

TechFort at The Citadel, Dover

Full Business Case for Getting Building Fund



The template

This document provides the business case template for projects seeking funding which is made available through the **South East Local Enterprise Partnership**. It is therefore designed to satisfy all SELEP governance processes, approvals by the Strategic Board, the Accountability Board and also the early requirements of the Independent Technical Evaluation process where applied.

It is also designed to be applicable across all funding streams made available by Government through SELEP. It should be filled in by the scheme promoter – defined as the final beneficiary of funding. In most cases, this is the local authority; but in some cases the local authority acts as Accountable Body for a private sector final beneficiary. In those circumstances, the private sector beneficiary would complete this application and the SELEP team would be on hand, with local partners in the federated boards, to support the promoter.

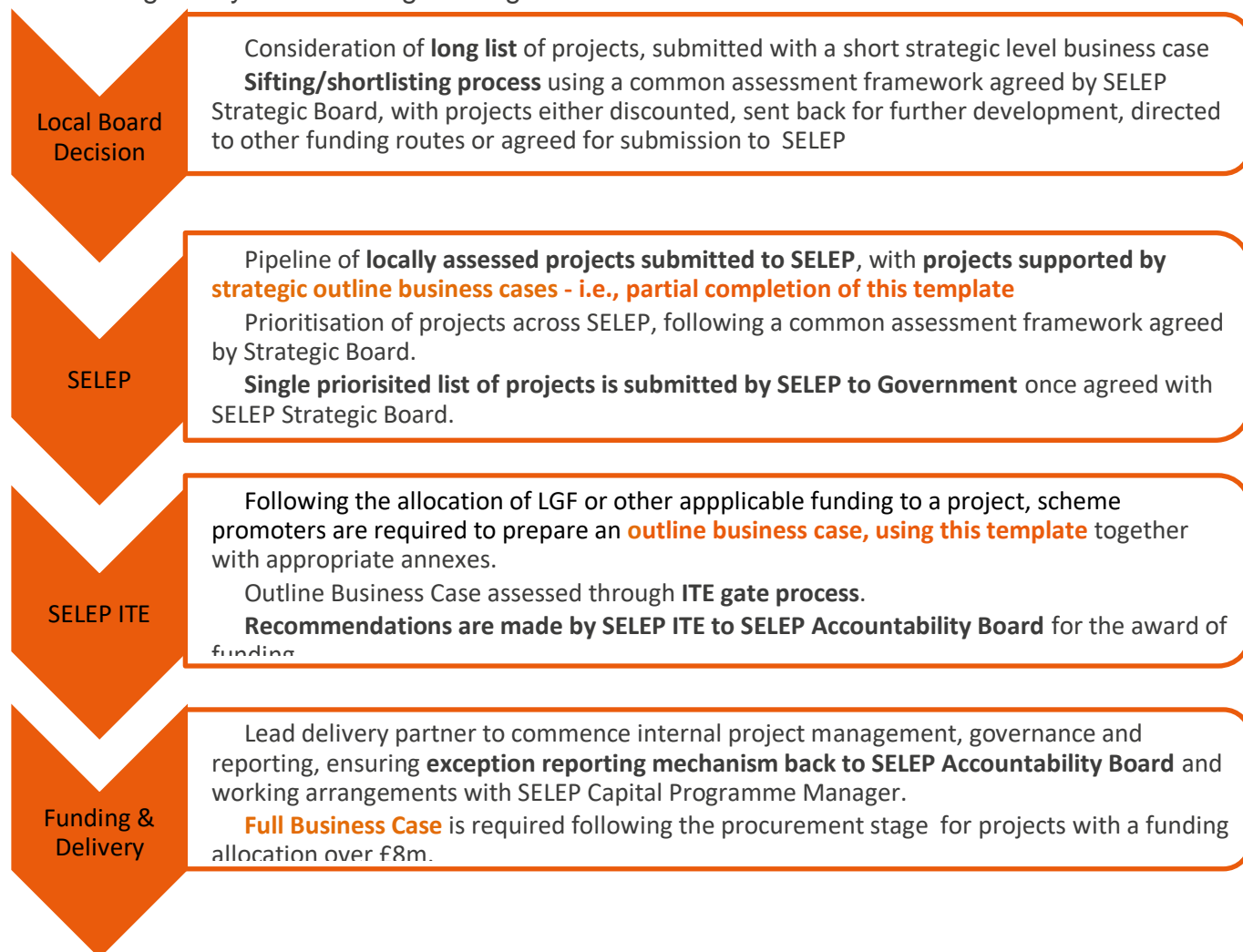
Please note that this template should be completed in accordance with the guidelines laid down in the HM Treasury's Green Book. <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>

As described below, there are likely to be two phases of completion of this template. The first, an 'outline business case' stage, should see the promoter include as much information as would be appropriate for submission though SELEP to Government calls for projects where the amount awarded to the project is not yet known. If successful, the second stage of filling this template in would be informed by clarity around funding and would therefore require a fully completed business case, inclusive of the economic appraisal which is sought below. At this juncture, the business case would therefore dovetail with SELEP's Independent Technical Evaluation process and be taken forward to funding and delivery.

The standard process

This document forms the initial SELEP part of a normal project development process. The four steps in the process are defined below in simplified terms.

Note – this does not illustrate background work undertaken locally, such as evidence base development, baselining and local management of the project pool and reflects the working reality of submitting funding bids to Government. In the form that follows:



| Version control | |
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1. PROJECT OVERVIEW

1.1. Project name:

“Techfort” - The Citadel, Citadel, Dover, CT17 9DP

1.2. Project type:

Site development, skills, innovation

1.3. Federated Board Area:

Kent & Medway

1.4. Lead County Council / Unitary Authority:

Kent County Council

1.5. Development location:

The Citadel, Citadel, Dover, CT17 9DP

1.6. Project Summary:

The subject of this application are the casemates building numbers 51 and 52 in the Citadel which comprise 10,890 sq ft (1,012 sq.m.) in total. These buildings are in a poor condition and we intend carrying out urgent maintenance and upgrading to accommodate a unique mix of cultural uses including a gallery, market, recording studio and bar as the first step of delivering the ambitious TechFort vision. These proposed uses are subject to pre-application discussions with Dover District Council and a formal application is planned for January 2022.

The scheme will provide net additional Gross Value Added (GVA) economic benefits of £5.6 million and wellbeing benefits of £4.4 million (at present values) over 10 years as well as a one off heritage benefit of £476,000. The wider adjusted BCR is 6.84:1 and remains highly positive after sensitivity testing. This development is critical to kick start development of ‘TechFort’ at The Citadel enabling the birth of a new cultural, arts and technology community that can contribute to Dover and Kent as well as making re-use of a range of dilapidated buildings and historical assets. However, without public support the proposal will either be shelved or at best very significantly delayed. Funding of the an initial phase will provide critical mass and a catalyst to promote further development in accordance with the long term Vision - see Appendix A.

The Casemates form part of The Citadel which comprises 33 acres with over 220,000 sq ft of existing space formed from several different portions of the Western Heights area, including the Western Outworks to the western side of the site, the Citadel (Western Form) in the centre of the site and a small area of the Fortress Interior to the east of the Gatehouse.

There are a number of buildings on site including a striking 1861 Grade II listed administration building which extends to 39,048 sq ft. The other ancillary buildings at the Property comprise a range of accommodation blocks and related maintenance, administration and support buildings.

Additionally, within the site is a sports pitch and evidence of fortifications remain very clear with a number of assets of historic interest, including the dry moat surrounding the buildings, a well house, casemates, hutted barracks, water tanks and gated entrance into the site.

1.7. Delivery partners:

| Partner | Nature of involvement (financial, operational etc.) |
|---|---|
| Dover Citadel Limited (Lead Applicant) | Private sector investor |
| | |

1.8. Promoting Body:

Dover Citadel Limited

1.9. Senior Responsible Owner (SRO):

David de Min Dover Citadel Limited [REDACTED]

[REDACTED]
Simon Heilpern Dover Citadel Limited [REDACTED]
[REDACTED]

1.10. Total project value and funding sources:

[Specify the total project value, how this is split by funding sources, and any constraints, dependencies or risks on the funding sources, as per the table below.]

| Funding source | Amount (£) | Constraints, dependencies or risks and mitigation |
|----------------------------|-------------------|---|
| Dover Citadel Limited | £251,417 | Available |
| Getting Building Fund | £1,009,000 | Subject to approval |
| Total project value | £1,260,417 | |

1.11. SELEP funding request, including type (LGF, GPF, GBF etc.):

Funding Request

£1,009,000 from the Getting Building Fund

State Aid

The applicant believes the project does not give rise to State Aid or CTA Subsidy Control issues but is happy to take professional advice if required to independently confirm this position. The project involves the provision of cultural, leisure and other uses which will be open to all residents.

1.12. Exemptions:

Paragraph V.3.3.i.b of the 2020 version of the Assurance Framework states that there is an exemption to the value for money requirements set out in para.V.3.2 if the project has a funding request of less than £2 million. This is reflected in the guidance in this business case template, which states that a full quantified economic appraisal is not required and that the Appraisal Summary Table in the Economic Case does not have to be completed.

1.13. Key dates:

Commencement of refurbishment works are planned for April 2022 following receipt of a planning change in early 2022. Works are expected to be completed within 4 months.

Opening planned for September 2022.

1.14. Project development stage:

| Project development stages completed to date | | | |
|--|---|--|-----------|
| Task | Description | Outputs achieved | Timescale |
| Casemate 51 | Proposed improvements to Casemates as basis for re use of vacant units | Refurbished for recording studio and bar | 4 months |
| Casemate 52 | Proposed improvements to Casemates as basis for re use of vacant units | Refurbished and let to "The Wrong End of Town" | 4 months |
| Project development stages to be completed | | | |
| Task | Description | Timescale | |
| Casemate 51, 52, | Refurbishment to include WC's, disabled ramp, underfloor heating, flooring and fitting out. | 4 months | |

1.15. Proposed completion of outputs:

The Casemates 51 and 52 extending to 10,890 sq ft (1,012 sq.m.) (51: 5,759 sq ft, 52: 5,131 sq ft) are intended to be retained for the life of the project and then the following phases are planned:

1. A phased development is proposed for the Western Outworks which are subject to two pre-let discussions (subject to planning) and is the next phase planned.
2. Following this phase, we are plan a high quality hospitality use for The Officers Mess with additional service elements including spa, cinema and other facilities in the underground structures. This hospitality use could extend into the new buildings subject to viability tests and pre-lets.
3. As the hospitality phase comes on stream we then intend to utilise the deepest well in the country with Citadel water and Citadel beer (unique branding) being produced on site for restaurants and sale.
4. We also have an ambition for a market garden.
5. Plans for the substantial floorspace at the northern end of the site will then be subject to demonstrable demand being proven.
6. Finally, the ditch and ramparts are intended to be opened as a visitor attraction as a beacon to highlight the extraordinary quality and heritage of the Western Heights fortifications.

