

Public Document Pack



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16 July 2021

Dear Councillor

NOTICE OF DECISION TAKEN BY THE LEADER OF THE COUNCIL – (LD02 21) LEVELLING UP FUND APPLICATION

Please find attached details of a decision taken by Councillor Trevor Bartlett, Leader of the Council, in respect of a 'Levelling Up' Fund application to the Ministry of Communities, Housing and Local Government.

The deadline for call-in of this decision is **10.00am on Thursday, 22 July 2021.**

If call-in is not activated, the implementation date for this decision will be noon on 22 July.

Members of the public who require further information are asked to contact Kate Batty-Smith, Democratic Services Officer on 01304 872303 or by e-mail at democraticservices@dover.gov.uk.

Yours sincerely

A handwritten signature in black ink that reads "Kate Batty-Smith". Below the signature is a short horizontal line.

Democratic Services Officer

ENCL

1 **NOTICE OF DECISION TAKEN BY THE LEADER OF THE COUNCIL - (LD02 21)
LEVELLING UP FUND APPLICATION** (Pages 2-87)

Decision Notice

Decision No:	LD02
Subject:	LEVELLING UP FUND APPLICATION, DOVER
Notification Date:	19 July 2021
Implementation Date:	22 July 2021
Decision taken by:	Councillor Trevor Bartlett, Leader of the Council
Authority:	By virtue of Section 9(E) (2) (a) of the Local Government Act 2000
Decision Type:	Executive Non-Key Decision
Call-In to Apply?	Yes (<i>the deadline for call-in will expire at 10.00am on 22 July 2021</i>)
Classification:	Unrestricted
Reason for the Decision:	To ratify the submission of the Levelling Up Fund application to the Ministry of Housing, Communities and Local Government for £29.5 million, and to seek approval to allocate resources for the associated submission preparation costs and the continued development of the project.
Decision:	<p>1. To ratify the submission of the Levelling Up Fund application to the Ministry Of Housing, Communities and Local Government for projects valued at £29.5 million.</p> <p>2. To approve the expenditure on bid preparation for up to £90,000.</p> <p>3. To set aside up to £20,000 from the Capital Programme, to be drawn down by the Strategic Director (Operations and Commercial) as required, to support the continued development of the project at risk.</p>

1. **Consideration and Alternatives (*if applicable*)**
 - 1.1 See attached report with appendices.
2. **Any Conflicts of Interest Declared?**
 - 2.1 None.
3. **Supporting Information (*as applicable*)**
 - 3.1 See attached report with appendices.

Subject:	LEVELLING UP FUND APPLICATION, DOVER
Date:	16 July 2021
Decision to be taken by:	Councillor Trevor Bartlett, Leader of the Council
Report of:	Roger Walton, Strategic Director (Operations and Commercial)
Portfolio Holder:	Councillor Oliver Richardson, Deputy Leader and Portfolio Holder for Community and Corporate Property
Decision Type:	Non-Key Decision
Classification:	Unrestricted

Authority: **By virtue of Section 9E(2)(a) of the Local Government Act 2000**

Purpose of the report: To ratify the submission of the Levelling Up Fund application to the Ministry of Housing, Communities and Local Government for £29.5 million at the request of the Leader, and to seek approval to allocate resource for the associated submission preparation costs and for the continued development of the project.

Recommendation: To agree:

- 1.To ratify the submission of the Levelling Up Fund application to the Ministry of Housing, Communities and Local Government for projects valued at £29.5 million.
- 2.To approve the expenditure on bid preparation for up to £90,000.
- 3.To set aside up to £20,000 from the Capital Programme, to be drawn down by the Strategic Director (Operations and Commercial) as required, to support the continued development of the project at risk.

1. Summary

1.1 In March 2021, the Government launched the £4.8 billion Levelling Up Fund, to deliver 'high priority projects that will deliver a visible impact in local areas'. Dover is listed by Government as a 'priority' location for funding and at the request of Leader, the District Council submitted a package of projects to the Ministry of Housing, Communities and Local Government with a total value of £29.5m on 18 June. This report seeks to ratify the submission and request approval for the expenditure of costs associated to preparing the bid. It also seeks approval for additional resource to continue developing the project at risk by undertaking preliminary ecological surveys this summer and in advance of a decision from government which is anticipated this autumn.

2. Introduction and Background

2.1 In March 2021, the government launched the £4.8 billion Levelling Up Fund (LUF), to deliver 'high priority projects that will deliver a visible impact in local areas' between 2021/22 and 2024/25. The fund will benefit places and communities across the UK and it represents a major opportunity for Dover which is recognised by government as a priority location for investment. In the first of four funding rounds, priorities for funding

include heritage and culture and town centre regeneration. Bids should have a maximum value of £20m and must incur some Levelling Up Fund expenditure in 2021/22, those who can exhibit significant hard expenditure will be in a stronger position. Projects should demonstrate strategic fit, value for money and deliverability.

- 2.2 Britain's Gateway application to the Levelling Up Fund is attached at Appendix 1. The package consists of two projects that are intrinsically linked to levelling up Dover to become a stronger and more vibrant town, creating new jobs, attracting more visitors and to drive economic benefit.
- 2.3 The first LUF project seeks to create the new Dame Vera Lynn Memorial Park (DVLMP) at the Western Heights. For many years there have been aspirations to unlock the potential of the Western Heights. But the Dame Vera Lynn Memorial Park is a more recent opportunity – and one which has gathered momentum in recent months. Earlier this year, the District Council entered into discussions with Dame Vera Lynn Memorial Trust to consider using the former military barracks situated on the Western Heights to potentially place a memorial in honour of Dame Vera Lynn. The land is owned by Dover District Council and is a Scheduled Monument.
- 2.4 Within the unique bowl landscape of the Western Heights, the proposed DVLMP includes a new public park with outstanding views, a special place commemorating the life of Dame Vera Lynn, a distinctive outdoor venue for music culture & entertainment, enhanced connections to the memory of the sites rich history and providing a spectacular national stage against the outstanding panorama. The park will offer a range of attractions, providing for enhanced access to the Grand Shaft and the Drop Redoubt as well as including an outdoor amphitheatre with a sculptural focal point. The park will offer a number of components including a visitor centre, café, toilets, managers space, ticket entrance & restaurant. An initial Transport study has also been undertaken to set out a high-level overview of access to the site and local network condition. For more design and technical details on the DVLMP, please see Appendix 2 – Atkins report.
- 2.5 The second LUF project is seeking investment to support the quality of the town centre offer, so that it offers a complementary and 'added value' visitor experience. Within the town centre, the Britain's Gateway project will invest in the town's historic connections. This will deliver a network of improved pedestrian routes across the heart of Dover, connecting the town's centre and key nodal points such as the Maison Dieu, Dover Priory Train Station, St Edmund's Chapel, St Mary's Church, the Market Square, Roman Painted House, Dover Museum (and Visitor Information Centre), the Western Heights, Pencester Gardens, St James Retail & Leisure Park and the waterfront, marina and pier. It is proposed this will act as a springboard for future investments in connectivity beyond the town centre, including to and from the Port of Dover Ferry and Cruise Terminals, Dover Castle and the White Cliffs of Dover.
- 2.6 Investment will include a combination of access improvements (new and improved footways) and better signage, complementing recent investments made by the Council and its partners and emerging plans for new hotel investment. In the first phase, the project will deliver improved access and signage to the Roman Painted House, a key asset within the town centre. This will include a footway between the Roman Painted House, the High Street and York Street, supporting future improvements to the Roman Painted House itself. It is proposed this will be supplemented through investment in town centre commercial properties that are of heritage value and at risk of long-term vacancy, through the creation of a targeted investment fund, enabling the Council to acquire assets to enable their restoration and conversion to alternative residential, office or retail use. The fund will be partially recyclable, enabling further investments

as properties are sold or let. The scheme will complement existing interventions, enabling early action at scale on buildings which significantly blight the town centre and 'proving the market' to the private sector.

2.7 There has been extensive stakeholder engagement during the preparation of the bid to help inform the submission and seek support from key stakeholders. This involved consulting directly with some 68 individual stakeholders by either online correspondence, virtual or face to face meetings whilst socially distanced. The Gateway Offices was used to host initial town & community meetings while a formal online presentation was made to members of Dover Town Council. A total of 20 letters of support were provided and these included local town groups as well as support from strategic partners such as Kent County Council, Kent & Medway Economic Partnership, Visit Kent, South East Local Enterprise Partnership & Dover Harbour Board. Furthermore, a House of Commons adjournment debate on proposals for a memorial to Dame Vera Lynn took place on 11 May among many MPs sitting Dover as the most impressive and relevant site; the application is supplemented by a letter of endorsement from Natalie Elphicke MP.

2.8 The combined cost of the Dame Vera Lynn Memorial Park, the Memorial itself and the related proposals for the town centre is £29.5 million, of which the Dame Vera Lynn Memorial Trust hopes to raise £3 million in charitable fundraising and Dover District Council is required to guarantee as match to the Levelling Up Fund. The Council will need to explore other sources of match funding from stakeholders and funding organisations should the Trust not reach the target sum.

2.9 The Council is asking for £26.5 million from the Levelling Up Fund. This ambitious sum exceeds the bid 'cap' for the Fund. However, the DVLMP project has developed a series of 'reduced' options for the Memorial Park, depending on funding availability. Subject to a successful application, development of the business case for the project will be an early critical workstream to assess project sustainability & future viability.

3. **Bid Preparation Costs**

3.1 While authorities across the country can choose to bid now or wait for future LUF rounds, it is not clear how much of the total budget MHCLG wishes to allocate in the first round and there is potential risk in waiting. For that reason, the District Council Leader was keen to submit early in round one and there are costs associated to preparing the submission to MHCLG by the deadline of the 18 June.

3.2 The Council engaged consultants SQW to prepare the application and the total cost is £8,100; this includes an allowance for future clarification queries.

3.3 The Council engaged consultants Atkins to prepare the design, outline costing, heritage strategy and technical report required to support the application and the total cost is £79,400. The requirement for competitive quotations for this piece of work was waived because of the consultant connection to the Dame Vera Lynn Charity and the urgency in procuring the specialist nature of service required which can only be performed by a limited market supply, who have previously undertaken similar transformational high-profile projects.

3.4 The Council also engaged Icreate to demonstrate how the LUF projects fit into the overall vision of future growth and investment proposals in Dover Town. The cost of this work is £1,600.

4. **Next Steps**

4.1 The indicative project programme sees work commencing this financial year and being complete by end of March 2024 in line with funding criteria. This will be challenging to achieve and will require the Council to continue to develop the project at risk by undertaking preliminary ecological surveys prior to a decision from MHCLG anticipated in autumn. If the Council delays the surveys until next summer, it will significantly delay the programme and not be able to complete all projects by end of March 2024 as required by MHCLG. The cost of surveys and developing the project at risk is estimated up to £20k.

4.2 A further report will follow to update on the decision from MHCLG and discuss the required next steps if successful to accept the award.

5. Identification and Evaluation of Options

5.1 The report sets out some detail and seeks to ratify events that have happened at the request of the Leader. It is therefore recommended that the Leader:

- (i) Agrees to ratify the submission of the Levelling Up Fund application to the Ministry Of Housing Communities and Local Government on 18 June for projects valued at £29.5m.
- (ii) Confirms agreement to approve expenditure on bid preparations for up to £90,000.
- (iii) Confirms agreement that £20k is set aside from the capital programme to support the continued development of the project at risk.

6. Resource Implications

6.1 It is proposed that the expenditure on bid preparation and other works required to progress the project of £110k are funded through the Town Centre Regeneration Special Revenue Project budget included in the approved Medium Term Financial Plan. Should the bid be successful these costs will become chargeable as project costs.

6.2 The total costs of the scheme are £29.5 million, consisting of:

- (i) The costs of the Dame Vera Lynn Memorial Park, estimated at £20.5m (based on masterplan designs by Atkins and Order of Cost estimates by Faithful and Gould).
- (ii) The costs of the Dame Vera Lynn Memorial, within the Park, indicatively estimated at £3 million. This will be funded through charitable fundraising by the Dame Vera Lynn Charitable Trust (subject to a guarantee by Dover District Council of the match funding value to the Levelling Up Fund).
- (iii) The costs of associated improvements in the town centre, indicatively estimated at £6 million.

6.3 As detailed at (ii) the Council is required to guarantee the £3m funding for the memorial. At present this funding is not allocated in the Medium Term Financial Plan and so, if the bid is successful and sufficient charitable funding not achieved, identification of this funding will be required through either a review of the existing programme to identify equivalent savings or through supplementary budget approvals by Council.

7. Climate Change and Environmental Implications

- 7.1 The proposed project at the Western Heights designed by Atkins is committed to Sustainable Engineering; any future work will seek to develop and deliver innovative solutions that achieve measurable environmental, social and economic Sustainability outcomes. The approach will consider the whole life of the Western Heights project (Dame Vera Lynn Memorial Park) and take account of the design, construction and operational opportunities for enhancing Sustainability. The Council will seek to work with Net Zero Carbon experts to share knowledge to define stretching, achievable and affordable targets. Consideration will also be given to the positive opportunity for Bio-diversity Net Gain on this site.
- 7.2 The proposed projects in the town centre will also be committed to exploring Sustainable Engineering. Future work would seek to deliver solutions that achieve measurable sustainable outcomes for example making refurbished assets more energy efficient.

8. Corporate Implications

8.1 Comment from the Head of Finance & Investment:

The tight timetable for the Levelling Up Fund bid submission and the comprehensive and complex nature of the DDC application means that the work had to be undertaken at pace.

8.2 There are significant financial implications if the Council is successful. They are set out below and will have to be considered in deciding whether to accept the award of grant.

- The investment by DDC generates a 10-fold investment in the district from the Levelling Up Fund and this return on investment is an important consideration.
- DDC will be required to provide match funding of £2.6m
- DDC intends to underwrite the £3m public appeal for the Dame Vera memorial. This would count as match funding and so is not in addition to the £2.6m above but could take this total to £3m.
- Any overspend on the project will also be funded by DDC, potentially in addition to the match-funding.
- These commitments are not included in the current MTFP and therefore a review of the capital programme and any available reserves will be required to determine how this will be resourced.

The future revenue impacts will also need to be considered.

