



Dover

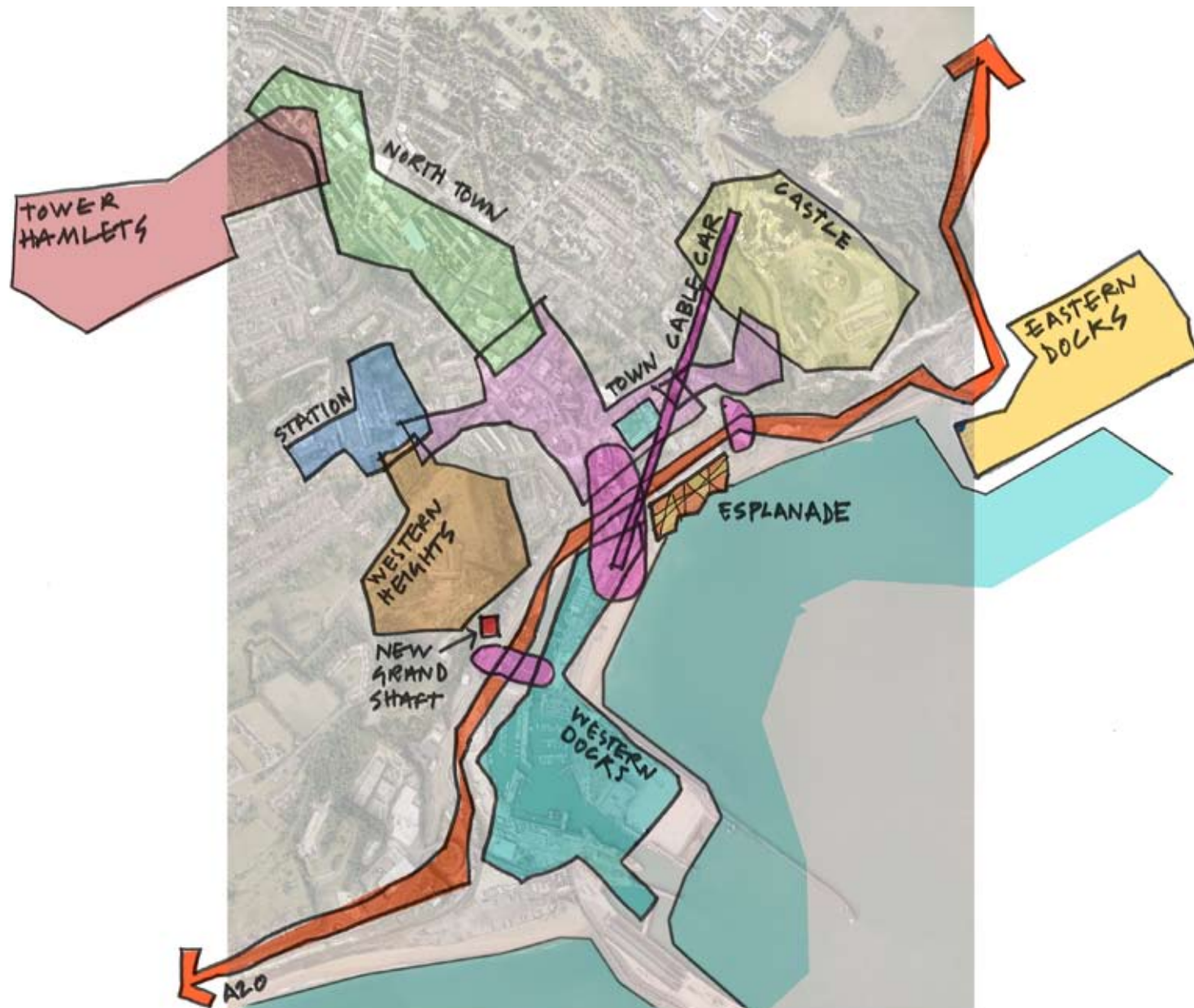
a Sea Change  
for regeneration -

Connecting Cultures

a proposal for funding from  
CABE's Sea Change  
Regeneration Programme







*Dover's regeneration requires that we make physical and cultural connections between its major assets.*

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This proposal is made on behalf of Dover District Council, SEEDA, Dover Harbour Board and English Heritage by Kent County Council. The bid consists of this document, the Application Form, and English Heritage's Business Plan for Dover Castle, submitted on 2nd June 2008, with supporting film and the "vision" book to be submitted shortly after..

We welcome the invitation to make this bid and hope that we may have the opportunity to refine it over the weeks to come.





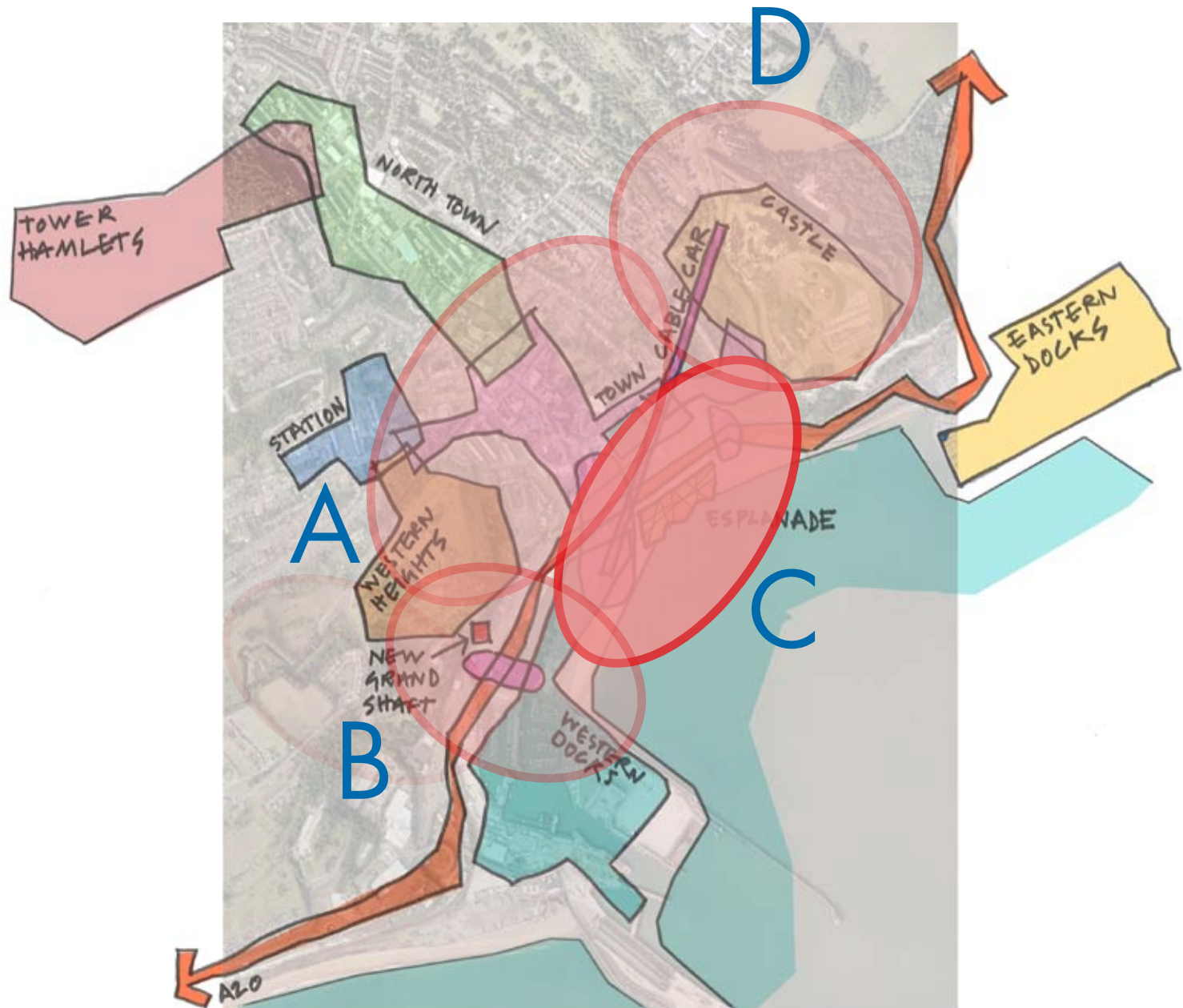
# A. Our Vision and Our Project





## Connections

- A. Station, HST and light transit system
- B. Station to Western Heights and Hotel, Grand Shaft, to Port
- C. Wellington Dock/ Esplanade to Castle. (Sea Change Bid)
- D. Park and Ride, to Castle and elsewhere



# A. Our Vision and Our Project

## Our Vision

As the gateway to England, Dover has layer upon layer of history which is at the core of the town's being. Pre-Roman archaeology in the Town Centre and the Roman Pharos are powerful symbols of the Port's significance over two millennia. This strategic importance has continued ever since. The most obvious symbol of this is Dover Castle, begun in 1120 by Henry II and his architect Maurice when its construction required a substantial part of England's gross national product. Adaptation and re-use continued up to the 2nd World War when the underground tunnels were extended as a vital communications point for war time Britain. The Napoleonic era produced a wealth of military architecture and earthworks, but only a fraction of this legacy is commonly seen. Recently English Heritage has put forward a Business Plan to make Dover Castle pre-eminent in its offering to the public.

Against this background Dover District Council, the Harbour Board, Kent County Council, SEEDA and English Partnerships have in various combinations proposed initiatives to regenerate the town, harnessing the assets of a large throughput of people (ferry passengers, cruise passengers, visitors to White Cliffs visitors centre and the Castle). Dover Harbour Board has plans for the expansion of the Port westwards to create a new passenger terminal and freight port.

In broad terms, the regeneration strategy is to combine the potential of one of the country's most successful ports with the town's historical, archaeological and cultural legacy and underused land to produce a compelling regeneration programme, using of course the world famous brand name "Dover". Dover expects to get Growth Point status which would mean about 10,000 additional dwellings. It is accepted that for this to produce social and economic regeneration the town must be better presented, more attractive and be a place where people will choose to live.

The other historical defences of Dover also have a part to play in this vision. Western Heights is being promoted by the District Council with English Heritage's agreement as the

site for a top class hotel, overlooking the new passenger and cruise terminal where its dramatic topography provides an outstanding setting. Subject to the detail of respect for the archeology, its landscape setting and the quality of design, this major asset would become part of the 'connected Dover' by refurbishing the Grand Shaft as a means of access to the port level, and by connection to the station.

The key to this regeneration is culture and how to display it, ensuring that it plays a major part in change rather than remaining the preserve of enthusiasts. Sea Change for Dover means connecting the jewel in the crown, Dover Castle, to a regenerated and revived Esplanade so that visitors to the castle can be immediately aware of the important attractions of the town, users of the port can easily be transported to the castle, and residents can take pride in a major amenity - their own Sea Front. This is central to this bid but it is only part of the ambitious programme of "culture and connection". In 2009 the High Speed Train (HST) programme will produce fast rail links to London. In Europe this service has been shown to improve demand, and the further planned light rapid transit system connecting the station to the town will enhance the HST's effectiveness. In the longer term, Kent County Council is promoting a system of Park and Ride car parks at Whitfield, to reduce reliance on the private car whilst improving connectivity in the town with its challenging topography.



*Our vision is to use the town's history and culture to lead regeneration, making it accessible, producing pride and prosperity by "connecting cultures".*

# A. Our Vision and Our Project

## Our Project

Our Project is in two strands. **Strand 1** is for a means of transporting people from Wellington Dock direct to the Castle by means of a **cable car system**. This will complement other forms of transport and the new measures proposed to reinvigorate the Castle as a tourist attraction. The ride from western dock to the Castle and vice versa will be breathtaking and will have regional "destination: significance. The route gives a magnificent view southwards over the Esplanade to France as one rises up the cliff which is Dover's trade mark. The starting point would be adjacent to the new land bridge and tower proposed as a key element of the reconnection of the town centre with the sea front (not part of this bid). The bustle of port activity, the flotilla of small boats by the new Watersports Centre, and the scale of port infrastructure will be displayed before the relative tranquillity of a thousand years of history which confronts you as you arrive at the Castle.

