

Margate Town Investment Plan December 2020

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# Commissioned by:

Thanet District Council

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We Made That

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Margate has been a destination for holiday makers, artists and convalescents since the early 1700s. This has had a profound effect on the landscape of this once sparsely, but now densely populated area. Each period since has left evidence on the landscape and its built environment - C18<sup>th</sup> lodging houses and pleasure gardens, C19<sup>th</sup> convalescent homes and theatres and C20<sup>th</sup> cinemas and retirement bungalows. The town has a very rich context through its associations with many influential figures, including, but not limited to, T.S. Eliot, Mods and Rockers, J.M.W. Turner, Lord Sanger and Tracey Emin.

Margate's distinctiveness has huge potential. We are one of a few places synonymous with the English seaside; we have internationally regarded organisations such as Turner Contemporary, OSE, Carl Freedman Gallery and a leading attraction - Dreamland; diverse architecture, revered sea and skies; and we are acknowledged as one of the most exciting creative production hubs in the south east.

We have a track record of recent successful investments in culture and we are ready to embark on the next stage of our evolution: a journey focused on creativity, quality of life, collaboration, inclusion, innovation and productivity for all our residents.

We are always optimistic, but positive trends we have seen in our creative and visitor economies are fragile. Businesses face barriers to scaling and surviving and need support to secure a sustainable year-round offer. Equally, our visitor economy has been decimated by the impact of Covid-19. We have to ensure that we rebuild in a way that diversifies, is less fragile and delivers still more positive benefits for Margate.

As has been the case for the last two decades, significant numbers within our community remain amongst the poorest in the entire country. We are acutely aware that the process of 'levelling up' will involve targeting these groups and empowering them to participate and engage with this process. Our communities are varied and passionate about Margate's future.

The Town Investment Plan is critical and our fresh approach draws on our past to reimagine our future. We have worked more deeply with our community than ever before to ensure that this is their plan. All of the projects in this document have evolved from an open call, and each intervention has been reviewed by our People's Panel. We have developed new collaborations and will share the responsibility with our community to deliver these interventions.

"Wonderful coastline and intoxicating skies. A welcoming and exciting place to live, full of potential and possibility. A nice mix of long time residents and newcomers all of whom are passionate about regenerating Margate."

Questionnaire Response to the question "What makes Margate special"



↑The Winter Gardens Image credit: Margate Museum/Thanet District Council

To help us deliver this, we have identified £29m of investments that together will be transformative for Margate's fragile ecology. We are proposing a holistic approach to placemaking with a number of interventions that make the most of and complement past public and private investment. The interventions are interlinked and help us provide the spaces and opportunities to balance a response to community need with a nationally significant visitor offer. Nowhere else has our world class culture alongside a high-quality heritage seaside offer. Few places have a population suffering such severe health and income deprivation.

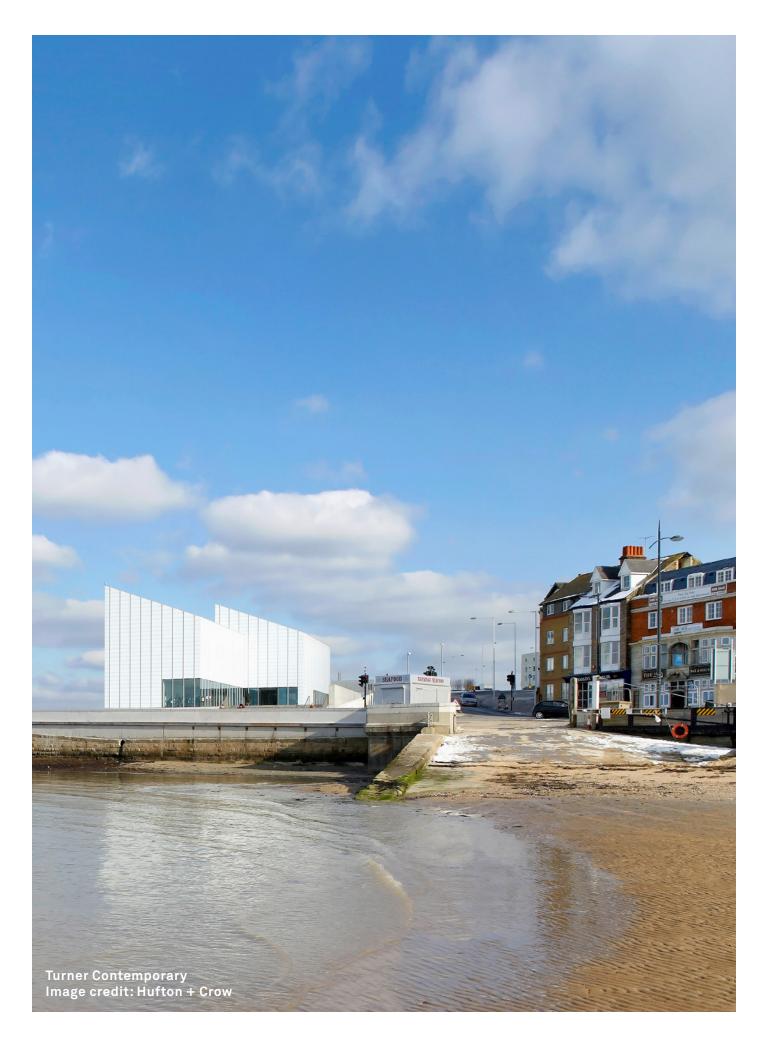
— Written by the Margate Town Deal Board Members

"With a wealth of history & heritage behind it, it also now has a much more positive feel to it. It's never boring - Margate has bags of personality!"

— Community engagement process



↑ Margate Main Sands Image credit: Margate Museum/Thanet District Council



# EXECUTIVE OVERVIEW

Margate's Town Investment Plan comes at an important time in the town's history, after many decades of endemic deprivation with sparks of regeneration, we have an opportunity for change and to level up. The TIP comes at the right juncture for Margate; the need still exists to level up our economy with the rest of Kent, the South East and the UK, but we have the potential to do this through market driven growth, strong civic participation and people power.

The Vision for the Town Investment Plan is underpinned by a long term strategy to support the change needed. This strategy deals with the challenges of being in the top 10% of the most deprived places in the UK and with unemployment levels at least half of those in surrounding towns, districts and the County. Those who are economically inactive include a high proportion of residents with long-term illnesses. Our young people are being left behind, just over 17% of those 18-24 are unemployed, compared to 7.8% in the South East – they are feeling left behind too, and told us so through the community engagement. These persistent long term challenges of social and economic inequality, ill health within the population, over-reliance on cars for transport, and the decline in the urban environment in some places is outlined within the evidence and has helped build the case for the strategic interventions outlined.

The Plan also considers the significant opportunities that come from being a historic, creative and beautiful town. Nearly 90 proposals were submitted from the communities in Margate with a huge range of ideas and suggestions to support this agenda. All the proposals showed significant passion and engagement with the town from those living, working and visiting Margate. The Stakeholder Engagement activity included a social media reach of over 30,000, 686 surveys completed and over 300 people who participated in drop in sessions and focus groups. A representative People's Panel was setup to work with the Town Deal Board to develop the Town Investment Plan, and will be involved moving forward. This engagement has been key to turning the proposals into strategic interventions, to deliver against those challenges that Margate is faced with.

#### The Plan:

- addresses fundamental challenges of health and wellbeing
- supports a more diverse and resilient tourism market
- enables the invigoration of Margate's unique heritage assets
- binds this together with a focus on skills and addressing the long term challenges which limit so many of our citizens

The Town Deal investment is the continuation of a journey which we think will lead to hundreds of millions of pounds of investment and the creation of a genuinely unique and inclusive town which thrives 365 days a year. Through a series of four strategic interventions we will be able to:

- provide surety for our creative entrepreneurs and practitioners, enabling them to focus on innovation and job growth
- bring more education and outreach into the town to link our communities to the opportunities in our broad creative economy
- address fundamental challenges of health and wellbeing through focused new provision
- support a more diverse and resilient tourism economy by testing exciting new visitor markets, creating jobs in the sector
- challenge visitors to engage with more diverse and relevant visitor attractions alongside our traditional British seaside offer
- invest in our nationally significant heritage assets to capitalise on our identity and build civic pride, ensuring these assets are fit for the 21st century and more environmentally sustainable
- improve our environment and public spaces to provide a better experience in our town
- develop new methods of delivery which give local people a greater say in the evolution of our programme of delivery

Our delivery partners, stakeholders and communities have a strong track record of delivery, and Margate has seen regeneration and growth from significant investment. This Plan makes the case for further investment to support unlocking the private investment we know is possible for Margate.



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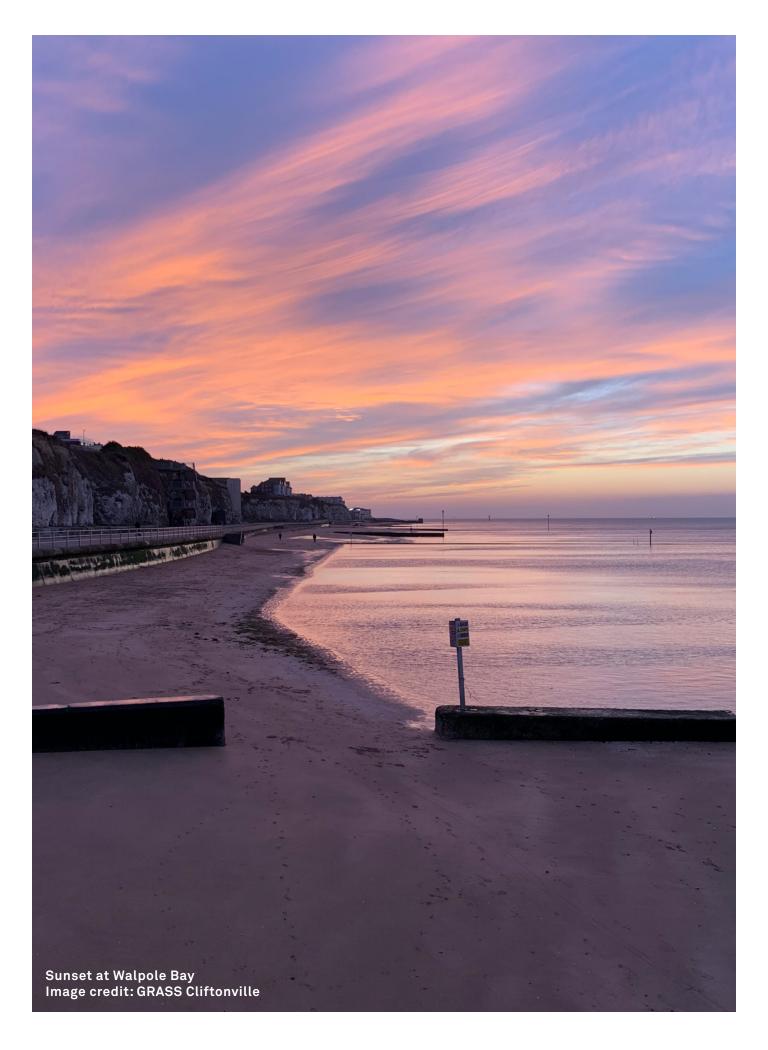
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# Annexes:

Annex 1: Margate Evidence Atlas

Annex 2: Stakeholder Engagement Report

Annex 3: Letters of Support



# 1.0 TOWN AREA



#### Town area

Margate is located in the far northeast of Kent, in the Isle of Thanet. The Margate area has a population of around 65,000 people living across several wards within Thanet. The town contains around 1,300 businesses which provide 13,810 jobs and attracts a growing number of visitors each year. The town boasts a wide beach of golden sands bookended by the Train Station and Turner Contemporary, it has an Old Town complete with independent shops and food and beverage outlets. The Town Centre includes all the amenities required - a supermarket, banks, estate agents, a library, adult education centre, bus interchange, cultural organisations and a wealth of independent businesses. Since 2011 the High Speed rail link has reduced journey times to London to within 75 minutes.

Alongside Margate, in the Isle of Thanet are the towns of Ramsgate and Broadstairs, and a number of villages in the rural hinterland. The three towns hug the coastline in densely populated urban areas, with green wedges between them. Each town is different, and they complement each other in terms of what they have to offer, a port and harbour in Ramsgate, a Dickensian Broadstairs with a number of festivals. They are all interconnected, making up the wider Thanet - with a greater offer than individually.

"We have a lot of tourism. It's seasonal. Poverty is year round."

— Community engagement process

# Characteristics & opportunities for change

Margate has a range of historic and foundational challenges which underpin this plan. An accompanying baseline, the 'Margate Evidence Atlas' (Annex 1) details the latest evidence which has informed this plan. This has been supplemented with by the most significant community engagement programme ever undertaken in the town (Annex 2).

This process of reflection and consideration has given us a detailed understanding of the challenges we face, but also what we can achieve by 2030 through the Town Investment Plan.

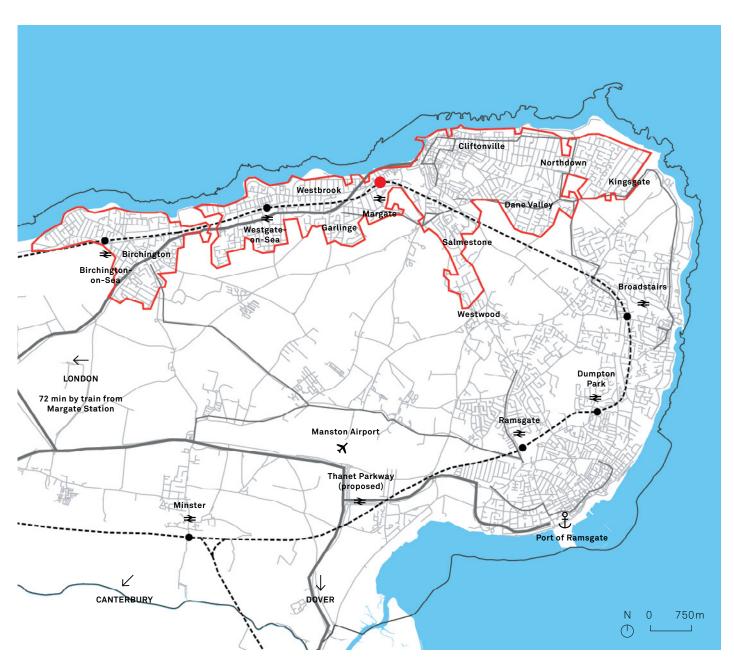
Across the next eight pages, we have highlighted a series of challenges and opportunities for change against a series of key themes for Margate:

- Living in Margate
- Margate's Economy
- Skills & Enterprise
- Arts, Culture & Heritage
- Getting to Margate & Getting Around
- Margate's Community
- Spaces to Accommodate Growth in Margate

"I want people to bring their energy, money and new ideas to Margate but I don't want that at the cost of local people feeling disengaged from their town. The people are a big part of what makes Margate special."

