

Levelling Up Fund Application Form

This form is for bidding entities, applying for funding from the Levelling Up Fund (LUF) across the UK. Prior to completing the application form, applicants should read the [LUF Technical Note](#).

The Levelling Up Fund Prospectus is available [here](#).

The level of detail you provide in the Application Form should be in proportion to the amount of funding that you are requesting. For example, bids for more than £10m should provide considerably more information than bids for less than £10m.

Specifically, for larger transport projects requesting between £20m and £50m, bidding entities may submit the Application Form or if available an Outline Business Case (OBC) or Full Business Case (FBC). Further detail on requirements for larger transport projects is provided in the [Technical Note](#).

One application form should be completed per bid.

Applicant & Bid Information

Local authority name / Applicant name(s)*: [Thanet District Council](#)

**If the bid is a joint bid, please enter the names of all participating local authorities / organisations and specify the lead authority*

Bid Manager Name and position: Louise Askew, Director of Regeneration

Name and position of officer with day-to-day responsibility for delivering the proposed scheme.

Contact telephone number: [REDACTED]

Email address: louise.askew@thanet.gov.uk

Postal address: PO Box 9, Cecil Street, Margate, Kent, CT9 1XZ

Nominated Local Authority Single Point of Contact: Louise Askew

Senior Responsible Officer contact details:

Madeline Homer, Chief Executive

madeline.homer@thanet.gov.uk

Chief Finance Officer contact details:

Tim Willis, Deputy Chief Executive and S151 Officer

tim.willis@thanet.gov.uk

Country:

- England**
- Scotland**
- Wales**
- Northern Ireland**

Please provide the name of any consultancy companies involved in the preparation of the bid:

For bids from **Northern Ireland applicants** please confirm type of organisation

- | | |
|---|---|
| <input type="checkbox"/> Northern Ireland Executive | <input type="checkbox"/> Third Sector |
| <input type="checkbox"/> Public Sector Body | <input type="checkbox"/> Private Sector |
| <input type="checkbox"/> District Council | Other (please state) |

PART 1 GATEWAY CRITERIA

Failure to meet the criteria below will result in an application not being taken forward in this funding round

1a Gateway Criteria for **all** bids

Please tick the box to confirm that your bid includes plans for some LUF expenditure in 2021-22

Please ensure that you evidenced this in the financial case / profile.

Yes

No

1b Gateway Criteria for private and third sector organisations in **Northern Ireland bids only**

(i) Please confirm that you have attached last two years of audited accounts.

Yes

No

(ii) **Northern Ireland bids only** Please provide evidence of the delivery team having experience of delivering two capital projects of similar size and scale in the last five years. (Limit 250 words)

PART 2 EQUALITY AND DIVERSITY ANALYSIS

2a Please describe how equalities impacts of your proposal have been considered, the relevant affected groups based on protected characteristics, and any measures you propose to implement in response to these impacts. (500 words)

To fully promote equality and diversity, and ensure that any potential for discrimination is mitigated, the following will be embedded into the project:

- Project deliverables have undergone an equality impact assessment to identify and address any gaps or improvements that can be made. The adverse equality impact was found to be low.
- The building which will accommodate MargateDigital is purposefully located in an area of high socio-economic deprivation and is easily accessible for public transport and pedestrians.
- The building will incorporate all necessary measures to make the physical space accessible and welcoming for a diverse range of users.
- The innovative and inclusive curriculum offer extends from Level 2 Diplomas through to degree-level programmes. It includes short courses and workshops and will appeal to a range of learners, some of whom will be considering career changes as a result of the Covid pandemic.
- MargateDigital's entry level offer and progression opportunities will appeal to a range of disaffected young people who are currently not in education, employment or training (NEET). It will provide them with a gateway to enter an exciting and growing sector and enable them to grow their confidence, self-esteem and employability skills.
- EKC Group has a reputation for high quality support for learners with a range of needs. An appropriately resourced, qualified and experienced body of staff will provide all necessary support and will signpost to relevant external agencies where necessary.
- Learners will be required to follow EKC Group's Student Code of Conduct, which is based on the principles of respect for self and others, understanding and tolerance. In addition, the Group has a zero-tolerance approach to bullying and harassment and all learners will receive an induction and ongoing learning on these themes.
- Learners will engage with a programme of enrichment in terms of social action, work experience and extended learning to facilitate their social, cultural and moral development.

- Curriculum, resources and activities will be provided on a fully accessible and flexible basis; for example, a blend of on site and online learning for those students who have disabilities or caring responsibilities.
- Delivery will be customised to meet students' particular needs and expectations; participants will be supported to develop and maintain a personalised plan and goals to enable them to transition successfully into the next steps in their education or into employment.
- Learners who struggle to access and use IT will be loaned equipment to enable them to participate fully in learning. Where needed, additional support will be provided to develop IT skills.
- The approach to learning will embrace diversity and eliminate stereotypical or prejudicial perspectives and language. Any prejudicial viewpoints will be used as an opportunity to explore equality and diversity themes and as a basis for constructive criticism and the developmental progression of learners.
- Resources will be adapted based on feedback from learners about access and learning needs. For example, web-based resources will be customisable to accommodate conditions such as visual impairment, dyslexia etc.

(500 words)

When authorities submit a bid for funding to the UKG, as part of the Government's commitment to greater openness in the public sector under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, they must also publish a version excluding any commercially sensitive information on their own website within five working days of the announcement of successful bids by UKG. UKG reserves the right to deem the bid as non-compliant if this is not adhered to.

Please specify the weblink where this bid will be published: www.thanet.gov.uk

PART 3 BID SUMMARY

3a Please specify the type of bid you are submitting

Single Bid (one project)

Package Bid (up to 3 multiple complimentary projects)

3b Please provide an overview of the bid proposal. Where bids have multiple components (package bids) you should clearly explain how the component elements are aligned with each other and represent a coherent set of interventions (Limit 500 words).

MargateDigital is a specialist industry-focused college purposefully positioned in Margate, a vibrant centre of creativity in the South East.

Our mission is to develop people and nurture new ways of thinking and innovation; collaborating with creative and digital companies to give our students the skills and opportunities they need to get ahead in these transformational sectors.

Our aims are to:

- Shape the future through creativity and technology, exploiting the intersection between Digital and Creative;
- Inspire a diverse range of people to enter these rewarding sectors through a variety of routes, learning modes and career-relevant courses;
- Be agile and future-facing, ensuring everything we do is highly relevant to current and future industry needs;
- Create a talent pool of high-calibre, industry-ready graduates.

The UK creative and digital technology sectors are growing significantly and the South East needs to be at the forefront of this revolution, creating high-quality digital experiences and making emerging technologies accessible for wider audiences. MargateDigital understands the synergy between these two sectors and how they interact to democratise knowledge, enact societal change, bring new and diverse audiences, and stimulate new inward investment.

The project will bring employers, local people, and students together to grow the creative and digital economy by:

- Creating pathways to skills development and employment for residents; and

- Becoming an enabler of creative and digital company start-ups, scale-ups and inward investment by providing an industry-ready talent pool.

Thanet District Council, in partnership with the EKC Group and Margate School is well positioned to maximise the potential of MargateDigital, with a determined focus upon the growth of the Creative and Digital Industries and addressing an identified demand for digital skills across the whole local economy. The space and curriculum will encourage collaboration; anticipate future technologies; deliver highly relevant training; and enhance the student experience through integrated commercial practice and the creation of digital content and services for global markets.

The project will:

- Create 2,000 sq m of cutting-edge, industry-relevant training space;
- Deliver to more than 200 16-19 and adult learners in the first year of operation, with further growth over subsequent years;
- Deliver a range of technical qualifications, including specialised T Levels in Animation, Architecture, Programming, Coding, Graphics, Marketing, TV and Film.
- Offer seamless progression to Level 4 and 5 provision by introducing new Higher Technical Qualifications, supported by a government-backed brand and quality mark to meet the higher-level skills of industry;
- Invest £7,026,078 in the area (£6,306,078 from the Levelling Up Fund and £720,000 from EKC Group), a significant proportion of which will be for specialist equipment.

Focusing on digital technology and using a town centre location, with good public transport links and cycling infrastructure, will embed sustainable, net zero learning and working. The shared spaces, links with local industry and increased footfall will enhance the townscape of Margate, making it more attractive to residents, visitors and businesses.

MargateDigital will also address wider regional skill shortages and support strategic sector initiatives like Thames Estuary Production Corridor and Ashford International Studios.

(499 words)

3c Please set out the value of capital grant being requested from UK Government (UKG) (£). This should align with the financial case:	£6,306,078
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3d Please specify the proportion of funding requested for each of the Fund's three investment themes	Regeneration and town centre	100%
	Cultural	%
	Transport	%

PART 4 STRATEGIC FIT

4.1 Member of Parliament Endorsement (GB Only)

See technical note section 5 for Role of MP in bidding and Table 1 for further guidance.