The cable car is complemented by complete **refurbishment and reconstruction of the Esplanade** to give a modern, attractive new seafront connecting the Eastern and Western docks, crucially providing an important new 'public realm' for Dorsetians and visitors alike. The existing beach faces south, is sheltered by the harbour, and is home to listed buildings and the new Watersports Centre. We propose a new "urban beach" replacing much of the extensive roads and parking, providing new rock pools, water displays, lighting and artwork as appropriate for the location. It could become a major attraction in itself against the future backdrop of a reconfigured Wellington Dock with arts, retail and residential development, connected to the Town Centre by the proposed landbridge.

The **Blériot Monument refurbishment** is a small public realm/cultural project which must be constructed by July 2009. This commemorates Blériot's historic 1909 crossing of the Channel by air. The site is neglected, but with refurbishment and wider aspirations it could become part of a series of trails linking Napoleonic history with the Second World War artifacts, the future visitor management of the Castle and

wider educational/conservation issues of chalk downland management.

## Strand 2

This project will bring about major improvements to the presentation of Dover Castle using the exciting new transport link between the town and Castle as an added attraction. The key element of Strand 2 is a vastly improved presentation of the story of Dover Castle from the Iron Age to the Second World War. This will attract new visitors and will enable people to understand the story of Dover Castle, one of England's most important castles, much more successfully. The project, with Strand 1, will create a dynamic combination of the old and the new - one of the most important historic sites in the country, presented in a new and exciting way, accessed by a thrilling 21st Century transit system.

Critically the total impact of this project on the cultural and economic regeneration of Dover is greater than the sum of its parts.

Specifically Strand 2 would provide:

**a permanent new admissions building** for a sense of arrival and orientation,

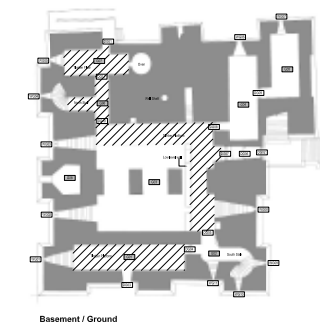
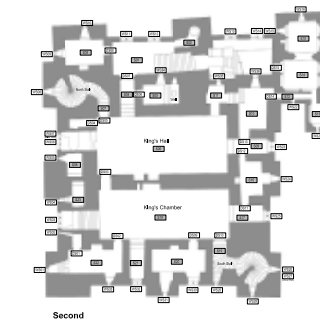
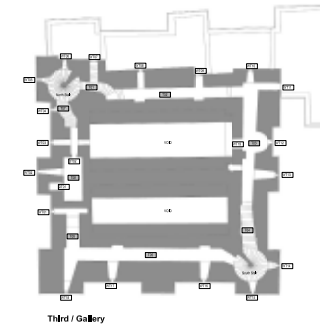
**the Great Tower (Keep)**, a major new presentation of the key castle attraction

**Officers New Barracks** - conservation and public access

**Secret Wartime Tunnels** - a major representation of this key castle attraction.

Visitor numbers at the Castle show a slight but steady decline unless key attractions are "refreshed" or presented in a new way. Investment in the Great Tower and Secret Wartime Tunnels will bring an innovative and compelling approach to

the presentation of these very different periods in history. The refurbishment will deliver a step change in the quality of the visitor experience, which is expected to produce c 93,000 additional visitors by 2012 as a result of these investments.



*The Great Tower (the Keep) needs re-presenting in a lively and compelling way*



# A. Our Vision and Our Project

## Land & Transport

To deliver this project will require specific studies into the design of the cable car system, its visual impact on a world renowned landscape, the detail and acceptability of incorporating such a facility into a scheduled Ancient Monument and a number of other sensitive issues. The land required is within the control of the key stakeholders, namely Dover Harbour Board, Dover District Council and English Heritage. Key issues of access, quality of Sea Front and the public realm, which is recognised as a key driver in the regeneration of Dover, were addressed in the Dover Public Realm Strategy 2006, commissioned jointly by Kent County Council, Dover District Council and SEEDA. Wider issues of access are, and have been, explored through a number of technical studies for Dover Harbour Board (Port expansion), for Dover District Council (parking strategy) and for Kent County Council (the wider network). Kent County Council and Dover District Council share the aspiration to link the Station (with its fast High Speed Train links to London in 2009) with a light transit system to connect destinations in and around the town with a Park and Ride system at Whitfield. Further studies will be undertaken to integrate these studies into the context of the Dover Waterfront Study, about to commence. Sea Change will harness all of this work but will require further specific work in relation to visitors to the Castle where new access arrangements may be required for car and coach borne visitors.



*Transport needs to be functional but it can act as an "icon", raising aspirations and setting standards*

## Consultation

This is a vision requiring community involvement which over 4 years has been refined by the regeneration agencies and Dover District Council. Many initiatives are coming together to produce a corporate vision for change, although the detail remains to be defined. As part of this process there have been many consultation processes with the public and with key stakeholders. The Port has held its own consultation process for Port-related expansion and Dover District Council held public consultation exercises for the public realm strategy in 2006. More recently in 2007 a major effort was launched showing how the town could be reconnected in the broadest sense resulting in the book "Dover – A Vision for Regeneration and Delivery" and an accompanying dvd which has had wide distribution, support from public and key agencies alike and favourable press coverage.

As part of the Sea Change process we propose a multi-level Public Consultation to inform, debate and entertain, showing how Castle and Seafront will once again become essential to Dover's culture. A major exhibition event would be tied to the Blériot 2009 Celebration (July 2009) when the town will host a 3 day commemoration of this event. An exhibition of regeneration proposals will be held at the Castle when it will be open, free, to the public for 2 days. The Sea Change consultation will take the form of workshops, walkabouts, films, an exhibition, and most importantly an Outreach education programme linked to the values of the 2 strands of our project; history, the shaping of Dover, the technology of transport, the ecology of the seashore and of the chalk downlands, the threats and opportunities of climate change for coastal communities, and the arts opportunities of a major international quality piece of public realm on the Esplanade. Together, these represent the culture of Dover.

In 2007/8 Dover Castle welcomed 300,000 visitors. This included 67,000 school children. English Heritage offers free education access to the site to schools, colleges, home

## A. Our Vision and Our Project

educators, scouts and informal adult education groups. English Heritage also runs interactive, hands-on facilitated school groups called "Discovery Visits". English Heritage also runs programmes of Outreach activities designed to engage with those who traditionally have not had easy access to heritage - people from ethnic minorities, people with disabilities, people on lower incomes and young people. If our bid is successful we propose to extend this education programme to a wider audience, linking it with the Outreach programme proposed under Strand 2, where there is synergy between the two.

### Aspirations, Confidence & Pride

It is recognised by all agencies that these initiatives, ranging from transport to culture, must be connected if the real potential is to be realised. When this is done the transformation of Dover from deprived community reliant on the Port as a major employer to vibrant, confident, attractive town will be achieved. Confidence is rising. All concerned, including residents, are becoming more demanding as they realise that regeneration is not something for other people but can be applied to Dover and that change and growth bring improvement to the quality of life for themselves and for their children.

What more powerful symbol of this pride and confidence could there be than a modern, beautifully designed 21st Century cable car, linking the former working port with the rich historical legacy of Dover Castle, overlooking an inspirational public realm in the form of a new Esplanade?



*Our consultation process will also aim to educate and inform engaging hard to reach groups and special interest groups through workshops, walkabouts, activity and media relations*





# A. Our Vision and Our Project

## Our Project - Key Features and Benefits

Strand 1	Key Features	Key Benefits
<b>Cable Car</b> - feasibility studies for enabling the Cable Car project	£650k worth of studies to test feasibility of the construction of the cable car (costing a minimum £3m - £4m) linking Western Dock to main public area of the Castle. Includes engineering, visual, environmental, land issues studies (further studies required to refine the passenger numbers).	A vital link to connect Castle to town, and also the ferry passengers, cruise passengers and residents to the Castle with Park and Ride at Whitfield produces opportunity for direct access to the Esplanade from the A2.  The cable car will be an attraction in its own right and visually exciting, enlivening the Sea Front and delivering potentially between 20,000 and 70,000 additional visitors per year to the Castle.
<b>Esplanade Public Realm</b> Remodelling of Esplanade "urban beach", design and construction	£2.18m worth of construction plus associated design and investigation costs to extend the re-modelling of the Esplanade to produce an "urban beach" with light and water displays, an events space (further studies required to refine scope, content and specific design).	Setting for the Water Sports Centre, an attraction for visitors and an amenity for residents. Important public realm for aspiring Dover, providing a destination within Dover itself to enhance its seaside quality; art, history, recreation and well-being combined as culture.
<b>Blériot Monument Public Realm</b>	£90k small-scale project to re-present the Blériot landing site, access arrangements and information as part of wider potential for lands adjacent to the Castle; links with key Channel view points, First and Second World War gun emplacements; Hellfire Corner", and other historical and nature conservation trails. Construction completion June 2009. Initial design completed.	Raising awareness of the wider offer that "history" provides; linking with the industries of Dover, brings back into use a neglected asset; acts as test bed for further access, management, interpretation of Castle lands; could link with landscape management of the Downs and nature conservation issues of chalk downland management.
Strand 2	Key Features	Key Benefits
<b>Officers' New Barracks</b> - conservation & public access	£500k conservation works to bring it back into use as an Archaeological Resource Centre for the storage, study and display of material from excavations in Kent.	Brings back into use a historically significant building Provides DDA compliant access Provides an urgently needed facility for archaeological storage and study space Adds to the range and quality of the visitor experience Complements the existing museum, educational and cultural facilities in the town of Dover