Each of these phases could be subject to further applications to SELEP and other funding bodies in order to promote and deliver a tribute to the history and strategic nature of The Citadel in the context of the UK, Europe and the World.

The long term Vision for The Citadel is included in the presentation in the Appendix A

There are no previous or current projects funded via SELEP that are directly linked with this proposal.

2. STRATEGIC CASE

The strategic case is met through bringing the Casemates at The Citadel (which are currently redundant due to their condition after Ministry of Justice vacated) into beneficial economic use, helping to stabilise the ancient monument and providing jobs and innovation to Dover and the Western Heights with the long term Vision being the ultimate aim as set out in the Appendix A. Without this investment the property will simply fall into a worse state of repair and put the ancient monument at greater risk adding to future repair costs.

The intention is to refurbish The Casemates 51 and 52 extending to 10,890 sq ft (1,012 sq.m.) for the following uses:

No 51: 5,759 sq ft Recording studio, Bar
No 52: 5,131 sq ft Gallery, market

The Casemate proposal seeks to:

1. Commence the economic regeneration of Techfort – The Citadel.
2. Embed creative activity as a key element of community and economic regeneration.
3. Introduce education and apprenticeships.

The network of artists, creatives and tech we expect to increase the demand for accommodation enabling the further development of The Citadel. The development itself addresses the need for additional creative workspaces.

The development should produce the following benefits:

1. Open up Techfort – The Citadel
2. Create new opportunities for employment.
3. Create opportunities for creatives.
4. Act as a catalyst for the development of The Citadel so that a positive contribution can be made from a facility that is currently redundant.

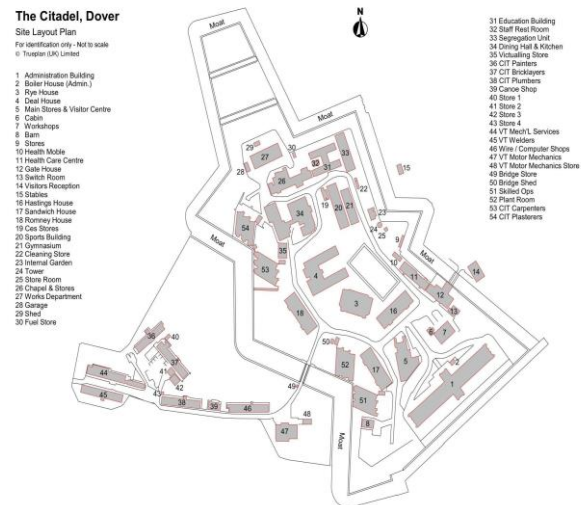
This funding is critical to kick starting the development process at The Citadel which will be essential to the long term success of Techfort at The Citadel. It will also help to protect the 'At risk' position of The Citadel within Western Heights Ancient Monument designation.

2.1. Scope / Scheme Description:

The project is the refurbishment of building numbers 51 and 52 as shown on the plan below comprising the 2 south west casemates (each of 3 arched structures) which link the Citadel to the revetments (ditch or moat).

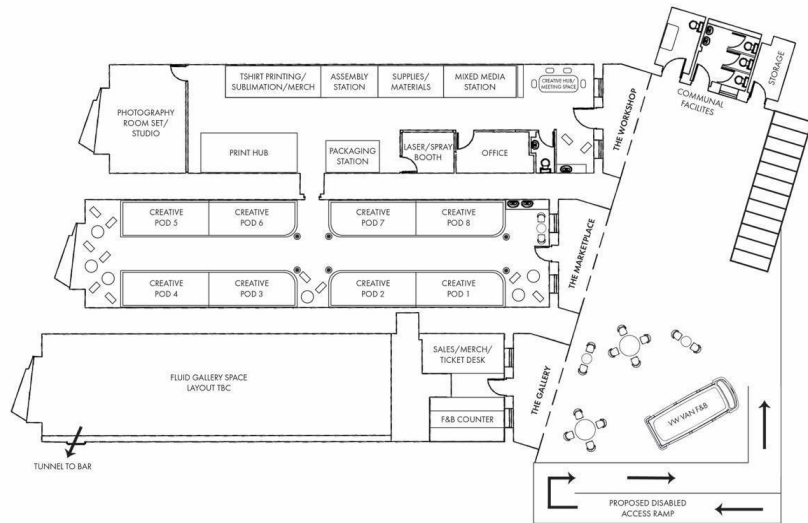
This intervention enables the Casemates at “Techfort” at The Citadel to be put to beneficial use for the first time since 2015. The proposal will introduce a gallery, market, recording studio and bar and crucially will then support the subsequent phases as outlined above and indeed include a provision for apprenticeships and education.

The Dover Citadel Heritage Appraisal confirms the history of the Casemates and is included in Appendix B



The plans and descriptive boards for No 52 as shown below are illustrative

CASEMATES SERVICES LAYOUT & MOODBOARD











The summary proposed works are as follows:

The Workshop

Services installation required:

- Lighting
- Electrics and sockets
- Heating
- Sanitaryware
- Small kitchen area

Renovation work required:

- Renovation/repairs to interior of windows to ensure watertight.
- Repairs to former flue inlets to ensure watertight.
- Pressure washing/blasting of all exposed walls to expose bare concrete.
- Removal of any redundant fixtures.
- Repairs to walls where redundant fixtures have been removed.
- Complete seal of all exposed concrete walls.
- Removal of rubble inside entrance to workshop.
- Strip back and re-decoration of structures to be 'office' and 'ventilated engraving room'.
- Repairs to wooden floor in 'office' and 'engraving room'
- New flat roof on 'office' and 'engraving room'.
- New doors on 'office' and 'engraving room', to replace existing damaged ones.
- Repairs to existing toilet cubicle.
- Installation of small kitchen area at entrance of workshop.
- Strip back and redecoration of 'room set' false wall divide at the back of the casemate.
- Repair/replace areas of wooden flooring within the 'room set' area.
- Make good the internal window sill and surround once a new large window installed to the rear of the casemate.
- Installation of new workbenches throughout casemate in conjunction with floor plan.

- Installation of racking and storage fixtures throughout casemate.
- Installation of booth to create clean space for print area/equipment.
- Installation and renovation of reclaimed fireplace surround near entrance of workshop, to create feature.
- Installation of meeting table in entrance of workshop.
- Make good all exposed floor areas.

Exterior works required:

- To make water-tight all existing chimney flues to enable future use as ventilation. Including replacement of caps on the rooftop.
- Skylight repairs to make it safe and structurally sound.
- Replacement of windows in skylight.
- Replacement of large window to rear of casemates facing the moat.

The Marketplace

Services installation required:

- Lighting
- Electrics and sockets
- Heating
- Small kitchen/utility area

Renovation work required:

- Renovation/repairs to interior of windows to ensure watertight.
- Repairs to former flue inlets to ensure watertight.
- Pressure washing/blasting of all exposed walls to expose bare concrete.
- Removal of any redundant fixtures.
- Repairs to walls where redundant fixtures have been removed.
- Complete seal of all exposed concrete walls.
- Removal of rubble inside entrance to marketplace.

- Installation of a small kitchen/utility area at the entrance of the marketplace.
- Make good the internal window sill and surround once a new large window installed to the rear of the casemate.
- Installation of 8 x 'creative pods' in conjunction with floor plan. These are to be in part, brick built base structures with windows facing into the centre of the casemates, to create a market street effect. Structures will have flat roofs as per mood boards. Flooring to be decided.
- Decoration of 'creative pods'.
- Installation/creation of Victorian cobbled street effect on all floor space not within creative pods.
- Installation of 2 large Victorian style street lamps (similar to Offices Mess area) to create the illusion of a Victorian market street. Additional wall mounted street lamps to be installed elsewhere within the casemate where required.
- Installation of retail fixings in communal areas of the Marketplace to allow for display of works.
- Installation of doors between Marketplace and Workshop to ensure security.

Exterior works required:

- To make water-tight all existing chimney flues to enable future use as ventilation. Including replacement of caps on the rooftop.
- Skylight repairs to make it safe and structurally sound.
- Replacement of windows in skylight.
- Replacement of large window to rear of casemates facing the moat.

The Gallery

Services installation required:

- Lighting
- Electrics and sockets
- Heating
- F & B Kitchen service area

Renovation work required:

- Renovation/repairs to interior of windows to ensure watertight.
- Repairs to former flue inlets to ensure watertight.
- Removal of all existing tiles to walls of Gallery space.
- Make good all walls following removal of tiles.
- Pressure washing/blasting of all exposed walls to expose bare concrete.
- Removal of any redundant fixtures.
- Repairs to walls where redundant fixtures have been removed.
- Complete seal of all exposed concrete walls.
- All walls to be painted white to create a gallery feel.
- Removal of rubble removed from Gallery space.
- Renovate/repair of existing lighting tracks to use with new lighting.
- Installation of industrial catering kitchen to left of main entrance, as per floorplan, on raised platform.
- Installation of shop counter/booth to right of entrance, to create ticket desk/sales area on raised platform.
- Installation of sufficient surface for central ramp leading to lower area, to make good for disabled access.
- Create cupboard space from internal recess (formally access door to marketplace).
- Make good the internal window sill and surround once a new large window is installed to the rear of the casemate.
- Make good all exposed floor areas.
- Creation of 'hidden' doorway to tunnel accessing the adjacent casemates.

Exterior works required:

- To make water-tight all existing chimney flues to enable future use as ventilation. Including replacement of caps on the rooftop.
- Skylight repairs to make it safe and structurally sound.
- Replacement of windows in skylight.
- Replacement of large window to rear of casemates facing the moat.

External areas

Services installation required:

- Lighting
- Electrics for external use
- Heating
- Sanitaryware

External of casemates:

- Strip back and make good all the brickwork.
- Painting of all brickwork within arches.
- Painting of window frames/sills to weatherproof, including windows at height.
- Replacement of doors/locks.
- Install ramps to ensure disabled access.
- Install lighting bars to up-light within arches.
- Install lighting in the area surrounding casemates.

Communal facilities:

- Strip out and make good external outbuildings.
- Repairs to roof to make watertight.
- Re-decoration of external outbuildings.
- Installation of 3 new doors.
- Installation of 3 toilet cubicles and sanitaryware in the main toilet facility.

