



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 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>

Version control	
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1. PROJECT OVERVIEW

- 1.1. **Project name:**
“Techfort” Phase 2 – The Citadel, Citadel, Dover, CT17 9DP
- 1.2. **Project type:**
Site development, skills, innovation
- 1.3. **Federated Board Area:**
Kent & Medway Economic Partnership (KMEP)
- 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 Techfort project includes the restoration of a number of buildings to beneficial economic and social use. The subject of this application are the casemates building numbers 53 and 54 in the Citadel which comprise 8,152 sq ft (757.35 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, small business and craft workshops as the next step in achieving the ambitious TechFort vision. The previous application for funding was for the refurbishment of Casemates 51 and 52. Planning consent for all four casemates was granted on the 12th of May 2022 and scheduled monument consent on the 6th of May 2022.

The scheme for casemates 53 and 54 will provide net additional Gross Value Added (GVA) economic benefits of £6.2 million and wellbeing benefits of £1.3 million (at present values) over 10 years as well as a one off heritage benefit of £76,000. The wider adjusted BCR is 4.95:1 and remains highly positive after sensitivity testing. This development is critical to continue 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 financial support the proposal for Casemates 53 & 54 will either be shelved or at best very significantly delayed. Funding of these initial phases will provide critical mass and a catalyst to promote further development in accordance with the long-term Vision - see Annex 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 David@techfort.com Tel: 07766 680070
Simon Heilpern Dover Citadel Limited simon.heilpern@gmail.com Tel: 07768 265021

1.10. Total project value and funding sources:

Funding source	Amount (£)	Constraints, dependencies or risks and mitigation
Dover Citadel Limited	£251,417	Available
Getting Building Fund	£850,000	Subject to approval
Total project value	£1,101,417	

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

Funding Request

£ 850,000 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 for Casemates 53 and 54 are planned for December 2022 or sooner. Builders are on site refurbishing Casemates 51 and 52 and works will be dovetailed to commence as soon as possible.

Opening is planned for the beginning of April 2023.

1.14. Project development stage:

Project development stages completed to date			
Task	Description	Outputs achieved	Timescale
Scheduled Monument Consent	Required for casemates 51, 52, 53 and 54	Consent granted	Complete
Planning Consent	Required for casemates 51, 52, 53 and 54	Consent granted	Complete
Procurement	Tender process to award a construction contract	Contract awarded	Complete
Casemate 51	Improvements to Casemates as basis for re use of vacant units	Refurbishment underway	4 months
Casemate 52	Improvements to Casemates as basis for re use of vacant units	Refurbishment underway	4 months
Project development stages to be completed			
Task	Description	Timescale	
Casemate 53	Improvements to Casemates as basis for re use of vacant units. Refurbishment to include WC's, underfloor heating, flooring and fitting out.	4 months	
Casemate 54	Improvements to Casemates as basis for re use of vacant units. Refurbishment to include WC's, underfloor heating, flooring and fitting out.	4 months	

1.15. Proposed completion of outputs:

The Casemates 53 and 54, extending to 8,152 sq ft (757.35 sq.m.) (53: 4,366 sq ft, 54: 3,786 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 are the next phase planned.
2. Following this phase, we are planning 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 Annex A.

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 Annex 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 53 and 54 extending to 8,152 sq ft (757.35 sq.m.) for uses complementary to those being delivered for Casemates 51 and 52. The potential uses anticipated are as follows:

Casemate 53	4,366 sq ft	Small businesses / craft workshops
Casemate 54	3,786 sq ft	Retail / food / entertainment uses

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 the Western Heights Ancient Monument designation.

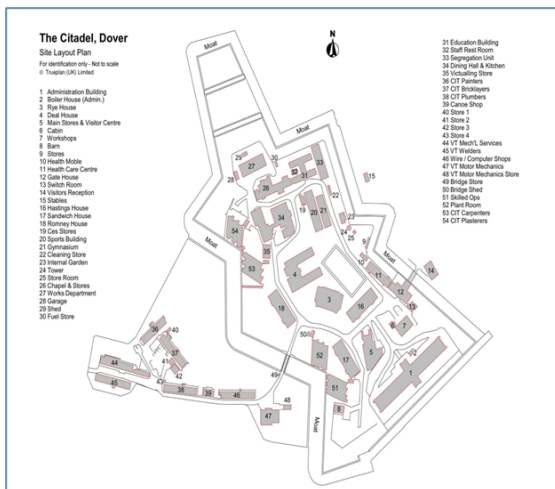
2.1. Scope / Scheme Description:

The project is the refurbishment of building numbers 53 and 54 as shown on the plan below comprising the 2 west face and flank 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 small business and craft workshop spaces together with provision for retail, food and entertainment 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 Annex B.



The summary proposed works are as follows:

- Renovation/repairs to interior of windows to ensure watertight.
- Repairs to former flue inlets to ensure watertight.
- Removal of all existing tiles to walls
- 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
- Removal of rubble
- Renovate/repair of existing lighting tracks to use with new lighting.
- Installation of sufficient surface for central ramp leading to lower area, to make good for disabled access.
- 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.
- Installation of fittings appropriate for proposed use.

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 Casemates and introduces vibrancy, employment, training, creativity and economic benefit.

2.2. Logic Map

Inputs	Outputs	Outcomes	Impacts
<p>Getting Building Fund £850,000</p> <p>Matched Contributions Spend £251,417</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 53:4,366 sq ft Small businesses / craft workshops No 54:3,786 sq ft Retail / food / entertainment uses</p>	<p>Employment Outcomes</p> <p>19 employees 4 Trainees</p> <p>A total of 8,152 sq ft of space available for a mix of creative businesses</p> <p>Urgent restoration works to bring the heritage asset back in use by the end of March 2023.</p> <p>Public access to 5 acres of the site Further improvement to public realm available for an anticipated minimum of 3,000 visitors to the site</p> <p>Additional educational opportunities for learners and art/craft participation</p> <p>Increased footfall and potential for additional events.</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>

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.

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 region.

Delivering on national and local planning policy

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. 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:

To arrest the decline of an Ancient Monument on the 'At risk' register and to enable the future use and economic benefit of the site for Dover and its inhabitants. Delays in development will lead to increased cost of redevelopment due to further deterioration of the assets within the site.

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 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. These hurdles mean that without an alternative economic impetus development is highly likely to be deferred or not be initiated.

This application is made to meet the Option 1 objectives of the original business case. To date SELEP support has allowed the refurbishment of Option 2 Casemates 51 & 52 to proceed.

This SELEP funding would help 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.

There is £251,417 of private sector funding available to deliver the project, which amounts to 22.83% of the total investment.

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

Non-intervention will lead to further structural deterioration through water damage 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.

In the absence of investment, none of the potential benefits of the scheme would be realised and the property would become an increasing burden and potential health and safety risk.

Commented [NCGE1]: Would it also be fair to say that if interventions subsequently occurred at a later date that they would be delivered at greater cost due to further deterioration?

2.8. Objectives of intervention:

SMART objectives relating to the Casemate intervention include creating 8,152 sq ft / 757.35 sq m of commercial floorspace by the end of March 2023 and c.19 full time equivalent jobs (see Economic Case) which will address the following opportunities/problems.

- 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

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.

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 as Planning and Scheduled Monument Consent has been achieved. Historic England consent to release conditions will be required in the usual way to replicate the process achieved on Casemates 51&52.

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 was achieved on the 6th of May 2022.

The proposed scheme, therefore, has all necessary consents already secured to proceed.

2.10. Scheme dependencies:

Dependency is limited to organising the builders to flow on from Casemates 51&52 into 53&54 in a timely manner and for the release of conditions, the process for which has been established in the refurbishment of casemates 51&52.

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
- 19 gross additional employment and with additional opportunities for trainees and apprenticeships
- The growth of a new vibrant community at Techfort – The Citadel
- A new contribution of beneficial economic activity in 8,152 sq ft (757.35sq.m.) to complement the 10,890 sq ft (1,012 sq m) of accommodation in Casemates 51&52.
- 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
1	GBF grant does not receive final approval	Engagement with SELEP and DDC.
2	Lack of demand for accommodation	Occupiers already identified.
3	Weaker than expected public interest	Active promotion to release pent up interest in The Citadel.
4	Capital costs exceed budget	Client contingencies in place.
5	Stakeholder awareness	Consultation with music, film and arts ongoing.
6	Planning and listed building consent	Release of conditions on the planning and scheduled monument consents already being achieved.