## A. Our Vision and Our Project

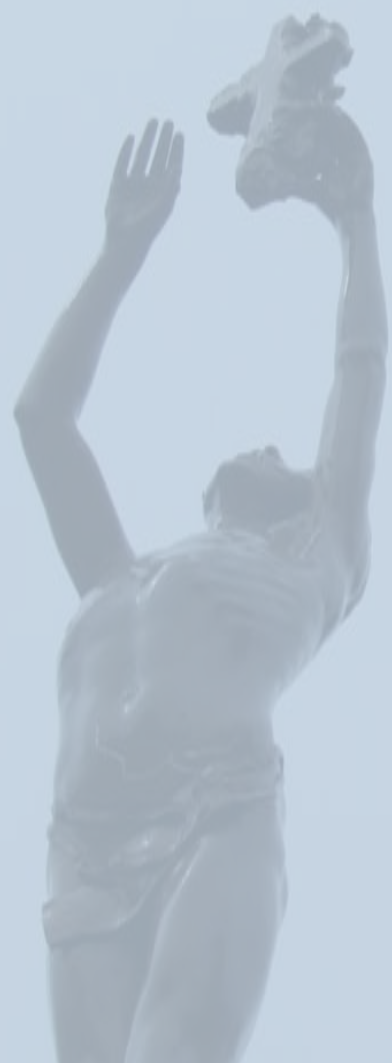
Strand 2 continued			Key Features	Key Benefits
<b>Permanent Admissions Building</b> - sense of arrival & orientation			Construction of a new-build, permanent admissions building.	Significantly improved sense of arrival for visitors Increased membership strike rate As a result of the dedicated membership recruitment area Better facilities for visitors Improved facilities for staff A more environmentally sound solution Better insulation Longer-lasting materials Permanence and hence less renewal, wastage and disruption
<b>The Great Tower</b> - major new presentation of key castle attraction			Wholesale reinterpretation of this key element of the visitor experience  Innovative and compelling presentation to engage and immerse visitors	Significantly improved visitor experience Increased visitor numbers Increased dwell times Uplift in retail spend
<b>Secret Wartime Tunnels</b> - major re-presentation of key castle attraction			Highlight the amazing story of Operation Dynamo, the evacuation of Dunkirk  Update and improve the presentation in this popular area of the castle  Increase capacity to ensure more visitors are able to enjoy it	Sustain the increase in visitor numbers to the Castle To deliver a significantly improved visitor experience overall To increase capacity to the tunnels, thereby improving satisfaction ratings to a greater proportion of visitors To solve the environmental issues currently experienced in the tunnels.
<b>In summary, Dover Castle Visitor Experience</b>				
Financial Benefits			Benefits of Investment Plan for Dover Castle	
	Internal benefit to English Heritage	Total benefits - including external benefits to Dover	Significant increases in admission numbers leading to increased spend in the town of Dover and the surrounding areas A new opportunity to engage with education audiences English Heritage will provide free access to the Great Tower for all education groups. In addition, Discovery Visits will be developed to aid greater understanding of the experience. Discovery Visits are interactive, hands-on facilitated sessions for school groups and needs of the people taking part, aiming to create interest, inspire involvement and create a sense of ownership of Dover’s local historic environment. A significant improvement to the product quality at Dover Castle and hence the cultural and heritage offer within Dover.	An innovative and motivating approach to the presentation of different periods of history delivering a step change in quality for the Castle setting a new benchmark for presentation and putting Dover at the forefront of heritage interpretation. Increased admissions, membership, retail and catering revenues Improved quality of the visitor experience. Increased dwell times - more people will stay overnight in and around Dover. Public access to a currently inaccessible, hisorically significant building. Increased scope for community and volunteer programmes
Net present value in Year 20	£6,566,356	£8,166,947		
Internal Rate of Return	18%	21%		
Discounted payback period	8 years	7 years		



# B. Meeting Sea Change's Objectives and Criteria







Dover needs to be thought of as a 'happening' town, not as a place resting on its two thousand year old laurels, and its success as a port.





## B. Meeting Sea Change's Objectives & Criteria

### Meeting Sea Change's Objectives

Dover is a successful port, but it is a less successful seaside town which never recovered from the physical damage of the Second World War. Yet it faces south, has an attractive beach, a culturally rich hinterland, world famous 'brand', is steeped in history, and accommodates at least 15 million visitors a year to its various attractions and ferry ports, who collectively contribute very little to the town's economy. With climate change now a reality it is essential that we use our recreational resources wisely by rediscovering and reinventing the attractions of our seaside towns. Investment is needed to display its heritage and create a public realm of at least national quality; in fact we should aim to provide the best that can be seen internationally.

It has been proved that investment in the public realm raises land value as a catalyst for development, but it also creates pride and confidence in residents: there is an upward spiralling effect which is not always achieved by purely architectural investment because this is not so visible, and is not available to everyone. The public realm is, by definition, "inclusive". For best effect these investments need to be linked, hence 'Connecting Cultures'.

There is incentive to pool knowledge since seaside local authorities are collectively rediscovering what makes a successful seaside resort. The formulae of the early 20th century no longer work. How can this experience be pooled? A biennial conference of the seaside towns could help, assisted by compelling visual presentations with case studies: what works in one place will not necessarily work in another. Some authorities are more aware of the catalytic benefits of high quality public realm, others less so. Management issues are always acknowledged but not always acted upon.

There are key differences between now (and the future) and the heyday of the seaside town in the length of the visitors' holiday break. Consumer trends in spending leisure time are changing; as affluence in the developed world increases people tend to value experience more than possession.

Demographic trends are key issues in the leisure market, with the proportional growth in the number of "older" people. Older people now stay active for longer, and their increased experience and affluence makes them more discerning. Growing awareness of sustainability and the desire for self-improvement are important for a cash rich, time poor generation. All of this tends to produce a desire for more short breaks, offering a quality experience to discerning customers. More short breaks are being taken, and these tend to be by higher socio/economic groups. This may have a beneficial effect on English Heritage's Business Plan by producing more A and B1 visitors to complement their existing customer base. The cultural offering, as opposed to "bucket and spade" holidays, assumes greater importance. History, art, nature conservation, food and drink, landscape are key ingredients. Dover has some of these, though they are all present in East Kent. The presentation of 'culture' will be vital to creating a successful tourism economy.

Dover benefits now from commitment to a high priority for investment from a range of agencies; SEEDA, KCC, English Partnerships, English Heritage and the Dover Harbour Board: because of Dover's aspiration to grow, its deprived status, the strategic importance of the Port, and the richness of the heritage. The agencies have frequently joined forces to fund enabling initiatives and in this case have declared that match funding will be available to maximise the benefit of CABE's funding. The common thread here is the public realm which is the 'glue' between several initiatives under way. Since this is of particular interest to CABE, the funding already being applied to other regeneration initiatives will act as match funding to CABE's resources.



## B. Meeting Sea Change's Objectives & Criteria

### Meeting Sea Change's Criteria

Innovation & Aspiration	
Strand 1	Strand 2
<p><b>Cable Car, Esplanade</b></p> <p>The cable car is intended to be visually ambitious, conveying the level of design which other re-generation projects will have to achieve. The design of the supporting engineering works (towers, gantries, etc) will also need to be of the same quality as the cars themselves. Some of these will be free standing structures as part of the design of the Esplanade; the appearance of these is critical to the presentation of Dover. Others such as the point of embarkation may be integrated with the existing proposal for a Landmark tower, linking with the landbridge, or they may become part of the future architecture of the re-developed DeBradelei Wharf, part of the Wellington Dock redevelopment. The precise nature of the route will need to be detailed and confirmed through the appraisal process. Quality of appearance, experience and public realm must be high. The cable car system is intended to be innovative in its own right. It is more than transport; it is artwork, lighting, sculpture and a cypher for the "new Dover".</p> <p>The same is true of the public realm at the Esplanade. The intention is that this should be as sustainable as possible with every opportunity taken to generate its own renewable power for water features, lighting etc;. See Sustainability for further detail.</p>	<p><b>Dover Castle Visitor Experience</b></p> <p>The planned investment at Dover Castle will significantly improve the quality of the visitor experience and understanding a world-class historic asset; a site that has consistently played a central role in England's history from Roman times to the modern day.</p> <p>The investment will make a positive impact on the quality of life in Dover both directly, by contributing to local pride and place-making, and indirectly through the attraction of increased levels of tourism to Dover.</p> <p>The project will result in the following specific improvements:</p> <p><b>New Permanent Admissions building</b> A new structure (of approx 150 sqm) will place the current temporary admissions point. The new building will improve the sense of 'arrival' at the property as well as creating improved visitor facilities.</p> <p><b>Representation of the Great Tower</b> The complete re-presentation of the Great Tower (formerly known as the Keep). The visitor will step back into a 'film set medieval world' and experience the Tower as it would have appeared when first built in the late 12th Century by Henry II.</p> <p>The scheme will for the first time present the space in a way that reflects its original use, and bring the story of the Tower to life in a way more dramatic, engaging and accessible.</p> <p><b>Officers' New Barracks Building</b> This element of the project is designed specifically to re-use the mid-19th century Officers' New Barracks as an Archaeological Resource Centre for the storage, study and display of material from excavations in Kent. This will bring the building back into appropriate use, provide an urgently needed facility, add significantly to the range and quality of the visitor experience, whilst add to and complementing Dover's existing museum, educational and cultural facilities.</p> <p><b>Secret Wartime Tunnels</b> The creation of a wholly new visitor experience in the tunnels that will use latest audio visual interpretation techniques to dramatically tell the story of how the tunnels were used in the evacuation of Dunkirk.</p>

## B. Meeting Sea Change's Objectives & Criteria

<b>Economic Sustainability</b>	
<b>Strand 1</b>	<b>Strand 2</b>
<p><b>Cable Car, Esplanade</b></p> <p>This will produce between 20,000 and 70,000 visitors per annum to the Castle, given the current state of Dover. It is expected that this number could rise substantially once the Esplanade is created, and once this "connects" with the new cruise and ferry terminals, i.e. the potential 15m people using these terminals would have access to the cable car. Once the Park and Ride system at Whitfield and the light transit system which connects with it and the Station is in place, the potential for visitor trips in the opposite direction is clearly increased. The creation of the Esplanade as a destination in its own right will assist in linking the resident population with the Castle and beyond.</p> <p>These factors are expected to produce significant job numbers in catering, retail, transport operations and visitor management but at this stage we are unable to quantify.</p>	<p><b>Dover Castle Visitor Experience</b></p> <p>The economic model demonstrates that the investment generates:</p> <ul style="list-style-type: none"> <li>• a Net Present Value of over £8million over the 20 year investment appraisal period</li> <li>• An IRR of 21%</li> <li>• a discounted payback period of 7 years</li> <li>• 9 full time equivalent jobs</li> </ul> <p>The Business Case details the additional revenue costs that will arise from the capital developments at the Castle. These costs will be funded on an on-going basis entirely from English Heritage's operating budget.</p>
<b>Environmental Sustainability</b>	
<b>Strand 1</b>	<b>Strand 2</b>
<p><b>Cable Car, Esplanade</b></p> <p>The cable car is a relatively low energy means of "people moving" as the equivalent number of people would require approximately 8,000 to 20,000 car trips. The fact of the cable car will help in making the Esplanade and the town of Dover an attraction, reducing to an extent the demand for trips abroad i.e. more people will take more short breaks at home, or at least in Kent, reducing long car journeys or air transport.</p> <p>The intention is that the Esplanade should be as sustainable as possible with every opportunity taken to generate its own renewable power for water features, lighting etc.; the site faces south so photovoltaic shelters might have potential, there is the possibility of tidal range and wave power for energy generation, and by definition any coastal site is windy with the potential for localised wind energy generation. As part of our bid, we have proposed a small study to explore this potential. Beyond this the design of the Esplanade itself must raise aspirations and be innovative. There is no conflict between creating an attractive, fun environment and the recreation of a coastal ecology of rock pools, an "urban beach", kiosks and catering, art and education powered sustainably by the very elements which make it an attractive place.</p>	<p><b>Dover Castle Visitor Experience</b></p> <p>The majority of investment at the Castle will involve the reuse and representation of existing historic buildings.</p> <p>Investment in the Officers New Barracks building will enable the sustainable re-use of an historic asset that is currently empty and a conservation liability.</p> <p>The new admissions building will be architecturally deferential to the major built structures which surround it, and will avoid making a strong visual statement. However it will be of a high quality of design and not purely functional in its external appearance.</p> <p>The site of the new building is of relatively low archaeological sensitivity, but the new structure will be of light-weight construction, keeping impact on below-ground deposits to a minimum.</p>