— Community engagement process

# Margate Town Deal boundary





Margate built-up areaMargate train station

Railway line
Motorway

B-road

# Living in margate

## Challenges

# Levels of overall deprivation are very high.

Margate residents experience some of the highest deprivation in the country, especially in terms of income and health.

# There are pockets of severe health deprivation around the town centre area, Cliftonville West & Dane Valley.

Basic health indicators associated with Margate-based GPs show higher occurrences of health issues and inequalities than Thanet or England averages. Patients in Margate are more likely to suffer long-term health conditions than people in other parts of England.

# Working age population is set to decrease.

Trends show that the working age population is likely to decrease. Margate has a generally ageing population and a decline in net inward migration.

## 2030 Opportunity

Measurable progress towards tackling causes of longterm deprivation, creating a happier and more prosperous population. People are healthier, with longer more active lives.

More young people staying and working in Margate.

# Margate's economy

## Challenges

# Creative economy businesses are growing but employment remains comparatively low.

The number of businesses in the creative economy has increased significantly in the last 10 years. Employment has stayed roughly the same, suggesting that companies are failing to scale.

# Margate relies heavily on public sector employment.

A significant proportion of jobs are in health and other public sectors, though private enterprise is increasing in importance.

# Arts, entertainment and day tourism are growing.

Margate has become an important hub and destination for entertainment. The number of jobs in the sector along with those that support tourism, such as accommodation & food services, has increased notably in the last 10 years.

## 2030 Opportunity

Creative industries offer more jobs, including higher skilled jobs with better wages.

Businesses scale and support more diverse employment opportunities.

Visitor focused employment becomes deeper and higher value as part of a 365-day offer.

# Skills & enterprise

Arts, culture & heritage

## Challenges

# Unemployment levels are high.

Current unemployment levels are twice as high as rates in Thanet and Kent. A high proportion of economically inactive residents have long term illnesses.

# Students are less likely to enter higher education.

Students at Hartsdown
Academy (the only secondary and 16 to 18 within Margate) are less likely than students in other Thanet schools or England generally to carry on with education or employment. There is a lack of higher education options in Margate, with no university or college campuses other than the Art School. Primary school performance generally falls behind the national average.

# The creative sector is growing in visible presence.

The creative sector is still small, but is a growing and visible presence.

## 2030 Opportunity

Local people have access to support and training that enables routes to work and greater participation, improving social mobility. More young people enter further and higher education.

Greater economic benefit derived from the creative sector and a wider population participating in culture.

## Challenges

# Vacant sites and derelict heritage assets contribute to negative perceptions.

Margate is rich in listed buildings and heritage assets which give the area its special character and distinctiveness—and which are well-loved by residents. Several key heritage assets lie vacant and dilapidated, giving a poor visual perception of Margate.

# Culture and leisure are key reasons to travel to Margate.

Cultural and leisure provision are often cited as the key reasons to travel to Margate. A focus around the beach, Dreamland and Turner Contemporary area can mean that other locations such as the Cliftonville coast are overlooked.

# Leisure offer could be improved.

Leisure facilities and playgrounds are not prominent in the town centre.

## 2030 Opportunity

Key landmarks and heritage sites are more beautiful and accessible, supporting a greater sense of civic pride. Visitor amenities such as overnight bed space and tourist activities are improved to promote Margate as a destination all year round.

Residents enjoy improved provision of and access to sports and leisure facilities and subsequently better wellbeing.

# Getting to Margate & getting around

## Challenges

# Visitor numbers and day trippers are increasing.

The number of visitors increased by 10% between 2017 and 2019. Average spend of overnight visitors has remained lower than Kent as a whole.

# Eastern areas are not well connected.

Pedestrian movement from the station naturally gravitates to the beach and along the promenade to the Turner Contemporary. Eastern areas are less connected and well used.

# Walking and cycling accessibility is good but the environment is often poor.

Most of Margate is easily reachable with short walking and cycling distances from key locations such as the station, but the environment for doing so is poor.

## 2030 Opportunity

Longer trips, increased overnight stays, and more local spending come from a better night-time economy and hotel selection.

Improved permeability, wayfinding and connections to link the wider town centre areas.

The quality of environment is vastly improved for walking and cycling. This in turn benefits people's health and the high street and town centre economy.

# Margate's community

## Challenges

Car is the preferred method of travel and creates a traffic-dominated environment.

The significant amount of parking available in Margate contributes to a car dominated environment. One of the main vehicle routes into Margate is along Marine Drive, which is also a key pedestrian route and arrival point from the station.

# Community cohesion is important for the future of Margate.

Perceived lack of cohesion between communities in Margate was a theme which emerged strongly from community engagement. This exacerbates divisions long term residents and newcomers.

# Community infrastructure and facilities could be improved.

There is a lack of social and community facilities, particularly in the Cliftonville areas.

## 2030 Opportunity

Infrastructure for sustainable and active modes of transport is improved. The speed and volume of traffic along arterial routes is reduced; Marine Drive is less dominated by traffic. Community participation is embedded as part of a longterm vision. Local people have greater ownership and civic pride. Provision of and access to community facilities is improved, supporting social integration of Margate's residents. Spaces to accommodate growth in Margate

## Challenges

# Commercial space has decreased.

Margate has lost commercial space during the last two decades. Aside from industrial space, commercial space is more affordable in Margate than Thanet, though costs are going up.

# The town centre has not seen any major development.

Aside from some small-scale development, Margate is not currently very desirable for developers. The largest planning applications are for residential and hotel schemes outside of the town centre.

# The retail offer reflects wider trends

Despite the loss of key anchor stores such as M&S and Primark, Margate's independent offer is evolving.

## 2030 Opportunity

New commercial floorspace is delivered. Existing space is safeguard for a range of businesses with different price points. Desirability and viability for investment is stimulated through the Town Investment Plan.

Larger empty stores enable more creative uses, embedding the social value of the high street and supporting postpandemic resilience.

## Challenges

# Work is ongoing to address the dominance of privaterented properties.

The Cliftonville DPD and Live Margate schemes seek to address the dominance of private rented properties and conversion of Edwardian buildings into hotels, private rented properties and HMOs.

# There is abundant public land.

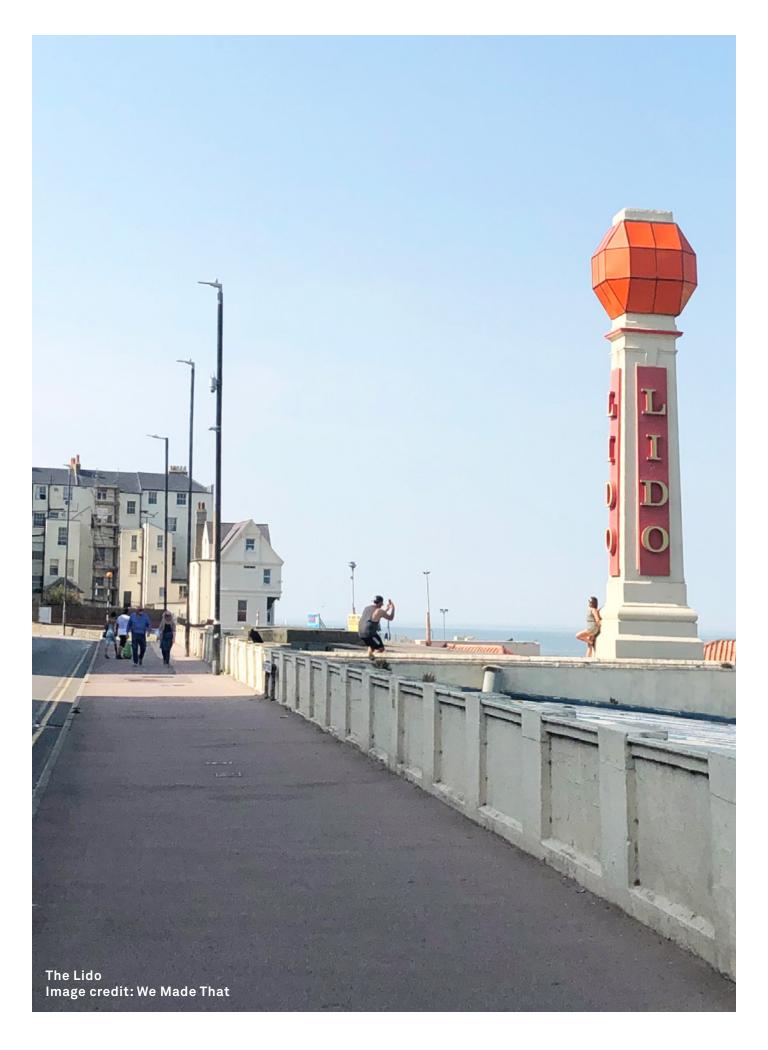
A large number of sites and buildings in the town centre remain within Thanet and Kent County Council's ownership.

## 2030 Opportunity

Successful programmes scale and improve access to housing and physical appearance of residential areas.

The community and public sector have wider control over property, using this for a wider public good.

# 2.0 STRATEGY



## 2.0 STRATEGY

## Our vision

The vision for the Town Investment Plan—
Coming Together to Help Margate to Thrive
365—has been developed through a process of community and stakeholder engagement.

The vision is about creating a sustainable economy for Margate that works for people all year round. Inherent in this is that all residents and business benefit and that ultimately, the TIP is delivered in a way that provides a good standard of living for all.

The plan is about more than just tourism; it is about the experience of living in, working in, or visiting Margate. It recognises the need to diversify and try new things as well as provide amenities and attractions that make people want to come and stay in the town.

We categorise the evolution of our plan around the concepts of Supporting, Surprising and Scaling. These are not as simple as short medium and long-term activities. They reflect the complexity of the journey we are on and how we intend to activate change.

# Supporting Addressing the fundamental challenges

- Activities addressing fundamental deprivation in specific locations
- Activities to help businesses to grow & diversify
- Activities to improve movement & experience

# Surprising Trying new things

- Activities that provide a new or innovative visitor offer
- Activities that develop & test new ideas & projects

# Scaling Increasing impact

- Investing in good things to make them bigger & better
- Supporting good businesses to scale up
- Enhancing visitor & creative services in response to new markets

Shorter term Greater public investment Tactical development Longer term Greater private investment Transformational development

#### What we need to do

We will know we are being successful when we start to see progress against the following outcomes:

#### Turn enterprise into jobs

Business numbers in Margate have grown by 25% in the last decade, but employment has stayed roughly the same. Job density in the town remains very low.

# Decrease reliance on the public sector and seasonal economy

25% of the town's jobs are in the public sector; around 4,000 jobs are in sectors which are more likely to be seasonal.

#### Tackle long-term deprivation

Cliftonville West, Margate Central and Dane Valley are within the worst 10% in the country for income deprivation. This has remained the same for the last 15 years of indices of multiple deprivation (IMD) publication.

# Address issues of skills confidence and engagement

Residents need opportunities to participate in training, work, and business creation, especially young people and those with no qualifications.

#### Provide Margate's young people with opportunities

Margate's working age population is decreasing, and the proportion of 16 to 24 year olds is also declining.

#### Tackle health deprivation

Cliftonville West and Margate Central are within the bottom 10% nationally for health deprivation. They have amongst the lowest Quality of Life scores (as measured by the IMD) in the country.

#### Connect long-term and new residents

Around 1 in 3 new movers into Thanet come from London. Whilst the number of newcomers has declined in the last few years, the town still has 48 different nationalities.

#### Provide a long-term strategy for built environment

A lack of appropriate development and housing provision is clearly having an impact on local housing affordability.

"It's the same every year, the tourists come for a couple of months then we don't see them again until next year. There need to be other things and other jobs in this town."

— Community engagement process

# How Margate's community built our plan

#### Project development

In July 2020 the Margate Town Deal Board created a 'Call for Projects' for proposals or investment ideas to be submitted that fit with the three themes of the Town Deal. It was made clear that proposals should drive long term economic and productivity growth and the Delivery Partners template was used for this shortlisting.

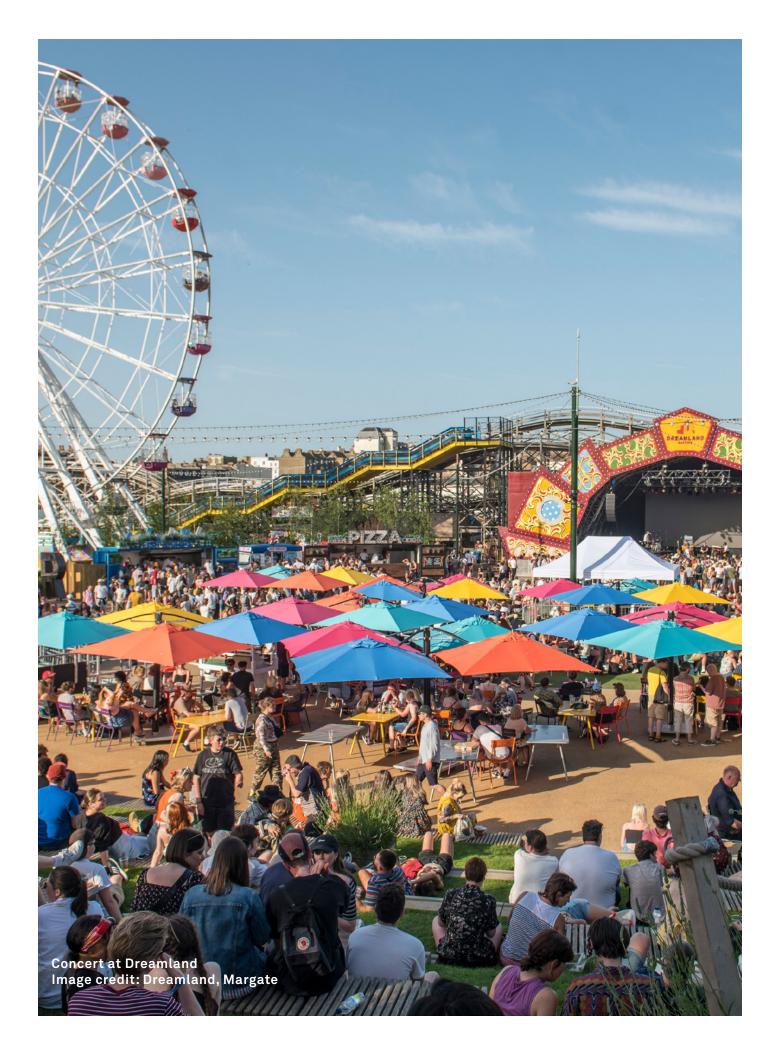
A total of 86 project proposals were received with a wide range of projects and ideas, including public realm improvements; heritage; sports and recreation facilities; enterprise, cultural and community spaces; the Cliftonville coastline as well as proposals requiring funding for their business or business ideas and specific assets. The value of these submissions far exceeded the £25 million potential allocation.

