



RAMSGATE TOWN COUNCIL



Ramsgate Old Fire Station (Radford House) - Feasibility Study

Tim Ellison / Jo Wright

FINAL v11 – NOVEMBER 2020

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1. PURPOSE OF REPORT

This report is written for Ramsgate Town Council (RTC) in support of their redevelopment of the former fire station in Effingham street, Ramsgate. The content of the report will support RTC's funding application to the Architectural Heritage Fund (AHF) which, it is hoped, will financially assist the delivery of the project through the part-funding of the costs of the capital works to the building.

The work builds on pre-existing thinking and design activity that has taken place following the building purchase in 2019. It is therefore not intended to be a blank canvas study of options for the building. Rather, it is designed to test and improve the current design thinking, assess the potential user market and use benchmarking and additional analysis to help inform decisions for the optimum use of the building in the future.

An indicative P&L is provided to illustrate the sort of financial performance that might be expected from the building and a set of next step recommendations that will provide the direction for further development as the project moves towards construction.

It is a clear ambition of RTC, and part of our brief for the study, that the building supports the local community in Ramsgate. This report therefore acknowledges the analysis is not entirely a financial one and will look to make recommendations as to how that ambition can best be achieved whilst being mindful of the financial context.

2. CONTRIBUTORS

This report is written by Tim Ellison, a Partner at Counterculture LLP. Additional material has been provided by Jo Wright, Partner (Market assessment and analysis) and Emily Marsh, Associate (Fundraising sources) at Counterculture LLP.

Richard Styles and Jenny Dawes have provided input and support as has Laura Williams at the Architectural Heritage Fund. Architect, Ivan Del Renzio has also supported the work.

3. EXECUTIVE SUMMARY

RTC's ambition the Radford House has been clearly articulated to us from the outset of the work. In essence, we are trying to understand as best we can, what the community needs and what offers the best opportunity to deliver this in an economically sustainable manner.

From the case study research we have undertaken, other town Council's have followed a similar path to that envisaged at Radford House and it seems they are able to achieve viable offers. In several cases we have seen, viability is achieved in part, because they are taking advantage of surplus space within existing buildings and can absorb building overheads into their existing operations. Radford House represents an addition to the RTC property portfolio with a unique offer not replicated elsewhere within the estate. If operating at arms-length from existing RTC operations, it will be impossible to achieve a break-even operating position as all costs of operating the building will sit within the Radford House P&L.

It seems likely that an 'anchor tenant' will need to be found who will act both as an RTC tenant and a building manager. This arrangement will need to be reflected in their rental agreement where their costs will need to be subsidised by RTC to reflect their additional responsibilities. We have suggested a financial arrangement to make this work. An alternative approach would be to move other RTC services into some of the space, freeing up space elsewhere which could be used to generate some income, perhaps through event hire etc. This would have the benefit of sharing some of the costs of operating the site but would need to introduce income

generation elsewhere to be beneficial. An obvious site to consider would be The Custom House.

The indicative P&L shows a subsidy requirement of approximately £50k per year. However, there are opportunities to address this including the introduction of income generating activities such as a before and after school club or a Café / bar space. Options to change the mix of activities and pricing policy will also influence margins. We have set out options for both the potential use of the spaces and the sort of activities that have been introduced in peer offers to inform future RTC decision making.

It must be remembered that this is not purely a financially motivated project, there are other significant, non-financial reasons for RTC undertaking this work. Examples include:

- Job creation
- Volunteering opportunities
- Supporting local business and driving economic improvement
- Providing local community space
- Restoring a heritage asset and providing it with a sustainable future
- A fitting and appropriate use for Mr Radford's bequest
- Generating civic pride

The role of the building during the recent and ongoing, COVID crisis illustrates perfectly why communities need sites like this. This valuable infrastructure will hopefully play a similarly important role in supporting Ramsgate's communities for many years to come.

4. BACKGROUND & CONTEXT

4.1. PROJECT BACKGROUND, AIMS & AMBITION

PROJECT BACKGROUND

Ramsgate's Old fire station has seen many changes over its three hundred years of existence. A quick overview of the building's evolution is as follows:

- **MID 18th CENTURY** - Effingham Street is one of the most desirable residential streets in Ramsgate
- **1733–1810** – Effingham house is owned by Admiral William Fox
- **1829** - Modifications and minor extensions are made to the building by Richard Tomson
- **1846** – The Arrival of South Eastern Railway expanded Ramsgate's tourist and permanent populations
- **END 19th CENTURY** – The previously extensive grounds are parcelled off and become Clarendon House and Ramsgate Library
- **1980** – External stairs are added to the rear of the building
- **2018** – Last use as a working fire station
- **2019** – The building is acquired by RTC and renamed Radford House



A detailed review of the history of the building can be accessed through Richard Styles and the wider project team.

RTC has actively worked to restore the fortunes of Ramsgate since its formation in 2009. The work on the former fire station in Effingham street has been enabled largely by the bequest of £750,000 from a local man - Mr Radford.



After his death in 2016, RTC received £540,000 of which £350,000 was used to purchase the redundant fire station at Effingham Street with an additional £10k spent on immediate improvements and security systems. Very little is known of Mr Radford, but clearly, he loved his town and the people within it. The council has chosen to rename the building 'Radford House' in his honour.

The building is located at 18-21 Effingham Street, Ramsgate. CT11 9AT. It is situated within five minutes' walk from Ramsgate High Street and the harbour area. At the time of writing, significant redevelopment works are taking place on the former Police station site directly opposite Radford House.





The site provides over 300m² of internal space as well as a sizeable external area to the rear and side of the building. A residential building provides a boundary to the North with part of the Chatham & Clarendon School campus to the rear of the former fire station, overlooking the external space.

There is no community owned facility in Ramsgate. There are several small or medium sized halls in private ownership, school ownership or

owned by a public body. While they may be hired, the accessibility, quality and condition of the venues is poor to reasonable.

The principal project milestones are:

ACTIVITY	TARGET DATE	STATUS
Submit planning application	SEPT 2020	COMPLETE
Submit AHF funding application	EARLY 2021	IN PROGRESS
Construction start	AUG 2021	NOT STARTED
Practical completion	AUG 2022	NOT STARTED
Building operational	SEPT 2022	NOT STARTED

A planning application to redevelop the site was submitted on the 11th September 2020. It is hoped that a response will be received before the end of the year but given delays due to ongoing COVID-19 situation, this might be further delayed until the early part of 2021.

PROJECT AIMS & AMBITION

RTC is committed to preserving the historic nature of the town and to the creation of spaces for the benefit of the community. The restoration and redevelopment of Radford House perfectly demonstrates these principals and meaningfully delivers against those objectives, creating an open access community hub in one of Ramsgate’s most important historic buildings.

An edited extract of the ‘Summary conclusions’ (section 4) from Fiona Radley Architects Condition survey (First issue – May 2020), provides an overview of the current condition of Radford House:

The Former Ramsgate Fire Station is in reasonably good condition overall with some areas of immediate concern in terms of loss of fabric which can lead to ingress, cracks, and any structural implications externally.

It would appear that the original 18th century Effingham House was subject to significant changes in order to become the new fire station, with the loss of plan form at ground floor and second floor, re- modelling to the doors and fenestration of the front façade being the most significant changes.

The building is a palimpsest of changes over time, and it is appreciated that it is much altered from the original house and for much of its life it has been a fire station in active use. It appears that the plan of form of the original house may be most extant at first floor level with some solid masonry partitions remaining. Some loss of the original fabric may pre-date the new fire station when the house changed ownership in the early 19th century there may have been significant alterations.

In conclusion, further research is now required to be able to provide a statement of significance and associated phasing plan.

There appear to be small areas which are likely to date from the earlier house or later 19th century alterations, which will need to be proven with some localised opening up and further investigations required to more fully understand the extent of fabric from Effingham House that remains.

There appears is a series of maintenance issues that need to be addressed to the exterior to prevent further deterioration. The main concerns are areas of re-pointing, loss and damage to render and re- decorations and repair to external joinery and rainwater goods.

The interior which has been in use throughout the 20th century, until relatively recently (and today continues to be in more active use at Ground Floor) overall it appears to be in reasonably good condition. However, there are many modern interventions that may conceal defects that remain unidentified. These will need to be carefully removed and may also assist in establishing both the extent of underlying earlier fabric of significance that remains extant or conversely to confirm the extent of loss over time and to establish the condition of areas currently not included in this report.

The interventions proposed for the former fire station respond to the points raised in the report, preserving and conserving where appropriate whilst sensitively adapting the building for the next stage in its life.

In summary, the project aims to:

- Create an open access community building
- Retain and preserve one of Ramsgate's most important buildings
- Repair and conserve the existing building fabric
- Equip the building for the next phase of its life, futureproofing where possible
- Minimise future running costs
- Create a viable business model without triggering the overage agreement

4.2. COUNTERCULTURE BRIEF

Counterculture Partnership were commissioned in May 2020 to produce a Feasibility study to support the redevelopment of the Old Fire station building. The programme for the work is elongated to allow for restrictions on activities due to COVID-19 and due to the overall programme, in particular the application to the AHF in early 2021. Our work is complementary to the ongoing design development and seeks to recommend an optimum mix of uses for the building as a community-serving space.

For three months from May 2020, the project runs alongside other Counterculture work in the area. During this period, we were also actively supporting a Thanet District Council project to secure financial support from the Future High St. Fund to enable the redevelopment of Celandine Hall on Harbour Street. If successful, the funding will support the creation of a number of Creative workspaces within the building, supporting the Creative Sector within Ramsgate.

The principle period of activity on Radford House is March – October 2020.

4.3. PROJECT TEAM

In addition to the Counterculture team (see section 2), the Project team consists of:

NAME	ORGANISATION	ROLE
RICHARD STYLES	RTC	CLIENT LEAD
JENNY DAWES	RTC / NEIGHBOURHOOD PLAN TEAM	CLIENT TEAM
IVAN DEL RENZIO	DEL RENZIO & DEL RENZIO LLP	ARCHITECT
FIONA RALEY	FRA	HISTORIC BUILDING CONS.
JAMES WRIGHT	CONSIDINE	STRUCTURAL ENGINEER
ANDY HADDEN	AP COST CONSULTANTS	QUANTITY SURVEYOR
LAURA WILLIAMS	AHF	PRINCIPAL FUNDER

4.4. KEY STAKEHOLDERS

There are several key stakeholders actively engaged on the project.

Ramsgate Town Council

Ramsgate Town Council (RTC) was formed in in April 2009. The former Borough of Ramsgate had been abolished under the Local Government Act 1972. In the early years of its formation in 1884, it was a dynamic organisation which constructed Royal Parade and Madeira Walk, installed an electric tramway, and recruited/maintained a local police force and fire brigade. Its role in both World Wars was pivotal for the local community; but it is arguable that the decline in several local industries and the traditional UK holiday trade, was already apparent and being felt by 1974.

Today, RTC employs thirteen staff and has sixteen councillors from seven wards:

- Central Harbour
- Eastcliff
- Northwood
- Nethercourt
- Newington
- Pegwell
- Sir Moses Montefiore

There are five committees overseeing RTC activities:

- Amenities
- Finance & General Purposes
- Planning & Environment
- Radford House & Custom House
- Town Promotion

RTC has a modest but growing asset list and actively seeks transfers of assets if funding is available and the transfer aligns with its regeneration policy. The current portfolio includes:

- **Albion Gardens**
Under negotiation. Freehold garden with Pulhamite. Acquired via asset transfer from Thanet District Council
- **Allotments (Multiple sites)**
Freehold. 3 sites transferred by statutory requirement
- **Charlotte Court**
Freehold. Small urban courtyard. Acquired under asset transfer from Thanet District Council
- **The Custom House**
Leasehold of over 100 years. RTC's administrative base and Visitor Information Centre. Part let to RNLI and a commercial tenant
- **The Montefiore Woodland**
Freehold. Five acres of woodland jointly managed by RTC and a volunteer group. Acquired via asset transfer
- **Radford House**
Freehold. Former Fire Station purchased for community purposes

For the purposes of this project, RTC (through Town Clerk, Richard Styles) has multiple roles:

- Client & Project lead
- Capital & revenue funder
- Building owner

The Architectural Heritage Fund (AHF)

Redevelopment costs will be supported by the AHF if a successful grant application can be made. The AHF have been involved with the project since 2017, providing advice and guidance to RTC and the Project team.

The Architectural Heritage Fund is a registered charity, working since 1976 to promote the conservation and sustainable re-use of historic buildings for the benefit of communities across the UK, particularly in economically disadvantaged areas.

The AHF exists to help communities find enterprising ways to revitalise the old buildings they love. Support for projects is provided through advice, grants and loans. Their support aims to put sustainable heritage at the heart of vibrant local economies.

The AHF is unique in that they offer support to local communities at every point in the life-cycle of a project – from start-up advice and grants for early development work and project planning, through to loans for acquisition and as working capital for project delivery. Projects frequently focus on support for community groups seeking to rescue historic buildings 'at risk'.

A local network of officers based in each UK nation and the English regions offer advice and support to local community teams and their projects.



The AHF are also supporting the [Foresters Hall project](#) in Meeting Street, Ramsgate. This 1811, listed building is being redeveloped to provide a renovated home for East Kent Mencap and a community space.

Kent and Medway towns Fire Authority

Though not considered a key stakeholder in the active sense, Kent and Medway towns Fire Authority retain a dormant role. At the point of building disposal to RTC in 2019, an Overage agreement was created which places some restrictions on the future use of the building.

We have been provided with a copy of the Overage deed dated 10th April 2019 between Ramsgate Town Council ('Buyer') and the Kent and Medway towns Fire Authority ('Seller').

Though we would recommend a formal legal opinion is taken, the agreement appears to be sufficiently flexible to permit the likely activities envisaged for the Radford House building.

The agreement applies when a 'trigger event' takes place but it would appear that RTC are not likely to be caught here as:

- **Trigger event 1:** Any grant of planning permission is likely to fall into an 'exempt use' (as RTC would use the building for Public Services / Community use as defined by D1 / D2 planning classes)
- **Trigger event 2:** Any disposal of the property to a third party not using the building primarily for community use

The agreement would also appear suitably flexible to allow RTC to potentially pass their interest in the building to a third-party operator (established to run the Old fire station facility) so long as Community use is the primary motivation. If this were to be the case, there may be some restriction on the extent of commercial activity that could take place so steps would need to be taken to manage this situation subject to the way 'disposal' is interpreted.

User groups represent another key stakeholder playing an important role in several stages of the project from design to post opening operational activity. User groups can be considered as both constituted organisations and as individuals as part of the local community the building will serve. Both are discussed later in the report as part of the analysis of potential uses for Radford House.

4.5. RAMSGATE PROJECTS

Future High Street Fund – Creative Workspace

Counterculture LLP have recently completed a five-month project to apply to the Future High St. Fund to secure financial support for the redevelopment of Celandine Hall on the High Street. Working on behalf of Thanet District Council, If successful, the funding will support the creation of a number of Creative workspaces within the building, thereby supporting the Creative Sector within Ramsgate and acting as a catalyst for additional investment from the private sector.

Foresters Hall

A project supported by the Architectural Heritage Fund; the redevelopment of Foresters Hall is discussed above.

Heritage Action Zone (HAZ) / Historic England

Ramsgate was designated as a Heritage Action Zone in April of 2017 to encourage economic growth using the historic environment as a catalyst. The HAZ is a partnership is made up of a variety of organisations working together to deliver projects in the town.

Key partner organisations include:

- Thanet District Council
- Ramsgate Town Council
- Ramsgate Coastal Community Team
- The Ramsgate Society

The Heritage Action Zone is seeking to help grow Ramsgate into a prosperous maritime town where outstanding heritage and architecture coupled with new investment and development strengthens the economy for the benefit of the local community.

Under the HAZ project, a range of projects are being delivered that are engaging the local community and is increasing our understanding of the rich local heritage, including the exciting maritime story.

Over the five-year project, teams within Historic England are working in partnership with local organisations to understand what makes the heritage in Ramsgate really special, to share the findings and stories, and to protect and improve places for the future.

Granville Theatre

Heritage Lab CIC is working on a project to save Pugin's Grade II listed Granville Hotel in Ramsgate, Kent from disappearing into obscurity. We understand that a legal agreement is in place with the owner to buy the 999-year leasehold to the seafront Granville Bars.

If sufficient capital can be raised, plans to transform the building into a thriving creative hub and world class events space can be implemented.

5. FUTURE PLANS

5.1. BUILDING LAYOUT & SPATIAL ANALYSIS

Floorplans for Radford House are provided as appendix A3.

The building is laid out across three floors with the ground floor area providing an open plan space, naturally lending itself to small / medium size events and gatherings.



The building sits within Ramsgate conservation area and is therefore bound by the restrictions and requirements this designation creates. The floorplans provided to us indicate that the footprint of the rooms created by the proposed design equate to 320m².

A full room by room breakdown of the spaces within Radford House is provided as appendix A4. The extract below provides an overview of the spaces with some thoughts as to potential uses also included.

ROOM REF. OR TYPE	NAME	DESCRIPTION	POSSIBLE USE(S)

GF1	MEETING & EVENTS SPACE	Large scale multi-purpose space. Important and attractive space within the building showcasing the heritage nature of the space and supporting a wide range of potential options for use	<ul style="list-style-type: none"> - MARKETS - BEFORE & AFTER SCHOOL CLUB - CLASSES / TRAINING - FILM SCREENING - EVENT, LARGE - MEETING GROUP / CLUB - DROP IN / CASUAL USE - FOOD & DRINK EVENT - EXHIBITION / DISPLAY - DANCES - ACTIVITIES
GF2	SMALLER EVENTS SPACE	Small scale multi-purpose space. Adjacent to GF1, this can act as a standalone space if GF1 is in use. A partition wall is proposed to segregate the two spaces. A number of potential uses, in keeping with the themes identified in GF1	<ul style="list-style-type: none"> - BEFORE & AFTER SCHOOL CLUB - CLASSES / TRAINING - EVENT, SMALL - MEETING GROUP / CLUB - DROP IN / CASUAL USE - ACTIVITIES
GF3	RECEPTION AREA	Possible visitor reception (if needed) adjacent to primary entrance & lift core. Could also be considered as a Café / Bar area. If a permanent staff presence is established at RH, this could also be a potential office / administrative space but as a prime space within the building, it might therefore be better utilised in an alternative manner	<ul style="list-style-type: none"> - RECEPTION SPACE - OFFICES / RH ADMINISTRATION - OFFICES, TENANTED - CO WORKING SPACE - CLASSES / TRAINING - MEETING GROUP / CLUB - DROP IN / CASUAL USE - ACTIVITIES
FF - VARIOUS	OFFICES (MULTIPLE)	Small to Large format office spaces. All with independent access	<ul style="list-style-type: none"> - OFFICES, TENANTED - CO WORKING SPACE - CLASSES / TRAINING - MEETING GROUP / CLUB - ACTIVITIES
FF5	KITCHEN (inc. cupboard)	Food prep. & eating area to support office spaces	<ul style="list-style-type: none"> - KITCHEN SPACE FOR OFFICES - KITCHEN SPACE TO SUPPORT OTHER BUILDING ACTIVITIES
SF1	OFFICE 6 / RESEARCH / EXHIBITION SPACE	Large gallery style space with multiple use options. Multiple windows to front of building	<ul style="list-style-type: none"> - OFFICES, TENANTED - CO WORKING SPACE - BEFORE & AFTER SCHOOL CLUB - CLASSES / TRAINING - EVENT, SMALL - MEETING GROUP / CLUB - FOOD & DRINK EVENT - EXHIBITION / DISPLAY - ACTIVITIES
SF2	OFFICE 7	Small / Medium format office space with separate	<ul style="list-style-type: none"> - OFFICES, TENANTED - CO WORKING SPACE - CLASSES / TRAINING

		entrance. Bay window to rear of building	- MEETING GROUP / CLUB - ACTIVITIES
	EXTERNAL AREA	Outside space to rear and side of Radford House. Currently used as storage and car parking, the space offers potential for landscaping and 'greening'	- STORAGE (RTC) - COMMUNITY GARDEN - EVENT, LARGE - FILM SCREENING - ACTIVITIES - DROP IN / CASUAL USE - FOOD & DRINK EVENT - MARKETS

5.2. KEY ADJACENCIES

The most obvious feature of the area immediately surrounding Radford House is the redevelopment of the **former police station**. The development has stalled on occasions with the original developer no longer involved.

