

T S HAZARD AND TOWN QUAY DEVELOPMENT PLAN



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1. Executive Summary

T S Hazard was formerly known as the Old Town Warehouse. It is a c15th timber framed building located close to Faversham Creek on the north-east side of Faversham Town Centre on a site between Conduit Street and Town Quay.

This was the historic town quayside area, a low-lying area of land with a river frontage just to the north-west of Conduit Street and the Shepherd Neame Brewery and just to the north of Bridge Road, which connects across the river to the Brents.

The site contains four buildings, including the T S Hazard, which is a long timber framed building arranged north-west/south-east and end on to Conduit Street. To the north of this, the 1911 Edwardian Pumping Station House is redundant and currently leased out to Creekside Boxing and behind this, the replacement 1950s Pump House continues to function. Beside the T S Hazard, to the south of it, there is a small detached concrete building used by the Sea Cadets as their armoury.

There is also an electrical substation, close to the north-east corner of the Hazard, in a fenced compound attached to the south-west side of the old pump house.

In the 1970's as commercial shipping withdrew from the port, Faversham turned its back on the creek and much of the shoreline was developed for housing. The current Faversham Neighbourhood Plan seeks to reverse this abandonment and regenerate the upper creek and basin. The conservation of Town Quay and its use for educational, recreational and leisure purposes is seen by the Town Council as essential to the mixed regeneration envisaged in the Creek Neighbourhood Plan and the emerging Faversham Neighbourhood Plan.

2. Strategic Plan

Faversham is served by the three-tier local government structure of Kent. Faversham Town Council (FTC) is the local council and a successor authority to Faversham Borough Council, abolished in 1974 at the time of local government reorganisation. Swale Borough Council (SBC) is the district authority, providing services to Sittingbourne, Faversham, the surrounding rural areas and the Isle of Sheppey. Kent County Council (KCC) is the county authority, operating services such as maintenance of highways.

Following the 1974 local government reorganisation virtually all assets and civic functions were moved from Faversham as an authority to SBC. However, the Localism Act of April 2012 strengthened the rights of local councils, as well as community groups, to operate services, own property and act as focal points for their communities.

FTC has the following objectives in relation to the acquisition of T S Hazard

- a) To restore an historic building within the town.
- b) To bring a vacant building back into use by the community.
- c) To enhance the economic, leisure, maritime or recreational use of the Creek, including visitor facilities
- d) To develop T S Hazard as the gateway to the maritime heritage of Faversham and in the wider context of Swale
- e) To work with existing community groups to deliver the wider strategic plan for the Creek
- f) To maintain Town Quay as a public open space, protected for future community use.

Evidence appears to suggest that the last time T S Hazard had any major work undertaken was in the 1960s when it was still in the ownership of Faversham Borough Council.

3. The Business Case

FTC raises a precept on the council tax bills produced by SBC. This is essentially a demand for a sum to be collected through the council tax system. We are not yet subject to a requirement to hold a referendum on increases in our precept.

FTC has the facilities to procure additional resources to manage and maintain this project.

We will work positively with SBC for the successful transfer of T S Hazard, Pumping Station House (Creekside Boxing) and Town Quay to FTC for the benefit of Faversham and the wider community.

We will work with existing community groups, such as The Faversham Society, The Faversham Creek Trust, The Confederation of Cinque Ports and the Cinque Ports Rowing Club CIC to deliver the wider strategic plan for Faversham Creek.

T S Hazard and Town Quay to be integral to the Gateway to the Maritime Heritage of Swale linking through the Medway to London and around the coast through the Cinque Ports to Rye.

The tenure of the Creekside Boxing in the 1911 Pump House would be respected until alternative and better accommodation could be secured elsewhere to the satisfaction of the club.

The Town Quay would be maintained as an open green space and protected for community use. The frontage will provide essential mooring space for boats waiting to enter the basin when the bridge is operational again. The frontage will be maintained as part of the continuous Creekside footpath.

4. Improvements Needed to T S Hazard

We have been provided with Survey and Conditions Reports undertaken by Anthony Swaine Architecture Ltd between 2018-2020 and commissioned by SBC.