After an initial sift against the set government criteria, 38 were shortlisted and assessed against the 'local priorities' identified in the project call out.

#### These included:

- Job creation including higher skilled jobs, with better wages
- Creating opportunities for young people
- Supporting people to live healthy lives
- Tourism 365 Giving people more reasons to visit and stay longer throughout the year
- The public realm
- A creative economy
- A sustainable future environmental and economic

There have been a series of project cluster meetings with sponsors to explore the readiness, outcomes, and financial ask/leverage of the projects. These discussions alongside the extensive stakeholder engagement, have shaped the interventions within the TIP. These meetings have encouraged collaborative working which will continue into the business case development stage.



# The geography of our Town Investment Plan

Spatially, our plan is focused around four interventions. It seeks to better connect the town centre and the coastline to support a sustainable economy that works year-round for Margate's communities and visitors. Focusing investment will ensure that impact is consolidated, with particular projects pivotal to unlocking further investment.

The Town Investment Plan directs funding towards projects located largely within Margate town centre and the coast between Margate and Cliftonville. These are areas with a significant number of spaces and assets which, once funded, can relatively quickly produce outputs, and with strong local support for transformation.

They are also areas where residents face some of the most severe deprivation. Bringing new jobs, training opportunities, social spaces, and connectivity to these areas via the Towns Fund will help address this. The benefits however, will extend throughout Margate and the region as more people are able to enjoy a wider offer of leisure and wellbeing activities year-round and as enterprise networks emerge or strengthen.

# Intervention 1: Scaling Margate's Creative Production and Skills

We will safeguard spaces to support and scale creative production stretching from the high street to Theatre Royal. This potentially includes the former M&S, Primark buildings and the Theatre Royal, which will be transformed to create new jobs and education opportunities.

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. This will drive further town centre investment to benefit residents and create continuity through the town.

#### Intervention 2: Coastal Wellbeing

We will support a series of capital investments focused on wellbeing, addressing health issues within the local population and creating new, surprising experiences for visitors.

Creating better links between the Town Centre and deprived communities around Northdown Road and the Coastline will support access to the coastal wellbeing offer and an improved network of connections between assets beyond the 'tourist trail'.

#### Intervention 3: Active Movement and Connections

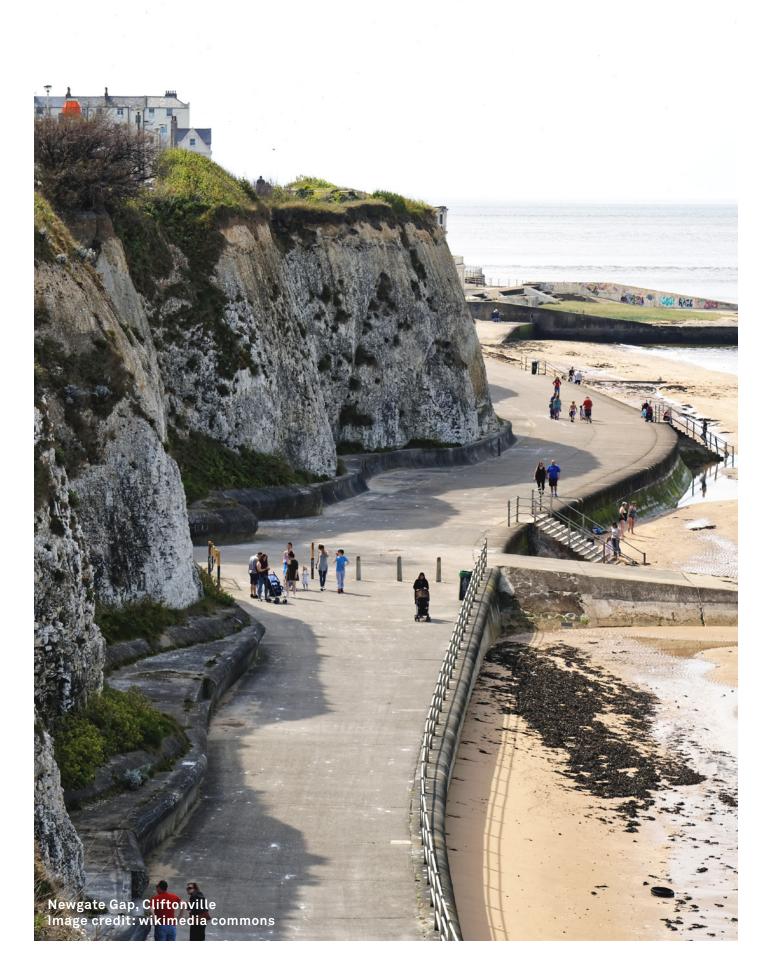
Scaling investment in better connections and routes through the town centre will allow the TIP to capitalise on heritage assets. Improving public realm and connections will encourage active travel and links throughout the town.

To benefit all communities in Margate and support people to live healthier lives, it will be crucial to create an attractive public realm with cycling and walking infrastructure from Northdown Road to the coastline and the Town Centre.

#### Intervention 4: Diversifying Heritage Assets

We will develop high impact and surprising activities through the Dreamland cinema complex and the Winter Gardens. These two underused heritage assets bookend the main promenade. Re-activating these much-loved buildings will support footfall and income, further boosted by improved public realm and connections.

In all interventions we have identified longer term projects and sites with opportunities to facilitate change and growth that would not otherwise have come forward.

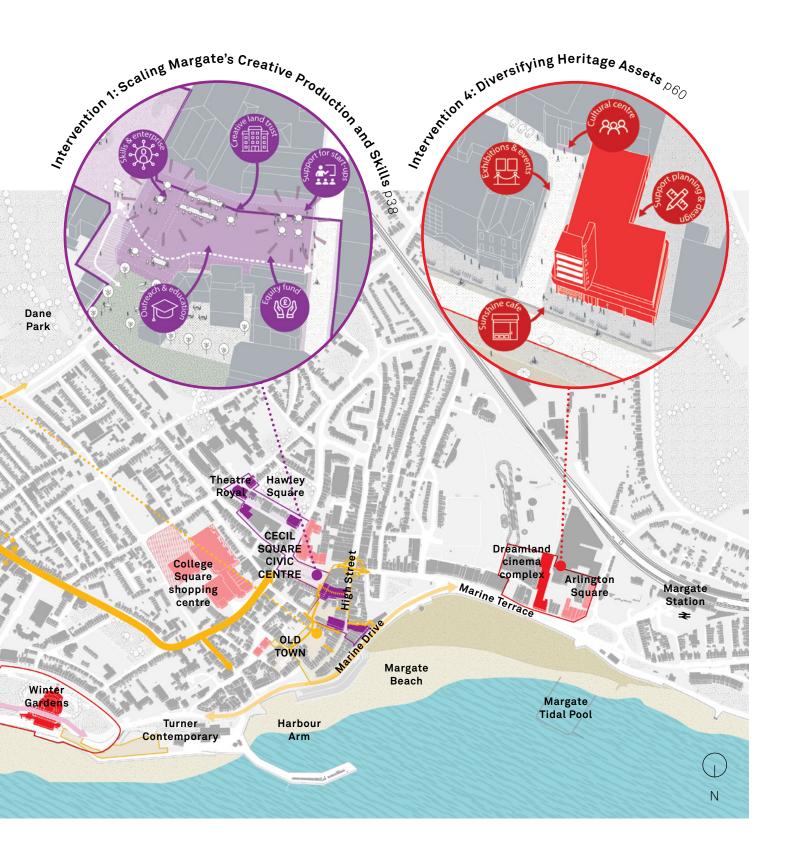


# Spatial strategy



# **Key - Project Interventions**

- 1. Scaling Margate's Creative Production and Skills
  - 2. Coastal Wellbeing
  - 3. Active Movement and Connections
  - 4. Diversifying Heritage Assets



# Logic for proposed projects

# Intervention 1: Scaling Margate's Creative Production and Skills

We will establish Margate as a cornerstone of the Creative Estuary, bringing opportunities for employment, a diversified economy, and stronger connections to the UK's creative and cultural scene.

Proje	cts	Towns Fund Request	Rationale
1.1	Establish and Capitalise Creative Land Trust	£3.1 m	Reliance on public sector     jobs     During community
1.2	Refurbishment of buildings for workspace and education	£2.9m	engagement, 47% of survey respondents ranked "Job creation including higher
1.3	Improve Theatre Royal and Hawley Square	£2m	skilled jobs, with better wages" as a top priority for change
1.4	Development of new forms of outreach, engagement, and education	£500,000	The biggest growth sector in the last decade has been arts/entertainment/recreation, where jobs have
1.5	Business Equity fund for growth enterprises	£500,000	increased 100%  The number of creative economy businesses has grown by 158% since 2009, now comprising 12% of Margate's economy. Jobs have only grown by 2% in this period  Margate has had a net loss of 11% of its commercial space in the last 20 years  In 2011, 30% of Margate residents did not have any qualifications; only 17% had degree level or above
Align	ment with intervention framework	Outputs	Outcomes/indicators
infras	infrastructure, enterprise structure, digital connectivity, n regeneration, arts/culture/ age	<ul> <li>New businesses         established and secure jobs         created</li> <li>Quality, affordable         commercial space delivered</li> <li>Assets reused sustainably         and in community interest</li> <li>Residents gain skills and         qualifications</li> <li>Businesses survive beyond         first two years</li> <li>Reputation as a creative/         cultural hub increases</li> </ul>	Margate will become a cornerstone of the Creative Estuary, with a broad range of employment and training opportunities, a diverse economy, and strong connections to creative and cultural scenes within the UK and beyond

# Intervention 2: Coastal Wellbeing

We will capitalise on Margate's stellar seafront space as a means of reducing health inequalities, with a focus on supporting amenities and activities related to boosting physical and mental health.

Projects		Towns Fund Request	Rationale
2.1	Improved facilities and access to the coastline at the Walpole tidal pool area and surrounds  Improved coastal environment including upper promenade, Newgate gap, Oval Bandstand and lawns, skatepark and playground area  Testing new uses, participation and skills programme	£1.8m £3.7m £1m	<ul> <li>Engagement activities showed local people cherish their coastline.</li> <li>44% of Margate's economically inactive residents are stopped from working by long-term illness; more GP patients report long-term health conditions than nationally.</li> <li>Life expectancies are two to four years below national averages.</li> <li>The proportion of children (0 to 15) and retirees (65+) grew by 8% and 16% respectively between 2011 and 2019. Green and blue spaces are important social amenities for these groups.</li> </ul>
Alignment with intervention framework		Outputs	Outcomes/indicators
	n regeneration, arts/culture/ age, local transport	<ul> <li>Health inequalities         reduced, particularly in         Cliftonville West; residents         report better health</li> <li>Visitor numbers and spend         increased along the coast</li> <li>Perceptions of Margate as a         healthy town established</li> <li>Secure jobs created</li> <li>Residents gain skills and         qualifications</li> <li>Private investment secured         for long-term sustainability</li> <li>Civic participation         increased</li> <li>Residents gain skills and         qualifications</li> </ul>	Margate will become a wellbeing-focused town which makes use of its natural assets and tests exciting, innovative wellbeing ideas to reduce health deprivation and increase social, leisure, tourism, and civic engagement opportunities

## **Intervention 3: Active Travel and Connections**

We will stitch together Margate's heritage assets, town centre, coast, and residential areas, helping residents and visitors access more of the town more easily.

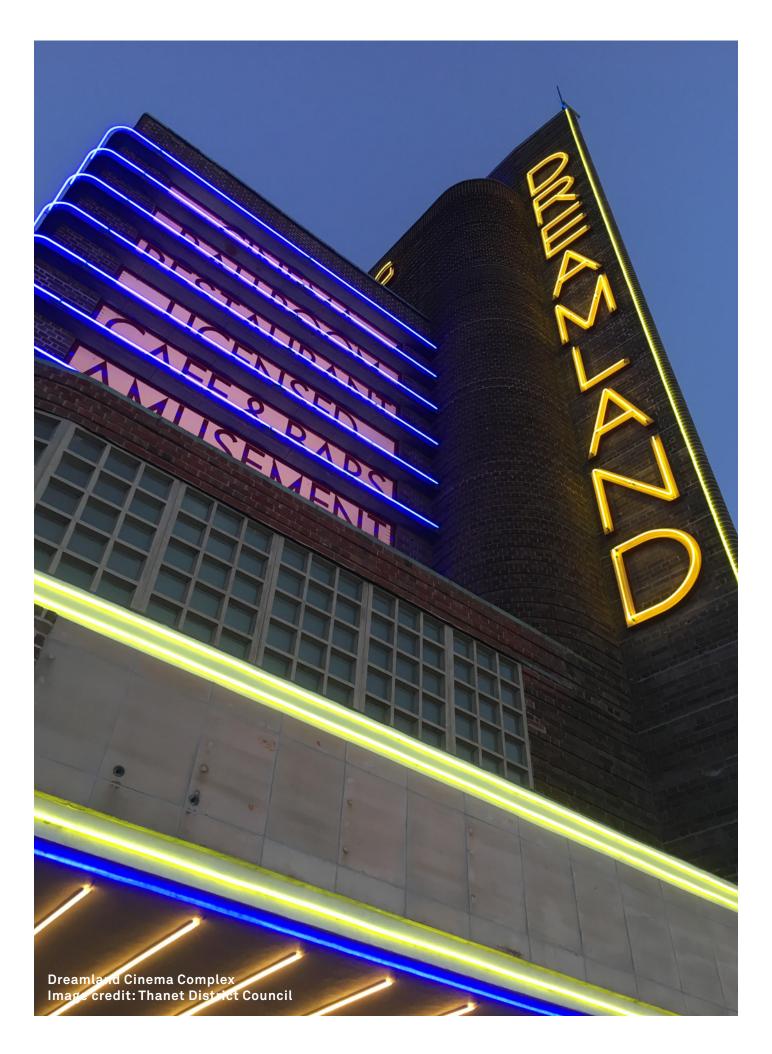
Proje	cts	Towns Fund Request	Rationale
3.1	Town centre improvements to include improved public realm on the High Street and better links to Queen Street junction, Cecil Square, Bilton Square, open up Andrews Passage, Town Centre toilets and feasibility study for Marine Drive  Improved active travel options and connections along Northdown Road to the Town Centre and from Northdown Road to the coastline	£2.9m	<ul> <li>A good proportion of commuters into Margate walk or cycle (20%), but car travel still dominates (68%).</li> <li>Margate's small footprint means a large area is coverable within a 15-minute cycle from key town centre destinations.</li> <li>Entries/exits at Margate station have increased by around 85% since 2014. Around 1/3 of visitors continue to arrive by car.</li> <li>Margate's roads suffer heavy congestion during summer months</li> </ul>
Aligni	ment with intervention framework	Outputs	Outcomes/indicators
Local	transport, urban regeneration	<ul> <li>New or improved walking and cycling links delivered</li> <li>Active transport used more frequently for more types of journeys, especially around Northdown Road and the town centre</li> <li>Visitor numbers and spend increased beyond current key tourist sites</li> <li>Perceptions of public realm safety and connectivity improved</li> <li>Air quality improved</li> <li>Health inequalities reduced, particularly in Cliftonville West; residents report better health</li> <li>Supporting Clean Growth principles</li> </ul>	Margate's heritage assets, town centre, coast, and residential areas will be stitched together helping residents and visitors access more of the town more easily

# Intervention 4: Diversifying Heritage Assets

We will revitalise Margate's well-loved but disinvested heritage assets for the service of new enterprise and cultural space, giving them—and local organisations—a more sustainable future.