3. ECONOMIC CASE

3.1. Options assessment:

The following section describes the options considered bring the 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 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

Options Appraisal and Shortlisting

The following four development options were considered in the options appraisal process, in support of the original submission for funding in support of the development of Casemates 51 and 52.

- Development of casemates 51, 52, 53 and 54;
- Development of casemates 51 and 52 only;
- Comprehensive redevelopment of the Citadel itself; and
- Do Nothing.

Funding was granted for the development of casemate 51 and 52 which was the preferred scheme at that time due to the level of funding which was available.

Building on the first progress made to develop casemates 51 and 52, the following options were considered for the way forward for the site. These four options were assessed against the SMART strategic objectives of the overall scheme and constrained by the available SELEP funds.

Option	Headline Description	Implications	Conclusion
<p>Option 1 Development of casemates 53 and 54</p>	<p>Development to include dedicated space for small businesses, craft workshops, retail, food and entertainment uses.</p>	<p>Sufficient interest and support from occupiers and capital cost in line with funding support from SELEP and private contribution.</p>	<p>This development option will generate additional footfall to the site, supporting the businesses established in casemates 51 and 52.</p> <p>The additional public activity will generate market interest and attract further investment for critical restoration works within the wider site.</p> <p>This is the current Preferred Option.</p>
<p>Option 2 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 assets on site which require urgent restoration</p>

Option	Headline Description	Implications	Conclusion
			may be destroyed due to the delays.
Option 3 Development of Casemate 53 only	Development potential limited by funding available.	Development constrained to funding available to one of the casemates only, limiting potential uses.	This remains a viable option although wider benefits accrued from increased footfall will be constrained. The remaining casemate would remain at risk.
Option 4 Do nothing	The Heritage assets that need urgent restoration works will further dilapidate and does not open the site to public.	Continued dilapidation and decay of the assets increasing future remedial costs.	This option puts the entire site with valuable heritage assets at risk until further funds are leveraged for redevelopment.

3.2. The Preferred Option

The Preferred option will dovetail onto the previous project for casemates 51 and 52. The project will provide a significant benefit to the site, complementing the earlier development and enhancing the attraction of the citadel location.

The preferred option, which is dependent on funding support from SELEP and private contributions, will:

- Support the opening up a valuable Heritage site to the public by the end of March 2023;
- Deliver a cultural destination for local creative businesses;
- Deliver the attraction that can become a culture and creative hub;
- Avoid considerable sunk costs from the project not delivering the objectives; and
- Deliver on regional aspirations.

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)
Casemate 53	
Small business / craft workshops	406
Casemate 54	
Retail / food and entertainment	352
Total	757

The site is currently non-functioning and closed to public.

The redevelopment creates 757.35 sqm of new space for small businesses, craft workshops, retail, food and entertainment and opens the site for public visit by March 2023. 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:

- Help attract more than 3,000 visitors per annum who will access the public realm created as a result of the wider scheme;
- Create 420 sq m of courtyard space (public realm/ community use) in front of casemates as part of the scheme;
- Employ an additional 19¹ full time equivalent staff;
- Offer education opportunities;
- Provide for food and entertainment facilities; and
- Support public access to 5 acre of heritage site.

Quantitative impacts

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

- **Employment opportunities:** The additional jobs created as a result of the redevelopment and the resulting Gross Value Added effects within the economy.
- **Arts and wellbeing benefits:** the enhanced space and visitor experience within the redeveloped facility will result in site opening up to visitors. The wellbeing value 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.

¹ Gross additional employment generated in Full Time Equivalent
South East LEP Capital Project Business Case
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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 annum² 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 1.6 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 1.7 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 2022 guidance
Prices	Costs adjusted to market prices	
Appraisal period	10-year period from first year of re-opening, currently proposed for March 2023 as per programme	The Green Book 2022 guidance
Deadweight	It is anticipated that there would be no deadweight as no benefits would be derived within the Do Nothing scenario as the casemates would not be operational 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
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	Homes and Communities Agency Additionality guide. Ready reckoner (2014).

² Source: Estimated based on two tours every weekend with potential operators with up to 30 persons attending each tour
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Appraisal Assumptions	Details	Source
	space see it as part of their expansion plans (See letters of support in Annex C)	
Employment Density	An average density of 40 square metres per FTE employee. This is based on conservative assumptions for small business workspace which range from 10 to 60 sqm.	Homes and Communities Agency Employment Density Guide 2015
Optimism Bias	51% Non-standard building OB applied as initial stages of planning and involves restoration of listed assets.	Supplementary Green Book guidance - Optimism Bias, 2013
Present value year	2021/2022	

3.5. Costs:

The overall capital cost of the Project is £1.01 million. The following table provides the breakdown of funding secured and the requested SELEP funding support of £850,000 that will be required for the fit out and completion of project for the anticipated opening in April 2023.

Funding source	Amount (£)	Constraints, dependencies or risks and mitigation
Dover Citadel Limited	£251,417	Secured
SELEP	£850,000	Unsecured
Total project value	£1,101,417	

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 757.53 sq m of additional small business, craft workshop, retail, food and entertainment space. Based on a conservative estimate of employment density, at 40 sq m per employee (FTE), an additional 19 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 £6.16 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 Annex 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 £10.35 in current prices) and the benefits are assumed to occur as a one-off impact once operational and open to public.

For the assessment of Casemates 51 and 52 heritage benefits were estimated based on 45,700 households (2018 value) in Dover. The current estimate of households (2021) is 53047 and heritage benefits for the additional 7,347 households have been included in this assessment for casemates 53 and 54. The additional households account for £76,076 heritage benefits.

2. Wellbeing impacts of Arts Engagement and Participation

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. For those engaging with the arts as an audience a health benefit was estimated of £37.42 per person. The monetary wellbeing value shows the increase in income that would be required to result in the same wellbeing increase.

The site has already been the venue for significant events. 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.

The previous assessment for casemate 51 and 52 included wellbeing impact based on 200 people per annum attending courses and workshops and 500 per annum participating in the wider events associated with the gallery and workshop space.

To avoid double counting for casemates 53 and 54 the wellbeing impact is based simply on the conservative estimate of 200 attendees per annum attending events at the casemates. 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 wellbeing benefit, based on arts engagement and participation, for casemates 53 and 54 is estimated to accrue for 10 years to £1,279,089.

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 number 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.

3.8. Economic appraisal results:

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

	DCLG Appraisal Sections	Preferred Option relative to status quo (Do Minimum)	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)]	£6.16 m	Not Applicable
B	Present Value Costs (£m) including Optimism Bias	£1.28 m	Not Applicable
C	Present Value of other quantified impacts (£m)	£1.36 m	Not Applicable
D	Net Present Public Value (£m) [A-B+C]	£6.23 m	Not Applicable
E	'Initial' Benefit-Cost Ratio [A/B] including Optimism Bias	4.80	Not Applicable
F	'Adjusted' Benefit Cost Ration [(A+C)/B] including Optimism Bias	5.85	Not Applicable
G	Significant Non-monetised Impacts	Wellbeing impacts and other local impacts include: <ul style="list-style-type: none"> • Local Job creation and local businesses benefits • Education Benefits of Arts Participation - Lifetime Earnings Premium See section 1.7 above for details.	

	DCLG Appraisal Sections	Preferred Option relative to status quo (Do Minimum)	Option 2 relative to status quo (Do Minimum)
H	Value for Money (VfM) Category	<p>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.</p> <p>The initial BCR of 4.80 denotes High Value for Money.</p> <p>The adjusted BCR of over 5 presents High Value for Money and indicates the local and wider benefits that are associated with the Project.</p> <p>In addition to the above, the analysis presented within the local economic impact section 1.7 above indicates significant non – monetised benefits.</p>	
I	Switching Values & Rationale for VfM Category	<p>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.</p> <p>As part of sensitivity testing the BCR is tested with 25% lower employment creation and visitors This results in an initial BCR of 3.60 which denotes High Value for Money and adjusted BCR of 4.41 which represents High Value for Money.</p>	
J	DCLG Financial Cost (£m)		
K	Risks	<p>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.</p> <p>Dover Citadel Limited will be the risk owner for any cost overruns.</p>	
L	Other Issues		

Sensitivity Tests

Two sensitivity tests were carried out to assess the outcomes of the Preferred option with different scenarios, as follows:

- Test 1 25% reduction in employment and in the number of visitors.
- Test 2 50% reduction in employment and in the number of visitors.

