Recycling</i>
	<u>Film Screening</u> Franny Armstrong – Crude (70 mins) See http://www.crudemovie.net/ A screening of the forthcoming film, Crude, followed by a discussion with the director and producer.	7pm-8.30pm Location TBC	
	<u>Symposium</u> Activist Filmmaking Director Franny Armstrong (McLibel and Crude) and Oscar-winning producer John Battsek (One Day In September) discuss activist filmmaking.	8.30pm-10pm Location TBC	Franny Armstrong and John Battsek TBC
Friday 9 May	<u>Exhibitions</u> Various	10am-6pm Various locations	Invigilators
	<u>Education</u> School Workshop A local school group are invited to take part in an art workshop engaging in the work exhibited at the festival and exploring the Art & Ecology theme.	Times TBC Location TBC	Practitioners TBC <i>In partnership with Creative Partnerships and MPL Recycling</i>

	<u>Symposium</u> TBC	Time TBC Location TBC	Speakers TBC
	<u>Film Screening</u> ‘Twelve Shooters’ – Marcia Farquhar Working in collaboration with twelve artists, Farquhar is dedicating a selection of her live works to the recording eye of the camera. Some new, some revisited and re-imagined, these works include monologues, visitations, walking tours, a Humpty Dumpty séance and her famous life size Punch & Judy show. The participating artists represent a broad range of approaches and perspectives from film studies, folklore, history, portraiture, doodling and documentary. These artists include Zoë Brown, Nichola Bruce, Jem Finer, Judith Goddard, Dryden Goodwin, Andrew Kötting, Trine Nedreaas, Saskia Olde Wolbers, Uriel Orlow, Tom Paine, Sarah Pucill, Tal Sterngast and Gary Stevens. Including live performance	Time TBC Location TBC	Speakers TBC
Saturday 10 May	<u>Exhibitions</u> Various	10am-6pm Various locations	Invigilators
	<u>Education</u> ‘Drift’ Drama and Performance Workshop Taking place at the Theatre Royal Margate, this is a practitioner-lead performance and drama workshop for young people, working with found objects and on the theme of ‘Drift’.	10pm-2pm Theatre Royal Margate	Practitioners TBC <i>In partnership with Theatre Royal Margate</i>

Sunday 11 May	<u>Education</u> Drop In Art Workshop (Ages 4+) Drop in workshop for young people, focusing on sustainability and the natural world.	12pm-4pm Location TBC	Practitioners TBC <i>In partnership with Creative Partnerships and MPL Recycling</i>
	<u>Symposium</u> Our Land (Title TBC) Grayson Perry (TBC) will host a discussion with artists Julian Perry and Sarah Craske to talk about their work and the issues both artists are highlighting in their current practice. Possibly to be joined by a well-known gardener and active green spaces campaigner.	6pm-8pm Location TBC	Grayson Perry (TBC) will chair a discussion about art as a means to highlight the human transformation of green spaces. With Julian Perry, Sarah Craske, high profile gardener (TBC) and green spaces campaigner (TBC).
	<u>Film Screening</u> Land Art Films Margaret Tait – ‘Land Makar’ (31 mins)	8pm-9pm Location TBC	
	<u>Exhibitions</u> Various	10am-6pm Various locations	Invigilators
	<u>Film Screening and Filmmaker Talk</u> ‘Jetsam’ – Simon Welsford (84 mins) The esteemed film critic and writer Agnes Poirier will talk to Simon Welsford about his groundbreaking feature film, being a local filmmaker and using the local scenery as a backdrop for Jetsam.	6pm-8pm Location TBC	Simon Welsford and Agnes Poirier (TBC)
	<u>Grand Finale</u> TBC	9pm Location TBC	TBC

Margate Rocks Timetable

Monday 12 May (CLOSE)	Take down and artist gathering/ meal.	Times and locations TBC	
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Date	11 December 2007
Item No	7
Item Title	Dreamland Planning Brief
Author	Doug Brown
Purpose	For Information
Recommendation	To note the results of the consultation and progress on the Planning Brief.

1.0 Introduction and Background

- 1.1 A draft Planning Brief for the Dreamland site, taking into account its environs, including Arlington Square and Marine Terrace, was submitted to Thanet Council Cabinet in August. This was in response to a request by the board and as a positive response to proposals put forward by private developers for the Dreamland site, and representations made by the 'Save Dreamland' campaign, as well as other representations. It was submitted with a recommendation that it be subject to consultation to enable the preparation of a Planning Brief that recognises both the public and developer aspirations for the site, and takes them into account.

2.0 The Consultation Process

- 2.1 The consultation process was launched in an article in Thanet matters on the 3rd September and announced through press releases in the local papers and is now complete. The formal process has included three 'drop-in' sessions where members of the public have been able to view details of the proposed Brief, discuss their concerns with Council Officers and submit representations on the 10th September, 4th October and 17th October. The public were also able to complete a survey, which was available both on line and in hard copy, 229 surveys were received
- 2.2 Individual meetings were held with representatives of the main landowners and 'Save Dreamland' representatives requesting their comments, which have also influenced the development of the brief.
- 2.3 Residents living in close proximity to the site, including those in Arlington House, Marine Terrace and Eaton and Belgrave Roads, received individual letters containing a summary of the Brief and a copy of the survey form to give them the opportunity to both understand and comment upon the Brief. Businesses within the site were visited and given copies of the summary of the brief and survey to complete. The opportunity was also taken to visit the Cliftonville Renewal Area Open Days to draw attention to the brief and provide copies of the summary of the brief and surveys.
- 2.4 Information was also put forward on the Council's website, and the opportunity was taken at events such as the 150th anniversary of the Charter Trustees to obtain public views. Consultation was also undertaken with expert organizations including Natural England, English Heritage and the Environment Agency to ensure their comments were taken into account.

3.0 Summary of Responses

- 3.1 The headline from the consultation process is that approximately 60% of public responses were in favour of the brief, there was a concern that as much of the site as possible should be retained as an amusement park and a wish to avoid more houses, the brief now explains the need for enabling development including residential development to fund the provision and operation of a high quality park into the future. There were suggestions for uses on the site which are listed in the summary of consultations.
- 3.2 The 'Save Dreamland Campaign' generally supports the brief but request changes to ensure that more than half the site remains as an amusement park.
- 3.3 Of the landowner representations received, consultants on behalf of Waterbridge, the present owners of the site were generally supportive of the brief, but sought to achieve more flexibility in terms of land use. The brief retains a minimum area required to be retained as an amusement park.
- 3.4 Consultants for Freshwater, the long leaseholders of Arlington Square are supportive of the principles of the brief, but correctly point out that the Arlington site is not covered by the Dreamland policy and can only be referred to as a neighbouring site, with any proposals for the site only being aspirations. They have confirmed support for the brief and share the Councils desire to see redevelopment of the site progress. They have indicated a willingness to liaise with the Council as planning authority with a view to the possible preparation of a development brief to enable the viable, mixed use regeneration of the site, including retail and residential development and vehicular and pedestrian connections identified in the Dreamland Brief, taking into account the need to refurbish Arlington Tower.
- 3.5 Responses from expert consultees have identified the need to address contamination issues, particularly in relation to the Tivoli Brook and have provided information now included in the revised brief that will inform development proposals.

4.0 Next Steps and Current Situation

- 4.1 Following completion of the formal consultation process, the brief was amended and consultees who had made formal responses were given a further opportunity to peruse the changes. In addition a stakeholder meeting of those people and groups regularly consulted with regard to Margate Renewal was held on the 9th November. Those present were given the opportunity to comment on the revised brief and suggest additions and alterations.
- 4.2 Over recent months, there has been a large amount of speculation around the future ownership of the site which has more than likely delayed the current owners progressing their plans. Waterbridge had previously stated that they would submit a planning application in Autumn 2007 based on the Duke of York scheme. This has not been achieved but their consultants are still preparing documentation for a full pre-application screening. In addition, discussions have commenced with Freshwater (owners of Arlington) about how to progress plans for this part of the site.
- 4.3 With support from English Partnerships, MRP has commissioned specialist advice to prepare an application to Heritage Lottery Fund for a project planning grant for the restoration of the Dreamland Cinema. If successful, this would provide resources to produce detailed feasibility studies, designs and costings including exploring options for future use. We are also preparing a brief to work up in more detail and prepare a business plan for the 'heritage amusement park' concept. Both of these elements would be progressed, ideally, in partnership with the landowners.
- 4.4 The representations received from consultation and responses to them, are annexed to the appended revised brief to this report, which will be referred to Thanet District Council's Cabinet and Full Council with a recommendation that it be adopted for development control purposes. The Board will be informed of the results of Thanet Council Cabinet and Council consideration in the board minutes.

Appendix 1 – Revised Dreamland Planning Brief including consultation responses.

