

Levelling Up Fund Application Form

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

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

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

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

One application form should be completed per bid.

Applicant & Bid Information

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

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

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

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

Contact telephone number: 0 [REDACTED]

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

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

Nominated Local Authority Single Point of Contact: Louise Askew

Senior Responsible Officer contact details:

Madeline Homer, Chief Executive

madeline.homer@thanet.gov.uk

Chief Finance Officer contact details:

Tim Willis, Deputy Chief Executive and S151 Officer

tim.willis@thanet.gov.uk

Country:

England

Scotland

Wales

Northern Ireland

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

PRD Ltd

We Made That

Pleydell Smithyman Ltd

Wilks Head and Eve

Stockdale Ltd

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

Northern Ireland Executive

Third Sector

Public Sector Body

Private Sector

District Council

Other (please state) |

PART 1 GATEWAY CRITERIA

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

1a Gateway Criteria for **all bids**

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

Yes

No

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

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

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

Yes

No

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

N/A

PART 2 EQUALITY AND DIVERSITY ANALYSIS

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

Critical to a robust engagement programme is a good understanding of all the stakeholders, ensuring that we plan how they need to be involved and anticipate how they will react. Stakeholders are individuals and organisations that are affected by the strategic plan for Ramsgate's future and/or can affect the plan. The Consultation Institute recommends using the 'Six Tests' method for the basis of identifying key stakeholders:

Test 1: Who is directly impacted by this decision?

Test 2: Who is indirectly impacted?

Test 3: Who is potentially impacted?

Test 4: Whose help is needed to make the decision work?

Test 5: Who knows about the subject?

Test 6: Who will have an interest in the subject?

This approach enabled us to identify a diverse range of stakeholders to engage through a compressed programme of activity. The engagement focused on understanding the priorities for local stakeholders in the context of the Levelling Up Fund and the wider potential for the future of Ramsgate. To ensure that people were able to participate, within current COVID-19 protocols, the approach to engagement blended digital and face to face engagement. In summary the engagement activities included:

- A Ramsgate Future micro-site and supporting social media based engagement;
- A community survey which received 780 responses, alongside targeted surveys for local businesses (39 responses) and the third sector (6 responses).
- A digital stakeholder launch event, with question and answer session.
- Digital workshop sessions on four key themes:
 - Jobs: Creating New and Better Employment
 - Connections and Movement
 - Opportunities and Skills
 - Seafront, History and Heritage
- Digital business briefings and walkabouts to talk to local business owners.

- Focus groups and discussions with local community groups, and their members, including EKC Group, Pie Factory, East Kent Mencap, Newington Community Centre, Ramsgate Accessibility and Disability Group, and Ramsgate Town Team.
- Community drop in events in Ramsgate High Street and Newington.
- Talking to local people and visitors in Ramsgate.
- Individual meetings with key stakeholders in relation to the proposed projects including: EKC Group Group, Thanet Fishermen's Association, Historic England, Town Team, Harbour Master & Marine Operations Manager, Architectural Heritage Fund, Arts Council, Department of Work and Pensions, Jobcentre Plus, South East Local Enterprise Partnership, London Array, Vattenfall, Coastal Community Team, Neighbourhood Plan Team and Ramsgate Society.
- Engagement with Town, District and County Council members and the Local Member of Parliament.

The following priorities were highlighted by this engagement process:

- Job creation including low skilled work to start people on a career pathway and skilled employment to retain skills and aspiration in Ramsgate.
- Opportunities for young people.
- Enhancement of the Royal Harbour.
- Investment to support the regeneration of the Port of Ramsgate.
- Improving the public realm including high streets, parks and green spaces, designing out opportunities for crime and anti-social behaviour.
- Regenerating and improving leisure and retail sites to encourage new businesses and public services to locate there.
- Enhancing local parks and greenspaces.

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

Please specify the weblink where this bid will be published:

<https://www.thanet.gov.uk/campaigns/ramsgate-future/>

PART 3 BID SUMMARY

3a Please specify the type of bid you are submitting

Single Bid (one project)

Package Bid (up to 3 multiple complimentary projects)

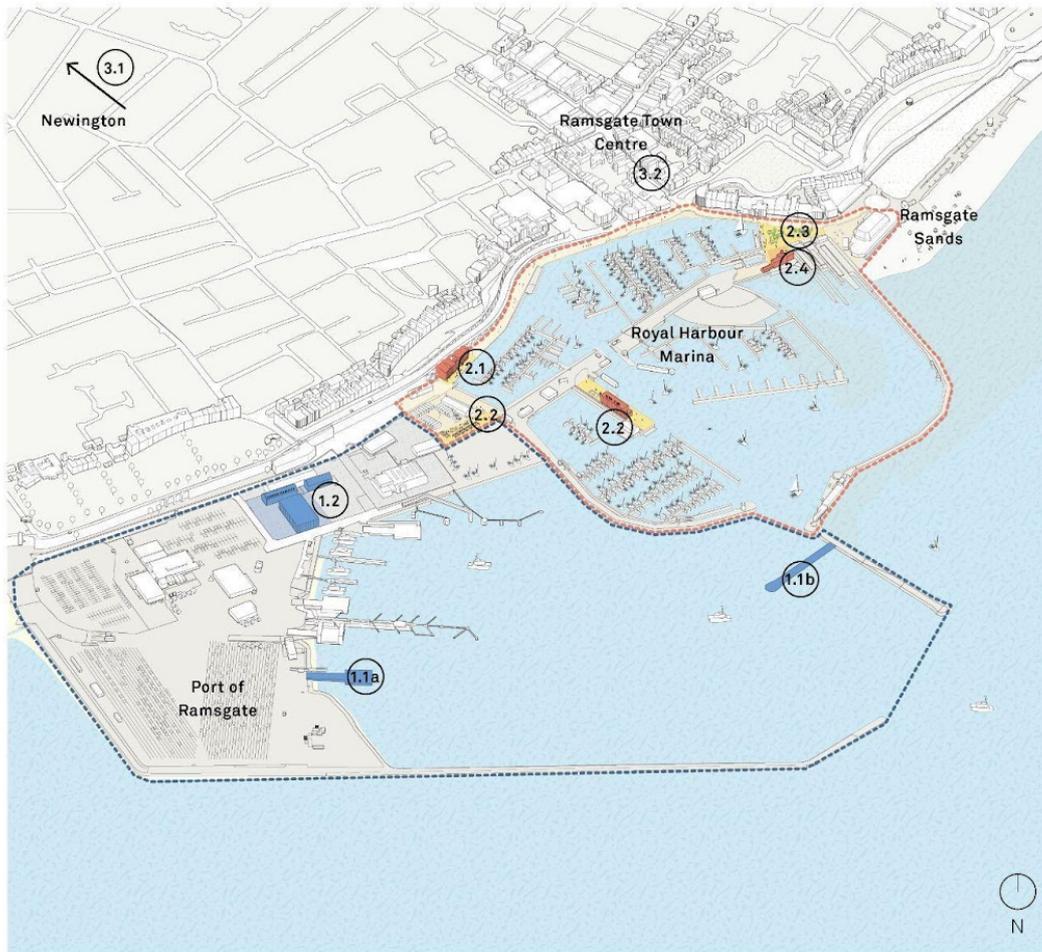
3b Please provide an overview of the bid proposal. Where bids have multiple components (package bids) you should clearly explain how the component elements are aligned with each other and represent a coherent set of interventions (Limit 500 words).

We will use our property housing new economic activity to address persistent local deprivation through training and career opportunities.

We are focussed upon Ramsgate and specifically upon better use of the unique maritime assets in the centre of the town (the Port and Royal Harbour) as the basis to promote skills and career progression. There is a specific focus on residents, particularly young people, who are furthest from the labour market and opportunity.

The council's ownership means we can mobilise quickly and can enable more active management structures to connect a generation of local residents to opportunities in hospitality, fishing, offshore operations, maritime and logistics, and green and zero carbon sectors.

Through new and existing educational partnerships, we will create lifetime career opportunities in a town where one in eight working age residents is unemployed and a quarter of young people are out of work.



- Key
- Ramsgate Port Area
 - Royal Harbour Area
- 1. Green Port Ramsgate**
- 1.1 Modern Hybrid Port:
 - 1.1a Refurbished ro-ro berth and 170m mooring spine
 - 1.1b New rock breakwater (150m long)
 - 1.2 Green Campus:
 - Operations & Maintenance Centre of Excellence
- Clean Tech Start-up & Scale-up space
Innovation & Trailblazers: space for testbed activity
- 2. Inclusive Harbour Attractions**
- 2.1 Smackboys Building
 - 2.2 Fishing Facilities and Restaurant
 - 2.3 Pier Yard Public Realm
 - 2.4 Clock House Building
- 3. New Community Assets (not included in map)**
- 3.1 Refurbishment of Newington Community Centre.
 - 3.2 Refurbishment of Town Centre Asset

There are three components to our programme:

1. **The Port. The first stage** Investment in Port Infrastructure to create a Green Port for the Thames Estuary, providing around 800 jobs. This will provide a hub for innovation and T-Level and apprenticeship training, allied to a modern hybrid Port, supporting renewable energy and zero carbon maritime logistics. Investing jointly with the private sector we will create a Green Campus including a Centre of Excellence for offshore operations and maintenance, space for innovation in low carbon logistics and a hub for green business.

2. **The Royal Harbour.** Adjacent to the Port, at the Royal Harbour, we are seeking investment into linked harbour buildings to develop new and distinctive visitor assets, mobilised in a way that they will provide important new training and employment pathways to local residents. A new boutique hotel and a high end restaurant and a brasserie will provide meaningful apprenticeships and in work training in hospitality. These will be accompanied by vital investment in quayside fishing facilities to enable the local fleet to store and sell their catch, as well as providing new fishing and maritime jobs and training to support the growth and resilience of the town's fishing community. New public realm adjacent to a refurbished clocktower will create a new town square, as well as connecting projects and reducing congestion within the centre.
3. **Assets to Connect to Opportunity.** We are proposing to invest in two community access points in Newington (our most deprived community in Ramsgate) and Central Ramsgate. These will provide the spaces for people to access information and first stage activity as part of wider career development. This will include training kitchens, community teaching space, opportunities for intermediate labour markets and information exchange, as well as space for existing local charities to operate out of.

Through our partnerships with local education providers, in [REDACTED] these projects are linked by the delivery of a choice of lifetime career opportunities (rather than simply jobs). We will also work with other education establishments with specialist services that support the subject areas this bid wishes to excel in.

3c Please set out the value of capital grant being requested from UK Government (UKG) (£). This should align with the financial case:	£19.84m	
3d Please specify the proportion of funding requested for each of the Fund's three investment themes	Regeneration and town centre	74.6%
	Cultural	7.6%
	Transport	17.8%

PART 4 STRATEGIC FIT

4.1 Member of Parliament Endorsement (GB Only)

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

4.1a Have any MPs formally endorsed this bid? If so confirm name and constituency. Please ensure you have attached the MP's endorsement letter.

Yes

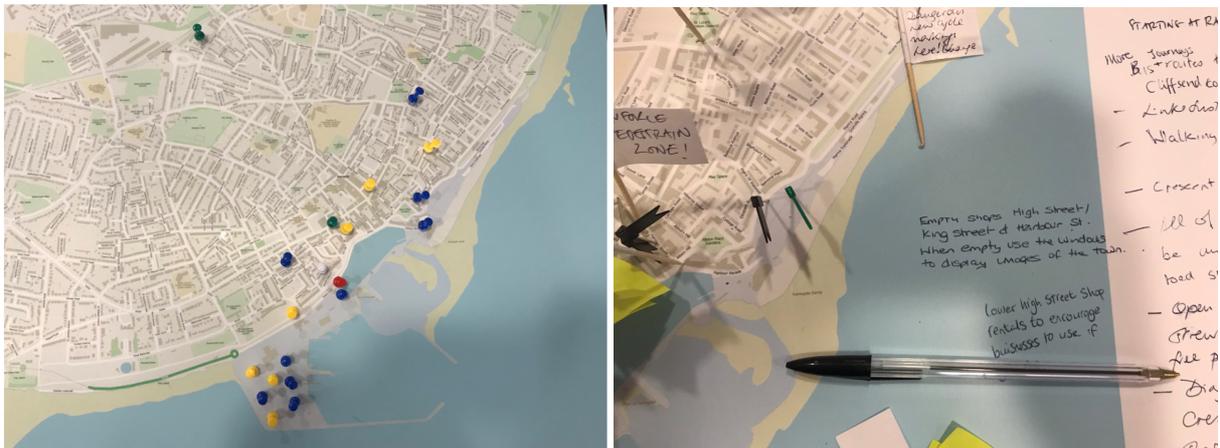
No

Craig MacKinlay MP, Member of Parliament for South Thanet has endorsed this bid and has provided a letter of support (Annex H (ii)) alongside other letters of support for the bid.

4.2 Stakeholder Engagement and Support

See technical note Table 1 for further guidance.

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



The community and stakeholder engagement to support the Levelling Up Fund bid was led by PleydellSmithyman Ltd. It commenced with an equalities impact assessment process which enabled us to identify those groups with protected characteristics and formulate appropriate methods for engaging these seldom heard groups. This included working in partnership with a range of organisations, including East Kent Mencap, to understand the needs and aspirations of people with learning difficulties. We undertook a digital event specifically targeted at people with disabilities and accessibility issues. We also worked in partnership with the Pie Factory (youth club) and EKC Group to hear the voices of young people.

In addition, all community and stakeholder participation events were designed to support and encourage participation by all; for example, captioning was offered for digital events; and venues for in person socially distanced events were selected to ensure disability access. Questionnaires were available in large print and different

languages upon request, surveys could also be completed over the phone with a member of the team. We asked a wide range of community groups and third sector organisations to promote the ways in which people could get involved and to broaden our reach. We offered a blend of digital and socially distanced face to face engagement to support and enable people to participate. In addition, for those without access to the internet we provided a freepost address and telephone number for telephone and text engagement.