Proje	cts	Towns Fund Request	Rationale
4.2	Redevelop the Dreamland Cinema to include building refurbishment and asbestos removal, Sunshine Cafe and ground floor seafront fit out, support curation of cultural centre by People Dem Collective, support planning and design work  Refurbish Winter Gardens to improve environmental performance through heating refurbishments, support inclusive access through improved and accessible facilities and support a greater diversity of uses through repair and decoration  Undertake feasibility studies for longer-term options	£4m £1m	<ul> <li>The TIP engagement process revealed strong desire to see Margate's heritage assets—many derelict from years of disuse—rehabilitated into the town.</li> <li>The DCMS Heritage Statement notes widespread social and economic benefits of heritage assets, but also that black and minority ethnic groups were less likely than others to visit heritage sites.</li> <li>Turner contemporary brings over half its visitors from outside of Kent, but the town does not capitalise upon this footfall with other major attractions</li> </ul>
Alignment with intervention framework		Outputs	Outcomes/indicators
	n regeneration, arts/culture/ age, enterprise infrastructure	<ul> <li>Visitors to heritage assets increased, including increasing ethnic diversity of users</li> <li>Four spaces brought back into use</li> <li>New businesses established and secure jobs created</li> <li>Quality, affordable commercial space delivered</li> <li>Residents gain skills and qualifications</li> <li>Heritage assets reused sustainably and in community interest</li> <li>Private investment secured for long-term operation and sustainability</li> </ul>	Margate's well-loved heritage assets will form new attractions as well as hubs of activity. Levered private investment will ensure long- term sustainable operation and enjoyment of the town's heritage spaces

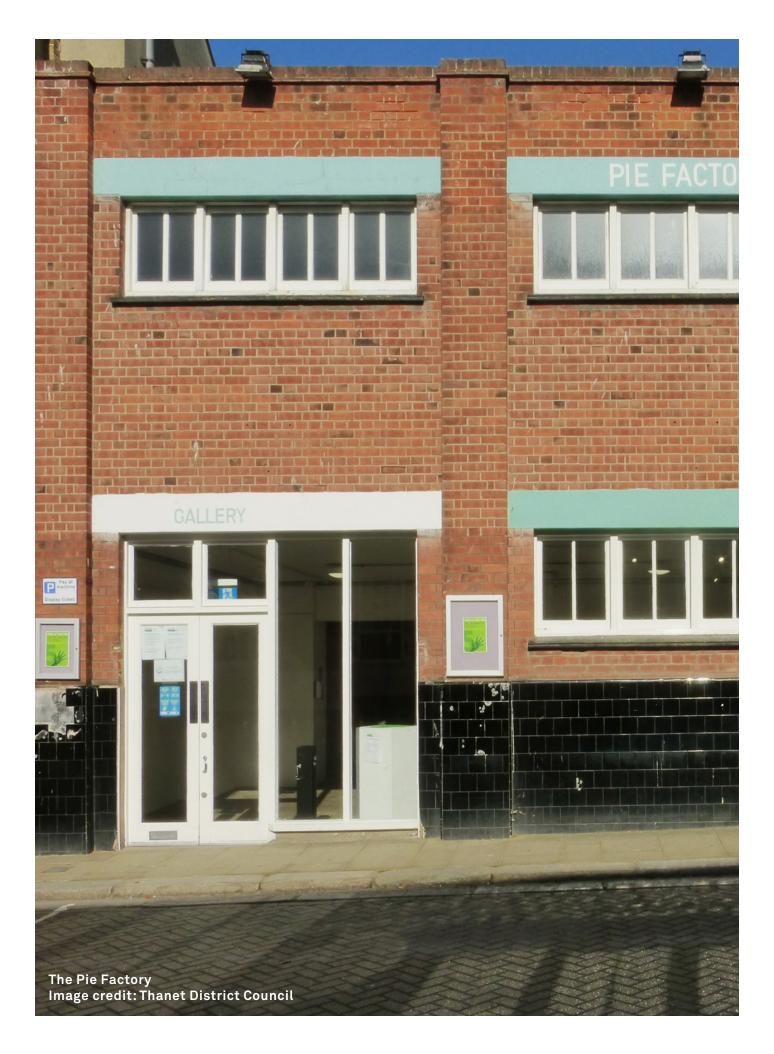
# 3.0 INTERVENTIONS



3.1					
SCAL TNG	MARGATE'S	CREATIVE	PRODUCTION	AND	SKILLS

# Objective:

To establish Margate as a one of the most prominent creative production hubs in the UK, bringing opportunities for employment, diversification, innovation and inclusion.



### 3.1 INTERVENTION 1

Scaling Margate's creative production and skills

#### Objective

To establish Margate as a one of the most prominent creative production hubs in the UK, bringing opportunities for employment, diversification, innovation and inclusion.

#### **Project Introduction**

A key element in making Margate a successful economy 365 days a year is increasing productivity and creating higher value jobs.

Margate is already identified as a key production hub within the Thames Estuary Production Corridor and Creative Estuary government-backed programmes; this activity however, is embryonic and its impact yet to be realised. The opening of studio spaces by Carl Freedman and Tracey Emin gives us confidence that this can be something of national significance. Providing the right space for growth will give as many people as possible access to the opportunities this sector presents.

Local assets such as Turner Contemporary, Theatre Royal, Resort and Marine Studios, and the Margate School provide a solid foundation. Locations like Thanet Press, Cecil Square, Hawley Square, former Primark and Woolworths, alongside 53-57 High Street, can provide affordable spaces for both business and civil society organisations on and around our high street. Without intervention and curation however, these could be lost or at least prevented from being used by those who need them most

We plan to establish a Creative Land Trust (CLT) to take control of key, clustered properties to support the sector's evolution in perpetuity.

The CLT will provide safeguarded affordable workspace with high-quality digital connectivity; free enterprise space for young people; further and higher education; centres for digital and theatrical production; civil society activities; and a permanent cultural centre focused on our black and brown community (piloted in intervention 4). This will

repurpose long-term vacant buildings and bring new life to the town centre - driving footfall towards Margate's high street, benefitting surrounding businesses as well as those directly involved in the intervention.

The aspiration is to create an ecosystem where any early-stage business can access low cost spaces and enterprise support (including a new equity business investment fund). They will graduate from affordable accelerator spaces provided by studio providers to higher end facilities offered by operators in locations such as Thanet Press and within new developments.

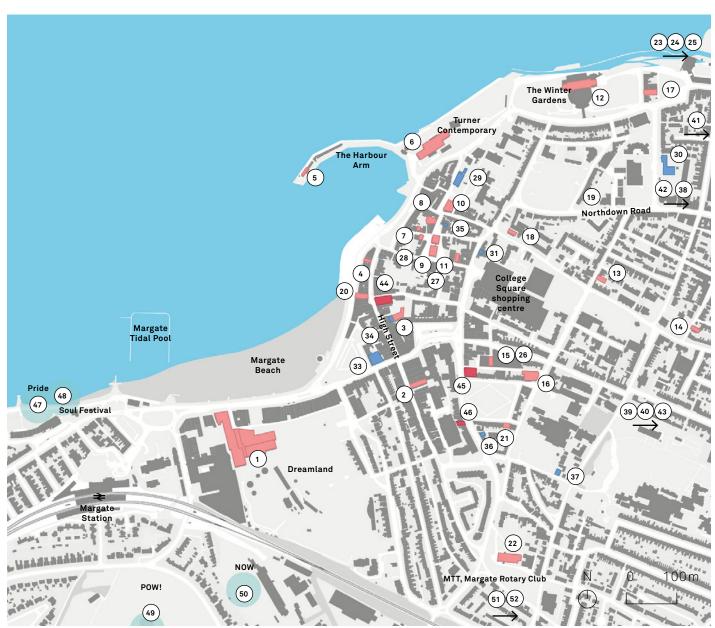
By bringing vacant high street premises back into use we will be maximising the value of public investment through supporting high street vibrancy alongside the creative economy. A successful CLT model is able to generate an income to reinvest into business and new projects, therefore continuing the regeneration benefits into the future.

As well as space for enterprise to grow, we will provide space for education from early outreach to Master's degrees. This will start with a new collaboration of civil society partners involved in outreach and youth engagement (some local collaborators include Arts Education Exchange, Quarterdeck, Open School East, Pie Factory Music, 1927, People Dem Collective, Olby's and Turner Contemporary). We will seek to accommodate further and other higher education in arts and media (with potential to engage with the Broadstairs Campus, UCA, Canterbury Christ Church University, amongst others) and provide specialist degree and masters provision by safeguarding the future of our art school: the Margate School.

#### Rationale

#### **Productivity and Scaling**

Margate's economy relies heavily on public sector jobs, with around 50% in health, education and public administration, which clearly limits the productivity of the local economy.



↑ Infrastructure, Events and Assets within the Creative Production. Source: TMS, 2019 & observational 2020

#### Tom Thumb Theatre Lombard Street Gallery 24. Iom Inum Heatre 25. Margate Art Club 26. Tracey Emin Studio 27. Community Pharmacy Gallery 28. Kings Gallery Margate Creative Production 29. Fort Road Yard 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21. Creative/Cultural Consumption Winter Gardens Joseph Wales Studio Shell Grotto Dreamland Elsewhere Create/Limbo Matthew Penn Gallery Harbour Arm Gallery Turner Contemporary The Old Town Gallery Pie Factory Margate Margate Museum Freedman Gallery Theatre Royal Neon Ballroom 29. 30. 31. Quarterdeck Youth Centre Zoe Murphy Studio Tudor House Margate Caves Sands Hotel Margate Reading Rooms St. John's Church Walpole Bay Hotel Museum Pale Moonlight Production Marine Studios Create/Limbo The Light Keeper 32. 33. 34. 35. King Street Studio and Gallery/ Margate Media Centre 10.

Gordon House

A+C Studios Resort Studios

Margate Town Team Faith In Strangers Art Exchange

44. Margate School
45. Adult Education Centre
46. Open School East
• Events and Organisations

Bon Volks

43. Fire Eye Land

Education

36

37. 38

39.

40. 41. 42.

# Scaling Margate's creative production and skills

There has however been significant recent growth in arts, entertainment, and creative production. The number of creative economy businesses has grown by 158% since 2009, now comprising 12% of Margate's economy. However, it creates only 2% of jobs, indicating many are self-employed or micro enterprises. Engagement with the sector has identified barriers to scaling, in particularly the availability and cost of property. With several studio spaces under threat as buildings are converted for residential uses, there is a danger that our creative sector does not reach a more valuable maturity.

#### **Education Performance and Opportunity**

Margate residents have lower levels of qualifications than regionally, schools tend to fall behind national averages, and many areas fall within the 10% most deprived in the country in terms of household income. There is a distinct need to help residents explore their talents, gain new skills, and work towards qualifications which can go some way to reducing income deprivation.

As the creative sector takes hold in Margate, supporting business sustainability with the goal of helping residents—and young people in particular—gain skills and creating more secure jobs is key to ensuring residents benefit from the town's cultural output and diversifying the economy.

#### Availability and Surety of Space

Over the last two decades, Margate has lost 11% of its commercial space, with industrial space particularly hard-hit. Commercial vacancy appears to be low, and prices have been rising. Redeploying disused or vacant town centre assets—particularly those already in public ownership, which can be delivered relatively quickly—as workspace for creative production has multiple benefits. It can allow spaces to be fit out to meet modern business needs in terms of spatial design and digital connectivity; provide affordable, central workspace; and reverse the disrepair of key heritage assets.

#### Funding request

# 1.1 £3.1m to establish and capitalise the Creative Land Trust

Establish an independent organisation to control properties and ensure supply of the right types of spaces for creative activity, education and outreach, to thrive and grow.

# 1.2 £2.9m for refurbishment of buildings for workspace and education

Fund the refurbishment of CLT buildings to modern standards of infrastructure and accessibility.

# 1.3 £2m to Improve Theatre Royal and Hawley Square

Improvements to the Theatre Royal and environs to create a new hub of theatrical production.

# 1.4 £500,000 Development of new forms of outreach, engagement, and education

Support to develop collaborative approaches to outreach, bringing together local civil society organisations to support change.

# 1.5 A £500,000 Business Equity fund for growth enterprises

Equity based funding to support businesses to scale.

Total request: £9 m

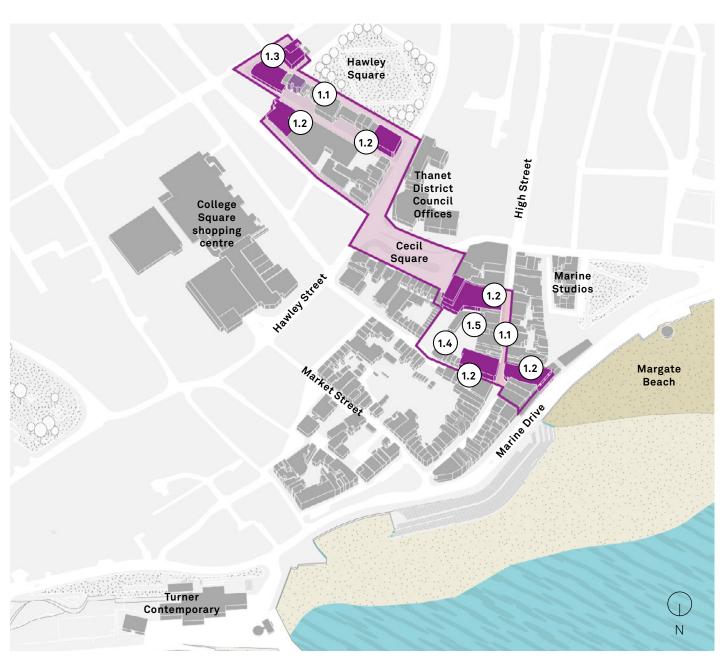
Total match funding: £9.7m

Capital: £8.4m

Revenue: £600,000

### The Case for Revenue

Funding is needed to convene civil society and the education offer, linking those furthest from the labour market to creative production opportunities. This needs to be a long term participatory process.