- Installation of disabled/baby changing facility including disabled access ramp.
- Make a good storage facility room.

External space:

- Make good all external floor space to make good for the public.
- Repairs to drainage and covers.
- Installation of disabled access ramp to left of casemates as per fabrication quotation.
- Repairs to existing external staircase to make good.
- Repairs/repainting of existing handrails and safety features.
- Landscaping of all banked areas within the casemate area, to ensure easy to maintain and weather-hardy.

This proposal refurbishes and secures the South West Casemates and introduces vibrancy, employment, training, creativity and economic benefit.

2.2. Logic Map

| Inputs | Outputs | Outcomes | Impacts |
|---|--|---|--|
| <p>Getting Building Fund £1,009,000</p> <p>Matched Contributions Spend £250,000</p> | <p>Re-use of a The Citadel as a unique historical asset to deliver local and national economic benefits and acting as a catalyst for the long term redevelopment as outlined in the Vision.</p> <p>Achieving the following areas of refurbished floorspace and uses:</p> | <p>Employment Outcomes</p> <p>17 employees 5 Trainees</p> <p>A total of 10,890 sq m of space available for a mix of creative businesses</p> <p>Urgent restoration works to bring the heritage asset</p> | <p><i>For schemes of £2m of funding or less:</i> -n/a</p> <p>Increase in the number of creative businesses in Dover</p> |

| | | | |
|--|---|--|--|
| | <p>No 51:5,759 sq ft Recording studio and associated amenities</p> <p>No 52:5,131 sq ft Gallery, market, workshop</p> | <p>back in use by September 2022.</p> <p>Public access to 5 acre of the site Improved public realm for anticipated minimum of 3,000 visitors to the site</p> <p>Educational opportunities for estimated 1,560 learners and art participation from an estimated 1040 students</p> <p>Footfall and events with recent one on site attracting 2,000 visitors.</p> | <p>Increase in Dover's cultural offer through the opening of The Citadel</p> <p>Increasing the potential for future investment at The Citadel</p> <p>Improved outlook for The Citadel at the Western Heights</p> |
|--|---|--|--|

2.3. Location description:

The Citadel, Citadel Road, Western Heights, Dover, CT17 9DR is located in Dover, Kent.

Dover is situated on the south east coast within the county of Kent. The town has a population of approximately 28,000 with 115,800 located within the wider local authority according to the 2011 population census. There is also a large number of visitors and tourists with the main attraction of Dover Castle. The subject property is located to the west of the town centre and sits between the areas of Maxton and Aycliffe. The nearest amenities to the subject property are located in the town centre of Dover, which offers a wide variety of national and local occupiers.

The subject property is 0.8 miles from the A20, which leads directly onto the M20 to the west, and the A2/M2 to the east. Both these routes provide direct access to Central London. Dover is the busiest cross channel port with a regular service to Calais running up to 15 times a day taking 1 hour 30 minutes. Dover Priory train station provides direct access to London St Pancras International station running on an hourly basis taking 1 hour 4 minutes.



The Location Plan reproduced above is for context only; it is not to scale.

Description

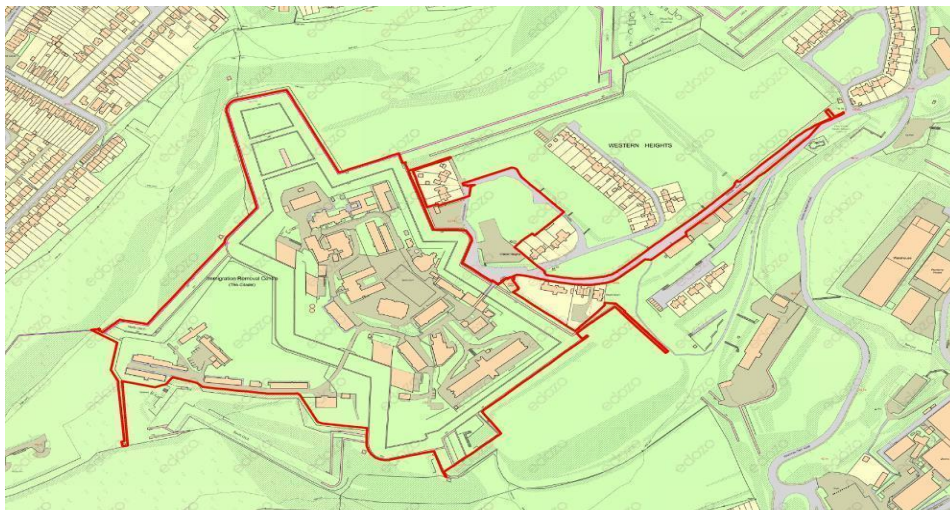
The Casemates are large arched brick structures, built into the land at The Citadel which provide a link from the parade ground to the revetments which allow for a suitable line of fire. Each casemate is made up of 3 tunnels with natural light at either end and from skylights above set back with a yard area in front with steps leading up to The Citadel.



The subject property in its entirety consists of a former military fortress constructed in the nineteenth century. The property has had a number of uses since its construction, the most recent of which was an immigrant detention centre up until 2015. A more detailed descriptive summary of the fortress is contained in Appendix B.

Site

The extent of the Property is indicated on the site plan (Edozo) produced below.



The site plan reproduced above is for context only; it is not to scale.

2.4. Policy context:

Background

The current Dover District Land Allocations Local Plan (2015) is the current statutory development plan for the Dover area against which all planning applications on The Citadel will be evaluated. The plan has in a specific policy LA11 which sets out a

comprehensive framework for the conservation management of the Dover Western Heights Scheduled Ancient Monument and Conservation Area.

In October 2015, the District Council adopted the Dover Western Heights Masterplan Supplementary Planning Document (SPD). This SPD became the document that interprets Policy LA11 and so effectively became the main basis for the determination of planning applications on the Western Heights.

Government Policy context

Since the publication of the previous plan, the national planning policy (NPPF) regarding Local Plans has changed. It states at para 185;

Plans should set out a positive strategy for the conservation and enjoyment of the historic environment, including heritage assets most at risk through neglect, decay or other threats. This strategy should take into account:

- (a) the desirability of sustaining and enhancing the significance of heritage assets, and putting them to viable uses consistent with their conservation;*
- (b) the wider social, cultural, economic and environmental benefits that conservation of the historic environment can bring;*
- (c) the desirability of new development making a positive contribution to local character and distinctiveness; and*
- (d) opportunities to draw on the contribution made by the historic environment to the character of a place.*

This is a significant change of emphasis compared with the relevant policy as to when the current statutory plan was adopted in 2015 and indicates that the Government is requiring planning authorities to take a wider perspective in relation to heritage assets and their ability to help support wider planning benefits.

SELEP policy context

The South East Local Enterprise Partnership identifies 'communities for the future' as a strategic priority as part of Economic Recovery and Renewal Strategy 2021. There is a focus on supporting Heritage Action Zones as an aspect for future community development that will improve retail, culture and business offer while increasing attractiveness of the region¹.

Delivering on national, regional and local planning policy

¹ Source: [Economic Recovery and Renewal Strategy_Updated Mar 21.pdf \(southeastlep.com\)](#)

The proposals will bring back into beneficial use a landmark site which is widely held as having a significant contribution to the distinctiveness of Dover. Crucially, the proposals will re-introduce activity to a site which is current vacant which brings the risk of a deterioration of the historic fabric of the buildings and structures which make up the landmark. Without such intervention the future of this historic site would be at very serious risk. As such, the proposals are consistent with a wide range of aspirations at a national level in the NPPF but also at a local level.

The proposals will promote economic activity specifically in sectors which will enhance the current employment opportunities of the area that aligns with the SELEP economic recovery plan. The proposed uses also offer a diversity of uses which will ensure that the viability risks are minimised, ensuring long term certainty.

At a local level, the proposals are consistent with the ambitions of the Local Plan to bring the site back into beneficial use. The proposals will deliver on the ambition for comprehensive development but need to be viable. As such, we are working with the local planning authority to ensure that the ambitions set out in the allocation of the site are deliverable on a phased basis.

Crucially, the longer term plans for the site facilitated by the shorter term objectives will enable public access to a site which has been private for a number of years. The reintroduction of access to this landmark site will assist in securing public interest which in turn will support the long term financial viability of the proposals, a fundamental principle of national planning policy relating to heritage assets.

2.5. Need for intervention:

The Dover Citadel site is a significant heritage asset which is currently closed to public and currently subject to intrusion, graffiti, deterioration and ivy invasion. The site is an attractive proposition to potential private sector tenants however there is a material reticence in being first on a large redundant brownfield site and therefore the need to establish an anchor activity is essential to kickstart the redevelopment of the entire site. Delays in development will lead to increased cost of redevelopment due to further deterioration of the assets within the site.

The development of the casemates and opening up the site to the public and potential investors will arrest the decline of an Ancient Monument currently 'At risk' and will enable the future use and economic benefit of the site for Dover and its inhabitants.

It is clear that without intervention, no suitable beneficial use will come forward in the short to medium term. The site has been redundant since the Government vacated it in 2015. A catalyst is required to kickstart the development at The Citadel and it is always the first step that is the most challenging for large and complex brownfield sites.

2.6. Sources of funding:

The Citadel has been unoccupied since 2015 and is deteriorating.

There is a significant reluctance to be the first occupier of land within a large and challenging brownfield site and without external funding the risk remains that the land and buildings will remain fallow for a significant period.

Private sector commercial funding will only be made available for development of the assets with both a pre-let from occupiers with strong covenants and the appropriate permissions from Dover District Council and Historic England. Alternative funding sources are not accessible due to the local nature of the identified tenant (weak covenant) and concern about the risks and costs of the wider development of The Citadel. These hurdles mean that without an alternative economic impetus development is highly likely to be deferred or not be initiated.

There are no other applications for public finance or sources identified at the present time.

This SELEP funding would kick start not just the Casemates but potentially the larger proposal initially considered by SELEP and indeed the whole of 33 acres at The Citadel.

2.7. Impact of non-intervention (do nothing):

Non-intervention will lead to further deterioration of the ancient monument with intrusion, graffiti and degradation likely to create a negative impact on The Western Heights. Further still antisocial activity could impact more widely on the area and the Dover region.

2.8. Objectives of intervention:

SMART objectives relating to the Casemate intervention include creating 10,890 sq ft / 1012 sq m of commercial floorspace by September 2022 and c.17 full time equivalent jobs (see Economic Case) which will address the following opportunities/problems.