Listening to groups with protected characteristics was key to ensuring that the project proposals reflect the needs of, and address the barriers to participation of, these seldom heard groups. Those we engaged with in protected groups, who are looking for training, skills and employment, expressed a desire to see the Levelling Up Fund used to ensure access to support for people of all abilities and needs, to close the gap. For example, those with learning disabilities expressed a desire to learn and develop skills but highlighted a need for support not provided by traditional approaches to employability. They trust and have relationships with the services they work with and want to be able to transfer that approach into new settings. Those living in deprived areas, such as Newington, do not believe the town and Ramsgate Harbour is for them, but they are engaged in their local community. This resulted in the proposed hub which will reach and engage those communities in their local area and with the support services they trust as a gateway into the wider support mechanisms from which they can and will benefit.

4.2b Are any aspects of your proposal controversial or not supported by the whole community? Please provide a brief summary, including any campaigns or particular groups in support or opposition? (Limit 250 words)

The detailed engagement of local people and organisations has meant that local groups are sighted on our proposals and have helped shape and define the direction of travel. The three proposals respond directly to the top three priorities from the consultation identified by almost 800 local residents in May and June 2021 (Job creation; Opportunities for young people; Enhancement of the Royal Harbour)

Inevitably there have been some choices in order to provide a coherent programme of activity, but we have committed to work with the community in July 2021 to create a broader town investment plan which will include projects for the next 5-10 years.

Specifically, the future of the Port of Ramsgate has been the topic for much discussion over the last 10 years. There are groups who would like to see the Port developed for housing or marina facilities. Notwithstanding the planning and viability issues with these aspirations, we believe that the creation of a Green Port will help to address some of these concerns by better zoning operations and creating something which is more publicly accessible. During consultation and ideas testing there was no opposition to the proposals for the Port. Community led groups including the Ramsgate Regeneration Alliance are supportive of the plans for the Port outlined in this document.

Endorsement has been provided by the MP and Ramsgate Town Council. Alongside this, we have received multiple letters of support from organisations including London

Array, Vattenfall, Thames Estuary Growth Board, University of Greenwich and University of Kent.

4.2c Where the bidding local authority does not have the statutory responsibility for the delivery of projects, have you appended a letter from the responsible authority or body confirming their support?

- Yes
 No
 N/A

For Northern Ireland transport bids, have you appended a letter of support from the relevant district council

- Yes
 No
 N/A

4.3 The Case for Investment

See technical note Table 1 for further guidance.

4.3a Please provide evidence of the local challenges/barriers to growth and context that the bid is seeking to respond to. (Limit 500 words)

The Ramsgate Atlas identifies seven core challenges (Note: numbers correspond to 4.3c)

1. Lack of jobs and employment

In the last decade no new jobs (net) have been created in Ramsgate. Unemployment is now at 12.5%, youth unemployment is double this and there is a real danger of this growing as the longer-term impacts of the pandemic play out. Only a quarter of residents have a degree or equivalent. Local employers (particularly supporting green energy) have told us they are unable to fill vacancies locally.

2. Poor use of space at the Port

The Port of Ramsgate is currently under-performing economically with large amounts of space underused. The Port provides an important opportunity to spearhead economic and job growth, but a lack of identity and some obsolete infrastructure has prevented realisation of specific low carbon opportunities.

3. Unrealised potential for diversification and growth

London Array, Vattenfall and Brett Aggregates have identified significant potential to diversify and expand low carbon activity in Ramsgate. Whether this is evolution of earth friendly cements, low carbon freight or the much-needed expansion of the maintenance fleet for offshore wind. Coordination failures and lack of available labour has prevented these growing. There is also an identified shortage of engineers; providing opportunities for training, apprenticeships. Space for new, high quality teaching and research space will be valuable in addressing this shortage and attracting more individuals into the sector.

4. Lack of space for businesses to locate and grow

Having seen a decline in commercial space within the centre of town, there is a lack of suitable space to support an increase in demand for business space in Ramsgate. Changes to the retail sector and the low socio-economic demographic of the local population have resulted in vacancy rates which are higher than the national average.

5. Limited visitor facilities and accommodation choices

A 2019 Visit Kent Perception study shows that Ramsgate suffers from less visitor appeal than its neighbours Broadstairs and Margate. The main attraction for visitors to Ramsgate is the coast including the beach, cliff top walks and the Regency and Victorian architecture as well as seasonal events. The town has a limited waterfront offer with few facilities along the Marina Esplanade, as well as limited visitor accommodation options, and dominance in low budget chain hotels, with few alternatives.

6. Poor public realm and pedestrian environment

Ramsgate currently suffers from a poor-quality pedestrian experience between the town centre, seafront and harbour. The town centre mainly serves Thanet residents, whilst the Royal Harbour and seafront boast the primary visitor attractions. Feedback from the Common Place Survey (2017) of the local community shows that most people feel the town centre is neglected, unattractive and unwelcoming.

7. Lack of connections between deprived communities and central opportunities

Residents in some of the more deprived parts of the town, reported that they felt disengaged from improvements in the town. We were told that they were less likely to visit the centre of Ramsgate and did not see improvements to the seafront as being 'for them'.

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

Cutting across all of the interventions is a focus on equity (distributional outcomes), with a particular focus on improving the distribution of market outcomes between more and less prosperous residents (vertical equity), ensuring that residents have equal access to services / essential needs (horizontal equity) and ensuring that the outcomes for future generations are not undermined by the activities of the present.

The programme deals with inequality and distribution of market outcomes; embedded skills and career opportunities within hospitality, maritime, fishing and green energy would not be delivered at the scale we aspire to without public investment and coordination. At present either the facilities do not exist to deliver this, or provision is delivered in a piecemeal and inefficient way.

The fact that all of the assets are in public ownership means that any public goods from improved environments and facilities can be realised that may not be delivered by the market (this includes improvements to listed buildings). In addition to the added resilience this provides, it means that revenues can be retained within the local area, minimising leakage from the local economy.

Investment in Port infrastructure and improved harbour side fishing facilities will address a number of the negative externalities associated with these industries, ensuring they can be better neighbours and allow more efficient use of both the Port and harbour. Asymmetric information (alongside coordination failures are preventing our fishing fleet from responding to opportunities post-Brexit).

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

Modern Hybrid Port

Challenges – 1,2,3

Investment in improved breakwater accompanied by remediation of underused infrastructure

Image:Port of Ramsgate overlooking Green Campus Site and London Array Offices



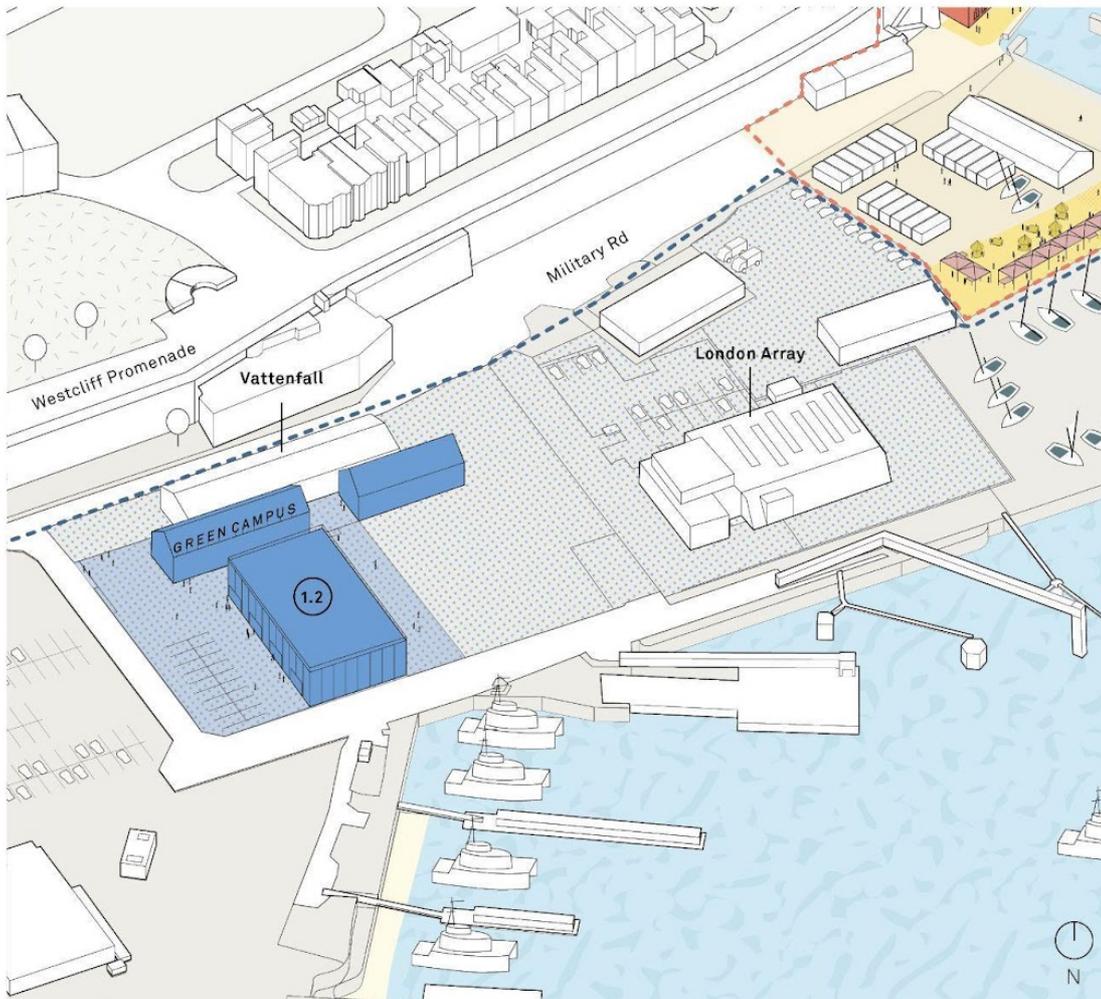
Enables accommodation of auxiliary uses to support diversification and innovation. A new breakwater creates shelter from prevailing tides to enable expanded, safer and more efficient wind farm servicing.

Impact: Investment in the Port is the quickest way to support an increase in employment locally. The investment also addresses initial barriers to coordination in longer term investment.

Green Campus

Challenges – 1,2,3,4,7

Investment - New facilities to support Green Port aspirations including Operations and Maintenance Centre of Excellence, Maritime skills training centre, Low Carbon Business Centre



Key

-  Ramsgate Port Area
-  Royal Harbour Area

1. Green Port Ramsgate

- 1.2 Green Campus:
 - Operations & Maintenance Centre of Excellence
 - Clean Tech Start-up & Scale-up space
 - Innovation & Trailblazers: space for testbed activity

The Green Campus provides high quality workspace, there is clear demand for. It provides a function for the Port in Operations and Maintenance where there is not only regional, but national need.

[REDACTED] provides a platform for innovation and space to meet the wider objectives around innovation and research

Smack Boys Hotel

Challenges – 1, 5,7

Investment: Refurbishing the Smack Boys heritage building as a boutique hotel

Image: Smack Boys Buildings

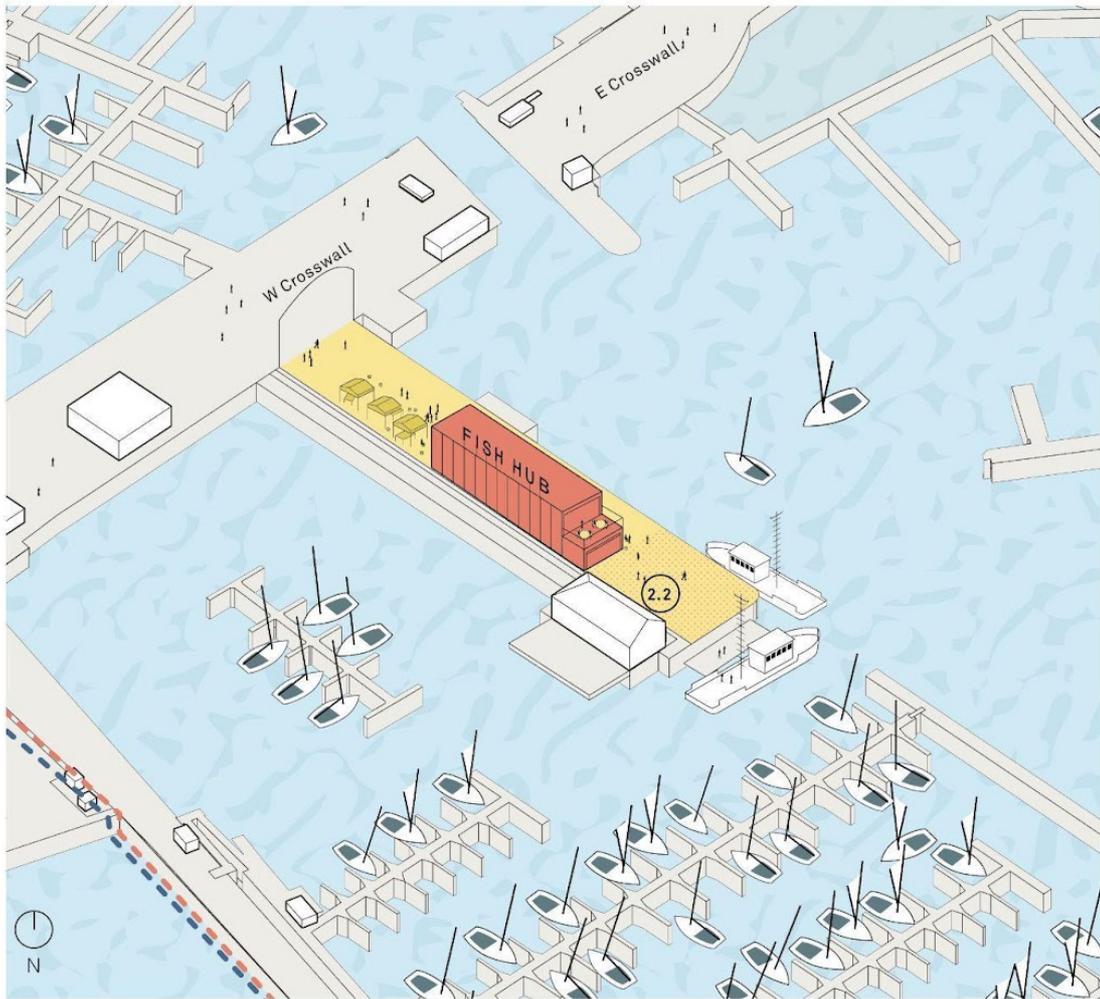


Addresses lack of high end hotels to support the town's emergence as a more diverse visitor destination. Provides new career pathways and training opportunities, unlocking higher value career opportunities.