4.1a Have any MPs formally endorsed this bid? If so confirm name and constituency. Please ensure you have attached the MP's endorsement letter.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Sir Roger Gale MP for North Thanet. Letter of support attached at Appendix A (i).

Other letters of support are attached at Appendix A (ii) – (v)

4.2 Stakeholder Engagement and Support

See technical note Table 1 for further guidance.

4.2a Describe what engagement you have undertaken with local stakeholders and the community (communities, civic society, private sector and local businesses) to inform your bid and what support you have from them. (Limit 500 words)

A stakeholder engagement strategy was developed to set the objectives of our stakeholder engagement activity and identify who would be engaged and how. The approach to engagement was designed to ensure it was:

- Open and inclusive to all interested parties, with particular emphasis on including members of the community who do not traditionally take part in consultations.
- Robust and representative, ensuring that those involved in the process can evidence the value of their participation.
- Providing adequate opportunities for all interested parties to have their say to help shape a plan.
- Compliant with Covid-19 requirements and restrictions.
- Innovative in the way that engagement took place, accessing as many different community and stakeholder groups as possible.
- Blended face to face engagement with digital participation opportunities, including:
 - Completing questionnaires;
 - Attending COVID-19 secure drop-in events;
 - Participating in stakeholder workshops (digitally or face to face);

- Taking part in digital coffee mornings;
- Focus groups delivered in partnership with organisations including education providers, the third sector and other networks; and;
- Emailing, writing to or telephoning the engagement team.

Making use of a range of engagement methods allowed a more flexible and inclusive approach to stakeholder engagement.

The key stakeholders (both locally and regionally) engaged were:

- SELEP
- Kent and Medway Economic Partnership
- EKC Group Board
- EKC Schools Trust
- Margate Town Deal Board
- Thanet District Council
- Local Community Focus Groups, including resident groups, businesses and 3rd sector organisations. In total, 73 Businesses, 181 organisations and 1000 individuals were engaged.

Our local MP, Sir Roger Gale, was also fully supportive in championing the scheme, given its positive impact on the constituency.

Stakeholders consulted were overwhelmingly supportive of the project from their various perspectives:

- They valued the fact that the project is aligned with the Local Plans of Thanet by helping to address the area's skills and employment growth needs through a curriculum that encourages and enables creativity and the application of new technology in a local priority sector.
- They also welcomed the project's focus on engaging a wide range of young people, including disaffected and excluded young people, in learning and personal development opportunities that will significantly improve their life chances and career options. 32% of questionnaire respondents said; "job creation including higher skilled jobs, with better wages" was their number one priority for change¹.
- Local stakeholders, in particular, noted the boost the project will give to the town's regeneration and attractiveness to residents, visitors and companies

1

https://www.thanet.gov.uk/wp-content/uploads/2020/09/R.018-Margate-Town-Deal-Engagement-Summary-Report_Rev-A_LR.pdf

<p>by turning a high street derelict building into a major community and business asset.</p> <ul style="list-style-type: none"> • Stakeholders also highlighted the role the project can play in wider strategic initiatives, like the Thames Estuary Production Corridor and the proposed Ashford International Studios. • Strategic partners welcomed the focus on priority sectors for Kent and Medway and the South East (Creative and Digital) and its contribution to key economic challenges, such as digitalisation of the economy and the transition to net zero. <p><i>(482 words)</i></p>	
<p>4.2b Are any aspects of your proposal controversial or not supported by the whole community? Please provide a brief summary, including any campaigns or particular groups in support or opposition? (Limit 250 words)</p>	
<p>The proposal was not controversial, and strong support was identified locally through our own stakeholder engagement activity in developing this bid and through community engagement undertaken for the Margate Town Deal.</p> <p><i>(31 words)</i></p>	
<p>4.2c Where the bidding local authority does not have the statutory responsibility for the delivery of projects, have you appended a letter from the responsible authority or body confirming their support?</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p><input checked="" type="checkbox"/> N/A</p>
<p>For Northern Ireland transport bids, have you appended a letter of support from the relevant district council</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> N/A</p>
<p>4.3 The Case for Investment</p> <p>See technical note Table 1 for further guidance.</p>	
<p>4.3a Please provide evidence of the local challenges/barriers to growth and context that the bid is seeking to respond to. (Limit 500 words)</p>	
<p>The local challenges and barriers to growth that the project responds to are as follows:</p> <ol style="list-style-type: none"> 1. There is substantial, recent and robust evidence that growth of the creative and digital economy is being held back by skills shortages and skills gaps. 	

Kent and Medway Economic Partnership's May 2021 [Workforce Skills Evidence Base](#) identified a pressing need to engage more young people and adults in creative and digital careers; develop closer links between industry and Further and Higher Education; inject a strong industry-focused, practice-based element to technical education; and take a strategic approach to building the talent pool the creative and digital sector needs by *inter alia* locating education facilities in key locations.

Independent research commissioned by EKC Group (*Curriculum 2030 Research*, available upon request) concluded that East Kent, and especially Thanet, where Margate is based, were relatively low-wage and low-skill economies, with a poor qualifications profile relative to the rest of Kent and the wider South East. At the same time, it identified creative and digital as one of the highest growth potential sectors and that demand for digital skills will be strong across the whole economy. It also noted that creative and digital is seen as a priority sector for skills development by Thanet District Council. The visibility and reputation of the sector has helped put the town on the map, but needs to be accelerated.

2. **Demographic shift** means that additional space is needed to accommodate a significant growth in student numbers across Thanet: ONS population growth projections suggest a 21% (+9,900) increase in the number of 15-19-year-olds by 2030 across East Kent and 16% (+1,200) in Thanet.
3. East Kent shows a significant **lag in productivity** compared with Kent and the wider South East, with GVA per head especially low Thanet. This project will enhance opportunities for entrepreneurial activity and create new enterprises and investment/jobs in higher-productivity activities enabled by higher intermediate-level digital and creative skills.
4. **Deprivation** is excluding significant numbers of residents from the labour market and better paid work: many areas in Margate fall within the 10% most deprived in the country in terms of household income, and higher than average unemployment rate. Linked to this, there is need to build a more cohesive community, address divisions in perceptions between long-term residents and 'newcomers', and create more opportunities for young people.
5. The **attractiveness** of Margate for residents, visitors, businesses and investors is undermined by empty and dilapidated buildings. This project brings an old building back into community and business use, and helps to change perceptions.

Margate is too reliant on day-trips and the seasonal economy. There is a need to increase the diversity of the local economy and create more high value-added, year-round jobs. The investment will create a new linked route through the town

centre from the coast to the historic Hawley Square, creating a focal point of activity around creative production and skills, and driving further town centre investment and business growth.

(491 words)

4.3b Explain why Government investment is needed (what is the market failure)? (Limit 250 words)

Government investment is needed because:

- The *status quo* is not generating the skilled people required to unlock the investment to realise Margate's potential in creative and digital, despite growing numbers of young people in the local population.
- Additional public investment is needed to engage and inspire more young people to enter further education and progress to the highest possible level of skill locally in growth sectors like creative and digital, and then progress via clear routes into work.
- EKC Group's estate plans are unable to meet the investment required by any other means and commercial training providers are unable to invest at risk in the current economic conditions.
- Where digital skills have been provided in the past through various time-bound initiatives, they have not been sustainable due to the lack of a permanent presence. There needs to be continuity and sustained growth in partnership with existing and new enterprises who will be encouraged by the committed investment to meet their skills needs.
- The long-term vacant building in question cannot attract retailers or other investment and so requires a different use. Margate high street lacks the 'pulling power' to attract a new major retail tenant, especially since Covid-19. This alternative community use will revitalise the area, increase footfall and stimulate business growth in the surrounding area.

Public investment in the project will address this market failure and create a financially sustainable education facility that will stimulate the local economy and create a new a community asset.

(250 words)

4.3c Please set out a clear explanation on what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers with evidence to support that explanation. As part of this, we would expect to understand the rationale for the location. (Limit 500 words)

The investment will:

1. Create 2,000 sq. m of cutting-edge, industry-relevant training space;
2. Deliver to 200 16-19 and adult learners per year;
3. Deliver a range of technical qualifications, including specialised T Levels in Animation, Architecture, Programming, Coding, Graphics, Marketing, TV and Film.
4. Offer seamless progression to Level 4 and 5 provision by introducing new Higher Technical Qualifications, supported by a government-backed brand and quality mark to meet the higher-level skills of industry;
5. Invest £7,026,078 in the area (£6,306,078 from the Levelling Up Fund and £720,000 from the EKC Group, which will be on specialist IT equipment and curriculum.)