In general terms, the building is in fair condition, given that it is approximately 550 years old. There is significant distortion of the framing but much of this movement has taken place historically. The site is occasionally subject to flooding and there are several thoughts as to how this should be addressed.

The Scope of Works provided by Anthony Swaine will be used for the initial costings basis. We intend to use funding already set aside by Queenborough Fishery Trust, to commission this work.

What changes and improvements are undertaken will be subject to discussions with the conservation officer, planning officers, stakeholders, community and the requirements for accessibility.

5. Wider Benefits for the Town

A core objective of the Creek Neighbourhood Plan is the regeneration of the Upper Creek and the basin and to "conserve and enhance heritage assets and their setting, including Grade II* listed building TS Hazard on Town Quay."

The emerging 2023 Neighbourhood Plan builds on the 2016 Faversham Creek Neighbourhood Plan vision.

As development grows along the Creekside, opportunity for public access is reducing. Key issues addressed in the emerging Faversham Neighbourhood Plan include:

- a) Encourage the enjoyment of the Faversham Creek area; particularly related to maritime and trade heritage, marine and recreational activity.
- b) Contribute to the economic wellbeing of Faversham by ensuring that the Creek can attract inward investment.
- c) Encourage moorings along the creek, particularly for heritage vessels.
- d) Encourage development that attracts tourists and visitors with a particular emphasis in the area's industrial heritage.
- e) Encourage small businesses, cultural and heritage attractions that contribute positively to the visitor economy.
- f) Conserve and enhance heritage assets and their setting including Grade II* listed building TS Hazard, the Old Pump House and Town Quay to develop for leisure and tourism to attract residents and visitors to Faversham Creek basin.
- g) Improve access to Faversham Creek; particularly on the water and through walking and cycling.
- h) A new continuous publicly accessible Creekside with the potential to expand the 'Town 'Centre' to the West to integrate the tourist and visitor economy with access to heritage assets and both banks of the Creek.

6. Relevant Policies in the Emerging Faversham Neighbourhood Plan

FAV15: Faversham Creek Policy Area

1. Development will be supported within the Faversham Creek Policy Area where it comprises:
 - a) uses that enhance the economic, leisure, maritime or recreational use of the Creek, including visitor facilities;
 - b) uses set out in FAV16 within the Maritime Gateway Heritage Regeneration Area.
 - c) uses specified in relevant site allocation policies.
2. Loss of existing employment uses will only be supported where it can be demonstrated that the use is economically unviable.
3. Development of waterfront sites should:
 - a) provide and maintain public access to the waterfront;
 - b) have no adverse impact on existing public access to the waterfront;
 - c) provide links to existing footpaths, including waterfront paths, around the site;
 - d) take opportunities to provide moorings, where practicable.
4. Development must have no significant adverse impact on Faversham Creek in terms of landscape character, the waterway and mudflats, connecting chalk streams and Stonebridge Pond and allotments.
5. Development must complement the character of the Faversham Creek area, including the predominant 3-storey height of buildings.
6. Development must preserve or enhance the character or appearance of Faversham Conservation Area and preserve the Creek's heritage assets and their settings.
7. Development must have no adverse impact on the water quality of the Creek, including impacts from surface water or other water discharge, considering impacts on protected sites downstream.
8. Development must have no adverse impact on the operations of existing commercial uses.

FAV16: Maritime Gateway Heritage Regeneration Area

1. The use, reuse and refurbishment of historic buildings and development will be supported where it supports and complements or enhances and does not harm the tourism and visitor potential of the area.
2. Suitable uses would include:
 - a) business, hospitality, leisure, assembly, recreation, tourism and community uses, workshops, studios and exhibition space;
 - b) residential use at upper floors and only where it is part of a mixed-use scheme including the other uses set out in this clause;
 - c) visitor accommodation at upper floors.
3. Support for development is subject to:
 - a) meeting the requirements of FAV15;
 - b) retaining the existing slipway and access to it;
 - c) complementing the character of the Faversham Conservation Area, including retention of buildings and features that contribute to its special architectural or historic interest;
 - d) enhance the setting of listed buildings around the site, including those relating to maritime heritage and brewing;
 - e) taking account of views toward the tower of Grade 1 listed St Mary of Charity church;
 - f) being designed to take account of the viability of TS Hazard.
4. Development should include a public walkway along the Creek edge and also create good connectivity with Town Quay and Belvedere Road.
5. Development must take account of the high risk of flooding and include appropriate mitigation and avoid putting uses vulnerable to flood damage, including habitable rooms, at ground level.