Fishing Infrastructure, Facilities and Restaurant

Challenges – 1,3,5

Investment: Development of new quayside fishing facilities to enable freezing and processing of daily catches as well as facilitating the creation of a fish market and high-end restaurant.



Key

- Ramsgate Port Area
- Royal Harbour Area

2. Inclusive Harbour Attractions

- 2.2 Fishing Facilities and Restaurant

Addresses the lack of fishing equipment storage space and supports the financial resilience of the fishing community with much needed refrigeration infrastructure that is absent. Drives the visitor economy and provides training and employment opportunities.

Clock House

Challenges – 5,6

Investment in the Grade II listed Clock House, re [REDACTED]

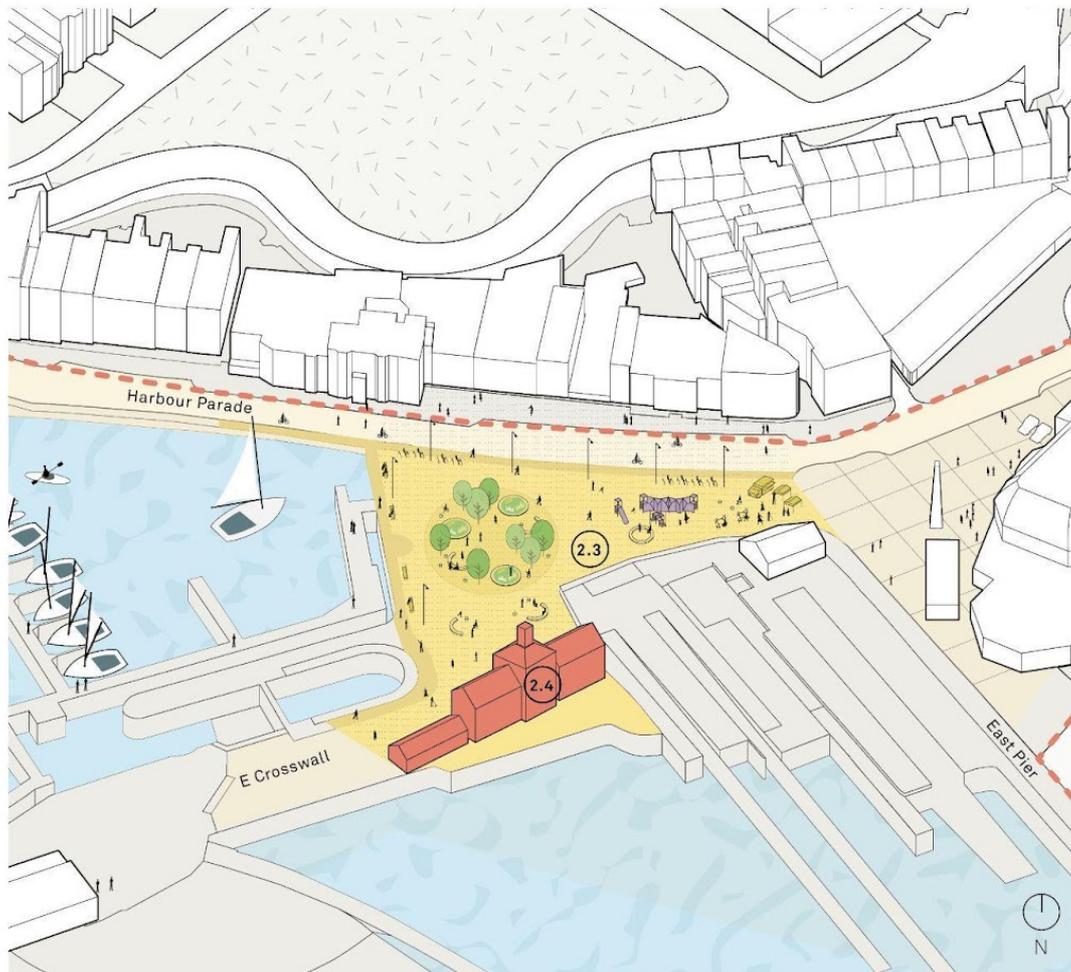
[REDACTED]

[REDACTED]

New Town Square

Challenges – 5,6

Investment: Development of new public realm and connections including the transformation of Pier Yard car park into a new town square.



Key

- Ramsgate Port Area
- Royal Harbour Area

2. Inclusive Harbour Attractions

- 2.3 Pier Yard Public Realm
- 2.4 Clock House Building

Provides much needed pedestrian friendly space at the heart of the harbour as a community and visitor space; creates a more walkable environment supporting active travel; reduces car dominance and improved lighting.

Part 3: Assets to Connect to Opportunity

Challenges – 1,7

Investment: Establish physical and digital presence in deprived neighbourhoods to support outreach and training, linking directly through to employment opportunities in the town centre. In Newington, this will provide a commercial training kitchen facility supporting initial skills development and community enterprise in food.

Image: Newington Community Centre



Provides a safer community space for early outreach and intervention, minimising the chances of drop out and expanding the general reach and flows of information on opportunity.

4.3d For Transport Bids: Have you provided an Option Assessment Report (OAR)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> NA
--	---

NA

4.3e Please explain how you will deliver the outputs and confirm how results are likely to flow from the interventions. This should be demonstrated through a well-evidenced *Theory of Change*. Further guidance on producing a Theory of Change can be found within [HM Treasury's Magenta Book](#) (page 24, section 2.2.1) and [MHCLG's appraisal guidance](#). (Limit 500 words)

Theory of change has played an influential role in the design of the programme, ensuring that:

- the long term outcomes being targeted are well defined;

- there is clear logic in how the deliverables will translate into outputs and results;
- the programme is clearly framed within its wider context (including both the context it is responding to, and the breadth of influences and drivers that will determine its success).

The theory of change for the programme has been structured using NPC Guidance on developing Theories of Change and is summarised below:

Goal: Ultimately, the programme aims to support our goal of proactively using our assets to create economic activity and connect residents in a way which gives them access to a lifetime of opportunity. To deliver this, we see the distinction between jobs and careers as being critical.

Challenges: The challenges are as set out in Q4.3a. These are evidenced within the Ramsgate Atlas and the Levelling Up Engagement report.

Intermediate outcomes: These are where we want to get to as a result of the investments. We are able to evidence specific employment and training outcomes from our previous feasibility studies and our consideration of value for money. In addition, we have outlined commitment from our private sector partners of significant levered investment into the Port as a result of the initial investment set out here.

Within four years we expect to have established a significant increase in our visitor base. We would expect to be able to demonstrate an increase in overnight stays, spend and people entering the harbour.

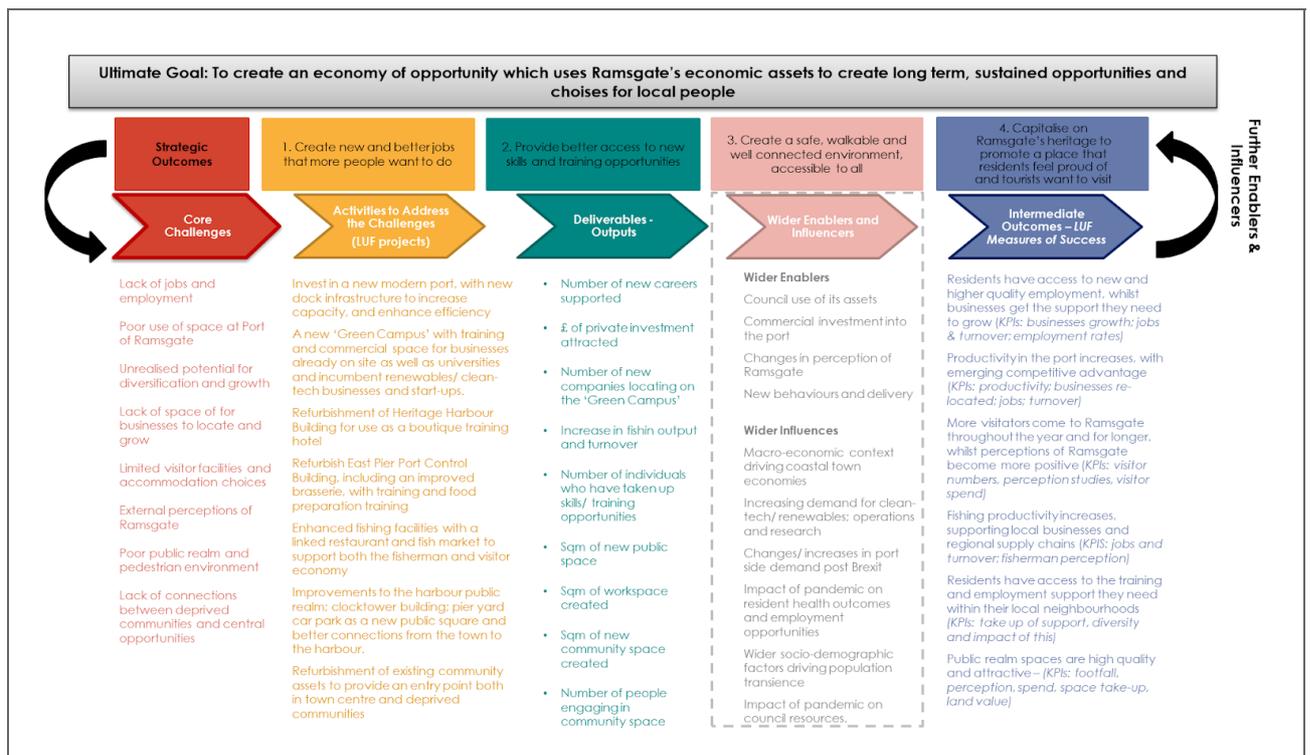
All of the projects have the potential to generate revenue for reinvestment, something we would expect to be able to evidence by year 3 of the programme for Harbour investments.

Deliverables and outputs – deliverables have been tailored to maximise the effectiveness of delivery against these outcomes. Given our control of the spaces we are attempting to transform, we will be able to accurately measure jobs created and training accessed. Annual perception surveys and residents' surveys are already established to demonstrate the direct success of the programme.

Wider influences and drivers: The theory of change recognises that the programme has the potential to expand its reach and become a foundation for the longer-term transition of the town. This is articulated in the forthcoming Town Investment Plan.

The council ownership of assets provides a resilience to the programme through mitigation and insulation from external challenges and pressures; this also enables benefits to be retained within the local area. Nevertheless, there are a range of factors which will influence the long term journey to our stated outcome.

Macroeconomic factors, including uncertainty over future movement of freight into and out of the UK; impact of Covid 19 on consumer spending and visitor movements; changes to funding in education and skills provision can all have positive and negative impacts upon our programme.



4.4 Alignment with the local and national context

See technical note Table 1 for further guidance.

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

Thanet Local Plan 2020

Projects respond to recommendations regarding Ramsgate waterfront identified for mixed use of tourism, retail and residential development. They also respond to recommendations for the Royal Harbour identified for mixed leisure and marina facilities, with proposals for a heritage centre, new fish market and seafood restaurants. In addition, recommendations for the Port identified the site for development to further support the shipping trade, alongside new complementary land based facilities. Proposals respond to this including improved dock infrastructure to support the development of the Port, as well as new green industries to support the development of the wind farm industries already present.

Ramsgate Maritime Plan, 2017

The Plan set out a long term vision for the future of the Port of Ramsgate and Royal Harbour. It set out the necessary infrastructure investments needed to deliver upon opportunities, as well as details on potential new markets which could be exploited. The Marine Plan has provided the strategic underpinning for the proposals developed here as well as the basis for our assessment of future impacts.

Port of Ramsgate High Level Feasibility Study, 2020

Proposals respond to the Port of Ramsgate High Level Feasibility Study which includes recommendations for a mixed use development including uses that would maximise the current commercial Port site - retained ro-ro ferry zones, new light-medium

industrial zones, larger renewables O&M facility with better-located berths. This has helped refine the nature of investment in dock infrastructure to support development of the Port, with the addition of new green industries, building upon the existing wind farming industries, as well as attracting new businesses to form a specialised cluster.

Visitor studies

Projects respond to the Thanet Destination Management Framework 2020, Thanet Visitor Study Reports 2018 and Perceptions Research 2018. Key recommendations from these include improved visitor accommodation, expanded waterfront offer, and promoting cultural and heritage attractions. These are reflected with the refurbishment of the Smack Boys Building as a boutique hotel, renovation of the Clock House as [REDACTED] the creation of a new public space in the Pier Yard and a new fish market and seafood restaurant.

Heritage studies

Projects respond to various heritage studies including the Ramsgate Clock House Exhibition Concepts Study 2016 and Historic England Urban Panel Ramsgate Visit Report 2016. Key recommendations from these studies included the renovation of the Clock House into a heritage centre, regeneration of the harbour area including public realm enhancements to improve pedestrian connectivity from the station to the high street and harbour as a critical route to contribute to visitors perception of Ramsgate. These are included as proposals here.

Thames Estuary Action Plan – The Green Blue

Our proposals directly deliver the aspirations of the Thames Estuary Growth Board (TEGB), providing a location specific opportunity to test aspirations around Hydrogen and Low Carbon Freight. In addition to responding to this strategy we have sought support from TEGB board members and the Thames Estuary Envoy.

Other see Ramsgate Atlas for further info.