This will address the following challenges and barriers identified in section 4.3a as follows:

1. **Skills gaps and skills shortages** (evidenced in the *Workforce Skills Evidence Base*) will be addressed by creating a high-profile, engaging education facility and curriculum which has strong links to creative and digital employers. This will both engage students and businesses in the opportunities available and create the skilled talent pool needed for growth.
2. **Demographic shift** (evidenced by ONS population projections) will be addressed by increasing the volume and range of technical education places available to the rapidly growing population of young people.
3. The East Kent **productivity lag** (evidenced in the *Workforce Skills Evidence Base*) will be reduced in the creative and digital sector through improved technical skills, including at higher and intermediate levels, which are most likely to increase company competitiveness.
4. The project will also help to address Thanet's longstanding issue of **deprivation** (evidence in the *Index of Multiple Deprivation 2019*) by engaging people from deprived parts of the District and providing access to good quality jobs through technical education, raising incomes and increasing economic activity.
5. Margate's **attractiveness** to residents, visitors and businesses will be increased by turning an empty and dilapidated building into a vibrant community and economic asset.

Our choice of a town-centre Margate **location** places the new facility at the heart of Thanet's creative a digital economy (giving access to employers, freelancers and

entrepreneurs), while also being accessible for students, who will benefit from multiple low-carbon public transport and cycling options to reach the centre.

By doing this the new facility will house the growing demographic, revitalise the town centre and create inward investment with new enterprises. Within a vibrant town centre and close to the station, there will be a growing demand for office space, driven by more flexible working patterns and a shifting of activities out of London. Creative and Digital enterprises will grow on the doorstep of MargateDigital, benefiting from a supply of talent and digital production/marketing to support their ambitions.

This project also takes advantage of previous ventures in the area, with huge investment in fast broadband connectivity across Margate. With 99% superfast availability (30+MpdS+) and now higher than the UK average with no areas under (10 Mbps or lower).

(478 words)

4.3d For Transport Bids: Have you provided an Option Assessment Report (OAR)	<input type="checkbox"/> Yes <input type="checkbox"/> No
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4.3e Please explain how you will deliver the outputs and confirm how results are likely to flow from the interventions. This should be demonstrated through a well-evidenced *Theory of Change*. Further guidance on producing a Theory of Change can be found within [HM Treasury’s Magenta Book](#) (page 24, section 2.2.1) and [MHCLG’s appraisal guidance](#). (Limit 500 words)

Figure 4.3e presents the logic model for MargateDigital. Outputs will be delivered through EKC Group’s established and effective processes for developing new technical education facilities.

Figure 4.3e: MargateDigital Logic Model

Inputs	Outputs	Outcomes	Impacts
<u>Capital</u> <ul style="list-style-type: none"> LUF £6.3m EKC Group £0.72m <u>Revenue</u> <ul style="list-style-type: none"> Non-capitalised strategic management costs associated with the new development. Ongoing maintenance and 	<ul style="list-style-type: none"> 2,000 sq. m of high street premises brought back into use for educational and business support purposes. Better quality facilities for digital and creative technical education. Increased College capacity to 	<ul style="list-style-type: none"> Expansion of student numbers at levels 2, 3, 4 and 5. Expanded digital and creative curriculum offer (scope and levels). Improved access to high quality technical education for learners. 	<ul style="list-style-type: none"> Reduced skills shortages and skills gaps in the East Kent creative and digital economy and more generally. Strengthened creative and digital sector in East Kent, and contribution to strategic sector initiatives like Thames Estuary

<p>repair of the facility over 30 years.</p> <ul style="list-style-type: none"> Investment to date in project design and development. 	<p>expand student numbers.</p>	<ul style="list-style-type: none"> Increased employment and jobs safeguarded in digital and creative companies. Increased levels of business start-up, scale-up and inward investment. Increased technology adoption and innovation in local digital and creative companies. Reduced levels of NEETs¹¹. More sustainable and low carbon travel-to-learn patterns. Enhanced townscape, more attractive to residents, visitors and businesses. Improved digital arts and cultural offer. 	<p>Production Corridor and Ashford International Studios.</p> <ul style="list-style-type: none"> Increased awareness and understanding of creative and digital careers among young people and adults. Further enhancement of EKC Group's role as a leading provider of creative and digital technical education. Economic growth, especially in the priority creative and digital sector. Successful local implementation of Government's technical education policy.
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The intended outcomes and impacts will flow from the interventions described as follows:

- More students will access an enhanced and expanded creative and digital technical education offer due to demonstrated untapped local student demand among young people (see 5.1 a above). The accessibility, visibility (town centre location) and quality of the new facilities will act as a magnet to students, as has happened at other EKC Group sites when new capital funding has been secured.
- Increased employment, business start-up and scale-up, and inward investment can be expected given Margate's growing prominence as a digital and creative hub, at the same time as there is strong evidence that skills

shortages and skills gaps are holding back the sector's growth (see 4.3a and 4.3c above).

- More sustainable and low-carbon travel-to-learn patterns can be expected because Margate town centre is a public transport hub, with good bus and train connections to the rest of East Kent.
- The new facility will improve perceptions of the town centre, turning an eyesore into a high-profile educational, creative and digital economy asset.
- MargateDigital will support the local arts and cultural offer by engaging more people in the production, promotion and dissemination of new work.

(500 words)

[\[1\]](#) Young people not in education, employment or training.

4.4 Alignment with the local and national context

See technical note Table 1 for further guidance.

4.4a Explain how your bid aligns to and supports relevant local strategies (such as Local Plans, local economic strategies or Local Transport Plans) and local objectives for investment, improving infrastructure and levelling up. (Limit 500 words)

The project is closely aligned to and supports local strategies and priorities:

- The **Thanet Local Plan**² identifies low skills levels, high unemployment and low wages as 'significant difficulties' for Thanet and identifies encouraging local business growth and inward investment as a key part of the solution. The Plan also aims for further improvement and development of Margate town centre and specifies an important role for the creative sector and education in that.
- The **Thanet Economic Growth Strategy**³ (2016) identifies, 'cultivating the creative industries across Thanet' as one of 7 'transformational initiatives' and places great emphasis on the role that education can play in local economic development. 'Working with businesses, schools and FE/HE providers to improve workforce skills' is specified as one of 4 'foundational principles'.
- The **Margate Town Deal** and Investment Plan⁴ highlights the importance of skills in meeting the town's major challenges. It also identifies that creative economy businesses are failing to scale, but there is a significant growth opportunity, and that more young people need to enter further and higher education. 'Intervention 1' (of 4) of the Plan is 'scaling Margate's creative production and skills'. This requires spaces to support and scale creative production stretching from the high street to Theatre Royal. This former M&S

² <https://www.thanet.gov.uk/info-pages/local-plan-updates/>

³ <https://www.thanet.gov.uk/wp-content/uploads/2018/08/FINAL-Thanet-Economic-Growth-Strategy-060117.pdf>

⁴ <https://www.thanet.gov.uk/campaigns/margate-town-deal/?tab=4>

building (which is the focus of this Levelling Up Fund bid) is singled out as a key site to be transformed in order to create new jobs and education opportunities, help create a focal point of creative production and skills and drive further town centre investment.

- The **Thanet Transport Strategy**⁵ includes provisions for safe and sustainable travel; accessible locations which can be reached on foot, by public transport or cycle; and improvements to walking, public transport and cycling infrastructure. The project is aligned with these aims by locating the new education facility in a town centre location with excellent public transport (rail and bus) and cycling access from Thanet and East Kent as a whole.

The project is also strategically aligned with regional and sub-regional priorities:

- **South East LEP's Economic Strategy Statement Smarter Faster Together**⁶ notes the importance of the creative industries to the local economy, especially within the Thames Estuary. The **SELEP Skills Strategy 2018-23**⁷ identifies 'IT, Digital and Creative' as a priority.
- The **Thames Estuary Production Corridor Case for Investment**⁸ specifically identifies Margate as a key 'cultural production area' in the London, South Essex and North Kent 'cultural ecosystem'. It advocates public investment and highlights the role that Further and Higher Education can play in enabling growth.
- Kent and Medway's August 2020 **Economic Renewal and Resilience Plan**⁹ includes a significant focus on supporting business growth and developing skills in to aid economic recovery. The **Employment Plan**¹⁰ (December 2020) created an Employment Task Force and a group to drive action on creative and digital as a strategic priority. It commissioned the **Kent and Medway Workforce Skills Evidence Base**¹¹, which provided detailed evidence of creative and digital skills needs (see 4.3c).