The outcomes of the tests are summarised in the following table. The tests indicate that with a 50% reduction in the anticipated employment and visitors the BCR of 2.4 continues to indicate a high value for money.

	DCLG Appraisal Sections	Preferred Option Core Scenario	Sensitivity Test 1	Sensitivity Test 2
A	Present Value Benefits [based on Green Book principles and Green Book Supplementary and Departmental Guidance (£m)]	£6.16 m	£4.62	£3.08
B	Present Value Costs (£m)	£1.28	£1.28	£1.28
C	Present Value of other quantified impacts (£m)	£1.36	£1.04	£0.72
D	Net Present Public Value (£m) [A-B+C]	£6.23	£4.37	£2.44
E	'Initial' Benefit-Cost Ratio [A/B] including Optimism Bias	4.80	3.60	2.40
F	'Adjusted' Benefit Cost Ratio [(A+C)/B] including Optimism Bias	5.85	4.41	2.90

4. COMMERCIAL CASE

4.1. Procurement options:

Core Five LLP 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.

4.2. Preferred procurement and contracting strategy:

Contractors have been appointed through a competitive tender process and Core Five LLP will manage the process to ensure best practice and best value aims are met. An existing contract is already in place for the contractors with respect to the delivery of Phase 1 and this will be extended to cover the delivery of Phase 2.

4.3. Procurement experience:

Core Five LLP is an international consulting company founded in 1970 with 3,280 employees. Their key services are cost consultancy and employers agent services.

4.4. Competition issues:

A tender process has been followed 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 (Annex H- WSP Transport Feasibility Review Report July 2021), and Charles & Associates, who have supported the development of this business case, are in place and we can rely on relationships such as these. Capacity issues may arise, but we expect sufficient providers to be able to navigate any such issues that arise.

4.6. Risks and mitigation:

Project Risk Register			
no	Risk	Mitigation	Risk Owner
1	Historic England	Working closely with Historic England	Scheme Promoter
2	Risings costs due to; inflation, construction costs, materials costs	Costs have risen – however the process on casemates 51 & 52 have underwritten the expected cost for 1,012 sq m. The proposed casemates 53&54 are for 757.53 sq m and therefore by adopting the pro rata cost plus 10% a significant allowance has	Scheme Promoter

		been made due to the smaller envelope.	
3	Take-up of space falls below expectation	Market research undertaken and the impacts associated with covid-19 and inflation indicate 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

4.7. 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 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 £1,101,417 to be funded by the Getting Building Fund (£850,000 subject to approval) and the remaining £251,417 by Dover Citadel Ltd.

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 £850,000.

5.3. Costs by type:

Capital Costs

The capital cost of the project, which have been based on contractor and operator estimates, has been adopted from the initial phase of the project. It is anticipated that the first phase (Casements 51 and 52) will be fully delivered within the available funding.

Although the second phase of works represents a slightly smaller floor area compared with the first phase, the pro rata funding plus 10% ask is considered appropriate given inflationary increases in construction and materials costs.

There are no sunk costs included

Tender price inflation is included within the contractor works.

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.

Income is based in tenancy agreements and for anticipated rental of the workspace created 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.

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 medium at this stage. Reflecting this we have adjusted total construction costs by 10%.

5.5. Funding profile (capital and non-capital):

Given the need to ensure full Getting Building Fund Spend by the end of Q4 2022/23 there is no flexibility in this funding profile.

As set out in the funding profile any cost overrun in addition to the £1,101,417 estimated capital cost, will be funded by Dover Citadel Ltd.

Funding source	Expenditure Forecast		
	22/23 £000	23/24 £000	24/25 £000
Capital source DCL Ltd.	£251,417		
Capital source GBF	£850,000		
Non-capital source DCL Ltd		£18,750	£18,750
Total funding requirement	£1,101,417	£18,750	£18,750

*Whilst contractors are on site and an immediate start on construction is anticipated there is potential for a small proportion of spend (approx.10%) to extend to Q1 23/24.

Non-capital operating costs will be met by rental revenue generated from site occupiers. Security and insurance costs are already met through existing arrangements for the Citadel site as a whole.

Lettings will include service charge provision which will cover any additional non-capital requirements.

5.6. Funding commitment:

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

5.7. 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
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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	Cost overruns due to delays	Experienced project management within the team of Dover Citadel Ltd. An extension of the existing contract ensures an immediate start on site, and it is anticipated that the majority of spend will be incurred before end of March 2023, It is understood that SELEP are also in dialogue with Government regarding a potential extension to the deadline of GBF funding.	Scheme promoter
3	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
4	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 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 workspaces, 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:

Commented [NCGE2]: This could be expanded to state "Any significant risks or issues identified in the Board Meetings will be reported through KCC's governance process via monthly updates to the LEP Programme Manager and further escalated to bi-monthly Sponsoring Group meetings if appropriate"

- Dover District Council, Kent County Council, Historic England
- Dover Arts Development Company (DAD) and other arts and cultural organisations
- 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 company is funded by the Arts Council England and has a strong network of collaborators that has fully backed our proposals. 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 letters of support within Annex C.

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

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
- Key stakeholder engagement and support- ongoing
- Scope of works – set out – a detailed specification to follow
- Design works – undertaken – Holloway architects on standby to complete
- Key reports undertaken (Highways assessment, heritage statement, ecology etc)
- Planning for change of use consent achieved May 2022
- GBF funding application - current
- Refurbishment contract awarded – intended Q3 2022/23

- Public launch of hub – April 2023
- Refurbishment completed – March 2023
- Hub opens with an event. – June 2023

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.

Commented [KCGT3]: Have amended these dates as SELEP quarters are based on financial years (April to March, so this would raise alarm bells!)

6.8. Previous project experience:

The management team has 85 years of collective experience within property from finance, project management and development. In addition, lessons learnt from the delivery of the first phase will be adopted within the delivery of the second phase.

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.

Details 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>SMART objectives relating to the Casemate intervention include creating 8,152sq ft / 757sq m of commercial floorspace by March 2023 and c.19 full time equivalent jobs (see Economic Case) which will address the following opportunities/problems.</p>	<p>Getting Building Fund £850,000</p> <p>Matched Contributions Spend £251,417</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>Casemate 53 - 4,366 sq ft Recording studio and associated amenities</p> <p>Casemate 52 – 3,786 sq ft Gallery, market, workshop</p>	<p>Employment Outcomes:</p> <p>19 employees 4 Trainees</p> <p>A total of 8,152 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 end of March 2023.</p> <p>Public access to 5 acre of the site.</p> <p>Further improvement to public realm available for an anticipated minimum of 3,000 visitors to the site</p> <p>Additional educational opportunities for learners and art/craft participation</p> <p>Increased footfall and potential for additional events.</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>

7. DECLARATIONS

<p><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></p>	<p>Yes / No</p>
<p><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></p>	<p>Yes /No</p>
<p><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></p>	<p>Yes-/ No</p>

**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 Annex G.

Where scheme promoters consider information to fall within the categories for exemption (stated in Annex 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.