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

Reuse of existing buildings

Proposals identify opportunities for the re-use and adaptation of existing buildings in the Royal Harbour and town centre including the Smack Boys and Clock House. This has the dual benefit of reduced environmental impact and embodied carbon of development, as well as preserving and strengthening the existing local economy in retained spaces.

Introduction of green industries

Proposals identify opportunities for investment into green industries at the Port, building upon the wind farming industries already located in the area including L [REDACTED], as well as attracting new businesses to form a specialised cluster. This will promote green energy in achieving Net Zero carbon emissions whilst promoting job growth, economic productivity and provide new training and upskilling opportunities to residents.

Consolidated car parking and vehicular routes

Proposals identify opportunities for consolidated car parking at Royal Harbour Multi-Storey car park, releasing Pier Yard car park as a new town square. They also identify opportunities to promote the use of the tunnel for cars, easing traffic on town centre roads. These moves, combined with walking and cycling improvements (see Q4.4d) aim to increase active travel and decrease the reliance on the private vehicles in Ramsgate, thus improving air quality.

Improved public realm and biodiversity

Proposals for public realm improvements, including a new town square at Pier Yard, identify opportunities for increased biodiversity through the provision of new street trees, rainwater gardens and Sustainable Urban Drainage. This will in turn provide increased air quality in the town centre area.

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

The bid builds on the recent momentum in Ramsgate from other funding sources demonstrating the potential and opportunity being recognised by funders in Ramsgate.

Heritage Action Zone (HAZ) - Historic England (HE) funded scheme (£450,000), pools resources and funding into geographic areas with a place based approach to regeneration. Over five years HE, town and district councils, and local partners have been working on research and community capacity building to understand Ramsgate's heritage and opportunities for regeneration.

The Council secured further HE funding (£600,000) for a High Street HAZ, working to revitalise Ramsgate's high street; improve shop fronts, the public realm and increase footfall.

The Architectural Heritage Fund (AHF) granted Ramsgate Town Council funding (£52,470) to develop plans to repurpose Radford House, the old fire station, into a community hub.

The National Lottery Heritage Fund (NLHF) is keen to support projects in Ramsgate. Partnership working with the HAZ includes the Project Motorhouse 'Harbouring Hopes for Ramsgate' project (£49,500) which worked with local schools to explore job opportunities in the heritage industries.

The Council has recently secured Future High Street funding (£2.7 million) to provide creative workspace to help improve the street scene; bring empty buildings back into use as well as improving connections between the Harbour and the town centre.

The Safer Streets Fund targeted funding using data around acquisitive crime and antisocial behaviour (ASB). The Council is delivering a holistic programme to embed change around ASB in Ramsgate (£387,000).

4.4d Please explain how the bid aligns to and supports the Government's expectation that all local road projects will deliver or improve cycling and walking infrastructure and

include bus priority measures (unless it can be shown that there is little or no need to do so). Cycling elements of proposals should follow the Government's cycling design guidance which sets out the standards required. (Limit 250 words)

Improved pedestrian connectivity

Proposals seek to improve pedestrian routes between the town centre, harbour and waterfront, with increased crossings along Royal Parade and Harbour Parade, complementing the FHSF project, in order to provide an improved pedestrian experience and increased visitors numbers in and around these areas. The creation of a new town square on the Pier Yard car park will create a safer and more walkable environment connecting the harbour and the seafront.

Improved cycling connectivity

Proposals seek to provide clearer and safer cycle routes along key routes and key locations, including new cycle lanes connecting the town centre to Ramsgate train station and the well-used Viking Coastal Trail. Proposals also identify opportunities for increased cycle parking in the town centre to promote and increase cycling to the town and decrease the reliance on private vehicles.

Improved accessibility

Proposals identify the need for improved accessibility around the town centre, harbour and waterfront. This includes the need to provide vertical connections from the clifftop to the Royal Harbour, provide accessible routes along the seafront, as well as improve access into the town centre from the Royal Harbour. These moves aim to offer improved accessibility for wheelchair users and other mobility aid users.

PART 5 VALUE FOR MONEY

5.1 Appropriateness of data sources and evidence

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

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

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

Creating Jobs

There has been no job growth in Ramsgate over the last 10 years at a time when it has grown by 5% and 10% in Thanet and Kent respectively.

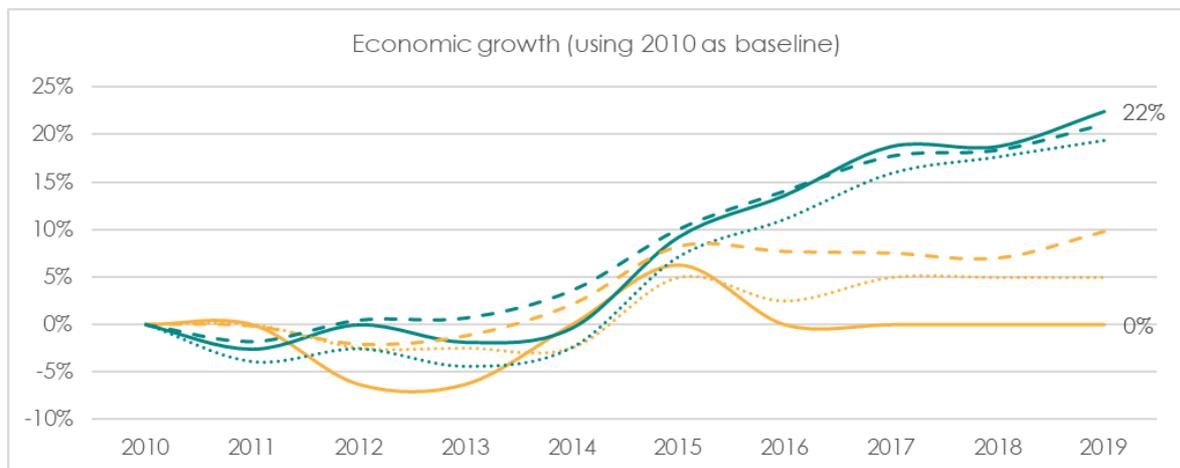


Figure 1: Source - ONS, 2019



Space for Economic Activity

Commercial space is constrained in the area, having declined over the last 10 years.

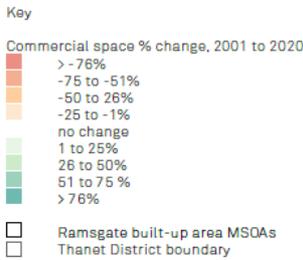
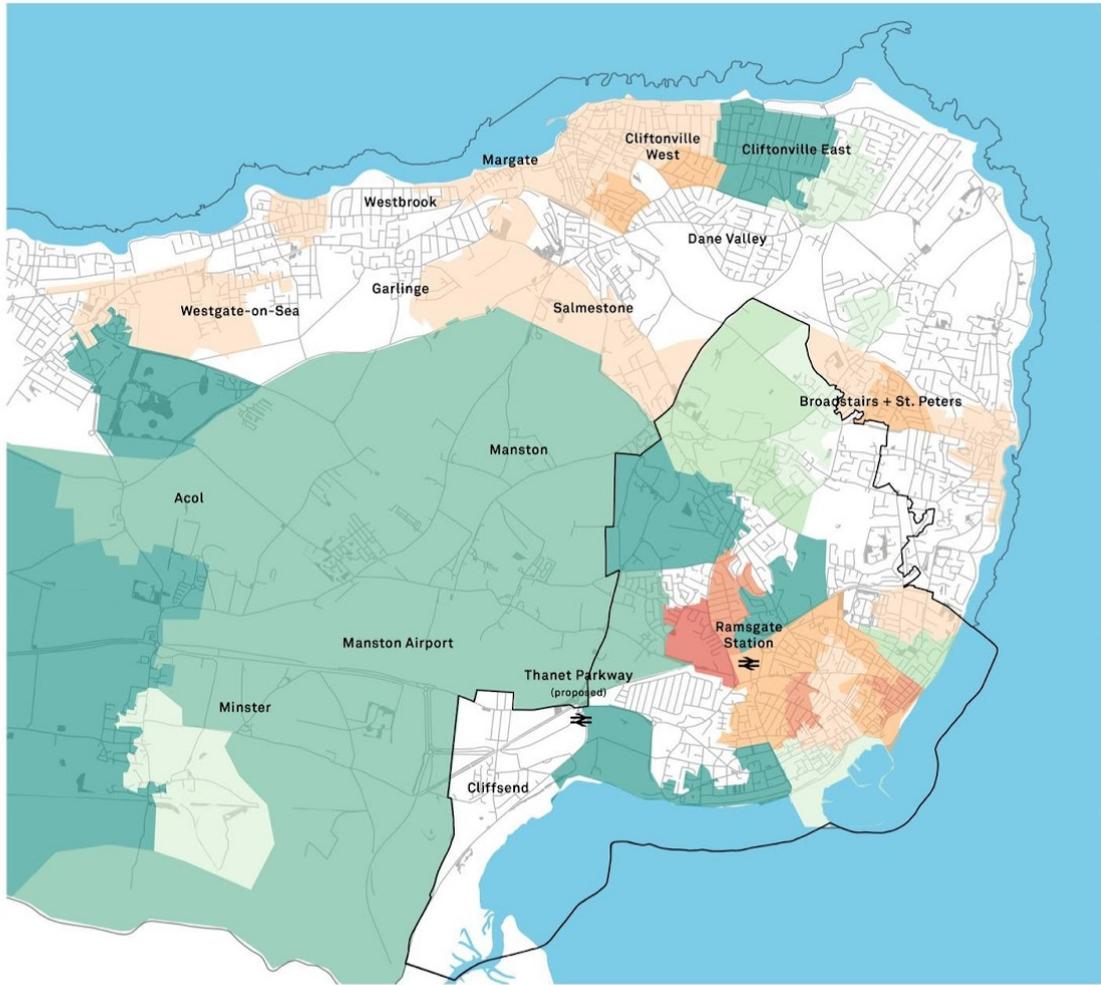


Figure 2: Change in commercial floorspace m2 (2001-2020)

Labour market Engagement

Unemployment in Ramsgate is 12.5%, around double the national rate. The position for young people is particularly stark with youth unemployment currently four times the Southeast average.

Skills

Only one in four residents have NVQ4 or higher levels of qualifications, significantly below the figure recorded across Kent (39%).

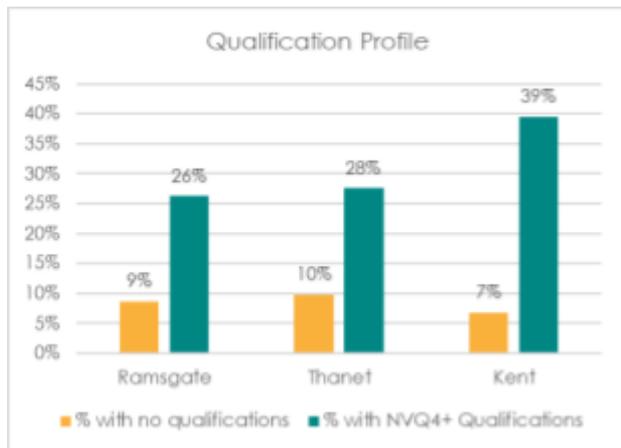


Figure SEQ Figure 1* ARABIC3: Source - ONS, 2020

This is reflected in the local occupation profile and subsequently income deprivation, with a large proportion of the town and its surrounding areas falling within the 10% most deprived nationally, despite relative housing affordability.

Focussed Community Deprivation

Ramsgate has some of the most deprived communities in the country. Whitehall Road, Pegwell and the town centre are all in the bottom 10% for health and income deprivation. Newington is the 48th most deprived neighbourhood nationally, putting it in the worst 0.15% nationally.

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

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

We have used data and evidence which gives us a good idea on the specific drivers of our economy and the areas of most severe deprivation.

- **Assets:** we own the assets in this bid and have up to date and accurate information on their current use and demand for other uses. We know the levels of traffic passing through the Port and number of visitors using the Royal Harbour. We have up to date information on their values.
- **Local population and economy:** this information is drawn from engagement and discussion with local stakeholders to ensure the data and information presented is tailored and relevant to the local context. The different aspects analysed ensure a broad and robust examination of local performance could be carried out, enabling informed recommended interventions.
- **Statistical geographies:** where possible analysis has been based on data collected applied to a geography for Ramsgate. Where appropriate this includes wider areas to ensure all relevant and applicable information on local demography and economic activity. Primary ward areas focussed on include Central Harbour, Eastcliff, Nethercourt, Newington, Northwood, Sir Moses Montefiore and the most northern half of Cliffsend & Pegwell.

Data was also collected at LSOA and MSOA levels to maximise accuracy and granularity of analysis (GP data from PHE). Across all data analysis, statistical comparators were identified ensuring the performance can be contextualised in relation to neighbouring towns, Thanet, Kent, Southeast and England. Some data is only available at a broader geography; we are confident we have robust and granular understanding.

5.2 Effectiveness of proposal in addressing problems

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

The measurable and attributable impact of our programme of activity will be realised in three ways:

1. Productivity - Provision of jobs and training in green, maritime and hospitality

Investment into facilities at the Port and Harbour provide new employment pathways, offering residents an opportunity to upskill and access new aspirational career paths. Partnerships with education, charities and training hubs, alongside plans for community outreach and employment support services, will actively work to link young people and those from more deprived areas with new jobs and training from this investment.

2. Productivity - More productive use of spaces supporting business growth, diversification and innovation in Ramsgate;

The Port is underperforming with significant untapped potential. Investment in new infrastructure alongside a new Centre of Excellence with linked research, training and low cost office spaces, there is an opportunity to generate job growth, provide opportunities for young and developing businesses, attract significant inward investment and drive innovation to create a self-sufficient and financially secure new Port.

Investment in new employment spaces in the harbour will provide opportunities for new businesses and will help to build a stronger, more diversified and resilient economy.