- 8.3 Estimates of annual visitor numbers in the application go as high as 800,000 per annum. In addition to the wider economic benefits, visitors will bring opportunities for income from catering and car parking. These may be used to offset additional costs from grounds and property maintenance, litter clearing etc. A more detailed budget for the site will be worked up if the bid is successful. At this stage it is not clear whether the site is likely to be self-financing, generate a surplus or lead to a deficit to be met within the General Fund budget.
- 8.4 The application also includes the opportunity to hold public events, performances etc. The logistics and finances of holding significant events will also have to be worked into the revenue budget for future years. Again, at this stage it is not clear whether the site

is likely to be self-financing, generate a surplus or lead to a deficit to be met within the General Fund budget.

- 8.5 Finally, there have been, and will be, significant staff resources required to deliver the project. These could be capitalised (charged to the project) but at this stage they cannot be quantified. This does not lead to additional costs to DDC unless those staff resources are backfilled or external staff support is procured.
- 8.6 The current forecasts of the 2022/23 General Fund revenue budget show a significant deficit, although there are significant variables that could change the position. The projections of capital resources show these to be limited and reducing.
- 8.7 Comment from the Solicitor to the Council: The Solicitor to the Council has been consulted in the preparation of this report and has no further comments to make.
- 8.8 Comment from the Equalities Officer: This report does not specifically highlight any equality implications, however in discharging their duties members are required to comply with the public sector equality duty as set out in Section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15/section/149>

9. **Appendices**

Appendix 1 – Britain’s Gateway Application

Appendix 2 – Atkins Report

10. **Background Papers**

Appendices to supplement Britain’s Gateway Application

Contact Officer: Laura Corby - Extn 42448



Britain's Gateway

Dover's proposal to the Levelling Up Fund

June 2021

Levelling Up Fund Application Form

This form is for bidding entities, applying for funding from the Levelling Up Fund (LUF) across the UK. Prior to completing the application form, applicants should read the [LUF Technical Note](#).

The Levelling Up Fund Prospectus is available [here](#).

The level of detail you provide in the Application Form should be in proportion to the amount of funding that you are requesting. For example, bids for more than £10m should provide considerably more information than bids for less than £10m.

Specifically, for larger transport projects requesting between £20m and £50m, bidding entities should submit the Application Form. If available, a more detailed business case may be submitted for larger transport project bids in addition to the application form. Further detail on requirements for larger transport projects is provided in the [Technical Note](#).

One application form should be completed per bid.

Applicant & Bid Information

Local authority name / Applicant name(s)*: [Dover District Council](#)

**If the bid is a joint bid, please enter the names of all participating local authorities / organisations and specify the lead authority*

Bid Manager Name and position: [Laura Corby, Strategic Development Lead](#)

Name and position of officer with day-to-day responsibility for delivering the proposed scheme.

Contact telephone number: [07740 560995](#)

Email address: laura.corby@dover.gov.uk

Postal address: [Council Offices, White Cliffs Business Park, Dover, Kent CT16 3PJ](#)

Nominated Local Authority Single Point of Contact: [Laura Corby, Strategic Development Lead](#) (see contact details above)

Senior Responsible Officer contact details: [Roger Walton, Strategic Director, Operations and Commercial](#)

Email: roger.walton@dover.gov.uk; Tel: 01304 872420/ 07966 523867

Chief Finance Officer contact details: [Mike Davis, Strategic Director \(Corporate Resources\)](#)

Email: mike.davis@dover.gov.uk

Country:

- England**
- Scotland**
- Wales**
- Northern Ireland**

Please provide the name of any consultancy companies involved in the preparation of the bid:

For bids from **Northern Ireland applicants** please confirm type of organisation

- | | |
|---|---|
| <input type="checkbox"/> Northern Ireland Executive | <input type="checkbox"/> Third Sector |
| <input type="checkbox"/> Public Sector Body | <input type="checkbox"/> Private Sector |
| <input type="checkbox"/> District Council | Other (please state) |

PART 1 GATEWAY CRITERIA

Failure to meet the criteria below will result in an application not being taken forward in this funding round

<p>1a Gateway Criteria for <u>all</u> bids</p> <p>Please tick the box to confirm that your bid includes plans for some LUF expenditure in 2021-22</p> <p><i>Please ensure that you evidenced this in the financial case / profile.</i></p>	<p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>1b Gateway Criteria for private and third sector organisations in Northern Ireland bids only</p> <p>(i) Please confirm that you have attached last two years of audited accounts.</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>(ii) Northern Ireland bids only Please provide evidence of the delivery team having experience of delivering two capital projects of similar size and scale in the last five years. (Limit 250 words)</p>	
<p>N/A</p>	

PART 2 EQUALITY AND DIVERSITY ANALYSIS

2a Please describe how equalities impacts of your proposal have been considered, the relevant affected groups based on protected characteristics, and any measures you propose to implement in response to these impacts. (500 words)

Britain's Gateway will have substantial net positive equalities impacts. It will **open up access** to the Western Heights, a key asset that is currently inaccessible to many people. It will **open up opportunities** for cultural engagement for people of all ages – underpinned with a diverse and innovative cultural programme. It will **open up employment** in the visitor economy – a sector with a vital role in supporting employment at all levels.

An initial Equalities Impact Assessment has been prepared for the Britain's Gateway package. It highlighted these positive factors, and found no negative impacts. Key issues include:

- **The project will increase accessibility and access to a wider range of people.** There is currently very poor access to the Western Heights for people with disabilities or limited mobility. The project will address this. Accessibility will be central to the project design of the proposed Dame Vera Lynn Memorial Park, and to enhanced access to the Grand Shaft and other historic buildings on the site.
- **The project will promote cultural engagement.** The cultural programme delivered as part of the Dame Vera Lynn Memorial Park will promote participation from a wide demographic, in line with Arts Council England's commitment to "*reflecting the diversity of contemporary England*". This will be a key consideration in the Audience Development Plan and future business case development.
- **The project will improve walking routes and navigation across Dover.** This will lead to positive equalities implications. These will be reinforced by ensuring improved connections between key cultural, heritage and visitor assets, community facilities and sustainable transport nodes. Route design will have regard to user surveys and detailed stakeholder engagement
- **The project will support greater movement between Dover town centre, the town's existing and future attractions and the Western Heights.** Access considerations will be central to this, linked with the wider transport strategy for the town. This will reinforce and add value to and a number of capital proposals (such as the proposed cable car linking the waterfront and the Castle) which are outside this request to the Levelling Up Fund.

When authorities submit a bid for funding to the UKG, as part of the Government's commitment to greater openness in the public sector under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, they must also publish a version excluding any commercially sensitive information on their own website within five working days of the announcement of successful bids by UKG. UKG reserves the right to deem the bid as non-compliant if this is not adhered to.

Please specify the weblink where this bid will be published: www.dover.gov.uk

PART 3 BID SUMMARY

3a Please specify the type of bid you are submitting

Single Bid (one project)

Package Bid (up to 3 multiple complimentary projects)

3b Please provide an overview of the bid proposal. Where bids have multiple components (package bids) you should clearly explain how the component elements are aligned with each other and represent a coherent set of interventions (Limit 500 words).

Our vision

Britain's Gateway is a once in a generation opportunity to unlock the potential of one of Britain's most iconic landscapes.

For centuries, Dover has been Britain's Gateway. The town has welcomed people to our shores, defended the nation and provided the backdrop to the UK's success as a trading nation. In the last century, the White Cliffs became synonymous with Britain's fight for liberty, captured in Dame Vera Lynn's inspiration.

Yet this unique and internationally-recognised heritage is often overlooked and disconnected. Many of our greatest assets are unknown; few of the 12 million passengers using the Port of Dover each year stop in the town; and only a small minority of our annual 200,000 cruise passengers come to visit.

We will create a compelling reason for them to stay. On Dover's Western Heights, overlooking the Channel, we will create the **Dame Vera Lynn Memorial Park**, sensitively blending a memorial to a national icon and one of Dover's brightest stars with a place for music, culture and relaxation in a stunning, unique and historic landscape.

This will be a transformational project of national significance. It will draw visitors from around the world – those who are new to Dover, and those already in the town who will want to stay for longer. It will create a new **national landmark attraction** for Britain, which in years to come will be as iconic as the setting in which it sits.

But as well as a landmark, the Dame Vera Lynn Memorial Park will be a living, accessible community asset. It will be open to all and owned by the people of Dover, in Britain's proud tradition of civic parks.

Crucially, **it will connect with and add value to Dover's wider offer**, especially the town centre. For centuries, Dover has been a key point of transit – **we want to transform it into a destination**, making its unique heritage a key part of our welcome to the world.

The story so far...

For many years, there have been aspirations to unlock the potential of the Western Heights. But the Dame Vera Lynn Memorial Park is a more recent opportunity – and one which has gathered momentum in recent months.

Earlier this year, Dame Vera Lynn’s family, together with a range of leading figures in industry and the arts, launched a new charitable trust to explore the potential of a memorial to Dame Vera on the Western Heights. Since then, the trust has commissioned the internationally celebrated sculptor [Paul Day](#) to prepare a concept for the memorial. Work is also underway, led by Atkins on behalf of the Council and the Trust, to prepare a vision and high-level masterplan for the site (a copy of the Memorial Park vision document is appended with this bid). On 18 June, the Trust will also launch a campaign to raise charitable funds for the memorial, with a target of achieving up to £3 million by summer 2022.

The Levelling Up Fund bid

Our proposals to the Levelling Up Fund build on this commitment and drive. We seek investment through the Levelling Up Fund to:

- **Create the new Dame Vera Lynn Memorial Park** on the Western Heights, providing the context for the memorial; enhancing the Western Heights’ existing heritage assets; and creating a new landmark attraction and music events venue for visitors and the community alike. The Dame Vera Lynn Memorial Park will also be a catalyst to open up the wider Western Heights and the eastern side of Dover
- **Invest in the quality of the heritage and cultural assets and public realm in Dover town centre**, ensuring that it adds value to and benefits from the opportunity of the Memorial Park, and provides the quality point of arrival that Dover needs.

The impact

The impact of the Britain’s Gateway project, and the investment in the Dame Vera Lynn Memorial Park, will be transformational. Early analysis suggests that creating one of the country’s premier landmark attractions in a town that already sees high volumes of visitor traffic could support **over 900 additional jobs in the local economy and generate £50 million in net additional visitor spend every year**. However, the wider ‘catalytic’ effects on attracting investment, transforming perceptions and generating long-term opportunity are likely to be much greater.

3c Please set out the value of capital grant being requested from UK Government (UKG) (£). This should align with the financial case:	£26.5m	
3d Please specify the proportion of funding requested for each of the Fund’s three investment themes	Regeneration and town centre	30%
	Cultural	70%
	Transport	%

PART 4 STRATEGIC FIT

4.1 Member of Parliament Endorsement (GB Only)

See technical note section 5 for Role of MP in bidding and Table 1 for further guidance.

4.1a Have any MPs formally endorsed this bid? If so confirm name and constituency. Please ensure you have attached the MP's endorsement letter.

Yes

No

Natalie Elphicke MP, Dover.

4.2 Stakeholder Engagement and Support

See technical note Table 1 for further guidance.

4.2a Describe what engagement you have undertaken with local stakeholders and the community (communities, civic society, private sector and local businesses) to inform your bid and what support you have from them. (Limit 500 words)

There has been extensive engagement on our proposals for a national landmark attraction for Britain – with widespread support in Dover and across the country.

In Parliament, a **House of Commons adjournment debate** on the proposals for a memorial to Dame Vera Lynn took place on 11 May. David Amess MP referred to the stunning landmark location, with its commanding views of the Channel, as “*the most impressive and relevant site... The memorial to Dame Vera will live on in the enjoyment of visitors and audiences for many years to come*”. We have received a letter of endorsement from Natalie Elphicke MP, which is attached with this application.

Throughout the past few months, there has been regular and ongoing dialogue between the Council, the **Dame Vera Lynn Memorial Trust** and Dame Vera's family regarding proposals for the Memorial Park, with the Trust and the Council working closely on the emerging vision and ideas for the Park. As part of this, the Trust has consulted widely with stakeholders (including at national level, reflecting the national significance of the investment). As referenced in the Bid Summary, it will launch fundraising for the new memorial on 18 June, with a target of £3 million.

We have support from a wide range of **strategic partners**, including Kent County Council, Kent and Medway Economic Partnership, Visit Kent (the county's destination management organisation), the South East Local Enterprise Partnership and Dover Harbour Board. We have also opened up early dialogue with Historic England, which has a key interest in the Western Heights.

We have also **consulted with the community** directly on the Britain's Gateway proposal, building on a longer-term process of consultation on strategic plans for Western Heights and the town centre. We have consulted directly with some 68 individual stakeholders to inform the content of this package. These included:

- Heritage bodies (such as the Western Heights Preservation Trust, which manages the historic assets on the Western Heights)
- Dover Town Council, which directly manages some amenities and public space in the town centre
- Community development organisations (such as Dover Big Local and Love Dover)
- Business-led organisations (such as Dover Town Team and East Kent Chamber of Commerce)
- Civic and amenity organisations (such as the Dover Society)

Locally, the Council ran a series of ‘**drop-in’ workshops** in May, to get a wider range of views on the potential content of the bid to the Levelling Up Fund, including the proposed balance in the funding request between the Dame Vera Lynn Memorial Park and investment in the town centre.

Following consultation, we have received a number of **letters of support** for the Britain’s Gateway proposal. These have been consolidated and are attached at [Appendix 4](#).

... in the light of longer-term consultation on strategy

In March 2021, public consultation closed on the draft **Dover District Local Plan**, which looks ahead to 2040. As set out in Section 4.4, Britain’s Gateway is strongly in alignment with the draft Plan: consultation included our overall vision for the District (including capitalising on the White Cliffs), as well as proposals to enhance the town centre through improved public realm and better use of heritage assets. We also consulted on a **Western Heights Masterplan** in 2015, which set out the case for enhancing the appeal of the Western Heights as a visitor destination.

4.2b Are any aspects of your proposal controversial or not supported by the whole community? Please provide a brief summary, including any campaigns or particular groups in support or opposition? (Limit 250 words)

There is no known opposition to any aspects of the Britain’s Gateway package.

There is **support from a wide range of stakeholder bodies**, as evidenced by the letters of support contained in [Appendix 4](#). This includes support from Dover Town Council, business and community groups with an interest in the town centre and amenity and civic organisations.