Queensbridge homes promoted the development as:

'The Courthouse is to be nothing less than the premier landmark development in Ramsgate, expected to set a new precedent for luxury living. Situated on Cavendish Street, right in the heart of the Old Town just a one-minute walk from the royal marina.

The development is a stunning conversion of the former Ramsgate Police Station dating back to the turn of the last century and two sympathetic wing extensions designed to seamlessly blend the old with the new.

87 high specification apartments served by 2 lifts are to be delivered in 3 phases with all the latest upgrades. USB plug sockets, TV's to the family bathrooms, wine coolers, recessed ceilings with led lighting and granite worktops are a few of Queensbridge Home's upgrades that will make the apartments at The Courthouse stand out from anything else'

It is not entirely clear how the current developers (now Vidi Construction) will amend the proposals, though it would appear safe to assume that a residential community will exist on the doorstep of Radford House in or around the point that our building is likely to become operational. This should present a number of opportunities which are discussed further in section 8.

A number of **primary schools** are situated within a short distance from Radford House:

- Priory Infant School (0.5 miles)
- Christchurch COE School (0.7 miles)
- Ellington Infant School (0.8 miles)

The close proximity of the schools could offer an opportunity for pre and post school day childcare and offer additional opportunities for a similar approach during non-term time.

Ramsgate Library is adjacent to the Radford House site and currently operates five days a week, 10am until 4pm. Of relevance to the potential offer at Radford House, facilities include:

- Computers and public internet access
- Printers, scanner and fax machines
- A children's library
- A homework club (very limited and term time only)
- Local studies collection
 - Books
 - Newspapers (microfilm)
 - Photographs, illustrations and postcards
 - Kelly's street directories
 - Electoral registers (not comprehensive)
 - Parish registers
 - Maps

6. CASE STUDIES

6.1. FROME TOWN COUNCIL

WEB: www.frometowncouncil.gov.uk/

CONTACTS: Paul Wynne (Town Clerk) / Rachel Griffin (Marketing and Comms. Manager)

ADDRESS: Frome Town Hall, Christchurch Street West, Frome, Somerset. BA11 1EB

OVERVIEW / HISTORY

Frome Town Hall strives to be a community space, with rooms available to hire for meetings, conferences and events. From its development five years ago, it has placed community and pride at the forefront of its activities and has re-established the building as the home of the local council.

The building development took place in partnership with a number of community groups who were heavily consulted during the process. Several of these went on to become initial (and current) tenants.

In the years since opening, the hire out spaces have gradually been converted to rentable accommodation as demand has increased. This allows greater use of the space across a typical week and offers an opportunity to provide more community benefit.

Weddings have recently been established at the Town Hall though this was a long and arduous process. It is worth noting that the marriages themselves are not income generating and are viewed as a community service through offering an affordable wedding option. A reception provides much greater opportunity for income generation.



FACILITIES PROVIDED / SERVICES OFFERED

The building offers a combination of tenanted spaces and spaces for hire. Permanent residents include a number of community focused organisations, enjoying preferable rates and ever-present since reopening in 2017.

The building provides an administration base for the Council itself and differs from our proposal significantly in this regard. Nearly 30 staff are employed by Frome Town Council though not all are based in the Town Hall building.

Principal, bookable spaces are the **Council Chamber**, the **multi-use meeting room** and **desk space**. Refreshments and business facilities can be provided by arrangement though external organisations are encouraged to make their own arrangements.

Working with Somerset Registration Services, the Town Hall has recently been granted a wedding license and can now be used as a registry office, and both marriages and civil partnerships will be available and receptions can take place in the bookable spaces.

There is little outdoor space available with limited car parking. The Town Council actively promote non car travel and prioritise spaces for those coming from greater distances.

PRICING

Spaces are used for:

- Internal meetings (to support Council business)
- External meetings & Events – Community focus
- External meetings & Events – Commercial focus

Priority is generally given to any booking requests that support the local community (though a broad definition is used). Non community focused bookings are accepted but not at peak times and not on a repeat basis when capacity is limited.

Bookable sessions run from:

- 9am - 1.30pm
- 1.30pm - 6pm
- 6pm - 10.30pm

Room hire prices are as follows:

	COUNCIL CHAMBER (104 m2)	MULTI USE ROOM (24 m2)	DESK SPACE (CAFÉ)
WEEKDAY SESSION	£140	£45	£7.50 per desk (Friday's only)
WEEKEND SESSION	£210	£70	
HOURLY RATE	£45	From £15	

Community groups are entitled to a one third reduction in card rates.

The financial target for income generating activities is for the revenue to cover operating costs plus the loans taken out to support the renovation of the building (over a forty five-year term). No staff costs are included in this calculation and this is where the cost base benefits by acting as the Council's permanent base.

OWNERSHIP, GOVERNANCE AND MANAGEMENT

The building is wholly owned by Frome Town Council.

Councillors are supportive and allow administrators to run activities at 'arms-length'. Reporting takes place on average every three weeks at Council and/or Committee meetings.

Cleaning services are retained in house with very positive outcomes reported, reflecting a sense of pride in the building and desire to maintain the asset in excellent condition.

6.2. OXFORD HOUSE

WEB: <https://www.oxfordhouse.org.uk/>

CONTACTS: John Ryan (CEO)

ADDRESS: Derbyshire Street, Bethnal Green, London. E2 6HG

OVERVIEW / HISTORY

Oxford House was established in 1884 as the first “settlement house” to open where students and graduates from Keble College, Oxford undertook a period of residential volunteering to learn first-hand about the realities of urban poverty. These volunteers were either graduates or worked locally and lived upstairs in Oxford House which was like a mini Oxford college in the heart of Bethnal Green. Volunteers provided practical support to alleviate or remove the impact of poverty to the local community by creating projects such as youth clubs, poor man’s lawyer, labour exchanges and adult education classes.



Based in a recently refurbished Grade II listed building that overlooks Derbyshire Street Pocket Park and Weaver’s Fields today, Oxford House acts as landlord to thirty community focused tenant organisations, provides hire out and events spaces as well as a café / bar and small theatre.

FACILITIES PROVIDED / SERVICES OFFERED

Oxford House is a multipurpose arts centre that includes a theatre, gallery and dance studio. It provides a programme of weekly activities including dance and health and fitness for all ages. A dedicated gallery space provides professional exhibition space for new and emerging artists.

Affordable office space is provided to approximately thirty organisations with a social and/or community purpose. Tenants can be categorised into the following sectors:

- Creative industries
- Health, social care & housing
- Faith
- Voice / advocacy
- Infrastructure & support

Tenancies are reserved for organisations with a non-profit, Charitable or Social enterprise status.

Affordable meeting and events spaces are also provided. Oxford House delivers a community programme which in practice, is a series of partnerships where practical delivery is carried out by others, facilitated by Oxford House through the provision of facilities at subsidised rates.

Oxford House operates ten hireable spaces. These include specialist facilities such as the Chapel (below) which can be used for weddings and medium / large receptions and rehearsal and theatre space. Despite extremely challenging times, Oxford House has had some recent success in securing West end productions looking for (small scale) rehearsal space.



PRICING

Tenanted spaces cost about £45 per square foot per year but this is of course based on a London market. Building services are generally included within this figure but additional costs apply for non-basic services such as broadband usage. Twelve to thirty six-month terms are offered.

Spaces range from two desk to twenty desk and easy in / easy out terms are offered. Access is not 24/7 and tenants need to work within set 'office' hours. A reception service is provided by Oxford House and meeting rooms and the café / bar are available for use.

At the time of writing, six tenanted spaces are vacant.

OWNERSHIP, GOVERNANCE AND MANAGEMENT

The Grade II listed building is wholly owned and managed by Oxford House.

Oxford House exists as a Charitable Trust and Company limited by guarantee. The board is made up of nine Trustees.

Other than the CEO, principal roles are a Cultural Programmer and a Commercial manager. Numerous volunteering opportunities exist, and cleaning is carried out in house. Additional deep cleans have recently been brought in due to the threat of COVID -19.

Café / Bar operations are delivered in house though current levels of use make this non-viable as it really needs the events business and high levels of space occupancy to work financially.

6.3. LOCAL EXAMPLES - PIERREMONT HALL / THE HERNE CENTRE

PIERREMONT HALL

WEB: <https://pierremonthall.co.uk/>

Pierremont hall is operated by Broadstairs & St Peter's Town Council. The building has recently reopened following a £600k refurbishment, supported by section 106 funding. The funding was restricted to supporting the local community and paid for the initial phase of works on Pierremont Hall.

Work was completed in early 2020 and the building now provides:

- Five tenanted spaces
- The Council chamber (for hire – 60-80 person capacity)
- The Mayors Parlour (for hire – 16-20 person capacity)
- Two meeting rooms

If delivered, additional phases of work will see a further two rentable spaces become available and the potential conversion of the meeting room(s) (above) into hot desk spaces.

All rentable spaces are full and were five times over-subscribed from the outset. One space is rented to a socially minded organisation serving the local community, the others are commercial lets, all to financial consultants.

Rent levels are around £14 per square foot and a service charge is additionally applied. This supports centralised costs such as insurance, utilities and security costs. Pierremont Hall have has some success attraction firms vacating Discovery Park following the lapse of their initial, favourable deals.

Tenants are metered separately for electricity and are responsible for their own business rates.

Like Frome, the building also acts as Council offices and overheads are therefore absorbed by existing budgets. A full time Events Manager has been brought in to help drive the events business with a particular focus on the weddings market where Pierremont offers an affordable option. They target twenty weddings per year and at the time of writing, have eight booked for 2021.

THE HERNE CENTRE

WEB: <https://www.hernecentre.co.uk/about>

The Herne Centre is a community hub serving the residents of Broomfield and Herne. Recently built and situated in the village of Herne, the Centre has a range of activities available to local residents that have not been previously available. Activities provide entertainment, fitness and social opportunities.

The Centre can be hired for meetings and family events including weddings. Discounted rates are available for local residents. There are three principle spaces for hire:

The Activity room – An air-conditioned room with plenty of natural light and state of the art AV equipment. This room can hold up to 30 people for meetings or small parties

The Main hall - A stunning room, with built in audio, a projector screen, air condition and excellent lighting. The main hall can accommodate up to 120 people depending on the style of the event

The Roundel - A space for small meetings, for up to 15 people, with air-conditioning and a TV for presentations

All venues come with use of WIFI, catering options and are fully accessible.

A wide range of activities are on offer including:

- Lunch club (Weekly, £7 per person)
- Zumba classes
- Tea dances
- Slimming club
- Bowls
- Coffee mornings
- Autism support

The centre hosts a school club providing Ofsted regulated out of school hours care for children. Times and prices are advertised as:

	TIME	ACTIVITIES	SESSION PRICE
BEFORE SCHOOL	7.30am – school start	Breakfast / Games / Walk to school	£4.50
AFTER SCHOOL	School end – 6pm	Dinner / Activities / Free play	£8.50
HOLIDAY CLUB	Holiday period, 8am – 6pm	Fun activities / Breakfast, lunch and dinner	£26

7. EXISTING PROVISION & DEMAND

7.1. ASSET MAPPING

According to research carried out by RTC, there are no community owned facilities in Ramsgate. We have been provided with a list of local halls and where possible (several are community, church or parish halls), have undertaken a high level, desk top review of their activities:

ORGNISATION NAME	COMPARABLE ACTIVITIES	NOTES
NEWINGTON COMMUNITY CENTRE	- ACTIVITIES - CLASSES - NHS SERVICES - SINGING	

	- RELIGIOUS GROUPS - HIREABLE SPACE	
ROYAL TEMPLE YACHT CLUB	- OVERNIGHT STAYS - BAR - COURSES / TRAINING (MARITIME) - HIREABLE SPACE	
COMFORT INN	- OVERNIGHT STAYS - BAR - RESTAURANT - HIREABLE SPACE	
ALBION HOUSE	- OVERNIGHT STAYS - BAR - RESTAURANT	
STONELEES GOLF CENTRE	- OVERNIGHT STAYS - BAR RESTAURANT - HIREABLE SPACE	Some facilities are available to members only

There are some good examples of quality practice within the targets reviewed. However, not many represent a high-quality environment for the sort of activities under consideration for Radford House.

Newington Community Centre is probably the closest direct comparator to the future offer under consideration at Radford House. Though it is a commendable example of the establishment and delivery of important local services through a group of committed volunteers, it is not an attractive building and would not be able to offer the breadth of services that Radford House is able to. It also appears very limited in terms of income generation.

Other examples reviewed focus much more on hireable space for events and would rival Radford House for scale and delivery options. However, this is not the main activity proposed for Radford House which would offer a lower cost and good quality event space which is unlikely to try and compete with other providers to secure weddings and other larger scale events. On that basis, we feel the building should be able to co-exist with other offers within Ramsgate that are focused on a different segment of the market.

Turning our attention to demand, Ramsgate Town Council lists local community, heritage and special interest groups in both its magazine and online content. A full analysis of those listed can be found in appendix A7.

Of the thirty-two organisations reviewed (sports clubs were removed from the study due to their specialist nature), the following results can be seen:

LIKELY TO USE RADFORD HOUSE	6
POSSIBLE USERS OF RADFORD HOUSE	15
UNLIKELY TO USE RADFORD HOUSE	11

From a basic desktop review, we have estimated that the most likely uses are:

1. Meetings
2. Events
3. (Attending) activities

Making the assumption that most of these organisations are constituted as charities, the Market assessment work carried out forecast that there are 234 charities operating within a five-mile radius of Radford House.

If the results outlined above are extrapolated out, it is reasonable to assume that of the assumed local market of 234, approximately 153 charitable organisations are likely or possible users of Radford House.

7.2. RESEARCH ACTIVITY & COMMUNITY CONSULTATION

RTC hosted a series of meetings in the autumn of 2018 and in the winter of 2019 with local voluntary groups to explore potential uses for the building. The views expressed were incorporated into the early design development process, later informing the brief to Del Renzio & Del Renzio.

Additional community consultation took place on two further occasions with an Open Day held on the 11th July 2019 and a further event, including the opportunity to view designs and speak with the design team on the 1st March 2020.

The responses from the community consultation confirmed the demand for good quality, accessible community space capable of accommodating a range of activities. Of 58 responses, the top 10 most suggested uses were as follows:

1. Bookable event and/or meeting space (29% of total responses)
2. Space for community clubs, groups and societies to meet (28%)
3. Arts & craft space (26%)
4. Exhibition & showcase space (24%)
5. Offices & studios to rent (21%)
6. A local museum or archive (19%)
7. Space for classes, training, workshops (17%)
8. A bistro, café or restaurant (16%)
9. Education space (14%)
10. A community hub & social meeting space (14%)

Other responses included:

- Yoga studio
- Community kitchen
- Homeless refuge / soup kitchen

7.3. COVID-19 IMPACT AND LEGACY

The ongoing COVID-19 emergency has illustrated the importance of community buildings such as Radford House. Over the majority of 2020 and continuing at the time of writing, the building has played a vital role in supporting the local community at a time when it was most needed.

At the time of writing, the ground floor garage space has been repurposed as a food depot and distribution centre. Its former use and open plan layout lend itself perfectly for vans to access the space and the building has supported the distribution of food across Thanet, providing a lifeline to some of the area's most vulnerable individuals.

The legacy of COVID-19 is harder to read at the current time. What is clear is that working practices were already changing with a move away from traditional offices and the inevitable daily commute that remote working entails.

COVID-19 seems to have accelerated that change with the likely outcome that more and more individuals will no longer have a permanent office base. The Office of National Statistics (ONS) quotes home working levels at over 46% of employees (April 2020). This shows high levels of home working are already in existence and should provide real demand for close to home alternatives such as offices that can be rented in the short term or co-working spaces, secured on a casual (though potentially repeating) basis. It should be noted that remote working opportunities vary from sector to sector and do depend on the type of role being performed. The local economy of Ramsgate will therefore be a significant factor in determining how effective local provision of spaces to support home working might be.

This assessment would suggest there is opportunity for Radford House to support people to work outside of their own home and maintain some degree of human interaction by working in a space within their local community.

Remote working also creates benefit for employers who expect to see substantial future savings if traditional office spaces do not need to be maintained. This would suggest that employers are not likely to push against the momentum that now seems to exist for increased levels of remote working. Areas such as Ramsgate could also see advantages such as an increase in local spend as a result of working closer to, or at home.

The ongoing COVID-19 crisis has also brought mental health issues to the fore and increasing levels of awareness were already being experienced prior to lockdown. Remote working offers an opportunity for individuals to better balance workloads and their life outside of work and Radford House could be positioned to support mental health initiatives through a number of potential activities. Examples include: the hosting of support groups and training courses; establishing a relaxing outdoor space; acting as a landlord to mental health charities etc. Establishing itself as a remote working space could therefore help Radford House both financially and in its wider, socially driven aims.

The obvious downside appears to be associated with building capacities. Radford House will need to maximise income, and this will without doubt come – in part at least – from rental income and event fees. Both these areas will be adversely affected by reduced numbers of individuals working or attending events within the key spaces in Radford House.

It may of course be the case that by the point of building opening in the Autumn 2022, the impacts of COVID that we see today are simply not as relevant as they are today and that everything will return (to some degree) to a position we would recognise as 'normal'. This would mean the limit on capacities is negated though it would appear that changes in working practices are here to stay. RTC should therefore look at how Radford House can maximise this financial opportunity whilst simultaneously providing a service to the local community.

8. OPERATION AND USE MIX

8.1. USE OPTIONS

Through the work undertaken and processes detailed within this report, we have identified the following possible uses for Radford House. A description of each is provided to illustrate the opportunity in question:

RTC OPERATIONS

Radford House has performed an important civic function during COVID-19 with some RTC operations temporarily located there during the crisis. This arrangement could be made more permanent with some existing services relocated to Radford House. Many of the case studies demonstrate how other Town Councils are utilising, and monetising existing surplus spaces. RTC could choose to follow a similar path but would need to move services in to achieve the same outcome. This would have the advantage of freeing suitable spaces elsewhere within the RTC estate which could in turn be used more commercially. It would ensure that basic overheads just to open the building, are supporting essential RTC services and would be incurred irrespective of the operation of Radford House.

A budget transfer or accounting mechanism of some sort would be required to ensure the Radford House P&L benefits from this arrangement.

TENANCIES

In order to generate any income to support its running costs, it is clear that a number of the spaces will need to be tenanted and generate rental income.

The existing layout and submitted plans (see appendix A3) show that a natural subdivision of spaces in the upper floors is easily created and by and large, already exists. These will lend themselves well to offices likely to accommodate numbers of between two and twelve people.

There are a couple of additional elements to consider when thinking about the approach to tenancies:

ANCHOR TENANT

We need to reduce the burden of the costs of operating Radford House. Opening and closing the building requires staffing to do so and utilities are essential to provide heat and power and so on. As Radford House is new to the RTC portfolio, these costs are not currently borne and therefore represent additional cost which cannot be fully offset by the income we are able to generate from the building. An Anchor tenant operating from the building could be given day to day operational responsibility, perhaps in return for a slightly reduced rent but this may not be necessary. This approach would relieve the burden, and cost from RTC.

GIVEBACK SCHEME

An option to support delivery of the Activities programme (see below), might be to ask tenant organisations to support delivery. If necessary, this could be made a condition of the leases. Whichever approach is preferred, our experience of these schemes is that they do need active management to ensure tenants deliver on their commitments.