Margate



RENEWAL PARTNERSHIP

Date:	11 December 2007
Item No:	8
Item Title:	"Opening up the Eastern Seafront"
Author:	Keith Mackenney
Purpose:	For Decision
Recommendation:	<p>To note the nature and content of the Eastern Seafront Objective 2 bid to be considered by the ERDF Project Selection Committee on 13 December 2007.</p> <p>To endorse the bid as part of a comprehensive approach to the development of the eastern seafront.</p>

1. Introduction

- 1.1 The regeneration of Margate's eastern seafront from the Harbour Arm to the Winter Gardens offers a major challenge and an enormous opportunity. With the land entirely in local authority ownership, it is appropriate to bring forward a programme that:
- integrates development proposals for the stone pier, the Rendezvous site and eventually the Winter Gardens,
 - takes account of emerging proposals for the adjacent, privately owned Lido site, and
 - ensures that the seafront development is integrated with and achieves the greatest possible impact upon the prosperity of the Old Town and the regeneration of Margate as a whole.
- 1.2 The work covered by the bid submitted to the Objective 2 Project Selection Committee is a key element and precursor of this wider Eastern Seafront Programme. The successful completion during 2008 of the bid's package of preparatory work will pave the way for development on the Rendezvous site, make an increasingly animated seafront more attractive and welcoming to pedestrians and reinforce the physical linkages between the seafront, the Old Town and the town centre. Within this, one of the main objectives is to capitalise upon Turner Contemporary's prominent seafront location and ensure that the successful operation of the gallery impacts fully on the town's regeneration.

2. The wider context - The Eastern Seafront Programme

- 2.1 The Eastern Seafront development programme proposes a comprehensive approach that reverses the area's long-term decline and has the effect of moving the centre of gravity of the town towards the east and its Old Town. The programme embraces a number of linked elements including:

- i) **The Stone Pier/Harbour Arm**, where major improvements are planned for 2008 as part of the ERDF funded project, “Delivering Margate’s Creative Quarter”;
- ii) **Turner Contemporary**, for which Stage D has now been concluded and a planning application submitted;
- iii) **A mixed-use development at the eastern end of the Rendezvous site**, expected to be completed within much the same timescale as the Turner gallery;
- iv) **The Winter Gardens**, proposals for which will come forward once the type, scale and character of potential development is agreed;
- v) **Improvement to the seafront public realm**, with improved pedestrian connectivity to the Old Town.

3. The content of the bid

3.1 The bid largely addresses iii) and v) above and packages a number of closely related work elements deliverable in 2008. It includes:

- the creation of a pedestrian friendly seafront area with strengthened pedestrian connections to the Old Town along the length of the eastern seafront from the Parade to the top of Fort Hill. Key elements of this will be:
 - the reduction of Fort Hill to a single carriageway
 - the narrowing of the entrance to the Rendezvous site, and
 - the restriction of vehicular movement onto the Rendezvous site, greatly improving pedestrian-friendly access to the pier, seafront promenade and gallery.
- the delivery of a integrated programme of public realm improvements against a new MRP public realm strategy for the Old Town and entire Margate seafront. Land released by the reduction of road width at the bottom of Fort Hill will be landscaped and major improvements initiated at the entrance to the Rendezvous site.
- enabling work that brings forward development on newly serviced land on the Rendezvous site and to land released at the top Fort Hill.

The Objective 2 Project Business plan is attached along with a map of the area. Together they indicate the nature, cost and location of the proposed work. The bid, submitted under the Objective 2 Spatial Development priority, is looking for an ERDF contribution of £850k to the cost of the work.

The bid will be considered at the Project Selection Committee’s meeting at Margate on 13 December.

4. Progress on elements of the eastern seafront work

4.1 The timing and scale of some of the seafront work planned for 2008 is dependent upon the success of the bid. However, the dedualling of Fort Hill, the mixed-use development on the Rendezvous site and, of course, Turner Contemporary will proceed regardless of the outcome of the meeting on 13 December. The current position in relation to each of these projects is as follows:

i) **The dedualling of Fort Hill**

The road alignment has been discussed and agreed with an MRP officer group and the full scheme will be finalised early in December when detailed issues in relation to the road’s

interface with the Turner Contemporary building will have been resolved. Final approval will be achieved and a detailed costing undertaken with the contractors, Ringway, in January. Work will start in April.

ii) The Rendezvous development

During the Stage 2 briefing of the shortlisted developers, Ellandi Property withdrew from the process. This left a shortlist of Crest Nicholson Ltd, Gleeson Homes Ltd and Urban Splash from whom Stage 2 submissions have been received. Because of the late provision of a fairly complex wave modelling report, the deadline for submissions was extended from Oct 31 to Nov 16 and, as a result, the interviews and selection of a development partner will not now take place until January. Ahead of this selection meeting a summary and assessment of each of the submissions will be produced.

iii) Turner Contemporary

The David Chipperfield designs for the building were very well received at and following a well-attended public meeting at the Theatre Royal, Margate on 16 October. RIBA Stage D has now been achieved and a planning application, with supporting transport assessment and travel plan, was lodged on 15 November.

The project is now working towards the completion of Stage E in February and, in the meantime, decisions on building sustainability will be concluded. Proposals under consideration include rainwater harvesting, micro-wind power, photo-voltaics and solar thermal energy.

The project remains on track to be delivered on time and within budget.

Appendix 1 – Project Business Plan

Appendix 1a - Plan of the Eastern Seafront

Appendix 2 - Jacobs Plan

“Opening up Margate’s eastern seafront”

Project Business Plan

November 2007

1. Introduction

The regeneration of Margate’s eastern seafront, the coastal strip to be found where its Old Town meets the sea, represents one of the town’s greatest challenges and offers one of its greatest opportunities.

From the harbour and its stone pier through to the Winter Gardens, the land is in local authority ownership. For many years the area has been neglected but the time is now right for the local authorities, Kent County Council and Thanet District Council acting with the full support of the Margate Renewal Partnership (MRP), to take the lead in bringing forward a programme that:

- integrates development proposals for the stone pier, the Rendezvous site and eventually the Winter Gardens,
- takes account of proposals coming forward for the adjacent, privately owned Lido site, and
- ensures that the seafront development achieves the greatest possible impact upon the prosperity of the Old Town and the regeneration of Margate as a whole.

As a key element of this, the Turner Contemporary gallery will open in 2010 at the entrance to the Rendezvous site. The strong commitment to create enduring ties between Turner Contemporary and the community is underlined by the siting of its entrance and café as close as possible to Margate’s bay and Old Town. One of the main objectives of this project is to capitalise on Turner Contemporary’s prime seafront location and ensure that the successful operation of the gallery achieves the maximum impact on the town’s prosperity and regeneration.

2. Market need for the project

Margate vies with Scarborough, Whitby and Brighton for the title of England’s first seaside resort. However, building upon ease of access along the Thames from London, Margate was certainly the first resort that developed to serve the needs of large numbers of ordinary people. It is therefore not surprising that much of that early development took place in the area around the eastern seafront, where the town’s visitors alighted from the hoys and steamers that brought them from the capital. By the early years on the nineteenth century, Margate’s eastern seafront provided a primary focus for community, visitor and commercial activity within the flourishing resort. At this time the harbour and the adjacent area, now known as the Rendezvous site, were an integral part of the Old Town, accommodating facilities that served the needs of a busy harbour and also providing pubs, hotels, restaurants and a considerable amount of housing. For visitors it was an area for enjoyment and promenading and from here pedestrians passed easily into the Old Town or along the waterfront to sample the pleasures of the town and its sands. In addition, shops and other commercial activity could be found on the rising land above the harbour. Fort Hill was a bustling cliff-top street and the main road that linked the harbour and seafront eastwards to the more up-market area of Cliftonville.

This active and prosperous picture was severely damaged during and after the 1930s:

- In 1934, as part of an over-enthusiastic slum clearance programme, houses and shops were cleared from Fort Hill to make way for an incongruous section of dual carriageway that “created a significant physical

and psychological barrier between the Old Town and the harbour.” (Allan Brodie *Margate’s Seaside Heritage*, 2007) What resulted was a windswept environment with little to offer to resident or visitor.

- At the same time and with the same justification, at the bottom of the hill, seafront properties in Neptune Square were demolished along with prominent harbourside attractions like the Hotel Metropole, the Seaman’s Institute and the Ship Hotel. This left a seafront void but with promises of a major development to come.
- No development was forthcoming when, in 1953, the great storm surge caused severe damage to the Lido and the jetty, which had long provided the landing point for sea-borne visitors. In 1978, the jetty was finally swept away in a storm that also resulted in the relocation of the Lifeboat Station to the Rendezvous site.
- During this period, commercial and leisure uses of the harbour and stone pier declined and the Lido fell into disuse.
- By the end of the century, the Winter Gardens was in urgent need of refurbishment and its offer had deteriorated, and sadly,
- the new civic centre planned for Fort Hill and for which the new dual carriageway was created was never built and proposals for grand seafront developments came to nothing.

Over little more than 50 years, this once flourishing eastern seafront area had become disused and irrelevant. Lacking visual appeal and visitor attractions and providing little employment, it failed to contribute to the vitality and prosperity of the town and did much to hasten the decline of the rest of the Old Town. By the end of the twentieth century, all that remained in a area once thronging with people was an underused and rundown stone pier, a large car park on the prime seafront area known as the Rendezvous site and an under-performing Winter Gardens venue.