3. Improved visitor facilities and experience generating additional footfall, spending and wellbeing in the town;

Ramsgate has a distinct and unique heritage, and the return in popularity of staycations as a result of both Brexit and the Covid-19 pandemic, and its proximity to London, the town has a valuable opportunity to secure itself as a top visitor destination. Investments in new visitor infrastructure alongside improvements to the walkability of the town and creation of new, accessible public realm spaces will help to secure Ramsgate's position as a unique and desirable place to visit all year round.

4. Increase in the value of public sector assets.

All of the land and buildings included within our proposals is in public ownership. Therefore, any increase in value will pass directly to the public sector.

To ensure that interventions are effective, the following KPIs have been identified:

Direct productivity benefits

- 100 residents per year engaging through outreach
- 30 Young people accessing training each year from operation
- 70 Ramsgate Residents reentering the workforce
- 30 Employees receiving on the job training at any given time
- 20 Referrals from community to training providers leading to work
- 70 Thanet residents working in the Green Campus
- 20,000 Hours of work experience (including T Levels) post completion
- 30 New Apprentices per year in Target Sectors

Productive and Innovative Business

- 30 new businesses accommodated at the Green Campus
- 5 recognised commercial collaborations per year facilitated within the Green Campus
- 100% Increase in turnover of Ramsgate fishing fleet within 2 years of fishing hub

Visitors

- 20% of Thanet visitors actively looking to visit Ramsgate
- 25% Increase in footfall at the Royal Harbour
- 1144 M2 of vacant space brought into use
- 2500 M2 of new public realm

Increase in the Value of Public Sector Assets

- £500,000 Increase in the capital value of publicly owned assets improved
- £250k Increased revenues from improved use of publicly owned assets pa

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

A significant body of empirical evidence, precedents and Portable learning has been drawn upon to inform the assumptions and methodology proposed for each of the three programme elements.

To establish a detailed baseline for this bid (and our subsequent Town Investment Plan) we have produced the Ramsgate Atlas, the most detailed evidence base we have produced for the town, providing a clear direction of travel for the three elements of our proposal.

Specific evidence which supports our journey includes:

Productive and Innovative Business

- Standard guidance for assessing the physical and commercial capacity of assets (HCA’s employment density guidance)
- Local evidence on the demand for workspace – this reflects both the deficit in the current supply of such assets, evidence on take up of such space in other parts of the Borough and across east Kent, and the strong

interest in the spaces registered by potential operators via soft market testing

- We have considered the GVA per job in different sectors (£90,000 for LCEGS), but have used the current regional figure (£48,300) to ensure that estimates of future value remains realistic and achievable

Visitors

- Visit Kent produced annual perception studies and visitor counts
- Public space improvements increase property prices and values. A review of case studies suggests that well planned public spaces can boost commercial trade by up to 40%.
- Increase in footfall can influence land values. A review of literature suggests that retail and commercial value can rise between 10-30%
- CABE's Better Designed Streets identifies a direct link between increases in footfall, dwell time and attractiveness of an area with enhancing residential real estate values (5.2% in London and The South East).

Increase in the Value of Public Sector Assets

- Our baseline value position has been provided by surveyors Wilks Head and Eve.
- Industry commentary from [Knight Frank](#), [CBRE](#) and [PWC](#), alongside a review of local rates and hotel performance give us an indication of future hotel performance and potential GOPPAR achievable within the Smack Boys Hotel. This has provided the basis against which we can establish an idea of potential future income.
- We have undertaken consultation with potential occupiers of space at the Port and have established an understanding of potential demand. This adds to the feasibility study undertaken by WSP in 2020.
- We have used MHCLG Land Value Estimates as the basis for future land value considerations and will measure these with annual valuations of the council's assets.

Careers and Progression

- We are able to draw upon general qualification data which shows the gap between Ramsgate and Kent in terms of Level, 3,4 and above qualifications.
- We have mapped school performance across the town to inform our targeted outreach.
- We have spoken with almost 50 local businesses to understand skills gaps and ensure that the programme's sector focus meets their needs.
- We have looked at learner location amongst our HE and FE partners to ensure we maximise future participation.

5.3 Economic costs of proposal

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

[Redacted content]

[Redacted text block]

5.4 Analysis of monetised costs and benefits

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

[Redacted text block]

[Redacted text block]

[Redacted text]

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

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

5.5 Value for money of proposal

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

[Redacted text]

[REDACTED]

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

Change in perceptions of Ramsgate

The 2020 Visit Kent visitor survey shows that Ramsgate is not well perceived. Only 5% of visitors to Thanet are likely to visit Ramsgate. We believe that our investments will help change perceptions and lead to a positive performance against this baseline.

Business starts

An engagement in skills and training provision will support an increase in the number of business starts within Ramsgate. We are able to monitor performance against this through ongoing learner/client tracking.

More effective access to the harbour from the town

Public realm improvements will improve links between the town centre and the harbour. We would expect to see an increase in footfall with these improvements.

Council incomes

The Council owns significant property in the town and is proximate to our areas of investment. Therefore, we would expect to see positive financial returns from other holdings.

Image: Thanet DC Ownership in Ramsgate



Key

- Thanet District Council ownership
- Thanet District boundary



Innovation and Collaborations

Within our Green Campus, we will provide space for investment, innovation and demonstration. We anticipate that this will contribute to new local and regional behaviours and technology.

Reduction in vehicle emissions

The removal of Pier Yard Car Park will remove a number of cars from a particularly congested part of the town. Consolidation of parking will support a reduction of emissions also delivered through our Future High Street Fund project.

Savings Through Improved Employability

By connecting directly at hubs of outreach, we are able to ensure that local people furthest from the labour market are able to access employment and training. Savings will be monetised using the New Economy Unit Cost Calculator.

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

Ownership of the properties involved in this project is the single biggest mitigating factor. We are able to exert control over the project and pursue more of a public value ambition as we deliver. There are, however, a number of specific factors we need to consider.

- Programme Costs – while capital investment always includes a degree of uncertainty, the delivery risks are considered to be low given the detailed planning undertaken. Optimism Bias of 15% has been applied across all investments to build in this degree of risk and ensure it is accounted for within the Value for Money Assessment. All costs have been independently verified by Quantity Surveyors at Stockdale.
- There is remaining economic uncertainty relating to the pandemic and wider economic drivers which continue to impact on consumer confidence and visitor numbers, in relative terms. We have however, observed positive performance in terms of visitor numbers over the last 12 months and believe we can benefit from an increase in UK holidays.
- Ongoing uncertainty over international trade as a result of Covid19 and Brexit could limit our ability to generate financial benefits from the Port and fishing fleet. We believe the hybrid aspirations set out will mitigate this.
- Lack of local demand for business space would impact upon our productivity benefits, although our evidence and engagement supports a need for space

- A lower than forecast supply of learners and beneficiaries would lessen the local benefits realised from our programme. We have mitigated this through the provision of local access points (the third element of our programme).

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

PART 6 DELIVERABILITY

6.1 Financial

See technical note Table 1 for further guidance.

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

Our financial ask of Levelling Up Fund is **£19,843,400**

The land and assets included in this project under **Thanet District Council's** ownership are valued at £[REDACTED] as assessed by an Independent Valuer. Thanet District Council's freehold ownership of these assets will be retained. We will either operate them ourselves or lease them to an operator.

[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]

Cost Precedents

Costs have been calculated using existing delivery plans and verified by Stockdale Ltd. Where costs need refinement the following precedents have been used.

Scale Space - Innovation Centre - Green Campus



Newlyn Fish Market and Restaurant - Ramsgate Fishing Hub



Made in Hackney Community Kitchen - Newington Community Centre



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

Tab C REDACTED

Tab D REDACTED

6.1c Please confirm if the bid will be part funded through other third-party funding (public or private sector). If so, please include evidence (i.e. letters, contractual commitments) to

Yes

No

show how any third-party contributions are being secured, the level of commitment and when they will become available. The UKG may accept the provision of land from third parties as part of the local contribution towards scheme costs. Where relevant, bidders should provide evidence in the form of an attached letter from an independent valuer to verify the true market value of the land.

6.1d Please explain what if any funding gaps there are, or what further work needs to be done to secure third party funding contributions. (Limit 250 words)

We are confident of securing additional private sector and education investment into the Green Campus project, but this will be contingent on the stimulus provided by the LUF investment. We also believe that this will be a stimulus to future phases of Port evolution which could secure many tens of millions of pounds of investment.

Following the submission of the LUF application we are arranging a Port of Ramsgate summit with regional and local partners to continue the momentum of this process and to inform the Ramsgate Town Investment Plan we are also currently collating.

We are confident of our public sector contributions alongside LUF. This has been impacted on organisational responses to Covid 19. Previous agreements for investments in the Clock House building and Newington Community Centre can be resurrected to support this investment.

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

In 2017, the council bid to the SELEP for Local Growth Fund to support Port improvements to enable a logistics hub. This was rejected on the basis of uncertainty of demand given competition from other Ports in the South East, and competition for the funding across the SELEP area. This was a focussed proposal and informed our approach to supporting a hybrid of uses at the Port in the future.

In 2018 we bid for Coastal Communities Funding for the conversion of the Smack Boys building into a hotel. This was rejected as a result of demand for the fund, geographic focus and viability of some proposals (although not referenced to this project). This project was for a wholly commercial operation of the hotel and did not include the enhanced benefits of operating as a hotel with training opportunities.

 these will provide capacity to support our ambitions at Port of Ramsgate and through community outreach respectively.

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

The margins and contingencies that have been allowed for within the costing estimates as outlined in Tab D of the accompanying spreadsheet vary from 10% to 15% for each intervention. The percentage is based upon the level of risk associated with the costs of delivering the particular intervention and is in line with previous similar schemes delivered by the District and expert advice from Stockdale Ltd.

Where interventions involve standardised approaches, with commonly used materials, and will be delivered through a term contractor where prices have already been fixed, there is reduced uncertainty in the associated costs for delivering the intervention and so a lower contingency has been allowed for.

Where interventions involve a more innovative approach, with bespoke materials and delivery through competitive procurement, there is increased uncertainty in the associated costs for delivering the intervention and so a higher contingency has been allowed for.

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

The following financial risks have been developed to help identify and work through any potential challenges; this process has supported us in identifying robust strategies that will help to manage and mitigate them. Whilst we have identified a number of key risks, outlined below, we are in a strong position to deal with these risks effectively.

Delays to project delivery

- Investment between the projects under the LUF bid can be re-profiled or balanced to avoid delay; we have ensured a degree of flexibility in our project programme to account for potential financing or investment risks and, in cases where third party investment is needed, we have engaged early on with key strategic stakeholders to ensure clarity, develop buy-in and reduce risk around commitment
- Critical paths or interdependencies between projects are limited and therefore can continue in parallel
- The majority of project proposals lie with council owned land which is a significant advantage and reduces risks associated with reliance on third parties
- A number of projects proposed within the plan were developed in their early stages by community groups, reducing risks around lack of resident buy in
- Development of business case efficiency is being mitigated by ensuring that focussed and clear processes are in place to ensure time for sufficient development and agreement within tight timeframes; many of the projects

proposed are based on feasibility studies developed ahead of the bid proposal, meaning that project partners are clear on delivery need and risk.

Delays to programme delivery

- Covid 19 and Brexit may impact or restrict the programme for delivery, however this is likely to be in the shorter term
- There is a risk that further feasibility work undertaken suggests projects cannot be taken forward, but given the early stage feasibility work undertaken across many of the projects proposed, and early stage in-depth conversations with strategic stakeholders and potential delivery partners, these risks are minimised
- Programme complexity or understated resource requirements pose a risk, but early-stage feasibility studies and in-depth consultation with core partners have clarified these risks and allowed us to respond to them within the plans proposed in this bid
- Local or regional political priority changes affect emphasis on the importance of projects. Mitigating this risk is the fact that our projects have been chosen specifically for the reason that they respond directly to challenges facing Ramsgate, such as a low skill base, high unemployment and a lack of available business space. This, combined with a rigorous process for engaging local MPs and other politicians throughout project development and delivery will mitigate these risks
- In some cases, match funding has yet to be agreed. We have worked hard to engage with all partners who are in a position to match fund to reduce these risks, ensuring that the projects we are proposing respond to their needs and demands

Cost overruns

- Capital costs have been prepared by a professional quantity surveying practice, reducing optimism bias risk and project cost over-run
- Appropriate contingencies have been included and examined
- A cost engineering review with the Council team and partners has been conducted to reduce inconsistencies in costing
- The council and partners are well prepared to explore options for value engineering if need be
- Council to use established procurement routes, robust contracts and engagement with potential contractors early on.

6.2 Commercial

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

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

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

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

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

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

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

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

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

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

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

6.3 Management

See technical note Section 4 and Table 1 for further guidance

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

- Clear milestones, key dependencies and interfaces, resource requirements, task durations and contingency.
- An understanding of the roles and responsibilities, skills, capability, or capacity needed.
- Arrangements for managing any delivery partners and the plan for benefits realisation.
- Engagement of developers/ occupiers (where needed)
- The strategy for managing stakeholders and considering their interests and influences.
- Confirmation of any powers or consents needed, and statutory approvals eg Planning permission and details of information of ownership or agreements of land/ assets needed to deliver the bid with evidence
- Please also list any powers / consents etc needed/ obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them.

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

Project 1: The Port. Planning permissions will be needed for the sites here, normal timeline for this process is 8-12 weeks. Lease variation and permissions may need to be sought from the Crown Estate (factored into the Delivery Plan appended) for development on any council leased land or water. Environmental Impact Studies and a Habitats Regulations Assessment may be needed. For the improved breakwater and the new berthing infrastructure a marine License will be required from the Marine Management Organisation. These will be completed by Q4 2021-22.

Project 2: Inclusive Royal Harbour. All the sites require planning applications (two requiring listed building consent). Conservation Area consents will be needed. The timeline for this process is 8-12 weeks, planning applications (and listed building consent) will be submitted once the bid outcome is known. Consents for four sites will be determined in Q4 21/22 and consents for three sites will be determined in Q1 22/23. Building Control consents will be required for each site; the standard process will be followed with final approvals secured upon completion of the works.