The principle might be that a tenant is asked to deliver an open day several times a year (if the subject matter supports such an event) or a training class every couple of months based on their own expertise, work and using their team to deliver. This would enable RTC to provide content without cost as it would be absorbed by the tenant.

If scaled up sufficiently, this could deliver a decent volume of valuable content. It does rely on the tenant organisations to be able to provide content that has value to the local community and to buy in to the ethos of the scheme more generally.

CO-WORKING SPACE

If demand could be proven, an option for one or more of the offices could be to establish themselves as co-working spaces.

Given the shift to home working and general decline in use of the traditional office space, it would seem logical that some of the spaces could become co-working / flexible spaces though these will likely require a little more management subject to the type of model that is adopted.

Options include a Membership model where an annual pass is purchased, allowing the user to make use of the spaces or a more flexible, first come, first served basis with payment taken on the day. There would be the potential, with some upfront investment to move much of this administration function online but the creation of this type of space does increase management complexity in comparison to a tenanted space. The online function or requirement could also create an unwanted barrier to use, undermining the potential benefit.

EXHIBITION / DISPLAY SPACE

An opportunity to house an exhibition and/or gallery space within Radford House has been considered from an early stage. Room SF1 / OFFICE 6 would potentially lend itself well to this opportunity and changing content within this space would attract a steady flow of visitors. However, using SF1 comes at a cost of lost rental revenue which may not be viable. GF1 would offer an alternative option with Exhibitions and displays integrated into other activities taking place in that space.

Subject to the specification (security, environmental etc.), content from third parties could be displayed with content rotated several times across the year. Local schools, the historical society and other groups would also have an opportunity to use the space to display content. Much of this could focus on the local area and generally promote Ramsgate.

This option would require resource to support the process of bringing content in, running the exhibition itself and returning displays at the end of the period. A 'curatorial' budget would also be needed to support some of these costs though these projects could represent suitable, and achievable fundraising targets and thereby engender support.

Thought will be needed regarding ancillary and supporting spaces that this sort of offer might require. Secure storage for items might be needed and without appropriate building management and safety systems in place, some lenders will not be prepared to allow their materials into the space. This will vary on a case by case basis with differing attitudes between institutional and private lenders.

LOCAL STUDY CENTRE

A Local study centre or Archive has also been considered. More interactive than the space described above, this area could provide local area resources and support learners to discover the history of the local area through documents and other archival material.

This would offer a useful resource providing a direct link to the local area and I can see its ability to help local communities understand their history. However, I would question the level of usage and the 'reach' a space like this might have. Furthermore, the public library is adjacent to Radford House and it provides local resource, both written and on-line. How would the space at Radford House offer something sufficiently different ?

FOOD & DRINK

There is potential to create a permanent food and drink offer within the Old Fire station. This would potentially benefit any redevelopment of the external space which could offer additional seating as a pleasant outdoor experience.

A vibrant eating and drinking space would support unique visits to Radford House. Those using the space primarily for eating and drinking may be tempted to utilise the building in additional ways once they know it is there and understand the wider offer. With the redevelopment of the Old Police station site directly adjacent, the occupiers of these homes could become regular users of a café / bar style offer providing an initial customer base. This is an opportunity to consider.



A food offer would also support other suggested activities taking place within the space. Private hires and events (see below) run in the ground floor spaces of the Old fire station would hugely benefit from a dedicated food preparation and service area. Lunch / Supper clubs would be far more feasible, and it could also support the users of office spaces above and other general users of the space. Done well, it could become the heart of the offer and could appear sufficiently attractive to a potential operator.

I would recommend this is considered and a potential user identified. Is there an existing local operator that might be interested in taking on a café / bar as an additional site in Ramsgate? A strong local brand would give instant credibility and a local operator will understand the local market.

EDUCATIONAL ROLE

Radford House has the potential to support the educational needs of the local community. This could take place in a variety of forms from direct delivery through the hosting of classes and training to offering space for home educators to work, perhaps providing some basic resources.

CLASSES & TRAINING

Classes and training offer an educational slant on the Activities programme discussed below. The scale of this potential offer is very broad with opportunities open to all sections of the community and the local business community. A small budget would probably need to be allocated to support the costs of training which could also be supplemented through the Giveback scheme (See above).

BEFORE & AFTER SCHOOL CLUB

Spaces within Radford House could be used to provide local, Primary age schoolchildren with childcare offered before and after the school day. This would need to be a paid for service though discounting or free places could be offered to those needing financial support and there is potential to raise funds to support this activity. The sessions would work as a mix of play, learning and perhaps completing homework, all supervised and taking place within a nearby and safe environment. This principle could be extended to include non-term times.

It might be possible to find an external provider to run this service from Radford House. Possibilities would include organisations offering this sort of service already or perhaps an existing operator of a local nursery service. Any provider is likely to need to be Ofsted accredited and have all safeguarding requirements in place.

EVENTS HIRE

Other spaces we have reviewed as part of this study see the events market as a major opportunity and they have geared up spaces to suit a small variety of typical events:

- Meetings
- Small conferences
- Weddings
- Parties

The rationale is clear. Generally, the spaces operated are visually interesting and/or historic sites which make an attractive backdrop for a variety of event-based activity.

However, this market has suffered hugely during the COVID pandemic with the events sector in effect suspended and with a lot of typical activity being driven on-line where possible. This will recover but it will take time to do so and there may be ongoing compromises for a long time, yet which would affect capacity which in turn, directly impacts on profitability.

For this to be a realistic option for Radford House, it really needs to be seen as a community service, as opposed to a commercial activity. The rationale for weddings in our case study examples wasn't so much the income it secures but as much to provide the local community with a low-cost option that doesn't always exist in the commercial sector.

As highlighted above, the outdoor space, particularly when linked to the ground floor space, makes an attractive venue with good capacities though this will require review as the COVID pandemic rumbles on over the coming months.

Related to Event hires, Radford House could offer high quality meeting space to a range of local groups and societies. This is unlikely to be a chargeable but would fulfil the social purpose mission of the building.

ACTIVITIES

It would seem logical that RTC would wish to develop a programme of activities that Radford House would host. This offers the opportunity to create a flexible programme designed to support, entertain or educate the local community and can be targeted towards whichever group or groups were most in need.

There is potential to deliver a broad range of activities, a few examples might include:

- Fitness
- Elderly / retired specific services
- Story telling
- Young mother's services
- Film screenings

- Dances

A full set of responses from the community consultation can be found within the Market Assessment report and data set in appendices A1 and A2.

The programme could be delivered at relatively low cost and could be run as part of the giveback scheme highlighted above. Some classes may even be delivered by volunteers who are keen to share their skills and experience for social, rather than achieve commercial benefit.

Classes could also be considered part of this programme and are reviewed within a separate section, above.

DROP IN / CASUAL SPACE

There may be a desire to create a flexible, drop in or casual use space from time to time within the weekly planner. If a café / Bar was created, this might go some way to delivering on this activity without further need for anything specific to be implemented.

If not, some provision during operational periods could be devoted to casual use.

EXTERNAL SPACE

As mentioned above, the exterior space to the rear and side of the building offers several attractive possibilities to enhance and improve the building. The space is large and would not necessarily be limited to a single use. We have identified above that a garden offer would complement a Café / Bar operation and some of this could be located outside during the summer as a 'pop up' approach if dedicated space was not provided inside.

The outdoor space clearly offers some more practical opportunities such as much needed storage space and if arranged with consideration, these are not necessarily exclusive though it would be a shame to detract from the quality of the space.

Another option might be to create a community garden. This would require significant landscaping but would be likely to attract volunteers from a variety of organisations and backgrounds. The volunteer group would be able to provide the required work and maintenance and there could be secondary opportunities to educate schoolchildren, grow and use local produce etc.

The outdoor space is particularly compelling because of its adjacency to the ground floor space and the ease of transition from one to the other. This might make the space particularly useful for a regular market offer which could utilise both spaces and create a seamless experience. The market might generate a small amount of stall income, but this would probably be likely to offset costs at best. However, it could represent a wonderful community event and bring users into the space.

9. FINANCIAL MODEL OVERVIEW (BUSINESS PLANNING)

9.1. INTRODUCTION

We understand from our discussions with the RTC team to date that it is anticipated that Radford House will require some ongoing subsidy to allow it to deliver against its social remit.

As can be seen from the potential options for use that we have identified, it is possible to weight the balance in one direction or the other if we briefly and assume that **COMMERCIAL** and **SOCIAL** considerations represent either end of the spectrum of uses.

This is clearly a slightly blunt definition but for the analysis we have been asked to undertake, serves a purpose.

We have generated a Profit & Loss account which could represent a typical operation based out of Radford House. This is indicative and tries to strike a balance between commercial operations and social purpose. By moving more and more spaces over to tenancies (assuming the demand exists at the rent levels anticipated), it is possible to push Radford House into a more commercial operation requiring less subsidy. However, this approach will lead to a reduction in the social value the building can create and could potentially lead to issues around the Overage agreement with Kent Fire & Rescue.

9.2. INDICATIVE PROFIT & LOSS – OVERVIEW

INCOME

The accompanying P&L indicates that something in the region of £86k might be generated from the building annually. The reality will depend on several key factors:

- Income from activities
- Rental income
- Fundraising

We have indicated that £35k (41%) might be derived from fees charged for activities taking place within Radford House. This of course depends on the type of activities adopted and the attitude towards charging for participation in them. It should be noted that even with the charging model we have suggested, the income will still not be sufficient to meet the costs of delivering the activities. We have taken a view as to which events might generate an acceptable loss. The mix of events can of course be manipulated to focus on those that generate a surplus though this might be at the expense of RTC's social mission if not properly balanced. Fundraising (see below) may also help to close the gap and generate a small surplus.

The model adopted provides for free use by meeting groups, societies and the like and also supports drop in and casual use without charge. Small charges have been applied to other income generating activities:

- Market (stall holder fees)
- Dances
- Classes & Training

Allowance has been made for a modest exhibition programme which would take place in the large ground floor space, allowing the upstairs spaces to be commercially focused. A £2 per head entry charge has been applied but it may be preferable to adopt a suggested donation model.

The full set of assumptions for activities and events can be found in appendix A6.

Rental income is generated from the spaces on the upper floors, for the modelling, we have assumed that the following are all designated as office or workspaces:

- FF2
- FF3
- FF4
- FF5
- SF1

- SF2

FF1 has also been assigned to office use but at a slightly discounted rate to support the occupancy of the Anchor tenant. The reduced rent reflecting the additional services they would perform to undertake basic building management duties on behalf of RTC.

Based on the benchmarked rate of £15/sq. ft (reduced to £10 for the anchor tenant), the 150m² of office space should produce something in the region of £23k annual rent – though this is based on full occupancy. This represents 27% of annual turnover.

Fundraising will help to support some of the costs of activities and may contribute towards the core running costs of Radford House. We have allowed for income of £15k per annum but this will need some resourcing to ensure applications are made and potential funders are managed. The General Manager (GM) position should be tasked with delivering this income into the P&L each year.

Other options for income generation exist and should be reviewed to see if incorporating these is viable and/or desirable. These are discussed in section 8.

EXPENDITURE

As discussed elsewhere in this report, Radford House, as a newly acquired site, requires fixed overhead to support its operation. A significant element of the operating cost is therefore the General Manager position we have allocated.

The GM role would help ensure a functioning building exists but would also deliver against income generation expectations. The office spaces will only generate the required level of income if occupancy levels are high. Fundraising income needs to be actively sought, and if a café is introduced, this will need managing, even if contracted out to a third party.

The range of activities we have set out will require organisation, booking and selling (where relevant). A multi-faceted role helping to deliver against all these objectives is therefore essential if the building is to deliver against its mission.

The cost of delivery for the proposed activities represents roughly the income generated from them so these are cost neutral. They represent approximately 27% of overall running costs.

A general allowance of £10k has been provided for a Learning & Community programme. This could support additional in-house activities or any outreach work that might take place. If sufficiently defined, this could provide a good opportunity for fundraising efforts.

The complete P&L and relevant supporting documents can be found within the appendices.

9.3. GOVERNANCE & MANAGEMENT MODELS

The freehold for Radford House is currently owned by Ramsgate Town Council. In terms of future options, the list of possible ownership models is long and would require a separate piece of work to whittle down the options (starting options tend to number approximately thirty) to a preferred option or short set of options. It would also be

advisable to determine the way in which the building is likely to be used before deciding on a preferred ownership model.

The process of determining the best solution is technically complex with several factors making a difference in terms of the suitability of different options. Examples include:

- Any covenants on the land
- Any conditions when the land was acquired (sometimes the land is gifted to the city, and the terms of the gift are important)
- Whether the land is subject to any other charitable restrictions / held on permanent endowment
- Requirements of project partners
- Requirements of project funders
- Any requirements to achieve best value
- VAT issues

We would recommend this question is revisited and addressed during the construction period.

10. CAPITAL FUNDING

10.1. CAPITAL FUNDING – OVERVIEW

We have not been provided with a capital budget for the project but understand the costs are forecast as per the following breakdown:

COST AREA	COST (£)
Building purchase / Initial repairs & survey	350k
Building works (inc. 20% contingency)	725k
Consultants fees – Technical design	35k
Consultants fees – Contract administration	25k
TOTAL COST	£1,135,000

There are a number of common sources for community workspace and cultural infrastructure development. For example:

- EU Funding – European Regional Development Funding (ERDF) and European Social Funding (ESF) has been a major source of funding for business and cultural infrastructure projects in the UK, particularly in the more disadvantaged areas that have been designated as priority areas for regional aid. However, following the UK's departure from the EU it can be expected that this will no longer be the case.
- UK Government – some projects have been successful in attracting funds directly from UK Government departments. For example, a number of the major museums and galleries received funding directly from DCMS; and The Factory – a major new theatre and arts venue being built in Manchester – was

awarded £78 million from HM Treasury. It is unlikely that such funding would be available for community workspace development, except through specific schemes such as MHCLG's Future High Streets Fund.

- Local & Regional Government – typically, the core funder of public infrastructure at a local level would be one or more relevant local authorities (e.g. town, city, borough, district or county council), often as the owners of the buildings or other infrastructure concerned. This is likely to continue, although growing local authority budget constraints, particularly in the last decade, have made it less common for such projects to be fully financed at a local level.
- Arts Council England – the single largest funder of arts-based capital projects in the UK. In its most recent capital funding programme, between 2012 and 2018, Arts Council England awarded over £344m through 97 Large Capital Grants (>£500k) and 178 Small Capital Grants (<£500k). Approx. 15% of this funding was awarded to projects in the South East. A new 10-year strategy has recently been published; however, details of any future capital funding opportunities are yet to be announced.
- Heritage Funds - there are several bodies (e.g. National Lottery Heritage Fund, Historic England and Architectural Heritage Fund) that invest in local heritage assets. These may be a source of some funding, depending upon the site. See below for further details.
- Voluntary Sector Funding – there are a large number of charitable trusts and foundations at a national and local level, who support capital projects.
- Private Investment – the most common source of funding for commercial workspace developments. However, where a market failure exists (such as is demonstrably the case in the current context), investors are only likely to contribute alongside other funding.

Competition for the above funds is extremely strong and budgets are limited. The situation has been exacerbated by the impact of the COVID-19 crisis, with much of the funding that might otherwise have been potentially available being redirected into emergency response measures.

10.2. POTENTIAL FUNDING SOURCES

We have undertaken some top line research into the principal funds that could support the capital costs of the redevelopment of Radford House. Alongside the AHF, the following sources could be approached to act as a principal supporter. We have included an update (correct as of August 2020) regarding the status of the schemes given the ongoing COVID-19 crisis.

[The Wolfson Foundation](#)

SUGGESTED VALUE: £200,000

The Wolfson Foundation was founded in 1955 by Sir Isaac Wolfson, his wife and their son. Around 85% of funding is made towards capital infrastructure i.e. buildings (new

build or refurbishments.) These awards are designed to encourage excellence across the following fields:

- Education
- Science and medicine
- The arts and humanities
- Health and disability

Eligibility

The foundation supports organisations managing sites of outstanding historic, architectural and cultural significance and that have a clear emphasis on public access and engagement. Grants are awarded towards conservation and restoration work, interpretation, and education spaces.

The site should meet all of the following criteria:

- be a registered charity or a local authority
- be open and accessible to the public for the majority of the year (with a reasonable number of visitors)
- Be listed as Grade I, II* or a Scheduled Monument (England and Wales)

The project should involve one or more of the following elements:

- restoration or conservation work to the historic fabric of the building
- excellent interpretation of historic buildings, landscapes and collections and also aim to produce one or more of the following outcomes:
- increased numbers of visitors to historic sites
- better public engagement with and understanding of sites of historical and cultural significance
- improved future sustainability of the organisation

How to apply

There is a two-stage application process. Stage 1 is submitted online, and if successful, you will be invited to submit a Stage 2 application via the online application system. At this stage it requires that at least 50% of the capital costs of the project are raised before submission and any necessary planning permission is in place.

Applications are reviewed in June and December annually. Projects must not be completed before a funding decision is made.

Covid-19 Response

During this time, it is not accepting new applications for this programme. The capital funding programmes are planned to reopen for 2021. For more information see the foundation's statement here: [Covid-19 Support Fund](#).

[The Hobson Charity Ltd](#)

SUGGESTED VALUE: £50,000

The charity was established in 1985. It serves as the charitable vehicle of Sir Ronald Hobson, founder of Central Car Parks and later co-owner of NCP car parks with a business partner, Sir Donald Gosling, who is a fellow trustee and also a trustee of The Gosling Foundation Ltd (Charity Commission no. 326840).

Eligibility

The charity supports a wide range of charitable causes including:

- The relief of poverty, suffering and distress amongst older and disadvantaged people and the provision of recreational facilities and other leisure time occupation in the interests of their social welfare
- The advancement of education
- The furtherance of other charitable purposes beneficial to communities in the UK.

How to apply

Apply in writing to Post@HobsonCharity.org.uk (preferably by email in PDF format).

[National Lottery Grants for Heritage](#)

SUGGESTED VALUE: £250,000

The National Lottery Grant for Heritage is an open programme for all types of heritage projects in the UK, including local, regional and national heritage. Grants are available for projects that connect people and communities to the national, regional and local heritage of the UK.

Eligibility

- Grants of between £100,000 and £250,000 are suitable for not-for-profit organisations and partnerships led by not-for-profit organisations.
- Match funding of at least 5% of the project costs is required for grants of between £100,000 and £1 million.
- Applications will be considered from local authorities and other public sector organisations.
- The funding can be used for a variety of direct project costs, such as:
 - Small capital works.
 - Costs to improve access.
 - Costs associated with taking on new responsibility for heritage (for example, feasibility studies).
 - Repair and conservation.
 - Digital outputs.
 - Professional fees.

How to apply

The application process differs depending on the level of grant being requested. Application notes and good practice guidance for all levels of funding can be found on the NLHF website. Applications are submitted via the online portal on the NLHF website.

Applications are submitted by quarterly deadlines with decisions within three months. 2021 quarterly deadlines are yet to be announced.

Covid-19 Response

The Heritage Lottery Fund announced on 1 April 2020 that in order to meet the immediate needs of the organisations its supports during the coronavirus/COVID-19 crisis, it is halting all new single-stage delegated grants and Committee-level grants until at least October 2020.

[Historic Houses Foundation](#)

SUGGESTED VALUE: £250,000

Grants are available to organisations and individuals for repairs and restoration work required to prevent loss of or damage to historic buildings, their gardens, and any outbuildings, located in England or Wales.

The objectives of the Foundation are:

- To advance the preservation, for the public benefit, of buildings of sufficient historic or architectural significance or importance to merit preservation, together with their gardens and grounds.
- To protect and augment the amenities and furnishings of any such buildings, gardens and grounds.