Problem / Opportunity 1

To arrest the decline and save the ancient monument

Problem / Opportunity 2

Support the reintroduction of vibrancy to The Citadel

Problem / Opportunity 3

Embed creative and workspace activity and support new learning opportunities.

- Objective 1** A positive economic contribution
- Objective 2** Employment
- Objective 3** Training and skills
- Objective 4** Focus on music, arts and culture
- Objective 5** Allow public access
- Objective 6** Encourage further appropriate development

The expected outcomes are illustrated in the chart below.

| | Problems / opportunities identified in Need for Intervention section | | |
|---|--|--|--|
| | Problem / Opportunity 1 <i>To arrest the decline and save the ancient monument</i> | Problem / Opportunity 2 <i>Support the reintroduction of vibrancy to The Citadel</i> | Problem / Opportunity 3 <i>Embed creative and workspace activity</i> |
| Objective 1 <i>A positive economic contribution</i> | ✓✓ | ✓✓✓ | ✓✓✓ |
| Objective 2 <i>Employment</i> | ✓✓ | ✓✓✓ | ✓✓✓ |
| Objective 3 <i>Training and skills</i> | ✓✓ | ✓✓✓ | ✓✓✓ |
| Objective 4 <i>Focus on music, arts and culture</i> | ✓✓ | ✓✓✓ | ✓✓✓ |
| Objective 5 <i>Allow public access</i> | ✓✓ | ✓✓✓ | ✓✓ |
| Objective 6 <i>Encourage further appropriate development</i> | ✓✓ | ✓✓✓ | ✓✓ |

2.9. Constraints:

As freeholders of the land with no neighbours on the subject casemates no further legal or other agreements are required before works commence save as to Planning and Historic England consents.

Regular consultations on a tripartite basis have been in train with both Dover District Council and Historic England for over 12 months. Further still we have taken advice and the view is that, despite the Casemates not being listed, they will be considered part of the listing on the Scheduled Ancient Monument (SAM).

Whilst the buildings above ground within the Citadel are excluded from the listing, anything below ground is a part of the Scheduled Ancient Monument. Therefore, our advice is that Listed Building Consent will **not** be required, but given the nature of the SAM listing, any works to the casemates at all will require SAM consent, which will need to be submitted to Historic England directly.

This is similar to a listed building consent, in that it will require a pack of detailed drawings, specifically addressing every detail of the proposed works, most notably, anything that is physically attached to, or altering the appearance of the original buildings.

We would therefore apply for a change of use with a detailed drawing pack, as one application for the works and the change of use within a single application to Historic England. Holloway Architects are engaged and transport and heritage reports have been completed as well as an ecology inspection. DPP and Urban Counsel are instructed to work up the application.

The proposed works are light touch with little intervention save for essential items such as disabled access and signage.

2.10. Scheme dependencies:

Planning and Listed Building consents are the key dependencies. Planning is intended to commence in Q1 2022 with the Getting Building Fund grant by March enabling a start on site in Q2 2022 with delivery in Q3 2022. Discussions are currently ongoing with Historic England. Occupiers are allocated to each of the casemates and in parallel tenancies would be put in place.

The Council and Historic England are part of ongoing discussions regarding the proposed scheme. The Dover City Council is fully supportive of the scheme and aware of the delivery timeline constraints. Given that the proposed works are light touch save for essential items, such as disabled access, these dependencies do not pose a significant risk to the delivery of the scheme.

At a meeting on 10 January 2022, The Dover Citadel team presented the outline masterplan for the future development of Dover Citadel, and the details of the Stage 1 casemates project – ‘Casemates 51 and 52’ - for which a grant application has been submitted to SELEP’s Get Building Fund. The notes from the meeting are presented below. See Appendix I for details:

Lois Jarrett, on behalf of Dover District Council as local planning authority, confirmed that the principle of the proposed initial uses, due to their small scale, was likely to be acceptable. The anticipated traffic movements appeared to be within the capacity of the road network according to the TA but that would be a matter for KCC as Highway Authority and she was seeking their advice. The PA would need to contain a Planning statement that dealt with NPPF issues such as impact on the TC. She confirmed that the planning application was unlikely to raise objections and so need to be reported to planning committee and could be dealt with under delegated planning powers. At present it was unclear what works in addition to the COU were required but the majority

of issues arising from this would fall to be considered under the SMC and not planning application. DDC would welcome involvement in this once a schedule of works was clear. The significance of the casemates was recognised.

The site sits within the Dover Western Heights Conservation Area, but LJ and AB felt that the implications of this are congruent with those of the SAM.

Historic England (HE) representatives were supportive of the proposals for the casemates in principle. They referred specifically to the generally sustainable nature of the combination of uses proposed and were appreciative of the light touch approach adopted, with minimal intervention in the historic spaces, emphasis on repair, redecoration and like-for-like replacement. They advised that a full specification of works will help to determine what works could be carried out without express consent and what would need to be itemised and detailed in a formal application.

They confirmed that the standard timescale for SMC was 90 days, and that a submission as soon as possible would help them to ensure a formal response from DCMS within the timescale of required by the conditions of the grant. The period of determination might be reduced if the specification of works was entirely clear and intervention kept to a minimum.

Historic England are allowed (for most applications) 42 days in which to provide advice to The Department for Digital, Culture, Media & Sport (DCMS). DCMS should then determine applications within another 10 days. However, more complex applications can sometimes take longer, in which case HE is allowed up to 13 weeks (91 days). If we can discuss your proposal further during the pre-application stage, and you then submit a suitably detailed application, we would expect it to be determined within the usual 52 day timescale.

They emphasised the importance of the setting the project within the context of a strategy for the wider site and were pleased to see this addressed in the emerging masterplan for the Citadel as a whole. While this requires substantial further work in evaluation and justification of the impact on elements of historic significance, they were generally comfortable with the logic of bringing forward the Casemates as the first stage in securing the future of the Citadel.

2.11. Expected benefits:

Building on the earlier analysis in the Strategic Case, the key benefits of the scheme are:

- Music, arts and culture
- Creative employment and business opportunities
- 17 gross additional employment and with additional opportunities for up to trainees and apprenticeships
- The birth of a new vibrant community at Techfort – The Citadel
- A new contribution of beneficial economic activity in 10,890 sq ft (1,012 sq m) of accommodation.
- Public access to 5 acres of site

2.12. Key risks:

The risks relate to the performance of the occupiers, the building out of the refurbishment and planning.

| Ref | Risk | Mitigation | Risk Owner |
|-----|---|---|-----------------|
| 1 | GBF grant does not receive final approval | Engagement with SELEP and DDC | Scheme promoter |
| 2 | Lack of demand for accommodation | Occupiers already identified | Scheme promoter |
| 3 | Weaker than expected public interest | Active promotion to release pent up interest in The Citadel | Scheme promoter |
| 4 | Continued Covid restrictions limit ability to operate | Adaptation of opening schedule | Scheme promoter |
| 5 | Capital costs exceed budget | Client contingencies in place | Scheme promoter |
| 6 | Stakeholder awareness | Consultation with music, film and arts ongoing | Scheme promoter |
| 7 | Planning and listed building consent | Tripartite discussions over the last 12 months have aligned interests and both Dover District Council and Heritage England support the aims but process and detail will need to be approved. Meeting held on 10 th January 2022 confirms the timelines. See Appendix I for details and updated section 2.10 above. | Scheme promoter |

3. ECONOMIC CASE

3.1. Options assessment:

The following section describes the options considered to bring the South West Casemates at The Citadel (which are currently redundant) into beneficial economic use. This development is envisioned to have a catalytic impact on the wider redevelopment plans for the Citadel site. The proposed redevelopment option of the casemates aims to:

- Create arts and culture destination within Dover
- Create a community infrastructure built around shared workspace and culture.
- Create flexible and adaptable accommodation
- Undertake a program that is deliverable and appropriate to the conservation and improvement of a valuable heritage asset within the region.
- Provide public access to the Heritage site with organised tours, food and drink and toilet facilities on site.

Casemate redevelopment options – The Long list

A range of different uses were considered as part of a long listing of options for the redevelopment of the casements to explore value for money and the most effective way of meeting the SMART objectives. The options were constrained to alternative uses for the casements. They were:

- Multifunctional Gallery which is also a venue for art auctions, fashion shows, local festivals, talks and events
- Shared workspace
- Creative workspace/ workshop
- Educational space for training and talks and events
- Music Recording Studio
- Market place with creative pods for makers to showcase and sell
- Family focused activity space such as laser quests and VR games
- Indoor cinema
- Redevelopment of the entire citadel

The shared workspace, family focused activity space and indoor cinema were not considered at this stage as these activities are best targeted for development within next stage of the masterplan, once the initial footfall to the site is established through the development of the casemates. Also, based on ongoing discussions with potential tenant such as the 'The Wrong End of Town' it was established that a gallery and market space can cater to a wide range of the above activity options when designed as a multi-functional space.

Options Appraisal and Shortlisting

The following four development options were considered as part of the options appraisal process which were tested against the SMART strategic objectives of the overall scheme and constrained by the available SELEP funds.

| Option | Headline Description | Implications | Conclusion |
|---|--|---|---|
| Option 1 Development of casemates 51, 52, 53 and 54 | Development of four casemates to include gallery, market, recording studio and business tech space and food retail | Market testing for the various development options are currently in progress. The business workspace will need significant more investment for development. | The development of the further two casemates will be a better as a phased option once the initial development attracts footfall on site. SELEP funding will not be sufficient for the development of four casemates and leveraging private sector funding will lead to further delays. The development of 4 casemates as opposed to 2 would be more expensive and risk under delivery not least as the proposed tenant is not as yet confirmed and the do nothing approach would lead to further deterioration of The Citadel. |
| Option 2 Development of casemates 51 and 52 | Development to include gallery, market, recording studio and workshop with food facilities | Sufficient interest and support from occupiers and capital cost in line with funding support from SELEP and private contribution. | The development option will generate footfall on site and open the site to public by September 2022 which will have catalytic impacts on further phases. The increased footfall and anchor |

| | | | |
|---|---|---|--|
| | | | <p>tenants within the restored casemates will help generate the market interest required to further leverage private sector investment for the critical restoration works within the wider site.</p> <p>This is the Preferred Option</p> |
| <p>Option 3 – Do Maximum Comprehensive redevelopment of The Citadel itself</p> | <p>For letting to commercial occupiers</p> | <p>Financially unviable at this stage as needs significant amount of capital investment to be leveraged from the private sector. This is part of the overall masterplan for the site but cannot be implemented immediately.</p> | <p>This option is unviable at this stage of development and can only be considered once the private sector funding has been leveraged as part of the masterplan. This is likely to take about 2- 3 years before any development can be initiated on site. This presents risks that the heritage assess on site which requires urgent restoration may be destroyed due to the delays.</p> |
| <p>Option 4 Do nothing</p> | <p>The Heritage assets that needs urgent restoration works will further dilapidate and does not open the site to public</p> | <p>Continued dilapidation and decay of the assets increasing future remedial costs.</p> | <p>This option puts the entire site with valuable heritage assets at risk until further funds are leveraged for redevelopment.</p> |

Do nothing option:

Non-intervention will lead to further deterioration of the ancient monument with intrusion, graffiti and degradation likely to create a negative impact on The Western Heights. The site is currently subject to intrusion and antisocial activity which is likely to increase with further with more dilapidation and will impact more widely on the area and the Dover region.