## B. Meeting Sea Change's Objectives & Criteria

<b>Equality &amp; Diversity</b>	
<b>Strand 1</b>	<b>Strand 2</b>
<p><b>Cable Car, Esplanade</b></p> <p>As stated by English Heritage, the cable car and related infrastructure will be accessible to all groups, in line with current Race Equality, Disability Equality and Gender Equality legislation. The very purpose of the Esplanade public realm works is to make them attractive to a wide section of the resident population and to visitors alike. This means designing the Esplanade in such a way that all sections of the public can take benefit from it. The outreach programmes will ensure that it is understood in terms of its design and in its cultural offering.</p>	<p><b>Dover Castle Visitor Experience</b></p> <p>English Heritage has established a systematic process for ensuring, and demonstrating, that all our activities are accessible to all groups, in line with current Race Equality, Disability Equality and Gender Equality legislation. Further, in support of the creation of the new visitor experiences at the Castle, English Heritage will develop a programme of activities specifically designed to target and engage those groups who don't currently visit the property – specifically focusing on low income, disabled and Black &amp; Minority Ethnic audiences.</p> <p>It is worth noting that Dover Castle attracts a significantly higher proportion of visitors from the C2DE social grades. A major benefit of this investment will be the ability to further expand these audience bases.</p>
<b>Project Management</b>	
<b>Strand 1</b>	<b>Strand 2</b>
<p><b>Cable Car, Esplanade</b></p> <p>Design quality is an essential part of this collaborative regeneration process and needs to be inherent to it, not added later. Robert Rummey (see CV) architect, landscape architect, Cabe Space Enabler, who has a close working knowledge of Dover's regeneration, will assist with the resources of Rummey Design in this process. A Project Steering Committee will be formed comprising representatives of English Heritage, the local authorities and SEEDA and advisors when necessary.</p> <p>For the cable car project there will be an initial Client Team comprising Kent County Council, Dover District Council, SEEDA and Dover Harbour Board. This team will be led by Kent County Council as lead applicant; it will oversee project development, have responsibility for the selection of a specialist project team, and ensure implementation of the work streams set out in the agreed schedule. Progress on this project will be reported to a Project Board comprising representatives of the partner organisations.</p> <p>For the public realm projects (the Esplanade and Blériot Memorial site) Dover District Council will be the lead partner. In each case other stakeholders will be involved. The Harbour Board is a land owner of part of the Esplanade, and English Heritage will continue to take a close interest in the land on which the memorial currently sits. There will therefore be a partnership approach for these elements chaired by Tim Ingleton, Dover District Council's Head of Regeneration.</p>	<p><b>Dover Castle Visitor Experience</b></p> <p>English Heritage has established a formal Project Management System that ensures a uniform approach to all capital investment projects.</p> <p>This project will be managed through a series of 5 gateways. Each gateway is an opportunity to test the progress of the project, ensuring that key actions are effected and that the project still supports the business case upon which it is predicated.</p> <p>Using this system, English Heritage has delivered 20 major capital projects totalling more than £31m in the last 4 years.</p>

## B. Meeting Sea Change's Objectives & Criteria

Regional Priorities	
Strand 1 & Strand 2	
<p><b>Cable Car, Esplanade/Dover Castle Visitor Experience</b></p> <p><i>SEEDA Corporate Plan 2008-14</i></p> <ul style="list-style-type: none"> <li>identifies Dover town centre and waterfront area as a priority for regeneration</li> </ul> <p><i>Kent County Council - 'Towards 2010'</i></p> <ul style="list-style-type: none"> <li>Target 2 – concentrate on the regeneration of Kent's deprived areas...seeking maximum funding from government and EU to support the necessary infrastructure</li> <li>Target 3 – support a programme of town centre regeneration</li> <li>Target 6 – fulfil Kent's potential as a premier tourist destination</li> </ul> <p><i>Dover DC Corporate Plan 2008-20</i></p> <ul style="list-style-type: none"> <li>Key theme 'A World Class Town' – having an innovative link connecting the Western Heights to the Seafront to Dover Castle...building on the improved access to the town with the arrival of the high speed rail link</li> <li>Key theme 'World Class Heritage and Leisure' – realising the full potential of Dover's heritage and attracting increased numbers of visitors</li> <li>Key theme 'World Class Economy and Environment' – achieve aspiration of growth point status promoting high quality and sustainable development</li> </ul> <p><i>Dover draft Local Development Framework</i></p> <ul style="list-style-type: none"> <li>identifies parts of the town either in need of renewal or which do not fulfil their potential, and recognises the importance of public realm improvements to key parts of the town centre and waterfront</li> </ul> <p><i>Dover Pride Regeneration Strategy (published in 2005)</i></p> <ul style="list-style-type: none"> <li>supports the development of an iconic waterfront destination linked to the town centre and Dover Castle</li> <li>advocates diversification of the local economy focussing on port related and tourism related sectors</li> </ul> <p><i>Dover Master Plan (published by Dover Pride in 2006)</i></p> <ul style="list-style-type: none"> <li>sees improvements to the docks and waterfront as providing significant community benefits, as a source of new employment and as a potential site for leisure and recreation</li> <li>recommends a package of public realm enhancements to ensure that the waterfront area provides a high quality visitor focus for the town</li> </ul>	<p>.</p> <p>The Regional Economic Strategy stresses the importance of the region's cultural assets in attracting inward investment and making it a desirable place to live, work, and do business. The coast is characterised by unique environmental assets and a string of distinctive coastal cities and towns and the region needs to invest in the potential of areas to lift underperformance by harnessing a range of opportunities including culture and leisure-based growth. The recent Coastal South East - A Framework for Activity identifies one priority as the ambition to be "A Creative and Inspirational Coast, with high quality places in which to live, work, learn and invest".</p>

## B. Meeting Sea Change's Objectives & Criteria

<b>Regeneration &amp; Economy</b>	
<b>Strand 1</b>	<b>Strand 2</b>
<p><b>Cable Car, Esplanade</b></p> <p>Support for the development of the Dover waterfront linked both to the rest of the town as well as Dover's heritage assets is stated in several key policy documents commissioned by the Dover Pride Regeneration Partnership, which was set up in 2004. These include the Dover Pride Regeneration Strategy (2005), Dover Master Plan (2006), Public Realm Strategy (2007) and Dover Corporate Strategy 2008-14 published this year. All state unequivocally the importance of connecting the town's main regeneration assets, including the Dover Priory railway station, expansion of the port, the proposed growth areas at Whitfield and Dover Castle to achieve a transformational regeneration of the town. This is further highlighted in more recent work undertaken for this bid by Booz Allen Hamilton (Study of Iconic Transport for Dover, 2008).</p> <p>More detailed evidence of how the investments will support local regeneration will need to be provided during the development of the proposed programme.</p>	<p><b>Dover Castle Visitor Experience</b></p> <p>An increase of visitor numbers from 300,000 to just under 400,000 in 2012 with no diminution of dwell town together with increased connectivity to the town, is intended to increase the potential "spend" in Dover itself, apart from the new jobs which will be produced at the Castle. This process will accelerate as visitor numbers rise and increased connectivity with the town, the new terminal, the Station (and London) and the re-use of Western Heights is achieved.</p>
<b>Social Impact Addressing Local Priorities</b>	
<b>Strand 1 &amp; Strand 2</b>	
<p><b>Cable Car, Esplanade/Dover Castle Visitor Experience</b></p> <p>Dover is characterised as a deprived ward with a low skills base and relatively low educational attainment against the norms of south east England. The economy is narrowly based, with dominance by port-related jobs. There is relatively little mobility in the employment market. These issues are being tackled in a number of ways, of which Sea Change is one.</p> <p>Education is being tackled by Kent County Council's Building Schools for the Future Programme, and by the Learning and Skills Council's proposals for a new college on the existing South Kent College site. This will have a strong vocational skills bias, aiming to satisfy the skill requirements of a changing and diversifying economy to be partly brought about by the development of the White Cliffs Business Park (which will produce about 3,000 new jobs), and the enlarged population of about 10,000 new homes enabled by the Growth Point Status expected to be announced soon.</p> <p>From previous consultation exercises on the Public Realm Strategy it is known that awareness by young people of their own coastline and of their cultural/historical heritage is low. It was not uncommon to meet teenagers in the town who had never been to the Castle or Western Heights which in most towns in the country would certainly be regarded as prime assets. There was also a lack of pride in the state of the town, but conversely a hunger for an environment which they could be proud of.</p>	<p><b>Sea Change will satisfy all of these objectives, namely:</b></p> <ol style="list-style-type: none"> <li>1. making the town more attractive for local people</li> <li>2. joining up the economic assets to make them attractive to an incoming population, and hence employers</li> <li>3. creating some new jobs directly</li> <li>4. through its education, public realm and consultation processes spreading awareness of local culture and heritage</li> <li>5. raising aspirations</li> <li>6. creating pride of place</li> </ol>



# C. Our Capital Project



## C. Our Capital Project



CASTLE CONNECTIONS

Dover Castle

Site-Wide Investment Proposal

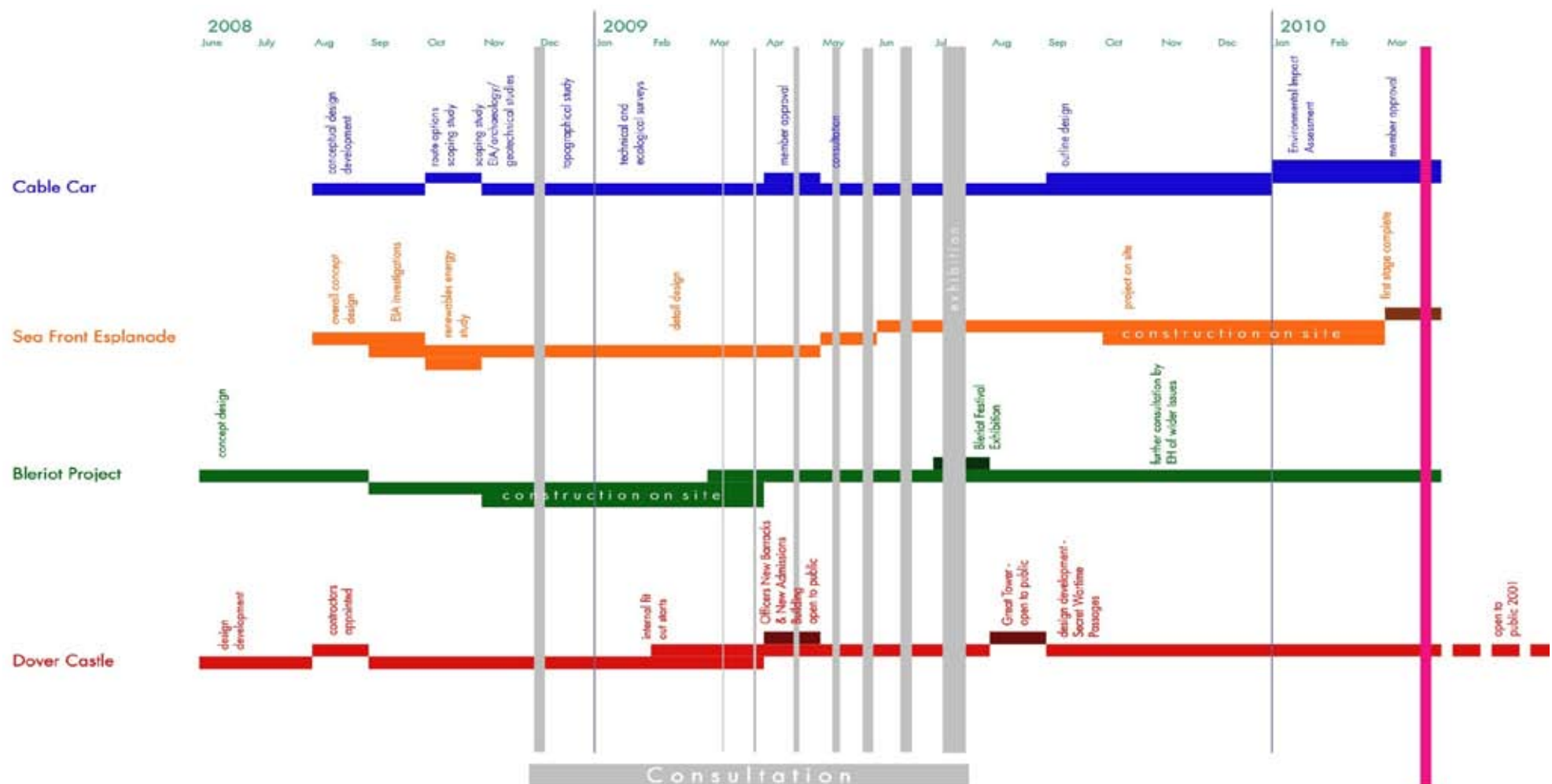
Business Plan

March 2010

The Strand 1 and Strand 2 projects will produce a complete cultural and access strategy which repairs the dislocation evident in Dover for centuries. Much preparatory work has been undertaken over four years to arrive at this solution. The studies above are a sample of this professional work.