Eligibility

- Applicants can be either an organisation or a private individual, having legal responsibility for the repair of an historic building, its gardens and grounds, in England or Wales.
- The Foundation would normally expect the applicant to own the building or estate, or hold a full repairing lease with not less than 20 years to run, or be able to demonstrate that the applicant has a legally binding agreement to acquire such a building or estate.
- Grants are available for the repair and conservation of rural historic buildings and structures located in England or Wales, including where appropriate their gardens, grounds and outbuildings.

How to apply

Pre-applications forms can be submitted at any time. Full application forms are considered at quarterly meetings held in February, May, August and November.

The Foundation operates a two-stage application process. Pre-application forms are available to complete online or download from the Foundation's website. If successful, the Foundation will arrange a site visit to make an initial check of the suitability and feasibility of the project prior to completion of the full application form.

Applications must be supported by a professional adviser or specialist contractor's report, as well as colour photographs that show the extent and urgency of the project.

[Historic England - Repair Grants for Heritage at Risk](#)

SUGGESTED VALUE: £50,000

This scheme covers grants for the repair and conservation of listed buildings, scheduled monuments and registered parks and gardens. Grants are primarily awarded for urgent repairs or other work required to address risk by preventing loss or damage to important architectural, archaeological or landscape features.

Eligibility

- Project sites should be listed on Historic England's [Heritage at Risk Register](#), which shows the most significant elements of the historic environment at risk that are currently known about. Applicants considering making a grant application for project development and/or repair work at a site that does not appear on the Heritage at Risk Register, should check eligibility by contacting their local Historic England office.
- Applicants must be the organisation or individual who has legal responsibility for the repair of the relevant listed building, scheduled monument or registered park/garden.
- Applicants are expected to contribute towards project costs from their own resources, according to the value or income of the property where appropriate, and from other sources of funding where available.
- All projects are expected to meet one of Historic England's national priorities, which are:
 - Significant elements of the historic environment at risk.
 - Activities that strengthen the ability of the sector to reduce or avoid risk to the historic environment by understanding, managing and conserving.

How to apply

There are no deadlines. Applications can be submitted at any time.

Application forms and guidance notes are available to download from the Historic England website. All applications will be handled by Historic England's local offices.

Applicants are advised to contact their local Historic England office before applying to discuss projects.

There is no standard rate for individual grants. Grants are awarded at the discretion of Historic England and will depend on the nature of the project and the work that is needed.

Funding offers will only be made when there is evidence of financial need – i.e. there is a shortfall in the funding needed for the project to go ahead, which only the grant can fill.

The Sainsbury Family Charitable Trust

SUGGESTED VALUE: £100,000

The Sainsbury Family Trust is a group of 17 grant-making charities established by the Sainsbury family. Each charity listed below has its own entry in this guide. However, they are administered together, and one application is considered by all. Most of the trustees take an active role in their grant-making and employ a range of specialist staff and advisers to research their areas of interest and bring forward suitable proposals.

Several of the charities have their own website, which should be referred to for current information about their priorities and approach.

Eligibility

- Most applications will not secure a grant because the amount of funding requested from the trusts greatly exceeds the funding available.
- The trusts only fund registered charities or activities with a clearly defined charitable purpose.
- These trusts will consider applications if they match their areas of interest: [Alan & Babette Charitable Fund](#), [Headley Trust](#), [Jerusalem Trust](#), [JJ Charitable Trust](#) and [Three Guineas Trust](#).
- The relevant area of interest for Radford House would be:
 - Conservation of industrial, maritime and built heritage

How to apply

It is requested in the first instance to complete the funding enquiry form on the Sainsbury Family Charitable Trust website:

<https://sfct.powerappsportals.com/onlineapplication/> Following its review you may then be invited to make a full application.

The website stresses that the vast majority of applications are unsuccessful. All applications receive a standard acknowledgement letter. If your proposal is a candidate for support, you will hear from the trust within eight weeks of the acknowledgement.

Covid-19 Response

The Sainsbury Family Trust has signed up to the [statement of support for the sector](#) coordinated by London Funders. There is no indication of change to its funding criteria on the basis of Covid-19.

Fidelity UK Foundation

SUGGESTED VALUE: £100,000

The Fidelity UK Foundation is the charitable foundation of the financial services company Fidelity Worldwide Investments. The foundation was established in 1988 and primarily supports UK registered charities based in areas where Fidelity Worldwide Investment has corporate offices: London; Kent and Surrey. Applications are also considered from elsewhere in the UK, provided the organisation is a nationally recognised centre of excellence with national coverage.

Eligibility

- The foundation supports the following relevant areas:
 - Arts, culture and heritage – Including nationally significant heritage sites, internationally recognised museums and class leading organisations in the visual and performing arts
 - Community – Particularly early interventions and charities which help young and/or disadvantaged people achieve their potential.
- Large-scale capital projects are eligible, particularly those that are central to the overall growth and sustainability of the applicant, such as new construction, renovations, expansions, equipment and other initiatives that support the organisation’s strategic vision.
- Grants are generally made to organisations with an annual operating budget in excess of £500,000.
- The majority of grants are for between £25,000-£150,000, although in exceptional circumstances trustees may choose to exceed this amount. Grants are not normally intended to cover the entire cost of a project.

How to apply

Applications should submit an initial enquiry via the foundation’s website. The review process takes six to eight weeks. If you are invited to make a full application the foundation staff will request further information and possibly a site visit. Initial enquiries can be submitted at any time.

Covid-19 Response

The Fidelity UK Foundation has signed up to the [statement of support for the sector](#) coordinated by London Funders. The Foundations are currently not accepting new enquiries but are pro-actively identifying organisations to support during this time. The programme may reopen in 2021.

11. RECOMMENDED NEXT STEPS

The following table provides some general guidance as to the key next steps that should be taken to prepare Radford House for operation. They will support both the development of the operating and financial model illustrated in this report as well as the remaining phases of the

building design process. Indicative timescales are provided based on the overall project programme referenced in section 4.

ACTIVITY	DESCRIPTION	TARGET DATE
SHORT TERM		
BUILDING DESIGN	REVIEW DESIGNS & USE OF TECHNOLOGY TO ENSURE A MINIMUM OF BUILDING STAFFING IS REQUIRED	END 2020
BUILDING DESIGN	REVIEW THE OPPORTUNITY TO INTRODUCE BASIC CATERING FACILITIES TO SUPPORT FUTURE ACTIVITIES	END 2020
BUILDING DESIGN	REVIEW OPTIONS FOR USE OF THE EXTERNAL SPACE	END 2020
MEDIUM TERM		
SOFT MARKET TEST (ANCHOR TENANT)	RUN AN EXPRESSION OF INTEREST / SOFT MARKET TEST FOR AN ANCHOR TENANT	END MARCH 2021
COUNCIL SERVICES	REVIEW OPTIONS TO (RE)LOCATE COUNCIL SERVICES TO RADFORD HOUSE	END FEB 2021
COVID-19	MONITOR DEVELOPMENTS & LIKELY OUTCOMES, ADJUSTING BUILDING DESIGN & ACTIVITIES WHERE APPROPRIATE	ONGOING
GOVERNANCE MODEL	CONSIDER OPTIONS FOR GOVERNANCE / LEGAL STRUCTURE	MID 2021

APPENDICIES:

- A1. MARKET ASSESSMENT REPORT**
- A2. MARKET ASSESSMENT – DATA (SEPARATE FILE)**
- A3. PROPOSED LAYOUTS (FROM PLANNING SUBMISSION)**
- A4. ROOM BREAKDOWN**
- A5. INDICATIVE P&L**
- A6. ACTIVITIES OVERVIEW**
- A7. LOCAL COMMUNITY ORGANISATIONS STUDY**



Ramsgate Town Council

Radford House (formerly the Fire Station, Effingham Street)

Market Assessment Report

Version Log

Version	Date	Author	Comments
0.1	15/06/20	Jo Wright	Draft report for internal review (TE)
0.2	16/06/20	Jo Wright	Analysis of community consultation responses added (section 3.5)
0.3	19/06/20	Jo Wright	Minor revisions following discussion with TE
0.4	23/07/20	Tim Ellison	Minor revisions following AHF review and comments

FINAL – NOVEMBER 2020

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Annex B - Ramsgate Town Council Consultation Analysis (separate table)

1 Summary

1.1 BACKGROUND AND METHODOLOGY

In May 2020, Counterculture Partnership LLP ('Counterculture') was appointed by Ramsgate Town Council ('RTC') to undertake a study to assess the feasibility of redeveloping Radford House (formerly a redundant fire station) to provide open access workspace and facilities for community use. As part of this, we have undertaken an assessment of the market for such space and facilities. This is based on a review of available project information, and published literature and data relating to the strategic context and target markets. This document sets out our main findings.

1.2 SCOPE

Details of the market position and proposition for Radford House are still in development. However, because of the constraints placed on commercial use of the building and the intentions of the client to prioritise community access, it has been assumed that the target market will be a mix of the following:

- **Traditional non-profits** - socially-oriented organisations, the majority of whose income is not from trading (e.g. charities, cooperatives, CICs, trusts).
- **Social enterprises** - socially-oriented organisations, the majority of whose income is from trading, but whose profit is chiefly reinvested for social and environmental goals rather than distributed to individuals (e.g. some limited companies, partnerships, charities etc).
- **Non-constituted community groups** – including clubs, societies, networks and members of the general public.
- **Ramsgate Town Council** – as additional workspace for some of its staff.

Based upon the client's understanding of local context and behaviours, it is also assumed that the geographical catchment will be relatively limited, with the majority of community-based users being based in Ramsgate (approx. 2 mile radius, pop. 40,408) and the majority of *all* users (including larger social enterprises and charities) being based in Thanet (approx. 5-10 mile radius, pop. 134,186).

1.3 CONCLUSIONS

Our assessment concludes that **there is a demonstrable market failure** within Ramsgate for high quality, open access space for use by charities, social enterprises and community groups.

A lack of funding, investment and local capacity constraints linked to a context of town centre dilapidation, social deprivation and economic decline, mean that it will not be possible to address this failure in a sustainable manner without investment from the Architectural Heritage Fund and other public/voluntary sector sources.

2 Local and Regional Context

2.1 SOUTHEAST

The South East Local Enterprise Partnership (SELEP) Economic Strategy Statement published in 2018 is a cross-sector strategy for the SELEP area with a focus on growing productivity and prosperity – i.e. increasing the *value* of work (noting high levels of employment already.)¹ It replaces the Strategic Economic Plan published four years earlier.²

There are five priorities, across eight key sectors:

1. Creating Ideas and Enterprise - including ‘increasing opportunities for creativity across the economy’;
2. Developing tomorrow’s workforce - including higher-level skills;
3. Accelerating infrastructure;
4. Creating Places;
5. Working Together.

The strategy mentions investment in ‘cultural assets’ as a means to improving the attractiveness (through ‘quality of place’ and ‘distinctiveness’) of towns, cities and communities as places to live, work and visit.³

The strategy also emphasises the importance of supporting business’s role within the community:

*“Many businesses in the South East are at the heart of public and community service delivery – for example, in social care, training, environmental services and transport. All will be impacted by the long-term trends set out in Chapter 2 [Developing Tomorrow’s Workforce], as well as public service cost pressures but will be vital for the success of new and existing communities. **It will be important that the growth of social enterprises and other public service businesses is supported through the actions set out in Priority 1 [Creative Ideas and Enterprises]”***

2.2 THAMES ESTUARY

The District of Thanet sits at the gateway to the Thames Estuary. The vision set out by the Thames Estuary Growth Commission 2050 for the Thames Estuary is to be a “tapestry of productive places along a global river (which will) create 1.3 million new jobs and generate £190 billion additional GVA.”⁴

The vision for the Thames Estuary is underpinned by six objectives which include:

¹ SELEP. (2018). Smarter. Faster. Together. Strategic Economic Statement.

² SELEP. (2014). Strategic Economic Plan.

³ SELEP. (2018). Smarter. Faster. Together. Strategic Economic Statement. Section 7.

⁴ Arup. (2018). Thames Estuary 2050 Growth Commission. 2050 Vision. p.6.

*“Thriving places: The growing communities of the Thames Estuary, which will be home to 4.3 million people by 2035, will pride themselves on their rich cultural and economic activity. Through people-led projects - in part delivered through the Thames Estuary Fund - each distinctive city, town and village will be the well-loved heart of the community. They will demonstrate the importance of good design and **creating attractive places that work for the community**. Improved educational attainment and local skills will increase aspiration and show that new job opportunities are for them. These thriving places will be attractive to investors and will celebrate their individual sense of place by offering bespoke opportunities to live, work, visit and play within the Thames Estuary setting.”*

*“Affordable Places: A further 1 million high-quality homes, balanced to suit the affordable needs of the community, will be provided by 2050. They will offer a diversity of choice to all parts of the community, including ageing populations, and ensure that supply keeps pace with demand. The production of statutory Joint Spatial Plans will set out where these homes will be located and include tools, such as design review panels, to ensure high-quality development is delivered. Healthy lifestyles will be supported by the **provision of new social places alongside integration with existing places and community networks**. This will support resilient communities that respond to the needs of residents throughout their lives.”*

2.3 KENT

Kent County Council’s 10-year strategy for culture, which is supported by the Kent Cultural Transformation Board, presents a vision of “a confident, vibrant county, where extraordinary cultural activity is available that enriches and transforms the lives of everyone”.⁵

The strategy spans individual, collective and economic wellbeing – including creative industries sector/workforce development – with activity structured across three action areas:

1. Create – supporting and enabling presentation of excellent work and the growth of world class creative productivity.
2. Innovate – developing original and creative ideas, encouraging creative leadership and supporting skills and learning.
3. Sustain – delivering access to finance, support for business, smarter ways of working, empowering entrepreneurship.

Strong cultural infrastructure is seen as vital, including “creating the right kind of workspace... from artists’ studios to large-scale production hubs.” Strategy commitments include to:

- Enhance and invest in the cultural infrastructure where there is proven potential for sector growth;
- invest in development of affordable creative workspaces; and
- Encourage growth of creative clusters.

⁵ Kent County Council. (2017). Inspirational Creativity: Transforming Lives Everyday – Our Cultural Ambition for Kent.

The cultural strategy is intended to work alongside KCC's Strategic Statement (2015-2020), which is currently being reviewed and updated for 2020-25.⁶

2.4 EAST KENT

East Kent Growth Framework, produced by East Kent Regeneration Board in December 2017, defines four key objectives which it calls "the 'building blocks' for driving continued and sustained growth and focusing future investment across East Kent" (the districts of Ashford, Canterbury, Dover, Shepway and Thanet which account for a third of all jobs in Kent). These objectives are:

1. Unlocking growth through infrastructure – including improvements to transport and digital connectivity;
2. Delivery of business space – including high-quality flexible commercial space for start-ups, scale-ups and inward investors;
3. Supporting innovation, productivity and skills – from FE and HE to business innovation and growth;
4. Place making and shaping – improving people's perceptions of East Kent and enhancing town centres, which are seen as providing a "key focus for place making activity, with significant scope to enhance the quality of urban spaces and public realm".⁷

The framework identifies (at section 4.121-123) that:

- Ramsgate has previously received regeneration funding for public realm and mixed use development with a focus on improving the residential areas of the town centre. The town is coming towards an exciting time and a masterplan is a priority to draw together all of the opportunities facing the town.
- Funding applications are in to various bodies for a number of projects including for public realm, business support, engaging with young people, the creative environment and supporting the growth of the Port of Ramsgate. Joining these up to help inform planning and investment decisions will enable the town to take advantage of the opportunities available.
- The aspiration is to develop a plan that includes business cases for some key sites and assets that are around Ramsgate town which could truly make a significant difference to the economy and will encourage stalled private sector investments to continue. The plan will also be important to create a balanced mixed economy supporting its businesses, visitors and residents. Funding will help develop the plan and business cases in order to direct other external funding to enable delivery that will be truly place shaping, and which has been identified in Ramsgate Coastal Community Team's Economic Plan.

⁶ Kent County Council. (2015). Increasing Opportunities, Improving Outcomes. Strategic Statement 2015-20.

⁷ East Kent Regeneration Board. (2017). East Kent Growth Framework Final Report. p.20

2.5 THANET

Four “Foundational Priorities” within the Local plan for Thanet include developing and implementing measures to support new and small businesses in the District, particularly the provision of managed workspace and focused business support”:

Thanet’s economy is dominated by small firms. Sustaining and encouraging small and micro businesses is therefore a real priority and the Council needs to work closely with partners in order to develop support services (including Locate in Kent, Kent Invicta Chamber and the local Thanet and East Kent Chamber). Furthermore, the provision of small business units and/or affordable managed workspace is limited and that which exists is well occupied; there is a need for more and initiatives need to be developed to secure this supply. In addition, working with SELEP will ensure that small and micro businesses in Thanet are able to secure appropriate support through the Growth Hub (currently being reviewed).⁸

A Strategic Priority within the Draft Local Plan to 2031 is to “create additional employment and training opportunities, to strengthen and diversify the local economy and improve local earning power and employability”.⁹

The plan identifies the opportunity to “capitalise on heritage assets and cultural and creative industries (in Thanet’s town centres), creating vibrant hubs of innovation and entrepreneurship” and identifies “recognising the important role of cultural and creative industries in the regeneration and reinvigoration of Thanet’s towns” and providing for those industries within the town centres.¹⁰

The Plan recognises the high number of home workers, and that “flexible office space (workhubs) with professional equipment and meeting space that can be hired and used in an ad hoc manner by home-based workers can also support home working. Business advice may also be important. It is considered that these facilities can be accommodated on identified business parks *or in the town centres*”.¹¹

2.6 RAMSGATE

A 2017 online survey by Commonplace, in which 351 people responded (either adding or agreeing with a comment) identified that “fewer empty buildings” and “more community feeling” were the two improvements that people most wanted to see – each receiving 226 comments.¹²

⁸ *Ibid.* p.8.

⁹ Thanet District Council. (2018). Draft Local Plan to 2031. pp.13.

¹⁰ *Ibid.* pp.21-23.

¹¹ *Ibid.* p.79.

¹² Commonplace. (2017). Ramsgate Commonplace report.

3 Demand-Side Analysis

3.1 INTRODUCTION

Quantification of the target market for Radford House is challenging, as:

- Official economic methodologies and statistics (e.g. ONS Annual Business Survey) do not typically identify or separate out commercial and non-commercial business activities.
- The target market includes users that are neither registered as charities nor constituted as companies, who do not appear on Charity Commission or Companies House database.

However, by combining national and local datasets it is possible to make some reasoned estimates about the size of the target market(s) and the demand for space and services.

3.2 SOCIAL ENTERPRISE SECTOR

Social enterprises can take a variety of legal forms and operate in a wide range of sectors, but can broadly be defined by the following common characteristics:

- **Income:** at least 50% from trading activities ('earned' rather than 'contributed' income).
- **Goals:** social/environmental goals of equal/greater concern compared to financial goals.
- **Surpluses:** restricted to uses that further social/environmental goals.

Figure 1: Decision tree for distinguishing social enterprises from other small businesses (Source: DMCS/BEIS 2017)



Note. 'For-profit' legal forms include sole proprietorship/trader, private limited company, limited company by shares, public limited company, private unlimited company, foreign company. 'Other' legal forms include partnerships, limited liability partnerships, private company limited by guarantee, co-operative, 'other', don't know and refused answers. 'Social' legal forms include community interest company (limited by guarantee or shares), friendly society, industrial and provident society, trust, unincorporated association, community benefit society, charitable un/incorporated organisation. 'Env.' - Environmental. S/E - social or environmental.

Analysis by UK Government (2017) estimates that:¹³

- Nearly 9% of UK SMEs (i.e. those with < 250 employees) are social enterprises.
- There are an estimated 471,000 UK social enterprises overall. This is made up of 99,000 with employees and 371,000 with no employees.
- Social enterprises employ roughly 1.44 million people.
- Approx. 17.6% of social enterprises surveyed cited “availability/cost of suitable premises” as being an obstacle to success.