<p><i>Signature of applicant</i></p>	
<p><i>Print full name</i></p>	
<p><i>Designation</i></p>	

8. APPENDIX A – ECONOMIC APPRAISAL ASSUMPTIONS

Appraisal Assumptions	Details
QRA and Risk allowance	10% for construction costs
Real Growth	All prices quoted at 2021 values
Discounting	3.50%
Sensitivity Tests	N/A As there is no requirement for full economic appraisal (as less than £2M grant request)
Additionality	Displacement 25%, Leakage 2%
Administrative costs of regulation	N/A
Appraisal period	10 years from 2022/23
Distributional weights	N/A
Employment	40m ² per FTW
External impacts of development	Explained in Economic Case
GDP	See Economic Case
House price index	N/A
Indirect taxation correction factor	N/A
Inflation	N/A
Land value uplift	N/A
Learning rates	N/A
Optimism bias	Explained in Economic Case (51%)
Planning applications	Planning and Scheduled Monument Consent granted
Present value year	2021
Private sector cost of capital	N/A
Rebound effects	N/A
Regulatory transition costs	N/A

9. APPENDIX B - FUNDING COMMITMENT

Draft S151 Officer Letter to support Business Case submission

Dear Colleague

In submitting this project Business Case, I confirm on behalf of [Insert name of County or Unitary Authority] that:

- *The information presented in this Business Case is accurate and correct as at the time of writing.*
 - *The funding has been identified to deliver the project and project benefits, as specified within the Business Case. Where sufficient funding has not been identified to deliver the project, this risk has been identified within the Business Case and brought to the attention of the SELEP Secretariat through the SELEP quarterly reporting process.*
 - *The risk assessment included in the project Business Case identifies all substantial project risks known at the time of Business Case submission.*
 - *The delivery body has considered the public-sector equality duty and has had regard to the requirements under s.149 of the Equality Act 2010 throughout their decision-making process. This should include the development of an Equality Impact Assessment which will remain as a live document through the projects development and delivery stages.*
 - *The delivery body has access to the skills, expertise and resource to support the delivery of the project*
 - *Adequate revenue budget has been or will be allocated to support the post scheme completion monitoring and benefit realisation reporting*
 - *The project will be delivered under the conditions in the signed GBF Service Level Agreement or other grant agreement with the SELEP Accountable Body.*
- I note that the Business Case will be made available on the SELEP website one month in advance of the funding decision being taken, subject to the removal of those parts of the Business Case which are commercially sensitive and confidential as agreed with the SELEP Accountable Body.*

Yours Sincerely,
 SRO (Director Level)
 S151 Officer

10. 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	Risk Owner
	[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	Scheme Promoter
Lack of demand for workspace	Low	High	Low	Early engagement with tenants	Low	Scheme Promoter
Capital cost exceed budget	Medium	High	Medium	Cost overruns will be to the freeholders account	Low	Scheme Promoter
Continued Covid restrictions apply	Medium	Low	Medium	Adaption of opening schedule	Low	Scheme Promoter

* 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

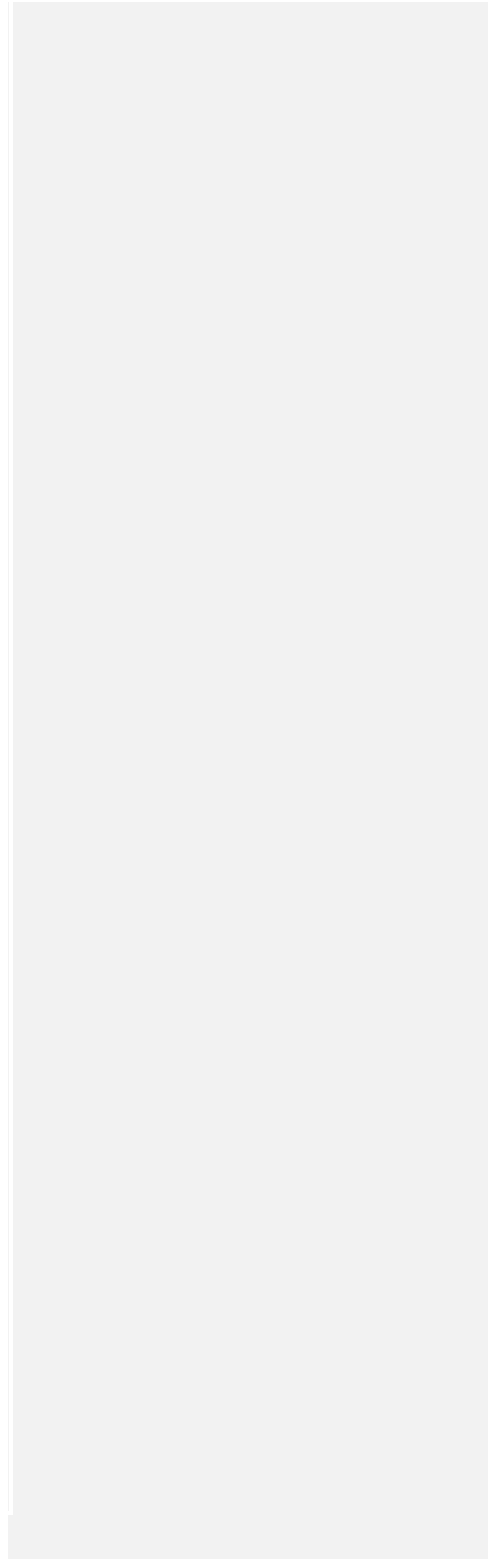
Please note, not all sections of the table may require completion.