(499 words)

4.4b Explain how the bid aligns to and supports the UK Government policy objectives, legal and statutory commitments, such as delivering Net Zero carbon emissions and improving air quality. Bids for transport projects in particular should clearly explain their carbon benefits. (Limit 250 words)

⁵ <http://thanet.opus3.co.uk/ldf/documents/Thanet%20District%20Adopted%20Local%20Plan%202020/%20Transport%20Strategy>

⁶ <https://www.southeastlep.com/SmarterFasterTogether>

⁷ <http://www.southeastlep.com/our-strategy/skills/>

⁸ https://www.kent.gov.uk/_data/assets/pdf_file/0018/110961/Thames-Estuary-Production-Corridor-Case-for-Investment-2020.pdf

⁹ http://kmep.org.uk/documents/Renewal_and_Resilience_Plan_-_August_2020.pdf

¹⁰ https://www.kent.gov.uk/_data/assets/pdf_file/0003/116706/Kent-and-Medway-Employment-Plan.pdf

¹¹ http://kmep.org.uk/documents/Workforce_Skills_Evidence_Base.pdf

Reflecting the UK's commitment to net zero carbon emissions by 2050, the project will be exemplary in terms of carbon emissions, air quality and other environmental impacts:

- Sustainable travel: a major part of the carbon footprint of educational establishments is student travel, and so the more sustainable this is, the lower the environmental impact. Our town centre location, which is also a public transport hub with bus and train services from across Thanet, East Kent and further afield, will incentivise public transport use and encourage cycling and walking.
- Car free: no parking will be available other than town centre public car parks, although support will be available to assist mobility impaired students and staff who need to travel by private vehicle.
- Cycle security: secure cycle storage and shower facilities will be offered free on site to all staff and students to encourage cycle use.
- Paperless: in keeping with our aspiration to be a leading digital centre, there will be a 'digital first' policy, with paper use discouraged and minimised.
- Waste management: we will implement the highest standards of waste disposal, reduction, re-use and recycling.
- Student and staff engagement: centre users will be engaged in 'Green MargateDigital', a participatory programme of continuous improvement on environmental performance, with support for outreach education, student activism and community activities on themes such as decarbonisation and action to address biodiversity loss.
- Estates management: we will implement relevant environmental management standards during construction and operation of the building.

(249 words)

4.4c Where applicable explain how the bid complements / or aligns to and supports other investments from different funding streams. (Limit 250 words)

The project aligns with and complements other investments from different funding streams as follows:

- **Margate Town Deal** will invest £22.2m^[1] in projects that help to 'scale Margate's creative production and skills' (£8.9m); improve public realm for 'coastal wellbeing' (£3.55m); encourage 'active movement and connections' (£5.25m); and 'diversify heritage assets' (£4.5m). Our project is complementary and enhances the £8.9m for creative production and skills by adding a new technical education facility to complement the £6m that will be invested in other building refurbishment for workspace and other education activities.

- EKC Group is providing £720,000 in matched funding from the Department for Education's **Specialist Equipment Allocation**^[2] funding, which has been created to fund industry specialist equipment required for technical education delivered under the new T Levels policy.
- EKC Group will also access revenue funding from its Further Education and Adult Education Budget monies provided by the **Education and Skills Funding Agency**. This will cover programme delivery costs and additional student support monies when appropriate. This revenue funding will ensure that the investment is fully utilised in the years after the building restoration and fit out.
- **Homes England**, the owner of the building which will be restored to become MargateDigital will make the site available [REDACTED].

(210 words)

^[1] <https://www.thanet.gov.uk/campaigns/margate-town-deal/?tab=3>

^[2] <https://www.gov.uk/government/publications/t-levels-capital-fund/specialist-equipment-allocation-sea>

4.4d Please explain how the bid aligns to and supports the Government's expectation that all local road projects will deliver or improve cycling and walking infrastructure and include bus priority measures (unless it can be shown that there is little or no need to do so). Cycling elements of proposals should follow the Government's cycling design guidance which sets out the standards required. (Limit 250 words)

While not a project to improve cycling or walking infrastructure *per se*, MargateDigital will actively encourage cycling (along with the use of public transport) by:

- Locating MargateDigital in a town centre location with good local cycling access and within easy reach of cycle-friendly trains that go to Margate station from multiple areas of East Kent and further afield.
- Being car free: no parking will be available other than town centre public car parks, although support will be available to assist mobility impaired students and staff who need to travel by private vehicle.
- Cycle security: The design includes secure cycle storage and shower facilities to be offered free on site to all staff and students to encourage cycle use.
- Student and staff engagement: centre users will be engaged in 'Green MargateDigital', a participatory programme of continuous improvement on environmental performance, with support for outreach education, student activism and community activities on themes such as decarbonisation and action to address biodiversity loss. This will include specific messaging and encouragement for cycling.

(173 words)

PART 5 VALUE FOR MONEY

5.1 Appropriateness of data sources and evidence

See technical note Annex B and Table 1 for further guidance.

All costs and benefits must be compliant or in line with [HMT's Green Book](#), [DfT Transport Analysis Guidance](#) and [MHCLG Appraisal Guidance](#).

5.1a Please use up to date evidence to demonstrate the scale and significance of local problems and issues. (Limit 250 words)

The project addresses the following local problems and issues:

- 1. Low levels of resident qualifications:** 30% of Margate residents do not have any qualifications (28% Thanet, 22% Kent).
- 2. Poor attainment in Margate schools:** students who attend Hartsdown Academy, for example, are significantly less likely than students in other Thanet or English schools to progress to education or employment. In 2019 just 7% of students received Grade 5+ in English and Maths GCSE (compared to 43% nationally) and only 15 pupils did a level 3 level qualification.
- 3. Deprivation:** Margate is in the top 10% of the most deprived places in the UK.
- 4. Unemployment:** Margate's unemployment rate far exceeds that of the rest of Thanet, Kent and the UK. The wards of Margate Central and Cliftonville West, where the centre will be based and nearby, have an unemployment rate of over 18%^[1].
- 5. Working age population decline:** likely to decrease, given an ageing population and a decline in net inward migration.
- 6. Demographic shift:** ONS population growth projections suggest a 21% (+9,900) increase in the number of 15-19-year-olds needing education places by 2030 across East Kent and 16% (+1,200) in Thanet.
- 7. Young people left behind:** 15.5% of those 18-24 are unemployed, compared to 7.8% in the South East and feel left behind^[2].

8. Creative and digital opportunity: Creative Economy businesses in Margate have increased from 60 to 155, and account for 12% of businesses in the town and 39% of Thanet creative businesses.

(246 words)

5.1b Bids should demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues. Please demonstrate how any data, surveys and evidence is robust, up to date and unbiased. (Limit 500 words)

The data analysis and evidence is based on a range of up-to-date material collected, collated and published by national, regional, and local authorities and agencies. This includes:

- SELEP Skills Strategy.
- Kent and Medway Economic Partnership (KMEP) Workforce Skills Evidence Base May 2021. KMEP is one of the four federated partnerships of the South East Local Enterprise Partnership. The Evidence Base is a comprehensive quantitative and qualitative assessment of skills issues and challenges by location and sector across Kent and Medway. As well as analysing a wide range of existing data sets and forecast, it was based on sector focus groups with industry leaders from key sectors of the economy.
- Margate Town Deal Investment Strategy – which utilises a range of data and evidence to set out the issues, challenges and opportunities in Margate. This has been validated by MHCLG in its funding of the Town Deal, which includes funding set aside for this project.
- EKC Group’s independently commissioned *Curriculum 2030 Research*, undertaken by independent consultants to assess East Kent’s economic and social needs, and the priorities of the local District and Borough Councils, including Thanet District Council.
- Government’s Indices of Deprivation 2019.
- Business Register and Employment Survey, 2018 (NOMIS)
- ONS population estimates
- Unemployment data (NOMIS) May 2021
- DfE Schools Performance Tables

As can be seen from 5.1a above and throughout the rest of the application, local, regional and national comparators have been used appropriately to analyse and set out the scale and significance of local problems in an unbiased way.

In addition to quantitative data, the scale and significance of local problems and issues is also based on a process of Community and Stakeholder Engagement, undertaken as a key part of the development of the Margate Town Deal Investment Strategy (Annex 2) in October 2020.

(303 words)

5.1c Please demonstrate that data and evidence chosen is appropriate to the area of influence of the interventions. (Limit 250 words)

Data has been selected to focus on the areas of influence of the MargateDigital proposal.

Data / Evidence	Relevance
SELEP Skills Strategy	Local area (Kent within the wider SELEP area) Education and skills Creative and digital sectors
KMEP Workforce Skills Evidence Base 2021	Local area (Kent and Medway, including a Thanet focus) Education and skills Creative and digital sectors
Margate Town Deal Investment Strategy	Local area (Margate specific within the wider east Kent / Kent context) Education and skills Creative and digital sectors
EKC Group's independent <i>Curriculum 2030 Research</i>	Local area (East Kent and individual Districts and Boroughs, including Thanet) Education and skills Creative and digital sectors (including District and Borough perspectives in terms of community and economic development priorities).
Government's Indices of Deprivation (2019)	Local area (ward-level and Thanet, benchmarked nationally)
Business Register and Employment Survey	Local area Creative and digital sectors
ONS Population Estimates	Local area
Unemployment data	Local area
DfE Performance Tables	Local area Education and skills

A range of national statistics on education

Local area
Education and skills

Geographically, the proposal will primarily address problems and issues in the geography of Margate, Thanet and the wider East Kent area.

