

**DOVER DISTRICT COUNCIL
ECONOMIC DEVELOPMENT**

PROJECT BRIEF

FOR

The transfer of the former WCE building to KCC, overview and input into the building conversion and subsequent operational phase of the Dover Discovery Project

**VERSION/DRAFT TWO
24/08/01**

Accepted by Mr R Madge (Project Sponsor)	Date
Accepted by Miss C Waterman (Project Manager)	Date
Accepted by Economic Development (Client Department)	Date

PROJECT TITLE:

The transfer of the former WCE building to KCC, overview and input into the building conversion and subsequent operational phase of the Dover Discovery Project.

Project Sponsor:

Roger Madge, Director of Economic Development

Project Manager:

Christine Waterman, Head of Tourism, Arts and Museums

Project Board:

As above, plus Harvey Rudd, John Dyson, Head of Property Services (Stuart Gooda to attend until postholder commences)

Project Team:

N/A

Project Client(s):

N/A

Directorate:

Economic Development

Project Purpose, Objective(s) and Benefits:

To formulate proposals for and oversee (1) the transfer of the former WCE building to KCC, (2) to advise on DDC involvement in the subsequent building refurbishment (3) to advise on DDC involvement in the operation of the new Dover Discovery Centre.

Objectives

1. To achieve a satisfactory, efficient and legal transfer of the building or parts of the building to KCC prior to the commencement of the building works, achieving the best possible terms for this Council.
2. To ensure the protection of the Council's remaining assets and interests during the construction phase.
3. To ensure satisfactory terms are agreed for the operation of the building, (either by KCC or jointly) so as to provide long-term protection for the Council's interests and assets.

Benefits

1. By transfer of the building or parts of the building reduce the Council's long and short-term expenditure and commitments at this site.

2. Assist the KCC in providing a new integrated educational exhibition including Library and Adult Education Centres and arts facility for the benefit of local residents.
3. Secure greater use of and access to the Council's own historical and educational services.

Background:

1. The need for this project was identified by the board of the "Closure and Continuing Maintenance of the White Cliffs Experience Buildings & Surrounding Grounds" project set up in June 2000.
2. Following the closure of the WCE in December 2000 a new use has been identified for the building in conjunction with KCC. The building will become the Dover Discovery Centre a 'Halo' project incorporating KCC's Dover Library and Adult Education services and a new ICT Centre. An arts facility including a small theatre and display areas may also be incorporated and other tenants may join the project. The existing Dover Museum & Boat Gallery will remain on the adjoining site under DDC ownership and become part of an integrated public service including a new shared local studies facility.
3. As a part of the project part or all of the WCE/Museum site will be transferred to KCC with various freehold/leasehold options yet to be defined.
4. Prior to the opening of the new Centre joint operational agreements will need to be in place.
5. The transfer of the building and agreement of terms will involve costs to the Council.
6. The projected timescale for this project proposes an opening date for the new centre of March-June 2003.

Project Scope:

1. Physical Boundaries

The project concerns the former WCE, Dover Museum, the Bronze Age Boat Gallery and the surrounding grounds.

2. Organisational Boundaries

The project as a whole is complex involving KCC and DDC Members and Senior Officers at project policy and management level and management and front-line staff in the Adult Education, Library & Museum services. Other organisations such as South Kent College, the Health Authority, the Youth and Community Service and other appropriate organisations will also be involved in the project as partners or advisors.

Organisational Impact:a) Of doing the Project

A considerable amount of officer time in Economic Development, Finance, Legal and Technical Services departments will need to be devoted to the project.

Costs will be incurred in transferring the building to KCC, however the transfer will result in substantial overall long-term savings.

The successful completion of the project will secure a publicly funded asset for county and district ratepayers.

b) Not doing the Project

If the project does not proceed, the Council will continue to incur revenue costs of c.£100,000 p.a. plus increasing maintenance costs until another use can be found for the building.

Business Risks:

The risks in not supporting and seeing this project through are

(1) as outlined above at (b)

(2) Following negotiation, only being able to achieve terms of transfer which are not the most acceptable to the Council. At this stage the Council may have to weigh the long-term implications of such terms against the long-term advantage of the transfer of the building.

Indicative Costs:

At the outset of the project three phases have been identified with indicative costs as follows:

1. Initial Feasibility Phase

Outline valuation, survey and legal advice £50k plus internal fees.

2. Detailed Negotiation Phase

Detailed negotiation and legal services £50k plus internal fees.

3. Building Project Phase

Landlords approvals. Probably all internal fees eg. clerk of works and legal services.

Total indicative costs at this stage are estimated at £100,000 plus internal fees.

Constraints:

There are three possible areas for constraints.

1. **Internal Constraints**
 - a) Lack of sufficient budget to effect transfer.
 - b) Too many constraints on negotiation terms leading to delays, additional costs and possibly withdrawal by KCC.
2. **KCC Constraints**
 - a) Unacceptable negotiation terms for transfer.
 - b) Lack of efficient project management causing delays and costs.
3. **Funding**
 - a) Failure of grant applications resulting in abandonment of project.