Project 3: New Community Assets. Sites will require planning applications, and, depending on location may need a conservation area consent. The normal timeline for this process is 8-12 weeks, planning applications (and listed building consent) will be submitted once the bid outcome is known. These are expected to be approved in late 2021 or early 2022.

Project 1: The Port consists of two main and interconnected parts: the Modern Green Port and the Green Campus. For the Modern Green Port, investment is broken down into three sections (Site clearance and remediation; improved breakwater and new berthing infrastructure). The Green Campus is a single building. Projects will be overseen by a Senior Manager - Operations with a specific Project Manager appointed for each site. The first works will commence in Q4 2021/22 and complete by Q4 2022/23. All works will be completed in Q4 2023/24.

Project 2: The Inclusive Harbour consists of five sites, which will be overseen by a Senior Manager - Regeneration with a Project Manager assigned to each site. First works will commence in Q2 2022/23 with first works complete by Q2 2022/23, allowing the first space to become operational by Q3 2022/23. All works will be complete by Q2 2023/24.

Project 3: New Community Assets consists of two sites, which will be overseen by a Senior Manager - Regeneration with a Project Manager assigned to each site. First works will commence in Q4 2021/22 with first works complete by Q2 2022/23, allowing the first space to become operational by Q3 2022/23. All works will be complete by Q4 2022/23.

Resourcing and Governance

Experienced Project Managers have been assigned to interventions in each project. They will manage the delivery working in a team including other project managers, overseen by a senior manager and will meet monthly to discuss risks, issues and delivery status of the interventions in that project.

Engagement

Engagement will continue throughout design, construction and in-use phases of the project (with adjusted membership where appropriate).

Consents

All of the interventions take place on or within Thanet District Council owned assets – including properties and the public highway, with Port land leased from the Crown Estate as the exception.

6.3b Has a delivery plan been appended to your bid?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
6.3c Can you demonstrate ability to begin delivery on the ground in 2021-22?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
6.3e Risk Management: Places are asked to set out a detailed risk assessment which sets out (word limit 500 words not including the risk register): <ul style="list-style-type: none"> the barriers and level of risk to the delivery of your bid 	

- appropriate and effective arrangements for managing and mitigating these risk
- a clear understanding on roles / responsibilities for risk

The risk register will continue to be developed, reviewed and updated. Responsibility lies with Thanet District Council, with input from wider project partners and design teams as projects are established.

Statutory approvals

Failure to secure planning permissions may restrict the scope of works possible. Early engagement with planning officials at the Council will identify acceptable parameters and mitigate risks. This will be particularly important in areas with greater restrictions on development such as the Clockhouse building in the Conservation Area and other listed buildings. Permissions for site demolition, remediation or Highways approvals will be reviewed with the Council early on for the Green Campus and Modern Hybrid Port projects.

Design and build

There is potential for Brexit and Covid-19 to impact labour supply and material costs and therefore delivery timescales, although likely limited to the shorter term. Capital costs have been prepared by a professional quantity surveying practice to help mitigate this, with appropriate contingencies applied.

Environmental challenges may require more significant intervention, such as coastal challenges at the Modern Hybrid Port project. Feasibility reports have been carried out and will continue to be reviewed by design teams, with overview from the Council. Early survey work and appropriate risk allowances in programmes will be made to mitigate potential unanticipated site issues to do with ground conditions or contamination.

Failure or underperformance of contractors is a risk that may affect deliverability; the use of established procurement routes and robust contracts and engagement will mitigate this. Appropriate risk allowances and contingencies will be made where delivery timescales are tight.

Public engagement and consultation

Cooperation and early communication with stakeholder groups will be key to mitigate programme delays or barriers to delivery. In particular assets or options that haven't been finalised, such as the refurbishment of a Town Centre Asset (project 3.2), will require early identification and options scoping.

Business case development

Projects yet to have started development, such as the fishing facilities and restaurant may have a negative impact on the efficiency of the business case development. To mitigate this a focused and clear process will be put in place to ensure time for sufficient development and agreement within tight timeframes.

Market and feasibility testing will monitor market conditions and ensure project management resources are in place.

The risk of lack of capacity within delivery partner organisations will be mitigated through capacity building workstreams and detailed delivery plans established alongside business cases. In particular cases such as the Hybrid Port, match required from public/private resources is significant. Early conversations will scope and identify resources.

Prioritisation between projects under the bid can be re-balanced to mitigate delays.

Management and operation arrangements

Risks around ensuring commitment between the Council and private sector partners can be mitigated through early engagement and agreements to establish commitments. This will be particularly important for projects 1.1 Green Campus and 1.2 Modern Hybrid Port where there are multiple commercial and academic partners. Engagement with existing stakeholders has already begun to establish interested and potential tenants.

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

Yes
 No

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

Thanet District Council is a local authority and landowner with significant experience of delivering externally-funded infrastructure, capital, and revenue projects.

- Ramsgate Heritage Action Zone: five-year programme to boost the economy of Ramsgate capitalising on its rich maritime heritage and environment. A programme manager is co-ordinating heritage-related projects, working in partnership with Historic England, the town and district councils, and local partners. The budget totals £450,000 over 5 years to 2022.
- The Dalby Square THI Grant Scheme: ran from 2013 to 2018. It was a £2,500,000 scheme preserving the heritage of Dalby Square Conservation Area. The scheme provided grants to preserve the built environment and programmes that challenge and change perceptions of Cliftonville West. The project was 75% funded by National Lottery Heritage Fund (NLHF) through the Townscape Heritage programme. The remaining 25% was funded by TDC.
- Sunshine Cafe Dreamland: TDC successfully secured Coastal Community Funding in 2014 of £1,800,000 to repair the original building fabric of the Sunshine Cafe whilst restoring the facade and neon lighting.

- Dreamland. TDC, in partnership with The Dreamland Trust, secured £18,000,000 including external funding from NLHF and the Sea Change Fund. Phase One redevelopment focused on returning a pleasure park to the derelict site, with the refurbishment of the Grade II* listed Scenic Railway. In June 2015 the park was reopened.

TDC administered all the above projects utilising experienced Project Officers, supported by an extensive back office function, in partnership with local organisations and landowners.

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

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

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

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

The Project Manager will set up a detailed project plan, identifying each task within a work package, with milestones set up in order that monitoring can take place. The project plan will be monitored by the Project Manager at Thanet District Council ensuring that milestones are met and if not, then actions are taken to bring the project back on track to achieve the spending profile stated.

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

6.4 Monitoring and Evaluation

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

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

- Bid level M&E objectives and research questions
- Outline of bid level M&E approach

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

The Council is committed to robust monitoring and evaluation across all of its service areas, programmes and projects; the principles for this are established within the Council's Corporate Outcomes.

This commitment and ethos will be ingrained within LUF programme from the outset; the programme forms an integral part of our response to the challenges facing residents in Ramsgate, and we recognise that good evidence has a crucial role to play both in driving successful delivering and in informing future delivery approaches.

The monitoring and evaluation process will be multi-dimensional in its purpose, and will look to go far beyond 'a box ticking exercise' to deliver useful and meaningful insights for a range of audiences. These audiences are likely to comprise strategic partners (government and local policy makers) and local partners (local residents, businesses and interest groups). While specific research questions will be defined as part of a formal evaluation framework (see below), the work will look to broadly cover four interlinked research dimensions:

- Impact: Has the programme been effective in terms of impact achieved versus the outcomes targeted?
- Process: Has the programme been delivered efficiently from a process, management and governance perspective?
- Value for money: Taking into account the breadth of evidence on delivery effectiveness and efficiency, has the programme delivered clear value for money?
- Learning: What lessons are relevant for strategy development and delivery (both locally in Ramsgate, but also for policy makers and professionals more broadly)?

The specific approach to monitoring and evaluation will be guided by:

- Formal national evaluation and appraisal guidance as set out within the Magenta and Green Books
- Programme wide monitoring and evaluation guidance for the LUF (based on previous government funding rounds we assume that parameters will be set by formal 'self-evaluation' guidance published by MHCLG)
- Thanet DC outcomes and targets, which sets the local strategic context

- The Theory of Change for the programme, which confirms the change being targeted and how success is defined.

Our proposed approach to monitoring and evaluation activity is summarised below:

- Phase 1: Evaluation framework. Once the final delivery scope is confirmed, a detailed evaluation framework will be developed, which provides clear parameters for the evaluation and in doing so, sets out: the final theory of change for the programme, the final research questions for the evaluation, the final set of outputs, outcomes and impacts, and the research approach / methodology. Importantly, this will also establish the approach to reporting progress and impacts to different programme funders; ideally a single evaluation approach will be established which meets the needs of these different partners.
- Phase 2: Baseline. Once output and outcome measures are finalised, work will be undertaken to establish the final baseline position. While this is largely already in place, there may be one or two area where further research is required to fill gaps
- Phase 3: Ongoing monitoring. Once delivery is underway, evidence will be collected on an ongoing basis where possible. While many of the impacts will not crystallise until after the end of delivery, there will be some short term changes which are worth tracking (e.g. short term changes to footfall flows or spend patterns). This 'formative' evaluation approach will allow the team to learn and take action whilst projects are in the delivery phase. A short 'interim evaluation' report will be produced at the mid-point in delivery to collate findings to date, and to set foundations for the final evaluation.
- Phase 4: Summative evaluation. The final evaluation will take place once delivery is complete; ideally this will be 6 months to a year after the end of delivery (to allow the interventions time to 'bed in'); however, timing will ultimately be guided by MHCLG expectations. While the format and content of the report will follow any expectations set by programme funders, we would expect it to contain: all final data on impact, narrative on the delivery process, an examination of the strategic added value of delivery (taking into account partnership working, leveraging of funding, examples of leadership and influence), key achievements and lessons learnt, and recommendations and forward planning (where relevant).

The outputs, outcomes and impacts which will be used are set out in full in Appendix E and F. Given the breadth of projects within the programme, the KPIs identified are relatively diverse. They also aim to capture both the quantitative and qualitative impacts of the interventions, recognising that many of the ultimate outcomes being targeted are related to more intangible factors relating to the lived experiences of programme beneficiaries.

Given the breadth of the KPIs, evidence collection will draw on a diverse range of sources, including: monitoring information collected by the project delivery team

(largely relating to outputs public realm improvements); Harbour visitor performance (e.g. information on footfall, vacancy & spend); bespoke monitoring put in place by the council (e.g. to understand local traffic flows and active travel take up); data from third parties (e.g. information on land values) and bespoke primary research (e.g. perception and impact surveys of town centre users and businesses). Cutting across all data collection will be a focus on understanding the additionality of impacts recorded / achieved.

The evaluation will be undertaken by external consultants who will be commissioned to undertake the evaluation framework at the start of the programme, and to work with the Levelling Up Fund Project Manager throughout the delivery programme.

PART 7 DECLARATIONS

7.1 Senior Responsible Owner Declaration

As Senior Responsible Owner for Ramsgate Future I hereby submit this request for approval to UKG on behalf of Thanet District Council and confirm that I have the necessary authority to do so.

I confirm that Thanet District Council will have all the necessary statutory powers and other relevant consents in place to ensure the planned timescales in the application can be realised.

Name:

Madeline Homer

Signed: **REDACTED**

7.2 Chief Finance Officer Declaration

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

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

Name:

Tim Willis

Signed: **REDACTED**

7.3 Data Protection

Please note that The Ministry of Housing, Communities and Local Government (MHCLG) is a data controller for all Levelling Up Fund related personal data collected with the relevant forms submitted to MHCLG, and the control and processing of Personal Data.

The Department, and its contractors where relevant, may process the Personal Data that it collects from you, and use the information provided as part of the

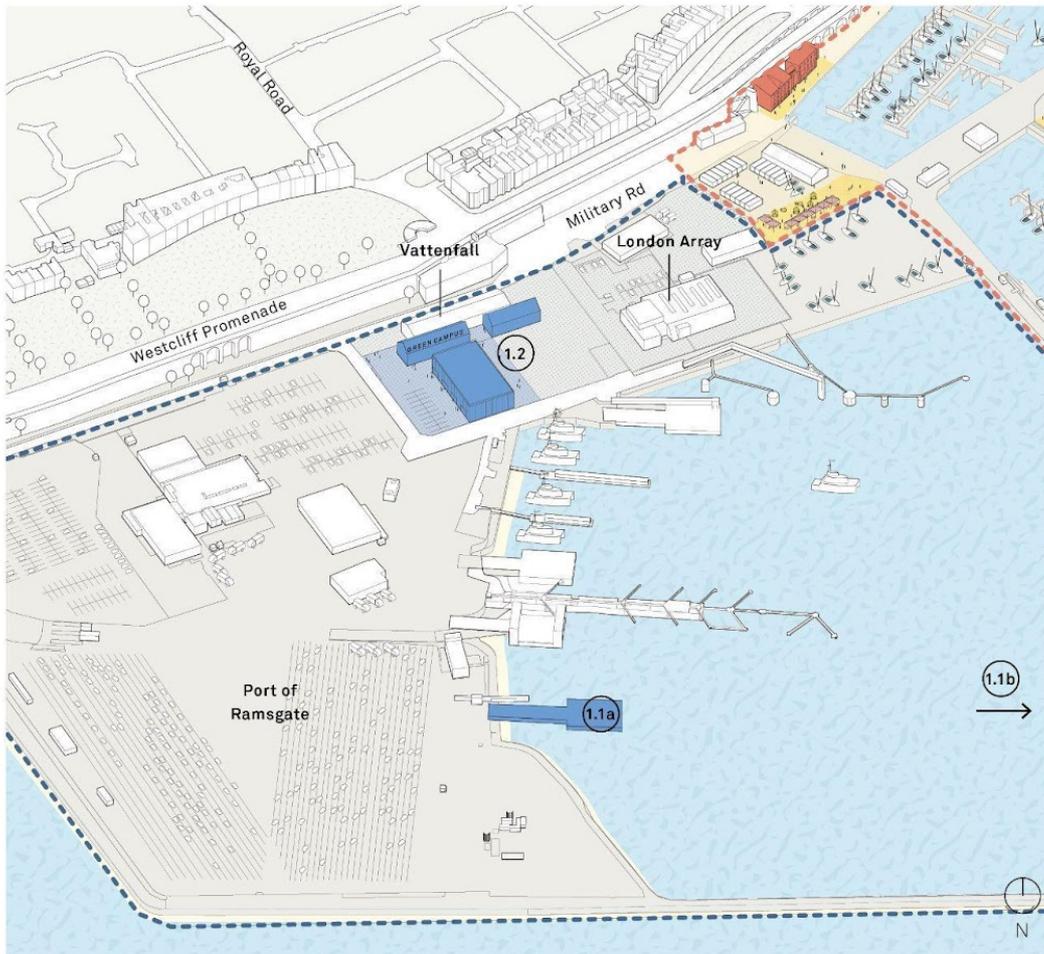
application to the Department for funding from the Levelling Up Fund, as well as in accordance with its privacy policies. For the purposes of assessing your bid the Department may need to share your Personal Data with other Government departments and departments in the Devolved Administrations and by submitting this form you are agreeing to your Personal Data being used in this way.