3.2. The Preferred Option

Seeking alternative funding is the preferred option and only option on the basis that it will:

- This will help open up a valuable Heritage site to the public by September 2022
- Deliver a cultural destination for local creative businesses
- Deliver the attraction that can become a culture and creative hub
- Avoids considerable sunk costs from the project not delivering the objectives; and
- Delivers on regional aspirations

The promoter is focused on delivery and the selected option is the most secure in delivery terms. The promoter remains eager to expand the footprint of development but the initial catalyst is required to commence.

3.3. Assessment Approach:

The casemates (referred to as the Project) will be a restored heritage asset that will house a range of arts, heritage, culture and learning facilities in a unique environment. The following tables provides breakdown of use by area (sqm) within the redeveloped facility.

| | Area (sq. m) |
|---|--------------|
| Gallery, Market and Creative Workshop | |
| <i>Gallery, market and creative industry workshop</i> | 476 |
| Recording studio and food retail | |
| <i>Recording Studio and food retail</i> | 509 |
| Support facilities | |
| <i>Other support facilities</i> | 27 |
| Total | 1,012 |

The site is currently non-functioning and closed to public

The redevelopment creates 1,012 sqm of new space for the gallery, recording studio and creative industries and opens the site for public visit by September 2022. The redevelopment prevents further dilapidation of heritage assets until funds are leveraged for redevelopment (Reference Case).

The Project will be a redeveloped facility that will be an important cultural and heritage landmark in the town that will:

- Attract more than 3,000 visitors per annum who will access the public realm created as a result of the scheme.
- Create 57sq m of courtyard space(public realm/ community use) in front of casemates as part of the scheme
- Employ an additional 17² full time equivalent staff gallery, workshop, recording studio and market.
- Offer adult education courses
- Provide a café and toilet facilities
- Provide access to 5 acre of heritage site

Quantitative Assessment approach methodology

The quantitative assessment approach adopted for the scheme as part of the Economic Appraisal is based on net additional job creation and their associated GVA impact to the regional economy, heritage and wellbeing impacts. We understand that the Green Book 2020 refers to the economic appraisal methodology within the CLG 2016 guidance which is based on Land Value Uplift achieved as a result of a scheme. The rationale for using the employment impact based approach is the following:

- The unique scheme is the redevelopment and restoration of 1,012 sq m of Casemates (just 0.1ha) and is part of The Citadel which comprises 33 acres with over 220,000 sq ft of existing space formed from several different portions of the Western Heights area. Accurate, disaggregated land value estimates that will inform an accurate uplift will be difficult, need a detailed assessment and are not proportionate for a scheme of this size.
- The market and gallery space is aimed at local small businesses and activities proposed have a regional job creation impact including training and apprenticeship opportunities.
- The development of the casemates as anchor use and opening up the site to public will have a positive uplift impact on the rest of the site. Due to the varying condition of the heritage assets within the site, estimation of this positive land value uplift will be complex and require detailed assessment.

However, economic appraisal using the Land Value Uplift method using basic assumption and available evidence has been tested and the results are included within section 3.9.

Quantitative impacts

The Project has the following three main components which will inform the quantitative assessment approach:

- **The gallery, market and recording studio employment:** The additional jobs created as a result of the redevelopment and the resulting Gross Value Added effects within the economy.
- **The gallery and market:** the enhanced space and visitor experience within the redeveloped facility will result in site opening up to visitors. The wellbeing value

² Gross additional employment generated in Full Time Equivalent
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associated with the art and culture the Project forms part of the quantitative analysis.

- **Heritage benefits:** The redevelopment results in landmark heritage assets becoming accessible to public and opens up 5 acres of the site for visitors. The monetised value of this Heritage benefit has been included within the quantitative analysis.

Qualitative impacts

The Project is a centre that promotes arts, culture and learning. It is a destination that is anticipated to attract more than 3,000 visitors per annum³ which will have long term direct and indirect impacts on the local and wider economy.

The qualitative impacts include the following:

- **Visitor economy:** The Project will host temporary events and exhibitions related to arts, culture and heritage. The increased footfall will result in direct, indirect and induced spending within the local economy.
- **Arts and Culture:** Arts and culture related experiences and learning activities from the site will be available to adults and secondary and primary school pupils. This will result in wellbeing impacts of culture for the wider population. (See 3.6 Benefits for further details)
- **Health and Education Impacts:** Attending cultural events is proven to have both health on audience and education impacts on children attending. (See 3.7 Benefits for further details)

3.4. Economic appraisal assumptions:

The table below presents the key appraisal assumptions, rationale and the sources.

| Appraisal Assumptions | Details | Source |
|-------------------------|---|--|
| Discounting | 3.5% | The Green Book 2020 guidance |
| Appraisal period | 10 year period from first year of re-opening currently proposed September 2022 as per programme | The Green Book 2020 guidance |
| Deadweight | Zero. The site was not being used prior to proposed redevelopment. | |
| Leakage | 2% leakage 98% of people working in Dover live within SELEP area | Office of National Statistics: WU01EW - Location of usual residence and place of work (MSOA level) ,2011 census data extracted in September 2021 |

³ Source: Estimated based on two tours every weekend with potential operators with up to 30 person attending each tour

| | | |
|---------------------------|--|--|
| Displacement | Employment: Low Displacement: 25% as the development presents a unique mix of cultural and commercial use within a setting that is currently closed to public. The operators interested to use this space see it as part of their expansion plans(See letters of support in Appendix C) | Homes and Communities Agency Additionality guide. Ready reckoner (2014). |
| Substitution | 0% as no activity within the proposed scheme is replacing current activity to take advantage of the public sector assistance. The operators interested to use this space see it as part of their expansion plans(See letters of support in Appendix C) | Homes and Communities Agency Additionality guide. Ready reckoner (2014). |
| Multipliers | Job multipliers have not been applied to net job estimates to avoid over estimation of benefits. | Homes and Communities Agency Additionality guide. Ready reckoner (2014). |
| Employment Density | An average density of 40 square metres per FTE employee. This is based on conservative assumptions for the of Marker and Studio space (15-40 sqm) and visitor and cultural attractions (30-300 sqm) | Homes and Communities Agency Employment Density Guide |

| | | |
|---------------------------|---|--|
| Optimism Bias | 51% Non-standard building The OB guidance for Capital interventions for non-standard building is 4%- 51%. 50% OB has been applied the intervention involves restoration of listed assets and hence a conservative OB assumption has been applied. | Supplementary Green Book guidance- Optimism Bias, 2013 |
| Present value year | 2021 | |

3.5. Costs:

The overall capital cost of the Project is £1.260 million. The following table provides the breakdown of funding secured and the requested SELEP funding support of £1.009 million that will be required for the fit out and completion of project for the anticipated opening in September 2022. Appendix D provides details of the cost and the contingency assumptions.

| Funding source | Amount (£) | Constraints, dependencies or risks and mitigation |
|----------------------------|-------------------|--|
| Dover Citadel Limited | £251,417 | Secured |
| SELEP | £1,009,000 | Unsecured |
| Total project value | £1,260,417 | |

3.6. Benefits:

Initial Benefits:

The following are the benefits that have been used within the Initial Benefits calculation for the project:

1. Gross Value Added – Additional Employment

The redevelopment will result in 1,012 sq m of additional gallery, recording studio, workshop and market space. Based on a low employment density of 40 sq m per employee (FTE), an additional 17 jobs will be created as a result of the redevelopment. It must be noted that the redeveloped facility is envisioned to host a large number of public events and exhibitions and also includes café space and outdoor areas which will contribute towards the job creation. Based on average Gross Value Added per FTE of

£43,750 for Dover within recreation sector over 10 year appraisal period results in £5.56 million (present value) in benefits.

Adjusted Benefits:

1. Heritage Impacts

Historic buildings deliver a public benefit to those who visit, want to use them, and want to preserve the cultural heritage for future generations. The **Dover Citadel Heritage Appraisal** confirms the history of the Casemates and the associated heritage value (See Appendix B).

The heritage benefits associated with the development have been quantified using research for NESTA by Lawton et al (2018) *The Economic Value of Heritage: A Benefit Transfer Study*. The study measures a one-off donation on behalf of a resident household to reduce the damage caused by climate change, improve the maintenance and conservation of the historic buildings in the city, and reduce the risk of irreparable damage and closure of those buildings currently open to the public. The estimated benefit is £9.63 per household (uplifted to £10.41 in current prices) and has been applied to the existing 45,700 households in Dover. The benefits are assumed to occur as a one-off impact once operational and open to public in September 2022 and amount to £475,958.

2. Wellbeing impacts of Arts Participation benefits (audience)

The assessment adopted the HMT Green Book (2020) recommended approach to wellbeing valuation, following the research for DCMS by Fujiwara (2014a) *Quantifying and Valuing the Wellbeing Impacts of Culture and Sport*. The research for DCMS (Fujiwara, 2014a) finds that arts engagement is associated with higher wellbeing and provides an estimate of £1,084 per person per year for individuals participating in arts activities including dance, music, crafts and art. The monetary wellbeing value shows the increase in income that would be required to result in the same wellbeing increase. The event hosted on site in October 2021 resulted in 2,000 visitors and the letter of support from potential operators indicate various events and activities that will attract significant footfall.

A conservative estimate of 500 visitors per annum has been assumed for the purposes of analysis. The number of visitors is adjusted for deadweight (20%) as a precautionary measure to allow for the possibility that some individuals are already engaging arts participation, deriving their wellbeing elsewhere. A low displacement of 25% is applied to the value given no comparable uses currently exist in Dover.

The benefit is considered to accrue for 10 years is £4,388,850.