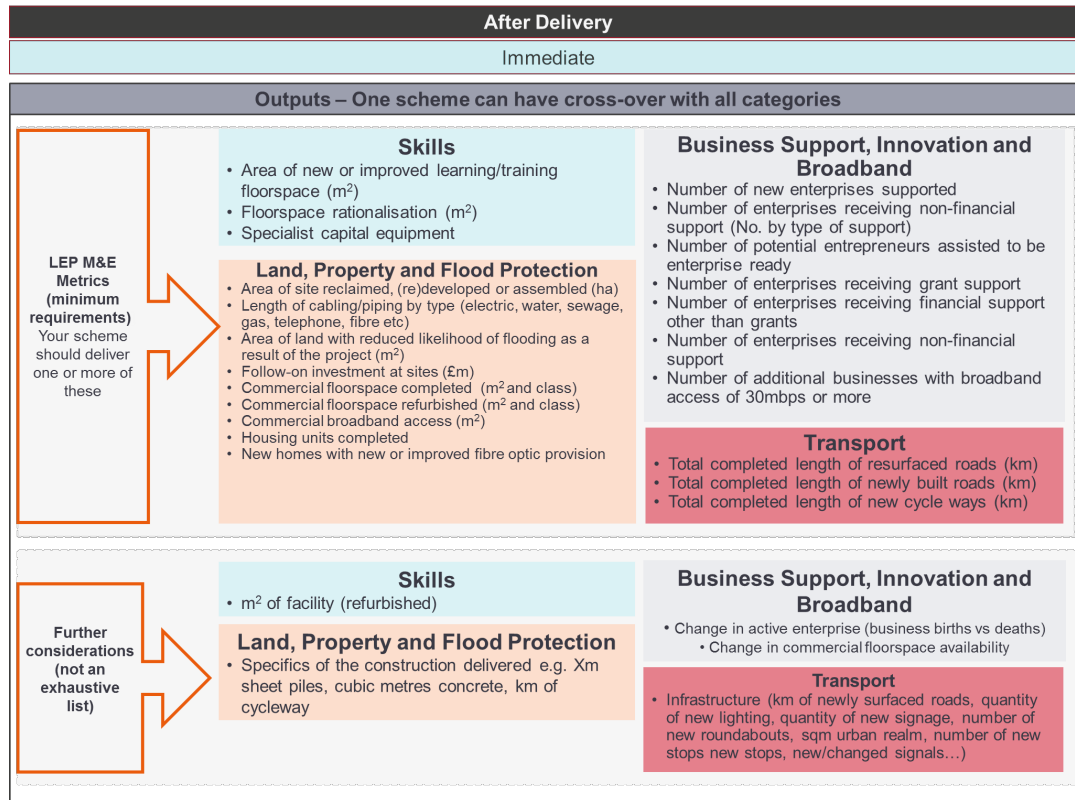
11. APPENDIX D – GANTT CHART

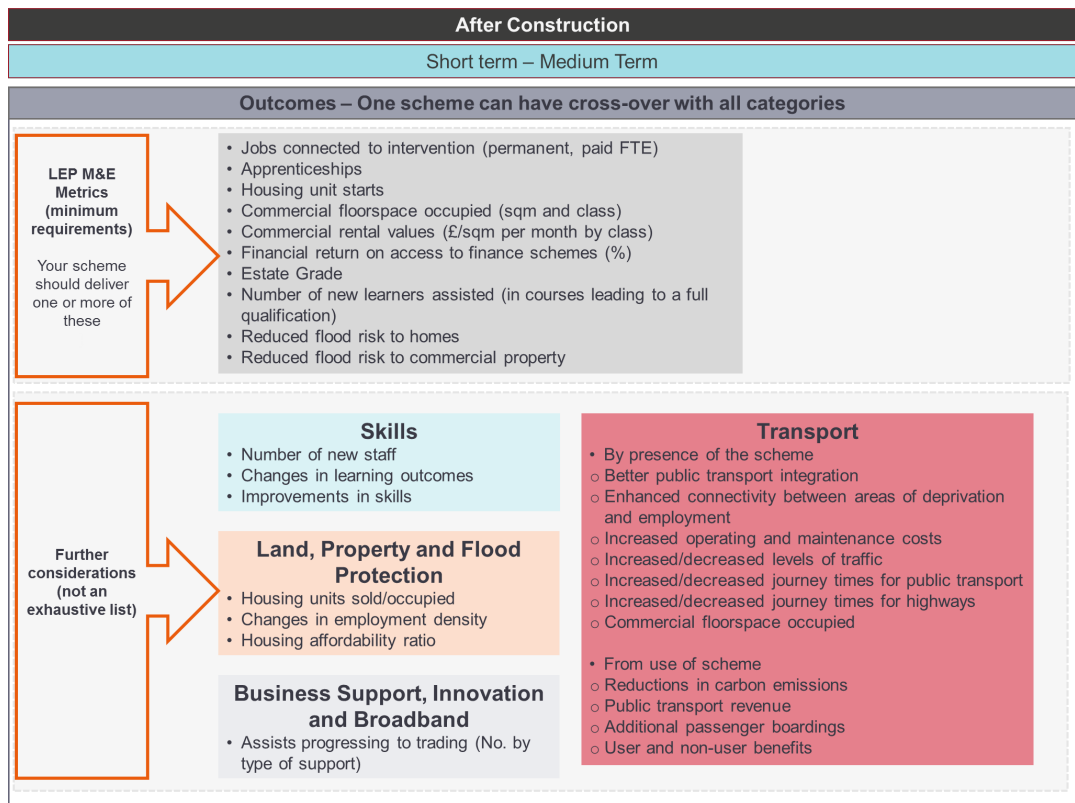
Tasks	Start date	Finish date	2022						2023				
			Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Etc.
Initial designs complete													
Planning													
Procurement													
GBF approval													
Refurbishment works		End of March 2023											
Opening		April 2023											

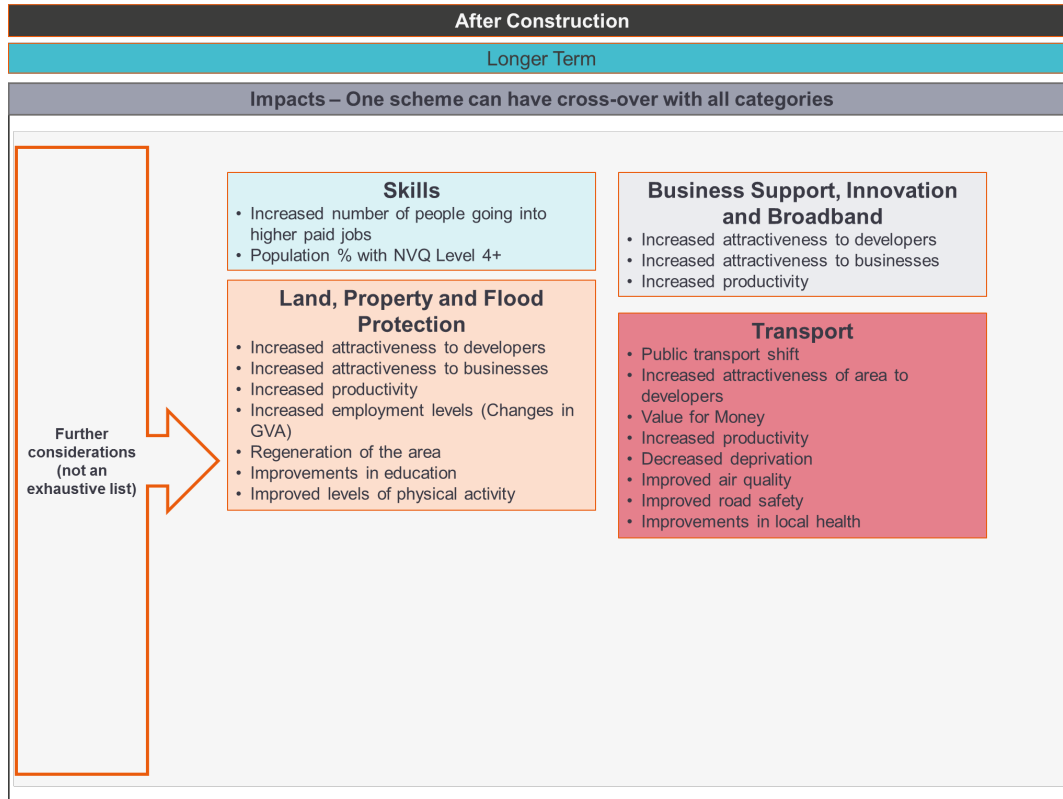


12. APPENDIX E – MONITORING AND EVALUATION METRICS FOR LOGIC MAP



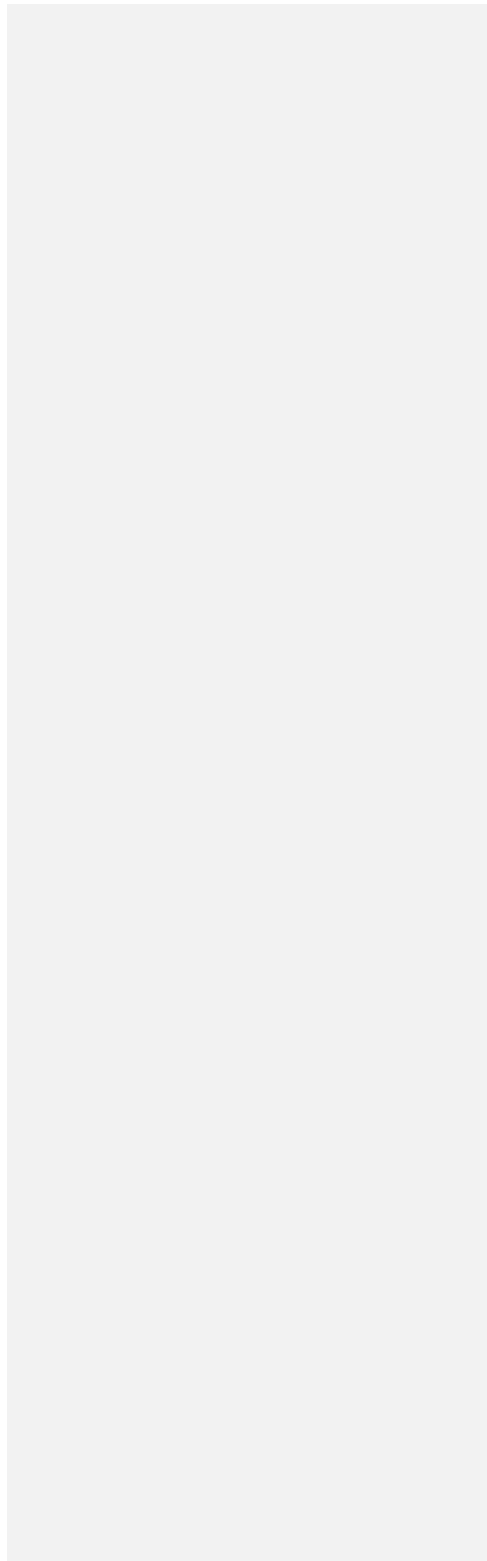








13. APPENDIX F – MONITORING AND EVALUTAION PLAN AND BASELINE REPORT TEMPLATES



MONITORING AND EVALUATION PLAN

PURPOSE

- The Monitoring and Evaluation Plan details what the intended inputs, outputs, outcomes and impacts are of the scheme. These values will most likely come from the Business Case, but may also come from supplementary documentation associated with the scheme.
- The Monitoring and Evaluation Plan details of how inputs, outputs, outcomes and impacts will be measured in the One Year After Opening Report and the Five/Three Years After Opening Report and any associated costs.
- The Monitoring and Evaluation Plan also outlines the proposed approach to measuring the baseline information for each of the inputs, outputs, outcomes and impacts and any costs associated with this.
- When the baseline information has been collated, it is reported upon in the Baseline Report template.