### Key

- ☐ Project intervention area
- Towns Fund proposed allocation
- Longer term project included in Intervention 4
- 1.1 Establish & capitalise the Creative Land Trust
- 1.2 Refurbishment of buildings
- 1.3 Improve Theatre Royal and Hawley Square
- 1.4 Development of new forms of outreach, engagement, & education
- 1.5 Business Equity fund for growth enterprises

# Scaling Margate's creative production and skills

#### **Local Outputs**

- New businesses created
- New jobs created and retained
- Increase in inward investment
- Leverage of private sector investment
- Business survival beyond two years
- Increase in business turnover
- Businesses feeling integrated into Margate
- Residents able to identify benefits of cultural production for themselves and the town
- Young people able to access skills and qualifications
- New content and performance developed in the town
- Intellectual property developed in the town

#### **Towns Fund outputs**

- Delivery of quality commercial space in key locations
- Increase in the breadth of the local skills offer that responds to local skills needs
- Increase in the amount (and diversity) of high quality, affordable commercial floor space
- Increase in the amount of shared workspace or innovation facilities
- Programmes of grants to local SMEs or employers in key sectors

#### **Towns Fund outcomes**

- Number of start-ups and/or scaleups utilising business incubation, acceleration and co-working spaces
- Business births, deaths and survival rates

"We have entrenched deprivation in this town, we need to break that cycle by giving young people a chance through programmes like apprenticeships. The impact on that young person will have an impact on their whole family."

"We have a whole generation of young people who are being left behind, who have nothing to do and no plan for their future."

"A lot of Margate, particularly where I live in Cliftonville, is very deprived. The poverty is palpable. Parts of it feel like people have been dumped and forgotten about."

- Community questionnaire response

## **Project Examples**



↑ Darwin Ecosystem, Bordeaux. Image credit: Bordeaux Tourism



 $\uparrow \mathsf{Makers}\,\mathsf{District}, \mathsf{Rotterdam}.\,\mathsf{Image}\,\mathsf{credit}; \mathsf{Makercity}$ 

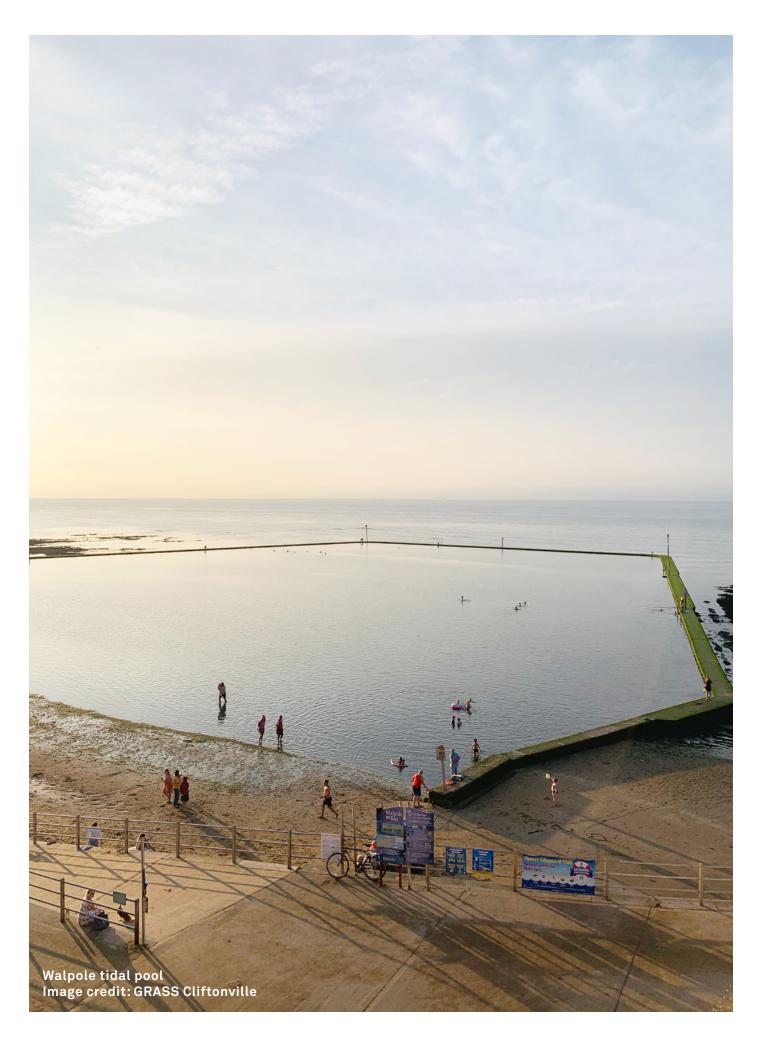


# 3.2

# COASTAL WELLBEING

## Objective:

To capitalise on Margate's prime seafront space as a means of reducing health inequalities, with a focus on supporting amenities and activities related to boosting physical and mental health.



### 3.2 INTERVENTION 2

## Coastal wellbeing

#### Objective

To capitalise on Margate's prime seafront space as a means of reducing health inequalities, with a focus on supporting amenities and activities related to boosting physical and mental health.

#### **Project Description**

We have a unique opportunity to diversify our visitor amenities and attractions at the same time as addressing fundamental health inequalities, a plight which has impacted Margate for the last 20 years.

Wellbeing is a significant focus of our Towns Fund proposals. It attracts a substantial proportion of the available resource to develop projects and activities which support physical and mental wellbeing.

This intervention primarily focuses on the coastline from Turner Contemporary through Cliftonville. It spans key sites such as Walpole Bay lift, steps, tidal pool and Hodges Gap, Oval Bandstand and Lawns, Newgate Gap, sports equipment and facilities. It will enhance the Viking Coastal Trail environment to build stronger and more biodiverse links across Margate and to Broadstairs.

Improving access to Margate's greatest natural asset, the coastline, will encourage more people to live healthier lives all year round, reconnecting some of Margate's most deprived and vulnerable communities to the water's edge. Providing inclusive and accessible outdoor space and activities will be key as part of Covid-19 recovery.

By introducing and re-opening historic links between the clifftop area of Cliftonville West, communities currently suffering from poor health will gain access to the wellbeing benefits of high-quality pedestrian routes, sports equipment, sea-swimming facilities and open space. Whilst this investment will deliver clear health benefits, it will also support tourism along the popular Viking Coastal Trail and the National Coastal Path opening in 2021 and associated commercial opportunities.

At the heart of this Intervention are the principles of community ownership and management, building on a strong base of collaboration to date. A participation and skills programme will contribute towards schools outreach and social prescribing as well as working towards social enterprises or community interest companies being responsible for the management and maintenance of community assets. This will build capacity and provide a long-term platform for participation and engagement.

A healthier, more engaged community will decrease costs to the public sector associated with dealing with health inequalities. Successful commercial outcomes will generate income for reinvestment in projects, which will ultimately enable community and participatory projects to scale sustainably. The Community Asset Transfer of the Oval Bandstand is a fore-runner to a wider group of projects and investment that can further empower local communities.

In the medium term, testing new markets for spa and wellbeing experiences will help underpin a future vision for the locally-cherished but derelict Lido. Increased interest and demand will drive investment in hotels and public spaces, creating a more coherent and attractive place for local people and visitors. Creating new experiences in employment such as wellbeing, and access to training as a stepping stone into those careers, will help to create a more resilient leisure industry. This builds on Margate's former reputation and history, as a popular centre for wellbeing and tourism and supports opportunities to improve training and skills.

1 in 3 survey respondents mentioned the coast when asked what made Margate special.

— Community engagement process



Key

- ☐ Project intervention area
  ☐ Towns Fund proposed allocation
- 2.1 Improved facilities & access to coastline
- 2.2 Improved coastal environment
- 2.3 Testing new uses, participation and skills programme

## Coastal wellbeing

#### Rationale

#### **Health Inequalities**

Despite some improvement in the last five years, Margate and Cliftonville West still have areas of significant health inequalities—among the 10% most deprived nationally. This is impacting residents throughout their lives: 44% of the town's economically inactive residents are long-term ill; a higher proportion of GP patients report long-term health conditions than nationally; and life expectancies are below national averages.

Combined with the physical and mental health impacts of Covid-19 and recession, without quick intervention, Margate is likely to see mounting ill health in coming years.

With funding, the town is well-placed to start tackling poor health. Margate residents' access to green and blue space is high compared to other parts of the country, offering a near-unparalleled asset to develop. However, local observations raise many specific challenges to accessing these assets such as inaccessible routes (particularly for those with limited mobility), lack of facilities to descend from the clifftops to the coastline and dilapidated public realm and facilities. What we need are attractive routes and facilities along the coast, drawing people in and enabling them to maximise the benefits on their doorstep.

#### Jobs and skills

Part of addressing the challenge of health inequalities is to create better access to training and careers. 30% of Margate residents do not have any qualifications, compared to 28% in Thanet and 22% in Kent. The number of young people in Margate (16-24) is declining, so opportunity becomes even more crucial to maintaining a strong supply of labour.

Developing coastal assets will also bring opportunities for building skills and employment, firstly along the coast and then spreading outwards as new businesses invest, encouraged by the initial publicly-funded projects.

#### Funding request

# 2.1 £1.8m Improved facilities and access to the coastline at the Walpole tidal pool area and surrounds

Improved facilities for supporting active lifestyles includes upgrades to the lower promenade and surrounds including Hodges Gap, facilities for swimmers and pool access, restored Walpole Bay steps and Grade II listed lift.

# 2.2 £3.7m Improved coastal environment including upper promenade, Newgate gap, Oval Bandstand and lawns, skatepark and playground area

Includes the Community Asset Transfer of Oval Bandstand and Lawns for GRASS to run a multipurpose community hub, improvements to the Viking Coastal trail public realm such as rewilding, kiosks, furniture and sports equipment such as basketball, playground and skate boarding facilities.

# 2.3 £1m Testing new uses, participation and skills programme

Supporting residents to be more engaged have more say over health and economic activity, with a focus on testing uses around coastal wellbeing to support longer term employment opportunities.

Total request: £6.5m

Total match funding: £759,000

Capital: £6m

Revenue: £500,000

#### The Case for Revenue

Facilities alone will not improve health. There is a need to provide a programme of activity to link local communities to health activities. This includes school links and social prescribing.

#### **Local Outputs**

- Improvements to health indicators (e.g. GP surgery data, deprivation scores)
- Residents reporting improved wellbeing
- New visitor focused businesses and jobs created
- Number of young people engaged in positive activity
- Increase in residents volunteering
- Improvement in resident quality of life scores
- New ideas tested and scaled
- Environmental improvement
- Ecology and biodiversity upgrades
- CO2 savings
- Increasing year-round visitor numbers
- Increase in visitor spend
- Improved access to and use of the coastline
- Development of community capacity
- Access to new experiences in skills and employment

#### **Towns Fund Outputs**

- New or upgraded cycle or walking paths
- Delivery of new public spaces
- New, upgraded or protected community spaces prominent landmarks or historical buildings
- New, upgraded or protected community hubs, spaces or assets, where this links to local inclusive growth
- Remediation and/or development of abandoned or dilapidated sites

#### **Towns Fund Outcomes**

- Improvements to health indicators (e.g. GP surgery data, deprivation scores)
- % of learners gaining relevant experience/ being 'job ready' (as assessed by employers)
- Perceptions of the place by residents/ businesses/visitors
- Residents reporting improved wellbeing

"I'd really like to see the parks and playgrounds get a revamp. Particularly an outdoor gym or two, so that the local youth can keep fit and not have to pay for a gym. The playgrounds are all in disrepair."

— Community engagement process

#### **Project Examples**



 $\uparrow$  The Source Skatepark, Hastings. Image credit: Love Hastings.  $\downarrow$  Barking Bathhouse, Barking Town Centre. Image credit: Create London.

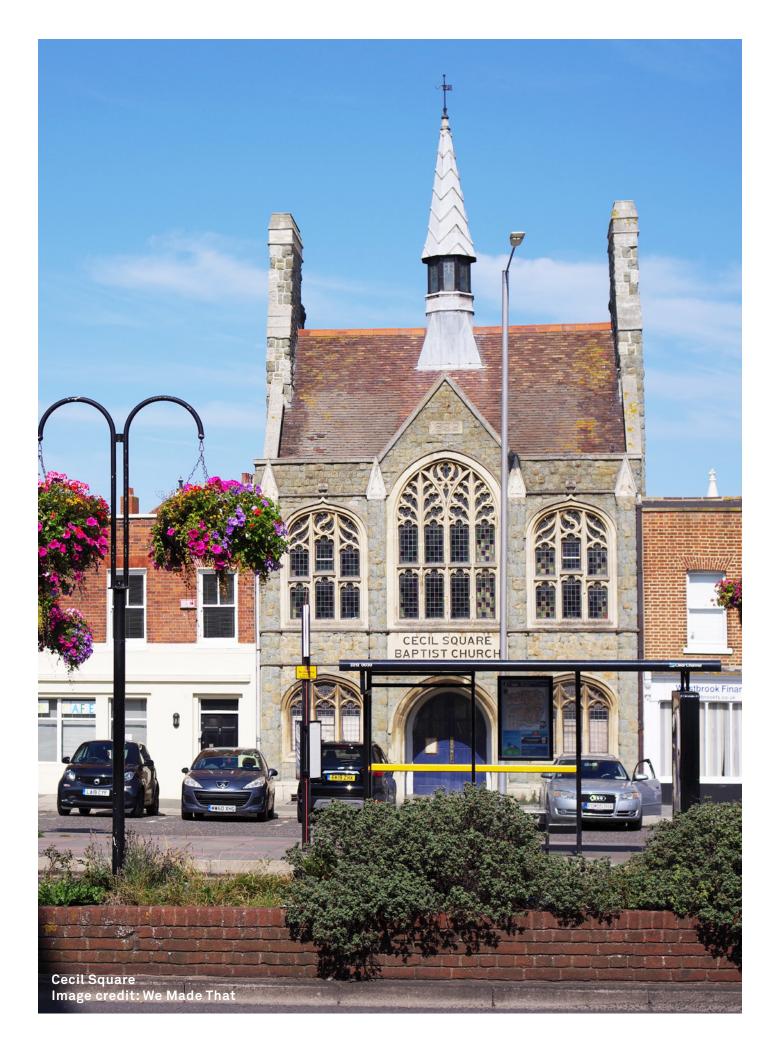


# 3.3

# ACTIVE MOVEMENT AND CONNECTIONS

### Objective:

To stitch together Margate's heritage assets, town centre, coast, and residential areas, helping residents and visitors access more of the town more easily.



#### 3.3 INTERVENTION 3

# Active movement and connections

#### Objective

To stitch together Margate's heritage assets, town centre, coast, and residential areas, helping residents and visitors to move around the town more easily.

#### Project description

We intend to deliver an improved network of quality cycling and walking infrastructure, options for active travel and better public realm connections, with a less car-focused Marine Drive. Providing more attractive options for walking and cycling will benefit the environment and support health and wellbeing. Supporting active travel options will help towards delivering the Government's Clean Growth principles. A better-connected high street will support increased footfall across the town centre especially in combination with the investments outlined in Intervention 1.