7. Funding Options Analysis

Funder		£
Queenborough Fishery Trust	To facilitate survey/planning application	£10,000 for 5 years (secured)
The Architectural Heritage Fund (AHF)	Helping communities across the UK to find enterprising ways to revitalise old buildings	Up to £10,000
Community Ownership Fund	Apply for funding to take ownership of assets at risk of loss in your community	£250,000
FCC Communities Fund	Fund amenities projects	Up to £100,000
Historic England	Listed buildings in need of repair	Up to £100,000
National Lottery Heritage Fund	Historic buildings, monuments and the historic environment repairs and conservation	Up to £5m
Arts Council	Capital Investment Programme	Up to £750,000
Bensted Charity	Local charity	Up to £10,000
Municipal Charity of Faversham	Local charity	Up to £10,000
Public Works Loan	If grant applications are unsuccessful there is an option for a PWL	Up to £1m

8. Programme for Capital Project

As soon as FTC has legal ownership of the building it will commence a programme of community engagement, procurement of professional services and commencement of grant applications.

FTC will further consider matters such as:

- Registering the building with HM Customs and Excise with an 'Option to Tax'. This will place the building in the same VAT category as the Town Hall and enable the Town Council to reclaim VAT on capital expenditure.
- Setting up a Friends of group
- If grant funding is unsuccessful, seeking community agreement to take out a public works loan to finance the project. This would be paid back from the revenue from T S Hazard.

9. Timelines for Delivery

YEAR 1 SECURING AND ENGAGING

- Invasive investigations
- Making T S Hazard waterproof, safe and secure
- Costings - Cost Consultant / Quantity Surveyor engaged
- Community engagement / Events on Town Quay
- Grant applications and fundraising

YEAR 2 PLANNING

- Structural Engineer engaged
- Survey and plans
- Planning Permission / Listed Building Consent
- Tender / Procurement procedure
- Grant applications and fundraising

YEAR 3 BUILD YEARS

- Capital project works
- Continue community engagement through satellite events and social media
- Grant applications and fundraising

YEAR 4 BUILD YEARS

- Capital project works
- Continue community engagement through satellite events and social media
- Grant applications and fundraising

YEAR 5 OPEN TO THE PUBLIC

- Cafe opens
- Venue rental / hire
- Events revenue

10. Budget Projection

Cashflow projection covering the timeline of the project delivery and occupation. We have made the following assumptions:

- Restricted access in Years 1 and 2 to enable pop-up events and other income streams to operate.
- Years 3 and 4 will be the 'build' years when the area will be unavailable for alternative uses.

Revenue Income	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8
Pop-up Events on Town Quay	£2,000	£5,000	£2,000	£2,000	£2,000	£10,000	£10,000	£10,000
Car Parking Revenue	£3,600	£3,600	£0	£0	£0	£0	£0	£0
Moorings	£500	£750	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000
Venue Hire / Rental		£2,000	£0	£0	£5,000	£10,000	£12,000	£15,000
Café Revenue		£5,000	£0	£0	£7,500	£12,000	£18,000	£20,000
Venue Work Shops / Events/School and Group Visits					£5,000	£5,000	£5,000	£5,000
Total	£6,100	£16,350	£3,000	£3,000	£20,500	£38,000	£46,000	£51,000

Expenditure	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8
Insurance	£1,000	£1,100	£1,200	£1,300	£1,400	£1,500	£1,600	£1,700
Rates (Achieve charitable status by Year 2)	£5,000	£0	£0	£0	£0	£0	£0	£0
Utilities (paid by construction co Year 3 and 4)	£1,000	£2,000	£0	£0	£2500	£3,000	£3,000	£4,000
General (survey/costings/plans/planning permission etc)	£10,000	£10,000	£10,000	£10,000	£10,000			
Total	£17,000	£13,100	£13,200	£11,300	£11,400	£4,500	£4,600	£5,700
Capital Investment for Building Works	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8
Queenborough Fishery Trust	£10,000	£10,000	£10,000	£10,000	£10,000	£0	£0	£0
Grants	£0	£150,000	£250,000	£250,000	£50,000	£10,000	£10,000	£10,000
Faversham Town Council	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000
Total costs	£20,000	£170,000	£270,000	£270,000	£70,000	£20,000	£20,000	£20,000