A NOTE ON COSTS

The Monitoring and Evaluation of a scheme will rely on internal resource and potentially, some external resources. Both could come at a cost either in terms of time or money.

The Monitoring and Evaluation Plan is to be completed as part of the Business Case. At the same time, a Baseline Report would also be completed.

The costs that are anticipated for the collation of the Baseline Report are therefore current costs. However, the costs incurred for data collection for the One Year After Opening Report and Five/Three Years After Opening Report would occur in the future. Therefore, it is important to consider the effect of inflation on these costs.

AN OVERVIEW TO THE MONITORING AND EVALUATION PROCESS

The following provides information on the process for Monitoring and Evaluation and how the reports fit into this process.



PROPORTIONATE APPROACH TO COMPLETING THE REPORT

The GBF supports a wide range of schemes in terms of scope and capital costs.

The Monitoring and Evaluation process has been designed to be aligned to the scale of the scheme based on its total delivery value (including GBF allocations). As a minimum, the number of jobs and housing brought forward by the scheme should be considered. These are factors which the Ministry of Housing, Communities and Local Government (MHCLG) consider to be key outcomes of GBF schemes.

The following is an indicative guide to which inputs, outputs, outcomes and impacts should be included within the Monitoring and Evaluation process for different scales of intervention.

This is based on the scale of the total value of each scheme or the value of a package in totality. Where there are complementary phases of a scheme that are funded at different times, consider establishing the Monitoring and Evaluation for the overall scheme delivered.

Value of Scheme/Package	Inputs	Outputs	Outcomes	Impacts
Under £2m	As described within the report templates	As described within the report templates	Number of jobs and houses delivered	n/a
£2m- £8m	As described within the report templates	As described within the report templates	All those prescribed by the LEP and applicable to the scheme/package (see Appendix A supplied separately) Also include any additional outcomes that have a large or moderate benefit / disbenefit in the Business Case	Those relevant to the scheme/package from within the list in Appendix A (supplied separately) Also include any additional impacts that have a large or moderate benefit / disbenefit in the Business Case
More than £8m	As described within the report templates	As described within the report templates	All those prescribed by the LEP and applicable to the scheme/package plus applicable measures from the 'Further	Those relevant to the scheme/package from within the list in Appendix A (supplied separately)

			<p>considerations' section (see Appendix A supplied separately)</p> <p>Also include any additional outcomes that have a large or moderate benefit / disbenefit in the Business Case</p>	<p>Also include any additional impacts that have a large or moderate benefit / disbenefit in the Business Case</p>
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TECHFORT, THE CITADEL, DOVER

This Monitoring and Evaluation Plan provides the details of the inputs, outputs, outcomes and impacts of the Techfort at Dover Citadel, how they will be measured, and the costs associated with this for the Baseline Report and One Year After Opening Report and Five/Three Years After Opening Report.

The objectives of the scheme are:

- Objective 1 A positive economic contribution
- Objective 2 New jobs
- Objective 3 Training and skills opportunities

The geography of the scheme is shown in the map below.



SOUTH EAST LOCAL ENTERPRISE PARTNERSHIP



INPUTS

ID	Input Description	Source of Value	Monitoring Approach	Frequency of Tracking	Source	2022				2023				
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
IN1	Getting Building Fund Grant	Planned based on total scheme capital costs		Defrayal of spend on construction	Quarterly	Planned/ Forecast Spend Profile			10%	50%	40%			
IN2	Matched Capital Contributions Spend	Planned based on total scheme capital costs		Defrayal of spend on construction	Quarterly	Planned/ Forecast Spend Profile			10%	50%	40%			

INPUT 3: PROJECT DELIVERY AND MILESTONES

Milestone	Planned Date of Delivery
Start of project (start spending GBF or match funding)	Nov 2022
Planning permission for change of use Granted	May 2022
Site Mobilisation Works Commence	December 2022
Project Completion	End of March 2023
Site Opening	April 2023

INPUT 4: RISK MITIGATION

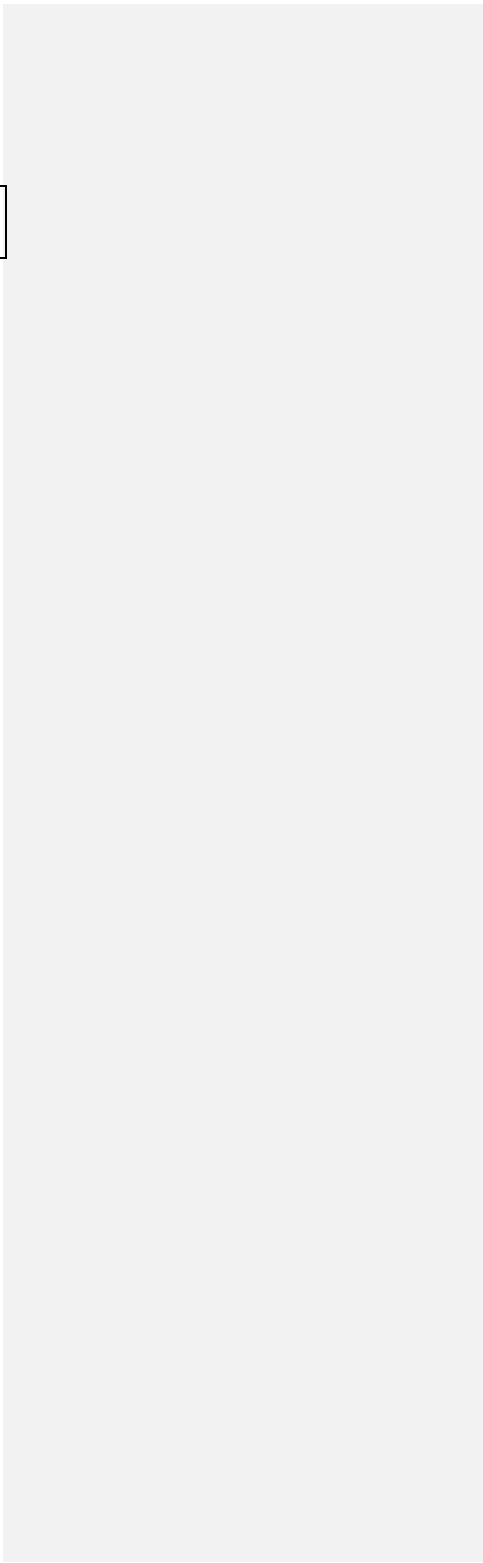
- Please note any anticipated risks and mitigation [Please refer back to Risk Register in the Business Case].