3. Addressing the need

A number of approaches are possible in addressing the situation outlined above:

Option 1 – The “do nothing more” option

Outside this project the commitment already exists to build Turner Contemporary on the Rendezvous site and to improve and reanimate the stone pier. If nothing else were to be done these developments would sit on their own within in uninspiring public realm, disconnected from the Old Town, on the seaward side of the “significant physical and psychological barrier” that is Fort Hill. The rest of the Rendezvous site would remain a car park with no further job creating private investment. Potential benefits to the town from major investment in Turner Contemporary would be lost.

Option 2 – Developing the eastern end of the Rendezvous site

To complement Turner Contemporary, a joint venture between KCC and a private sector partner to develop the eastern end of the site would clearly be preferable to Option 1. Consideration was given to undertaking this without the accompanying road narrowing and public realm improvements but it was felt that such an approach would create a development at the bottom of the cliff on the Rendezvous site that was cut off from the rest of the town and inaccessible to pedestrians. Such a development might well not offer a sufficiently large and attractive area for development, would have been unlikely to attract a top quality development partner, and would have difficulty in bringing in the right end users. Once again the maximum beneficial impact of Turner Contemporary on the town would not be delivered.

Option 3 – The preferred option - the comprehensive development of the eastern seafront

The preferred option is to bring life and new uses to this key waterfront area and to ensure that new activities are appropriately linked to and fully integrated with ambitions for the wider regeneration of the town. In fact, the creation of a vibrant seafront is intended to produce the impact anticipated in the ERDF funded *Margate Old Town Action Plan (2000)*. This plan saw an increasingly active and attractive seafront behaving as a magnet to pull pedestrians through the Old Town from the town centre at Cecil Square. It also saw the

creation of new pedestrian routes into and through the Old Town as a prime means of improving connectivity between the town centre, Old Town and seafront. This project is pursuing both these objectives where the seafront meets the Old Town. There are, of course, very close links between this work and the MRP project aimed at the development of the area to the rear of the old Marks and Spencer building, which is also making provision for new linkages between Cecil Square and the Old Town. As all this work progresses, newly signed routes from the town centre and its car parks will direct pedestrians to the seafront through the Old Town and its burgeoning cultural quarter, much to the benefit of the Old Town's traders.

The preferred option is therefore to create of a new, vibrant eastern seafront destination offering employment and visitor attractions within a pedestrian friendly public realm that acts as a key driver to the town's regeneration and plays a major role in helping to sustain the Old Town and the development of its Cultural Quarter.

4. Project Aims

The wider context - The Eastern Seafront Programme

The Eastern Seafront development programme proposes a comprehensive approach that reverses the long-term decline of the area and moves the centre of gravity of the town towards the east and its Old Town. The full programme, of which this project is a key component, is directed at the area's rejuvenation and embraces a number of linked elements:

- i) **The Stone Pier/Harbour Arm** where, as part of the ERDF funded project, "Delivering Margate's Creative Quarter", major improvements are taking place to one of Margate's most prominent features. The existing single storey workshops are to be refurbished and brought back into economic use, decorative lighting will be introduced and security lighting installed. Pier footfall is expected to increase significantly as visitors are attracted to the galleries, shops and café expected to be opened there during 2008.
- ii) **Turner Contemporary at the western end of the Rendezvous site** will provide a 3,000 sq. m. building with gallery, education and multifunction space and ground floor cafeteria. This highly significant David Chipperfield designed building will be completed in 2010 and is expected to attract in excess of 150,000 visitors in its first year.
- iii) **A mixed-use development on KCC owned land at the eastern end of the Rendezvous site** is expected to be completed within much the same timescale as the Turner gallery. The development will be market-led and the final mix of development will emerge in January 2008 with the selection of a preferred developer with whom KCC will refine the ultimate scheme. Uses being considered include a hotel, restaurants, bars, specialist retail, small business units and residential development.
- iv) **The Winter Gardens**, where development will follow on from that of the Rendezvous site. The preferred Rendezvous developer will be given the opportunity to submit proposals in respect of part or all of the Winter Gardens site, once the type, scale and character of potential development is agreed.
- v) **Improvement to the seafront public realm with improved pedestrian connectivity to the Old Town** is a prerequisite of the area's successful regeneration. The programme involves narrowing roads, releasing useable seafront land and creating a pedestrian friendly public realm across the eastern seafront area.

Aims of the "Opening up Margate's Eastern Seafront" project

This project is a key element and precursor of the wider Eastern Seafront Programme and its aims specifically relate to the delivery of iii) and v) above. In particular, the successful completion in 2008 of a package of preparatory work will pave the way for development on the Rendezvous site and impact positively upon the regeneration of the whole eastern seafront and the prosperity of the Old Town.

The specific aims of this project are:

- to facilitate mixed-use development on Margate's eastern seafront, particularly the Rendezvous site,
- to make the increasingly animated seafront more attractive and welcoming to pedestrians, and
- to re-enforce physical connections between the seafront, the Old Town and the town centre to the mutual benefit of all.

These objectives are totally consistent with the aspirations of *The Margate Old Town Action Plan* (Kent Architect Centre/TDC with Space Syntax and Terry Farrell Architects, 2000), *The Central Margate Urban Design Framework* (Tibbalds for TDC, KCC, SEEDA and EP, 2004) and *The Action Plan for Margate Futures* (BBP Regeneration for the Margate Renewal Partnership, 2005). In addition, every element of the Eastern Seafront Programme is listed as a key activity within *The Framework and Implementation Plan: 2007/08* produced and owned by the Margate Renewal Partnership. Within the coastal element of SEEDA's Regional Economic Strategy, Thanet and Margate in particular have been identified as priorities.

5. Project Description

Summary

The project is closely linked to and strongly complements the ERDF funded project "Delivering Margate's Creative Quarter" and a number of earlier ERDF funded projects that focussed upon physical improvements to the Old Town and the creation of jobs in its cultural quarter. In particular, it packages a number of closely related elements deliverable in 2008 within an integrated programme of work that paves the way for a development at the eastern end of the Rendezvous site. This development, with strong connections to the Old Town, will involve high quality design and construction, sympathetic to the Turner Contemporary building, with an appropriate and complementary mix of uses.

The project will concentrate upon:

- the creation of a pedestrian friendly seafront area with strengthened pedestrian connections to the Old Town along the whole of the eastern seafront from the Parade to the top of Fort Hill. Key elements of this will be:
 - the reduction of Fort Hill to a single carriageway
 - the narrowing of the road entrance to the Rendezvous site, and
 - the restriction of vehicular movement on the Rendezvous site, greatly improving pedestrian-friendly access to the pier, promenade and gallery.
- the delivery of a integrated programme of public realm improvements against a new MRP public realm strategy for the Old Town and entire Margate seafront. Land released by the reduction of road area at the bottom of Fort Hill will be landscaped and major improvements initiated at the entrance to the Rendezvous site.
- enabling work that brings forward development on newly serviced land on the Rendezvous site and to land released at the top Fort Hill.

Key elements of the project

The attached plan (Appendix 1) shows the new road scheme for Fort Hill and indicates six other elements of this seafront project proposal. Each of these elements is outlined below and the individual work programmes are summarised in the Project Work Plan (Appendix 2).

- **The narrowing of Fort Hill** This work is being driven totally by regeneration and economic development needs not highways demands. It is being undertaken to remove a major obstacle to

connectivity, to ease pedestrian movement between the Old Town and the seafront, and to release land for other uses on the cliff top above the Rendezvous site. (see below). The work will involve the removal of the eastbound carriageway and the establishment of a two-way stretch of road that follows the line of the existing westbound carriageway, on the south side of the hill. The new section of road will generally reflect road widths on the Parade and Fort Crescent, at either end of Fort Hill and the scheme is expected to achieve final approval in January. Materials and lighting arrangements have been agreed, the work has been costed and a project timeline agreed. The work is scheduled to start in April 2008 and will be completed in August.

The estimated cost of this work is:

£770k

- **The Fort Hill chalk garden** A garden that will attract visitors and local residents will be created on land released by the narrowing of Fort Hill, opposite and down hill of Fort Road (coloured green and numbered 2 on the plan). It will complement other seafront gardens and provide a pleasant pedestrian route to the entrance of the Rendezvous site and to the Turner Contemporary building. This garden will respect and reflect its chalk cliff environment and provide seating that encourages visitors to dwell and take advantage of the fine views across the Rendezvous site, over Turner Contemporary and towards the harbour and the open sea beyond. Landscape architects, Gross Max, have developed a concept based around a chalk garden to encourage footfall and soften the cliff top environment (see attached sketch, Appendix 3). The garden will feature chalkland and salt tolerant plants and remedial action to improve the unsightly wall at the rear of the Rendezvous site will be incorporated into the work. The work would be completed during the second half of 2008.

A final scheme has still to be agreed but the estimated costs are as follows:

- Final scheme design **£ 20k**
- Creation of chalk garden **£230k**

It is likely that this approach to the public realm will be extended to the land released directly to the east of the entrance to the Rendezvous site (coloured pink and numbered 3) but the proximity of this area to the Turner Contemporary footprint and build area means that this work could not take place during 2008.

- **The Harbour View area** (coloured red, numbered 4) This is currently a rather distressed paved area at the entrance to the Rendezvous site on the seafront pedestrian approach to the Droit House and the harbour arm. It occupies a prominent position at the front of the Rendezvous site and offers the possibility of sheltered seating with excellent views across the harbour and back towards the town. The new scheme proposes that the area be paved largely with granite slabs but with yorkstone paving used to form a forecourt to the Droit House. Broad granite seating will be provided overlooking the harbour. The work will be completed during the second half of 2008.