It should be noted that while the Council owns the site, the Western Heights on which the Dame Vera Lynn Memorial Park will be situated is a Scheduled Monument. This, and the historic significance of the setting, is at the heart of the vision for the Park and is integral to the emerging plans for the site. There is also support for the proposal in principle by the Western Heights Preservation Trust, and there is a strategic acceptance in planning terms of the potential of the Western Heights for more active tourism use. However, ongoing dialogue with Historic England will be essential, and issues and any concerns will need to be mitigated as the plans are developed over the coming months.

4.2c Where the bidding local authority does not have the statutory responsibility for the delivery of projects,

Yes

have you appended a letter from the responsible authority or body confirming their support?	<input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
For Northern Ireland transport bids, have you appended a letter of support from the relevant district council	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A

4.3 The Case for Investment

See technical note Table 1 for further guidance.

4.3a Please provide evidence of the local challenges/barriers to growth and context that the bid is seeking to respond to. (Limit 500 words)

The opportunity and the potential

The Britain's Gateway project is a key part of our ambition to transform Dover from a place of transit to a visitor destination of choice.

In support of this ambition, the project responds to the **unique and transformational opportunity presented by the Dame Vera Lynn Memorial Park**. This opportunity embraces:

- The **landscape potential** of the Dover Western Heights. This includes its commanding views over the English Channel, its distinctive natural environment and its topography, which creates a natural setting for an 'amphitheatre' events space
- The **heritage potential** of the Western Heights and the wider town. This includes the concentration of defensive fortifications on the Western Heights (including Drop Redoubt and the Grand Shaft triple-helix staircase) and the opportunity to improve their setting and the visitor experience through investment in the surrounding area
- The **engagement potential**, associated with the much-loved personality of Dame Vera Lynn; her 'iconic' association with Dover and the White Cliffs; and the opportunity that the Dame Vera Lynn Memorial Park presents to create an asset that will be of national significance, local pride and genuine community benefit, with links across the town.
- The **'demand' potential**, associated with Dover's gateway role. With 12 million people passing through the town each year, over 200,000 cruise ship passengers using the Port, superb connections by rail, road and sea – and by foot and pedal, and in close proximity to the market of London and the South East, there is an opportunity to capture additional value from existing as well as new visitors, increasing the time they spend in the town. There is great potential to build on this further, linked with the Port of Dover's plans for future expansion.
- The **'synergy' potential**, associated with the links between the Dame Vera Lynn Memorial Park, Dover's existing visitor attractions (such as Dover Castle and the White Cliffs), and our ambitious and exciting plans for the future. These include plans for tourism investment in the town centre (including a proposed cable car linking Dover Castle and the town centre and investment in a new 4* hotel on a Council-owned site), and transformational proposals for heritage, residential and environmental investment. For a view of how these fit together – and how the Dame Vera Lynn Memorial Park

aligns with the wider context – see our [redacted] included – confidential link for use with this application only).

The challenges we need to address

Set against this transformational opportunity, there are three **challenges that our proposals seek to address**. These are:

- The **‘untapped potential’** challenge. This is the ‘flip side’ of Dover’s gateway role, highlighted above. Although the town attracts visitors in high volumes, relatively few stay locally, as trade passes through. And while we do have important attractions (for example, Dover Castle attracts around 400,000 visitors per year), there are few ‘linked trips’ between these and the rest of the town. This partly reflects the town’s topography, and physical connectivity between different assets – but it also reflects the need to invest in more, higher quality attractions if we are to capture spend and realise the true value of Dover’s location and setting.
- The **‘hidden treasure’** challenge. The paradox is that some of Dover’s assets are instantly and internationally recognisable – but much of our heritage, while of global significance, is relatively hidden from the wider public. This includes the fort on the Western Heights, as well as the Roman Painted House in the town centre, one of Britain’s best-preserved displays of Roman archaeology. This means that in economic terms, we ‘under-value’ our cultural assets – and their wider social value in terms of education and understanding heritage is under-valued too.
- The **‘levelling up’** challenge, need to support long-term economic growth and the need for public intervention to help achieve this. Dover has been overlooked for decades and it faces unique challenges linked with its gateway role, including vulnerability to port-related disruption and heavy traffic. The town centre has also struggled for several years as a retail destination, exacerbated by structural changes in the retail market. The consequence is that the town centre currently experiences a high vacancy rate, which stood at 14% before the start of the pandemic, and has risen since with the loss of several multiples. This is compounded by the layout and configuration of the town centre – but the town centre is a vital point of arrival, a key concentration of heritage assets and the core of Dover’s community life.

Britain’s Gateway is our opportunity to address these challenges – transforming Dover into a leading destination and making the most of our cultural, heritage and tourism assets.

4.3b Explain why Government investment is needed (what is the market failure)? (Limit 250 words)

In the context of the opportunities and challenges set out above, Government intervention is needed to bring forward this unique placemaking opportunity to:

- **Bring forward the transformational Dame Vera Lynn Memorial Park**, so that it can achieve the vision set out in the Bid Summary.

Without Government investment, it will not be possible to deliver the vision and the emerging masterplan, since while the Park will deliver substantial economic benefits (as set out in the Economic Case) and ought to be financially self-sustaining once complete, private finance for a project of this scale is not realistic. In the event that Levelling Up

Funding is not available, it would – in theory – be possible to deliver a modest scheme linked with the memorial itself and supported through charitable fundraising. But this would be a small and isolated attraction, and would neither meet the opportunities that we have identified or address the challenges. Public intervention is needed to bring forward a wider scheme, which can deliver substantial economic and heritage benefits and realise the full value of the Dame Vera Lynn connection.

- **Ensure that transformational investment in the Park unlocks the potential of Dover’s wider offer.** We want the Memorial Park to be a key civic asset of which all residents can be proud, and we want it to be fully integrated with the town centre. This means ensuring that improvements to the town centre must be delivered in parallel with the Park – so that when the latter opens, the town centre is able to welcome visitors, capture ‘linked trips’ from people visiting the Park and benefit fully from the excitement that opening of a new national landmark will bring.

To achieve this, Government investment is needed in the quality of the public realm and the ‘connections’ between town centre assets and focal points; and in overcoming the ‘market failure’ associated with structural changes in the retail economy.

4.3c Please set out a clear explanation on what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers with evidence to support that explanation. As part of this, we would expect to understand the rationale for the location. (Limit 500 words)

Linked with the need for investment, the Britain’s Gateway Levelling Up Fund project will **bring forward the transformational Dame Vera Lynn Memorial Park**, link this with **investment to unlock the potential of Dover town centre**, and provide a catalyst for positive change across the town.

Bringing forward the Dame Vera Lynn Memorial Park

Investment in the Dame Vera Lynn Memorial Park will enhance the heritage and environment of 27,000 sq m on the Western Heights, overlooking the Port of Dover and the Channel. In line with the vision and emerging masterplan, this will deliver an ambitious, beautiful and sensitive setting for the Dame Vera Lynn Memorial and will provide a place for culture, entertainment and hospitality, as well as for informal use.

Specifically, the Dame Vera Lynn Memorial Park will include:

- The Dame Vera Lynn Memorial, funded by the public through charitable contributions
- An events venue, making full use of the Western Heights’ setting and its natural topography. This will offer capacity to host major performances for up to 3,500 people, as well as smaller events taking place throughout the year
- High quality visitor facilities, including interpretation of the site and its historic context and the life of Dame Vera, as well as café and retail opportunities
- Restaurant and hospitality, attracting day and evening visitors to the Park throughout the year
- Extensive landscaping, with planting sensitive to the setting and local ecology, and supporting a wide range of informal uses.
- Supporting infrastructure, including the refurbishment of Drop Redoubt Road, access improvements and space for coach parking.

In the first year of the project, we will also bring forward enhancements to the historic Grand Shaft, sustaining its heritage value and improving visitor opportunities and access to the park in advance of larger scale development.

The Dame Vera Lynn Memorial Park will be a major strategic investment. As part of the first stage of the masterplanning process, we have drawn up ambitious and deliverable proposals costing at £20.5 million.

Unlocking the potential of Dover town centre

As set out earlier, the potential of the Dame Vera Lynn Memorial Park to drive economic benefit across Dover will be compromised unless parallel investment is made in supporting the quality of the town centre offer, so that it offers a genuinely complementary and 'added value' visitor experience.

Within the town centre, the Britain's Gateway project will **invest in the town's historic connections**. This will deliver a network of improved pedestrian routes across the heart of Dover, connecting the town's centre and key nodal points. These include the Maison Dieu, a Grade I listed building hosting a range of cultural and community activities, currently subject to a National Lottery Heritage Fund supported restoration, with a total project value of £9.1m. They also include Dover Priory Train Station, St Edmund's Chapel, St Mary's Church, the Market Square, Roman Painted House, Dover Museum (and Visitor Information Centre), the Western Heights, Pencester Gardens, St James Retail & Leisure Park and the waterfront, marina and pier. This will act as a springboard for future investments in connectivity beyond the town centre, including to and from the Port of Dover Ferry and Cruise Terminals, Dover Castle and the White Cliffs of Dover.

Initially, investment will include a combination of access improvements (new and improved footways) and better signage, complementing recent investments made by the Council and its partners (see below) and emerging plans for new hotel investment. In the first phase, the project will deliver improved access and signage to the Roman Painted House, a key asset within the town centre, but which is somewhat overlooked. This will include a footway between the Roman Painted House, the High Street and York Street, supporting future improvements to the Roman Painted House itself.

We will supplement this through investment in town centre commercial properties that are of heritage value and at risk of long-term vacancy, through the creation of a **targeted investment fund**, enabling the Council to acquire assets to enable their restoration and conversion to alternative residential, office or retail use. The fund will be partially recyclable, enabling further investments as properties are sold or let. The scheme will complement existing interventions, enabling early action at scale on buildings which significantly blight the town centre and 'proving the market' to the private sector. The Council is already seeking to acquire a strategic former retail asset in the town for commercial use, and we look to build on this experience.

Total costs

The combined cost of the Dame Vera Lynn Memorial Park, the Memorial itself and the related proposals for the town centre is **£29.5 million**, of which the Dame Vera Lynn Memorial Trust hopes to raise £3 million in charitable fundraising (which Dover District Council will guarantee as match to the Levelling Up Fund).

We therefore seek **£26.5 million from the Levelling Up Fund**. We recognise that this exceeds the bid 'cap' for the Fund, and we have therefore developed a series of 'reduced' options for the Memorial Park, depending on funding availability.

4.3d For Transport Bids: Have you provided an Option Assessment Report (OAR)

Yes

No N/A

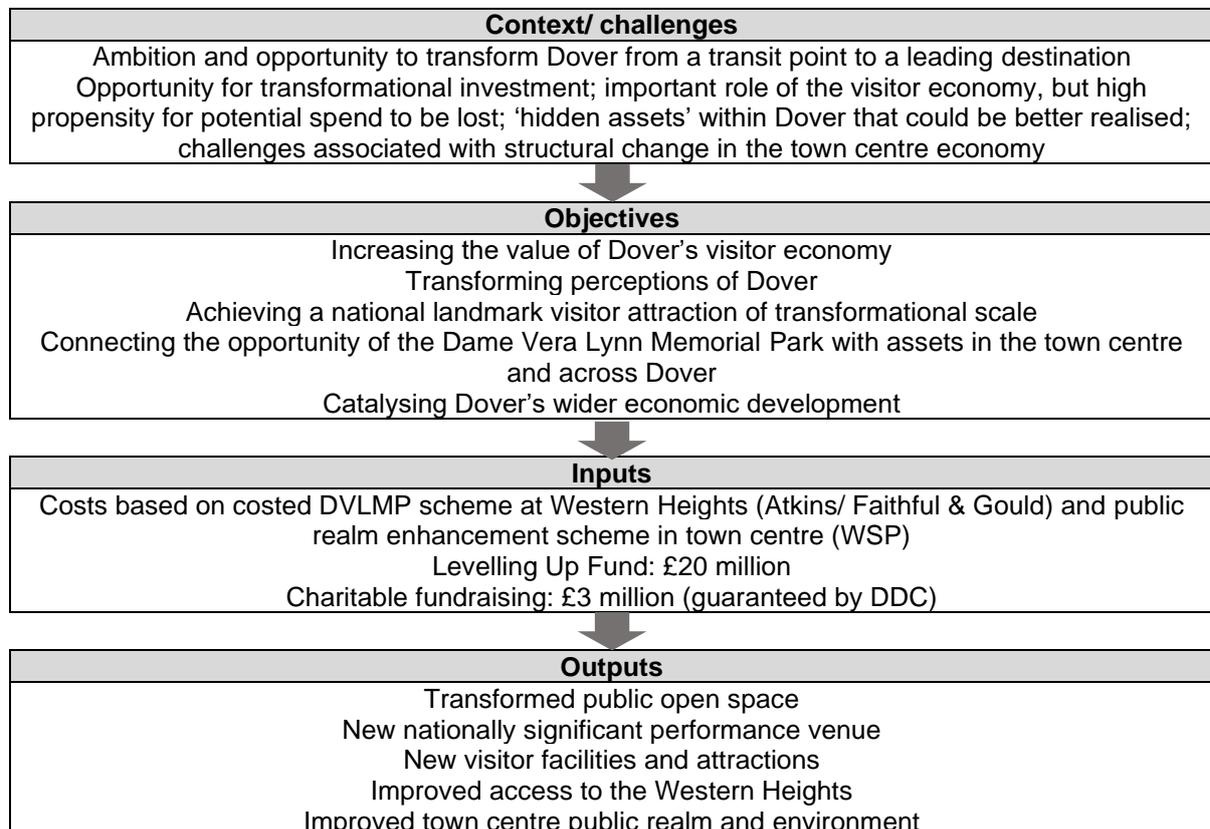
4.3e Please explain how you will deliver the outputs and confirm how results are likely to flow from the interventions. This should be demonstrated through a well-evidenced *Theory of Change*. Further guidance on producing a Theory of Change can be found within [HM Treasury's Magenta Book](#) (page 24, section 2.2.1) and [MHCLG's appraisal guidance](#). (Limit 500 words)