3.7. Local impact:

In addition to the benefits described above, the Project has the potential to create the following local economic impacts listed below. It must be noted that the impacts listed below has not been quantified and included within the BCR. The monetised value head person has been included to indicate the potential impact the Project can have on the local and wider economy:

1. **Local Job creation and local businesses benefits:** The redeveloped facility is anticipated to host a large numbers of events and exhibitions related to local arts, culture and heritage. This will result in some additional local job creation and apprenticeships as well as benefits to the local business community through positive supply chain effects. The resulting positive benefits are currently not included within the BCR calculations.
2. **Education Benefits of Arts Participation -Lifetime Earnings Premium**
The project will be hosting various events for children. Research for DCMS (Fujiwara, 2014b) suggests that children participating in arts are 14.1% more likely to report an intention to go on to further education. Further education is associated with additional lifetime earnings, and the estimated increase in lifetime earnings as a result of participation in arts is £56,400. The resulting positive benefits are currently not included within the BCR calculations. The exact number of schools and children participating in the activities is currently unknown. The Letter of Support from Astor Secondary school (Appendix C) confirms the opportunity. The letter of intent from the potential tenant The wrong end of Town (Appendix C) indicates 1,560 learners per year for classic education and 1,040 leaners for craft classes.
3. **Health Impact - NHS Costs Savings from Arts Participation**
Attending cultural events as an audience member (such as cinemas, theatres and exhibitions) drives further societal benefits by improving an individual's health. The methodology to calculate this benefit follows the also follows research for DCMS by Fujiwara (2014b). This suggests that individuals who attend cultural events report improved health outcomes. The improved health effects produces social benefits and is associated with an estimated NHS cost saving of £37.42 per person per year. The resulting positive benefits are currently not included within the BCR calculations.

3.8. Economic appraisal results:

The following table provides details of the appraisal results. The benefit to cost ratio model can be found in Appendix F. Options analysis

| | DCLG Appraisal Sections | Preferred Option | Option 2 relative to status quo (Do Minimum) |
|----------|---|-------------------------|---|
| A | Present Value Benefits [based on Green Book principles and Green Book Supplementary and Departmental Guidance (£m)] | £5.56 m | Not Applicable |
| B | Present Value Costs (£m) | £1.009 m | Not Applicable |
| C | Present Value of other quantified impacts (£m) | £4.86 m | Not Applicable |
| D | Net Present Public Value (£m) [A-B+C] | £9.411 m | Not Applicable |

| | | | |
|----------|--|--|----------------|
| E | 'Initial' Benefit-Cost Ratio [A/B] including Optimism Bias | 3.65 | Not Applicable |
| F | 'Adjusted' Benefit Cost Ration [(A+C)/B] including Optimism Bias | 6.84 | Not Applicable |
| G | Significant Non-monetised Impacts | <p><i>Wellbeing impacts and other local impacts include:</i></p> <p><i>2. Local Job creation and local businesses benefits</i></p> <p><i>3. Education Benefits of Arts Participation - Lifetime Earnings Premium</i></p> <p><i>4. Health Impact - NHS Costs Savings from Arts Participation</i></p> <p><i>See section 1.7 above for details</i></p> | |
| H | Value for Money (VfM) Category | <p><i>The Project is a cultural facility with potential to create positive wellbeing impacts which will continue to deliver benefits beyond the assumed 10 year appraisal period.</i></p> <p><i>The initial BCR of 3.65 denotes High Value for Money.</i></p> <p><i>The adjusted BCR of over 10 presents High Value for Money and indicates the local and wider benefits that are associated with the Project.</i></p> <p><i>In addition to the above, the analysis presented within the local economic impact section 1.7 above indicates significant non – monetised benefits.</i></p> | |
| I | Switching Values & Rationale for VfM Category | <p><i>The BCR presented above includes an Optimism Bias of 51%. A high OB has been assumed for non -standard building construction to account for risks associated with heritage aspect of the project.</i></p> <p><i>As part of sensitivity testing the BCR is tested with 25% lower employment creation and visitors This results in an initial BCR of 2.74 which denotes High Value for Money and adjusted BCR of 5.93 which represents High Value for Money.</i></p> | |
| J | DCLG Financial Cost (£m) | | |
| K | Risks | The project is in planning stages and tendered quotes for the fit - out has been | |

| | | | |
|----------|--------------|--|--|
| | | received. The necessary contingency provision has been included within the cost to completion. Dover Citadel Limited will be the risk owner for any cost overruns. | |
| L | Other Issues | | |

3.9. Sensitivity Testing

The BCR presented above has been tested for 25% and 50% lower employment and visitor number scenarios. The initial and adjusted BCR for the two scenarios are presented below:

| Scenario | Initial BCR | Adjusted BCR. |
|----------------------------------|-------------|---------------|
| 25% less employment and visitors | 2.74 | 5.21 |
| 50% less employment and visitors | 1.83 | 3.58 |

As mentioned in Section 3.3 above, the Land Value uplift approach of economic appraisal has also been undertaken as part of the assessment.

The summary results are presented in the table below. The Gross Development Value is estimated based on the £10 per sq ft rent assumption. The existing land value has been assumed to be zero as the site is casement that is part of a wider 33 acre site with several other Heritage assets that need restoration and is currently closed. A high Additionality factor of 75% has been assumed as the site is currently closed and the intervention presents a mix of activities in a unique setting. It must be noted that there will be a positive land value impact on the remaining site and surroundings as a result of this intervention which will contribute towards a higher initial BCR. However this will involve detailed valuation and has not been included as part of this assessment due to time constraints.

The Heritage Benefits and Art and Culture Participation Benefit is considered as external benefits that can be included within the adjusted BCR.

| | |
|---|-----------|
| Gross Development Value | 1,260,417 |
| Total Cost(Development cost including fee) | 630,474 |
| Developer Profit | 210,070 |
| New Land Value (Post Development) | 419,873 |
| Gross Land Value Uplift | 419,872 |
| Additionality | 75% |

| | |
|---|-----------|
| Net Land Value Uplift | 314,904 |
| Heritage Benefits | 475,958 |
| Total Arts and Culture Participation Benefits | 3,291,638 |
| Initial BCR | 0.21 |
| Adjusted BCR | 2.75 |

4. COMMERCIAL CASE

The commercial case determines whether the scheme is commercially viable and will result in a viable procurement and well-structured deal. It sets out the planning and management of the procurement process, contractual arrangements, and the allocation of risk in each of the design, build, funding, and operational phases.

4.1. Procurement options:

Quartz Project Services Limited work closely with Holloway Architects and are instructed to run the procurement process balancing competitive tendering with desired delivery dates. Their brief extends to sustainability, BREEAM and energy efficient MEP Design Consultancy.

Following an initial meeting on the 7th October 2021 further direct engagement is ongoing in conjunction with Holloway Architects who have produced the Vision.

4.2. Preferred procurement and contracting strategy:

Contractors – Sanris contractors were engaged in June 2021 to review the proposed works and the specification will be refined with Drees & Sommer who will then run the process to ensure best practice and best value aims are met.

4.3. Procurement experience:

Quartz Project Services Limited www.quartzprojectservices.com have a dedicated team of Project Managers, Quantity Surveyors and Building Surveyors Their offices are in Dover Street, London and a list of recent comparable projects is available on request.

4.4. Competition issues:

A tender process is proposed recognising the current shortage of capacity and labour may limit the process. Nonetheless the market is competitive with a large number of contractors and sub-contractors capable of undertaking the project.

4.5. Human resources issues:

Relationships with experienced service providers such as WSP who have already undertaken the transport analysis (Appendix H- Transport Advice Note October 2021) are in place and we can rely on relationships such as these. Capacity and covid issues may arise but we expect sufficient providers to be able to navigate any such issues that arise.

4.6. Risks and mitigation:

Specify the allocation of commercial risks (e.g. delivery body, federated area, scheme promoters) and describe how risk is transferred between parties, ensuring this is consistent with the cost estimate and Risk Management Strategy in the Management Case; max. 1 page.]

| Project Risk Register | | | |
|-----------------------|---|--|-----------------|
| no | Risk | Mitigation | Risk Owner |
| 1 | Historic England | Working closely with Historic England | Scheme Promoter |
| 2 | Risings costs due to; covid-19 costs, construction costs, materials costs | Robust process for procurement to ensure best value while ensuring quality. | Scheme Promoter |
| 3 | Take-up of space falls below expectation | Market research undertaken and the impacts associated with covid-19 that the business case is robust. Sufficient tenant demand has been secured with letters of intent with a strong market launch also working with a BBC documentary to maximise exposure. | Scheme Promoter |
| 4 | Tendered costs being higher | A 50% optimism bias has been included | Scheme Promoter |
| 5 | A lack of tenders | Drees & Sommer are well connected and we have a track record with Sanris who have already expressed interest. | Scheme Promoter |

| | | | |
|---|-------------------------------|---|--------------------------------|
| 6 | Material supply issues/delays | The works are limited and materials are relatively standard save that windows may need to be bespoke. However, we have a number of local joinery firms that are well disposed and well known to us. | Scheme Promoter and contractor |
| 7 | Impact of Covid-19 | A flexible and compliant approach will be adopted | Scheme Promoter |

4.7. Maximising social value:

Construction and refurbishment

Achieving social value through procurement is our objective as part of our procurement strategy, in line with the Social Value Act. We will seek proposals from prospective main contractors to deliver social value over and above the benefits of the scheme itself. This may include opportunities in recruiting local labour, especially among disadvantaged groups. We aim to support as much as the local community as possible.

Hub of creativity and education

Beyond the physical build itself, there are many opportunities for us to deliver social value through operation of the hub. Opportunities for additional social value are illustrated in Appendix C – Letters of support. The opportunities may include:

- Engagement with voluntary and community sector organisations as part of the project.
- Delivering educational and learning programs with our educational partners, especially engaging disadvantaged communities who may not usually have opportunities working with such a diverse range on site partners.
- Having a hub with entrepreneurs will further promote local and aspiring entrepreneurs that may not usually be exposed by these individuals. Having a site of creativity will create a rounded and supportive environment.
- Opportunities for work experience within the creative hub and gallery space with an opportunity for a diverse range of creatives and entrepreneurs locally and nationally.

5. FINANCIAL CASE

5.1. Total project value and funding sources:

Capital

The total capital value of the project is £1,260,417 to be funded by the Getting Building Fund (subject to approval) and by Dover Citadel Ltd as our contribution.

Revenue

Getting Building Fund is sought for the capital element of the project only. However, delivery of the project after completion will incur revenue costs including rates once occupied and services costs.

5.2. SELEP funding request, including type (LGF, GPF, GBF etc.):

The project requests the Getting Building Fund grant of £1,009,000.

5.3. Costs by type:

Capital Costs

The cost of capital build is broken down in the table below. Costs are based estimates by Quartz Project Services Limited. See Appendix I for details.