Estimated cost:

£180k

- **The mixed-use Rendezvous/Fort Hill development** The Rendezvous site and the land released by the road narrowing at the top of Fort Hill are in the ownership of KCC. The Turner Contemporary gallery will be built at the western end of the Rendezvous site within a newly created public realm (coloured blue, numbered 6). The eastern end of the currently unserviced site, an area of approximately 6,300 sq m (coloured mauve, numbered 5), along with 1150 sq m of land released at the top of the hill (coloured yellow, numbered 1) is to be the subject of a market-led mixed-use development. Stage 1 of the developer selection process sought expressions of interest. Stage 2 asks for more detailed proposals from the three developers shortlisted from Stage 1 – Crest Nicholson, Gleasons and Urban Splash. Responses from them are due by November 16 and a preferred development partner will be selected during January 2008. In choosing the preferred developer, the selection panel will take account of the ability and experience of the developer's team, conformity with the brief, financial standing and proposals, and the design approach adopted, in addition to the

content and deliverability of the proposed scheme. KCC's objectives are for a development that offers high quality design and construction and provides an appropriate and complementary mix of uses to Turner Contemporary. The development must be substantially complete by the time Turner Contemporary opens in 2010, should maximise the opportunity offered by this prime seafront location and needs to facilitate strong linkages with the Old Town within an attractive public realm. Early proposals emerging during Stage 1 of the process suggested that the mix of uses would be likely to include a hotel and residential development with active ground floor uses. A clearer picture of the nature of the development will emerge early in 2008 and it is hoped that a planning application will be forthcoming by the end of that year.

The Rendezvous site will continue to accommodate Margate Yacht Club's dinghy park but it is anticipated that the only parking provision at this eastern end of the site will be that associated with the Yacht Club and the site's residential development. A Parking, Access and Movement strategy for Margate, with an associated action plan, is currently being developed by Kent County Council, under the aegis of the Margate Renewal Partnership. To date, surveys have indicated considerable excess parking capacity within the town at peak times but with deficiencies in signing and car park quality, which will be addressed within the town's regeneration programme.

During 2008, ahead of the site's development, a variety of preparatory costs will be incurred, including legal and design costs and utilities provision.

These are estimated as follows:

KCC's legal and consultancy fees	£100k
Fees to determination of planning application	£350k
Utilities provision	£600k

- **Preparatory work on the Rendezvous site** Major improvements at the entrance to the site, including the narrowing of the entrance itself, are included and costed with the road narrowing work. Utilities provision is included with the mixed-use development entry above. However, in addition to this, further preparatory work for the site as a whole will need to be undertaken during 2008. This includes improvements to site drainage and lighting and the creation of a new route across the site, primarily for the use of the RNLI between the lifeboat station and the entrance to the site.

Estimated cost: **£250k**

- **Project Management and supporting staff** The costings above do not identify officer time against each of the project elements.

The estimated cost of officer time for the entire project is: **£50k**

6. Risks in delivering the preferred option

Potential risks to the success of the project are set out below.

Risks	Likelihood	Impacts	Means of reducing negative/ pursuing positive impacts
Suitable mixed-use development not achievable on Rendezvous site	Low	High	Ensure objectives clearly understood by developers. Consider all options. Review objectives if necessary.
Planning difficulties re Rendezvous site	Low	Medium	Conduct public consultation where necessary and avoid surprises. Have early and regular consultation with TDC planners.
Unforeseen constraints on Rendezvous site	Medium	High	Early and thorough examination of records. Early conduct of additional studies. Review scheme and/or rephase work.
Unforeseen construction delays	Low	Medium	Establish early warning arrangements. Maintain close project management control.
Partnership issues re Rendezvous JV – delays/disputes	Low	Medium	Agree heads of terms urgently. Ensure legal advisers well briefed. Ensure principals fully involved. Hold regular partnership meetings at proper levels.
Cost increases	Medium	Medium	Maintain close review of design. Prepare thorough briefs and examine tenders carefully. Transfer cost risk to developer where possible.
Shortfall in external offsite service providers	Low	Medium	Undertake early investigation of provision to site and ensure early negotiation with utility companies.
Failure to secure an appropriate hotel operator	Low/Med	High	Adopt realistic quality aspirations. Identify and pursue likely hotel operators. Be prepared to review aspirations and financial arrangements.
Construction is delayed by the need to respect the tourist season	Low	Low	Early scheme agreement and procurement will allow major road and footway work to be undertaken in the spring and early summer. Public realm improvements will take place from September onwards.
Match funding is not achieved	Low	Low	£1.2m has already been earmarked within KCC's capital spend for 2008. The remaining £500k comprises the revenue spend necessary to deliver this project and take forward the high priority mixed-use development.
Conflict between Turner Contemporary and mixed-use developers.	Low	Medium	Ensure clear mutual understanding of priorities and plans. Ensure regular joint meetings of both PM teams. Ensure clear method of moderation. Understand where absolute priorities lie.

7. Project Objectives

This bid is submitted under Priority 2, Spatial Development, the aim of which is to enhance the productivity of land resources and improve the quality and capacity of development sites for both industrial and service sector businesses. In line with para 3.4 of the ERDF guidance notes, it is expected that the completion of this project will enhance the productivity of land resources on the eastern seafront and ensure that the sites are brought to full utilisation through remediation work and investment in surrounding and enabling infrastructure.

In addition to this, with the impact that will be achieved on the Old Town, the project will also support Priority 3, Heritage, Culture and the Environment. Substantial ERDF funding has been committed to a series of successful capital projects that are helping to transform the Old Town. It is expected that the completion of this project will significantly improve the area's built and natural environment, attract new visitors and contribute considerably to the further development and sustainability of cultural activities in the Old Town.

Specifically, over the lifetime of the project, the integrated package of capital works focused on the seafront will result in:

- a major enhancement to the public realm and improvement to the built environment,
- improved connectivity between the seafront the increasingly busy Old Town
- a more physically attractive seafront with greatly increased footfall
- a stronger cultural quarter and employment market, and
- increased confidence within the local business community,

Its longer-term outputs will be:

- increased development on newly serviced land , and
- the creation of new jobs.

The new jobs are those that will be created when work at the eastern end of the Rendezvous site is completed. Since the development will not be completed until the second half of 2010 at the earliest these jobs will not be created until that time. The precise nature and number of those jobs will depend upon the eventual development agreed for the site but the numbers quoted below assume the creation of a 60-bed hotel within the development.

The following table shows the project's anticipated outputs.

Summary of outputs	Year 1 (2008)	Year 2 (2009)	Year 3 (2010)	Year 4 (2011)	Total
Brownfield land reclaimed (sq. m) (Areas 1,2,4 & 5 on plan)	9000				
Newly serviced land (sq. m) (Areas 1,5 & 6 on plan)	15000				
Gross jobs			30	35	65

8. Project organisation and management

Every element of the project will be managed and delivered by Kent County Council working closely with Thanet District Council. The County Council will be responsible for achieving results on time and within budget. Since the project also comes under the aegis of the Margate Renewal Partnership and seeks to achieve outputs required within its own Framework and Implementation Plan, the project will have the active support of other partners, including SEEDA, English Partnerships, English Heritage and Arts Council England. Quarterly progress reports will be provided to the Partnership board.

The project will be co-ordinated within Kent County Council's Regeneration & Economy division who will work with the chosen development partner to deliver the mix-use development on the Rendezvous site. Much of the rest of the work will be managed with the involvement of its consultants, Jacobs. The work will be undertaken by KCC's chosen contractors, Ringway.

The project's financial management will also be the responsibility of Kent County Council.

9. Project costs and funding

The project costings that appear in this document are based upon the investigations and submissions of consultants and on the experience of the project officers involved in individual elements of the project.

Final project costs will be determined once project plans for its individual elements are finalised and when procurement processes have been conducted.

Currently, the summary of projected costs is as follows:

Total estimated project costs:	£2550k
Bid to the Objective 2 budget:	£850k
Available match funding:	£1700k

10. Exit Strategy

The purpose of this project is to encourage and facilitate mixed-use development on Margate's eastern seafront, to increase footfall in the seafront area, and support business there and in the Old Town. It has been explained that this project is part of a wider Eastern Seafront Programme that will be pursued by Kent County Council and its partners in the Margate Renewal Partnership, after this particular project is completed. The Margate Renewal Partnership has assumed the ongoing responsibility for its successful delivery as part of its Implementation Plan.

In relation to the eastern end of the Rendezvous site, it is anticipated that a joint venture between Kent County Council and its preferred development partner will carry the development to eventual completion possibly as early as 2010.