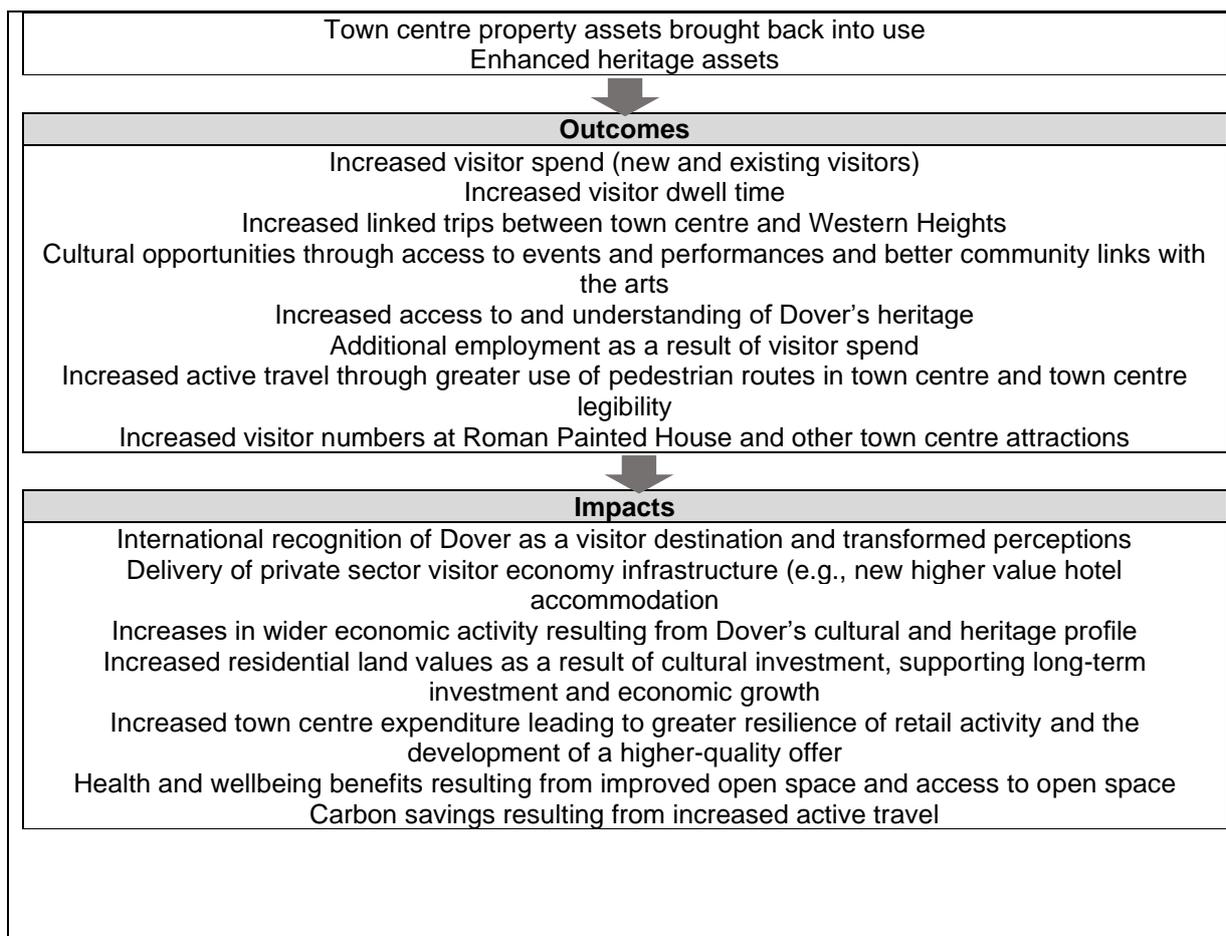
Our ambitions are clear. But a logic model is a useful way translating them into a 'theory of change', explaining the relationship between inputs, outputs, outcomes and impacts.

Underpinning the logic model set out below, we assume that:

- Dover has high potential to capture more benefit from its visitor economy (set out in the value for money section)...
- There is also ambition to transform perceptions of the town and drive its investment potential.
- This creates an opportunity for an ambitious project of national scale to drive demand (both qualitatively and quantitatively)...
- ... which will have benefits for the whole town and wider district, provided that...
- ... the right linked investment is made in the town centre, to ensure that the full potential is captured.

Based on these assumptions, the logic map sets out the relationship between what we will do and what we hope to achieve:





4.4 Alignment with the local and national context

See technical note Table 1 for further guidance.

4.4a Explain how your bid aligns to and supports relevant local strategies (such as Local Plans, local economic strategies or Local Transport Plans) and local objectives for investment, improving infrastructure and levelling up. (Limit 500 words)

Dover has an ambitious approach to tourism and economic growth, which sees the visitor economy as a key economic driver

Dover District Council is strongly focused on delivering economic growth, and we see the visitor economy as a key driver of that. We are appointing a new Director of Place to drive our placemaking agenda, and we are ambitious for the transformation that the Britain's Gateway project will drive.

In that context, the proposals for the Dame Vera Lynn Memorial Park and associated investment align strongly with Dover's strategic approach to the visitor economy.

Dover's Tourism Strategy, adopted in 2020, is explicitly cast as a "growth strategy for tourism and the visitor economy", at the heart of the District's wider approach to economic development. It sets out an ambitious vision for Dover and the surrounding White Cliffs Country to be a "vibrant, world-class destination, valued for its outstanding heritage, landscape and pursuits, as well as its ease of access, warmth of welcome and wealth of opportunity". The strategy sets out an ambition to increase visitor spend per trip, and to achieve an increase in staying visitors, greater investment in accommodation and attractions

and greater investment in accessibility. It also highlights the role of history and heritage; arts and culture; and improved public realm in driving the economy.

The emerging *Dover District Economic Growth Strategy* builds on this further, setting out a vision of Dover as “*the leading destination to live, work, invest and study*”, Within the strategy, “*harnessing White Cliffs Country*” and “*revitalising our town centres*” are highlighted as key priorities.

This aligns with the county-wide strategy adopted by Visit Kent, which emphasises ‘place-making’ as central to Kent’s appeal as a visitor destination.

The scale of the sector: Dover District’s visitor economy	
	2019
District Day Trips	
Volume	4,265,000
Value	£141,089,000
Average Spend	£33.08
District Overnight Trips	
Volume	424,000
Number of Nights	1,393,000
Average Length of Stay	3.29 nights
Value	£86,702,000
Average Spend	£204.49
Combined Total	
Total Trips	4,689,000
Total Value*	£302,490,000
Jobs/Employment	
Total Number of Jobs (FTE)	4,440
Total Number of Jobs (Actual)	6,071

**Includes Associated spend, as well as Indirect/induced spend.*

Source: Dover District (White Cliffs Country), Economic Impact of Tourism, 2019

Planning policy is proactive and supportive

Within Dover District, the extant *Local Plan* (2010) highlights the need to improve connectivity between Dover Priory station, the town centre and the waterfront (reflecting the long-standing nature of the town’s legibility and accessibility challenges). More recently, the draft *Dover District Local Plan* (2021) notes the role of the town centre as a “historic centre with a strong maritime and military heritage”, but highlights the environmental and retail-related challenges set out earlier in this business case. It notes that “*for the town centre to work, there needs to be a mix of uses that are complementary to its functioning. Empty space represents opportunities for other types of development such as residential, offices, bars and restaurants*”. The Britain’s Gateway package will clearly help to deliver this.

In respect of the Western Heights, a Masterplan was prepared in 2015 and was subsequently adopted as a Supplementary Planning Document. While noting the sensitive nature of the site as a Scheduled Monument, the Masterplan seeks to “*widen its appeal as a strategic location for inward investment, enhancing the Western Heights as a destination of national and international significance which one which complements Dover’s other heritage attractions*”. In broad terms, the proposals for a new cultural facility are compatible with this

ambition. The *Dover District Heritage Strategy* also reflects the ambition for additional tourist activity on the Western Heights.

Other local plans are aligned

In addition to the planning context, the Dover Coastal Community Team published an *Economic Plan* in 2017. This set out an ambition to improve the town centre by investing in heritage assets, such as the Maison Dieu and Market Square (now underway) and the Roman Painted House, and in better public realm and way marking across the town.

Finally, Dover District Council's *Corporate Plan (2020)* emphasises investment in the town centre as a key strategic priority, with a key focus on the development of the visitor economy.

There is wider support at regional and county level

The South East LEP's *Economic Strategy Statement (2018)* highlights the role of the cultural and creative sector as an area of economic growth, and sets out in particular the role that the sector has in creating economic opportunity in coastal towns. More recently, the draft Local Industrial Strategy identified coastal regeneration as one of three priority themes for the South East LEP.

At county level, *Renewal and Resilience (2020)* sets out a series of priorities for economic recovery in Kent and Medway in the aftermath of the Covid-19 pandemic. These include a proactive approach to intervention in the property market, especially in the context of the challenges facing the High Street.

4.4b Explain how the bid aligns to and supports the UK Government policy objectives, legal and statutory commitments, such as delivering Net Zero carbon emissions and improving air quality. Bids for transport projects in particular should clearly explain their carbon benefits. (Limit 250 words)

UK Government policy in relation to tourism

Visit Britain notes that tourism was the UK's seventh largest industry before the pandemic, worth around £127 billion annually. It notes the highly competitive nature of the inbound tourism market and the need to drive up quality, productivity and competitiveness in the sector, including through the higher-value offer that the Dame Vera Lynn Memorial Park and its associated investment will support.

Recently, the Government published its *Tourism Recovery Plan*. Beyond an immediate response to recovery from the pandemic, the Recovery Plan notes that "*there is no room for complacency*" in stimulating demand, with a focus on ensuring that the UK is competitive in the global market.

... culture

The Britain's Gateway project is also a cultural investment, with the capacity to bring forward an innovative cultural programme that will appeal to a wide range of audiences. As noted earlier, this will include larger performances and smaller events, reflecting Dame Vera's passion for music and the stage.

This strongly aligns with the priority the Government places on culture, both as an economic and a social driver. Arts Council England’s vision is of “*a country transformed by culture*”, and there is a strategic focus on increasing investment in and access to cultural infrastructure across the country. In the case of Dover, the new offer at the Western Heights will be a net addition to the national cultural stock.

... coastal communities

Linked with both tourism and culture, the role of coastal communities is also prominent in Government policy. Coastal towns have long been priorities for ‘levelling up’, and there is a widespread recognition of the role that landmark attractions can play in changing perceptions.

... and delivering net zero

Britain’s Gateway will contribute to the UK’s net zero commitment in three ways:

- It will encourage active travel. By improving pedestrian routes across the town centre, we will increase walking, and by providing better ‘signposting’ between Dover Priory station, the rest of the town and other attractions, it will make public transport access more attractive. Our Historic Connections project will also assist in the sustainability of the Dame Vera Lynn Memorial Park by making access to connection points easier.
- Dover is also well-placed to increase public transport access, building on our excellent connectivity via High Speed One.
- It will reduce carbon emissions from buildings. Our targeted investment interventions will specifically seek to increase the sustainability of those buildings that it funds, by including measures to increase energy efficiency.
- The Dame Vera Lynn Memorial Park will be designed to contribute to net zero objectives, through the buildings on site and the management of the events space and through the implementation of travel plans designed to maximise the use of public transport (which will in turn reinforce the connections between Western Heights and the town centre).

Wider UK Government policy

More broadly, Britain’s Gateway explicitly contributes to the ‘levelling up’ objectives of the *Plan for Growth*, specifically within the *Plan*’s commitment to town centre regeneration.

4.4c Where applicable explain how the bid complements / or aligns to and supports other investments from different funding streams. (Limit 250 words)

Britain’s Gateway aligns with investment from several other sources. These include three projects which directly contribute to our ambitions:

- Investment from the Future High Streets Fund (£4.9m), including improvements to the underpass linking Dover town centre with the waterfront; and the development of a new creative centre, which could also serve as an exhibition space linked with the life and work of Vera Lynn, and making an association with the Memorial Park.
- Improvements to Market Square and surrounding streets (£3.1m), funded by the Coastal Communities Fund and DDC.
- The £9.1 million reawakening of the neo-gothic Dover Town Hall, creating a thriving cultural venue in the medieval pilgrim hall and the fantastic restored Connaught Hall.

This restoration project, part funded by NLHF, is one of the nodal points in our network of historic buildings

- The Bus Rapid Transport scheme, which will offer connectivity to the town centre from Whitfield, currently valued at £16.1m.

All these projects are managed by Dover District Council, and create a strong platform for further investment in heritage and the public realm. In addition, our proposals for investment in town centre properties will complement:

- The existing town centre and green energy business grants scheme operated by Dover DC, which offers small grants of up to £10,000 to enable properties to be brought back into use.
- The No Use Empty scheme operated by Kent County Council, which makes loans available to the owners of empty properties to restore them to use
- Investment of £3 million coming forward from Network Rail into improvements at Dover Priory station.

4.4d Please explain how the bid aligns to and supports the Government's expectation that all local road projects will deliver or improve cycling and walking infrastructure and include bus priority measures (unless it can be shown that there is little or no need to do so). Cycling elements of proposals should follow the Government's cycling design guidance which sets out the standards required. (Limit 250 words)

Although this project does not deliver transport infrastructure, it will contribute to the Government's aspirations in relation to walking and cycling. As set out above, it will promote active travel through improved public realm and legibility. The proposals for the Dame Vera Lynn Memorial Park will also encourage increased informal use of the site by local residents.

PART 5 VALUE FOR MONEY

5.1 Appropriateness of data sources and evidence

See technical note Annex B and Table 1 for further guidance.

All costs and benefits must be compliant or in line with [HMT's Green Book](#), [DfT Transport Analysis Guidance](#) and [MHCLG Appraisal Guidance](#).