# C. Our Capital Project

A range of detailed actions are required for each strand of the project. These are set out in detail in the accompanying programmes, but the key actions are set out in an integrated time line below. This is important if investors and residents in the town are to understand these individuals as part of the whole. For this reason we believe the agencies, and key events should come together to “present” this element of Dover regeneration, whilst detailed actions continue as necessary to maintain momentum.





# C. Our Capital Project

## Strand 1

### Preparatory work done

- Dover Public Realm Strategy (2007) which set the scene for the range of public realm enhancements around the town. First on the list of projects is the Dover Priory Station Approach, which is being implemented now and will be completed in 2009. Next on the list is the enhancements to the Esplanade that are included in this bid.
- Dover Transport Study undertaken by Dover District Council, Kent County Council and Highways Agency in 2007. This work has highlighted the importance of delivering sustainable solutions for future growth and the contribution that public transport must make to join developments together. Further work has been undertaken to examine the opportunities for joining together the cultural and heritage assets as part of a wider programme for growth. This has identified the need to link and join the key areas through a light transit system which has priority over other road users. In particular it has supported the need to link Dover Priory Station to the rest of the town, especially to capitalise on the arrival of the high speed service in December 2009.
- The study called Castle Connections by Britton McGrath Associates produced in 2006 for Dover Pride. This acknowledges that the town centre benefits little from Dover Castle's success as a visitor attraction, and also suggests that priority be given to developing the town's offer to potential visitors. It undertook a top-line evaluation of the feasibility of how to connect the Castle and the town, including by cable car.
- Study of Iconic Transport in Dover by Booz Allen Hamilton, available early June 2008 and will be a supporting document to the bid. It advocates a transport solution for Dover that connects the various regeneration assets (growth areas at Whitfield for residential and employment uses, waterfront regeneration, redevelopment of the town centre's retail areas, the railway station). The solution includes a bus rapid transit system for the town and the more iconic

cable car connecting waterfront with Castle and ultimately Western Heights.

- The assessment by Doppelmayr and Britton engineering which identifies a possible cable car solution connecting Dover Castle and the waterfront
- The "grey book" and dvd accompanying this bid, again supporting documents which illustrate our vision.
- Jacobs' programme for the cable car / light transit element of the bid. Note that this work is helpful in identifying costs and potential risks but it is necessary that further work is done to complete feasibility and viability studies over Summer 2008. The programme also demonstrates that a substantial part of our bid constitutes feasibility and appraisal work which will be put in place almost immediately.

### Evidence of demand

- The analysis by Britton McGrath suggests that demand is essentially a function of both Dover Castle's success in attracting more visitor patronage and the town's potential for capitalising on increased visitor numbers. This was a top-line assessment only and the programme shows how this needs to be evaluated much more rigorously.
- The work done on examining the need for rapid light public transport, set out in the Dover Transport Study 2007 (see above).
- Research undertaken for Kent County Council and the Nord Pas de Calais Regional Council in 2006 looked at the potential for developing the cross channel visitor market in terms of visitor numbers, length of stay and spend. The survey of over 15,000 passengers showed that 75% of visitors are from England travelling to mainland Europe, and although few currently stayed in Dover a significant proportion would consider it if there were good enough attractions. The study also suggested that there is significant potential for developing the market for

French and Belgian visitors to Kent (50% of existing visitors expressed a willingness to stay in the area).

### Managing and delivering the project

The programme of work prepared by Jacobs UK for the client Team identifies the main areas of work that will be undertaken to bring the cable car element of the project to fruition. English Heritage will be accountable for the project elements within Dover Castle, and it has been explained how these will be managed in the business plan. Kent County Council will be accountable for the transport elements of the project, including the cable car, and will use its considerable project and financial management expertise to inform and develop the project, assisted by its partners.

SEEDA and Kent County Council have agreed in principle to provide the match funding required to undertake the programme for the transport elements.

It is envisaged at this stage that there will be related but discrete work streams for the light transit elements of the project and for the proposed public realm project on the Esplanade.

Under the Transport Infrastructure Route Options Scoping work stream identified in the draft programme, we have included a feasibility study into rapid light transit options. The Client Team's expectation at this stage is that a bus rapid transit would be required as visitor numbers to Dover improve following the proposed improvements to the Castle and connections to the high speed rail – ie not within the timeframe of this bid. It is envisaged therefore that detailed design work might be undertaken in 2010, with possible site acquisition for a park and ride facility and purchase of a vehicle fleet after 2011. Further detailed work on the public realm enhancement proposal leading to implementation will be undertaken during the bid period, and a project programme will be prepared.

## Budget

Our breakdown of capital costs under Strand 1 and Strand 2 is set out below. Further work on these is ongoing and the team expects to finesse these costs over the next 6 weeks.

<b>Cable Car related consultancy pre-planning work</b>	
Transport Infrastructure Route Options Scoping Report	£110,000
Topography Surveys	£25,000
Initial/Geo-environmental (contamination) studies	£50,000
Environmental Statement & Planning Designs	£125,000
Outline Design & Access Statement & Planning Designs	£105,000
Specialist Design Input (cable car)	£50,000
Community Involvement	£15,000
Archaeology	£75,000
Land issues/Legal studies/Easements/Wayleavers	£25,000
Utilities	£10,000
Planning Applications/Special Consents	£25,000
Contingency Studies (not yet identified)	£35,000
<b>Total</b>	<b>£650,000</b>

## C. Our Capital Project

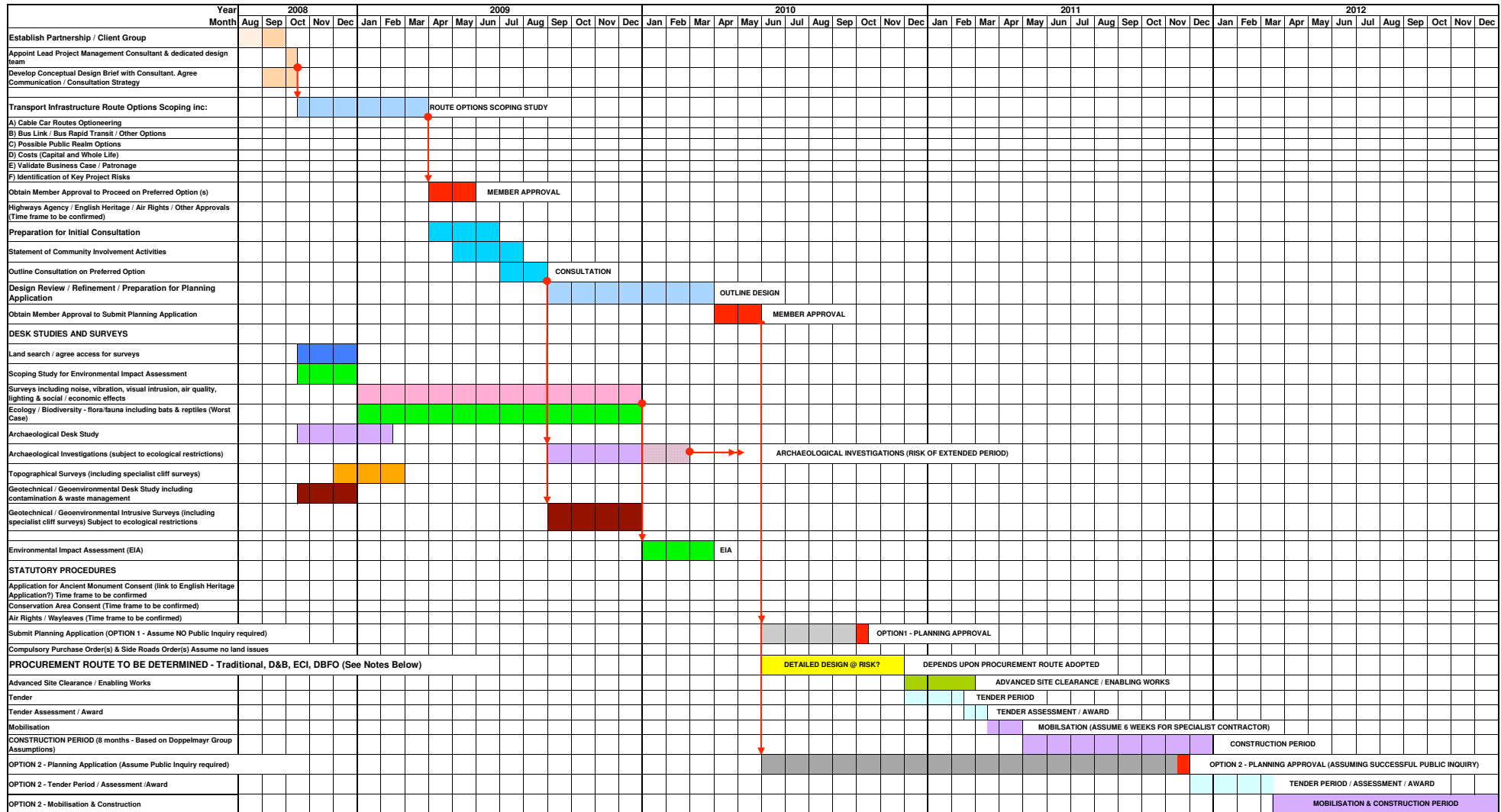
<b>Esplanade</b>	
Capital Costs	£1,880,000
Overall design to RIBA C	£100,000
EIA/Investigations	£45,000
Renewable energy study	£35,000
Detailed design first stage	£90,000
Contingency	£30,000
<b>Total</b>	<b>£2,180,000</b>

<b>Bleriot Memorial &amp; Access</b>	
Public Consultation/Education	£5,000
Design	£15,000
Construction Capital Cost	£70,000
<b>Total</b>	<b>£90,000</b>

<b>Summary</b>	
Cable Car	£650,000
Esplanade	£2,180,000
Bleriot Memorial & Access	£90,000
Public Consultation/Community Involvement	£60,000
Education Programme/'Outreach'	£20,000
<b>Total</b>	<b>£3,000,000</b>
<b>Total applied for Sea Change Bid</b>	<b>£1,500,000</b>



## Dover Transport & Infrastructure (Cable Car) - Draft Project Programme Rev C



**NOTES:**

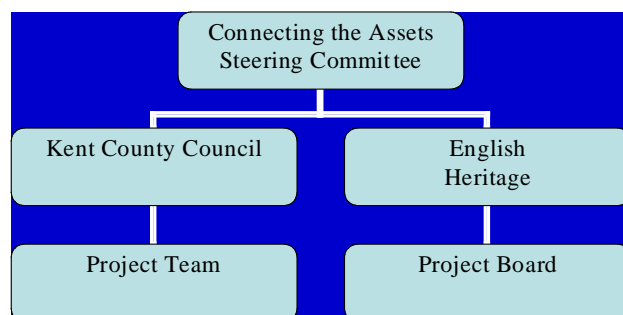
The current programme (Option 1 and Option 2) is based upon a traditional procurement approach, although the suitability of the most appropriate procurement vehicle will be investigated in the outline scoping studies.

D & B - Design & Build Contract  
ECI - Early Contractor Involvement  
DBFO - Design Build Finance & Operate

# C. Our Capital Project

## Strand 2

The diagram below illustrates the project management structure put in place to ensure that each project delivers on its own goals as well as contributing to the greater vision of regenerating Dover.