Data and evidence has also been selected for:

- Educational attainment
- Youth unemployment
- Population qualification levels
- Working age population
- Deprivation
- Creative economy in Margate

This proposal will address the issues identified by delivering technical education and skills in the Creative Industries and providing a range of direct business engagement and sector support.

(250 words)

5.2 Effectiveness of proposal in addressing problems

5.2a Please provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems. Quantifiable impacts should usually be forecasted using a suitable model. (Limit 500 words)

The project's impact is based on the Theory of Change (see 4.3e / 6.4a), which describes how the project addresses the problems described in 5.1a and 5.1b. Quantifiable impacts are challenging to forecast, given the dynamic nature of the problems and multiple factors at work, but the project will *contribute* significantly to delivering the desired impacts in terms of the deep-rooted challenges faced.

The additionality of MargateDigital's contribution to the desired impacts arises from:

- The high-profile facility attracting learners who would otherwise not participate in education.
- The facility's specialism attracting learners and businesses into the town.
- The qualifications offered being highly industry relevant, delivered by tutors with current experience and the most up-to-date equipment.

Problem / Issue	Outputs / Outcomes	Impacts
8.9% of 16-17 year-olds NEET / Not Known in Thanet, compared with 6.8% in Kent and 2.9% nationally	176 16-18 students per year	Reduction in NEETs
Low Level 2 attainment at age 19 (72% in Thanet, compared with 79% in Kent and 83% nationally)	25 students achieve a Level 2 qualification per year	Increase in Level 2 attainment at age 19
Low Level 3 attainment at age 19 (43% in Thanet, compared with 55% in Kent and 60% nationally)	107 students achieve a Level 3 qualification per year	Increase in Level 3 attainment at age 19
Low percentage of the population qualified to NVQ Level 4+ (27% in Thanet, compared with 40% in Kent and 43% nationally)	15 NVQ Level 4 qualifications per year 12 NVQ Level 5 qualifications per year 30 NVQ Level 6+ qualifications per year	Increase in the population qualified to Level 4+
High 18-24 unemployment (15.5% in Thanet, compared to 9.3% in Kent and 8.9% nationally)	49 students per year progress to sustainable employment	Contribution to a reduction in 18-24 unemployment
Low percentage of working age population (57.3% compared with 60.3% in Kent and 62.5% nationally)	176 students per year are retained or migrate into Thanet MargateDigital as a specialist centre is a magnet for drawing in students from out of area, particularly at NVQ L4+	Support inward investment and migration of working age people through the supply of a skilled Creative Economy workforce
Need to ensure a skills supply in Creative and Digital Industries to support the growing sector in Margate	159 students per year gaining a qualification and industry-ready skills	Contribution to the growing Creative and Digital Economy sector in Margate and the wider local area
The growth in the Creative and Digital Economy is stalled through a lack of business support	5 graduates of MargateDigital per year start own business Access to 'Fablab' facilities in The Margate School for businesses to	Contribution to further growth in the Creative Economy in Margate through a range of business support activities

	<p>undertake R&D and prototyping of concepts, including 25 annual memberships</p> <p>10 business incubation spaces in The Margate School</p> <p>35 internships per year provided by The Margate School working with local businesses</p> <p>6 business and professional residencies per year</p> <p>Knowledge transfer partnerships</p>	
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(500 words)

5.2b Please describe the robustness of the forecast assumptions, methodology and model outputs. Key factors to be covered include the quality of the analysis or model (in terms of its accuracy and functionality) (Limit 500 words)

The model is based on using up to date data and analysis using, where possible, nationally validated datasets. Baseline data evidencing the problems and issues include:

Problem / Issue	Source data
NEETs / Not Knowns	National statistics NEET annual brief 2020 (based on March 2020), Kent County Council NEET monthly report March 2020
Level 2 and 3 attainment by age 19	National statistics Level 2 and Level 3 attainment by age 19 academic year 2019/20
Population qualified to NVQ L4+	NOMIS / ONS annual population survey Jan 2020 – Dec 2020
18-24 unemployment	NOMIS / ONS 18-24 claimant count April 2021
Deprivation	Indices of Deprivation 2019 (HM Government)
Percentage of working age population	NOMIS / ONS population estimates
Supporting the growth of the Creative Economy in Margate	Margate Town Deal Investment Strategy March 2021

The table below describes the assumptions and methodology used to forecast the outcomes:

Outputs	Assumptions and methodology
188 student numbers per year	Based on the curriculum plan for the Centre and capacity. This is assessed as achievable based on 23% 16-18 demographic growth to 2030, current market share of Further Education in Thanet (20%), the space capacity of the building, group size norms, staffing, and other costed resources.
25 students achieve a Level 2 qualification per year	30 students in the curriculum plan will participate in a Level 2 qualification per year, which is 16% of the overall student numbers. Final number based on EKC Group's current 82% Level 2 achievement rate.
107 students achieve a Level 3 qualification per year	126 students in the curriculum plan will participate in a Level 3 qualification per year, which is y% of the overall student numbers. Final number based on EKC Group's current 85% Level 3 achievement rate.
15 NVQ Level 4 qualifications per year 12 NVQ Level 5 qualifications per year 30 NVQ Level 6+ qualifications per year	Based on the EKC Group and The Margate School curriculum plans, using on tried and tested planning methods.
49 students per year progress to sustainable employment	Based on 92% of EKC Group students achieving a positive destination. 26% of EKC Group students entered sustainable employment, including Apprenticeships and self-employment.
159 students per year gaining a qualification and industry-ready skills	Calculated based on EKC Group's overall achievement rate of 84%.
5 graduates of Margate Digital per year start own business Access to 'Fablab' facilities in The Margate School for businesses to undertake R&D and prototyping of concepts, including 25 annual memberships 10 business incubation spaces in The Margate School 35 internships per year provided by The Margate School working with local businesses 6 business and professional residencies per year	Based on The Margate School's business plan and market assessment, built on tried and tested planning methods.

(456 words)

5.3 Economic costs of proposal

5.3a Please explain the economic costs of the bid. Costs should be consistent with the costs in the financial case, but adjusted for the economic case. This should include but not be limited to providing evidence of costs having been adjusted to an appropriate base year and that inflation has been included or taken into account. In addition, please provide details that cost risks and uncertainty have been considered and adequately quantified. Optimism bias must also be included in the cost estimates in the economic case. (Limit 500 words)

[Redacted text block]

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[Redacted text block]

[Redacted text block]

[Redacted text block]

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[Redacted text block]

(432 words)

5.4 Analysis of monetised costs and benefits

5.4a Please describe how the economic benefits have been estimated. These must be categorised according to different impact. Depending on the nature of intervention, there could be land value uplift, air quality benefits, reduce journey times, support economic growth, support employment, or reduce carbon emissions. (Limit 750 words)

[Redacted text block]

[Redacted text block]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted text]

(521 words)

5.4b Please complete Tab A and B on the **appended excel spreadsheet** to demonstrate your:

- Tab A - Discounted total costs by funding source (£m)
- Tab B – Discounted benefits by category (£m)

See attached appended excel spreadsheet.

5.5 Value for money of proposal

5.5a Please provide a summary of the overall Value for Money of the proposal. This should include reporting of Benefit Cost Ratios. If a Benefit Cost Ratio (BCR) has been estimated there should be a clear explanation of how this is estimated ie a methodology note. Benefit Cost Ratios should be calculated in a way that is consistent with [HMT's Green Book](#). For non-transport bids it should be consistent with [MHCLG's appraisal guidance](#). For bids requesting funding for transport projects this should be consistent with [DfT Transport Analysis Guidance](#). (Limit 500 words)

[Redacted text]

[Redacted text block]

(150 words)

5.5b Please describe what other non-monetised impacts the bid will have, and provide a summary of how these have been assessed. (Limit 250 words)

Non-monetised impacts of the project include:

Impacts	Assessment
Reduction in NEETs	Based on the curriculum plan and capacity of the Centre to engage 176 16–18-year-olds per year in learning.
Increase in L2 attainment at age 19	25 students in the curriculum plan will achieve a L2 qualification per year
Increase in L3 attainment at age 19	126 students will participate in a L3 qualification per year. Final number based on EKC Group’s current 85% L3 achievement rate.
Increase in the population qualified to L4+	Based on EKC Group and The Margate School curriculum plans, using on tried and tested planning methods.