5.1a Please use up to date evidence to demonstrate the scale and significance of local problems and issues. (Limit 250 words)

- **Tourism is a key driver of the local economy.** In 2019, the visitor economy contributed £302 million to the District's GVA – an increase of 4.7% on 2017. Visitor spend is relatively high, reflecting Dover's 'gateway' role – in 2019, the District accounted for the second highest level of visitor spend of any local authority area in Kent.
- **Dover has important tourism assets, and there is widespread awareness of these.** Survey data indicates that visitor associations of Dover with the White Cliffs and its gateway role are high. This translates into some high visitor numbers - for example, Dover Castle accounts for around 400,000 visitors per year, and 520,000 enjoy the White Cliffs.
- **But many assets are 'hidden' despite this awareness and potential demand.** Only 7% of visitors to Dover are aware of the Western Heights – and in the town centre, only around 11% express awareness of the Roman Painted House. Some of our tourism assets, including those in the town centre, are not as connected as they could be to these drivers of visitor demand.
- **There is huge potential to maximise the 'visitor pound', but this is not currently maximised.** Around 12 million passengers per year pass through the Port of Dover. In 2019, there were also around 130 calls to Dover Cruise Terminal, with about 200,000 passengers, although few of these visited the town while docked in the port.
- **There are ambitious plans coming forward, on which Britain's Gateway can build.** These include Dover Harbour Board's plans to expand the cruise line business and plans for a new marina – all of which will be complementary to our proposals.
- **Strengthening the visitor economy could help to revitalise Dover town centre and better connect it with the town's wider visitor opportunities.** Vacancy rates in Dover in 2020 were 14% (compared with 10% in 2016), and have risen subsequently. But there is investor interest in new hotel accommodation in the town centre, and opportunity to make better use of the town's heritage.
- **There is evidence that landmark attractions can be important drivers of visitor demand.** For example, the Angel of the North attracts around 400,000 visitors per year (although the opportunities for spend capture and additional visitor numbers are much greater in Dover). In East Kent, the Turner Contemporary at Margate has reportedly generated around £70 million in economic impact over ten years (although the 'routes to impact' in Dover in terms of events, hospitality potential and latent demand are much greater).

5.1b Bids should demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues. Please demonstrate how any data, surveys and evidence is robust, up to date and unbiased. (Limit 500 words)

Data relating to tourism spend and its economic value is reported in the regular study, commissioned by Visit Kent and prepared by Destination Research. This uses the widely-recognised 'Cambridge Model' to assess the impact of tourism on the local economy, estimating visitor spend by visitor type (e.g., day/ overnight and purpose of visit) and origin (UK and international). Comparable data for [Kent](#) as a whole is set out in a separate report.

Additional data relating to the visitor economy is taken from the [Dover Town Visitor Survey](#) (2018), funded by Dover District Council, Dover Town Council and Destination Dover, and carried out by Visit Kent. This also contains survey evidence of visitor awareness of and intention to visit key attractions in the area. Further analysis of the local visitor economy in its wider context is set out in the [Growth Strategy for Tourism and the Visitor Economy](#) (2021)

Data relating to cruise passenger numbers is set out in the Cruise Passenger Research report (2019) carried out by the Visit Kent Cruise Partnership, and is based on original survey data.

Information relating to cross-Channel passenger traffic is contained in the [annual traffic statistics](#) published by the Port of Dover.

Data relating to town centre performance is set out in the Footfall Report for Dover Town Centre (February 2020, taking into account the last year before the pandemic) and footfall data for Dover provided by Springboard. Vacancy rates are contained in the Shopping Survey carried out for Dover District Council (January 2020).

Data relating the wider economy is sourced from national statistics and supplementary analysis prepared by Kent County Council.

5.1c Please demonstrate that data and evidence chosen is appropriate to the area of influence of the interventions. (Limit 250 words)

The data referred to above principally relates to Dover town and the wider district. This is relevant, as we have used Dover District as the key geography in considering economic impact below, and there is a strong local economic case (sequential to the approach in the Dover Tourism Strategy) for the Dame Vera Lynn Memorial Park and associated town centre investment. The main 'knock-on' impacts, in terms of the potential to catalyse the wider opening up of the Western Heights and the opportunity to attract additional investment in Dover (e.g., in non-tourism related residential development) will also mainly relate to the town, and will reinforce Dover's ambitious economic development strategy.

However, the Park will be a nationally-significant landmark investment. We anticipate that it will draw visitors from a wide geography, including internationally, and will have an 'inward investment' impact on Dover and Kent as a whole.

5.2 Effectiveness of proposal in addressing problems

5.2a Please provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems. Quantifiable impacts should usually be forecasted using a suitable model. (Limit 500 words)

The logic chain set out in the Strategic Case identified four project objectives. The table below sets out how the project we have outlined will help to address these:

Objective	How will this be addressed?
Increasing the value of Dover's visitor economy	<p>Britain's Gateway will do this by investing in a major new visitor attraction in the Dame Vera Lynn Memorial Park and by ensuring that complementary investment is made in the town centre. This will increase the value of the visitor economy through:</p> <ul style="list-style-type: none"> • Increasing visitor spend per head as visitors to the town make use of the wider range of attractions • Attracting new visitors by capturing trade from the cruise market and the substantial passenger traffic volumes that go through the town • Creating a new cultural and performance market not yet served in Dover that will provide a new offer and attract a different audience • Ensuring that the DVLMP is linked with a wider hospitality offer • Promoting overnight stays, with the aim of increasing the value of tourism per head and driving commercial investment.
Achieving a national landmark visitor attraction of transformational scale	<p>This will be directly achieved by the delivery of the Dame Vera Lynn Memorial Park.</p> <p>It will depend on continued commitment to the vision for the Park – both nationally and locally – and on the ongoing evolution of the plans for the site. In the longer term, the full transformational effects of the Park will also depend on the ability to generate a dynamic and exciting cultural programme capable of capturing national and international attention.</p>
Connecting the opportunity of the Dame Vera Lynn Memorial Park with assets in the town centre and across Dover	<p>This will be achieved through complementary investment in Dover town centre, to ensure that the town centre provides a superb 'point of welcome' for the DVLMP and Dover's wider assets, and to ensure that the town centre's attractions (and an improved hospitality offer) can be confidently promoted as part of the integrated Dover offer.</p>
Catalysing Dover's wider economic development	<p>This will be achieved as a key longer term impact of the project, and will be seen in investment in complementary projects in western Dover, and in commercial interest in residential and commercial development in the town centre and on the waterfront. Given the likely profile of the Dame Vera Lynn Memorial Park, some of these wider impacts could be significantly accelerated as the Park opens.</p>

5.2b Please describe the robustness of the forecast assumptions, methodology and model outputs. Key factors to be covered include the quality of the analysis or model (in terms of its accuracy and functionality) (Limit 500 words)

Data relating to Dover's existing visitor economy is up to date and robust, as set out earlier. It uses established impact models consistent with those used elsewhere in the UK and is supplemented with high-quality survey data focused on Dover's unique attributes as a gateway district.

Future forecasts linked with this project are, at this stage, high level, and are set out in the benefits analysis section below. They draw on information relating to other landmark visitor attractions, in the light of "what we know" about Dover's local economy. As we set out below, these assumptions should be regarded as indicative – but they are likely to also be conservative, given the unique proposition that the Dame Vera Lynn Memorial Park sets out and the very high levels of latent demand generated by Dover's high volumes of tourist-related traffic.

5.3 Economic costs of proposal

5.3a Please explain the economic costs of the bid. Costs should be consistent with the costs in the financial case, but adjusted for the economic case. This should include but not be limited to providing evidence of costs having been adjusted to an appropriate base year and that inflation has been included or taken into account. In addition, please provide detail that cost risks and uncertainty have been considered and adequately quantified. Optimism bias must also be included in the cost estimates in the economic case. (Limit 500 words)

The total costs of the scheme are £29.5 million. These consist of:

- The costs of the Dame Vera Lynn Memorial Park, estimated at £20.5 million (based on masterplan designs by Atkins and Order of Cost estimates by Faithful and Gould).
- The costs of the Dame Vera Lynn Memorial, within the Park, indicatively estimated at £3 million. This will be funded through charitable fundraising by the Dame Vera Lynn Charitable Trust (subject to a guarantee by Dover District Council of the match funding value to the Levelling Up Fund).
- The costs of associated improvements in the town centre, indicatively estimated at £6 million, to include new access to Roman Painted House (an initial scheme to be brought forward from 2021/22 and costed by WSP at £820k, with further funding to support supplementary public realm and access works in the town centre and strategic acquisitions of heritage value.

For the purposes of economic appraisal, we assume that:

- Costs are profiled over the funding period as set out in the Financial Case.
- Private contributions to costs are assumed to be £3 million, based on the fundraising target of the Dame Vera Lynn Charitable Trust. This reduces the public costs to £26.5 million. We assume that the Trust's contribution is profiled equally in 2022/23 and 2023/24, reflecting the time limits of the Levelling Up Fund.
- As the Dame Vera Lynn Memorial Park is at a relatively early stage in the design process, and as the associated town centre interventions (with the exception of improved access to Roman Painted House) are not fully identified and costed, the

allowance for optimism bias should be high. For the purposes of appraisal, we assume optimism bias of 40% on all costs.

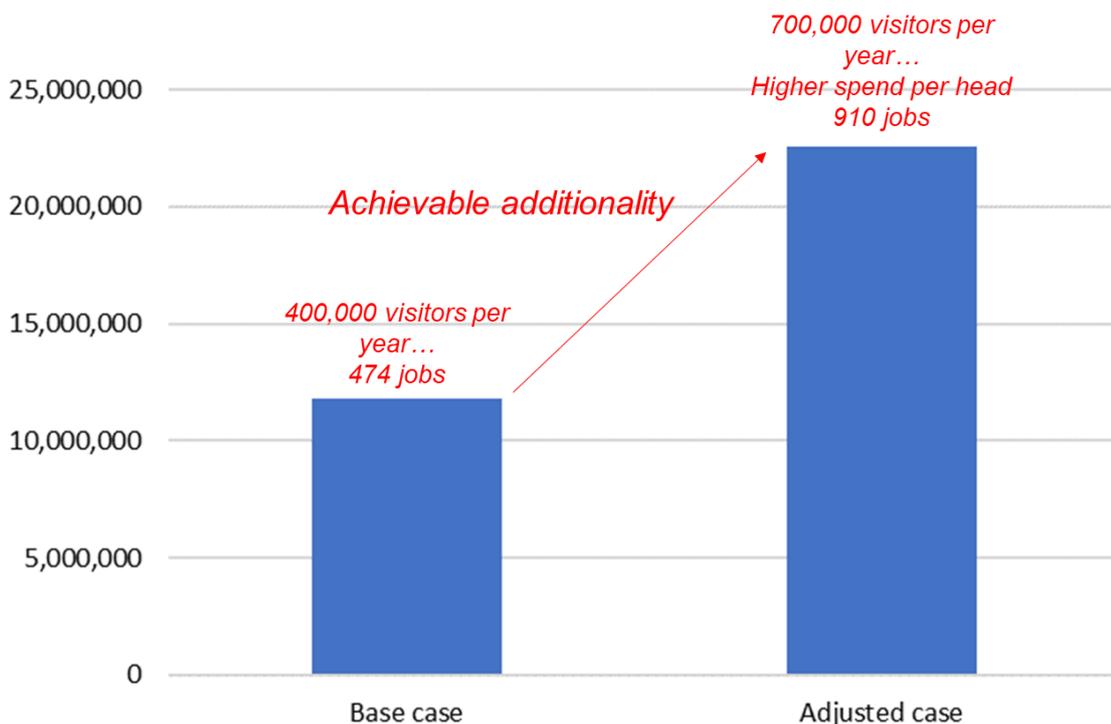
Taking the above into account gives a net cost, including optimism bias of £37.17 million (or £35.35 million net present value).

5.4 Analysis of monetised costs and benefits

5.4a Please describe how the economic benefits have been estimated. These must be categorised according to different impact. Depending on the nature of intervention, there could be land value uplift, air quality benefits, reduce journey times, support economic growth, support employment, or reduce carbon emissions. (Limit 750 words)

We have started with 'pessimistic' assumptions for a conservative estimate. But in line with the ambitions and opportunity we have set out, **we believe that a substantial economic uplift is highly likely**. The diagram summarises our expectations between the 'base' case and an 'adjusted' case:

Achievable additionality: Comparing the scenarios



To consider the monetised economic benefits of the scheme, we have taken considered:

- A 'base' estimate of visitor economy impacts
- An 'adjusted' estimate of impacts, taking into account the potential of the Dame Vera Lynn Memorial Park to capture substantial additional visitor numbers
- Amenity value
- Additional benefits resulting from town centre investment.

'Base' estimate of visitor economy impacts

A conventional way of measuring the economic impact of new visitor attractions is to estimate the effect of additional tourism spend in the local economy. This method has the advantage of using published tourism spend data gathered through the 'Cambridge Model' cited earlier, which is widely understood and referenced.

The first step is to estimate the number of visitors that the Dame Vera Lynn Memorial Park is likely to attract. So far, a comprehensive demand analysis has not yet been carried out. However, comparing other attractions in the UK, we note that the Angel of North records around 420,000 visitors per year; the 'Another Place' installation in Merseyside recorded around 600,000; and the National Memorial Arboretum has around 300,000 visitors annually. Closer to home, Dover Castle currently attracts about 400,000 visitors per year.

As a conservative estimate, we assume 400,000 visitors per year at the Dame Vera Lynn Memorial Park. We then use the latest tourism impact report to assume a distribution between day visitors and overnight stays, and average spend that is consistent with the current market.

Based on these assumptions, we would estimate annual expenditure (including direct, indirect and induced expenditure) of approximately £25.6 million per annum. This equates to around £11.8 million per year in annual gross value added, based on the UK Tourism Alliance's estimated expenditure: GVA ratio.

'Adjusted' estimate of visitor economy impacts

£25 million annual expenditure is a substantial sum (effectively, one year's additional spend equates to the entire capital cost of the scheme). But we think it is highly conservative, because:

- While the other sculpture and landscape attractions referred to earlier are relevant, they are not entirely comparable, in that they do not include large events venues. By way of comparison, the Minack Theatre in Cornwall, a smaller venue than proposed at the Dame Vera Lynn Memorial Park) currently hosts about 80,000 visitors per year for performances alone.
- There is substantial 'untapped' custom passing through Dover, as referred to above. Since Dover Castle currently receives around 400,000 visitors already, there ought to be an opportunity to achieve a substantial uplift on this, especially if the Dame Vera Lynn Memorial Park is accompanied by a high quality cultural programme that also helps to attract visitors into the rest of the town. English Heritage is currently working on plans to increase the Castle's visitor numbers to 700,000.
- The 'base' estimate assumes current average spend levels, which equated (in 2019) to £204 for overnight trips and £33 for day visitors. But an improved cultural offer – and more opportunities for visitor spend – ought to drive this up. For comparison, the equivalent figures for Canterbury are £222 and £37 respectively.