Analysis of ONS (2019) data indicates that there are an estimated:

- 3,955 enterprises in Thanet District (4,815 local units);¹⁴
- 3,225 enterprises in South Thanet Parliamentary Constituency (3,885 local units).

Assuming a *pro rata* distribution of enterprises per capita (the population of Ramsgate being 30% of Thanet as a whole), and a similar *pro rata* distribution of social enterprises (9%) within this, it can be estimated that there are approx. 107 social enterprises (130 nits) in Ramsgate in total (3,955 x 30% x 9%) of which approx. 96 enterprises (108 units) have fewer than 10 employees (highlighted in green below) and 105 enterprises (127 units) have fewer than 50 employees. Furthermore, if the 2017 national survey is representative of the market in Ramsgate, in terms of obstacles to success, this would equate to 19 social enterprises (107 x 17.6%) in Ramsgate experiencing issues with the availability/cost of suitable premises. These enterprises would constitute a core target market for Radford House.

Figure 2: Number of enterprises and local units in Thanet and Ramsgate by employment size band¹⁵

	Number of Enterprises by Employment Size Band							
	0-4	5-9	10-19	20-49	50-99	100-249	250+	Total
Thanet District	3,025	505	240	120	25	30	10	3,955
South Thanet Constituency	2,495	400	190	90	20	25	5	3,225
Ramsgate (est. all)	911	152	72	36	8	9	3	1,191
Ramsgate (est. social)	82	14	7	3	1	1	0	107
	Number of Local Units by Employment Size Band							
	0-4	5-9	10-19	20-49	50-99	100-249	250+	Total
Thanet District	3,260	740	405	280	75	40	15	4,815
South Thanet Constituency	2,685	575	315	210	55	35	10	3,885
Ramsgate (est. pro rata)	982	223	122	84	23	12	5	1,450
Ramsgate (est. social)	88	20	11	8	2	1	0	130

¹³ DCMS and BEIS (2017). *Social enterprise: market trends 2017*.

¹⁴ Local units are individual sites that belong to an enterprise. For example, a single retail business or restaurant chain may have multiple local units.

¹⁵ Thanet/South Thanet data taken from ONS (2019). Ramsgate data estimated based on DCMS/BEIS (2017).

3.3 CHARITABLE SECTOR

The following table provides a breakdown of all UK charities by income band:¹⁶

Figure 3: UK charities breakdown by income band (Source: Charity Commission)

Income band	Number of Charities	% of UK total	Total Income (£k)	% of UK total
£0 to £10k	73,967	44.07%	219,305	0.27%
£10k to £100k	58,723	34.99%	2,176,286	2.70%
£100k to £500k	23,203	13.82%	5,136,913	6.38%
£500k to £5m	9,585	5.71%	14,561,880	18.08%
Over £5m	2,356	1.40%	58,441,042	72.57%
Total	167,834		80,535,426	

A search of the Charity Commission database for charities in Thanet returned the following results (based upon the postcode of the named contact):¹⁷

- 254 charity contacts within the Parliamentary Constituency of South Thanet
- 283 charity contacts within the Local Authority of Thanet District

Assuming a *pro rata* distribution of charities per capita (the population of Ramsgate being 30% of Thanet as a whole), it can be estimated that there are approx. 84 charities in Ramsgate (283 x 30%).

A further search centred on Radford House (CT11 9AT) produced the following results:

Figure 4: Charities within Radford House catchment area (Source: Charity Commission)

Catchment Area Radius	Number of Charities	% of UK total	Est. income (<i>pro rata</i> £k)
10 miles	437	0.26%	209,695
5 miles	234	0.14%	112,285
3 miles	137	0.08%	65,740
2 miles	89	0.05%	42,707
1 miles	52	0.03%	24,952

¹⁶ <https://apps.charitycommission.gov.uk/showcharity/registerofcharities/SectorData/SectorOverview.aspx>

¹⁷ NB. These figures are likely to be conservative, as they will not include charities (e.g. regional and national charities) who *operate* within the area, but whose named contact is located outside it.

By combining the figures above with the national data in the previous section, and assuming that the profile of charities within the local area reflects national averages, some basic assumptions can be made about the size and shape of the charitable sector within the target area:

Figure 5: Charities within Radford House catchment area (estimates by income band)

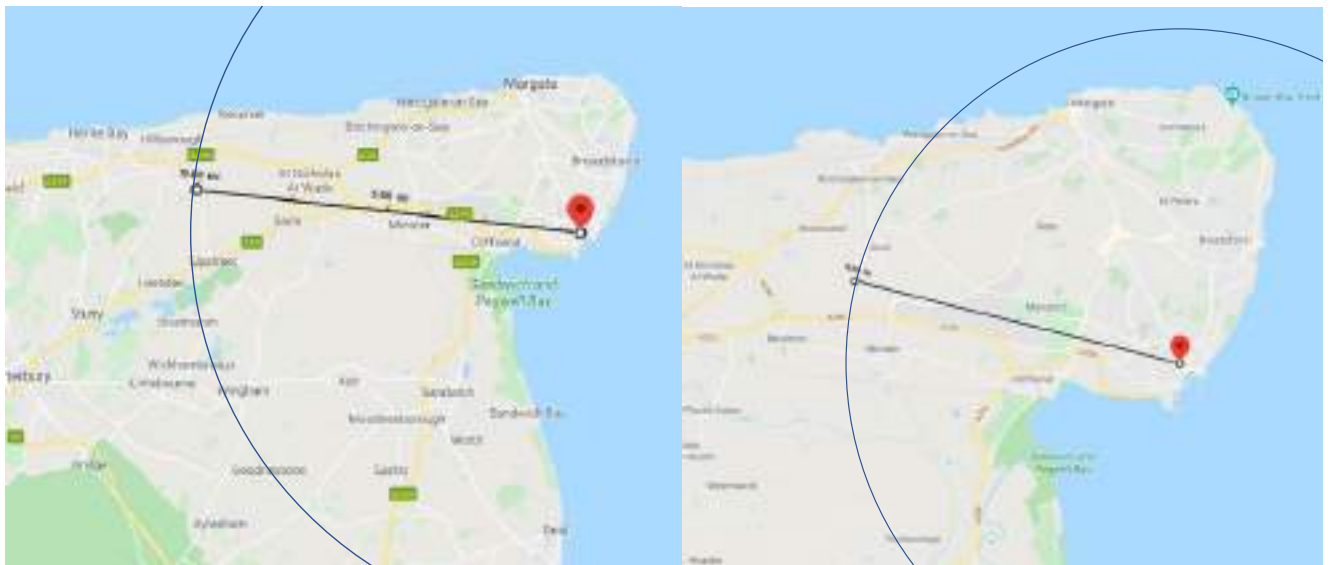
Income band	2-mile radius of OFS		5-mile radius of OFS		10-mile radius of OFS	
	Number	Income (£k)	Number	Income (£k)	Number	Income (£k)
£0 to £10k	39	116	103	571	193	571
£10k to £100k	31	1,154	82	5,667	153	5,667
£100k to £500k	12	2,724	32	13,375	60	13,375
£500k to £5m	5	7,722	13	37,916	25	37,916
Over £5m	1	30,990	3	152,167	6	152,167
Total	89	42,707	234	209,695	437	209,695

Discounting the larger charities (i.e. those with turnovers > £100k) on the assumption that they are likely to have their own premises or require premises that are larger or more bespoke, leaves an estimated catchment of around **185 registered charities** within a 5-mile radius, with combined annual **turnover of £3.3m**.

Extending the target catchment area to 10 miles would increase it to an estimated 345 organisations with combined turnover of over £6.2m.

Figure 7: Illustration of Radford House catchment (10 miles)

Figure 6: Illustration of Radford House catchment (5 miles)



3.4 CREATIVE AND CULTURAL SECTOR

A study commissioned by Thanet District Council using the Mint List company database identified that the creative industries in Thanet grew by 84% in the four years from 2012 to 2016, from 231 businesses to 425 businesses.¹⁸

The report also adds further qualitative insights drawn from an online survey undertaken between May and June 2016. Responses were received from 144 of the 425 creative industries businesses identified in Thanet, of whom 25% were based in Ramsgate.

The survey results found that:

- Around 40% of respondents were in short-term accommodation or seeking accommodation. 65% were confident or very confident about finding or retaining suitable premises in Thanet over the next five years. 22% were unsure and 14% were concerned or not confident. Concerns were expressed about increasingly prohibitive property prices.
- ‘Development and diversification of infrastructure’ with a ‘focus on affordable, accessible workspace’ was identified as one of the top ten shared priorities for cultural regeneration going forward.
- Nearly 70% rated the development of infrastructure as ‘very significant’ or ‘significant’ to them over the next 5 years, with nearly 80% saying the same for ‘spaces for cultural production’ and nearly 90% for ‘spaces for cultural consumption’.

A further study of Ramsgate’s creative and digital cluster undertaken in 2019, derived from a combination of DCMS, ONS, BEIS and primary survey data, estimates that:

- There are between 780 and 1000 people and between 181 and 305 businesses operating in Ramsgate’s creative sector (“Creative Ramsgate”);
- The sector contributes between £74m and £102m annual GVA to the local economy;
- Ramsgate is home to between 1271 and 1711 people who work in the UK creative industries (“Ramsgate Creatives”) and contribute between £138m and £193m annual GVA to the national economy.¹⁹

The report’s methodology included a quantitative and qualitative survey of 228 creative businesses, freelancers and employees. Respondents were primarily sole traders or micro-businesses with turnover below £100k, reflecting the make-up of the sector both locally and nationally (at least outside London). The study reinforces and adds to previous findings, including a **lack of suitable and/or affordable business premises**. This was cited as the least liked feature of Ramsgate as a business location. Nearly 60% of respondents felt that ‘more varied affordable creative business space’ would stimulate growth in the local creative economy. Nearly 80% currently worked from home. 29.8% of respondents identified

¹⁸ Thanet District Council. (2017). Thanet’s Creative Sector Survey & Desk-Based Study.

¹⁹ Heritage Lab CIC. (2019). Creative Ramsgate Economic Impact Report.

‘suitable premises in the Ramsgate area’ among their three most urgent business needs. Around 10% of Ramsgate-based respondents indicated an intention to move in the next 1-3 years, with 41% of these planning to move to ‘more suitable premises in the Ramsgate area’ with the remainder planning to move away from the town.

Finally, in a 2017 survey promoted by the Council, local cultural organisations and community groups:²⁰

- 16% of the 144 respondents were public bodies, charitable organisations or community interest companies;
- “Community” featured strongly in responses to the question “what do you like most about your town? – the word appeared in 80 of 140 open text responses (p.37)
- Lack of community access to arts featured in some responses to the question “what do you like least about your town”, albeit not in the most common answers. (p.38)
- “Community inclusion, education and employment opportunities” is seen as one of the top ten key priorities for cultural regeneration in Thanet, alongside “development and diversification of infrastructure – focus on affordable, accessible workspace” (p.39)

3.5 COMMUNITY USE

RTC carried out a number of community consultations on prospective demand for, and uses of, Radford House. These confirmed the demand for good quality, accessible community space capable of accommodating a range of activities.²¹ A detailed analysis of suggested uses can be found at Annexe B. Of 58 responses, the top 10 most suggested uses were as follows:

1. Bookable event and/or meeting space (29% of total responses)
2. Space for community clubs, groups and societies to meet (28%)
3. Arts & craft space (26%)
4. Exhibition & showcase space (24%)
5. Offices & studios to rent (21%)
6. A local museum or archive (19%)
7. Space for classes, training, workshops (17%)
8. A bistro, café or restaurant (16%)
9. Education space (14%)
10. A community hub & social meeting space (14%)

²⁰ Thanet District Council. (2017). Creative Sector Survey & Desk-Based Study.

²¹ Ramsgate Town Council (2020). *Ramsgate Town Council and Radford House (formerly the Fire Station, Effingham Street)*.

4 Supply-Side Analysis²²

4.1 HALL HIRE

According to Ramsgate Town Council:

“There is no community owned facility in Ramsgate. There are a number of small or medium sized halls in private ownership, school ownership or owned by a public body. While they may be hired, the accessibility, quality and condition of the venues is poor to reasonable”

Figure 8: Comparison of hall hire charges (source: RTC 2020)

RAMSGATE	Per hour	4 hours	Per day	
Newington Community Centre	£20			
Odd Fellows Hall	£50			
St Lukes Church Hall	£20			Booking must be at least 3 hours
St Lawrence Parish Hall	n/a			
St Georges Church Hall	£18	£65		
Ramsgate Library				
Foresters Hall				Not yet operational
Royal Temple Yacht Club	£10 and £15			Room holds 25 and 80
Comfort Inn	£25			Minimum of 2 hours.
Thanet Community Development Trust			£110	
Albion House			£150	Inclusive of flip charts, projector, tea/coffee.
The Oak Hotel	£25			Room holds up to 80
Stonelees Golf Centre	£50			Inclusive of flip charts, projector, tea/coffee.
				Bowl of fruit etc
BROADSTAIRS				
Kingsgate Hall	£30	£105		
Queens Baptist Church (Attic Room)	£30	£		Holds 40. £30 first hour, £25 following hours
Window Room	£18	£63		Holds 15. £18 first hour, £15 following
Louisa Bay	£15	£52.50		Holds 5. £12.50 following hours.

At the moment RTC charges £10 per hour + a £10 admin fee for the use of the Council Chamber in the Custom House. There would seem to potential to increase the scale of charges while offering superior facilities.

²² Ibid.

4.2 OFFICE SPACE

Office space in Ramsgate varies from around £10 to £16 per sq. ft, but there is quite a lot of space available at Argyle House and Queens House. Both developments are private sector, large scale office developments in central Ramsgate offering a variety of commercial units of varying size. Availability here (at the time of writing) may be depressing prices.

The market in long-term lets for bespoke office space is very limited, as many start-up businesses are looking for quick ins and easy out arrangements which specialists such as Regus offer elsewhere. A limited amount of co-working space with facilities charged by the day may be appropriate and a viable option.

4.3 COMPETITION

The Heritage Lab CIC project at the Granville would appear to be an arts/creative industry project with a limited community offer; in contrast Radford House offers a general community facility. The two projects therefore are compatible and not competing for the same interests.

5 Conclusions and Recommendations

In conclusion, the project appears to align well with local and regional priorities including:

- Supporting the growth of social enterprises and other public service businesses;
- Creating attractive places that work for the community;
- Providing new social places alongside integration with existing places and community networks;
- Investing in cultural infrastructure and affordable creative workspaces;
- Capitalising on heritage assets, reducing the number of empty buildings and promoting more community feeling.

Based on our analysis of published statistics we estimate that there are approximately:

- 3955 enterprises in Thanet (of which 1191 are in Ramsgate);
- 356 social enterprises in Thanet (of which 107 are in Ramsgate);
- 283 charities in Thanet (of which 84 are in Ramsgate);
- 234 charities within an immediate 5-mile radius of Radford House (437 within 10 miles);
- The significant majority of these are microenterprises with fewer than 10 employees.

While evidence of demand for the proposed space and facilities is harder to quantify:

- UK government research into the social enterprise sector found that nearly 18% of social enterprises saw access to premises as an obstacle to their success;
- Several local market research studies have found that a significant majority of survey respondents identified the development of cultural infrastructure and affordable, accessible workspace as priorities;
- RTC has identified a gap in provision of good quality community facilities in Ramsgate, and some evidence of demand for the same.

As the success or failure of Radford House will depend upon take-up of the space and services provided, it is recommended that further work be undertaken to:

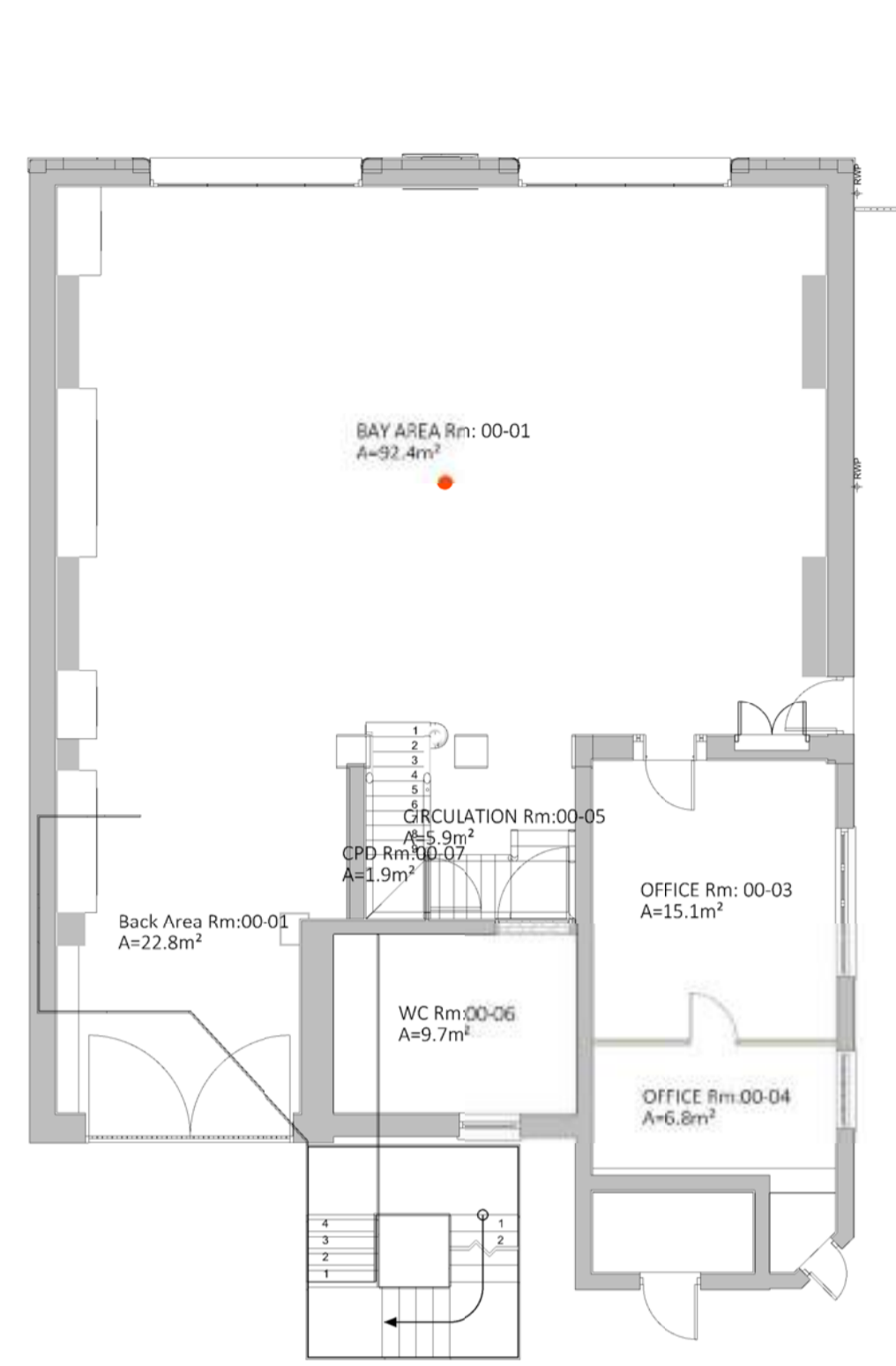
- Define and quantify the target market(s) in more detail;
- Test the proposals for Radford House with the target market(s), including measures of demand and price sensitivity, and use this to further inform development and implementation of the project;
- Invite and document any expressions of interest (in a commercially-sensitive and GDPR-compliant way) so that these can be followed up as the project develops and used as evidence of demand.