Contribute to a reduction in 18-24 unemployment	Based on 92% of EKC Group students achieving a positive destination. 26% of EKC Group students enter sustainable employment, including Apprenticeships and self-employment. Those undertaking further learning are expected to enter employment after their programmes have been completed.
Support inward investment and migration of working-age people through the supply of a skilled Creative Economy workforce	176 students per year are retained or migrate into Thanet.
Contribute to the growing Creative Economy sector in Margate and the wider local area	159 students per year gaining a qualification and industry-ready skills.
Contribute to further growth in the Creative Economy in Margate through a range of business support inputs and activities	Based on The Margate School's business plan and market assessment.
Contribute to the recovery and renewal of Margate High Street	Bringing 2,000m2 of High Street premises back into community use

(247 words)

5.5c Please provide a summary assessment of risks and uncertainties that could affect the overall Value for Money of the bid. (Limit 250 words)

A variety of sensitivity scenarios have been modelled in detail within the economic case:

1. Student Recruitment

This modelling reduces all subjects and levels' enrolments to 90% of the level in the main scenario. This reduces the present value of the benefits by circa £4.3million. The impact on the BCR is a reduction from 2.84 to 2.31.

2. Increased displacement in jobs and future employment outcomes

This modelling increases the level of displacement to fulfil the new jobs being created, thus reducing the economic benefits of the job creation. This reduces the

present value of the benefits by circa £6.2million. The impact on the BCR is a reduction from 2.84 to 2.08.

3. Reduction in estimated wage premia

This modelling decreases the level of wage premium for student entering employment either directly or via Higher Education from 10% to 5%. This reduces the present value of the benefits by circa £7.8million. [REDACTED]

4. Increased running costs

[REDACTED]

(226 words)

5.5d For transport bids, we would expect the [Appraisal Summary Table](#), to be completed to enable a full range of transport impacts to be considered. Other material supporting the assessment of the scheme described in this section should be appended to your bid.

PART 6 DELIVERABILITY

6.1 Financial

See technical note Table 1 for further guidance.

6.1a Please summarise below your financial ask of the LUF, and what if any local and third party contributions have been secured (please note that a minimum local (public or private sector) contribution of 10% of the bid costs is encouraged). Please also note that a contribution will be expected from private sector stakeholders, such as developers, if they stand to benefit from a specific bid (Limit 250 words)

The proposed project financing is set out below:

Levelling-Up Fund: £6,306,078
EKC Group: £720,000
TOTAL Project Budget: £7,026,078

The % split is also set out below for information:

Levelling-Up Fund: 89.8%
EKC Group: 10.2%

6.1b Please also complete Tabs C and D in the **appended excel spreadsheet**, setting out details of the costs and spend profile at the project and bid level in the format requested within the excel sheet. The funding detail should be as accurate as possible as it will form the basis for funding agreements. Please note that we would expect all funding provided from the Fund to be spent by 31 March 2024, and, exceptionally, into 2024-25 for larger schemes.

See attached appended excel spreadsheet at Appendix C.

6.1c Please confirm if the bid will be part funded through other third-party funding (public or private sector). If so, please include evidence (i.e. letters, contractual commitments) to show how any third-party contributions are being secured, the level of commitment and when they will become available. The UKG may accept the provision of land from third parties as part of the local contribution towards scheme costs. Where relevant, bidders should provide evidence in the form of an attached letter from

The project will be delivered without the need for further third-party funding.

an <u>independent</u> valuer to verify the true market value of the land.	
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6.1d Please explain what if any funding gaps there are, or what further work needs to be done to secure third party funding contributions. (Limit 250 words)

The only additional funding required to deliver this project will be provided by the EKC Group upon occupation of the facility to equip the delivery of the curriculum up to industry standards.

These funds have been ring-fenced by the EKC Group in their 2023/24 capital budget of £720,000, which constitutes 10.5% of the overall project budget.

(56 words)

6.1e Please list any other funding applications you have made for this scheme or variants thereof and the outcome of these applications, including any reasons for rejection. (Limit 250 words)

No other funding applications have been made for this scheme.

(10 words)

6.1f Please provide information on margins and contingencies that have been allowed for and the rationale behind them. (Limit 250 words)

[Redacted content]

[REDACTED]

[REDACTED]

(197 words)

6.1g Please set out below, what the main financial risks are and how they will be mitigated, including how cost overruns will be dealt with and shared between non-UKG funding partners. (you should cross refer to the Risk Register). (Limit 500 words)

The table below sets out the main financial risks and how they will be mitigated. These are also included in the appended Risk Register at Appendix D.

Risk	Mitigation
Availability of funds – financial pressure due to current market conditions	Pre-agreement of proposed funding arrangements where possible. Include funding awards as critical path item in project programme
Unavailability of grants / grant refusal	Pre-agreement of proposed funding arrangements where possible. Include funding awards as critical path item in project programme
Cash flow effects on timing impact on ability to achieve programme	Pre-agreement of proposed funding arrangements where possible. Include funding awards as critical path item in project programme. Establish cash flow as soon as possible.
Existing financial liabilities impact on ability to achieve programme	Review any existing liabilities which may impact scheme and consider mitigation
Changing inflation, exchange, interest or taxation cause cost allowances to be exceeded	Review of cost plan as project develops; check at end of stage
Unsuitable contract strategy	Review and agree contract/procurement strategy; including procurement options report; decision to be made at earliest opportunity
Incomplete design before construction commences	Review and agree contract/procurement strategy;

	including procurement options report; decision to be made at earliest opportunity
Acceptance of use of provisional sums	Review and agree contract/procurement strategy; including procurement options report; decision to be made at earliest opportunity
Liquidation / insolvency of main contractor	Review potential contractors during pre-procurement stage and carry out financial checks
Liquidation / insolvency of consultant	Review potential consultants during pre-appointment stage and carry out financial checks
Delay in payment	Ensure cashflow forecast kept up to date and funds or drawdown of funds align with requirements

The asset proposed to be used for the Centre is jointly owned by Thanet District Council and Homes England. EKC Group will work closely with Thanet District Council and Homes England on management and delivery of the construction contract. Any cost overruns will need to be agreed between the three partners through a specific legally binding contract to ensure that liabilities are clear.

(334 words)

6.2 Commercial

See technical note Section 4 and Table 1 for further guidance.

6.2a Please summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted. The procurement route should also be set out with an explanation as to why it is appropriate for a bid of the scale and nature submitted.

Please note - all procurements must be made in accordance with all relevant legal requirements. Applicants must describe their approach to ensuring full compliance in order to discharge their legal duties. (Limit 500 words)

The Council makes decisions using a two tiered system of Full Council and Cabinet meetings with appropriate delegations from Council to Cabinet and various sub committees, such as planning, in line with the Council's approved constitution.

Members, especially the relevant ward councillors impacted by the bid will be consulted with and will be fully engaged in the development and approval of the Levelling Up fund

bid.

The adopted Financial Procedure Rules are regulations that clearly lay out the financial responsibilities of Full Council, the Cabinet, the Section 151 Officer, Second Tier Service Managers and other employees to ensure financial accountability at all levels of the Council.

Using a dedicated financial code in the Council's Financial Management System expenditure can be easily reviewed by the finance department and Project Manager to ensure monitoring is undertaken in a timely manner and that the financial conditions of the grant are complied with.

Risks associated with the project will be monitored via a detailed risk register held by and updated by the Project Manager. These will be regularly reviewed by the Project Team and actions to alleviate risks manifesting will be actioned. Key risks that cannot be managed will be further assessed as part of the corporate risk register and severe risks will be reported to members via the quarterly risk management report.

Key elements of the bid will be delivered by third parties. These third parties will be agreement 10 assessed for suitability using the Council's Due Diligence Protocol. Once appointed, a grant offer letter signed by both parties will contractually ensure compliance by them with outcomes and conditions laid out within the terms of the grant. It will also lay out how they should manage their own procurement practice in line with Council requirements and manage any risk associated with delivery.

Regular meetings with the Council's key delivery partners will further ensure that they are delivering the key aspects of the bid and issues can be highlighted and resolved appropriately.

Procurement activity will be undertaken strictly in conjunction with procurement expertise provided by our in-house Procurement Section, meeting all requirements of Thanet District Council's own Contract Standing Orders together with legal obligations contained within the Public Contracts Regulations 2015 (as applicable). Any tendering opportunities are advertised as widely as possible via recognised portals.

(381 words)

6.3 Management

See technical note Section 4 and Table 1 for further guidance

Delivery Plan: Places are asked to submit a delivery plan which demonstrates:

- Clear milestones, key dependencies and interfaces, resource requirements, task durations and contingency.
- An understanding of the roles and responsibilities, skills, capability, or capacity needed.
- Arrangements for managing any delivery partners and the plan for benefits realisation.
- Engagement of developers/ occupiers (where needed)

- The strategy for managing stakeholders and considering their interests and influences.
- Confirmation of any powers or consents needed, and statutory approvals eg Planning permission and details of information of ownership or agreements of land/ assets needed to deliver the bid with evidence
- Please also list any powers / consents etc needed/ obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them.