We should therefore be able to achieve a more ambitious level of economic impact. Assuming 700,000 visitors per year (as planned for Dover Castle) and spend levels equivalent to those of Canterbury (neither of which are implausible) yields annual visitor expenditure of £49.1 million (or a GVA impact of £22.6 million).

Amenity value

In addition to the spend-derived impacts above, the Memorial Park will offer amenity value, through enhanced open space. This will not appear in any transactions, but the

'amenity value' of improved green space is estimated at £1.06 per visit¹. Applying this to 400,000 and 600,000 visitors gives gross annual 'value' of £424k and £636k respectively.

This is an important benefit to people who are already using the space, as well as new visitors. The pandemic has underscored the value of amenity space and its importance in maintaining active lives.

Bringing it together: Total benefits over the appraisal period

Taking the above into account, the table below sets out the range of potential benefits, annually and discounted over 30 years:

	Annual, £m	£, 2021 NPV, 30 years
Base estimate (visitor economy + amenity)	12.204	201.279
Adjusted estimate (visitor economy + amenity)	23.332	384.811

Other benefits

In addition to visitor-derived benefits, there will be benefits associated with the supplementary investment in the town centre. These are difficult to estimate until the specific schemes have been identified and worked up. However, estimates by WSP for a series of public realm schemes in the town centre (including access to Roman Painted House) and broadly equivalent to the town centre element of the Britain's Gateway proposal identified an anticipated 30-year benefit of around £17 million.

5.4b Please complete Tab A and B on the **appended excel spreadsheet** to demonstrate your:

Tab A - Discounted total costs by funding source (£m)

Tab B – Discounted benefits by category (£m)

5.5 Value for money of proposal

5.5a Please provide a summary of the overall Value for Money of the proposal. This should include reporting of Benefit Cost Ratios. If a Benefit Cost Ratio (BCR) has been estimated there should be a clear explanation of how this is estimated in a methodology note. Benefit Cost Ratios should be calculated in a way that is consistent with [HMT's Green Book](#). For non-transport bids it should be consistent with [MHCLG's appraisal guidance](#). For bids requesting funding for transport projects this should be consistent with [DfT Transport Analysis Guidance](#). (Limit 500 words)

To calculate the benefit: cost ratio, we assume:

Costs

Net present value of £35.35 million, including 40% optimism bias (as in Section 5.3a)

¹ Defra (2016) Monitor of Engagement with the Natural Environment

Benefits

Benefits are as in Section 5.4a. However, typically, benefits should be adjusted for additionality and discounted for optimism bias. At this stage, it is difficult to accurately estimate additionality and optimism bias as the estimates are quite high level. But for an indicative estimate, we assume 75% additionality (reflecting the fact that the Memorial Park will be a distinct additional offer and will not duplicate any existing attractions) and 10% optimism bias (reflecting the likely conservatism of the original visitor number and spend estimates).

Including optimism bias and adjusting for potential additionality yields benefits of £135.87 million NPV over 30 years in the 'base case' and £259.75 million in the 'adjusted' case.

Benefit: cost ratio

This equates to a benefit: cost ratio of between 3.84 and 7.34. This would generally be seen as representing very high value for money.

5.5b Please describe what other non-monetised impacts the bid will have, and provide a summary of how these have been assessed. (Limit 250 words)

In addition to the monetised impacts, other benefits include:

- **Jobs:** Estimated at between 474 and 910, based on the 'base' and 'adjusted' scenarios. This is based on the jobs multiplier used in the visitor economy impact model.
- **Further visitor economy impacts**, for example by raising demand for private sector tourism infrastructure (e.g., hotel accommodation)
- **Catalytic impacts on longer-term investment.** These could be significant and have two dimensions:
 - First, the opportunity that the Dame Vera Lynn Memorial Park presents to open up the wider potential of the Western Heights. This includes the potential of the proposed [Techfort](#) technology campus.
 - Second, the effect that a nationally-significant cultural facility could have on perceptions of Dover. This could have a knock-on effect on other cultural investment in the town where this might appeal to related audiences. Changed perceptions could also have an impact on land values, increasing the viability of residential development in the town centre and on the waterfront. The proposition is that economic impacts are likely to extend beyond the visitor economy and will support Dover's wider regeneration.
- **Health and wellbeing impacts**, associated with improved open space, access to open space, and access to cultural amenities. Some of these impacts have been monetised impacts above, although they are likely to be broader than simply the value of green space
- **Community benefits**, through the opening up of new opportunities for community-level and amateur performance, and through the integration of the Park as a community asset as well as a nationally-significant venue.
- **Positive impacts on heritage, cultural and tourism assets**, on the Western Heights and Dover town centre
- **Carbon savings** due to increased active travel and public transport use (including through the town centre's role as an arrival point for access to the Dame Vera Lynn Memorial Park).

5.5c Please provide a summary assessment of risks and uncertainties that could affect the overall Value for Money of the bid. (Limit 250 words)

Risks and uncertainties affecting value for money include:

- Final costs, which may increase depending on site issues, heritage/ environmental constraints, etc.
- Any need for further public funding (for example the risk of a need for net additional revenue funding once the Memorial Park is open). We regard this as unlikely, and the business plan for the Park will seek to ensure long-term operational sustainability (which would, by incentivising income generation, also help to maximise its wider economic impact)
- Impacts on demand, due to competition from other venues/ attractions. There are no comparable projects that we are aware of, and the risk from this should be seen as low, given the unique setting that Dover presents and the highly 'place-specific' nature of the Dame Vera Lynn Memorial.

5.5d For transport bids, we would expect the [Appraisal Summary Table](#), to be completed to enable a full range of transport impacts to be considered. Other material supporting the assessment of the scheme described in this section should be appended to your bid.

PART 6 DELIVERABILITY

6.1 Financial

See technical note Table 1 for further guidance.

6.1a Please summarise below your financial ask of the LUF, and what if any local and third party contributions have been secured (please note that a minimum local (public or private sector) contribution of 10% of the bid costs is encouraged). Please also note that a contribution will be expected from private sector stakeholders, such as developers, if they stand to benefit from a specific bid (Limit 250 words)

Levelling Up Fund ask

£26 million.

Local contributions

Local contributions will be made available from the Dame Vera Lynn Charitable Trust: £3 million. This figure represents the Trust's fundraising target. This will cover the costs of the memorial within the park. In the event that the fundraising target is not met, Dover District Council guarantees to cover the cost of any shortfall up to this level.

In addition, we anticipate that the project will result in additional leverage, secured through private investment in the town centre matching Levelling Up Funded contributions to property improvements; and additional charitable and corporate contributions to the future development of the Dame Vera Lynn Memorial Park and the heritage assets on the Western Heights.

6.1b Please also complete Tabs C and D in the **appended excel spreadsheet**, setting out details of the costs and spend profile at the project and bid level in the format requested within the excel sheet. The funding detail should be as accurate as possible as it will form the basis for funding agreements. Please note that we would expect all funding provided from the Fund to be spent by 31 March 2024, and, exceptionally, into 2024-25 for larger schemes.

Attached

6.1c Please confirm if the bid will be part funded through other third-party funding (public or private sector). If so, please include evidence (i.e. letters, contractual commitments) to show how any third-party contributions are being secured, the level of commitment and when they will become

Yes

No

available. The UKG may accept the provision of land from third parties as part of the local contribution towards scheme costs. Where relevant, bidders should provide evidence in the form of an attached letter from an independent valuer to verify the true market value of the land.

6.1d Please explain what if any funding gaps there are, or what further work needs to be done to secure third party funding contributions. (Limit 250 words)

There are no funding gaps within the scheme as specified (note that if there is any shortfall in the charitable fundraising contribution via the Charitable Trust, Dover District Council will guarantee the match). However, as set out in the Strategic Case, there is the potential to increase the ambition of the Dame Vera Lynn Memorial Park, and at this stage of the design and development process, there are a range of options that are being considered. We would welcome a discussion with Government to explore these opportunities further.

6.1e Please list any other funding applications you have made for this scheme or variants thereof and the outcome of these applications, including any reasons for rejection. (Limit 250 words)

There are no other funding applications submitted in respect of the Dame Vera Lynn Memorial Park.

Within the town centre, our proposed early scheme improving access to the Roman Painted House was included as a project within the package approved for the Future High Streets Fund in 2020. As the final funding envelope was less than requested, this scheme was not taken forward at the time. However, further consultation has taken place subsequently, and the project remains an 'early win'.

6.1f Please provide information on margins and contingencies that have been allowed for and the rationale behind them. (Limit 250 words)

Cost estimates for the Dame Vera Lynn Memorial Park are at this stage based on an 'order of magnitude'. They will be revised and made more robust as the project develops.

6.1g Please set out below, what the main financial risks are and how they will be mitigated, including how cost overruns will be dealt with and shared between non-UKG funding partners. (you should cross refer to the Risk Register). (Limit 500 words)

Key financial risks

Risk	Mitigation
Construction phase	

Additional costs associated with the protected environment, sensitivity of the site and planning concerns	Early dialogue with Historic England, with planning issues considered throughout the masterplanning process.
Changes in specification in the light of new opportunities and consultation	Continued review throughout the masterplanning process and the development of the business case
Cost increases due to construction price inflation, labour shortages, etc.	Appropriate contingencies at each stage of the design process
Operational phase	
Lack of operational viability leading to net revenue costs for the public sector	Operational business plan to be commissioned in the next stage of development, informed by a comprehensive audience development plan based on independent market research.

Cost overruns

Any cost overruns will be the responsibility of Dover District Council. However, these will be mitigated through the design and development phase.

6.2 Commercial

See technical note Section 4 and Table 1 for further guidance.

6.2a Please summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted. The procurement route should also be set out with an explanation as to why it is appropriate for a bid of the scale and nature submitted.

Please note - all procurements must be made in accordance with all relevant legal requirements. Applicants must describe their approach to ensuring full compliance in order to discharge their legal duties. (Limit 500 words)

Dover District Council manages procurement of around £30 million per year, and has established procurement processes and a range of different procurement routes, including the Homes England Multidisciplinary or Property Panels. These provide a swift and compliant procurement route to around 20 top-tier consultancies for each panel, and allow for the appointment of a wide range of architects as sub-consultants.

For the proposed complementary activities in Dover town centre, procurement is likely to take place through established framework routes. For the Dame Vera Lynn Memorial Park itself, a full review of procurement options will be carried out as the design and masterplan progress.

6.3 Management

See technical note Section 4 and Table 1 for further guidance

Delivery Plan: Places are asked to submit a delivery plan which demonstrates:

- Clear milestones, key dependencies and interfaces, resource requirements, task durations and contingency.
- An understanding of the roles and responsibilities, skills, capability, or capacity needed.

- Arrangements for managing any delivery partners and the plan for benefits realisation.
- Engagement of developers/ occupiers (where needed)
- The strategy for managing stakeholders and considering their interests and influences.
- Confirmation of any powers or consents needed, and statutory approvals eg Planning permission and details of information of ownership or agreements of land/ assets needed to deliver the bid with evidence
- Please also list any powers / consents etc needed/ obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them.

6.3a Please summarise the delivery plan, with reference to the above (Limit 500 words)

Key milestones

A detailed programme is set out in the supporting report on the Dame Vera Lynn Memorial Park prepared by Atkins. This envisages the following timetable:

Task	Start	Finish
Design phase	21 Jun 21	13 Jun 22
Planning approvals	22 Nov 21	2 May 22
Stakeholder engagement	18 Jun 21	14 Feb 22
Refurbishment of Grand Shaft	13 Sep 21	11 Mar 22
Procurement of main contractor	13 Jun 22	29 Aug 22
Construction	26 Sep 22	19 Feb 24
Site ready for memorial	21 Feb 23	27 Feb 23
Completion of Phase 2	19 Feb 24	19 Feb 24

Key roles and responsibilities

Within Dover District Council, the Senior Responsible Officer is Roger Walton, Strategic Director, Operations and Commercial

The Project Manager is Laura Corby, Strategic Development Lead

Partnership and governance

Partner relationships will be vital in delivering the project. It is anticipated that a collaboration agreement will be reached between Dover District Council and the Dame Vera Lynn Memorial Trust to ensure that activity is coordinated. Early dialogue has been entered into with key statutory partners, including Historic England and Kent County Council, to ensure that interests from a planning, highways or other regulatory perspective are taken into consideration.

Project decision-making will be managed through the Council's governance structures.

Powers and consents

The Western Heights is a Scheduled Monument. This, and the historic significance of the setting, is at the heart of the vision for the Park and is integral to the emerging plans for the site. There is a strategic acceptance in planning terms of the potential of the Western Heights for more active tourism use. However, ongoing dialogue with Historic England will be essential, and issues and any concerns will need to be mitigated as the plans are developed over the coming months.

6.3b Has a delivery plan been appended to your bid? Yes
 No

6.3c Can you demonstrate ability to begin delivery on the ground in 2021-22? Yes
 No

6.3e Risk Management: Places are asked to set out a detailed risk assessment which sets out (word limit 500 words not including the risk register):

- the barriers and level of risk to the delivery of your bid
- appropriate and effective arrangements for managing and mitigating these risk
- a clear understanding on roles / responsibilities for risk

Key risks, set out further in the risk register, include:

- Cost increases, as the design process evolves and new opportunities emerge
- Cost increases and time delays due to the complexity and sensitivity of the Western Heights
- Public opposition
- Planning and statutory consents
- Lack of private match funding if DVL Trust fails to meet fundraising target
- Failure to establish sufficient demand/ revenue model to ensure viability

6.3f Has a risk register been appended to your bid? Yes
 No

6.3g Please evidence your track record and past experience of delivering schemes of a similar scale and type (Limit 250 words)

Dover District Council has delivered many substantial infrastructure projects. In the town centre, these include: the refurbishment of the Maison Dieu in central Dover, supported through the National Lottery Heritage Fund; the development of the Co-Innovation Centre; and the recent development of new housing. Elsewhere in the District, the Council has been directly responsible for new housing and regeneration investment at Aylesham, and has experience of working with the private sector and with statutory agencies such as Historic England on a number of major schemes.

The Council has also recently delivered a major new £29 million leisure centre complex on time and on budget, and is regarded as an example of best practice.

6.3h Assurance: We will require Chief Financial Officer confirmation that adequate assurance systems are in place.

For larger transport projects (between £20m - £50m) please provide evidence of an integrated assurance and approval plan. This should include details around planned health checks or gateway reviews. (Limit 250 words)

N/A.