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

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

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

Project 1
A1. Project Name
Ramsgate Green Port
A2. Strategic Linkage to bid: Please enter a brief explanation of how this project links strategically to the overall bid. (in no more than 100 words)
<p>Green Port proposals provide the impetus to create a modern Port, creating new jobs and unique training opportunities. They animate the town's most significant underused asset and help us better coordinate our private sector partners, each who are pursuing nationally significant carbon reduction projects.</p> <p>The Green Campus centre of excellence will be a beacon for learning as well as the first step in us realising the agglomeration benefits of a genuine green cluster. Enhanced Port infrastructure will enable us to respond to future freight and passenger opportunities, alongside our new environmentally focussed ambitions.</p>
A3. Geographical area: Please provide a short description of the area covered by the bid (in <u>no more than 100 words</u>)
The area is Port of Ramsgate and enclosed Port facility less than 1km to the South East of the town centre. It adjoins The Royal Harbour and is serviced by its own tunnel link to the A299.



Key

- Ramsgate Port Area
- Royal Harbour Area

1. Green Port Ramsgate

- 1.1 Modern Hybrid Port:
 - 1.1a Refurbished ro-ro berth and 170m mooring spine
 - 1.1b New breakwater and piled head pier (100x900m)
New rock breakwater (150m long)
- 1.2 Green Campus:
 - Operations & Maintenance Centre of Excellence
 - Clean Tech Start-up & Scale-up space
 - Innovation & Trailblazers: space for testbed activity

A4. OS Grid Reference	<u>TR382648</u>
A5. Postcode	C11 9FT
A6. For Counties, Greater London Authority and Combined Authorities/Mayoral Combined Authorities, please provide details of the district council or unitary authority where the bid is located (or predominantly located)	NA
A7. Please append a map showing the location (and where applicable the route) of the proposed scheme, existing transport infrastructure and	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.	See above
A8. Project theme Please select the project theme	<input checked="" type="checkbox"/> Transport investment <input checked="" type="checkbox"/> Regeneration and town centre investment <input type="checkbox"/> Cultural investment
A9. Value of capital grant being requested for this project (£):	£9,615,100
A10. Value of match funding and sources (£):	
<p>A11. Value for Money</p> <p>This section should set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. However there may be some impacts where only a qualitative assessment is possible due to limitations in the available analysis. There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, bidders should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment (Limit 250 word)</p> <p>Investment in the Port rationalises the footprint of dockside infrastructure to accommodate complementary and auxiliary uses to support diversification and innovation. A new breakwater creates shelter from prevailing tides and easterly winds to enable expanded, safer and more efficient wind farm servicing. It enables more effective zoning to support a longer term development strategy to create a busy Green Port with the capacity to employ over 1000 people.</p> <p>The Green Campus provides high quality workspace for which there is clear demand. It provides a function for the Port in an area (Operations and Maintenance) where there is not only a regional, but national need. The collocation of university and business provides a platform for innovation and a space from which to meet the wider objectives of the Thames Estuary Growth Board in relation to hydrogen and low carbon freight. The provision of new high quality research and business space will also help to address the predicted shortage of engineers the sector is facing.</p> <p>It contributes directly the following KPIs:</p> <p>30 Young people accessing training each year from operation 60 Ramsgate Residents reentering the workforce 30 Employees receiving on the job training at any given time 70 Number of Thanet residents working in the Green Campus 20,000 Hours of work experience (including T Levels) 30 New Apprentices per year</p>	

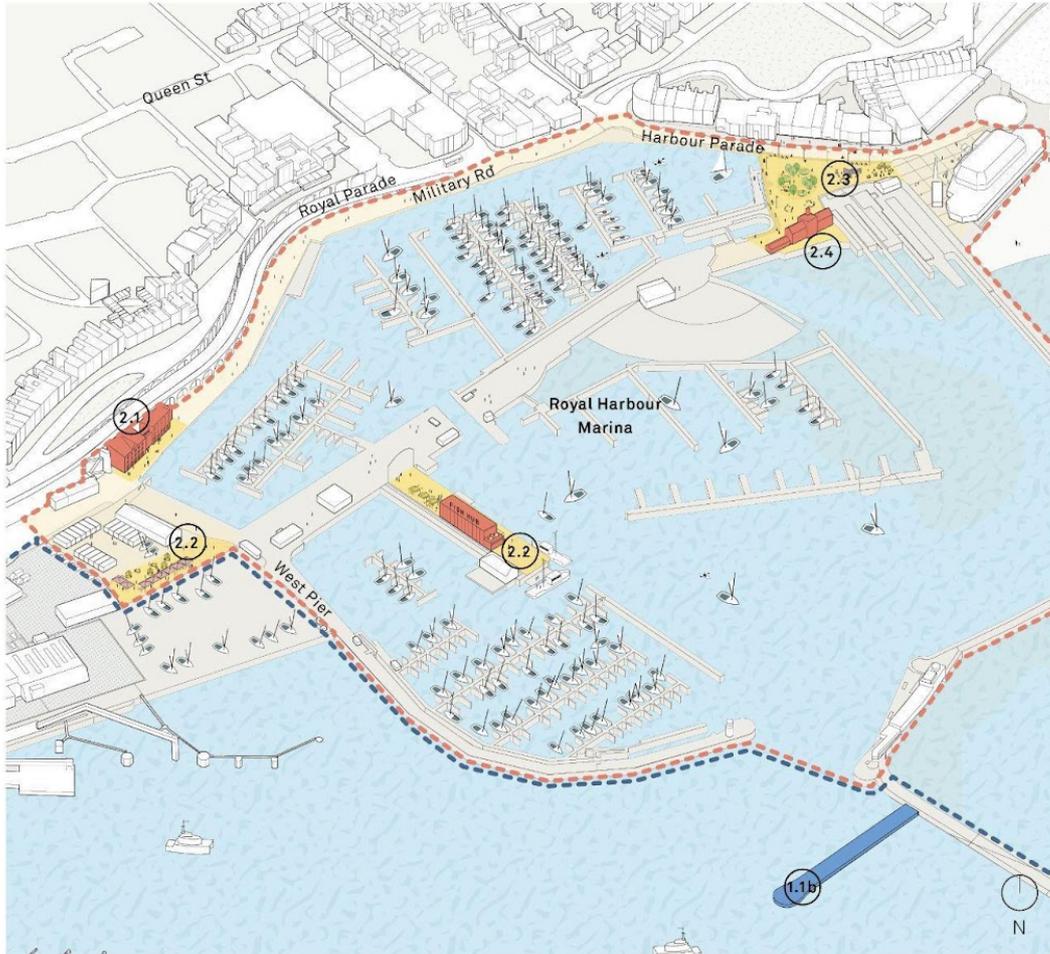
30 New businesses 5 Recognised commercial collaborations per year facilitated	
A12. It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be reported in applications. If this is not possible, then the application should include a clear explanation of why not.	
NA	
A13. Where available, please provide the BCR for this project	£4.86
A14. Does your proposal deliver strong non-monetised benefits? Please set out what these are and evidence them.	<p>Increased Inward Investment has been evidenced by market interest and discussion with occupiers</p> <p>[REDACTED]</p> <p>Civic Pride evidenced by local engagement and sentiment towards the Port</p> <p>Demand for Green and Offshore Skills [REDACTED] and in https://www.engineeringuk.com/research/engineering-uk-report/</p> <p>Reduction of vehicles on the road by enabling increased river and sea based freight</p>
<p>A15. Deliverability Deliverability is one of the key criteria for this Fund and as such any bid should set out any necessary statutory procedures that are needed before it can be constructed.</p> <p>The project consists of two main and interconnected parts: the Modern Green Port and the Green Campus. For the Modern Green Port, investment is broken down into three sections (Site clearance and remediation; improved breakwater and new berthing infrastructure). The Green Campus is a single building. Projects will be overseen by a Senior Manager - Operations with a specific Project Manager appointed for each site. The first works will commence in Q4 2021/22 and complete by Q4 2022/23. All works will be completed in Q4 2023/24</p> <p>Planning permissions will be needed for the sites included here. The normal timeline for this process is 8 to 12 weeks. It is noted that lease variation and permissions may need to be sought from the Crown Estate (factored into the delivery plan appended) for development on any council leased land or water. Additionally, Environmental Impact Studies and a Habitats Regulations</p>	

<p>Assessment may be needed. For both the improved breakwater and the new berthing infrastructure will require a marine License from the Marine Management Organisation. These will be completed by Q4 2021-22.</p> <p>A project manager will manage the delivery of that intervention, working in a team with the other project managers and overseen by a senior manager. Each project working group meets monthly to discuss risks, issues and delivery status of the interventions in that project</p>	
<p>A16. The Bid – demonstrating investment or ability to begin delivery on the ground in 2021-22</p> <p>As stated in the prospectus UKG seeks for the first round of the funding that priority will be given to bids that can demonstrate investment and ability to deliver on the ground in 2021-22</p>	
<p>A17. Does this project includes plans for some LUF expenditure in 2021-22?</p>	<p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>A18. Could this project be delivered as a standalone project or do it require to be part of the overall bid?</p>	<p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>A19. Please provide evidence</p>	<p>Although the Harbour and Port are connected, they are distinct geographies serving different markets and functions.</p>
<p>A20. Can you demonstrate ability to deliver on the ground in 2021-22.</p>	<p>Yes</p> <p><input checked="" type="checkbox"/> No</p>
<p>A21. Please provide evidence</p>	
<p>Statutory Powers and Consents</p>	
<p>A22. Please list separately each power / consents etc obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.</p>	<p>NA</p>

<p>A23. Please list separately any <u>outstanding</u> statutory powers / consents etc, including the timetable for obtaining them.</p>	<p>Planning Permission with Listed building consent takes 8 - 12 weeks and will be required to go to a Planning Committee Meeting. The calendar for the Planning Meetings have not been set out yet for this time period - these meetings are monthly.</p> <p>Crown Estate permissions and Licenses from the Marine Management Organisation will all be submitted when the projects are at the right stage, but engagement with these organisations will take place ahead of submission</p>
--	---

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

Project 2	
B1. Project Name	Inclusive Harbour Assets
<p>B2. Strategic Linkage to bid:</p> <p>Please enter a brief explanation of how this project links strategically to the overall bid. (in no more than 100 words)</p> <p>By directly intervening in these buildings, we are able to harness their density, not only as drivers of visitor numbers, but as centres for learning and work experiences.</p> <p>Using our influence as owners, we can ensure that a new hotel and two restaurants can offer new apprenticeships and T-Level in work learning. In addition we can support the fishing fleet to re-establish itself and harness this aspect of the town’s identity for future generations.</p> <p>The modest investments in the public realm will help link the harbour to the town which is fundamental to us realising our full economic impact and creating a genuinely walkable and accessible town centre.</p>	
<p>B3. Geographical area:</p> <p>Please provide a short description of the area covered by the bid (in <u>no more than 100 words</u>)</p>	



Key

- Ramsgate Port Area
- Royal Harbour Area

1. Green Port Ramsgate

- 1.1 Modern Hybrid Port:
- 1.1b New rock breakwater (150m long)

2. Inclusive Harbour Attractions

- 2.1 Smackboys Building
- 2.2 Fishing Facilities and Restaurant
- 2.3 Pier Yard Public Realm
- 2.4 Clock House Building

The Royal Harbour is adjacent to Ramsgate town centre and the most popular beach in the town. It is also connected to the Port of Ramsgate Military Road.