There are no sunk costs included

THE CITADEL, DOVER FEASIBILITY COST PLAN

SECTION 3.0 - ELEMENTAL SUMMARY

| GROSS INTERNAL AREA (GIA) | | | <u>m²</u> 956 | <u>ft²</u> 10,290 | |
|---------------------------------------|--|-----------------------|-----------------------------|---------------------------------|---------------|
| | | Total Cost (£) | £/m² | £ / ft² | % |
| 3.1 | Typical Casemate Breakdown | 284,582 | 297.67 | 27.64 | 47.00% |
| 1.1 | Site Clearance | 2,800 | 2.93 | 0.27 | 0% |
| 1.2 | Internal Works | 47,250 | 49.42 | 4.59 | 8% |
| 1.3 | Glazing | 29,600 | 30.96 | 2.88 | 5% |
| 1.4 | Fixtures and Fittings | 26,800 | 28.03 | 2.60 | 4% |
| 1.5 | Casemates Fit Out | 16,100 | 16.84 | 1.56 | 3% |
| 1.6 | MEP | 20,705 | 21.66 | 2.01 | 3% |
| 1.7 | Roofing and Exterior Casemates Work | 53,301 | 55.75 | 5.18 | 9% |
| 1.8 | External Works | 88,026 | 92.08 | 8.55 | 15% |
| SUB-TOTAL FOR 1 CASEMATE | | 284,582 | 298 | 28 | 47% |
| SUB-TOTAL FOR 2 CASEMATE | | 569,164 | 595 | 55 | 95% |
| 4 | Main Contractors Preliminaries and OH&P | 0 | 0.00 | 0.00 | 0% |
| 4.1 | Preliminaries 0.00% | Included | | | |
| 4.2 | Overheads & Profit 0.00% | Included | | | |
| 4.3 | Design fees 0.00% | Excluded | | | |
| 4.4 | Main Contractor's Risk 0.00% | Excluded | | | |
| TOTAL: BUILDING WORKS ESTIMATE | | 569,164 | 595 | 55 | 95% |
| 5 | Contingencies | 28,458 | 29.77 | 2.77 | 5% |
| 5.1 | Contingencies 5.00% | 28,458 | 29.77 | 2.77 | 5% |
| TOTAL: BUILDING WORKS ESTIMATE | | 597,622 | 625 | 58 | 100% |

0% inflation and 5% contingency is included within the contractor works. See Appendix D2 for details.

There are no overhead and uplift costs included in the costs above.

Optimism bias has not been included in the Financial Case.

Any costs in excess of those set out above will be borne by Dover Citadel Ltd.

Revenue Costs

Longer-term operational costs are profiled over ten years for the creative and educational hub.

Income is based in tenancy agreements and for rental of the gallery and marketplace and art sales with surplus from the food and beverage operations.

There may be further opportunities as the site is rented out as a filming location and these spaces can be used as extended space for when the crew set up on site.

The operating costs will fall to the tenant including an inflation linked estate charge. The estate charges will cover the appropriate proportion of the cost of site maintenance. Based on market data this is assumed to be £1-£2 per sq ft which is circa £10,000-£20,000 per annum.

5.4. Quantitative risk assessment (QRA):

Unit Costs

Capital unit costs are based on the cost work plan.

Quantitative Risk Assessment

Risks on the capital phase are considered low at this stage. Reflecting this we have adjusted total construction costs by 10%.

Funding profile (capital and non-capital):

Given the need to ensure full Getting Building Fund Spend by the end of Q3 2022 there is no flexibility in this funding profile.

As set out in the funding profile any cost overrun in addition to the £1,260,417 estimated capital cost, will be funded by Dover Citadel Ltd.

| | Expenditure Forecast | | |
|----------------------------------|-----------------------------|-----------------------|-----------------------|
| Funding source | 22/23 £000 | 23/24 £000 | 24/25 £000 |
| Capital source DCL Ltd. | £251,417 | | |
| Capital source GBF | £1,009,000 | | |
| Non-capital source DCL Ltd | | | |
| Total funding requirement | £1,260,417 | | |

5.5. Funding commitment:

A funding commitment from Dover Citadel Ltd statement is attached in Appendix G

5.6. Risk and constraints:

The main risks identified in the Risk Register that will have a bearing on the Financial Case are summarised in the table below:

| No | Risk | Mitigation | Risk Owner |
|----|--|--|-----------------|
| 1 | GBF funding is not approved | Engagement with consultants recommended by KCC have taken place to ensure the full business case meets the required standard. | Scheme promoter |
| 2 | Costs overruns due to delays | Experienced project management within the team of Dover Citadel Ltd and risks mitigated through design and build contract. | Scheme promoter |
| 3 | Covid-19 restrictions reduce event/gallery viability | Potential to reduce staff requirements (and therefore costs) in the short term if restrictions persist. | Scheme promoter |
| 4 | Weaker than anticipated demand impacts on revenue | Active engagement with local artists groups and independent/freelance artists to drive demand. Strong marketing in place along with a BBC documentary to give national coverage. | Scheme promoter |
| 5 | Historic England delaying construction | Early engagement with Historic England has taken place to ensure we have early approvals with a detailed scope of works with a heritage statement prepared by specialist heritage consultants. | Scheme promoter |

6. MANAGEMENT CASE

6.1. Governance:

Capital Delivery

Key Roles

The project sponsors are David de Min, Simon Heilpern and Nigel Heilpern, who are all partners in Dover Citadel Ltd.

Project Governance

A team has been established to oversee the delivery of the project. This consists of:

- Simon Heilpern - Project director
- David de Min - Project director
- Nigel Heilpern - Finance manager
- Michael de Min - Construction & facilities manager
- Stacey Hall - Community & cultural manager
- Liam Smith - Media & content manager

Project Directors as defined will be responsible for reporting and governance. Periodic Board meetings will be held and minutes will be recorded.

Ongoing Management

Once complete, the creative and educational hub will be managed by the team reporting to the directors. The community and cultural manager will be responsible for developing monthly programmes for events and activities. The community and cultural manager will also be responsible for maximising income for the hub while raising the profile drive exposure increasing footfall.

Service charges will be included in the revenue costs for the creative hub, contributing to the ongoing maintenance and quality of the hub at The Citadel.

6.2. Approvals and escalation procedures:

Approvals and escalation procedures reflect the governance structure outlined above. Operational management of the project will be the responsibility of the project directors.

6.3. Contract management:

The project management and governance processes set out in section 6.1 above will be used to ensure that project outputs are delivered to scope, timescale and quality.

6.4. Key stakeholders:

The key stakeholders include:

- Dover District Council, Kent County Council, Historic England
- Dover Arts Development Company (DAD) and other arts and cultural organisations.
- Individual artists and potential exhibitors of the gallery
- Potential tenants such as The Wrong End of Town Ltd., I- Ten Records, Which EV, Tech nation
- Schools and Universities in Kent

Engagement

Engagement on the concept has taken place with multiple tech companies, art organisations and Schools/Universities.

Dover Arts Development (DAD) Company is funded by the Arts Council England and has a strong network of collaborators that has fully backed our proposals. DAD organised an introductory pilot event at the Citadel, co-hosted with scheme promoters introducing 40 artists to the site in October 2021. This event created a huge interest in this unexplored and until very recently off limits to the public site evidencing the demand among creative practitioners for exciting spaces. See Appendix C for further details.

Strong support has also been received from Dover District Council, Historic England.

The Wrong End of Town Ltd is based in Dover and is looking to expand into the Casemates at The Citadel who also have strong network amongst market operators and galleries and indeed intend to train a number of apprentices in their workshop and in the market. See details of the proposal within Appendix C.

Discussions with a recording studio I – Ten are ongoing. Potential tenants such as Which EV and Tech nation have also expressed interest in the overall development opportunity.

Regular updates on stakeholder management will be covered within the Board meetings.

See letters of support within Appendix C

6.5. Equality Impact:

On a positive outcome of the grant, a detailed Equality Impact Assessment will be undertaken within our next scope of work to formalise our business case.

While we note the importance of the Equalities Impact Assessment, the scheme is unlikely to have any negative impacts in relation to any defined Protected Characteristics, and is likely to have positive impacts overall. It should be noted that there is scope within the operation of the hub to include promotion of artists and

entrepreneurs within the under-represented or disadvantaged groups and will be included within the hub.

6.6. Risk management strategy:

The risk register will be kept live and regularly updated by the project team, and will be used to form the basis for weekly discussions with the main contractor.

6.7. Work programme:

In summary the key milestones are:

- Acquisition of site – completed – September 2020
- Key stakeholder engagement and support- ongoing
- Scope of works – set out – a detailed specification to follow Jan 2022
- Design works – undertaken – Holloway architects on standby to complete Jan 2022
- Key reports undertaken (Highways assessment, heritage statement, ecology etc)
- Planning for change of use consent – January 2022
- GBF funding application - current
- Refurbishment contract awarded – intended Q1 2022
- Public launch of hub – Q3 2022
- Refurbishment completed – Q3 2022
- Hub opens with an event. – Q3/Q4 2022

Resource Issues

We are not anticipating any human resource issues that will significantly impact this project. Project management resources are in place, and the scheme is well advanced. The majority of resources to deliver the scheme will be externally procured, and the design and build approach substantially mitigates resource availability issues for the Council.

6.8. Previous project experience:

The management team has 85 years of collective experience within property from finance, project management and development.

Key Personnel

- Simon Heilpern MRICS – a chartered surveyor who has been active in investment and development in an advisory and direct capacity for over 35 years.
- Nigel Heilpern MA Cantab – a property and finance lawyer active in investment and development in an advisory and direct capacity for over 35 years
- David de Min is an experienced entrepreneur having owned many businesses in both property and technology sectors where his last company was backed by the Apple co-founder Steve Wozniak. He is also a passionate advocate for supporting entrepreneurs through his work with the Founders Institute where he advises

upcoming entrepreneurs.

Detailed CVs can be provided on request.