6.3a Please summarise the delivery plan, with reference to the above (Limit 500 words)

A project programme is attached at Appendix E. The delivery plan for the scheme has been developed in the format of a **Project Execution Plan (PEP)** – see Appendix F.

The PEP is a dynamic document, evolving throughout the project’s lifecycle and communicates to all parties the project objectives and how these are to be achieved and delivered.

The PEP leads with the team vision:

‘The Project will be managed in a pro-active and collaborative manner, engendering the principles of Partnering. The ideal is a focused team, delivering, as a unit, elements that are on time, built safely, are as close to defect free as possible and within the identified budget’

The Master Project Programme is included in the PEP and identifies key milestones, including ‘Submission of Planning Application for Change of Use’, scheduled for July 2021. It also shows dates in relation to the enabling works currently being procured by Thanet District Council, which will include a soft strip and repair works, including to the roof, which because of damage is currently affected by water ingress.

The programme also includes key dates for design progression through RIBA Stages 2-4 and procurement of the main works, scheduled for October 2021. T [REDACTED]

Section B introduces the people involved in the project along with their roles. This is key in determining relevant stakeholders, as well as those responsible for managing and producing key deliverables. At this stage, several key roles have been fulfilled, including the appointment of an Architect, Employer’s Agent and Quantity Surveyor. The Employer’s Agent will be key to ensuring the needs of key stakeholders are delivered,

as they represent the client and collaborate directly with other key project team members.

Strict processes and procedures which facilitate smooth delivery of the project have also been laid out in this PEP. This includes methods of communication, document control, the scheduling and structure of meetings, response times and the use of a project extranet. Mandatory reporting arrangements are also covered, explaining what reporting is expected of each team member.

Change management is crucial to the smooth delivery and betterment of any project. This PEP lays out the change procedures for this project, which includes a form for any team member to complete if they believe change is necessary or would benefit the scheme. All team members are alerted to the proposed change and given an opportunity to review and comment ahead of an approval. Finally, a change control tracker helps control the project outcomes in line with the original brief.

Reports and surveys required to support the planning submission will be clarified through the procurement of a planning consultant but are provisionally indicated on the project programme. Aside from planning permission, no other statutory approvals are currently known.

(500 words)

6.3b Has a delivery plan been appended to your bid?

Yes

No

6.3c Can you demonstrate ability to begin delivery on the ground in 2021-22?

Yes

No

6.3e Risk Management: Places are asked to set out a detailed risk assessment which sets out (word limit 500 words not including the risk register):

- the barriers and level of risk to the delivery of your bid
- appropriate and effective arrangements for managing and mitigating these risk
- a clear understanding on roles / responsibilities for risk

The **Project Risk Register** (see Appendix D) for the Margate Digital scheme is an integrated live document, which sits alongside the PEP, the Brief, the Project Programme and the Project Cost Plan.

The register has been produced at project level, with views from the team being reviewed and captured. The risk management process is split down into Design Risk, Construction Risk and Employer’s Risk, and informs the team on the specific actions plans & control measures required to be put in place. Each risk identified has been evaluated in respect of impact and probability, allocated a risk owner and an action plan set out. A record of the progress of control, effective mitigation and any residual risk has also been captured. Each residual risk has been valued and this informs the contingency levels built into the cost plan.

Currently the project includes 115 perceived risks, of which there are 20 risks having a major impact with a probability of either “likely” or “significant”.

Of the **Design Risks**, there are five high risk items, which are all in respect of ongoing surveys (for compliance, planning and de-risk purposes). There is a control in place for each of these and the programme sets out the timescales to carry out surveys to mitigate prior to end of the design stage.

Of the **Construction Risks**, there are nine high risk items, which are either 1) risks which can be mitigated through additional surveys, or 2) regarding site logistics, which can be dealt with through logistics planning at the pre-construction stage. It is expected that some residual risk will exist going into the construction stage, and the register highlights the need to maintain suitable financial and programme contingencies. This is built into the respective collateral.

Of the **Employer Risks**, there are six high risk items, which include client change control, conformity to brief as the project moves into the subsequent design stages, or affects from third parties (planning and other stakeholders). Again, it is considered that the appropriate measures, controls and contingencies are kept in place during the life of the project.

In respect of all risks identified, there are 70 which either have controls in place or partially in place, and of that number, 77% are classified as having effective mitigation measures. The measures are planned into the project and are included in the project programme.

Each risk identified has a risk owner who is responsible for managing and mitigating the risk. There are some risks which will be transferred to another party, and the register will be kept live to record this. The roles are explicitly included in the PEP.

(437 words)

6.3f Has a risk register been appended to your bid?

Yes

No

6.3g Please evidence your track record and past experience of delivering schemes of a similar scale and type (Limit 250 words)

EKC Group has a strong track record of delivering schemes of a similar scale and type.

The Group has delivered **£25m of capital investment projects over the last 6 years**. This includes a £9m refurbishment of a Grade II listed building to create the first further education training hotel in the country, The Yarrow Hotel. This was part-funded by Education and Skills Funding Agency grant funding. In addition to managing the refurbishment project on programme and on budget, the hotel has delivered industry standard training to over 300 students and apprentices since opening in 2016.

EKC Group has also delivered a £5m scheme on programme and on budget at its Dover and Folkestone campuses, including a new purpose-built centre for High Needs students, an Engineering Centre, and refurbishment of Hair and Beauty Salons, creating industry-standard modern environments for 800 students and apprentices.

In 2018, the Group delivered a 1,200m² extension to Construction training facilities in Folkestone to support economic growth and address local and regional skills shortages. This was supported by South East Local Enterprise Partnership skills capital funding and was delivered on programme and on budget, with 100 additional students and apprentices per year gaining skills in bricklaying, plastering, and maintenance operations.

(203 words)

6.3h Assurance: We will require Chief Financial Officer confirmation that adequate assurance systems are in place.

For larger transport projects (between £20m - £50m) please provide evidence of an integrated assurance and approval plan. This should include details around planned health checks or gateway reviews. (Limit 250 words)

Within the Council's financial systems and procedures a dedicated code is allocated to each externally funded project. This allows for detailed reports on spend to be easily extracted and financial information can be shared with the Project Manager regularly for monitoring purposes.

The Council also has a dedicated Finance Manager that oversees the monitoring of grants and ensures that the Project Manager is complying with the requirements of the grant. This unique coding and independent financial review, allows the Section 151 to have full confidence in any financial information presented to them for sign off.

The Project Manager will set up a detailed project plan, identifying each task within a work package, with milestones set up in order that monitoring can take place. The project plan will be monitored by the Project Manager at Thanet District Council ensuring

that milestones are met and if not, then actions are taken to bring the project back on track to achieve the spending profile stated.

The Council therefore can assure the Department for Housing, Communities and Local Government that any grant will be spent and monitored in line with any grant conditions laid out.

(191 words)

6.4 Monitoring and Evaluation

See technical note Section 4 and Table 1 for further guidance.

6.4a Monitoring and Evaluation Plan: Please set out proportionate plans for M&E which should include (1000 word limit):

- Bid level M&E objectives and research questions
- Outline of bid level M&E approach
- Overview of key metrics for M&E (covering inputs, outputs, outcomes and impacts), informed by bid objectives and Theory of Change. Please complete Tabs E and F on the **appended excel spreadsheet**
- Resourcing and governance arrangements for bid level M&E

Our **approach** encompasses all three main types of evaluation advocated in the *Magenta Book*:

- **Process**: to understand what can be learned from how the intervention was delivered.
- **Impact**: to consider how and why impact occurred, and what contribution the project made to that impact.
- **Value for money**: to assess whether the project represented best use of resources.

The approach detailed here will be subject to further scoping with project funders and stakeholders at project inception. We envisage four stages of M&E activity:

1. Development of M&E Plan: upon project inception, refines the approach set out this section of the LUL Application Form after further consultation with the funder and other stakeholders.
2. Baseline Report: collects and collates all information which is to be used as a point of reference for future stages.

3. One-year after opening report: compares inputs, outputs, outcomes and intended impacts identified to date with those in the M&E Plan, and offers a *formative* view on initial and emerging learning.
4. Five- or Three-years after opening report: a *summative* assessment of outcomes and impacts versus those in the M&E Plan.

The M&E **objectives and key research questions** are set out in Figure 6.4a1 below.