6.4 Monitoring and Evaluation

See technical note Section 4 and Table 1 for further guidance.

6.4a Monitoring and Evaluation Plan: Please set out proportionate plans for M&E which should include (1000 word limit):

- Bid level M&E objectives and research questions
- Outline of bid level M&E approach
- Overview of key metrics for M&E (covering inputs, outputs, outcomes and impacts), informed by bid objectives and Theory of Change. Please complete Tabs E and F on the **appended excel spreadsheet**
- Resourcing and governance arrangements for bid level M&E

M&E objectives

HM Treasury's *Magenta Book* defines evaluation as "the assessment of the initiative's effectiveness during and after implementation". Essentially, evaluation aims to measure the effect of the project on the outcomes and impacts that were planned at the start; to assess whether these have been realised; and to consider *how* they were achieved (or if not, why not).

The starting point for our approach to monitoring and evaluation is the logic map contained within the Strategic Fit section. This sets out a series of objectives, and describes how (in theory) these will be achieved, explaining the link between the *inputs* (Levelling Up Fund and local contributions, the *outputs* (the direct 'deliverables' resulting from the funded activity); the *outcomes* (the benefits that resulted); and the *impacts* (the wider effects of the intervention).

Research questions

In our approach to monitoring and evaluation, we will be seeking to answer the following questions:

- Have the anticipated outcomes and impacts been achieved (and if not, is there evidence that they are likely to be)?
- How far can these outcomes and impacts be attributable to the project?

- How far did the anticipated costs and benefits match the outcome?
- What lessons can be learnt for future projects, policies and programmes?

Our approach

Monitoring

From the start, we will monitor progress against spend and agreed milestones. This is part of the project management process.

In parallel, we will collect data relevant to the objectives of the scheme. Proposed sources of data are set out below:

Objective	Monitoring data
Increasing the value of Dover's visitor economy	<ul style="list-style-type: none"> • Visitor numbers (by type/ origin) and spend • Comparator data for other relevant areas • Survey data (town tourism survey, cruise partnership survey) • Commercial investment in hospitality (enquiries, planning application, completions) • Volume of employment in the sector • Volume of businesses in the sector • Visitor economy business sentiment • Post-completion actual visitor numbers (informal/ organised/ events/ etc.) and spend
Achieving a national landmark visitor attraction of transformational scale	<ul style="list-style-type: none"> • Delivery monitoring data • Media monitoring • Post-completion events and cultural programme monitoring
Connecting the opportunity of the Dame Vera Lynn Memorial Park with assets in the town centre and across Dover	<ul style="list-style-type: none"> • Town centre spend • Footfall • Vacancy rates • Tourist attraction visitor numbers • Business starts in town centre
Catalysing Dover's wider economic development	<ul style="list-style-type: none"> • Commercial investment (enquiries, planning applications, actual investment) • Land values (town centre/ waterfront) • Wider economic data (jobs, workplace/ resident pay, occupational distribution, etc.)

Evaluation

Evaluation will focus on the *impacts* of the scheme and the extent to which, and how, these have been met. We propose to commission an external evaluation of the scheme, which will report at three points:

- Prior to scheme completion, with the preparation of a Baseline Report and Evaluation Plan. This will provide a more detailed plan for evaluation, review the completeness and relevance of data and set out how qualitative insights may be obtained.
- Within one year of scheme completion. This will consider the effectiveness of the design and development process, the delivery of the DVLMP and the associated interventions, and will report on the achievements in the first year. This should give a

strong indication of the likelihood that the scheme will meet its objectives, and will also be helpful in highlighting where additional action needs to be taken to ensure that they are achieved.

- Within three years of scheme completion. This will consider the benefit of the scheme as it moves towards 'steady state' and will also consider impacts on the town's wider economy.

Resourcing and governance

Monitoring and evaluation will be the responsibility of Dover District Council. We estimate a budget of c.£50k.

PART 7 DECLARATIONS

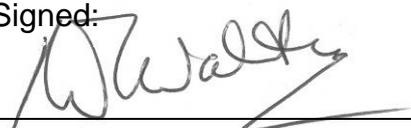
7.1 Senior Responsible Owner Declaration

As Senior Responsible Owner for Britain's Gateway I hereby submit this request for approval to UKG on behalf of Dover District Council and confirm that I have the necessary authority to do so.

I confirm that Dover District Council will have all the necessary statutory powers and other relevant consents in place to ensure the planned timescales in the application can be realised.

Name: Roger Walton

Signed:



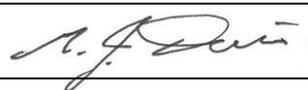
7.2 Chief Finance Officer Declaration

As Chief Finance Officer for Dover District Council, I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that Dover District Council

- has allocated sufficient budget to deliver this scheme on the basis of its proposed funding contribution
- accepts responsibility for meeting any costs over and above the UKG contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties
- accepts responsibility for meeting any ongoing revenue requirements in relation to the scheme
- accepts that no further increase in UKG funding will be considered beyond the maximum contribution requested and that no UKG funding will be provided after 2024-25
- confirm that the authority commits to ensure successful bids will deliver value for money or best value.
- confirms that the authority has the necessary governance / assurance arrangements in place and that all legal and other statutory obligations and consents will be adhered to.

Name: Mike Davis

Signed:



7.3 Data Protection

Please note that the The Ministry of Housing, Communities and Local Government (MHCLG) is a data controller for all Levelling Up Fund related personal data

collected with the relevant forms submitted to MHCLG, and the control and processing of Personal Data.

The Department, and its contractors where relevant, may process the Personal Data that it collects from you, and use the information provided as part of the application to the Department for funding from the Levelling Up Fund, as well as in accordance with its privacy policies. For the purposes of assessing your bid the Department may need to share your Personal Data with other Government departments and departments in the Devolved Administrations and by submitting this form you are agreeing to your Personal Data being used in this way.

Any information you provide will be kept securely and destroyed within 7 years of the application process completing.

You can find more information about how the Department deals with your data [here](#).

Annex A - Project One Summary (only required for a package bid)

Project 1	
A1. Project Name	
A2. Strategic Linkage to bid: Please enter a brief explanation of how this project links strategically to the overall bid. (in no more than 100 words)	
A3. Geographical area: Please provide a short description of the area covered by the bid (<u>in no more than 100 words</u>)	
A4. OS Grid Reference	
A5. Postcode	
A6. For Counties, Greater London Authority and Combined Authorities/Mayoral Combined Authorities, please provide details of the district council or unitary authority where the bid is located (or predominantly located)	
A7. Please append a map showing the location (and where applicable the route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.	<input type="checkbox"/> Yes <input type="checkbox"/> No
A8. Project theme Please select the project theme	<input type="checkbox"/> Transport investment <input type="checkbox"/> Regeneration and town centre investment <input type="checkbox"/> Cultural investment
A9. Value of capital grant being requested for this project (£):	
A10. Value of match funding and sources (£):	
A11. Value for Money	

This section should set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. However there may be some impacts where only a qualitative assessment is possible due to limitations in the available analysis. There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, bidders should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment (Limit 250 word)

--

A12. It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be reported in applications. If this is not possible, then the application should include a clear explanation of why not.

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A13. Where available, please provide the BCR for this project	
---	--

A14. Does your proposal deliver strong non-monetised benefits? Please set out what these are and evidence them.	
---	--

A15. Deliverability
 Deliverability is one of the key criteria for this Fund and as such any bid should set out any necessary statutory procedures that are needed before it can be constructed.

--

A16. The Bid – demonstrating investment or ability to begin delivery on the ground in 2021-22

As stated in the prospectus UKG seeks for the first round of the funding that priority will be given to bids that can demonstrate investment and ability to deliver on the ground in 2021-22

A17. Does this project includes plans for some LUF expenditure in 2021-22?	<input type="checkbox"/> Yes <input type="checkbox"/> No
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A18. Could this project be delivered as a standalone project or do it require to be part of the overall bid?	<input type="checkbox"/> Yes <input type="checkbox"/> No
--	---

A19. Please provide evidence	
A20. Can you demonstrate ability to deliver on the ground in 2021-22.	<input type="checkbox"/> Yes <input type="checkbox"/> No
A21. Please provide evidence	
Statutory Powers and Consents	
A22. Please list separately each power / consents etc obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.	
A23. Please list separately any <u>outstanding</u> statutory powers / consents etc, including the timetable for obtaining them.	

Annex B - Project Two description and funding profile (only required for package bid)

Project 2	
B1. Project Name	
B2. Strategic Linkage to bid: Please enter a brief explanation of how this project links strategically to the overall bid. (in no more than 100 words)	
B3. Geographical area: Please provide a short description of the area covered by the bid (<u>in no more than 100 words</u>)	
B4. OS Grid Reference	
B5. Postcode	
B6. For Counties, Greater London Authority and Combined Authorities/Mayoral Combined Authorities, please provide details of the district council or unitary authority where the bid is located (or predominantly located)	
B7. Please append a map showing the location (and where applicable the route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.	
B8. Project theme Please select the project theme	<input type="checkbox"/> Transport investment <input type="checkbox"/> Regeneration and town centre investment <input type="checkbox"/> Cultural investment
B9. Value of capital grant being requested for this project (£):	
B10. Value of match funding and sources (£):	
B11. Value for Money	

This section should set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. However there may be some impacts where only a qualitative assessment is possible due to limitations in the available analysis. There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, bidders should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment

B12. It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be reported in applications. If this is not possible, then the application should include a clear explanation of why not.

B13. Where available, please provide the BCR for this project

B14. Does your proposal deliver strong non-monetised benefits? Please set out what these are and evidence them.

B15. Deliverability
 Deliverability is one of the key criteria for this Fund and as such any bid should set out any necessary statutory procedures that are needed before it can be constructed.

B16. The Bid – demonstrating investment or ability to begin delivery on the ground in 2021-22

As stated in the prospectus UKG seeks for the first round of the funding that priority will be given to bids that can demonstrate investment and ability to deliver on the ground in 2021-22

B17. Does this project includes plans for some LUF expenditure in 2021-22?
 Yes
 No

B18. Could this project be delivered as a standalone project or do it require to be part of the overall bid?
 Yes
 No

B19. Please provide evidence	
B20. Can you demonstrate ability to deliver on the ground in 2021-22.	<input type="checkbox"/> Yes <input type="checkbox"/> No
B21. Please provide evidence	
Statutory Powers and Consents	
B22. Please list separately each power / consents etc obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.	
B23. Please list separately any <u>outstanding</u> statutory powers / consents etc, including the timetable for obtaining them.	

Annex C – Project Three- description and funding profile (only required for package bid)

Project 3	
C1. Project Name	
C2. Strategic Linkage to bid: Please enter a brief explanation of how this project links strategically to the overall bid. (in no more than 100 words)	
C3. Geographical area: Please provide a short description of the area covered by the bid (<u>in no more than 100 words</u>)	
C4. OS Grid Reference	
C5. Postcode	
C6. For Counties, Greater London Authority and Combined Authorities/Mayoral Combined Authorities, please provide details of the district council or unitary authority where the bid is located (or predominantly located)	
C7. Please append a map showing the location (and where applicable the route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.	
C8. Project theme Please select the project theme	<input type="checkbox"/> Transport investment <input type="checkbox"/> Regeneration and town centre investment <input type="checkbox"/> Cultural investment
C9. Value of capital grant being requested for this project (£):	
C10. Value of match funding and sources (£):	
C11. Value for Money	

<p>This section should set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. However there may be some impacts where only a qualitative assessment is possible due to limitations in the available analysis. There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, bidders should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment</p>	
<p>C12. It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be reported in applications. If this is not possible, then the application should include a clear explanation of why not.</p>	
<p>C13. Where available, please provide the BCR for this project</p>	
<p>C14. Does your proposal deliver strong non-monetised benefits? Please set out what these are and evidence them.</p>	
<p>C15. Deliverability Deliverability is one of the key criteria for this Fund and as such any bid should set out any necessary statutory procedures that are needed before it can be constructed.</p>	
<p>C16. The Bid – demonstrating investment or ability to begin delivery on the ground in 2021-22</p> <p>As stated in the prospectus UKG seeks for the first round of the funding that priority will be given to bids that can demonstrate investment and ability to deliver on the ground in 2021-22</p>	
<p>C17. Does this project includes plans for some LUF expenditure in 2021-22?</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>C18. Could this project be delivered as a standalone project or do it require to be part of the overall bid?</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>

C19. Please provide evidence	
C20. Can you demonstrate ability to deliver on the ground in 2021-22.	<input type="checkbox"/> Yes <input type="checkbox"/> No
C21. Please provide evidence	
Statutory Powers and Consents	
C22. Please list separately each power / consents etc obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.	
C23. Please list separately any <u>outstanding</u> statutory powers / consents etc, including the timetable for obtaining them.	

ANNEX D - Check List Great Britain Local Authorities

Questions	Y/N	Comments
4.1a Member of Parliament support		
MPs have the option of providing formal written support for one bid which they see as a priority. Have you appended a letter from the MP to support this case?	Y	Letter of support from Natalie Elphicke MP attached
Part 4.2 Stakeholder Engagement and Support		
Where the bidding local authority does not have responsibility for the delivery of projects, have you appended a letter from the responsible authority or body confirming their support?	N/A	
Part 4.3 The Case for Investment		
For Transport Bids: Have you provided an Option Assessment Report (OAR)	N/A	
Part 6.1 Financial		
Have you appended copies of confirmed match funding?	N/A	Confirmed by DDC
The UKG may accept the provision of land from third parties as part of the local contribution towards scheme costs. Please provide evidence in the form of a letter from an independent valuer to verify the true market value of the land. Have you appended a letter to support this case?	N/A	
Part 6.3 Management		
Has a delivery plan been appended to your bid?	Y	
Has a letter relating to land acquisition been appended?	N/A	
Have you attached a copy of your Risk Register?	Y	
Annex A-C - Project description Summary (only required for package bid)		
Have you appended a map showing the location (and where applicable the route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.	N/A	

Annex E Checklist for Northern Ireland Bidding Entities

Questions	Y/N	Comments
Part 1 Gateway Criteria		
You have attached two years of audited accounts		
You have provided evidence of the delivery team having experience of delivering two capital projects of similar size and in the last five years		
Part 4.2 Stakeholder Engagement and Support		
For transport bids, have you appended a letter of support from the relevant district council		
Part 6.1 Financial		
Have you appended copies of confirmed match funding		
The UKG may accept the provision of land from third parties as part of the local contribution towards scheme costs. Please provide evidence in the form of a letter from an independent valuer to verify the true market value of the land.		
Part 6.3 Management		
Has a delivery plan been appended to your bid?		
Has a letter relating to land acquisition been appended?		
Have you attached a copy of your Risk Register?		
Annex A-C - Project description Summary (only required for package bid)		
Have you appended a map showing the location (and where applicable the route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.		