## Quality of Outcomes & Outputs

English Heritage will ensure quality outcomes and outputs by:

- Basing investment decisions on comprehensively researched evidence
- Ensuring the project is supported by expert advice, drawn both internally and externally where appropriate
- Establishing and applying a governance structure that ensures that the project is efficiently managed and includes formalised opportunities to review progress to ensure the project conforms to agreed performance measures

## Preparatory Work

The following preparatory work has taken place on the various elements of the project:

- New Admissions Building: A scope of work and brief has been developed for issue to architects (attached as an appendix to the business case)
- Great Tower Representation: A substantial research project has been completed to investigate the overall purpose of the building, the use, decoration and furnishing of each of

the interior spaces and to understand how the building was staffed.

- Officers New Barracks Building: Substantial conservation works have already been undertaken in order to facilitate this investment, including comprehensive structural repairs; joinery repairs; window and mullion repairs
- Secret Wartime Tunnels: regular condition surveys are undertaken meaning that the extent of the environmental works required is understood at the outset

## Consultation

English Heritage will create a temporary exhibition at the Castle detailing the investment plans.

This exhibition will be the venue for a series of open events where local residents and other stakeholders will be invited to review the plans, ask questions of those involved and record comments. The Bleriot Festival, July 2009, would be a good opportunity to present these plans in an integrated way with Strand 1 projects while there is free access to the Castle for the public. The public consultation process will be further supported by a dedicated micro-site as part of the main English Heritage web site.

## Evidence of Demand

- The Business Plan contains the full 'case for support' for this proposal. However key factors supporting the need for this investment include:
- A long-term decline in visitor numbers
- Paying visitors have declined over 20% in the last 10 years
- Visitor surveys show that Dover Castle scores poorly versus other properties in the South East and the wider EH portfolio for:
- Approach, arrival & car park – 67% vs 95%
- Reception point – 64% vs 83% for the South East and 93% for EH's top 20 sites

## Project Management

The project will be managed under English Heritage's established Project Management System. The project will be managed through 5 gateways:

Gateway 0:	Concept
Gateway 1:	Feasibility
Gateway 2:	Design & planning
Gateway 3:	Delivery
Gateway 4:	Completion & post implementation review

Each gateway is an opportunity to test the progress of the project, ensuring that key actions have effected and that the project still supports the business case upon which it is predicated.

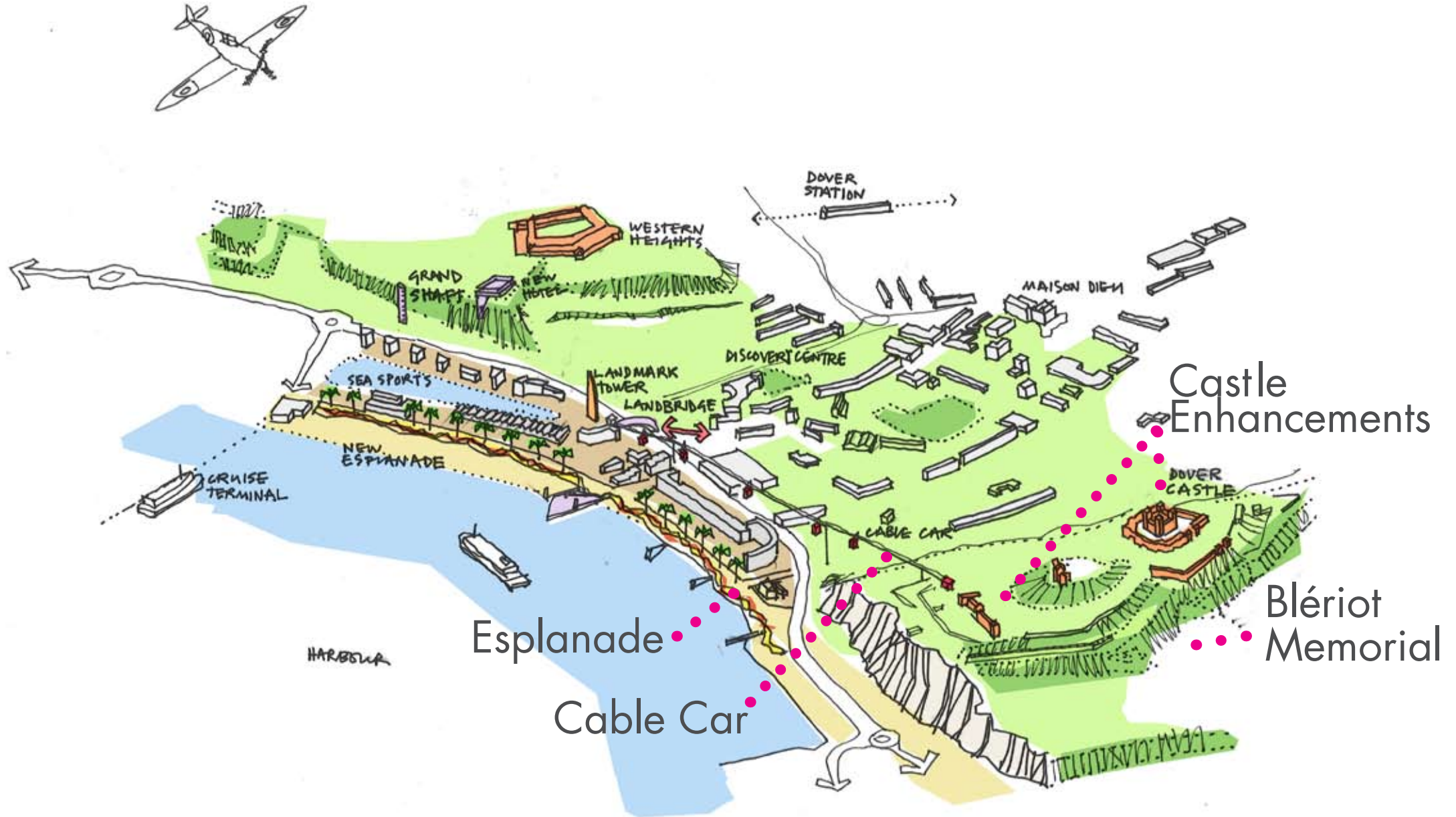
## Design

Design of the new visitor experiences will be led by English Heritage staff. A range of internal skills (curatorial, interpretation, visitor operations) will be supplemented by external specialists (architects, exhibition designers, conservation specialists) as appropriate.

Extensive formative and summative evaluation and user testing will be factored into the development of each element of the project including input from disability access specialists. English Heritage will abide by European Union Regulations for Public Procurement when sourcing external works in support of this project. This process will be overseen by our procurement department.

All aspects of the delivery of the project will be managed through the Project Management System described above. The business case developed in support of this bid, and attached to this document, identifies all costs associated with the investment, including on-going operational costs. All on-going operating costs will be funded from English Heritage property management budgets.

## C. Our Capital Project





## Strand 2

### Budget

The table below shows the estimated split and phasing of the budget.

The schedule overleaf breaks this down into greater detail.

	2008/09	2009/10	2010/11	Total
Officers' New Barracks	£500,000			£500,000
Permanent Admissions Building	£500,000			£500,000
Great Tower	£1,333,333	£666,667		£2,000,000
Secret Wartime Tunnels			£2,000,000	£2,000,000
<b>Total</b>	<b>£2,333,333</b>	<b>£666,667</b>	<b>£2,000,000</b>	<b>£5,000,000</b>

Element	Amount	Funding Source	Status
Officers' New Barracks	£500,000	English Heritage	Ring-fenced
Permanent Admissions Building	£500,000	CABE – SeaScape	Proposal submitted
Great Tower	£2,000,000	CABE – SeaScape	Ring-fenced
Secret Wartime Tunnels	£2,000,000	English Heritage	
<b>Total</b>	<b>£5,000,000</b>		

### Funding

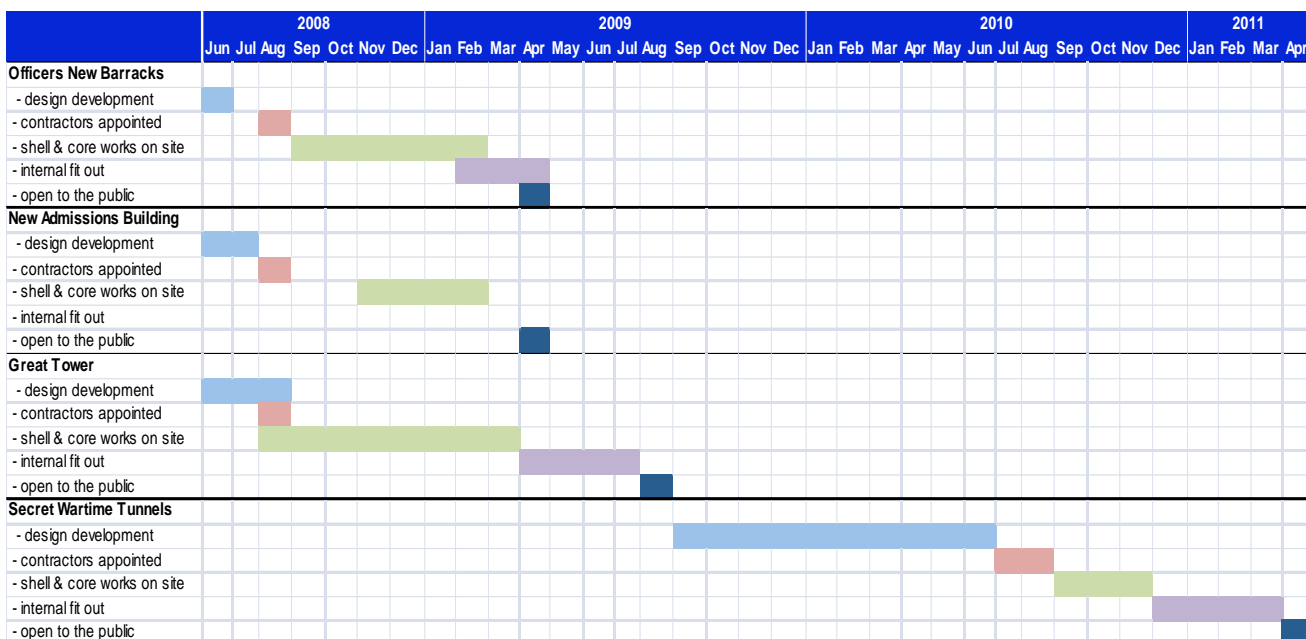
It is envisaged that the project will be funded as follows subject to the usual internal approval procedures, the English Heritage monies are secured in that the investment will be funding from within existing capital budgets.