11. Risk Assessment

Risk management is an essential feature of good governance, contributing to improved decision making and the achieving of objectives. When embedded within the existing planning and decision making process, risk management provides a basis for ensuring implications are thought through, and ensures that the impact of decisions, initiatives and projects are considered, and that conflicts are balanced. This will influence success and improve service delivery.

Implementing the Strategy involves identifying, analysing/prioritising, managing and monitoring risks.

Risk Identification – Identifying and understanding the hazards and risks facing the Council is crucial if informed decisions are to be made about policies or service delivery methods. The risks associated with these decisions can then be effectively managed. All risks identified will be recorded in the Council's Risk Register.

Risk Analysis – Once risks have been identified they need to be systematically and accurately assessed using proven techniques. Analysis should make full use of any available data on the potential frequency of events and their consequences. If a risk is seen to be unacceptable, then steps need to be taken to control it or respond to it.

Risk Prioritisation - An assessment should be undertaken of the impact and likelihood of risks occurring, with impact and likelihood being scored.

The following colour coding is used for the risk scores:

- Red ≥ 45
- Amber ≥ 25 but < 45
- Green < 25

Risk scores can range from 0 to 100 and are derived by multiplying an impact score by a probability score as follows:

Impact = 0 (none); 5 (minor); 15 (moderate); 20 (major); or 25 (severe).

Probability = 0 (no chance); 1 (25% likely to happen); 2 (50:50); 3 (75% likely); or 4 (certain to happen).

12. Risk Register

Potential Risks	Cause	Risk Level	Control Measures
Failure to identify solution for redevelopment	<ul style="list-style-type: none"> Political Insufficient community engagement 	I=15 P=1 TOTAL 15	<ul style="list-style-type: none"> Town Council buy in from start of project Appointed Steering Group to oversee project Work with existing community groups and stakeholders Cost/benefit analysis undertaken
Failure to secure sufficient grant funding	<ul style="list-style-type: none"> Lack of staff resources Insufficient opportunities Unsuccessful bids 	I=25 P=2 TOTAL 50	<ul style="list-style-type: none"> Ensure sufficient staff resources and capability Town Council be willing to make up shortfall with a PWL, subject to community engagement
Capital works exceed budget leading to non completion	<ul style="list-style-type: none"> Under-estimation of costs Insufficient funds secured Unforeseen additional works 	I=20 P=1 TOTAL 20	<ul style="list-style-type: none"> Strong budget management in place Professional cost consultants costed the project
Failure to secure necessary consent for proposed works	<ul style="list-style-type: none"> Building consent not secured Listed building consent not secured 	I=20 P=1 TOTAL 20	<ul style="list-style-type: none"> Pre-consultation session for the public

			<ul style="list-style-type: none"> • Pre-consultation session with Conservation Officer, Head of Planning and Planning Committee Members • Liaison with English Heritage • Professional team submitting applications.
Project poorly managed leading to capital works not being completed on budget or within timescale	<ul style="list-style-type: none"> • Failure to appoint experienced professionals to deliver • Unforeseen additional works • Poor management 	I=20 P=1 TOTAL 20	<ul style="list-style-type: none"> • Appointed Steering Group to oversee project • Professional surveyor/engineers support in place • Competitive procurement procedure • Contingency built in

13. Conclusion

We look forward to working with Swale Borough Council on the transfer of T S Hazard, Town Quay and associated buildings. We seek this opportunity with no commuted sum or future liability to SBC.

If T S Hazard was transferred to Faversham Town Council, it would provide an exciting opportunity to work with existing community groups to save this historic building and provide a community asset for future generations of the town.

FAVERSHAM TOWN COUNCIL
September 2023.