OPENING UP MARGATE'S EASTERN SEAFRONT - PROJECT WORK PLAN

Appendix 1a

Project	Jan - Mar 08	April – June 08	July – Sept 08	Oct – Dec 08
Fort Hill/ King Street scheme (road, crossings and footpaths)	<ul style="list-style-type: none"> • Achieve structures assessment approval • Finalise scheme planning with construction company, Ringway 	<ul style="list-style-type: none"> • Begin road narrowing scheme • Carry out BT and EDF diversions 	<ul style="list-style-type: none"> • Complete road narrowing work • Conduct stage 3 safety audit 	<ul style="list-style-type: none"> • Undertake improvements to King Street public realm
Fort Hill chalk garden (area 2 on plan)	<ul style="list-style-type: none"> • Agree outline proposals and scheme sketches • Begin to develop detailed proposals 	<ul style="list-style-type: none"> • Finalise detailed proposals and production information • Start tender process 	<ul style="list-style-type: none"> • Prepare contract • Accept tender • Mobilisation 	<ul style="list-style-type: none"> • Undertake construction
Harbour view (area 4 on plan)	<ul style="list-style-type: none"> • Agree and cost final scheme • Consult • Finalise scheme planning with construction company, Ringway 	<ul style="list-style-type: none"> • Relocate/remove CCTV camera • Carry out utilities diversions, if necessary • Begin work 	<ul style="list-style-type: none"> • Complete work 	
Rendezvous/Fort Hill development (areas 5 & 1 on plan)	<ul style="list-style-type: none"> • Preferred development partner commences detailed work • Negotiation of exclusivity agreement/fees indemnity • Commence Heads of Terms negotiations • Prepare detailed scheme proposals • Consult stakeholders 	<ul style="list-style-type: none"> • Complete Heads of Terms negotiations • Negotiate development agreement • Refine scheme viability and proposals 	<ul style="list-style-type: none"> • Public consultation • Submit planning application • Exchange conditional Development Agreement 	<ul style="list-style-type: none"> • Achieve planning permission
Preparatory work on Rendezvous site (areas 5 & 6 on plan)	<ul style="list-style-type: none"> • Determine requirements and cost of utilities' provision for eastern end of site. • Arrange provision • Finalise new RNLI route 		<ul style="list-style-type: none"> • Commence extension of water, electricity and foul provision to site • Create new RNLI access route to harbour slipway 	<ul style="list-style-type: none"> • Complete work

OPENING UP MARGATE'S EASTERN SEAFRONT - PROJECT WORK PLAN

Appendix 1a

Project	Jan - Mar 08	April – June 08	July – Sept 08	Oct – Dec 08
Fort Hill/ King Street scheme (road, crossings and footpaths)	<ul style="list-style-type: none"> • Achieve structures assessment approval • Finalise scheme planning with construction company, Ringway 	<ul style="list-style-type: none"> • Begin road narrowing scheme • Carry out BT and EDF diversions 	<ul style="list-style-type: none"> • Complete road narrowing work • Conduct stage 3 safety audit 	<ul style="list-style-type: none"> • Undertake improvements to King Street public realm
Fort Hill chalk garden (area 2 on plan)	<ul style="list-style-type: none"> • Agree outline proposals and scheme sketches • Begin to develop detailed proposals 	<ul style="list-style-type: none"> • Finalise detailed proposals and production information • Start tender process 	<ul style="list-style-type: none"> • Prepare contract • Accept tender • Mobilisation 	<ul style="list-style-type: none"> • Undertake construction
Harbour view (area 4 on plan)	<ul style="list-style-type: none"> • Agree and cost final scheme • Consult • Finalise scheme planning with construction company, Ringway 	<ul style="list-style-type: none"> • Relocate/remove CCTV camera • Carry out utilities diversions, if necessary • Begin work 	<ul style="list-style-type: none"> • Complete work 	
Rendezvous/Fort Hill development (areas 5 & 1 on plan)	<ul style="list-style-type: none"> • Preferred development partner commences detailed work • Negotiation of exclusivity agreement/fees indemnity • Commence Heads of Terms negotiations • Prepare detailed scheme proposals • Consult stakeholders 	<ul style="list-style-type: none"> • Complete Heads of Terms negotiations • Negotiate development agreement • Refine scheme viability and proposals 	<ul style="list-style-type: none"> • Public consultation • Submit planning application • Exchange conditional Development Agreement 	<ul style="list-style-type: none"> • Achieve planning permission
Preparatory work on Rendezvous site (areas 5 & 6 on plan)	<ul style="list-style-type: none"> • Determine requirements and cost of utilities' provision for eastern end of site. • Arrange provision • Finalise new RNLI route 		<ul style="list-style-type: none"> • Commence extension of water, electricity and foul provision to site • Create new RNLI access route to harbour slipway 	<ul style="list-style-type: none"> • Complete work

1. All kerbing and edging throughout shall be Marshalls silver grey Conservation type.

Proposed realigned carriageway with widths as shown.

Proposed traffic islands

Existing planted areas to be surfaced with Marshalls silver grey conservation paving. Existing Marshalls silver grey conservation paving to remain

Existing precast concrete paving slabs to be replaced with Marshalls silver grey conservation paving

New flexible footway construction (2.5m min width)

Replace existing black paving with Yorkstone paving

Tactile paving

Extent of Area 1

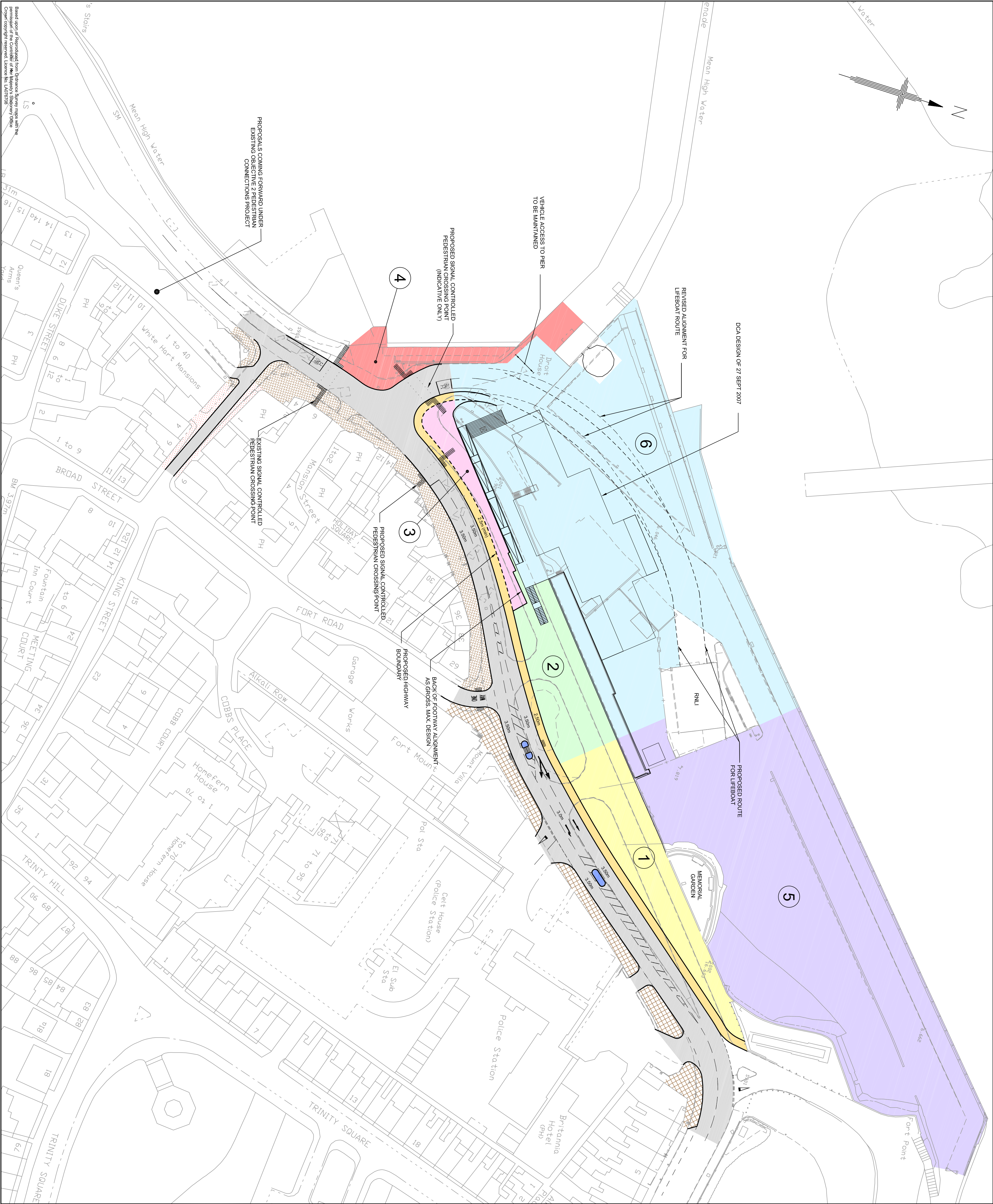
Extent of Area 2

Extent of Area 3

Extent of Area 4

Extent of Area 5

Extent of Area 6



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Project
**B2051 FORT HILL, MARGATE
CARRIAGEWAY REALIGNMENT**

Drawing title
**PROPOSED FORT HILL REALIGNMENT
AND TURNER CONTEMPORARY GALLERY**

Drawing status	
Scale	NOT TO SCALE
Drawing number	Do not scale
B0647400/16	Rev 0

Margate



RENEWAL PARTNERSHIP

Date:	11 December 2007
Item No:	9
Item Title:	High Street/ M&S Update
Author:	Allert Riepma
Purpose:	For Information
Recommendation	The Board is asked to note the report and support the developer selection process and cultural study strategy running in parallel.