### Value for Money

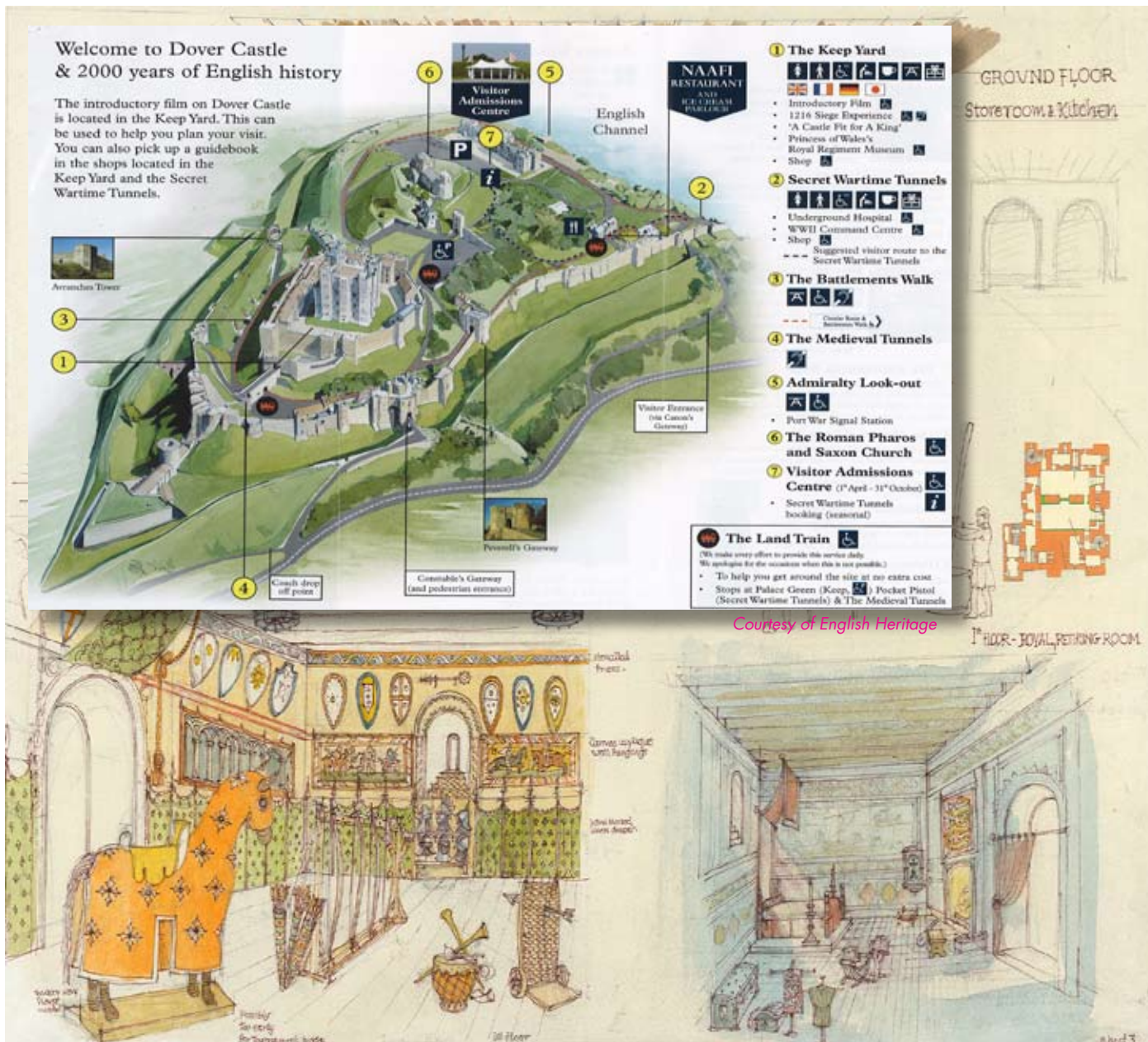
As referred to previously external goods and services will be procured in accordance with the European Union Regulations for Public Procurement, and overseen by an Procurement Manager.

### Programme of Works

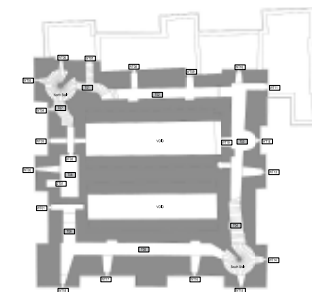
The schedule below shows the key milestones for the four elements of the project. Each element of the project is subject to a detailed programme of works.



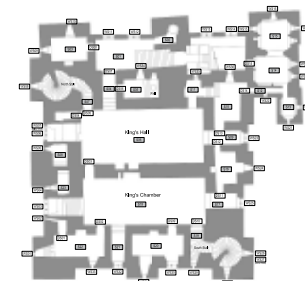
# C. Our Capital Project



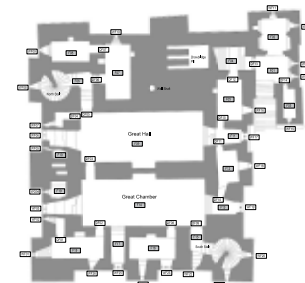
Artists impression of the interiors of the Great Tower, dressed, (illustrations by Peter Rice)



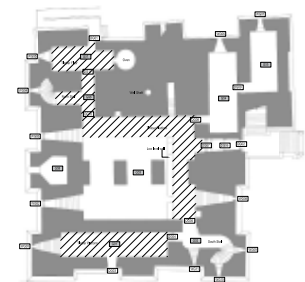
Third / Gallery



Second



First



Basement / Ground

Dover Castle Great Tower (Keep) Floor Plans

# C. Our Capital Project

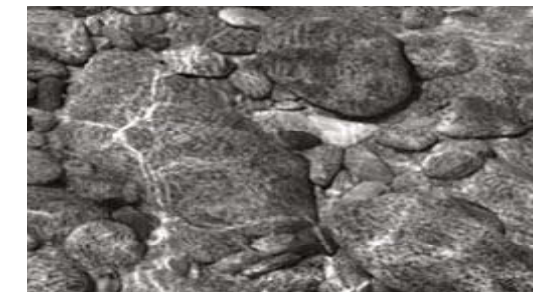
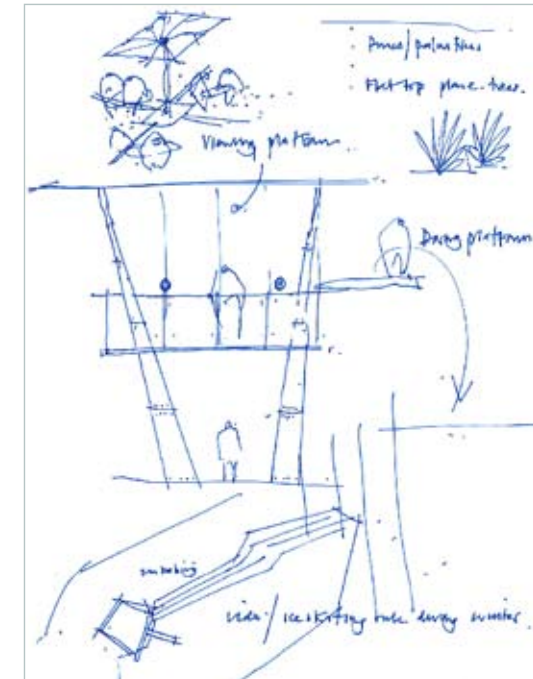
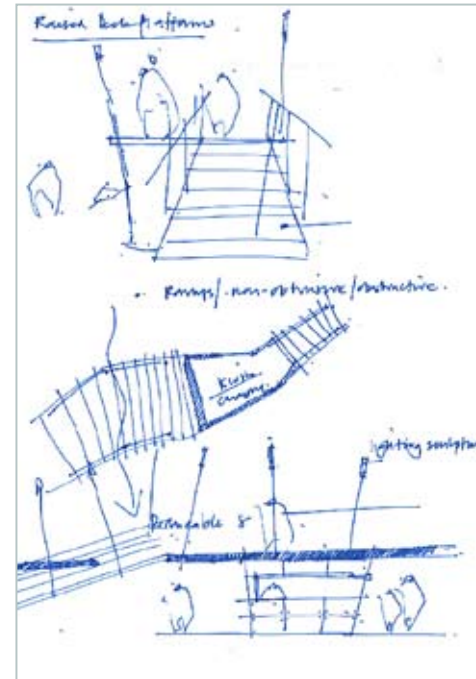
## Strand 2 - Budget Breakdown

Item		Officers' New Barracks	Great Tower	Permanent Admissions Building	Secret Wartime Tunnels	Total
<b>Capital Works</b>						
<b>Building</b>						
Building Works				210,000		210,000
External Works				88,056		88,056
Internal Conservation Works		210,000				
External Conservation Works		115,000				
Design Fees	12%	0		35,767		35,767
Archaeological investigation		13,823		5,000		18,823
Preliminaries	10%	33,882		33,882		67,765
Contingencies	10%	37,270		37,270		74,541
<b>Sub-Total</b>		<b>409,975</b>		<b>409,975</b>		<b>819,951</b>
Inflation	22%	90,025		90,025		180,050
<b>Total Building</b>		<b>500,000</b>		<b>500,000</b>		<b>1,000,000</b>
<b>Interpretation</b>						0
Archaeological investigation			10,000		10,000	20,000
Research			20,000		20,000	
Conservation			10,000		10,000	20,000
Heritage Acquisition			20,002		20,002	40,004
Exhibition Design & Interpretation			1,758,180		1,758,180	3,516,360
Contingencies	10%		181,818		181,818	363,636
<b>Total Interpretation</b>			<b>2,000,000</b>		<b>2,000,000</b>	<b>4,000,000</b>
						0
<b>Total Capital Works</b>		<b>500,000</b>	<b>2,000,000</b>	<b>500,000</b>	<b>2,000,000</b>	<b>5,000,000</b>
						-
<b>Activity Costs</b>						-
Project Management	5%	25,000	100,000	25,000	100,000	250,000
Public Engagement						40,000
- consultation						-
- audience / visitor development						-
- launch costs						-
Access						40,000
Evaluation						50,000
Capacity Building						30,000
Other Expenditure						-
- closure costs						40,000
- fundraising costs						-
- other						50,000
- irrecoverable VAT						-
<b>Total Activity Costs</b>						<b>500,000</b>
<b>TOTAL PROJECT VALUE</b>		<b>500,000</b>	<b>2,000,000</b>	<b>500,000</b>	<b>2,000,000</b>	<b>5,500,000</b>
Minus EH 'In Kind' Contribution					-	<b>500,000</b>
<b>TOTAL PROJECT COSTS</b>						<b>5,000,000</b>

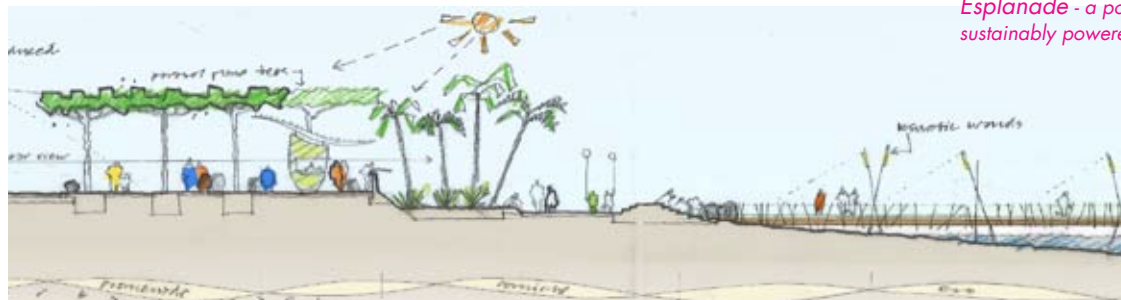




Blériot Memorial - this small public realm project connecting aeronautical history and chalk downland management to the Castle and military history



Esplanade - a possible "urban beach" from rock pools to art exhibits - an exciting place for residents and visitors, sustainably powered.