Timescales & Deliverables:

This needs to be discussed in detail with KCC.

They have identified June 2002 as the construction start date, the latest point at which full transfer of the building or parts of the building must have been finalised. However, as they will incur substantial architectural and consultant costs by this stage it is anticipated that they will need full commitment to the project at a much earlier date.

For discussion the following is suggested:

1. **Phase One Feasibility**

By 20 December 2001 with agreement to proceed subject to Phase 2.
2. **Phase Two Detailed Negotiation**

By April 2002 (KCC estimated time for tendering project). All agreements made and signed.
3. **Phase Three**

Commences just before proposed construction phase begins 16 May 2002.

Contacts & Resources:

1. **Members**
 - (1) DDC Members Group to advise on transfer.
 - (2) Joint Members Group to oversee project.

2. Internal

Substantial staff time from E/D, Finance, Legal, P&TS and internal fees from Legal and P&TS Departments. (Throughout project).

3. External

- (1) External Legal Advisors (Phase 1 & 2).
- (2) External Valuer/Surveying Consultants (Phase 1).

4. KCC Officers

Regular contact. (Throughout project).

Circulation list and sequence: All Project Board

Decision Path:

Management Team → DDC Members Group → Capital Appraisal Working Group → Cabinet → Policy & Services Committee.

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Your ref:
Our ref: YE/JMB
Date: 17th July 2001

Dear Rose,

The White Cliffs Building – the Dover ‘Halo’

Further to the brief telephone conversation we had last week I can now put in writing the results of discussions that have been taking place within the County Council to take forward plans for “re-inventing” the White Cliffs building.

Following discussions between Charles Findlay, the Cabinet Member for Community Services, the Leader of the Council, the Finance Director and our Assistant Director (Finance), Grahame Ward – we now have the necessary agreements within the County Council to proceed with the creation of ‘the Halo’, in Dover. In essence it will mean the transfer of the Adult Education Service, the Library Service and our local history collection into the White Cliffs building along side the Museum, but delivered in an integrated and seamless way to the citizens of Dover. Clearly the work we have done thus far, now needs to proceed with some speed and I am hoping by Friday to have put together a project team from KCC services to take this forward, together with identifying the support we are going to need from specialist colleagues within the property services. Pete Ryan will continue to act as our project co-ordinator and will keep you closely briefed of our “every move”.

Finally as I mentioned to you on the telephone, the issue about the transfer to the County Council of the free hold of the building, is one we are keen to progress. I know this is something that Dover District Council have also contemplated and we will need to do what is necessary to effect this transfer. On the financial side, if it is possible to obtain some specific letters of support from SEEDA and GOSE, this would help me greatly.

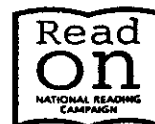
contd

Nick Henwood
Strategic Director

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Roger Madge

17th July 2001

For the record this is an enormous opportunity which would not have been possible without your and John Moir's support and the hard work of colleagues. The real "partnership" work begins now - but I am already looking forward to the opening of the first Halo in Kent and probably in the UK.

With very best wishes,

Yours



Yinnon Ezra

County Community Services Officer

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Mr. Yinnon Ezra,
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Date: 27 July 2001

DOVER DISTRICT COUNCIL	
TOURISM AND ECONOMIC DEVELOPMENT	
REF:	
RESPONSE TO:	
30 JUL 2001	EDC
	TOURISM
	OF
	DOVER
	DOVER

Dear Yinnon,

THE WHITE CLIFFS EXPERIENCE BUILDING – THE DOVER “HALO”

Thank you for your letter of 17 July confirming that you now have the necessary agreements within the County Council to proceed with the Dover Halo or Dover Discovery Centre. Since receiving it we have, of course, held our joint Press Conference with yourselves and you will know that we are very enthusiastic about the project.

I have had the opportunity of discussing the principle of transferring the freehold of the White Cliffs Experience at an informal level with both senior officers and senior elected members. I am pleased to be able to confirm that those whom I have consulted were supportive of the idea in principle although you will appreciate that, at this stage, there is no formal approval for a transfer of the freehold – even in principle. One of my first priorities will therefore be to ask the Policy & Services Committee to formally endorse the principle of exploring the practicalities of transfer. This will then enable me to draw in the appropriate property professionals and to seek advice on the detailed implications of transfer and the terms that should feature in any final agreement. We will probably have to clear the terms of a transfer with both the District Auditor and GOSE as well. Since we retain the Dover Museum we need to find solutions to the division of the building in that area.

I would like to take this opportunity to thank you for your own hard work in seeking and gaining the approvals so far and for the commitment to the partnership already shown by your own officers, particularly Richard Ward, Richard Aldous and Peter Ryan.

It is clear that our Members and staff are looking forward with great enthusiasm to the development of the scheme.

With Best Wishes.

Yours sincerely,

J. P. Moir
Chief Executive