1. Background

- 1.1 Since the last meeting, the former M & S site was taken to the market on 17 November commencing the two stage developer selection process. The marketing brochure included contributions from all partners including SEEDA, TDC, KCC and the Arts Council.

In parallel a cultural brief has been developed in close cooperation with all partners to look at the existing cultural infrastructure in Margate town centre and the opportunities for further growth.

Discussions with the various landowners have been ongoing. Drivers Jonas has prepared a property cost estimate to provide an overview of the value of the remainder of assets to be acquired. This includes an estimate of potential CPO costs should this be necessary.

SEEDA/TDC continue to liaise with CRATE and Limbo Arts to discuss their future within the new development scheme.

2. Update on Developer Selection

- 2.1 The marketing campaign has got off to a good start. Within the first week of the advertisement appearing in the Estates Gazette, 25 enquiries were received with 14 parties requesting the full online information pack including planning and technical background info. Formal expressions of interest are due by 11 January 2008.
- 2.2 The next stage in the selection process will be a technical tender interview for the long list of developers planned mid February. This will be followed by a initial shortlist interview in April, with a selection of a preferred developer Summer 2008.
- 2.3 In parallel with this process a cultural study is being procured (see Item 6). A number of consultants have been approached with an extensive brief. The selected consultant will work on a cultural study that will inform the shortlist of developers in due course of the strengths of Margate's cultural offer and where they can potentially contribute with the M & S scheme.

Margate



RENEWAL PARTNERSHIP

Date:	11 December 2007
Item No:	10
Item Title:	Towards a Strategic Review
Author:	Derek Harding
Purpose:	For Discussion
Recommendation:	<p>The Board is asked to:</p> <ul style="list-style-type: none"> ▪ discuss and provide comments on the report; ▪ agree to a strategic review and set a date for an 'away day' in early 2008.

1. Introduction and Background

- 1.1 The purpose of this report is to provide an overview of the programme and partnership and initiate a Board level discussion leading towards a more comprehensive strategic review in early 2009.
- 1.2 Since the Margate Renewal Partnership Board was established in July 2005 there have been a number of changes at national, regional and local levels. In addition, work on the core programme is progressing well across all strands. This is outlined briefly below.

2. National, Regional and Sub Regional Context

- 2.1 Over the last two years there has been a growing appreciation of the unique challenges and opportunities presented by seaside towns. This is beginning to translate into specific policies and initiatives across a range of agencies. At a National level, it is hoped that the proposals within the second DCLG response to will provide a more effective policy context framework for coastal regeneration programmes. Within Whitehall departments are already responding, with the DWP agreeing to investigate the issues of worklessness and seasonality in seaside towns and last week the DCMS launched a £45 million fund to support arts and culture in deprived coastal areas.
- 2.2 The recent publication of the RES Implementation Plan and the emerging framework for the Coastal South East, also provide a new regional framework and potentially additional resources through SEEDA.
- 2.3 The sub regional context is also changing with East Kent Partnership winding up in March 2009 and proposals to establish an East Kent LSP that will have a central role in directing government and regional resources, drive local policy and promote partnership working.
- 2.4 The Arts Council Strategic Place Agenda identifies East Kent as priority for investment and support. The results of the cultural study and how we respond to pose a major opportunity to secure continued support for our cultural aspirations.

- 2.5 The recent English Heritage publication 'Margate's Seaside Heritage' is a timely reminder of the importance of our historic assets. And the potential positive regenerative contribution heritage can make as we face some major decisions about key historic sites such as Dreamland, the Winter Gardens, the Lido etc.

3. How Far Have We Travelled?

- 3.1 In its early days, the partnership initiated key pieces of work that have provided the foundations for the programme, including the Margate Master Plan (Tibbalds Urban Design Framework), the Visitor Destination Strategy (Locum) and the Margate Futures Action Plan (BBP). The latter document pulled the various strands of work together, developed the partnership arrangements and identified priorities for implementation. Over the last 2.5 years, much has been achieved with the partnership structure works well at all levels and the programme moving forward across all core strands.
- 3.2 Over the last 18 months, the Board has adopted the Framework and Implementation Plan that identifies 18 key projects, grouped around four core strands. In addition, the Programme team has been employed with a full compliment of a Programme Director, Project Officer and Administrative Assistant.
- 3.3 The Partnership arrangements include the quarterly Board meetings and monthly meetings of the wider Partnership at officer level. Progress is maintained and monitored through the monthly meetings and 'exception' reporting to the Board on a quarterly basis.
- 3.3 The attached 'timeline' provides a snap shot of the current programme. All projects have been initiated with a number moving towards implementation and some completion over the next 6 – 9 months. Over the next 12 -18 months, we will have completed a number of key infrastructure projects such as the Lower High Street Pedestrianisation, the Harbour Arm, the Old Town Objective 2 programme and the de-dualling of Fort Hill. In addition, the existing funding for the programme team expires in March 2009.
- 3.4 Over this period, other initiatives will be moving into the implementation stage there is a second phase of completions towards the summer/autumn period of 2010, including Queens Arms Yard, Fort Road, Turner Contemporary, the Rendezvous site and Royal Seabathing (new build). Larger projects such as Dreamland, the Lido and the High Street should be under construction in the later part of 2009, subject to permissions, acquisitions and landowners' plans.
- 3.5 The current funding for the SSCF programme ends in March 2008. This could be extended for a further two years and we are expecting a decision before the end of this year. The TDC Housing Renewal Programme is due to continue until 2010/11 however, the KCC funded Empty Properties Programme ends in March 2008.
- 3.6 In addition to the core projects, the MRP Framework and Implementation Plan identifies four cross cutting themes which are discussed briefly below:
- Enterprise and Business Support
There has been some initial progress on this area (led by SEEDA and TDC) including:
 - Initial audit and mapping completed in September 2007. Partnership working established with Enterprise Gateway and Business Link Kent.
 - Thanet Economic Growth and Regeneration Strategy (adopted by TDC) identify key priorities for Margate.

- **Education, Skills and Employability**
This has been the area of slowest progress mainly due to other priorities and a lack of engagement or dialogue with the key organisations. Recently, the East Kent Partnership produced a report examining skills and future needs in East Kent. It is hoped that the East Kent LSP will adopt this as a basis for a Skills Development Plan for East Kent.
- **Creative and Cultural Development**
Significant progress has been made over the last six months and the appointment of the East Kent Arts and Regeneration Officer has been invaluable in this respect. Most notably this has included the re-opening and re-launch of the Margate Theatre Royal. We have developed a better understanding of the creative sector and forged stronger relationships and closer working with individuals and organisations. The 'cultural study and creative action plan' is a crucial piece of work that should make a significant contribution to the direction of the programme and inform future decision-making.
- **Visitor Economy**
The recent appointment of the Tourism Development Manager (part time) and Visitor Services Manager (full time) has provided the resources and expertise to take forward a number of initiatives including the emerging TDC Framework and Action Plan that identifies the key sectors and infrastructure development across Thanet. This will complement and support the wider coastal Kent work around promotion and positioning. In addition, plans are progressing to re-model the Margate Visitor Information Centre including new opening hours, redesign and refurbishment of the centre to accommodate a café and new displays.

3.7 Mixed Communities Pilot

Approximately 18 months ago, the DCLG selected the area as one of 11 demonstration projects to test and evaluate approaches to the neighbourhood renewal. Effectively, this has provided access to the learning events and advice through the DCLG and mixed communities network. There are no specific additional resources associated with this programme but the DCLG has agreed to fund a study which it is hoped, will lead towards developing an overall 'master plan' for the area. This work should be completed by March/April 2008.

4. Programme Delivery and Partnership Arrangements

- 4.1 As stated earlier, the existing partnership and programme management arrangements are well established. However, there is still work to do on developing an evaluation model including a series of indicators and targets. This should be informed by the two studies and form the basis of future plans.
- 4.2 As the programme develops, it may also be necessary to review the composition of the Board and wider partnership. For example, the current arrangements do not include local community representation at Board level from the private, voluntary or resident sectors. Engagement with the local community has been through existing agencies such as the Margate Town Partnership, the SSCF Board and through the public open days held by the TDC Renewal Team.
- 4.3 Finally, the resources for the SSCF programme potentially end in March 2008 and the core MRP Executive Team in March 2009. A review of the programme will need to consider future operational arrangements and resourcing.

5. Conclusions and Recommendations

- 5.1 Since the start of the programme, much has changed. There have been significant policy and contextual developments at national, regional and local level. The programme is beginning a new phase of its life cycle with the majority of core projects moving from planning towards delivery in the short to medium term. In addition we have made some limited progress on other areas and we are about to initiate two major pieces of work – The Cultural Study and the DCLG funded research into the drivers of deprivation – both to report back in March/April next year.
- 5.2 In parallel, the Partnership also needs to consider how to maintain momentum, what else is required to bring about lasting change and what are the critical ingredients that will differentiate Margate from other seaside towns and sustain our successes. This will require the Partnership to broaden its agenda and focus on wider issues such as worklessness, skills, education and health etc. bringing together the physical, economic social agendas into a coherent strategy and plan for the area.
- 5.3 It will be essential that the Partnership Board is involved in the two studies and lead the strategic debate around this work. To this end, it is recommended that we hold a facilitated Board away day in February 2008 that will coincide with key stages of the two studies.
- 5.4 Finally, in December 2006 the Board considered a proposal for a 'branding' project. It was decided at the time that that it was too early to do this work. Twelve months on, the programme has matured and we now have the perception survey results of the Coastal Kent work. It could add value to link a review with a 'strategic visioning' exercise that will bring in other stakeholders and feed into the future strategy for the programme.