Project Risk Register		
no	Risk	Mitigation
1	Historic England	Working closely with Historic England
2	Risings costs due to; inflation, construction costs, materials costs	Costs have risen – however the process on casemates 51 & 52 have underwritten the expected cost for 1,012 sq m. The proposed casemates 53&54 are for 757.53 sq m and therefore by adopting the pro rata cost plus 10% a significant allowance has been made due to the smaller envelope.
3	Take-up of space falls below expectation	Market research undertaken and the impacts associated with covid-19 and inflation indicate that the business case is robust. Sufficient tenant demand has been secured with letters of intent with a strong market launch also



SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

		working with a BBC documentary to maximise exposure.
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OUTPUTS

ID	Output Description	
OP1	Casemate 53: Small businesses / craft workshops space	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value: 4,366 sq ft (406 sq m)
		Source of Value: Full Business Case, Project Overview/Strategic Case/Economic Case
		Future Monitoring Approach: Through confirmation of completion of capital build
Frequency of tracking: On completion but with monthly and quarterly reporting		
Costs Allocated to Monitoring: Included in build cost		
Details: Proposed Method of Collecting Baseline Information		
Approach for Collection: Anecdotal – Project team observation		
Costs Allocated: N/A		

ID	Output Description	
OP2	Casemate 54: Retail, food. Entertainment space	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value: 3,786 sq ft (352 sq m)
		Source of Value: Full Business Case, Project Overview/Strategic Case/Economic Case
		Future Monitoring Approach: Through confirmation of completion of capital build
		Frequency of tracking: On completion but with monthly and quarterly reporting
Costs Allocated to Monitoring: Included in build cost		
		Details: Proposed Method of Collecting Baseline Information
		Approach for Collection: Anecdotal – Project team observation
		Costs Allocated: N/A

OUTCOMES

ID	Outcome Description	
OC1	Jobs connected to the intervention	Details: Planned/Anticipated Outcome Value and Proposed Approach for Monitoring
		Value: 19 FTE as a result of the scheme
		Source of Value: Full Business Case, Logic Map
		Future Monitoring Approach: Anecdotal
		Frequency of tracking: Once after opening and once for five years after opening report
Costs Allocated to Monitoring: Covered in site rental cost		
Details: Proposed Method of Collecting Baseline Information		
Approach for Collection: Vacant site – Project team observation		
Costs Allocated: £0		

ID	Outcome Description	
OC2	Trainee/apprentices	<p>Details: Planned/Anticipated Outcome Value and Proposed Approach for Monitoring</p> <p>Value: 4 trainee/apprentices as a result of the scheme</p> <p>Source of Value: Full Business Case, Logic Map</p> <p>Future Monitoring Approach: Anecdotal</p> <p>Frequency of tracking: Once after opening and once for five years after opening report</p> <p>Costs Allocated to Monitoring: Covered in site rental cost</p> <p>Details: Proposed Method of Collecting Baseline Information</p> <p>Approach for Collection: Vacant site – Project team observation</p> <p>Costs Allocated: £0</p>

IMPACTS

- Impacts are not required for schemes of £2m of funding or less. The following impacts are illustrative of the scheme potential.

ID	Impact Description	
IM1	Beneficial impact on creative businesses in Dover	<p>Details: Planned/Anticipated Impact Value and Proposed Approach for Monitoring</p> <p>Value: Increase in creative businesses in Dover</p> <p>Source of Value: Full Business Case – Logic Map</p> <p>Future Monitoring Approach: Anecdotal</p> <p>Frequency of tracking: 5 years</p> <p>Costs Allocated to Monitoring: £0</p> <p>Details: Proposed Method of Collecting Baseline Information</p> <p>Approach for Collection: Anecdotal</p> <p>Costs Allocated: £0</p>

COMPLETE AND REPEAT FOR ALL IMPACTS

ID	Impact Description	
IM2	Future investment in The Citadel	Details: Planned/Anticipated Impact Value and Proposed Approach for Monitoring
		Value: Further investment in the development of The Citadel
		Source of Value: Full Business Case – Logic Mao
		Future Monitoring Approach: Anecdotal
		Frequency of tracking: 5 years
		Costs Allocated to Monitoring: : £0
Details: Proposed Method of Collecting Baseline Information		
Approach for Collection: Anecdotal		
Costs Allocated: £0		

BASELINE REPORT

PURPOSE

- The Monitoring and Evaluation Plan details what the intended inputs, outputs, outcomes and impacts are of the scheme. It provides details of how they will be measured and any associated costs of the monitoring process.
- The Baseline Report provides information and metrics about the current situation in the impact area of the scheme before delivery commences. Information should be provided for each of the intended inputs, outputs, outcomes or impacts. This baseline data can be used in subsequent stages to identify the scale of change brought about by the scheme.
- The tables in the report provide the basis for a tracking spreadsheet (Benefits Realisation Profile (BRP)) which will be shared with the LEP. The tracking spreadsheet is used to track the baseline, planned/anticipated values and the actual values for every input, output, outcome or impact after the scheme opens.
- The tables in this report include a space for baseline values and for planned/forecast values for each input, output, outcome or impact. These values are likely to come from the Full Business Case, but may also come from supplementary documentation associated with the scheme.

AN OVERVIEW TO THE MONITORING AND EVALUATION PROCESS

The following provides information on the process for Monitoring and Evaluation and how the reports fit into this process.



PROPORTIONATE APPROACH TO COMPLETING THE REPORT

The GBF supports a wide range of schemes in terms of scope and capital costs.

The Monitoring and Evaluation process has been designed to be aligned to the scale of the scheme based on its total delivery value (including GBF allocations). As a minimum, the number of jobs and housing brought forward by the scheme should be considered. These are factors which the Ministry of Housing, Communities and Local Government (MHCLG) consider to be key outcomes of GBF schemes.

The following is an indicative guide to which inputs, outputs, outcomes and impacts should be included within the Monitoring and Evaluation process for different scales of intervention.

This is based on the scale of the total value of each scheme or the value of a package in totality. Where there are complementary phases of a scheme that are funded at different times, consider establishing the Monitoring and Evaluation for the overall scheme delivered.

Value of Scheme/Package	Inputs	Outputs	Outcomes	Impacts
Under £2m	As described within the report templates	As described within the report templates	Number of jobs and houses delivered	n/a
£2m- £8m	As described within the report templates	As described within the report templates	All those prescribed by the LEP and applicable to the scheme/package (see Appendix A supplied separately) Also include any additional outcomes that have a large or moderate benefit / disbenefit in the Business Case	Those relevant to the scheme/package from within the list in Appendix A (supplied separately) Also include any additional impacts that have a large or moderate benefit / disbenefit in the Business Case
More than £8m	As described within the report templates	As described within the report templates	All those prescribed by the LEP and applicable to the scheme/package plus applicable measures from the 'Further considerations' section (see	Those relevant to the scheme/package from within the list in Appendix A (supplied separately)

			Appendix A supplied separately) Also include any additional outcomes that have a large or moderate benefit / disbenefit in the Business Case	Also include any additional impacts that have a large or moderate benefit / disbenefit in the Business Case
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TECHFORT, THE CITADEL, DOVER – CM 53, 54

This Baseline Report provides the details of the inputs, outputs, outcomes and impacts of the Techfort, The Citadel, Dover from the period August 2022 to March 2023, before the scheme is constructed/delivered.

The objectives of the scheme are:

- Objective 1 Positive economic contribution
- Objective 2 Employment opportunities
- Objective 3 Encouragement of further appropriate development

The geography of the scheme is shown in the map below:



**SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP**



INPUTS

ID	Input Description	Source of Value	Monitoring Approach	Frequency of Tracking	Source	Year 1 Before Opening [2022/2023]				Year 2 Before Opening [FY1/FY2]			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IN1	Getting Building Fund Grant	Planned based on total scheme capital costs	Defrayal of spend on construction	Quarterly	Planned/ Forecasted Spend Profile		10%	50%	40%				
IN2	Matched Capital Contributions Spend	Planned based on total scheme capital costs	Defrayal of spend on construction	Quarterly	Planned/ Forecasted Spend Profile		10%	50%	40%				

INPUT 3: PROJECT DELIVERY AND MILESTONES

Milestone	Planned Date of Delivery
Start of project (start spending GBF or match funding)	November 2022
Planning permission for change of use Granted	May 2022
Site Mobilisation Works Commence	Q4 2022
Project Completion	End of March 2023
Site Opening	April 2023
Start of project (start spending GBF or match funding)	Sept 2022

INPUT 4: RISK MITIGATION

- Please note any risk mitigation used and if any risks materialised up to the opening of the scheme [Please refer back to Risk Register in the Business Case].

Project Risk Register		
no	Risk	Mitigation
1	Historic England	Working closely with Historic England
2	Risings costs due to; inflation, construction costs, materials costs	Costs have risen – however the process on casemates 51 & 52 have underwritten the expected cost for 1,012 sq m. The proposed casemates 53&54 are for 757.53 sq m and therefore by adopting the pro rata cost plus 10% a significant allowance has been made due to the smaller envelope.
3	Take-up of space falls below expectation	Market research undertaken and the impacts associated with covid-19 and inflation indicate 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.