Improved connections are an important element underpinning the other TIP Interventions. For example, Coastal Wellbeing relies on connections to and along the coast; Creative Production benefits from geographically-clustered networks with good connectivity; and clearly connects the town's abundance of interesting architecture and built environment assets, particularly through upgrades along the Viking Coastal Trail, providing a stronger offer for visitors and residents alike.

The Intervention is focused on two areas: the Town Centre and Northdown Road, with improved connections between the two geographic areas being vital. Stakeholders have consistently identified connections and wayfinding between places as a significant barrier to building a town that functions for people year-round. Improving connections into the town centre will encourage people to explore areas away from the beach.

Investments will help link assets together. In the town centre, this is focused on improving connections between the High Street and Queens Street, Andrews Passage, Bilton Square and Cecil Square to encourage pedestrians to linger in the town centre and explore beyond the 'tourist trail'. Better connections and public realm will encourage more people to visit heritage sites, supporting footfall and income. Further connections to Market Street car park and along Marine Drive are longer term options.

Northdown Road is a thriving and diverse high street at the centre of Cliftonville West but is disconnected from the Town Centre. It is crucial that better connections and active travel options support the use of Northdown Road and link it to the Town Centre and coastline. This will benefit all communities in Margate and support people to live healthier lives.

Longer term, the TIP envisions more than £60m of potential improvements to public realm and connections in the town. The Towns Fund investments will help to shape how this is deployed as well as provide evidence which will underpin the case for investment. Ultimately, this will play a significant role in ensuring that outcomes and aspirations around environmental sustainability are delivered.

#### Rationale

#### **Active travel**

Improving the public realm is key to improving experiences of being in the town and encouraging people to leave the car at home, in favour of more sustainable modes. Simpler and safer connections for walking and cycling bring additional benefits: they can help people access jobs within a greater radius where bus or train travel is insufficient or unaffordable; encourage visitors to get off Margate's 'beaten path' enjoy a broader offer; and connect people to more social opportunities.

Marine Drive is a particular barrier to active travel options as it often becomes congested, causing pedestrians and cyclists to come into conflict with vehicles. This impacts negatively on perceptions.

#### **Town Centre**



### Key

- Project intervention area Towns Fund proposed allocation  $\Leftrightarrow$ 
  - Connections
- $\boxtimes \Leftrightarrow$ Longer term project addition

- 3.1 Town centre improvements
- 3.2 Northdown Road improvements

# Active movement and connections

#### Connectivity

In theory, Margate's small footprint means a large area is potentially coverable within a 15-minute walk from key town centre destinations, enveloping many key attractions, historical assets, and core commercial areas. A 15-minute cycle would bring most residents in reach of the town centre.

In reality, connections around the town are not always clear, simple, or inviting. Although around 20% of commuters arrived at jobs in Margate by walking or cycling as of 2011, providing a good baseline to build on, 68% travel in by car, straining the small town's public realm and air quality.

Thanet's 2019-2020 footfall survey reveals the most highly trafficked areas are Marine Drive, the High Street and Northdown Road, with footfall from the station along Marine Drive increasing over the year. Northdown Road and the town centre areas are currently disconnected, partly due to topographical challenges, lack of promotion and distance from the train station.

#### Health inequalities

Improved and more attractive active travel options will alleviate some of Margate's crippling health inequalities, as well as help deliver clean growth through less carbon heavy travel options.

Funding for this project will start by supporting quick-win public realm interventions and identifying others that can be delivered during the first five years. Some funding will be set aside to test feasibility for more surprising, and potentially more complex schemes which would be delivered from 2023 onwards.

#### **Funding request**

3.1 £2.9m for Town centre improvements

Improved public realm includes the High Street and better links to the Town Centre and Old Town such as Queen Street junction, Cecil Square, Bilton Square, opening up Andrews Passage for direct access to the beach, Town Centre toilets and a feasibility study for Marine Drive.

3.2 £1.6m for Northdown Road improvements

Including Improved active travel options, walking and cycling connections and greening along Northdown Road to the Town Centre and from Northdown Road to the coastline

Total request: £4.5m

Total match funding: £1,441,000

Capital: £4.5m

Revenue: £0m

The Case for Revenue: NA

"I don't like how one side of Margate is really nice and well looked after (The Old Town) and then a five minute walk down to the town centre and the high street and it just becomes a place you want to stay clear of, just because of the state of it"

— Community engagement process

#### Northdown Road



### Key

- □ Project intervention area■ Towns Fund proposed allocation⇔ Connections
- 3.1 Town centre improvements
- 3.2 Northdown Road improvements

# Active movement and connections

#### **Local Outputs**

- Increase in arrivals by public transport
- Residents and visitors reporting greater accessibility
- Visitor satisfaction
- Footfall increases at key locations in the town
- Reductions in crime
- Journey time improvements for local people
- Additional green and open spaces in the town centre
- Greater dwell time on the High Street and Northdown Road (increased spend and footfall)
- Residents reporting improved health and wellbeing
- Supporting Clean Growth principles
- New businesses created
- Air quality improved and reduction in CO2 emissions
- Increased biodiversity and biomimicry

#### **Towns Fund outputs**

- New or upgraded cycle or walking paths
- Wider cycling infrastructure such as cycle parking
- Delivery of new public spaces

#### **Towns Fund outcomes**

- % of residents walking and cycling for work or everyday errands
- Footfall increases at key locations in the town
- Perceptions of the place by residents / businesses /visitors

#### **Project Examples**



↑ Payers Park, Folkestone. Image credit: Creative Folkestone



↑ Van Gogh Walk, London. Image credit: People for Public Spaces website



↑ Ljubljana, Slovenia. Image credit: The Crazy Tourist

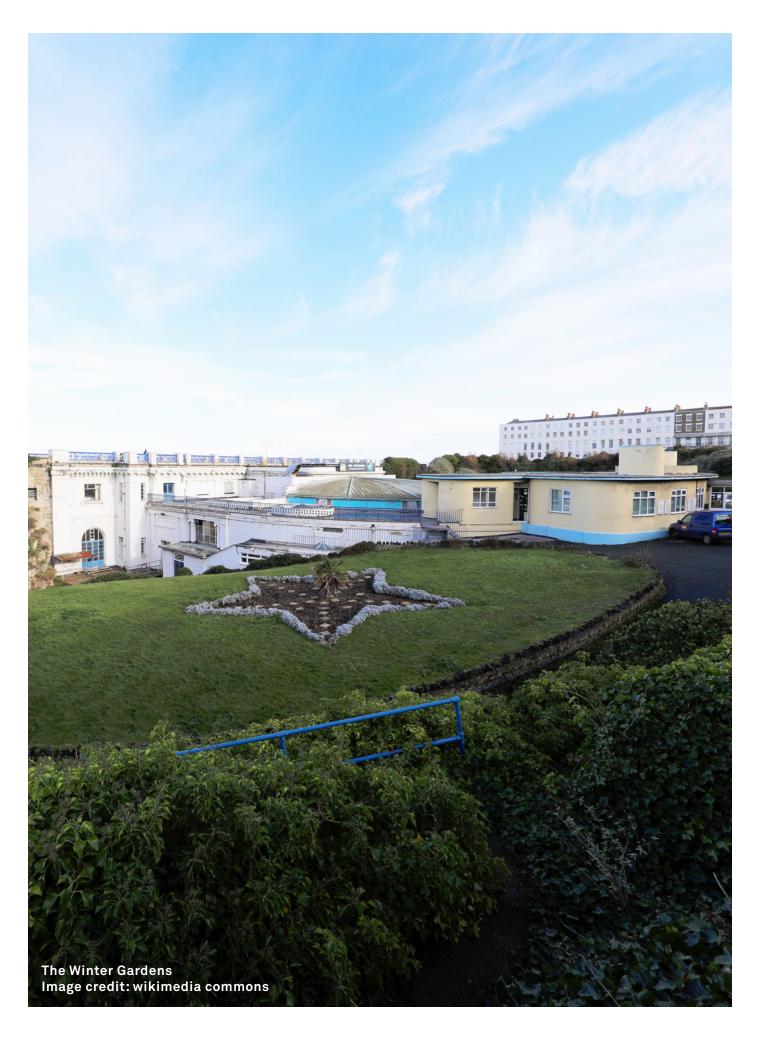


# 3.4

## DIVERSIFYING HERITAGE ASSETS

## Objective:

To revitalise Margate's well-loved but disinvested heritage assets for the service of new enterprise and cultural space, giving them — and local organisations — a more sustainable future.



### 3.4 INTERVENTION 4

# Diversifying heritage assets

#### **Objective**

To revitalise Margate's well-loved but disinvested heritage assets for the service of new enterprise and cultural space, giving them—and local organisations—a more sustainable future

#### **Project Description**

Heritage buildings are icons of Margate. They also have significant long-term potential and space to diversify and grow, accommodating the scaled activity which comes from other aspects of the plan, growing from locally loved assets to nationally recognised spaces of diverse and innovative uses.

The investment from the Towns Fund will ensure that Margate's assets will be more effectively used, housing a diverse offer of economic and community initiatives and improving their impact on the environment. This is in part to support their general appearance and appeal, but also to accommodate new and surprising activities, offering some proof of concept for their future uses.

We intend to support the continued evolution of Dreamland. Dreamland is one of Margate's unique icons, a seaside attraction like no other in the UK, with a vintage theme park and multi-focus entertainment space. Parts of Dreamland (including its art deco cinema space) have mothballed for more than 30 years; the Towns Fund provides the impetus to unlock these spaces and expedite their delivery. A relatively modest investment will secure significant match funding which can not only offer new spaces for immediate use but support future investment in much needed hotel rooms and additional visitor attractions.

We hope to be able to open the first floor Sunshine Cafe and ground floor seafront spaces for new uses which challenge visitors and local people to think differently about Margate. This will include supporting the local charity People Dem Collective to pilot a new cultural centre to celebrate the black and brown community within Kent and Margate, providing great representation within our visitor

offer. To make better use of other parts of the Dreamland Cinema Complex, we will also address specific barriers to opening up public spaces which will ultimately trigger investment in the former bingo hall and cinema.

The Winter Gardens - built in 1911 and one of the finest examples of a seaside concert hall in the UK - is the second facility we are seeking to diversify through investment. Owned by Thanet District Council, it has been a vital part of Margate's yearround offer, providing space for concerts, events and community gatherings. Parts of the venue need investment to continue to welcome visitors, evolve to offer year-round attractions, and reduce its environmental impact. Investment would allow the Winter Gardens to be used for dining, weddings and large gatherings alongside its core concert offer. This will bring a more sustainable year-round income and new jobs for Margate, giving the Winter Gardens the opportunity to reconsider its future in the evolving and growing Margate landscape.

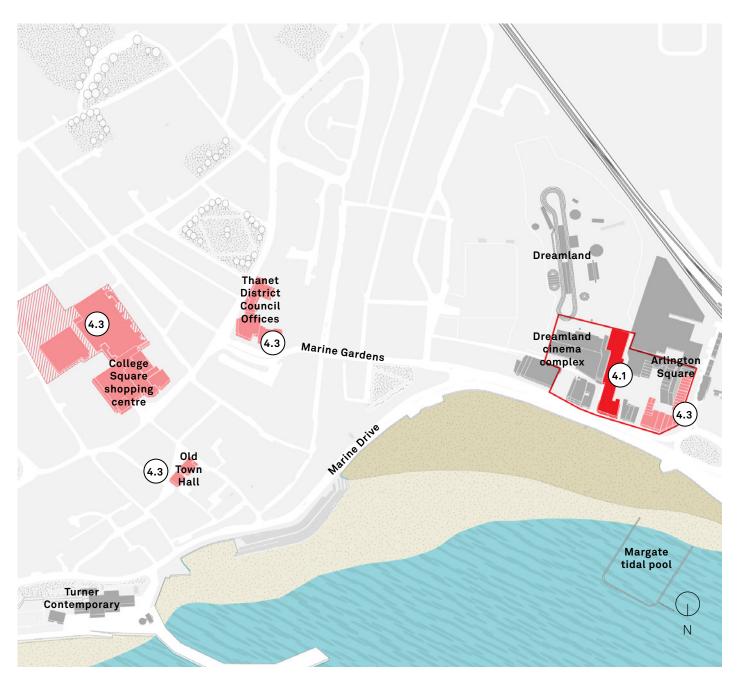
In addition to our chosen projects, we will test options and feasibility for significant investments in our Lido buildings, Arlington Square and arcade and the historic old town hall. As part of this process, we will also look at other sites in the town which can support residential and commercial development.

#### Rationale

#### **Public opinion and Civic Pride**

The TIP engagement process revealed a strong desire to see Margate's heritage assets—many derelict from years of disuse—to be restored and repurposed This ambition cut across all community groups; heritage assets could therefore provide a congregation point for Margate's often divided communities of established residents and newcomers, as well as its growing numbers of visitors. This will build cohesion and a shared sense of identity.

### **Dreamland Cinema Complex Area**



### Key

- ☐ Project cluster area
- Towns Fund proposed allocation
  Longer term project addition
- 4.1 Dreamland cinema complex
- 4.2 Winter Gardens
- 4.3 Feasibility studies

# Diversifying heritage assets

#### **Extending Reach**

Margate's heritage attractions are of national significance. Dreamland draws a national audience which, alongside Turner Contemporary (where 53% of visitors come from outside of Kent), creates the nexus of a visitor offer which is growing and can scale even further. The Winter Gardens serves a regional market, filling a significant space in the Kent live entertainment offer.

In 2017, the DCMS Heritage Statement outlined the widespread impacts of heritage assets in terms of economic and social benefit, but revealed that black and minority ethnic groups were less likely than others to visit heritage sites. Through this Project and People Dem Collective's engagement initiatives, Margate can address this disparity and put itself forward as a town where heritage is for everybody.

#### Visitor Economy (and the Influence of Covid-19

Research by Visit Kent from 2018 found that 70% of visitors to Margate come for day trips, mainly for the beach (47%), Turner Contemporary (47%), and Dreamland (34%); local spend among day trippers increased 88% between 2010 and 2018.

The final impact of Covid-19 on the visitor economy is still largely unknown. A Visit Kent survey of county businesses found support for promoting domestic tourism to help rebuild local economies. Diversifying activities and accessibility around heritage assets could boost tourism to Margate, as well as encourage visitors to stay longer, explore more of the town, and spend more locally. Ensuring that Margate has something to offer will support those small and independent businesses struggling to survive. We expect that staycations will continue and therefore will be enhanced by this important investment.



↑ Source: Dreamland, Margate, Visitor Reach (2019)

"If you've been to Turner, to Dreamland and the Old Town you're pretty much done. If we want people to stay over we need the thing that tips people into an overnight stay, whether that's quality food places, events, music."