A new public realm for Dover

# D. Monitoring and Evaluation





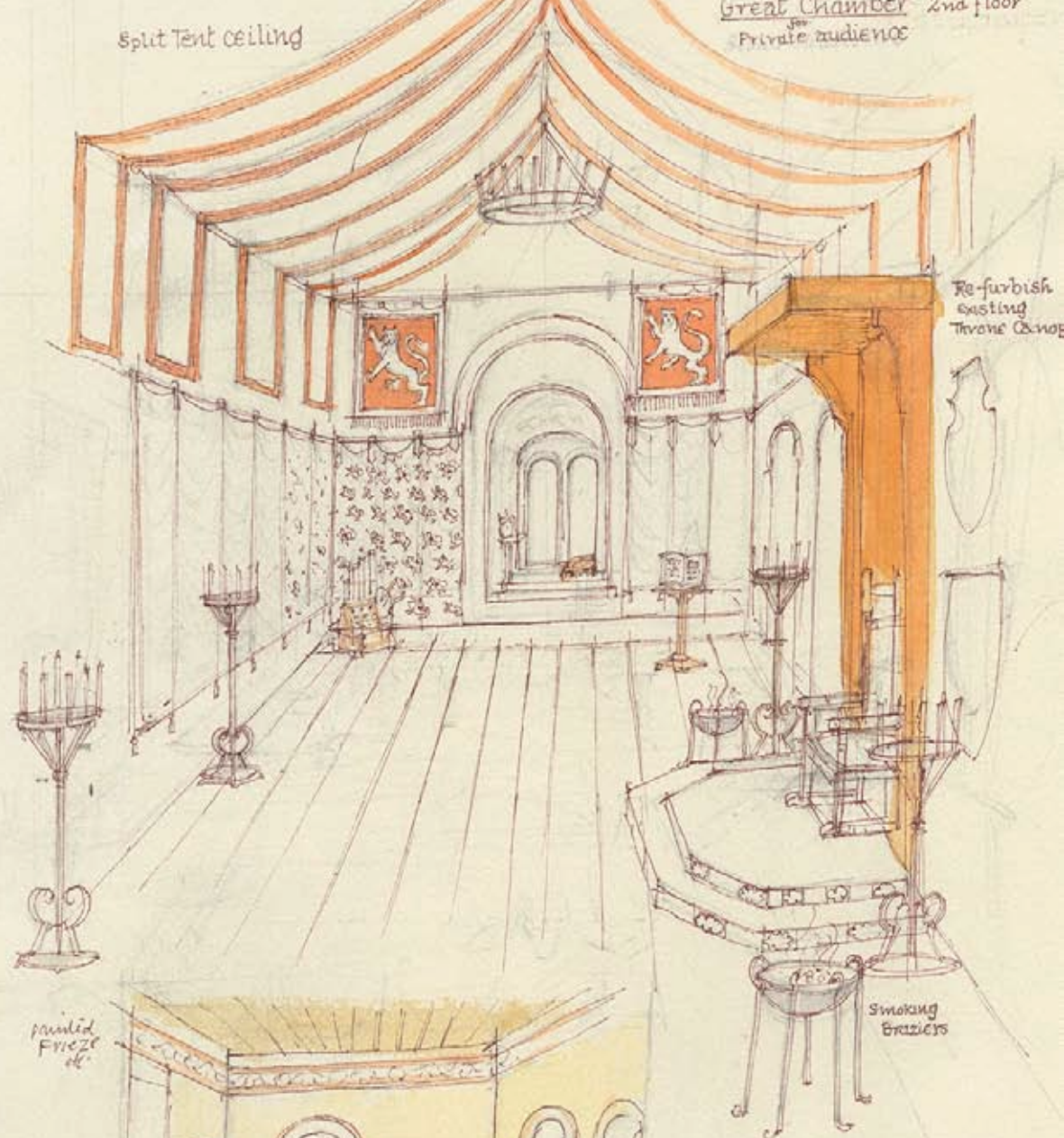
2nd FLOOR Great Hall Penant ceiling dressed for Banquet



Artists impression of the interiors of the Great Tower (Keep), dressed, (illustrations by Peter Rice)  
aplique panel on heavy linen

Split Tent ceiling

Great Chamber 2nd floor Private audience



Painted Frieze etc



mural chamber

Great Tower DOVER CASTLE



# D. Monitoring and Evaluation

## Strand 1

Project Evaluation will take the form of a number of key indicators;

- tourist numbers (including school visits etc)
- length of stay
- spend
- business start-ups
- incidence of crime & vandalism
- press coverage, media interest
- rateable value of business & residential properties
- monitoring trends in tertiary employers in the town
- interest from transport operators (promotional offers etc.)
- private sector development investment as a result of regeneration and public realm works

These projects are the first in several stages of regeneration in Dover. It is important that a "feedback" loop is set up to monitor effectiveness of investment to "tune" projects before major commitments and to allow the opportunity of adjusting future projects in the light of experience.

## Strand 2

Key Performance Indicator/  
Measure of Success

Objectives

Measurement & Evaluation Tools Resp

### Admissions Volume

- Arrest current decline in paying visitors	- Growth of +40,000 as a result of the launch of the Great Tower	- Admissions system	EH P&O
- Generate real growth in admissions on the back of the new product development	- Growth of + 20,000 as a result of the launch of the Secret Wartime Tunnels	- EH internal reporting procedures	EH P&O
		▪ Daily & weekly stats	
		▪ Weekly and monthly Operating Statements	

### Visitor Profile

- Increase membership sales	- Increase strike rates to 15%	- EH internal stats	EH P&O
- Increase numbers of family visitors	- Increase from 22k now to 27k by the end of the plan period		EH P&O
- Increase in overseas visitors	- Increase the number of overseas visitors staying overnight by 14%	- Annual visitor survey	EH P&O
- Maintain high proportion of C2DE visitors	- Maintain levels at circa 30% of total Castle visitors	- Annual visitor survey	EH P&O

### Improved Visitor Satisfaction

- Increased ratings for entertainment and enjoyment	- Deliver excellence in presentational quality	- Mystery Shopping Survey	EH PPD
	- Exceed current scores		EH PPD
- Resolve issues re welcome and arrival point	- Meet and exceed levels achieved in the South East and nationally	- Mystery Shopping Survey	EH PPD

### Increased Revenues

- Increase in annual operating surplus	- Double the surplus from c. £500k now to over £1m by the end of the plan period	- EH Operating Statement	EH P&O
- Increase retail sph	- Increase by 10p per visitor	- EH Operating Statement	EH P&O

### Access & Capacity

- Extend access to the Dover Castle site	- Bring the ONB back into use	- Completion of project	Estates
- Ensure DDA	- Include DDA access as part of scope of works	- Works completed	Estates





# Appendix





## Key personnel

The credentials of the Project Board Director, Project Manager and key Board members is shown in the table below.

### **Bill Fawcus – General Manager, Special Projects – Dover Harbour Board**

Bill has over 40 years wide ranging experience in all aspects of property development, management and valuation. This has included professional practice as a chartered surveyor, a director of special purpose companies involved in leisure development in the UK and mainland Europe, and senior roles in UK property development companies. More recently, Bill has been the General Manager of Special Projects at Dover Harbour Board, covering commercial, retail and residential property development together with participation in the general management of the port.

### **David Hughes – Coastal Regeneration Manager – Kent County Council**

Originally a chartered town planner, David has over 20 years public sector experience in economic development and regeneration with Kent County Council. This has included managing a portfolio of high risk loans to companies, providing consultancy support to other local authorities, and managing a number of government and EU funded projects on behalf of public and voluntary sector partners, including construction projects in north Kent. More recently, he has been heavily involved in the Dover Pride initiative, including the development of policy and strategy as well as physical projects.

### **Tim Ingleton – Head of Regeneration – Dover District Council**

Tim has been employed by Dover District Council since 1976. He is a transportation engineer by profession and during this time has participated in the construction and delivery

of many proposals across the district. These include the construction of the Channel Tunnel and development of Pfizer and major transport schemes such as the A20, A256 and East Kent Access. More recently, Tim has been responsible for managing the Council's corporate regeneration projects, including schemes at Dover town centre, securing the high speed train service to Dover, the redevelopment of Dover Priory station, a major housing development at Aylesham, redevelopment of former colliery sites and the Open Golf Championship.

### **Mike Terry – Senior Projects Manager – SEEDA**

For the last 20 years of his career Mike has worked as senior project manager and client representative on major infrastructure and development projects both in the UK and abroad. Over this period his experience encompasses working with the London Docklands Development Corporation on urban design projects, bridge and road construction projects. More recently he has been involved with post-war reconstruction works in Bosnia and Croatia, enabling works for the new Arsenal stadium, and the refurbishment of a number of theatres in the UK. Mike is currently acting as senior project on the Snowdown Colliery and Dover Waterfront projects on behalf of SEEDA. He has been involved with large projects which have been predominantly technically challenging and multi disciplinary in nature.

### **Stella Bellem – Head of Culture and Creative Economy, SEEDA**

Stella started her career in museums in Scotland and took up her first full-time post in Lewes, working for the Sussex Archaeological Society as Assistant Curator of Local History at Anne of Cleve House. Moving to Portsmouth City Museums she worked amongst other things on the D-Day Museum, before taking over as Rother District Curator in 1986.

## Appendix (i) - Key Personnel

Leaving Bexhill in 1989 Stella took up a post in Kent as Manager of the Museum of Kent Life, before exiting the museum world to pursue a career in Europe, with a short spell in Brussels at the Kent representation. Her first post with SEEDA, the Regional Development Agency for South East England, was as Head of European Policy. Picking up the cultural brief some 5 years ago she is now Head of Culture and Creative Economy

### **Project Director – Dr Edward Impey, Director of Research & Standards - English Heritage**

Edward Impey's areas of personal expertise include the 'Great Tower,' a type of building of which Dover is a supreme example. As Director of Research and Standards at English Heritage (since 2002) he has been responsible for an annual budget of over £30m and has been ultimately responsible for the delivery of, or components of, large numbers of high-value conservation, infrastructure, research and re-presentation projects.

### **Project Manager – Andrew Clark (Purcell Miller Tritton) - English Heritage**

Andrew Clark is a senior partner with Purcell Miller Tritton, architects and historic building advisors. He is a chartered RIBA architect.

Andrew has worked in the historic building field for 20 years. Examples of projects managed include works at the Palace of Westminster and leading the refurbishment of No.1 Millbank.

### **Head of Estates – Mary Pierre-Harvey - English Heritage**

Mary Pierre-Harvey has 25 years all round experience in the construction and property industry both in the UK and overseas having worked in the public and private sectors as well as for contractors. She is a Chartered Quantity Surveyor

and a Member of the Royal Institution of Chartered Surveyors (RICS).

Her capital project management experience includes:

- £30m social housing development in Oxford for a consortium of Housing Associations with Oxford City Council;
- £10m per annum capital development and refurbishment projects for schools and leisure facilities at West Sussex County Council;

### **Properties Presentation Director - Anna Keay - English Heritage**

Dr Anna Keay has been Property Presentation Director for English Heritage since 2002. She is responsible for a team of 70 historians, curators, editors and interpreters, and an annual budget of £2.4m. She has been a member of the Project Board for a series of major capital projects, including the £2m project to re-create the Elizabethan garden at Kenilworth and a £2m capital development project at Battle Abbey.

### **Marketing Director - Dan Wolfe - English Heritage**

Dan Wolfe joined English Heritage as Marketing Director in 2003. His department is responsible for generating visitors to English Heritage's staffed properties and encouraging people to become members,

Whilst at English Heritage Dan has been involved in the development of a number of major capital investment projects, most recently acting as the Project Director on a £1.1m investment in a new visitor experience at Audley End House & Gardens

### **Tracey Wahdan, Visitor Operations Director South East - English Heritage**

Tracey has worked for English Heritage for 16 years. In her role of Visitor Operations Director she has been responsible

for ensuring the successful delivery of capital projects worth almost £6million to time and to budget at four of English Heritage's flagship properties in the South East Region.

### **Robert Rummey - Managing Director - Rummey Design**

Robert is a chartered architect, landscape architect and urban designer. His experience is multi-disciplinary.

Robert is a Fellow of the Royal Society of Arts, an Assessor for the Civic Trust and a CABE Enabler. He is a visiting lecturer for a number of universities and chairs conferences on design, the environment and regeneration. Recently Rummey Design was rewarded with Stirling Prize shortlisting and RIBA, BURA, RTPI and other awards for its work on the public realm at the Phoenix Initiative, Coventry.

As proposed under Project Management and Delivery section Robert Rummey is available to advise/assist in the overall design/co-ordination of these projects.





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