Objective	Research Questions
1. Identify the key learning from how the project was delivered.	1.1 Was the intervention delivered as intended? 1.2 What worked well, and less well, for whom and why? 1.3 What could have been done differently or improved? 1.4 What has been the key learning from the project? 1.5 How did the context influence delivery?
2. Assess the impact of the investment.	2.1 To what extent were the intended outcomes achieved? 2.2 To what extent can the achievement of outcomes be attributed to the project? Were there other factors at work, or would the outcomes have happened anyway? 2.3 To what extent has the project delivered the intended impact (considering contribution and attribution)? 2.4 How have different groups been impacted, and why? (residents, businesses, stakeholders) 2.5 Have any transferable lessons been learned about impact?
3. Assess the cost-effectiveness and value for money of the investment.	3.1 How cost effective was the project? 3.2 What was the value for money of the project (including consideration of costs to benefits)? 3.3 Did the project offer best use of resources?

The project Theory of Change is summarised in logic model form in Figure 6.4a2 (below). Tab F of the appended spreadsheet (see Appendix C) provides further details on key metrics and data collection.

Inputs	Outputs	Outcomes	Impacts
<u>Capital</u> <ul style="list-style-type: none"> • Levelling Up Fund £6,306,078 	<ul style="list-style-type: none"> • 2,000 sq m of high street premises brought 	<ul style="list-style-type: none"> • Expansion of student numbers at levels 2, 3, 4 and 5. 	<ul style="list-style-type: none"> • Reduced skills shortages and skills gaps in the East Kent creative and

<ul style="list-style-type: none"> • EKC Group £720,000 <p><u>Revenue</u></p> <ul style="list-style-type: none"> • Non-capitalised strategic management costs associated with the new development • Ongoing maintenance and repair of the facility over 30 years. • Investment to date in project design and development 	<p>back into use for educational and business support purposes.</p> <ul style="list-style-type: none"> • Better quality facilities for digital and creative technical education. • Increased College capacity to expand student numbers. 	<ul style="list-style-type: none"> • Expanded digital and creative curriculum offer (scope and levels). • Improved access to high quality technical education for learners. • Increased employment and jobs safeguarded in digital and creative companies. • Increased levels of business start-up, scale-up and inward investment. • Increased technology adoption and innovation in local digital and creative companies. • Reduced levels of NEETs⁽¹⁾. • More sustainable and low 	<p>digital economy and more generally.</p> <ul style="list-style-type: none"> • Strengthened creative and digital sector in East Kent, and contribution to strategic sector initiatives like Thames Estuary Production Corridor and Ashford International Studios. • Increased awareness and understanding of creative and digital careers among young people and adults. • Further enhancement of EKC Group's role as a leading provider of creative and digital technical education. • Economic growth, especially in the priority creative and digital sector.
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		<p>carbon travel-to-learn patterns.</p> <ul style="list-style-type: none"> • Enhanced townscape, more attractive to residents, visitors and businesses. • Improved digital arts and cultural offer. 	<ul style="list-style-type: none"> • Successful local implementation of Government's technical education policy.
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They **key metrics** and quantitative and qualitative data collection approaches planned are detailed in Tab F of the accompanying spreadsheet and include the following:

- Inputs: financial and management information (MI) provided by EKC Group and TDC.
- Outputs: floorspace verified by EKC Group's project manager. Perceptions of quality of facilities based on student and employer satisfaction surveys, depth interviews and focus groups, and depth interviews with stakeholders.
- Outcomes: EKC Group MI on course recruitment, retention and achievement at MargateDigital and across EKC Group. Assessment of EKC Group curriculum offer before and after Margate Digital. Employer survey and depth interviews, and public data sets, to assess employment, business and technology outcomes. Kent County Council data on NEETs. Depth interviews with stakeholders to assess perceptions of place and sustainability outcomes.
- Impact: analysis of data gathered on outcomes to assess likely contribution to impact. Employer survey and depth interview data to assess likely skills, economic and creative and digital sector impact. Stakeholder depth interviews data to assess other impacts.
- Governance: the MargateDigital Strategic Advisory Board will give strategic oversight of M&E activities. It will be chaired by a senior representative of EKC Group and also have representation from EKC Group's Governing Body and local creative and digital businesses and institutions.
- Resourcing: M&E activity will use a mix of internal and external expertise and capacity. EKC Group staff will be responsible for gathering of MI and the management of student and employer surveys, while a suitably qualified external evaluator will undertake further qualitative depth research with students, industry

and stakeholders, analyse all data gathered and prepare the M&E Plan, the One-year Report and the 3/5-year Report. The cost of internal M&E-related activities will be covered through allocated staff time, while the external evaluator's cost will be covered by EKC Group without recourse to LUF. [REDACTED]

(1,000 words)

PART 7 DECLARATIONS

7.1 Senior Responsible Owner Declaration

As Senior Responsible Owner for [scheme name] I hereby submit this request for approval to UKG on behalf of [name of organisation] and confirm that I have the necessary authority to do so.

I confirm that [name of organisation] will have all the necessary statutory powers and other relevant consents in place to ensure the planned timescales in the application can be realised.

Name:

Madeline Homer

Signed:

[Redacted Signature]

7.2 Chief Finance Officer Declaration

As Chief Finance Officer for Thanet District Council I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that Thanet District Council

- has allocated sufficient budget to deliver this scheme on the basis of its proposed funding contribution
- accepts responsibility for meeting any costs over and above the UKG contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties
- accepts responsibility for meeting any ongoing revenue requirements in relation to the scheme
- accepts that no further increase in UKG funding will be considered beyond the maximum contribution requested and that no UKG funding will be provided after 2024-25
- confirm that the authority commits to ensure successful bids will deliver value for money or best value.
- confirms that the authority has the necessary governance / assurance arrangements in place and that all legal and other statutory obligations and consents will be adhered to.

Name: Tim Willis

Signed:

[Redacted Signature]

7.3 Data Protection

Please note that the The Ministry of Housing, Communities and Local Government (MHCLG) is a data controller for all Levelling Up Fund related personal data

collected with the relevant forms submitted to MHCLG, and the control and processing of Personal Data.

The Department, and its contractors where relevant, may process the Personal Data that it collects from you, and use the information provided as part of the application to the Department for funding from the Levelling Up Fund, as well as in accordance with its privacy policies. For the purposes of assessing your bid the Department may need to share your Personal Data with other Government departments and departments in the Devolved Administrations and by submitting this form you are agreeing to your Personal Data being used in this way.

Any information you provide will be kept securely and destroyed within 7 years of the application process completing.

You can find more information about how the Department deals with your data [here](#).

Annex A - Project One Summary (only required for a package bid)

Annex B - Project Two description and funding profile (only required for package bid)

Annex C – Project Three- description and funding profile (only required for package bid)

ANNEX D - Check List Great Britain Local Authorities

Questions	Y/N	Comments
4.1a Member of Parliament support		
MPs have the option of providing formal written support for one bid which they see as a priority. Have you appended a letter from the MP to support this case?	Y	Appendix A (i)
Part 4.2 Stakeholder Engagement and Support		
Where the bidding local authority does not have responsibility for the delivery of projects, have you appended a letter from the responsible authority or body confirming their support?	N/A	
Part 4.3 The Case for Investment		
For Transport Bids: Have you provided an Option Assessment Report (OAR)	N/A	
Part 6.1 Financial		
Have you appended copies of confirmed match funding?	N/A	EKC Group's own cash reserves will be used as match
The UKG may accept the provision of land from third parties as part of the local contribution towards scheme costs. Please provide evidence in the form of a letter from an independent valuer to verify the true market value of the land. Have you appended a letter to support this case?	N/A	
Part 6.3 Management		
Has a delivery plan been appended to your bid?	Y	Appendix E (Programme) Appendix F (Project Execution Plan)
Has a letter relating to land acquisition been appended?	N/A	
Have you attached a copy of your Risk Register?	Y	Appendix D

Annex A-C - Project description Summary (only required for package bid)		
Have you appended a map showing the location (and where applicable the route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.	N/A	

Annex E Checklist for Northern Ireland Bidding Entities

Questions	Y/N	Comments
Part 1 Gateway Criteria		
You have attached two years of audited accounts		
You have provided evidence of the delivery team having experience of delivering two capital projects of similar size and in the last five years		
Part 4.2 Stakeholder Engagement and Support		
For transport bids, have you appended a letter of support from the relevant district council		
Part 6.1 Financial		
Have you appended copies of confirmed match funding		
The UKG may accept the provision of land from third parties as part of the local contribution towards scheme costs. Please provide evidence in the form of a letter from an independent valuer to verify the true market value of the land.		
Part 6.3 Management		
Has a delivery plan been appended to your bid?		
Has a letter relating to land acquisition been appended?		
Have you attached a copy of your Risk Register?		
Annex A-C - Project description Summary (only required for package bid)		
Have you appended a map showing the location (and where applicable the route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.		