— Community questionnaire response

#### The Winter Gardens Area



### Key

- ☐ Project cluster area
- Towns Fund proposed allocation
  - Longer term project addition

- 4.1 Dreamland cinema complex
- 4.2 Winter Gardens
- 4.3 Feasibility studies

# Diversifying heritage assets

#### **Funding request**

#### 4.1 £4m Dreamland

Initial funding to refurbish cinema, bingo hall, and café spaces to provide locations for new visitor exhibitions, dining and cultural experiences. Investment will underpin the case for new hotel spaces at this nationally unique visitor attraction. Funding enables removal of asbestos and improves publicly accessible spaces. It will fit out two significant spaces and support the delivery of a new cultural centre for and by Margate's black and brown community.

#### 4.2 £4m Winter Gardens

Investment to bring this locally loved asset to a venue of greater economic significance through inclusive access, improving environmental performance and greater diversity of uses. Refurbishment to include improved heating and air conditioning, enhanced café, bar, kitchen, toilet and conference facilities, remodelled and accessible entrance. Repair, redecoration and refit for internal and external.

#### 4.3 £1m feasibility studies

Funding for feasibility studies on longer-term options for other heritage assets such as Arlington Tower, old town hall, the Lido, council offices, and Morrison's site.

Total request: £9m

Total match funding: £8,445,000

Capital: £7.8m

Revenue: £1.2m

#### The Case for Revenue

There will be expert fees of around £200,000 to support the improvements of heritage assets. Fees to develop other sites will support significant private investment in the longer term.



↑ Camp Bestival at Dreamland. Image Credit: Dreamland, Margate



↑The Lido. Image Credit: Thanet District Council

#### **Local Outputs**

- Buildings/sites brought back into use
- External investment secured
- Permanent jobs arising from reopening/ reuse
- Increasing visitor numbers and proportion of local people visiting attractions; demographic mix of local visitors
- Partnerships and funding or revenue in place to secure long-term operation
- Long term approach through feasibility to the economic opportunities for Margate

#### **Towns Fund outputs**

- Remediation and/or development of abandoned or dilapidated sites
- New, upgraded or protected community hubs, spaces or assets, where this links to local inclusive growth

#### **Towns Fund outcomes**

- Perceptions of the place by residents/ businesses/visitors
- Number of visitors to arts, cultural and heritage events and venues

44% of questionnaire respondents want improvements to "protecting and celebrating our local heritage." This also connects with the community's desired to see fewer empty / derelict buildings.

— Community engagement process

#### **Project Examples**



↑ Spanish City, Whitley Bay. Image credit: Spanish City



↑ EMD/Soho Theatre. Image credit: Theatre Trust



↑ Stanley Halls, South Norwood. Image credit: Hire Space

3.5	
INTERVENTION	RELATIONSHIPS



# 3.5 INTERVENTION RELATIONSHIPS

The four interventions are mutually dependent and will support and strengthen one another, ensuring Towns Fund investment is coherent and impact is maximised.

Intervention	1 supports by	2 supports by	3 supports by	4 supports by
Scaling Margate's Creative Production and Skills		Improving health and reducing ill health as a barrier to community involvement will help more people contribute to Margate's civil society and economy.	Improvements to Cecil Square, Hawley Square, High Street and Northdown Road will help link creative production facilities to each other.	Bringing heritage assets back into use will provide unique spaces for creative tenants and space for cultural consumption and performance.
2 Coastal Wellbeing	Safeguarding buildings, offering training, and collaborating with civil society groups will support wellbeing, deeper engagement and participation.		Better connections to wellbeing assets will make it easier for residents and visitors to experience them, giving them great choice over their own wellbeing.	Investment in heritage assets will provide longer term home for some of the wellbeing activities that will become a hallmark of Margate.
Active Movement and Connections	New and improved creative production and skills provision will generate footfall which will help underpin the case for investment and public realm.	Part of enhanced health and wellbeing will be increased activity travel. A more walkable and cyclable town will form part of the case for investment in public realm and connections.		Heritage assets are key destinations, being the start, mid, or end points of many journeys.
Diversifying Heritage Assets	Growth in creative and cultural production will underpin the evolution of heritage assets, providing long-term opportunities for their use and content to support their diversification.	Coastal Wellbeing activities will support the case for investing in and reopening Margate's historic lido.		

4.0 PRIORITY AREAS (SHORT, MEDIUM, LONG TERM)



## 4.0 PRIORITY AREAS (SHORT, MEDIUM, LONG TERM)

This plan balances interventions to address the historic inequalities in Margate, alongside supporting new ideas and innovations and scaling actions which already work to drive long-term change.

Our plan does not necessarily fit conveniently into baskets of short, medium- and long-term activities. However, our focus on Supporting, Surprising and Scaling can be linked to an overall phasing.

### **Immediate**

With early resource we can deliver the following immediate or 'shovel-ready' projects:

- Bring our former M&S building into use as a precursor to the wider scaling of creative production and skills
- Deliver improvements needed to open Thanet
   Press as a creative production site
- Reopen Andrews Passage to provide a crucial link between the high street and seafront
- Provide a summer programme of small-scale public realm interventions to challenge the way people use Margate's streets

### Short Term - Supporting: Addressing the fundamental challenges

In the short term, 'supporting' activities focus on addressing deprivation, particularly in Cliftonville West.

We will use a significant proportion of the Towns Fund to target the issues of poor health, economic inclusion, and youth engagement. For creative production and skills, we will rapidly mobilise spaces to accommodate formal education and coalitions of civil society-led activity focused on the needs of young people. We will create spaces which offer people a route from the challenges of recession to enterprise.

We will engage our communities in a conversation about health and wellbeing and build their capacity to take a real stake in and ownership of the wellbeing assets they use.

### Short to Medium Term - Surprising: Trying new things, being innovative and experimental

We will provide spaces for our businesses to collaborate and innovate and we will develop experimental visitor attractions. This is a critical part of enabling surprising and thrilling experiences.

This will take time to germinate, but safeguarding affordable workspaces provides a solid foundation for innovation to flourish and to ensure its benefits are shared equitably throughout the town.

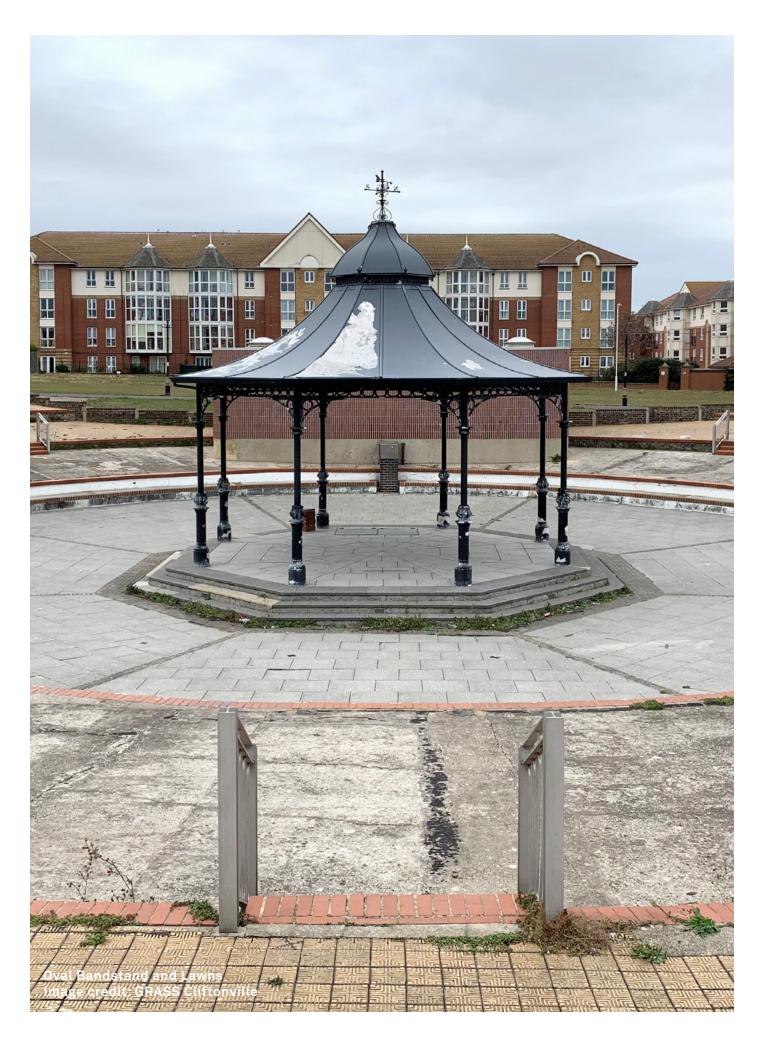
In the medium term we will bring further education opportunities to the high street, helping people progress to formal education and ultimately to degree-level qualifications.

### Medium to Long Term - Scaling: Building on what works to Increase impact

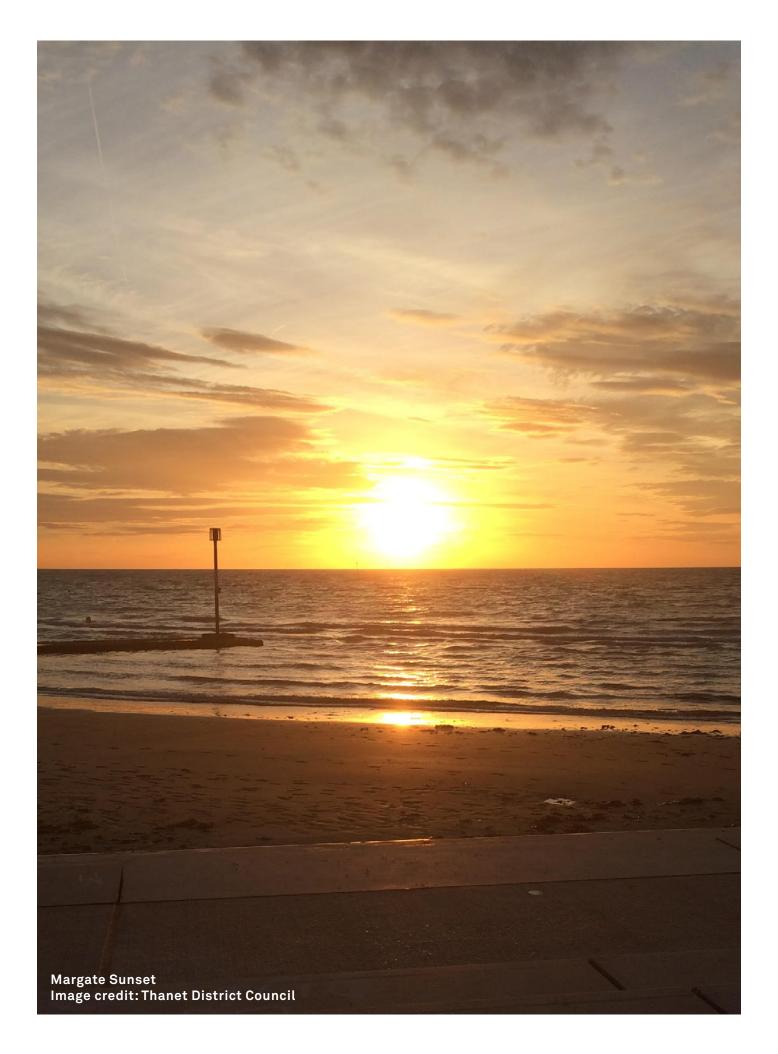
'Scaling' means supporting good businesses to grow their operations, becoming more significant local employers. It means developing a more regionally and nationally significant visitor offer, establishing a new profile and markets for the town, and inviting further investment which aligns with the Town Investment Plan vision.

We have identified a range of sites which can help us accommodate new and growing enterprises in the longer term, without impinging on the heritage and quality of our town. These include sites like the historic town hall, Arlington, and the Morrison's building. We have also identified buildings which could help scale our Coastal Wellbeing ambitions, namely the Lido and Hartsdown Leisure Centre.

We will test feasibility options for these spaces and build on successes from the first five years of the TIP to attract investment and establish delivery mechanisms.



# 5.0 STRATEGIC ALIGNMENT



### 5.0 STRATEGIC ALIGNMENT

#### **Policies**

Margate comes under several town- and district-wide policies/strategic documents. Our TIP will help deliver on ambitions that recur throughout these strategies, such as capitalising on Margate's heritage assets; boosting creative/cultural industries; promoting sustainable transport; improving employment and training opportunities; diversifying the economy; expanding the visitor offer; and strengthening Margate as a functioning town rather than a resort. Relevant documents include:

- Thanet Local Plan, March 2020
- Cliftonville DPD, February 2010
- Thanet Economic Growth Strategy
- Margate Coastal Community Team Economic Plan 2016
- Annex 1 : Margate Evidence Atlas

### **Partnerships**

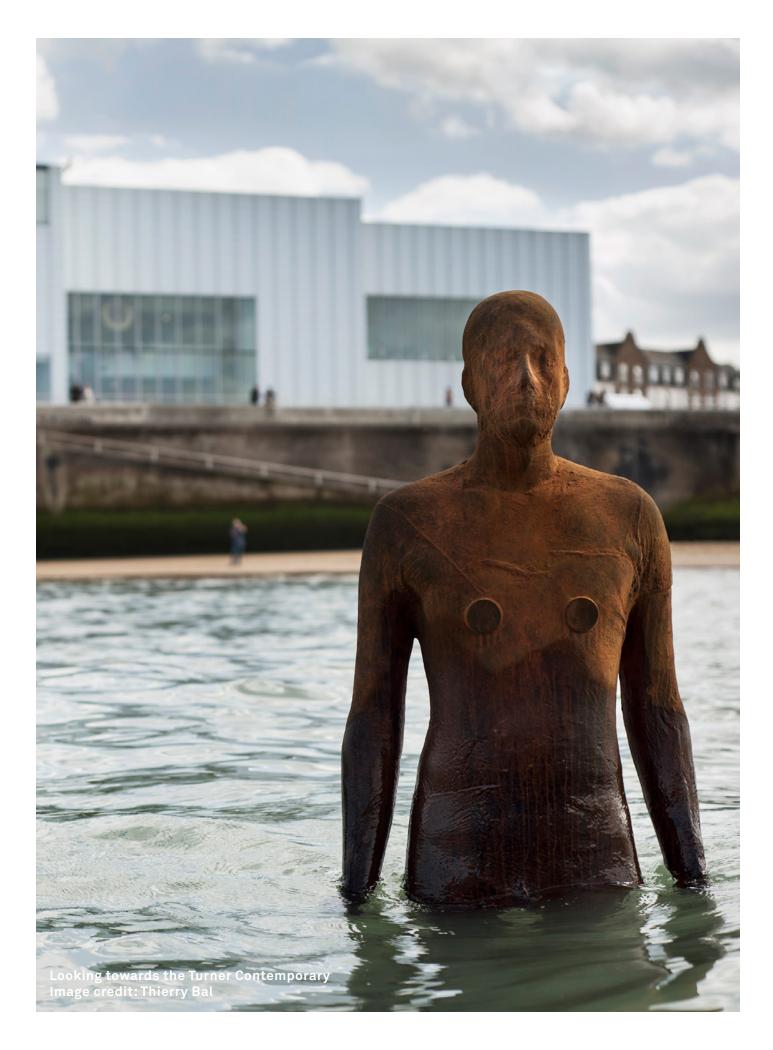
Thanet and Kent have partnerships covering a broad range of topics, from local safety and outreach to regeneration to tourism to enterprise, with a broad range of organisations represented within them. Our ongoing engagement strategy and business case development will ensure these (and other) groups are part of the TIP process:

- Thanet Multi-Agency Task Force
- South East Local Enterprise Partnership (and SELEP Coastal Communities sub-group)
- Visit Kent
- Thanet Leadership Group
- Locate In Kent
- Homes England
- Arts Council

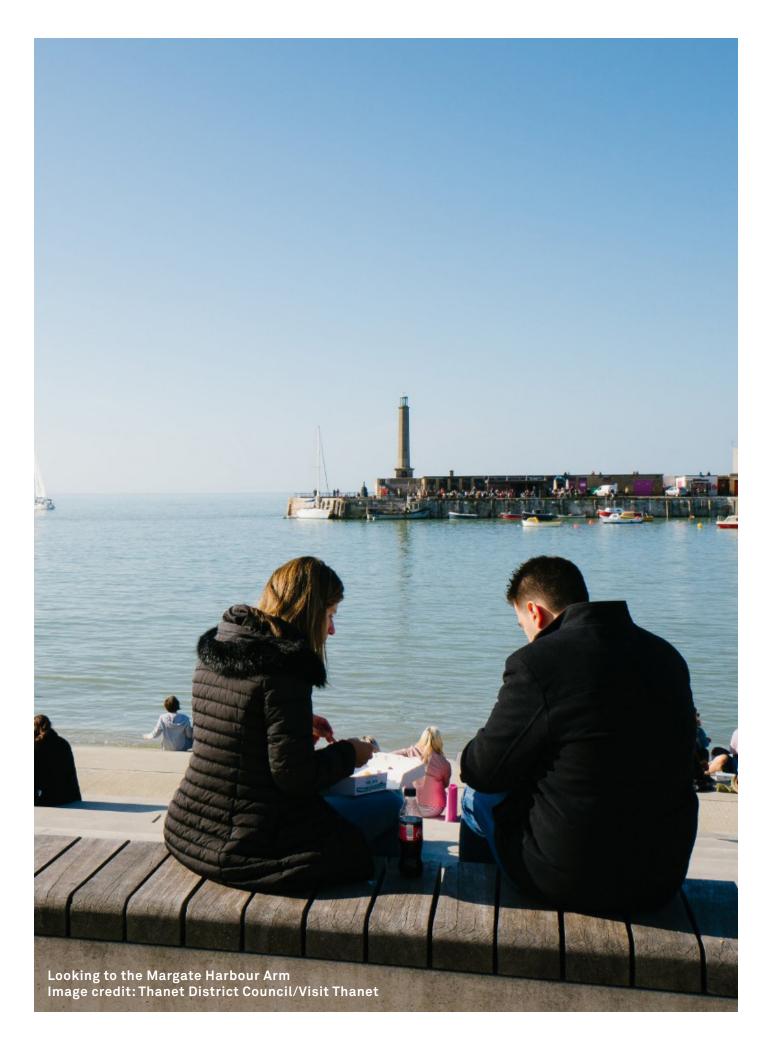
### **Programmes and Investments**

Thanet District Council's existing large-scale programmes and investments are focused on housing delivery. Our TIP, with its focus on economy, wellbeing, public realm, and heritage, will complement housing schemes and provide a more complete package of investment for the town.

- Live Margate, a £23.1m programme running until 2026 to restore unoccupied buildings to use as family homes of high-quality standard
- Community Housing Fund, central government funding to help communities deliver new homes through innovative models like community-led housing, mutual housing and co-ops



### 6.0 ENGAGEMENT AND PARTICIPATION



### 6.0 ENGAGEMENT AND PARTICIPATION

#### **Activities to date**

This plan is underpinned by the most detailed engagement exercise undertaken in the town. The purpose of this was to develop a shared vision for the future of Margate, understand perceptions of the town, and uncover focus areas for change. More details can be found in Annex 2.

As part of the initial engagement process we established a Margate Town Deal People's Panel to work with the Town Deal Board and Thanet District Council Project Team throughout the lifetime of the Plan. The Panel comprises 50 members of the public selected at random to broadly represent the wider population.

In addition, 1,000 local people, 181 organisations and 73 local businesses participated in the engagement process through questionnaires, digital meetings and focus groups, and socially distanced events.

Early in the engagement process, the Margate Town Deal Board developed a draft vision to test and develop through engagement. The draft vision was Margate thriving 365.

A Community Survey showed widespread support for the Town Deal Board's Vision for Margate, with 8 out of 10 respondents agreeing that 'Margate thriving 365'—a town that works for people all year round—captured the right ambition. Support was generally good across specific subgroups. For example, 80% of third sector organisations, 61% of businesses, and half of young people that completed the survey supported the vision.

Engagement revealed that people felt the concept of bringing people and community together to be important. We therefore revised the vision to Coming Together to Margate Thrive 365.

Community and stakeholder engagement suggested the following priorities should be considered and explored in the Town Investment Plan.

- An all year round thriving local economy
- Creating jobs including higher skilled jobs, with better wages
- Opportunities for young people
- A town to be proud of
- Improving people's lives
- Working with the community for the community
- A green new deal for Margate
- Margate at the heart of the creative coast

### **Engagement next steps**

The People's Panel will continue to provide feedback and direction for the TIP. The Town Deal Board will benefit from the knowledge, ideas and issues that local people bring to the table alongside evidence from a wider range of sources.

We will keep individuals and organisations engaged in the first stage up to date through ongoing events (online and offline as allowable) and mailing list updates. These platforms will also be open to individuals and organisations who are newcomers to the TIP process.

Business case development will also involve more detailed stakeholder engagement around specific project Interventions, such as through events and email updates.





We want to say **a big thank you** to everyone who took part in the engagement events and activities. **686** people completed the questionnaire and over 300 people took part in digital or face to face events. Nearly **1,000 people engaged** through social media. Everyones thoughts, ideas and comments were coded and analysed to help us shape the vision for the **Town Deal and priorities for the future.** 



### A summary of what you told us about Margate now

We wanted to know what people think and feel about Margate now. You told us:

The results of the questionnaire show people's **perceptions** of the town change, depending on how long they have lived there, for example:

**70%** think that Margate is a **great** place to visit

56% agree that Margate is a great place

to live

49% agree Margate is a good place to bring up a family

**57%** of you are **proud** to live in Margate

56%

agree that Margate is a **better** place now **than 20 years ago** 

### Community Engagement Process →

Image credit:
Thanet District
Council, Iconic
Bestiary/
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com & izabel.l/
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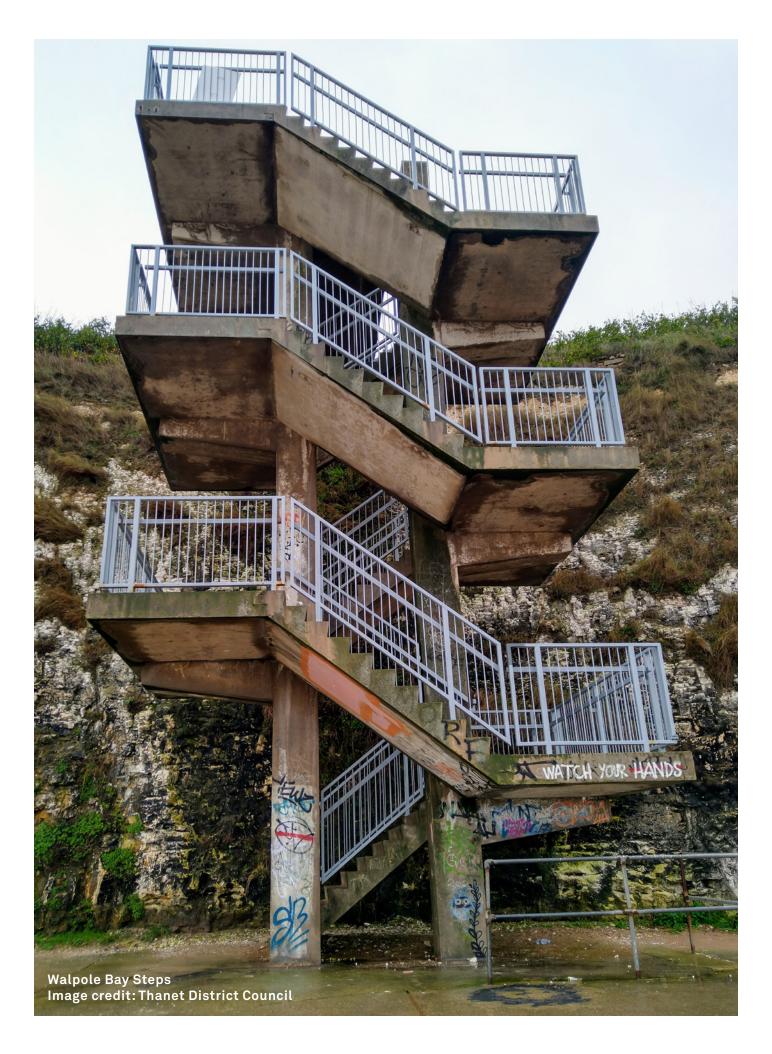
77%

of people who have lived in Margate for 3 years or less **think Margate is great place to live** compared to 54% who lived there for more than 10 years

69%

of people who have lived in Margate for 3 years or less **agree Margate is getting better compared** to 46% who lived there for more than 10 years

### 7.0 DELIVERY



### 7.0 DELIVERY

#### **Business Case Development**

As part of the project call out, Thanet District Council asked all interventions to provide information which would support basic business case development and an assessment of deliverability. The board and Thanet District Council officers have considered these projects and we are confident that our TIP projects are deliverable.

From March 2021, we will develop detailed business cases for all interventions. This will take account of new Treasury guidance on project impact and value for money, including November 2020 revisions to the Green Book. Using this foundation, we will make the case for match funding to maximise additional public and private investment into Margate.

In developing detailed business cases, we will also consider the potential for revenue generation in delivery. In due course we would expect the CLT and Business Equity investments to provide a return which can contribute to their delivery or to other elements of the plan.

### **Delivery Plan**

### Principles of Delivery

Our aspiration is that project delivery should be part of the process of building the capacity of our community to be more involved; we see this as a fundamental part of our TIP.

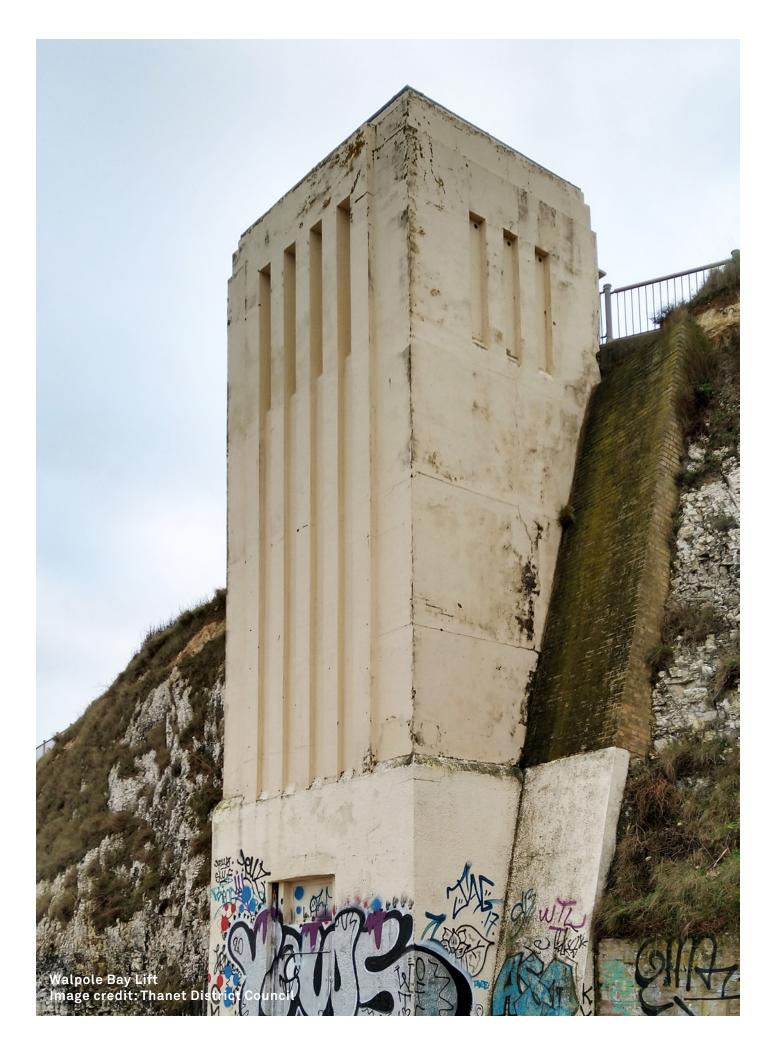
We will provide intervention leads and groups with the data, information, and connections they need to deliver their projects and engage the wider population. Thanet District Council will act as the accountable body, but not as deliverer; the role of the council is to facilitate others to take more responsibility in the process.

We will continue to communicate to as wide a population as possible, welcoming new voices from different backgrounds.

Investment will be accompanied by an expectation of social value delivery. We will use Service Level Agreements and negotiated lease clauses to ensure that every penny spent is maximised in terms of its broad value to the long-term aspirations for the town.

Evaluation and monitoring will not be an exercise in post-rationalisation. We will commit to ongoing research and insight which focuses as much on sentiment and the experience of living in Margate as it does on the economic impacts of our projects. We will commit to delivering social value in a way that sets a precedent for seaside towns in the UK.

- Delivery Structures: We will undertake a range of delivery arrangements to enable lean and impactful coordination and delivery of the TIP:
- Establish a new board structure: Our board has overseen the development of this plan, but we recognise that it will need to reorganise to focus on delivery. We would expect to bring in specific sector expertise to help us deliver our objectives
- Constitute an Independent Creative Land Trust: The CLT needs to be independent of Thanet District Council and the Board. We have budgeted for specialist expertise (organisational and legal) to help us set up the board and ensure it has the resource to work efficiently
- New citizen-led opportunities for Coastal Wellbeing: As part of the business case process, we will scope opportunities to establish new delivery structures for the Cliftonville coastline. This will include organisational structures alongside the potential to establish social enterprises to oversee maintenance and improvement
- Ongoing People's Panel: The Panel has been one
  of the great early outcomes of developing the TIP.
  We will continue to bring this group together and
  ensure that they play a role in developing the
  projects and providing insight on project impact.



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