B4. OS Grid Reference

TR382648

B5. Postcode

C11 9RN

B6. For Counties, Greater London Authority and Combined Authorities/Mayoral Combined Authorities, please provide details of the district council or unitary authority

where the bid is located (or predominantly located)	
B7. Please append a map showing the location (and where applicable the route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.	
B8. Project theme Please select the project theme	<input type="checkbox"/> Transport investment <input checked="" type="checkbox"/> Regeneration and town centre investment <input checked="" type="checkbox"/> Cultural investment
B9. Value of capital grant being requested for this project (£):	£9,388,300
B10. Value of match funding and sources (£):	[REDACTED]
<p>B11. Value for Money</p> <p>This section should set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. However there may be some impacts where only a qualitative assessment is possible due to limitations in the available analysis. There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, bidders should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment</p> <p>The Smack Boys addresses the lack of high end hotels in Ramsgate to support the town’s emergence as a more diverse visitor destination. The management model will provide new career pathways and training opportunities to residents.</p> <p>A new fishing hub reinvigorates the Ramsgate fleet and supports the financial resilience of this community with much needed refrigeration infrastructure, which is currently absent. Provide space for a new high-end fish restaurant and linked fish market to drive the visitor economy and provide new training and employment opportunities.</p> <p>The Clock House refurbishment provides an important publicly accessible focal point for visitors and residents at the heart of the Royal Harbour, wi [REDACTED] outside the town square delivers a much needed pedestrian and child friendly space at the heart of the harbour as a community and visitor space.</p> <p>Investment contributes to the following KPIs:</p> <ul style="list-style-type: none"> ● 30 Young people accessing training each year from operation ● 70 Ramsgate Residents re-entering the workforce ● 30 Employees receiving on the job training at any given time 	

<ul style="list-style-type: none"> ● 20 Referrals from community to training providers leading to work ● 20,000 Hours of work experience (including T Levels) post completion ● 30 New Apprentices per year in Target Sectors ● 100% Increase in turnover of Ramsgate fishing fleet within 2 years of fishing hub ● 20% of Thanet visitors actively looking to visit Ramsgate ● 25% Increase in footfall at the Royal Harbour ● 1,144m2 of vacant space brought into use ● 2,500 m2 of new public realm ● £500,000 Increase in the capital value of publicly owned assets improved ● £250,000 Increased revenues from improved use of publicly owned assets pa 	
<p>B12. It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be reported in applications. If this is not possible, then the application should include a clear explanation of why not.</p>	
<p>NA</p>	
<p>B13. Where available, please provide the BCR for this project</p>	<p>£4.12</p>
<p>B14. Does your proposal deliver strong non-monetised benefits? Please set out what these are and evidence them.</p>	<p>Creates more walkable environments through the provision of public realm and connections to the harbour</p> <p>Secures and enhances unique heritage buildings</p> <p>Creates improved night time offer through provision of improved lighting</p> <p>Enhances external perceptions of Ramsgate through an improved visitor offer</p> <p>Contributes to enhanced civic pride through new facilities, capitalising upon the strong affinity for the harbour set out in the engagement process</p> <p>Capitalises upon maritime heritage and provides more diverse income for the fishing fleet</p> <p>Diversifies the visitor offer through greater breadth of offer</p> <p>Addresses a chronic shortage of hotel rooms (only 229) in the town.</p>
<p>B15. Deliverability</p>	

Deliverability is one of the key criteria for this Fund and as such any bid should set out any necessary statutory procedures that are needed before it can be constructed.

The project consists of five sites, which will be overseen by a Senior Manager in the Regeneration team with a Project Manager assigned to each site. First works will commence in Q2 2022/23 with first works complete by Q2 2022/23, allowing the first space to become operational by Q3 2022/23. All works will be complete by Q2 2023/24.

All five of the sites will require planning applications (with two also requiring listed building consent). Conservation Area consents will also be needed for all sites. The normal timeline for this process is 8 to 12 weeks and the planning applications (and listed building consent, where relevant) will be submitted once the bid outcome is known. Consents for four sites will be determined in Q4 21/22 and consents for three sites will be determined in Q1 22/23. Additionally, Building Control consents will be required for each of the sites; the standard process will be followed with final approvals secured upon completion of the works.

A project manager will manage the delivery of that intervention, working in a team with the other project managers and overseen by a senior manager. Each project working group meets monthly to discuss risks, issues and delivery status of the interventions in that project.

B16. The Bid – demonstrating investment or ability to begin delivery on the ground in 2021-22

As stated in the prospectus UKG seeks for the first round of the funding that priority will be given to bids that can demonstrate investment and ability to deliver on the ground in 2021-22

B17. Does this project includes plans for some LUF expenditure in 2021-22?

Yes

No

B18. Could this project be delivered as a standalone project or do it require to be part of the overall bid?

Yes

No

B19. Please provide evidence

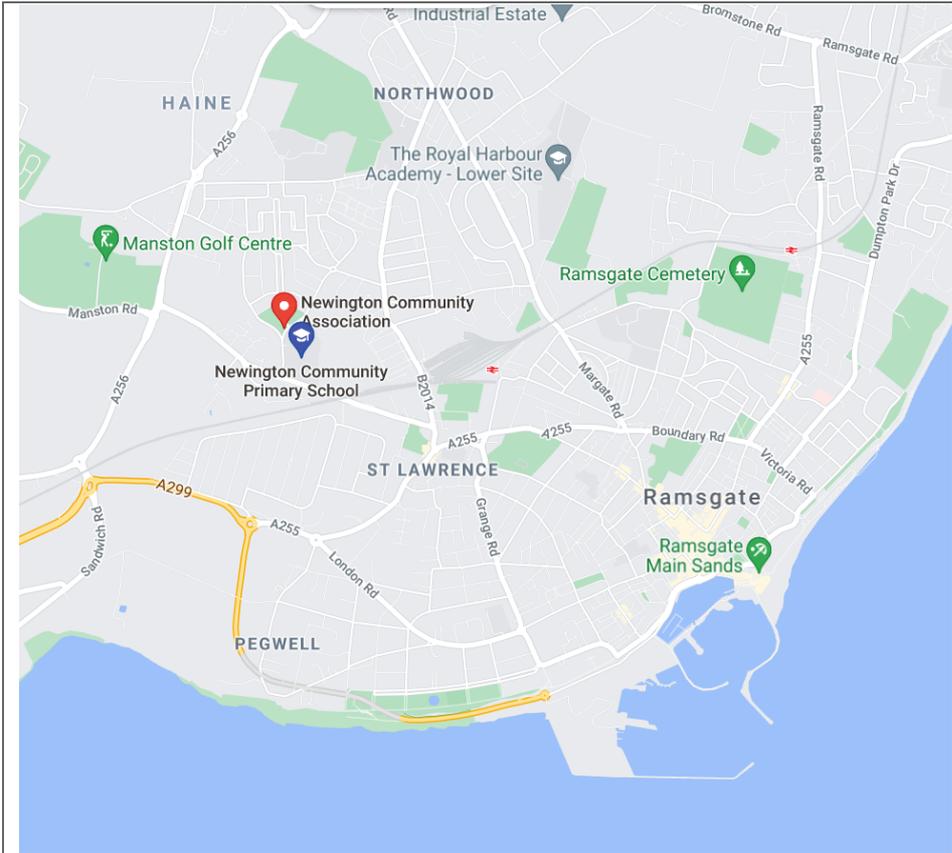
Although the Harbour and Port are connected, they are distinct geographies serving different markets and functions.

B20. Can you demonstrate ability to deliver on the ground in 2021-22.

	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
B21. Please provide evidence	
Statutory Powers and Consents	
B22. Please list separately each power / consents etc obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.	NA
B23. Please list separately any <u>outstanding</u> statutory powers / consents etc, including the timetable for obtaining them.	Planning Permission with Listed building consent takes 8 - 12 weeks and will be required to go to a Planning Committee Meeting. The calendar for the Planning Meetings have not been set out yet for this time period - these meetings are monthly.

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

Project 3	
C1. Project Name	Assets to Connect to Opportunity
C2. Strategic Linkage to bid:	
Please enter a brief explanation of how this project links strategically to the overall bid. (in no more than 100 words)	
<p>We cannot level up if we don't connect with our most deprived communities where they can be comfortable, engage and learn in a familiar environment.</p> <p>Through targeted, modest investments we will deliver positive careers for those who need it most. Through investment in specific training infrastructure including kitchens and digitally enabled classrooms, we can enhance the stickiness of our initial engagement in these communities and deepen our impact.</p> <p>Without this investment, we do not believe we can realise the scale of forecast impact we have set out in our first two projects. This is reflected in our economic impact model.</p>	
C3. Geographical area:	
Please provide a short description of the area covered by the bid (in <u>no more than 100 words</u>)	
<p>Newington is a community in the North West of Ramsgate around 3k from the town centre. It is not currently connected to the Thanet Loop bus services and is isolated from much of the rest of the town. It includes an LSOA which is 48th /32,000 in terms of deprivation.</p>	



C4. OS Grid Reference	TR363657
C5. Postcode	CT12 6HX
C6. For Counties, Greater London Authority and Combined Authorities/Mayoral Combined Authorities, please provide details of the district council or unitary authority where the bid is located (or predominantly located)	
C7. Please append a map showing the location (and where applicable the route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.	
C8. Project theme Please select the project theme	<input type="checkbox"/> Transport investment <input checked="" type="checkbox"/> Regeneration and town centre investment <input type="checkbox"/> Cultural investment
C9. Value of capital grant being requested for this project (£):	£840,000

C10. Value of match funding and sources (£):	[REDACTED]
C11. Value for Money	
<p>This section should set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. However there may be some impacts where only a qualitative assessment is possible due to limitations in the available analysis. There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, bidders should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment</p>	
<p>Investment in assets in the poorest part of town provides a safer community space for early outreach and intervention, minimising the chances of drop out and expanding the general reach and flows of information on opportunity.</p> <p>This will provide training spaces and community/ training kitchen facility/amenity to support both initial skills development and community enterprise in food. Developing skills around food and hospitality will not only provide valuable access to new and aspirational career pathways but also provide an opportunity to promote skills and knowledge around healthy eating to address some of the challenges the town faces around health and deprivation.</p> <p>This will help to contribute to the following KPIs</p> <ul style="list-style-type: none"> ● 200 residents engaged each year ● 50 residents reporting new skills ● 30 Young people accessing training each year from operation ● 70 Ramsgate Residents re-entering the workforce ● 30 Employees receiving on the job training at any given time ● 20 Referrals from community to training providers leading to work ● 70 Number of Thanet residents working in the Green Campus ● 20,000 Hours of work experience (including T Levels) post completion ● 30 New Apprentices per year in Target Sectors ● 2 new food businesses formed in Newington each year 	
C12. It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be reported in applications. If this is not possible, then the application should include a clear explanation of why not.	
<p>We need investment in our third workstream to realise the potential of the first two.</p> <p>We have not sought to monetise the benefits of the investments in community hubs. Whilst this may have an impact on land values this would be negligible in Newington and has already been captured in the centre through commercial value uplift.</p>	

<p>We believe through our ambitious assessment of new entrants to the labour market (40 in the Port and 30 in the Harbour) we have captured the benefits of enhanced outreach here. These locations are critical to us achieving the non financial benefits set out below</p>	
<p>C13. Where available, please provide the BCR for this project</p>	<p>NA</p>
<p>C14. Does your proposal deliver strong non-monetised benefits? Please set out what these are and evidence them.</p>	<p>Increase in participation through enhanced events in a stronger community centre</p> <p>Stronger local civic pride through a closer relationship with the town</p> <p>Healthier eating enabled through better facilities and engagement with the Big Local community chef</p> <p>Improved engagement of young people</p> <p>Local civil society connections enabled through connections at a strong local centre</p> <p>Lower drop out from training as a result of local offer</p> <p>Increased number of community events and local representation.</p>
<p>C15. Deliverability Deliverability is one of the key criteria for this Fund and as such any bid should set out any necessary statutory procedures that are needed before it can be constructed.</p>	
<p>The project will consist of two sites, which will be overseen by a Senior Manager - Regeneration with a Project Manager assigned to each site. The prime focus will be Newington with works will commence in Q4 2021/22 with first works complete by Q2 2022/23, allowing the first space to become operational by Q3 2022/23. All works will be complete by Q4 2022/23.</p> <p>Sites will require planning applications, and, depending on the location of the Town Centre site, may need a conservation area consent. The normal timeline for this process is 8 to 12 weeks and the planning applications (and listed building consent, where relevant) will be submitted once the bid outcome is known. These are expected to be approved in late 2021 or early 2022.</p> <p>A project manager with relevant experience has been assigned for each of the interventions in each project. The project manager will manage the delivery of</p>	

<p>that intervention, working in a team with the other project managers and overseen by a senior manager. Each project working group meets monthly to discuss risks, issues and delivery status of the interventions in that project.</p>	
<p>C16. The Bid – demonstrating investment or ability to begin delivery on the ground in 2021-22</p> <p>As stated in the prospectus UKG seeks for the first round of the funding that priority will be given to bids that can demonstrate investment and ability to deliver on the ground in 2021-22</p>	
<p>C17. Does this project includes plans for some LUF expenditure in 2021-22?</p>	<p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>C18. Could this project be delivered as a standalone project or do it require to be part of the overall bid?</p>	<p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>C19. Please provide evidence</p>	<p>Whilst it can in theory, the success and impact of the project is contingent upon a connection into bigger investments in the town. This is a deliberate play to embed the towns most deprived communities into the wider opportunity</p>
<p>C20. Can you demonstrate ability to deliver on the ground in 2021-22.</p>	<p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>
<p>C21. Please provide evidence</p>	
<p>Statutory Powers and Consents</p>	
<p>C22. Please list separately each power / consents etc obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.</p>	<p>NA</p>
<p>C23. Please list separately any <u>outstanding</u> statutory powers / consents etc, including the timetable for obtaining them.</p>	<p>Planning Permission (with Listed building consent where required) takes 8 - 12 weeks and will be required to go to a Planning Committee Meeting. The calendar for the Planning Meetings have not been set out yet for this time period - these meetings are monthly.</p>

ANNEX D - Check List Great Britain Local Authorities

Questions	Y/N	Comments
4.1a Member of Parliament support		
MPs have the option of providing formal written support for one bid which they see as a priority. Have you appended a letter from the MP to support this case?	Y	
Part 4.2 Stakeholder Engagement and Support		
Where the bidding local authority does not have responsibility for the delivery of projects, have you appended a letter from the responsible authority or body confirming their support?	NA	
Part 4.3 The Case for Investment		
For Transport Bids: Have you provided an Option Assessment Report (OAR)	NA	
Part 6.1 Financial		
Have you appended copies of confirmed match funding?	N	Match not yet confirmed, Letters provided from funders setting commitment to dialogue
The UKG may accept the provision of land from third parties as part of the local contribution towards scheme costs. Please provide evidence in the form of a letter from an independent valuer to verify the true market value of the land. Have you appended a letter to support this case?		
Part 6.3 Management		
Has a delivery plan been appended to your bid?	Y	
Has a letter relating to land acquisition been appended?	NA	Land in public ownership
Have you attached a copy of your Risk Register?	Y	
Annex A-C - Project description Summary (only required for package bid)		
Have you appended a map showing the location (and where applicable the route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.	Y	