Annex A - Literature Sources

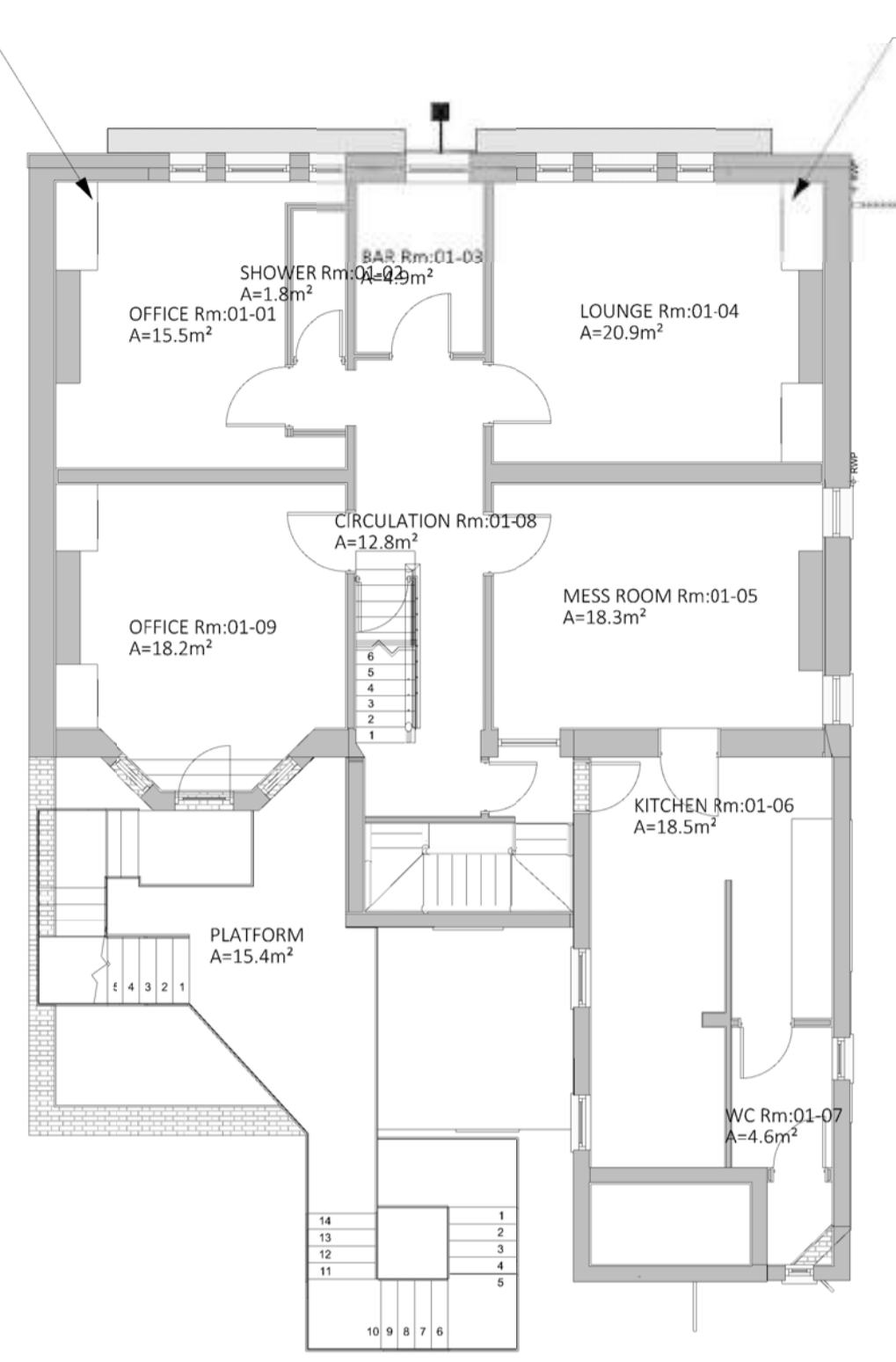
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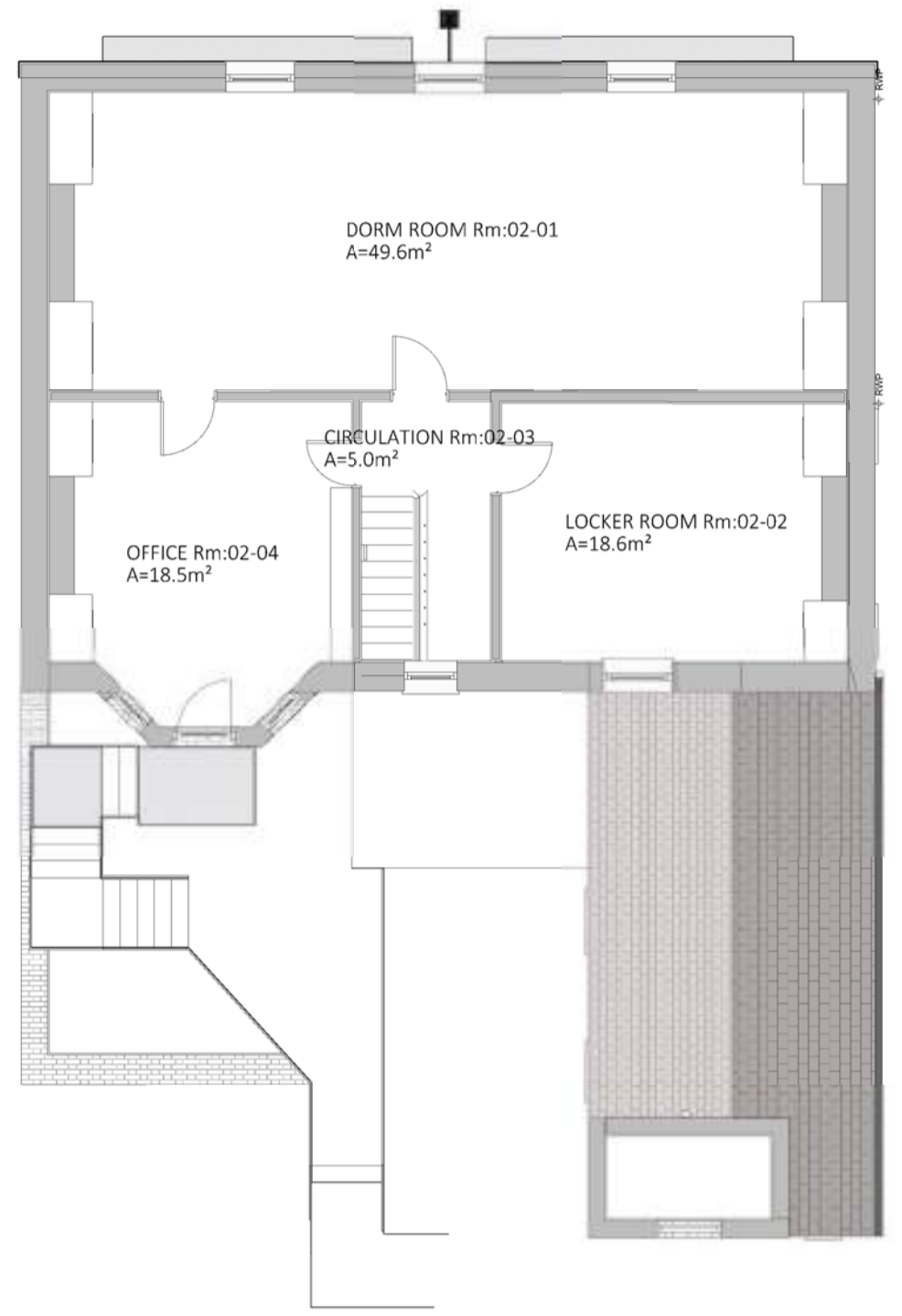
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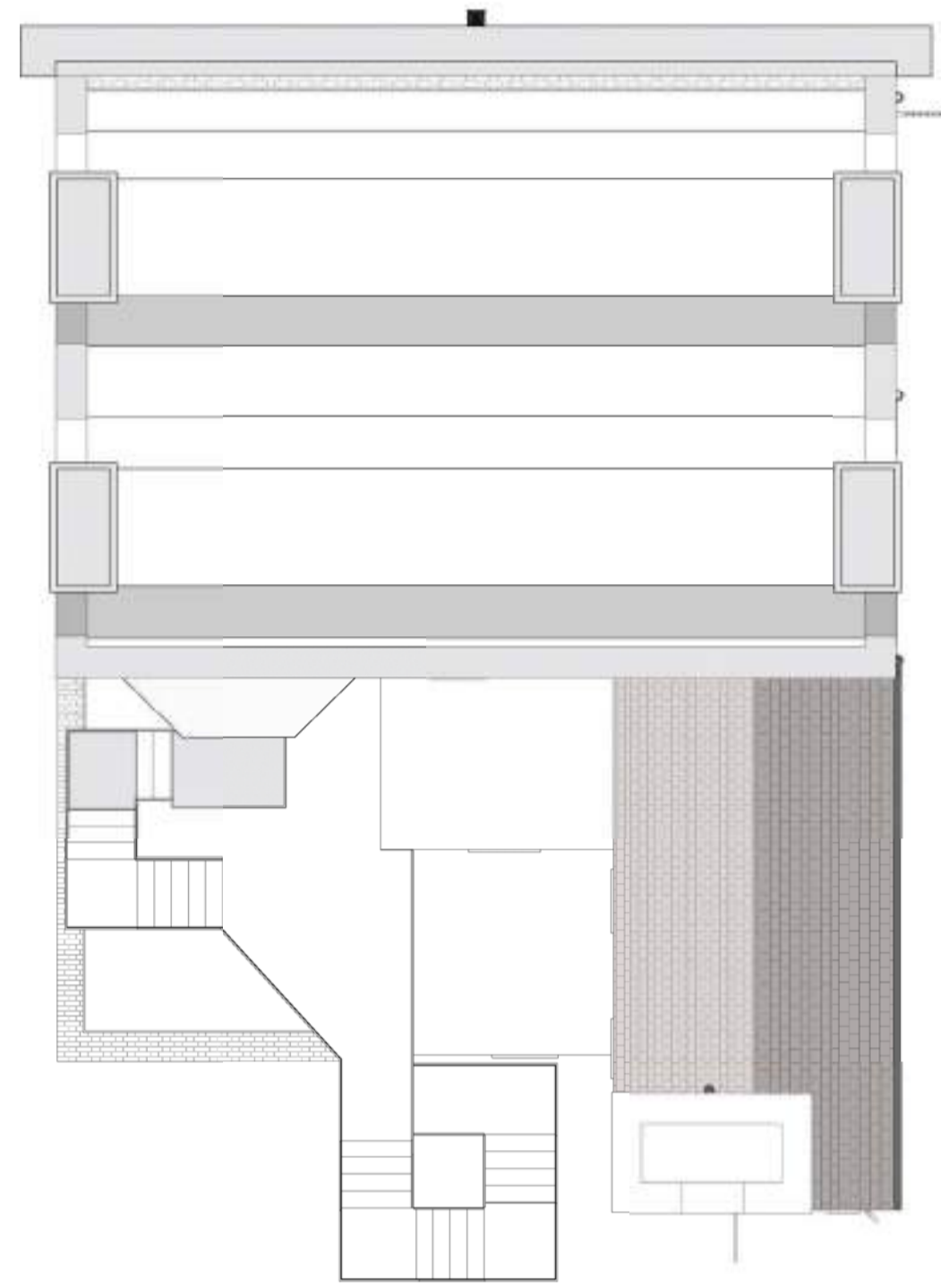
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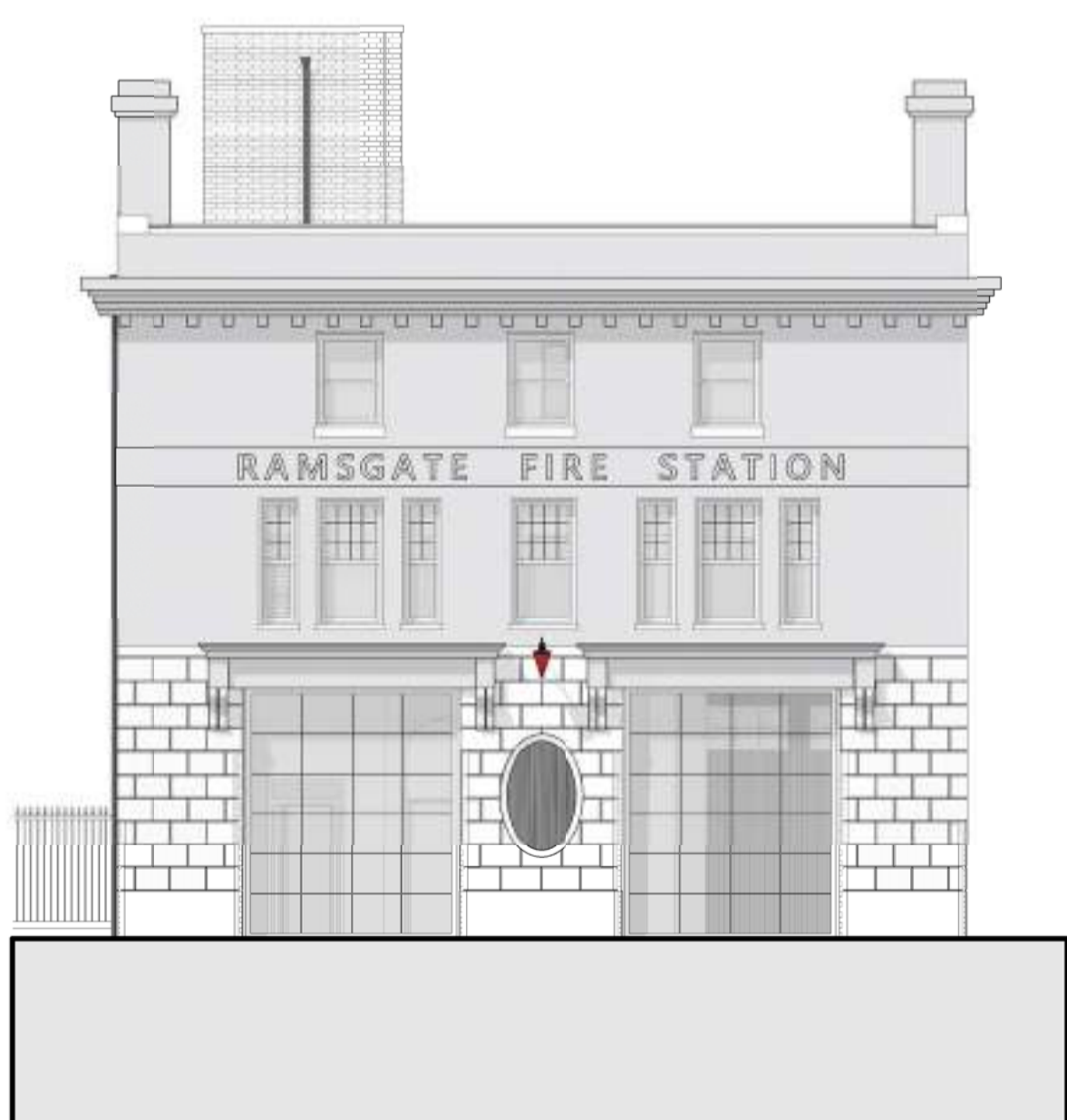
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05 EXISTING FRONT ELEVATION
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06 EXISTING REAR ELEVATION
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07 EXISTING RIGHT ELEVATION
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REV	DATE	BY	COMMENT
B	8/10/2020	MS	PLANS MADE TO MATCH ELEVATIONS
A	10/9/2020	MS	ANNOTATION ADDED
-	11/5/2020	MS	DRAFT