Appendix 1 – Programme Timeline 2007 - 2011

Margate Renewal Partnership - Programme Timeline 2007-2012

		2007/08		2008/09				2009/10				2010/11				2011/12				Comments
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Project Ref	Project Name	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	
MRP1	Dreamland																			Construction Likely to take over 5 years. Estimated completion in 2014 based on start on site in 2009. Timescale is estimated and dependant on the landowners plans and nature of proposals
MRP2	High Street																	Qrt 3 11/12		Timescale will become clearer once developer is selected in June 08
MRP3	Queens Arms Yard									Qrt 3 09/10										Project timescale has slipped and could be delayed further if CPOs process is necessary.
MRP4	Fort Road											Qrt 1 10/11								Timescale is dependent on landowners plans unless CPO is considered.
MRP5	Turner Contemporary													Qrt 3 10/11						Assumes funding and permissions secured before end of April 2008.
MRP6	Rendezvous & Winter Gardens													Qrt 3 10/11						Assumes planning permission is secured before the end of 2008.
MRP7	Royal Seabathing										Qrt 4 09/10									Based on 3 year construction programme. Work on the new build has commenced but appears to be slow. Potential for slippage.
MRP8	Lido																			Very complex development. Timescales will become clearer once planning application is submitted.
MRP9	Cecil Square							Qrt 1 09/10												Project has slipped. Funding is required for implementation and could form part of M & S scheme.
MRP10	Lower High Street			Qrt 1 08/09																Project will be completed in spring 2008
MRP11	Delivering the Creative Quarter						Qrt 4 08/09													Programme ends in December 2008
MRP12	Margate Harbour Arm				Qrt 2 08/9															Project to be completed by May 2008
MRP13	Safer, Stronger Communities Fund							Qrt 1 09/10												Current SSCF funding ceases at end of 2007/08. Potential for a further 2 years to March 2010
MRP14	Public Realm Programme													Qrt 3 10/11						The public realm programme is dependant on the development of key sites such as Dreamland
MRP15	Housing Renewal																			The Empty Properties Programme completes in March 2008. TDC funding is to be confirmed for future years
MRP16	De-dualling Fort Hill						Qrt 4 08/09													Subject to statutory notices
MRP17	Lower High Street (Pedestrianisation)								Qrt 2 09/10											18 month Pilot project will be completed in mid 2009. If successful, scheme will become permanent
MRP18	Parking, Movement & Access Plan													Qrt 3 10/11						There are a number of components to the emerging plan and timescales will vary
Programme Team								Qrt 1 09/10												

Please note that this table works in financial years ie April - March

Key	
Stage 1	Planning / Design / Consultation / Permission
Stage 2	Implementation
Stage 3	Estimated Completion

Margate



RENEWAL PARTNERSHIP

Date:	11 December 2007
Item No:	Item 11
Item Title:	Key Project Update
Author:	Derek Harding
Purpose:	For Decision
Recommendation:	The Board is asked to consider the progress reports and agree the actions required to ensure effective delivery as summarised for 'Red' and 'Amber' projects.

1. Report

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

2. Action

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

Ref	Project	Status	Action
MRP11	Old Town – Delivering the Creative Quarter	Red	<ul style="list-style-type: none"> Significant progress has been made since the last meeting and we are forecasting to exceed the revised spend target for 2007. However, there has been slippage with three key projects – CCTV, Adventure Playground and Queens Arms Yard. The CCTV contract has been let and will be installed by Feb 08 but there is the possibility that Queens Arms Yard and the Adventure Playground may not proceed within the timescale of the programme. Contingency plans should be developed and the Board should be kept informed of progress.
MRP3	Queens Arms Yard	Amber	<ul style="list-style-type: none"> Planning permission has been granted for the scheme. Agreement has been reached with the landowners to proceed however negotiations are on-going with the developer partner and a stopping up order is required. This could take several months and delay the project

			<p>and potentially jeopardize the ERDF monies.</p> <ul style="list-style-type: none"> Officers should hold urgent discussions with the developer partner and if agreement cannot be reached, progress action to find an alternative partner.
MRP1	Dreamland/ Arlington	Amber	<ul style="list-style-type: none"> Work is progressing well on the development Brief and the Heritage elements. However, the landowners plans have not progressed to plan (planning application was to be submitted in Autumn 07). This has resulted in further uncertainty. The closure of the cinema has been widely publicised; the scenic railway is at risk of deterioration and the main site remains largely unused. The commercial viability of this project is still unclear. Urgent discussions should be held with the owners to establish their timetable for a planning application and a site inspection should be arranged to determine if the listed structures are at risk.
MRP2	M&S/High Street	Amber	<ul style="list-style-type: none"> The developer selection process is underway and the Stage 2 process will generate commercial prospects by June/July 2008. This could involve the acquisition and relocation of the Arts Organisations which could impact on the cultural offer in Margate. The Board should continue to be regularly updated on this project.
MRP10	Lower High St (works)	Amber	<ul style="list-style-type: none"> Implementation has been put back from Sept 07 to Jan 08 to avoid disruption to trade during the Xmas period. Works will commence mid Jan 08 for a period of 12 weeks. It is essential that there are no further delays to the project as this could impact on other projects including the proposed pilot scheme for pedestrianisation.
MRP12	Harbour Arm	Amber	<ul style="list-style-type: none"> A final draft lease agreement has been agreed and grant contracts signed. It is essential that works start on site to secure the SSCF grant available for the safety lighting and the facility is open by May 08 for the Margate Rocks festival. Officers should hold urgent talks with the developer to establish a clear timetable for implementation.
MRP14	Public Realm Programme	Amber	<ul style="list-style-type: none"> Funding has been secure for the Public Realm Study but the study has not commenced due to delays in agreeing the brief and negotiations with the preferred consultants. Officers should seek to award the contract before the end of the year and agree a clear project plan that will deliver the study before the end of April 2008.

Progress Report

December 2007

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 2007/08

The MRP Implementation Plan identifies the priority activity for the next three years. The projects have been adopted from the Margate Futures Action Plan (produced by BBP for MRP in 2005) and Thanet Council's Neighbourhood Renewal Area Strategy (2004). Projects are grouped around the following core themes:

Unlocking the Potential

Bringing forward the development of key town-centre sites and buildings.

Housing Renewal

Investing to improve housing stock to provide quality homes.

Cleaner, Safer, Greener

Reducing crime, building community cohesion and improving the environment.

Traffic, Movement and Access

Improving vehicular and pedestrian circulation and increasing connectivity

Progress - December 2007

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

Project Ref/ Status	Project Title	Project Owner	Project Description	Key Update information	Total Project Funding
UNLOCKING THE POTENTIAL					
MRP1 AMBER	Dreamland	English Partnerships	To deliver a viable and deliverable masterplan for the existing Dreamland site (including Arlington House, Square, Car Park and Marine Terrace Frontage). 20 Acre site in the heart of the town. Mixed use scheme involving visitor attraction, residential and mall retail	<ul style="list-style-type: none"> - A draft development brief has been written, in partnership with TDC, EP and Save Dreamland. This brief was submitted to Cabinet on 2nd August. The Cabinet approved the document to go to public consultation from September. This was completed following a number of public events in October and November 2007 and will be presented to full cabinet on 19th December 2007. - Work and discussions are on-going with HLF to prepare applications for heritage elements including restoration of cinema. - HLF applications are dependant on support of landowners. 	£50k (2007/08)
MRP2 AMBER	High Street	Thanet District Council	Redevelopment of a key town centre site. SEEDA & TDC have acquired a former M&S and surrounding land in Margate Town Centre for redevelopment into a mixed-use scheme for offices, retail and residential. 40,000 sqft retail – 60 – 70 residential units.	<ul style="list-style-type: none"> - The developer selection strategy commenced in November 2007. An advertisement appeared in the Estates Gazette asking for expressions of interest by 11 January 2008. A two stage procedure will follow culminating in the selection of the preferred developer early summer 2008. - In parallel to this process a cultural strategy is developed for Margate Town Centre. A steering group will manage this process. This will also inform the developers at stage 2 of the selection process of the strengths and weakness of the cultural offer in Margate. The developer will then be asked how this scheme can contribute to the identified gaps in Margate's cultural offer. - The Library is due to vacate in December. Turner Contemporary is developing proposals for temporary occupation from January 2008. 	£6.5m
MRP3	Queens Arms	Thanet District	The development of a key	- Detailed Planning Consent given September 07.	Approx £2.5m