6.9. Monitoring and evaluation:
See completed table below

6.9 Logic Map

| Objectives | Inputs | Outputs | Outcomes | Impacts |
|--|---|--|---|--|
| <p>Redevelopment of Casemate creating 10,890 sq ft / 1012 sq m of commercial floor space by September 2022 and c.17 full time equivalent jobs which will address the following opportunities/problems.</p> <p>Problem / Opportunity 1 To arrest the decline and save the ancient monument</p> | <p>Getting Building Fund £1,009,000</p> <p>Matched Contributions Spend £250,000</p> | <p>Re-use of The Citadel as a unique historical asset to deliver local and national economic benefits and acting as a catalyst for the long term redevelopment as outlined in the Vision.</p> <p>Achieving the following areas of refurbished floorspace and uses:</p> <p>No 51:5,759 sq ft Recording studio and associated amenities</p> <p>No 52:5,131 sq ft Gallery, market, workshop</p> | <p>Employment Outcomes</p> <p>17 employees 5 Trainees</p> <p>A total of 10,890 sq m of space available for a mix of creative businesses</p> <p>Urgent restoration works to bring the heritage asset back in use by September 2022.</p> <p>Public access to 5 acre of the site Improved public realm for anticipated minimum of 3,000 visitors to the site</p> | <p><i>For schemes of £2m of funding or less:</i> -n/a</p> <p>Increase in the number of creative businesses in Dover</p> <p>Increase in Dover's cultural offer through the opening of The Citadel</p> <p>Increasing the potential for future investment at The Citadel</p> <p>Improved outlook for The Citadel at the Western Heights</p> <p>Educational opportunities for estimated 1,560 learners and art participation from an</p> |

| | | | | |
|---|--|--|--|--|
| <p>Problem / Opportunity 2 Support the reintroduction of vibrancy to The Citadel</p> <p>Problem / Opportunity 3 Embed creative and workspace activity and support new learning opportunities.</p> | | | | <p>estimated 1040 students</p> <p>Footfall and events with recent one on site attracting 2,000 visitors.</p> |
|---|--|--|--|--|

7. DECLARATIONS

| | |
|---|----|
| <i>Has any director/partner ever been disqualified from being a company director under the Company Directors Disqualification Act (1986) or ever been the proprietor, partner or director of a business that has been subject to an investigation (completed, current or pending) undertaken under the Companies, Financial Services or Banking Acts?</i> | No |
| <i>Has any director/partner ever been bankrupt or subject to an arrangement with creditors or ever been the proprietor, partner or director of a business subject to any formal insolvency procedure such as receivership, liquidation, or administration, or subject to an arrangement with its creditors</i> | No |
| <i>Has any director/partner ever been the proprietor, partner or director of a business that has been requested to repay a grant under any government scheme?</i> | No |

**If the answer is “yes” to any of these questions please give details on a separate sheet of paper of the person(s) and business(es) and details of the circumstances. This does not necessarily affect your chances of being awarded SELEP funding.*

I am content for information supplied here to be stored electronically, shared with the South East Local Enterprise Partnerships Independent Technical Evaluator, Steer, and other public sector bodies who may be involved in considering the business case.

I understand that a copy of the main Business Case document will be made available on the South East Local Enterprise Partnership website one month in advance of the funding decision by SELEP Accountability Board. The Business Case supporting appendices will not be uploaded onto the website. Redactions to the main Business Case document will only be acceptable where they fall within a category for exemption, as stated in Appendix G.

Where scheme promoters consider information to fall within the categories for exemption (stated in Appendix G) they should provide a separate version of the main Business Case document to SELEP 6 weeks in advance of the SELEP Accountability Board meeting at which the funding decision is being taken, which highlights the proposed Business Case redactions.

I understand that if I give information that is incorrect or incomplete, funding may be withheld or reclaimed and action taken against me. I declare that the information I have given on this form is correct and complete. Any expenditure defrayed in advance of project approval is at risk of not being reimbursed and all spend of Getting Building Fund must be compliant with the Grant Conditions.

I understand that any offer may be publicised by means of a press release giving brief details of the project and the grant amount.

| | |
|-------------------------------|------------------------------|
| <i>Signature of applicant</i> | |
| <i>Print full name</i> | <i>David de Min</i> |
| <i>Designation</i> | <i>Dover Citadel Limited</i> |

8. APPENDIX C – RISK MANAGEMENT STRATEGY

| Description of Risk | Likelihood of occurrence (Very Low/ Low/Med/ High/ Very High) (1/2/3/4/5) * | Impact (Very Low/ Low/ Med/ High/ Very High) (1/2/3/4/5) ** | Risk Rating | Risk Mitigation | Residual Likelihood/Impact Scores |
|---|---|---|---|--|-----------------------------------|
| | [e.g. Medium 3] | [e.g. Very Low 1] | [Likelihood of occurrence multiplied by Impact] | | |
| GBF grant does not receive final approval | Medium | High | Medium | Early engagement with SELEP | Medium |
| Lack of demand for workspace | Low | High | Low | Early engagement with tenants | Low |
| Capital cost exceed budget | Medium | High | Medium | Cost overruns will be to the freeholders account | Low |
| Continued Covid restrictions apply | Medium | Low | Medium | Adaption of opening schedule | Low |

* Likelihood of occurrence scale: Very Low (1) more than 1 chance in 1000; Low (2) more than 1 chance in 100; Medium (3) more than 1 chance in 50; High (4) more than 1 chance in 25; Very High (5) more than 1 chance in 10.

** Impact scale: Very Low (1) likely that impact could be resolved within 2 days; Low (2) potential for a few days' delay; Medium (3) potential for significant delay; High (4) potential for many weeks' delay; Very High (5) potential for many months' delay

Please note, not all sections of the table may require completion.

9. APPENDIX D – GANTT CHART

| Tasks | Start date | Finish date | 2022 | | | | | | | | | |
|--------------------------|------------|-------------|------|-----|-----|-----|-----|------|------|-----|------|-----|
| | | | Jan | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct |
| Initial designs complete | Sep-21 | Feb-22 | Y | Y | | | | | | | | |
| Planning | Jan-22 | Apr-22 | Y | Y | Y | Y | | | | | | |
| Procurement | Feb-22 | Apr-22 | | Y | Y | Y | | | | | | |
| GBF approval | Dec-21 | Feb-22 | Y | Y | | | | | | | | |
| Refurbishment works | May-22 | Aug-22 | | | | | Y | Y | Y | Y | | |
| Opening | | Sep-22 | | | | | | | | | Y | |

10. APPENDIX G - CATEGORIES OF EXEMPT INFORMATION

There is a clear public interest in publishing information and being open and transparent. But sometimes there is information which we can't publish because it would cause significant harm to the Council - for example by damaging a commercial deal or harming our position in a court case. Equally sometimes publishing information can harm someone who receives a service from us or one of our partners.

The law recognises this and allows us to place information in a confidential appendix if:

*(a) it falls within any of paragraphs 1 to 7 below; and
(b) in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.*

- 1. Information relating to any individual.*
- 2. Information which is likely to reveal the identity of an individual.*
- 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)*
- 4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.*
- 5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.*
- 6. Information which reveals that the authority proposes— (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.*
- 7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.*

Additional background information

Description of the fortress at The Citadel

Construction and Specification

The subject property comprises three separate parcels of land. The Citadel is a long strip of land of irregular shape. It lies in the centre of the site and is made up of the Officers Quarters, Mess Establishment, other institutional historical buildings and more recently a number of buildings developed by Her Majesty's Prison Service (HMPS).

It features a series of ditches, underground tunnels and casemates and it is surrounded by a moat.

To the West of the Citadel is the Western Outworks plot of land which houses a number of Barack Huts, Casemates and Ditches.

On the Eastern edge of the site is the third plot of land, Car Park and Additional Space. This part comprises a level field and a visitor car park.

The Citadel

There are six ditches in total on the site. The trenches are constructed of brick and earth materials such as soil, minerals and clay. The brick is layered into the soil to create a ditch. The base is either level or cut to an even incline.



The Casemates are large brick structures, built into the land which feature a series of vertical thin vents from which guns could be fired. Internally the structures have derelict gunrooms and fireplaces made from brick and cast iron.



The Officers' Quarters occupies a sunken area on the South-East side of the Citadel. It is a mid-17th century building of Tudor Gothic style arranged over the basement and first floor. The building is thin and long in shape, running East to West and is formed of red brick. Internally the building is divided into three compartments which are made up of rooms such as the kitchen, dining rooms, bedrooms, servant's rooms and stores. There are a number of water tanks in the property.



The Sergeant's Mess Establishment, now used as a garden store and security office, is located on the South side of the Citadel. It was constructed in the late 17th Century and consists of a single storey building of brick wall with a flat concrete roof. Internally, there are a number of separate rooms including a dining portion, billiards room, cooks' room, reading room, bar and cellar.

The Regimental Institute (former Canteen) is positioned on the North edge of the Citadel. The brick building comprised staff accommodation, a supper room, a bar restaurant, grocery shop and other facilities.

The Cook House and Dining Room is positioned to the North of the site. The Cook House is a single storey steel framed building of four bays with a roughcast exterior. The new Dining Room, now converted into a gymnasium, is a single storey building with eleven bays and pier and panel construction. There is a pitched slate roof. In the 1930's the dining room was extended to provide a new Cook House and additional dining facilities.

There is also a pump room, engine room, water tank and main parade ground on site.

In addition to the above heritage assets there have been a number of buildings developed on site post 1956 when Her Majesty's Prison Service (HMPS) took over management and running of the site. Since this period the site has been used both as a prison and an immigration detention facility with the buildings on site being appropriated to fit these specialist uses.

Existing buildings constructed since 1956 include a gymnasium, football pitch, sports hall, works department, in addition to some further cellular accommodation.

In the care of Her Majesty's Prison Service the revetments and some of the internal buildings have been well maintained, though inevitably there have been losses due to the need for larger, purpose made structures.

Western Outworks

This plot was constructed in the mid-17th Century and is an irregular plot of land located to the West of the Citadel. It comprises the North Ditch, South Ditch, North and South Flank Casemates, Parade Ground and a number of institutional buildings of similar specification to the Citadel. Access between the Citadel and Western Outworks is provided by a bridge via the West Sally Port.

There are six 13 bay Barrack Huts on the site which are of brick construction with a pitched slate roof, all but one of the huts are located by the road. The huts, built in the late 17th Century are long and thin in shape and feature a number of single glazed, timber framed sash windows. All of the huts have been rendered on the South and West faces, but their external form remains largely intact. From the 1950's onwards the Hut Barracks were adapted to form specialist accommodation for the vocational training of prisoners. A Cook House / Bath House, Dining Room / Drill Shed and the Company Office / Stores also lie in this part of the site.

Car Park and Additional Site

This parcel of land is located to the East of the Citadel on the Eastern edge of the site. The visitor car park is a flat irregular shaped parcel of land of concrete construction. The car park is accessed from the East from the main driveway into the site. The driveway is straight and runs between fields and residential buildings on either side. The carpark is bordered by grassy verges, a field and a number of residential buildings which lie outside the site boundary. The field on this part of the site is flat, of irregular rectangular shape and is clear of any use.