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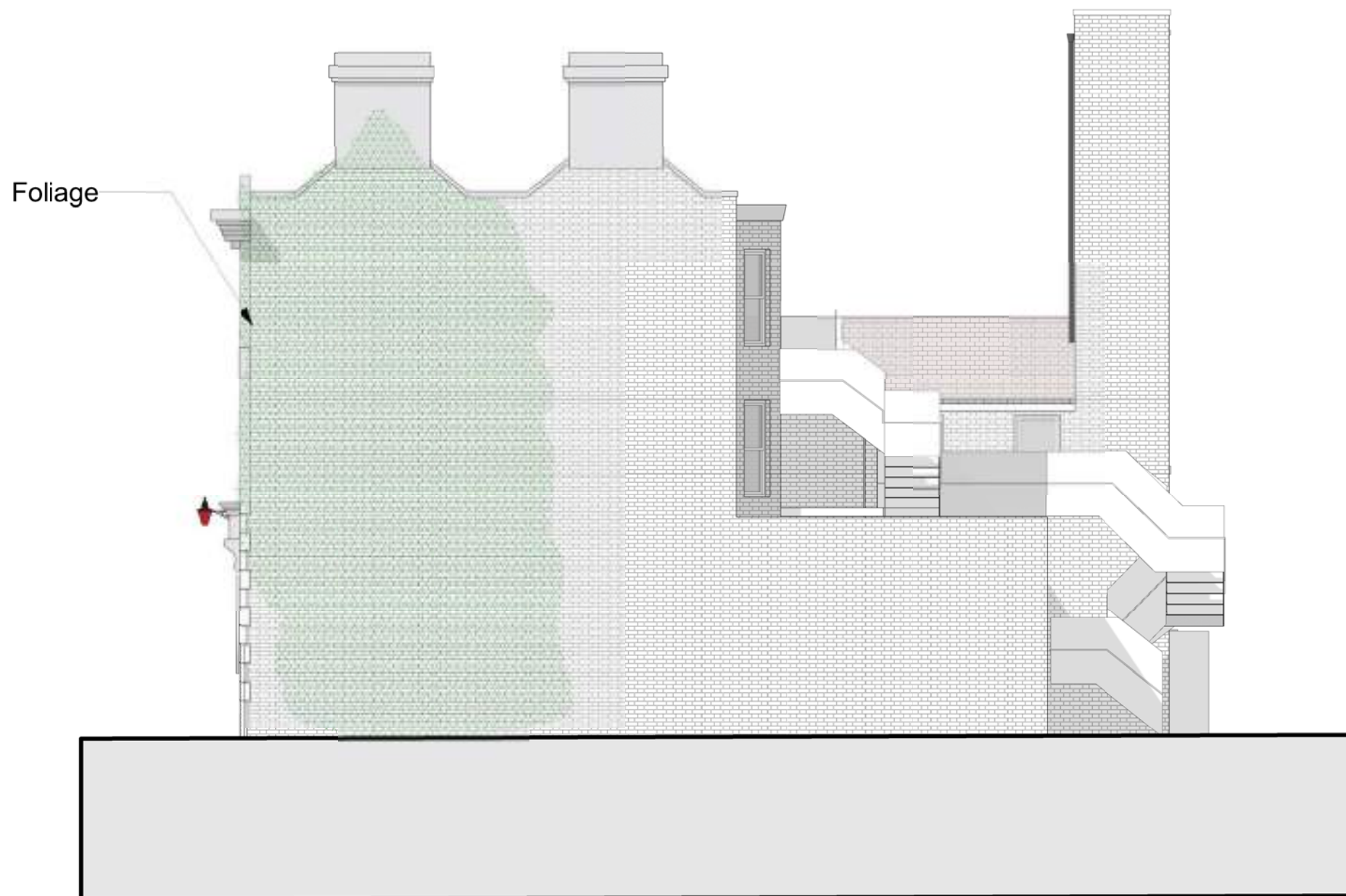
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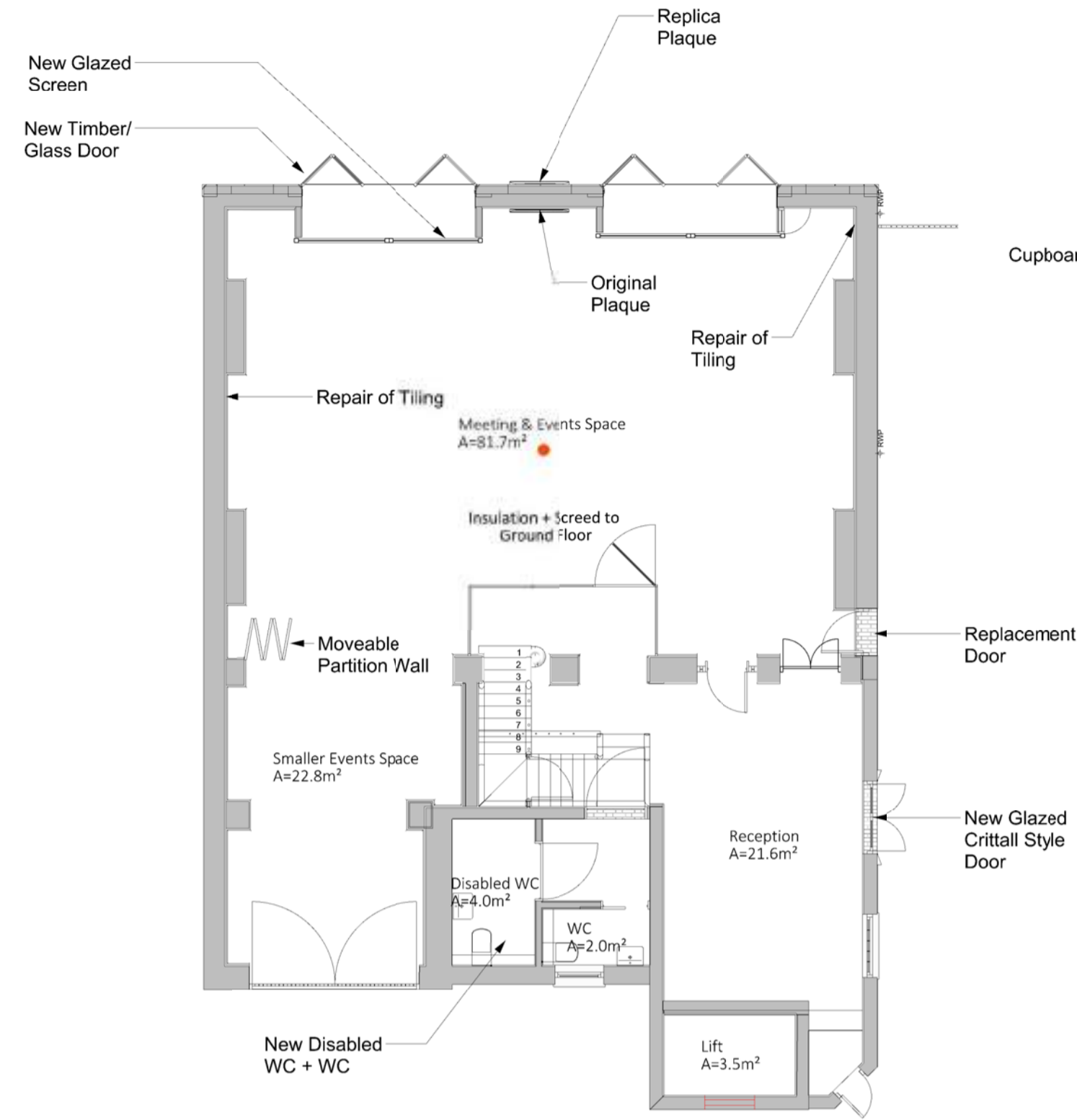
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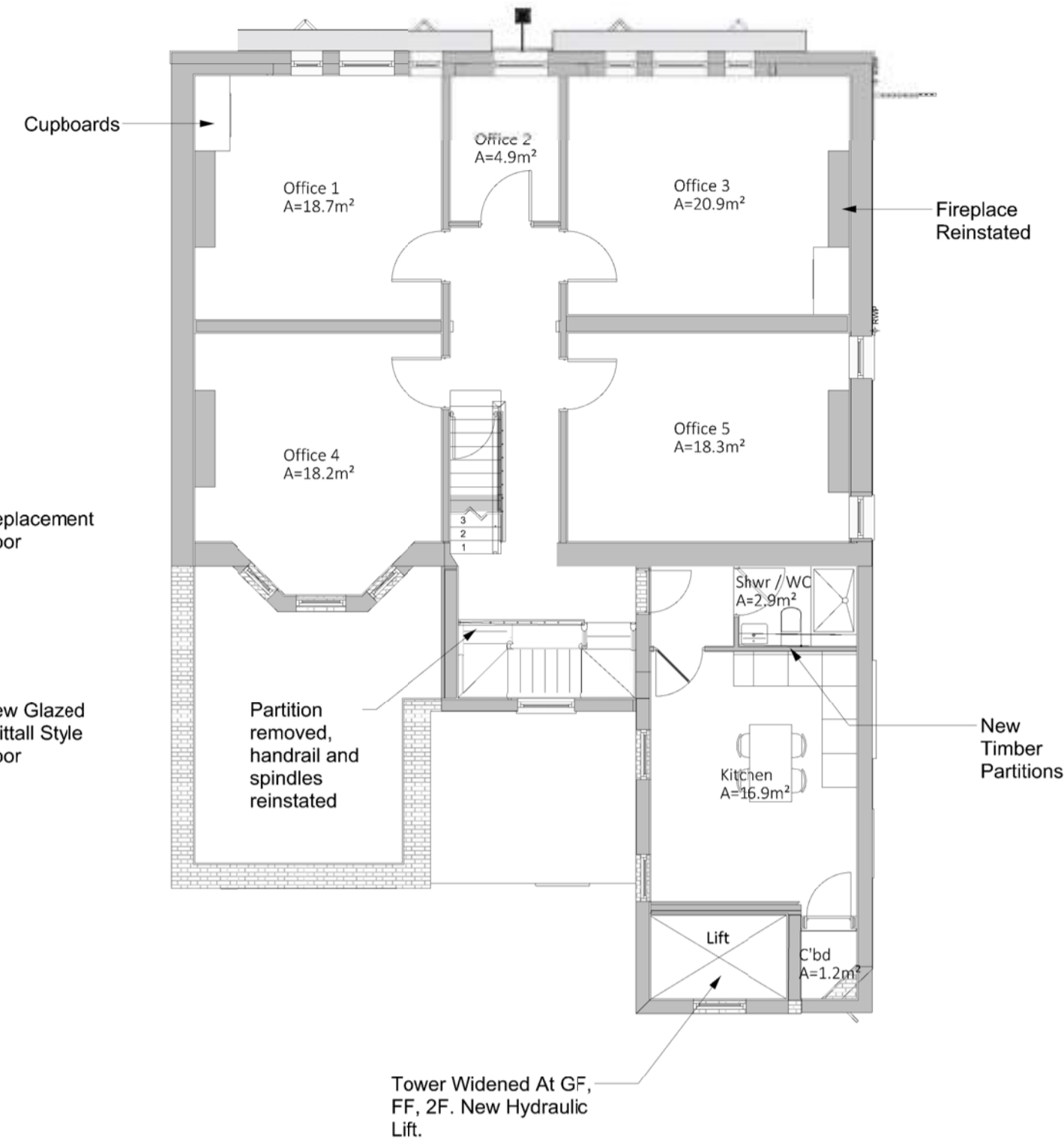
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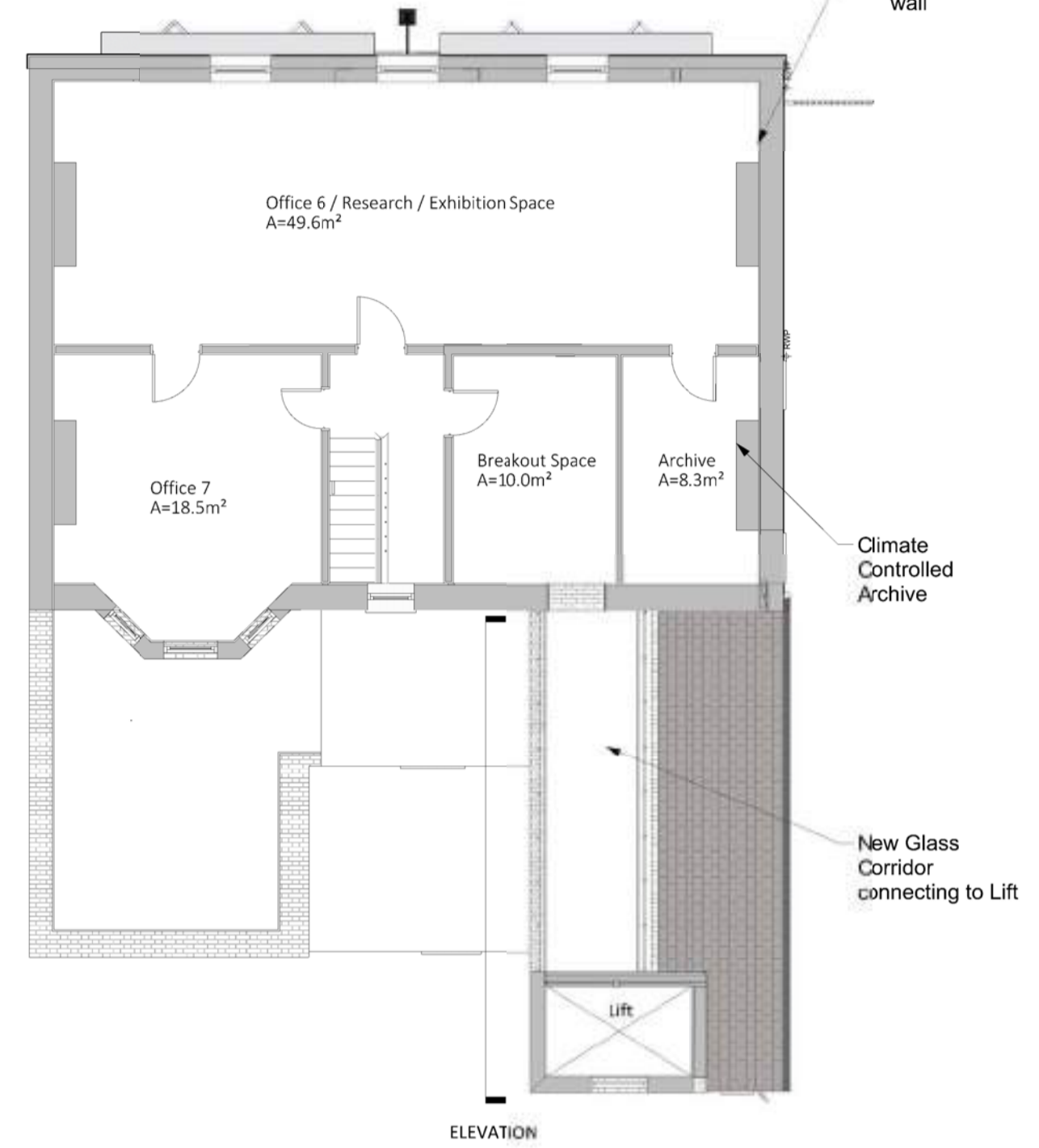
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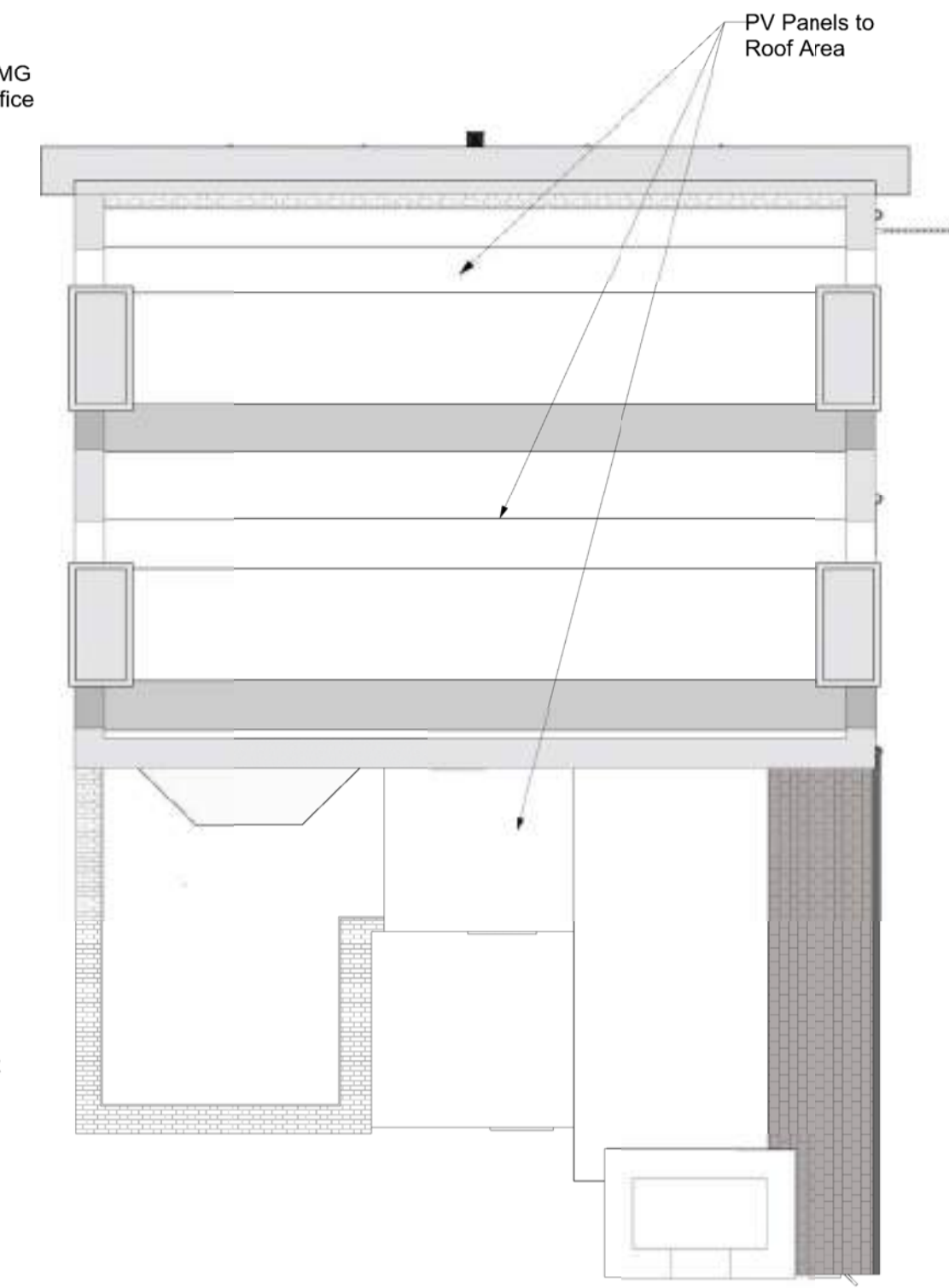
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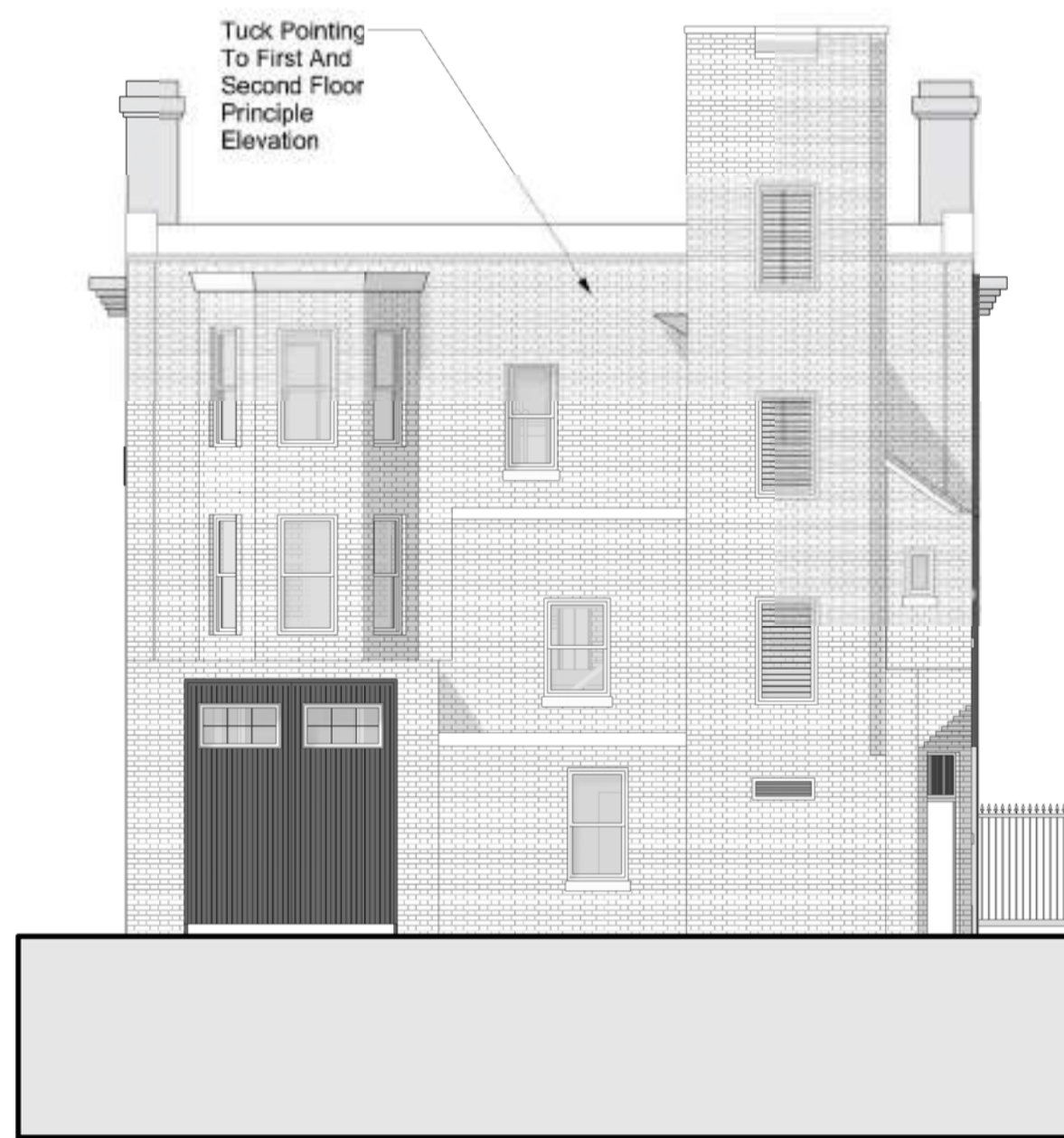
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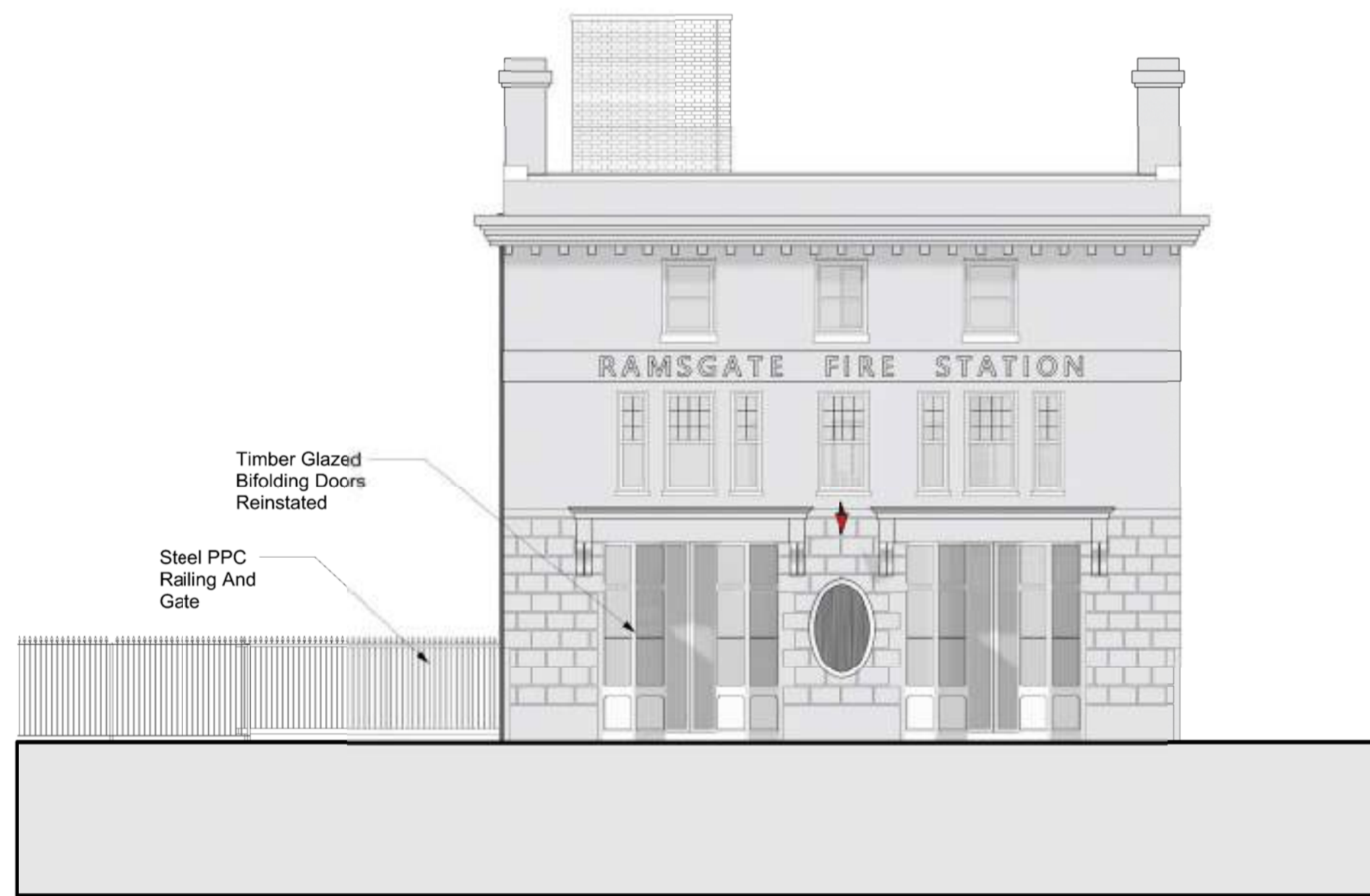
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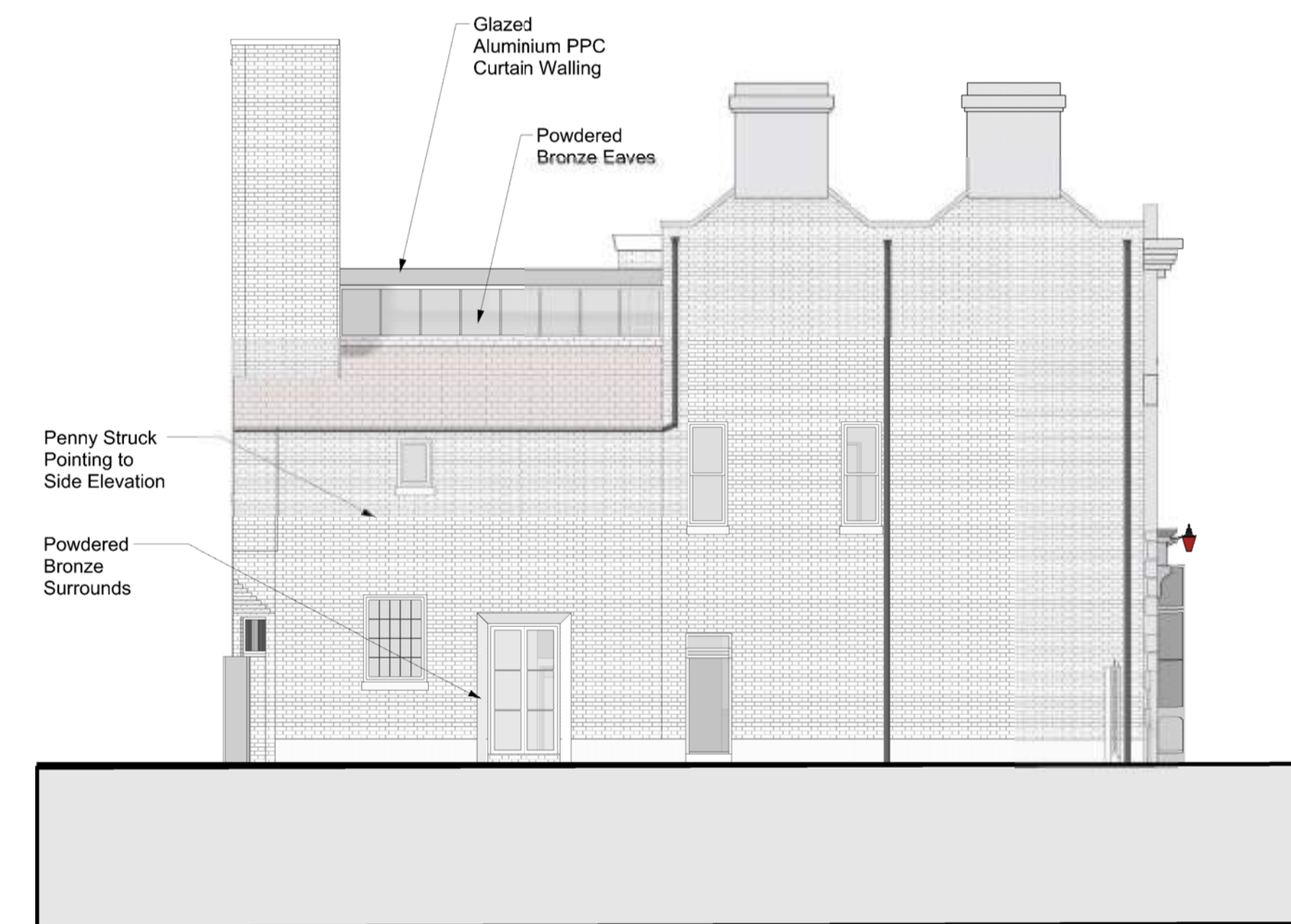
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06 PROPOSED FRONT ELEVATION Scale: 1:100 @ A1