AMBER	Yard	Council	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"> - Ownership issues (including road ownership) very complex and slower to progress than originally thought but still very positive. All owners (last owner replied Nov 07) have now indicated willingness to progress and detailed legal advice now being obtained on tying Stopping-up of Highway with conveyancing of land from owners so that both processes are simultaneous if possible. - Developer still very keen and supportive and is instructing Solicitors re purchases. - Contact made with KCC re devising Archaeology Programme in advance of construction. 	
MRP4 GREEN	Fort Road	Thanet District Council	Redevelopment of partially derelict and underused Old Town site. The scheme will include residential and address a key "gateway" into the Old Town. Residential scheme produced for 70 flats.	<ul style="list-style-type: none"> - CTM Architects have completed outline design and are discussing valuation issues with owners. CTM are also in ongoing discussion with TDC officers re detailed design issues to include building of substantial height – detailed design to be informed by Turner Contemporary final design. Meeting arranged with owners agents regarding scheme viability and policy requirements for developer contributions. 	Private Sector (no public funding)
MRP5 GREEN	Turner Contemporary	Turner Contemporary	To build a new gallery celebrating JMW Turner's links with Margate including exhibition gallery space, education space, cafe and administration areas.	<ul style="list-style-type: none"> - A major public meeting was held at the Theatre Royal on 16 October when David Chipperfield set out the current design of the gallery. This has received much public acclaim - In relation to the building, RIBA Stage D has been achieved and the project was submitted for planning permission on 15 November. The project is now working towards RIBA Stage E – Final Proposals, which is anticipated to be concluded in February 2008. - A Transport Assessment and Travel Plan have been completed for the gallery which reflects the Parking, Access and Movement (PAM) strategy. - A series of workshops has been established to explore the development of sustainability options for the gallery. Decisions on building sustainability are expected to be concluded in the current stage. Proposals under consideration include rainwater harvesting, micro-wind power, photo-voltaics and solar thermal energy - The latest Stage D cost plan analysis indicates the project remains on track to be delivered within budget - Further work has been undertaken to complete the business planning for the project. A specific meeting with SEEDA was held on 2 October to discuss progress and revisions are being made in the light of this. LOCUM has been commissioned to review visitor numbers and complete a fresh market analysis. They will also be assisting us 	£17.4m

				to review our business plan. A revised submission to SEEDA is anticipated in December. Our ACE Development Plan was submitted at the end of August and evaluators are currently assessing our application.	
MRP6 GREEN	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"> - During the Stage 2 briefing of the shortlisted development partners, Ellandi property withdrew from the process. This left a shortlist of Crest Nicholson Ltd, Gleeson Homes Ltd and Urban Splash from whom Stage 2 submissions were received. - Because of the late provision of a fairly complex wave modelling report, the deadline for submissions was extended from Oct 31 to Nov 16 and as a result the interviews and selection of a development partner will not now take place until January. Ahead of this selection meeting a summary and assessment of each of the submissions will be produced. 	£30k
MRP7 GREEN	Royal Seabathing	Thanet District Council	Return of vacant enclosed brownfield sites to beneficial use by private developer. Major residential scheme part refurbishment of listed building and part new build at Sea Bathing.	<ul style="list-style-type: none"> - Planning permission for 272 units awaited and being implemented. Resolution to award permission for an additional 113 units of planning committee July 2007. Negotiation still underway regarding section 106 contributions. Independent consultants carrying out viability exercise. - Construction of new build on eastern edge has commenced. 	Private Sector
CLEANER, SAFER, GREENER					
MRP8 GREEN	Lido	Thanet District Council	Mixed-use scheme for residential, leisure, hotel and retail. Pre application scheme involves 450 – 500 residential units and 200 bed hotel.	<ul style="list-style-type: none"> - Initial schemes prepared, preparation of E.I.A. to support planning application underway. Proposals impact upon coastal nature conservation designations. Natural England and Environmental Agency are being kept informed and are contribution to the preparation of the E.I.A. - Discussion on going about a revised design to minimise the impact on the chalk cliff. 	Private Sector
MRP9 GREEN	Cecil Square	Thanet District Council	Redesign of Cecil Square to allow for greater access by pedestrians and to recreate this space as the heart of the town centre.	<ul style="list-style-type: none"> - Jacobs have been included within the Parking Access & Movement workshop. A revised look at the square in conjunction with Thanet District Council to be undertaken after the submission of the PAM study. - Currently re-evaluating initial consultant design schemes in conjunction with Parking Access & Movement Study as well as with Public Realm Strategy work. 	To be secured
MRP10	Lower High	Thanet District	Improvement of footway	<ul style="list-style-type: none"> - The scheme is progressing steadily with the tender bring returned in 	£425,000

AMBER	Street	Council	and carriageway surfaces including street furniture and planting for Lower High Street from New Street to the Parade, Market Street, and Lombard Street.	<ul style="list-style-type: none"> mid August. The contractor and the Authority now have a contract to undertake the works. In addition a contract now exists with KCC and the Authority in the formation of a 278 Agreement. Works are to commence on site in January 2008. An open information meeting has taken place to those affected by the works, both trading and residential. Road closures will commence from the 14 January 2008 in order to facilitate the works. 	
MRP11 RED	Delivering the Creative Quarter	Thanet District Council	A package of works to establish a creative and cultural centre in Margate including support for creation of workspace and public realm improvements.	<ul style="list-style-type: none"> Lease for Harbour Arm finalised and grant contract signed. Design for Sign Project selected. CCTV and Lighting works to commence in December. Contracts let and spend commenced. Agreements reached with 3 buildings owners to provide creative workspace. Children's Adventure Playground delayed due to covenants. Revised spend targets agreed with GOSE and forecast spend with next revised targets. 	£2m
MRP12 AMBER	Margate Harbour Arm	Kent County Council	To bring Margate Pier back into the public realm of Margate Old Town and the re-use of the Pier buildings for arts space, cafe/restaurants and retail units.	<ul style="list-style-type: none"> Lease Agreement with solicitors. Planning permission obtained for restaurants, cafes, studios and gallery space. SSCF funding secured for safety lighting. Artistic lighting to commence in January 2008. Grant contract signed with developer. 	£150,000
MRP13 GREEN	Safer, Stronger Communities Fund	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"> 61 projects work in progress. GOSE advised under-spend from 06/07 could be carried forward into 07/08 therefore outstanding funds available for projects @ Nov 07: Neighbourhood Element revenue: £141,032. CSG revenue: £70,628. (*CSG revenue can also be used as capital). CSG capital: £138,362. SSCF Board agreed an additional round of project bids to commit final capital in 07/08. GOSE advised any revenue under-spend in 07/08 can be carried forward but not capital. SSCF Programme Board agreed that SSCF Team contracts can be extended to March 31st 2009. Other revenue carried forward will be used to continue part funding certain employed posts for which SSCF funding was provided. Still awaiting CGSR response to whether SSCF will be funded for year 3 (08/09) and year 4 (09/10). Predict only revenue funding 	£3.7m

				available, as per original guidance. GOSE advise should be informed Dec 07/ Jan 08.	
MRP14 AMBER	Public Realm Programme	Kent County Council	To commission and produce a Margate Public Realm Implementation Plan that establishes a strategic framework and opportunities for practical applications for delivering some high quality spaces and public art interventions.	<ul style="list-style-type: none"> - Project meetings held, area of study identified, character areas, materials palette, discussed. Sketch ideas in preparation to form part of a brief for detailed consultancy work. - September 07 – Scoping study completed - October 07 – agreed to appoint UD consultants to take the project to the next stage. - Agreed Funding of £50k for project. - November 07 – Brief finalised - approaching consultants – agreeing terms - Project to be completed by end financial year 2007/08 	£50,000
HOUSING RENEWAL					
MRP15 GREEN	Housing Renewal	Thanet District Council	A 4-phased housing renewal programme for Cliftonville West and Margate Central to increase confidence and improve the quality of life of both residents and businesses.	<ul style="list-style-type: none"> - Consultation period for declaring all further Renewal phases completed. Included 3 open days held in October 2007. Report to Cabinet for 11th December to approve declaration. - East Kent bid for Regional Housing Board submitted in October 2007. Feedback from GOSE: 9 bids received from the SE region. Each bid will receive some funding, levels to be announced early 2008. 	TDC £1m over 5 years RHB £1m 07/08 only
TRAFFIC, MOVEMENT AND ACCESS					
MRP16 GREEN	De-dualling Fort Hill	Kent County Council	Narrowing of the vehicular carriageway to increase the connectivity between the Turner Contemporary and Rendezvous site to the Old Town.	<ul style="list-style-type: none"> - The final scheme and alignment is now almost finalised, awaiting only minor decisions on details of how the scheme will interface with the Turner Contemporary building and entrance. Materials have been agreed and costings provided. - An April start has been scheduled. 	£0.5m
MRP17 GREEN	Lower High Street (Pedestrianisation)	Thanet District Council	Closure to vehicular traffic	<ul style="list-style-type: none"> - Formal consultation to commence in September 07 following petition submitted by traders. 	Agreed in principle by KCC
MRP18 GREEN	Parking, Movement & Access Plan	Kent County Council and Thanet District Council	Completion of traffic study for Margate (following on from Margate Masterplan) and Parking, Access and Movement Strategy.	<ul style="list-style-type: none"> - Strategy and priority actions to be presented to the Board in December. - Working group to be established and detailed Action Plan developed 	£50,000