OUTPUTS

ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OP1		Baseline	Site vacant	n/a	n/a	n/a	n/a
	Casemate 53: Small businesses / craft workshops space	Planned/ Anticipated	4,366 sq ft (406 sq m)	Project management	On completion	Project team	March 2023
Details: Method of Collecting Baseline Information							
Anecdotal - Project team observation							

ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OP2		Baseline	Site vacant	n/a	n/a	n/a	n/a
	Casemate 54: Retail, food. Entertainment space	Planned/ Anticipated	3,786 sq ft (352 sq m)	Project management	On completion	Project team	March 2023
Details: Method of Collecting Baseline Information							
Anecdotal - Project team observation							

OUTCOMES

	Outcome Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OC1	Jobs connected to the intervention	Baseline	Site vacant No jobs	Anecdotal	n/a	n/a	n/a
		Planned/ Anticipated	19 FTE jobs	Anecdotal	One year and five years after opening	Management team	2024

Details: Method of Collecting Baseline Information

Anecdotal – Vacant site – Project team observation

	Outcome Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OC2	Trainees/apprentices	Baseline	Site vacant No trainees/apprentices	Anecdotal	n/a	n/a	n/a
		Planned/ Anticipated	4 trainees/apprentices	Anecdotal	One year and five years after opening	Management team	2024

Details: Method of Collecting Baseline Information

Anecdotal – Vacant site – Project team observation

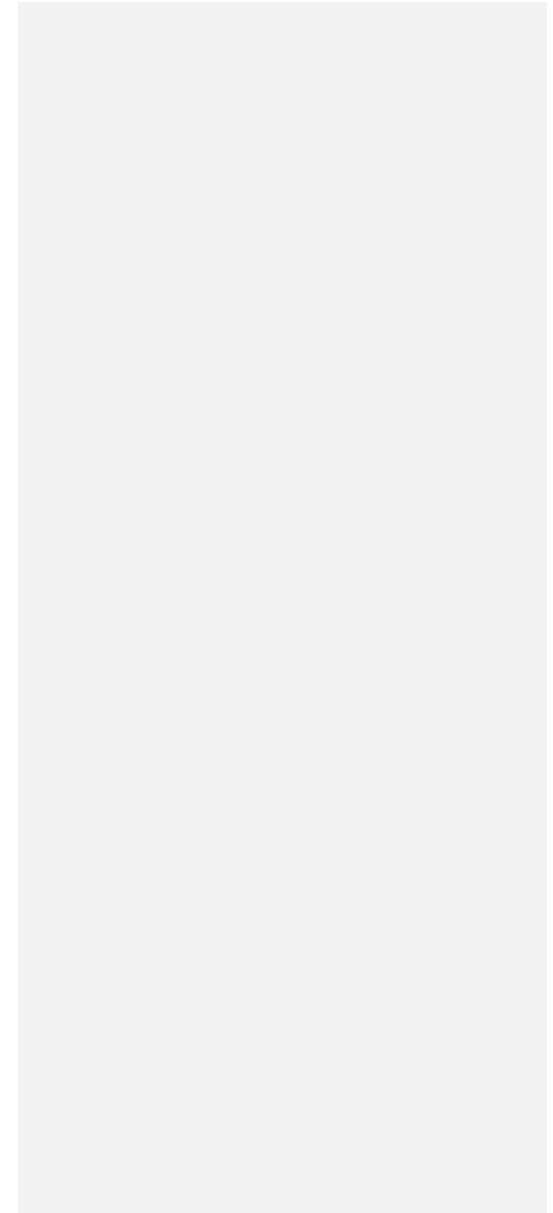
IMPACTS

- Impacts are not required for schemes of £2m of funding or less.

Benefits Realisation Plan Summary

Item	Description	Benefits Monitored / reported	Approach	Responsible body
Input 1	GBF grant (£850,000)	Quarterly	Project team - Defrayal of spend on construction	Scheme Promoter
Input 2	Matched Capital Contribution Spend (£251,417)	Quarterly	Project team - Defrayal of spend on construction	Scheme Promoter
Output 1	Casemate 53 - Small businesses / craft workshop space	On completion	Project team – project monitoring	Scheme Promoter
Output 2	Casemate 54 - Retail, food, entertainment space	On completion	Project team – project monitoring	Scheme Promoter
Outcome 1	19FTE Jobs	Year 1 and year 5	Management team - Survey of businesses	Scheme Promoter
Outcome 2	4 trainees / apprentices	Year 1 and year 5	Management team - Survey of businesses	Scheme Promoter
Impact 1	Beneficial impact on creative businesses in Dover	Year 5	Anecdotal	Not required for schemes of £2m funding or less

Impact 2	Future investment in The Citadel	Year 5	Anecdotal	Not required for schemes of £2m funding or less
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14. 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 Barrack 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-19th 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 19th 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.

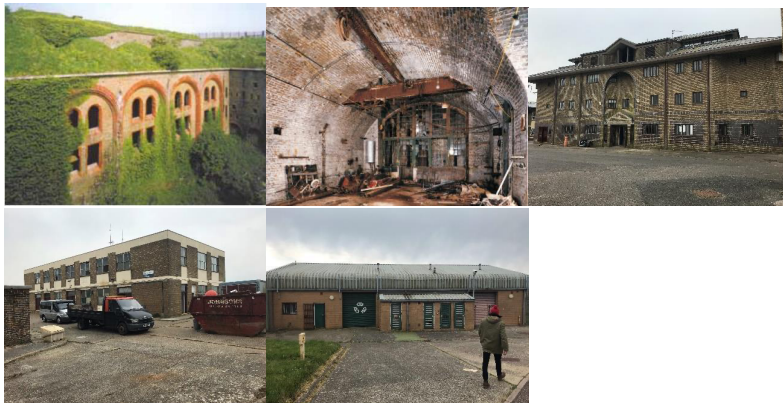
Western Outworks

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 19th 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.



Accommodation

The accommodation available at the Property is as follows:



SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

Building	m²	ft²
Administration Building	3,627.7	39,048
Boiler House (Admin.)	14.2	152
Rye House	1,543.4	16,613
Deal House	1,539.0	16,565
Main Stores & Visitor Centre	832.2	8,957
Cabin	34.2	368
Workshops	219.3	2,360
Barn	76.9	827
Stores	20.4	219
Health Mobile	36.0	387
Health Care Centre	253.5	2,728
Gate House	227.7	2,450
Switch Room	54.4	585
Visitors Reception	141.5	1,523
Stables	40.3	433
Hastings House	949.4	10,219
Sandwich House	949.4	10,219
Romney House	949.4	10,219
Ces Stores	48.0	516
Sports Building	373.8	4,023
Gymnasium	266.6	2,869
Cleaning Store	21.4	230
Internal Garden	52.5	565
Tower	11.6	124
Store Room	9.1	97
Chapel & Stores	787.7	8,478
Works Department	741.0	7,976
Garage	28.8	310
Shed	20.3	218
Fuel Store	11.3	121
Education Building	725.4	7,808
Staff Rest Room	31.3	336
Segregation Unit	310.1	3,337
Dining Hall & Kitchen	984.6	10,598
Victualling Store	113.2	1,218
CIT Painters	218.7	2,354
CIT Bricklayers	271.7	2,924
CIT Plumbers	257.9	2,776
Canoe Shop	75.2	809
Store 1	13.5	145
Store 2	31.2	335
Store 3	41.4	445
Store 4	3.4	36
VT Mech/L Services	364.7	3,925
VT Welders	281.4	3,028
Wire / Computer Shops	258.1	2,778
VT Motor Mechanics	311.9	3,357
VT Motor Mechanics Store	39.8	428
Bridge Store	2.1	22

Bridge Shed	9.6	103
Skilled Ops	479.3	5,159
Plant Room	476.7	5,131
CIT Carpenters	520.5	5,602
CIT Plasterers	438.4	4,718
Total (GIA)	20,141.1	217,371



All measurements are approximate and calculated in accordance with the RICS Property Measurement (incorporating International Property Measurement Standards) 2nd Edition Jan 2018.