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C	08/10/2020	MS	PLANS UPDATED TO MATCH ELEVATIONS
B	10/09/2020	MS	UPDATED ANNOTATION
A	14/7/2020	MS	DESIGN AMENDMENTS INCLUDING 2ND FLOOR GLASS CORRIDOR
-	11/5/2020	MS	DRAFT

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RAMSGATE OLD FIRE STATION (RADFORD HOUSE)

APPENDIX A4

ROOM BREAKDOWN - 225-PLN-200 (PLANNING SUBMISSION)

ROOM REF.	NAME	DESCRIPTION	POSSIBLE USE(S)	AREA (m2)	APPROX. CAPACITY	NOTES
GF1	MEETINGS & EVENTS SPACE	Large scale multi-purpose space. Important and attractive space within the building showcasing the heritage nature of the space and supporting a wide range of potential options for use	<ul style="list-style-type: none"> - MARKETS - BEFORE & AFTER SCHOOL CLUB - CLASSES / TRAINING - FILM SCREENING - EVENT, LARGE - MEETING GROUP / CLUB - DROP IN / CASUAL USE - FOOD & DRINK EVENT - EXHIBITION / DISPLAY - DANCES - ACTIVITIES 	81.7	Variable	Potential to merge with GF2 (partition wall). Access to external area (when GF2 is not in use). Access to front of building (possible spill out area)
GF2	SMALLER EVENTS SPACE	Small scale multi-purpose space. Adjacent to GF1, this can act as a standalone space if GF1 is in use. A partition wall is proposed to segregate the two spaces	<ul style="list-style-type: none"> - BEFORE & AFTER SCHOOL CLUB - CLASSES / TRAINING - EVENT, SMALL - MEETING GROUP / CLUB - DROP IN / CASUAL USE - ACTIVITIES 	22.8	Variable	Potential to merge with GF1 (partition wall). Direct access to external area. Access to front of building (when GF1 is not in use)
GF3	RECEPTION	Possible visitor reception (if needed) adjacent to primary entrance & lift core. Could also be considered as a Café / Bar area (if adopted). If a permanent staff presence is established at RH, this could be a potential office / administrative space but as a prime space within the building, it might therefore be better utilised in an alternative manner	<ul style="list-style-type: none"> - RECEPTION SPACE - OFFICES / RH ADMINISTRATION - OFFICES, TENANTED - CO WORKING SPACE - CLASSES / TRAINING - MEETING GROUP / CLUB - DROP IN / CASUAL USE - ACTIVITIES 	21.6	4	Direct access to external area. Would this space (or one like it) be required to provide basic security / building management functions (i.e. key holding / alarm controls etc.)
GF4	DISBALED WC			4		
GF5	WC			2		
FF1	OFFICE 1	Small / Medium format office space with separate entrance. Window to front and side of building	<ul style="list-style-type: none"> - OFFICES, TENANTED - CO WORKING SPACE - CLASSES / TRAINING - MEETING GROUP / CLUB - ACTIVITIES 	18.7	3 - 4	Independent access

FF2	OFFICE 2	Very small format office space with separate entrance. Window to building front	- OFFICES, TENANTED	4.9	1 - 2	Independent access
FF3	OFFICE 3	Medium format office space with separate entrance. Window to front and side of building	- OFFICES, TENANTED - CO WORKING SPACE - CLASSES / TRAINING - MEETING GROUP / CLUB - ACTIVITIES	20.9	4	Independent access
FF4	OFFICE 4	Small / Medium format office space with separate entrance. Bay window to rear of building	- OFFICES, TENANTED - CO WORKING SPACE - CLASSES / TRAINING - MEETING GROUP / CLUB - ACTIVITIES	18.2	3 - 4	Independent access. Has external access around the Bay window. If this is retained and accessible, the space would represent a more attractive option to other 'office' spaces on this floor
FF5	OFFICE 5	Small / Medium format office space with separate entrance. Window to side of building	- OFFICES, TENANTED - CO WORKING SPACE - CLASSES / TRAINING - MEETING GROUP / CLUB - ACTIVITIES	18.3	3 - 4	Independent access
FF6	SHOWER / WC	Shower & WC to support office spaces	N/A	2.9		
FF7	KITCHEN (inc. cupboard)	Food prep. & eating area to support office spaces	- KITCHEN SPACE FOR OFFICES - KITCHEN SPACE TO SUPPORT OTHER BUILDING ACTIVITIES	18.1	N/A	
<hr/>						
SF1	OFFICE 6 / RESEARCH / EXHIBITION SPACE	Large gallery style space with multiple use options. Multiple windows to front of building	- OFFICES, TENANTED - CO WORKING SPACE - BEFORE & AFTER SCHOOL CLUB - CLASSES / TRAINING - EVENT, SMALL - MEETING GROUP / CLUB - FOOD & DRINK EVENT - EXHIBITION / DISPLAY - ACTIVITIES	49.6	Variable - Subject to use type. 10 - 12 persons in office format	Independent access. Additional access via SF2 and SF4
SF2	OFFICE 7	Small / Medium format office space with separate entrance. Bay window to rear of building	- OFFICES, TENANTED - CO WORKING SPACE - CLASSES / TRAINING - MEETING GROUP / CLUB - ACTIVITIES	18.5	3 - 4	Independent access with additional access through SF1
SF3	BREAKOUT SPACE	To support office function. Possible meeting room or small format office space	- OFFICES, TENANTED - MEETING SPACE	10	2 - 3	Independent access

SF4 **ARCHIVE** Use to be determined and probably driven by confirmation of use of SF1. 'Archive' probably a misleading description - SECURE STORAGE 8.3 Racking system TBC. Use dependent on confirmed use for SF1

320.5

EXTERNAL AREA

Outside space to rear and side of Radford House. Currently used as storage and car parking, the space offers potential for landscaping and 'greening'

- STORAGE (RTC)
- COMMUNITY GARDEN
- EVENT, LARGE
- FILM SCREENING
- ACTIVITIES
- DROP IN / CASUAL USE
- FOOD & DRINK EVENT
- MARKETS

NOTES:

Most office spaces could be utilised as a permanent meeting room space if preferred
Capacity allowances are approximate and do not account for any (long term) social distancing requirements

**RADFORD HOUSE - INDICATIVE P&L (FINAL) - NOVEMBER 2020****OPTION - DRAFT KEY NOTES****INCOME**

Admissions ticket income	0	No general charging model
Gift Aid - Donation	525	Generated against Fundraising income (only), needs resourcing !
Gift Aid - HMRC recovery	1,313	Generated against Fundraising income (only), needs resourcing !
Exhibitions income	2,000	See Activities and Use
Activities income	34,800	See Activities and Use
Events - Venue Hire	6,000	See Activities and Use
Membership scheme (fundraising)	500	Basic fundraising scheme only / limited benefits
Corporate Sponsorship	0	Not likely to be applicable
Café & Catering - Commission	0	Not currently included in plans
Rental income - Commercial	23,065	General and Anchor tenants (discounted). <u>INCLUDES OFFICE 6 SPACE</u>
Service charge income	3,210	To provide support for (some) centralised costs
Donations	250	Estimate - Basic fundraising plan required, needs resourcing !
Revenue grants - Individuals	5,000	Estimate - Basic fundraising plan required, needs resourcing !
Revenue grants - Public, trusts & foundations	10,000	Estimate - Basic fundraising plan required, needs resourcing !
TOTAL INCOME	£86,662	

EXPENDITURE

Staff costs (inc. on costs)	28,750	1 x General manager position only (Utilises Anchor tenant model)
Rent	1,000	Assume peppercorn rent to RTC (unless RTC directly operating)
Volunteer costs	1,624	Needs further review / Activities & Garden focus ?
Membership costs	500	Basic fundraising scheme only / limited benefits
Garden maintenance	2,000	Subject to adopted design / Volunteer activity
Building Maintenance	4,856	Benchmarked rate per m2
Utilities	4,509	Benchmarked rate per m2
Rates	5,000	Basic allowance only / Subject to rental strategy
Marketing	1,500	Activities and Events focus
Cleaning / Recycling / waste collection	9,000	Estimate - Can an existing RTC contract be utilised ?
Administration	2,000	Estimate
Access costs	500	
Events - Venue Hire costs	2,000	See Activities and Use
Activities (inc. classes) costs	36,000	See Activities and Use / Possible fundraising target
Exhibition costs	6,000	See Activities and Use / Possible fundraising target
Learning & Community programme	10,000	Needs defining / Possible fundraising target
Governance & Compliance costs	1,500	Accounting / Audit etc.
Overheads	8,000	Licenses & insurance - can an existing RTC policy be utilised ?
Irrecoverable VAT	0	VAT status to be reviewed
CONTINGENCY / OPTIMISM BIAS	12,474	10%
TOTAL EXPENDITURE	£137,213	
SURPLUS / DEFICIT (SUBSIDY REQUIREMENT)	-£50,551	

NOTES

VAT Strategy needs review

**RADFORD HOUSE - INDICATIVE ACTIVITIES & EVENTS USAGE
FOR FEASIBILITY STUDY - NOVEMBER 2020**

USE OPTIONS		FREQUENCY NOTE	EVENTS / YEAR	DURATION	SPACE UTILISED	UNIT COST (£)	ANNUAL COST (£)	UNIT INCOME (£)	ANNUAL INCOME (£)	NOTES
ACTIVITIES										
MARKETS	MAR	1 Per month	12	1 Day	External & GF1	500	6,000	750	9,000	25 x stalls @ £30 / Stall
CLASSES / TRAINING	CLA	2 per week	96	4 Hours	GF1 or GF2	100	9,600	75	7,200	15 attendees per class @ £5 / Head
FILM SCREENING	FILM	2 Per month	24	3 Hours	GF1	400	9,600	400	9,600	50 attendees per event @ £8 / Head
MEETING GROUP / CLUB	MTG				GF1 or GF2					Not modelled, no associated income or expenditure
DROP IN / CASUAL USE	DROP				GF1 or GF2					Not modelled, no associated income or expenditure
FOOD & DRINK EVENT	FOOD	1 Every 2 months	6	4 Hours	GF1	600	3,600	1,000	6,000	40 attendees per event @ £25 / Head
DANCES	DAN	1 Per month	12		GF1	600	7,200	250	3,000	50 attendees per event @ £5 / Head
TOTAL							£36,000		£34,800	
EVENTS										
EVENT - SMALL	SM EV		30	4 Hours	GF2	33	1,000	100	3,000	33% Cost of sales
EVENT - LARGE	LG EV		20	4 Hours	GF1	50	1,000	150	3,000	33% Cost of sales
TOTAL							£2,000		£6,000	
EXHIBITIONS										
EXHIBITION / DISPLAY	EXH	2 Per Year	2	4 Weeks	GF1	3,000	6,000		2,000	500 Attendees per exhibition @ £2 / head
TOTAL							£6,000		£2,000	

**RAMSGATE – LOCAL GROUPS STUDY OVERVIEW
OCTOBER 2020**

COMMUNITY & EVENT GROUPS			
ORGANISATION NAME	SUMMARY OF ACTIVITY	POTENTIAL RH USERS ?	NATURE OF POTENTIAL USE
Addington Street Historical Fair	Historical street fair	Likely	- VENUE / EVENT - MEETINGS
Alfie Gough Trust	Fundraising organisation / community runners	Possible	- EVENTS
Bygone Days Historical Group	Thanet at war organisers	Possible	- FESTIVAL VENUE / EVENT - MEETINGS
Friends of Ellington Park		Unlikely	
Friends of Montiefore Woodlands		Unlikely	
Friends of Ramsgate Seafront		Unlikely	
Friends of Ramsgate Tunnels		Unlikely	
Friends of St. Augustine's		Unlikely	
Friends of St. George's Church		Unlikely	
Friends of St. Laurence Church		Unlikely	
Ramsgate Carnival Group	Organise the annual carnival	Possible	- MEETINGS
Ramsgate Skate Park Project	Develop facilities for young people	Possible	- MEETINGS
Ramsgate Town Team	Drive activities & events to improve the town	Likely	- MEETINGS - EVENTS
Western Undercliff regeneration group	Restoration & improvement of the undercliff	Possible	- MEETINGS
SPECIAL INTEREST AND HERITAGE GROUPS			
Miss Ramsgate organisation	Organise the Miss Ramsgate event and bookings	Possible	- EVENTS
Monkton nature reserve & Thanet Observatory		Unlikely	
Nextdoor Neighbours	Ramsgate (and national) neighbourhood online group	Unlikely	
Old Gaffers Association	Sailing organisation	Unlikely	
Old Motor & Motorcycle Club	Classic car & motorcycle club	Possible	- MEETINGS - EVENTS
Over 60s Club		Likely	- MEETINGS - ACTIVITIES

**RAMSGATE – LOCAL GROUPS STUDY OVERVIEW
OCTOBER 2020**

Ramsgate & Manston RAF Air Cadets		Possible	- MEETINGS - ACTIVITIES
Ramsgate Active Retirement Association	Weekly programme of activities	Likely	- MEETINGS - ACTIVITIES
Ramsgate Arts	Run arts festivals and events	Possible	- EVENTS - ACTIVITIES
Ramsgate Costumed Walks	Guided walks	Unlikely	- MEETINGS - EVENTS
Ramsgate Historical Society		Likely	- MEETINGS - EVENTS
Ramsgate & Broadstairs Sea Cadet Corps		Possible	- MEETINGS - ACTIVITIES
Ramsgate seaside shuffle	Organise jazz concerts in town	Possible	- EVENTS
Ramsgate Society		Likely	- MEETINGS - EVENTS
Ramsgate Vikings Model Boat Club	Promote model boat building	Possible	- MEETINGS - EVENTS
St. George's Music Group	TBC	Possible	- EVENTS
Starlite Entertainment	Produce and run talent and historical shows	Possible	- EVENTS
Thanet Speakers Club	Twice monthly public speaking group	Possible	- MEETINGS