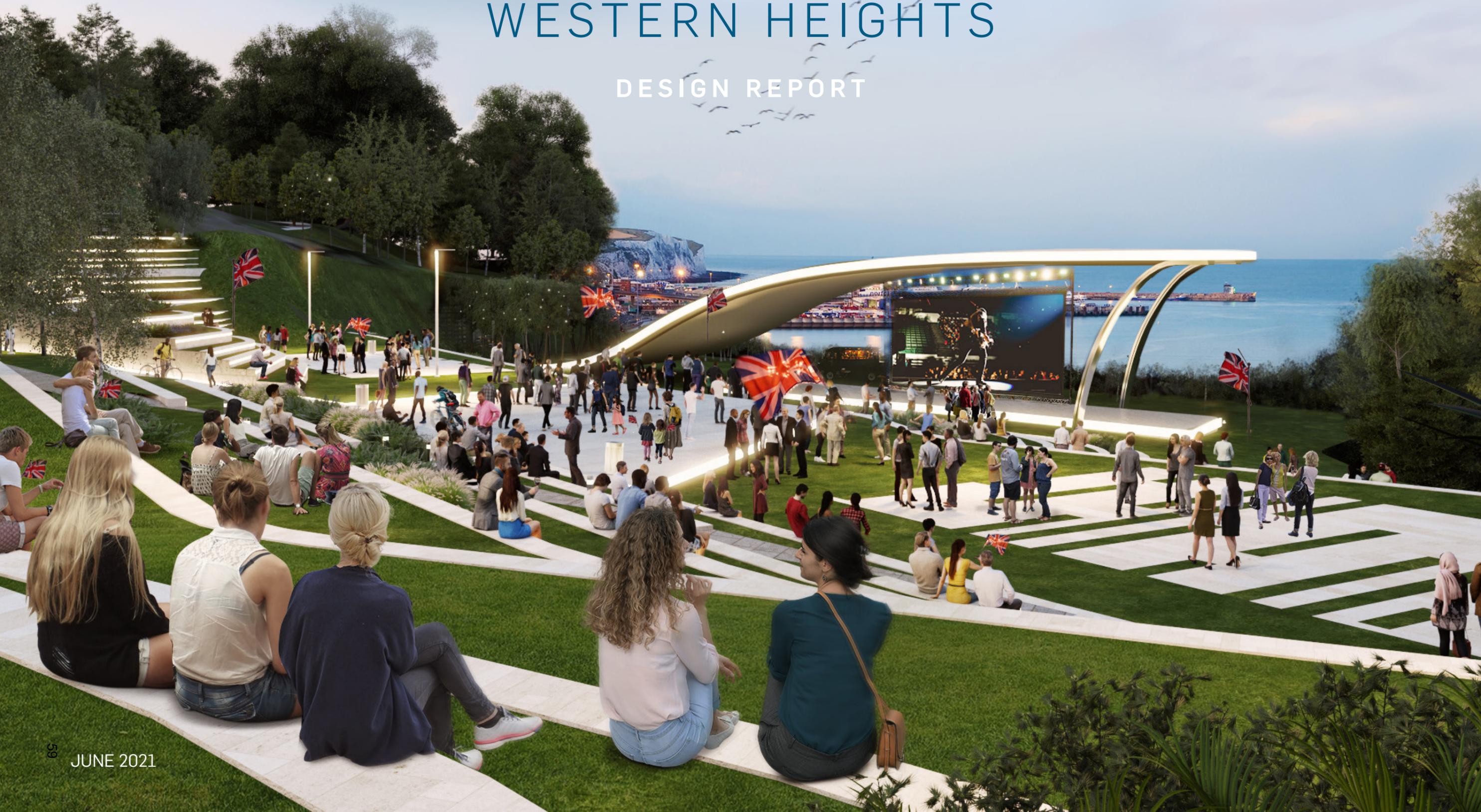


DOVER DISTRICT COUNCIL

ATKINS
Member of the SNC-Lavalin Group

DAME VERA LYNN MEMORIAL PARK, WESTERN HEIGHTS

DESIGN REPORT



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1.0 EXECUTIVE SUMMARY

1.1 INTRODUCTION

Dover District Council has worked together with Atkins, the Dame Vera Lynn Memorial Trust and sculptor Paul Day to create an aspiring vision to honour her memory through the creation of an exciting new destination on the White Cliffs of Dover.

Through transforming this magnificent site to its brief, this project will establish itself to a wide local, national and international audience, making a critical contribution to Dover's recovery and growth while helping fully to realise the potential of the town's tourist visitor and resident offer to the benefit of its local economy and ensuring the town is not left behind....

On 11 May 2021 an Adjournment Debate was held in Parliament with a motion raised by Sir David Amess, MP for Southend West. He described the aspirations for a Memorial for Dame Vera Lynn on the Western Heights site and this has received overwhelming cross-party support. Sir David said *'This project will provide a venue for concerts and theatrical productions in a stunning natural setting. The Memorial to Dame Vera will be at the heart of the plans and her musical legacy will live on in the enjoyment of visitors and audiences for many years to come'*.

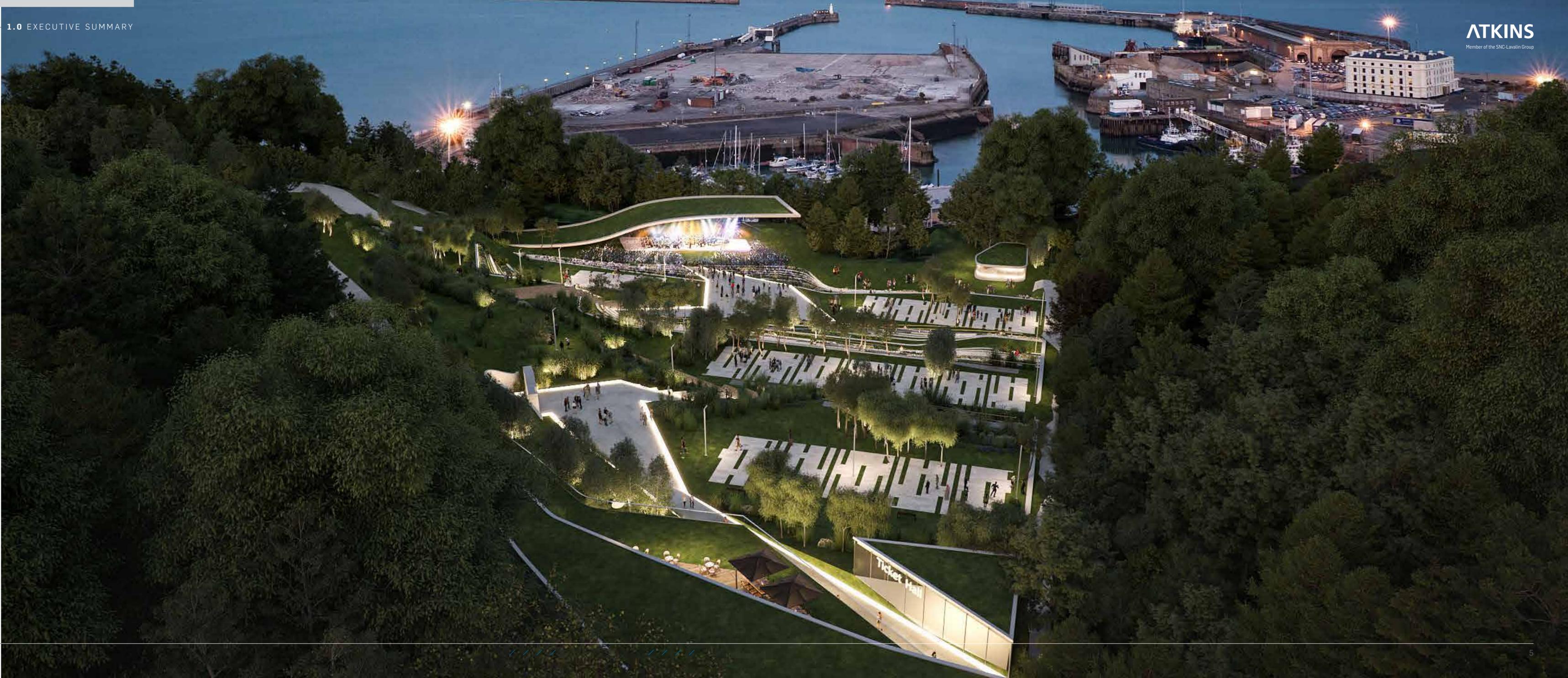
Located atop the dramatic Western Heights, the Dame Vera Lynn Memorial Park will fashion a unique landscape that will realise:

- > a special place commemorating the life of Dame Vera Lynn,
- > a new public park laid out in the best British tradition,
- > a distinctive outdoor venue for music, culture and entertainment,
- > enhanced connections to the important memory of the site's rich history,
- > a spectacular new British landmark in the form of a national stage set against an outstanding panorama.

In the scale of its ambition, this new park will serve as a worthy celebration of the enormous contribution Dame Vera made to our national life and the ongoing place she occupies in our shared sensibilities. It will offer a range of attractions, providing for enhanced access to the historically significant Grand Shaft Barracks site and the Drop Redoubt, as well as including an outdoor amphitheatre and a sculptural focal point that recognises this very important British icon.

Through transforming this magnificent site to its brief, this project will establish itself to a wide local, national and international audience, making a critical contribution to Dover's regeneration and helping fully to realise the potential of the town's tourist trade, benefiting its local economy.

This report sets out the design proposals that have been developed in line with this vision and which seek to ensure that this new national landmark on the Western Heights takes its symbolic place and emerges as a must visit destination.



1.2 OVERVIEW

The Atkins design team is excited to present their proposal for the Dame Vera Lynn Memorial Park which will serve as a national venue for musical events. Our design pays homage to the rich military heritage of Dover and the Western Heights site whilst becoming a new iconic destination for residents and visitors. We strive to create a piece of modern landscape design that is unique to Dover yet respectful to its historic context.

We recognised that Dame Vera Lynn and the town of Dover deserved for a radical approach to put the Western Heights on map as Gateway to Britain and a NATIONAL LANDMARK. The Design which follows we believe achieves this aspiration and will create a catalyst for the future regeneration of Dover.

An important feature of the Dame Vera Lynn Memorial Park is the inclusion of a standalone exhibition centre for Dame Vera Lynn located in Dover town centre. The Creative Arts Centre, separately funded by FHSF, will host installations /events/exhibits in Dame Vera Lynn's name across the year. This will form part of the 'pilgrimage' of Dame Vera Lynn in Dover.

Benefits Summary

- > **Strengthening community and supporting the local economy**
- > Investment in the historic environment, leisure and culture
- > A self-sustaining business model
- > Opening up the Western Heights : a new Dover visitor destination
- > Raising Dover's profile
- > Creating a new British landmark : **A National Stage in Dover**

1.3 FINANCIAL ASSESSMENT

This cost estimate is based upon high level viability information only and is therefore an order of magnitude cost estimate to support Dover District Council's Levelling Up Fund application.

The current projected cost is £20.55 million excluding VAT.

Please see Section 3.6 for detailed Financial Assessment including a Schedule of Costs. This project cost can be reduced on an elemental basis to reflect the level of funding secured.

Included within this report is a schedule of information used in preparation of this cost estimate, a list of key assumptions and exclusions.

The feasibility cost estimate includes inflation to 1Q2023.

Matched financial contribution to the project will be the Memorial to a value of up to £3 million.

1.4 PROGRAMME OVERVIEW

The Levelling up Fund-Application will be submitted by Dover District Council on the 18 June 2021. This is a culmination work carried out by SQW and Atkins from April to June 2021. It is anticipated that the result of the Application will be available by 1 September 2021.

Whilst the application is under review, DDC will consider the procurement of the Consultant to enable an appointment by early September 2021 to commence Design of RIBA 2, 3, and 4. We anticipate

that certain surveys, particularly Ecology, will be undertaken during July and August 2021.

Early Stakeholder Engagement and Consultations were undertaken prior to the LUF Application submission and the more detailed engagement is planned at the end of RIBA 2.

The determination of Town Planning and Scheduled Monument Consent, is anticipated by 2 May 2022 (allowing 16 weeks). This approval will enable the Construction Tender to be issued mid June 2022, with the selection of the preferred Main Contractor at the end of August 2022.

A key first project, will be the refurbishment of the Grand Shaft which will commence in October 2021 to March 2022.

It is important that the programme for the Western Heights public realm closely integrates the programme for the Dame Vera Lynn Memorial. The unveiling is planned for March 2023 so we have suggested the construction of public realm is carried out in two Phases. Phase 1 will complete by end February 2023 the construction of the upper section of the site so that access to, and amenities for the DVLM are in place. Phase 2 will complete by May 2024 the lower tiers of the site, including the amphitheatre, stage for musical productions, and additional amenities.

1.5 STAKEHOLDER ENGAGEMENT

There has been extensive engagement on our proposals with widespread support in Dover and across the country.

In Parliament, a House of Commons adjournment debate on the proposals for a memorial to Dame Vera Lynn took place on 11 May. Throughout the past few months, there has been regular and ongoing dialogue with the Dame Vera Lynn Memorial Trust, with the Trust and the Council working closely on the emerging vision and ideas for the Park. We have support from a wide range of strategic partners, including Kent County Council, Kent and Medway Economic Partnership, Visit Kent (the county's destination management organisation), the South East Local Enterprise Partnership and Dover Harbour Board. We have also opened up early dialogue with Historic England, which has a key interest in the Western Heights.

We have also consulted with the community directly on the Britain's Gateway proposal.

Following consultation, we have received a number of letters of support for the Britain's Gateway proposal. These have been consolidated in Section 3.8 along with the Stakeholder Engagement Plan.



2.0 OUTLINE DESIGN VISION

2.1 THE BRIEF AMBITION

2.1.1 The home of the Dame Vera Lynn Memorial



A place to celebrate the memory of a national icon

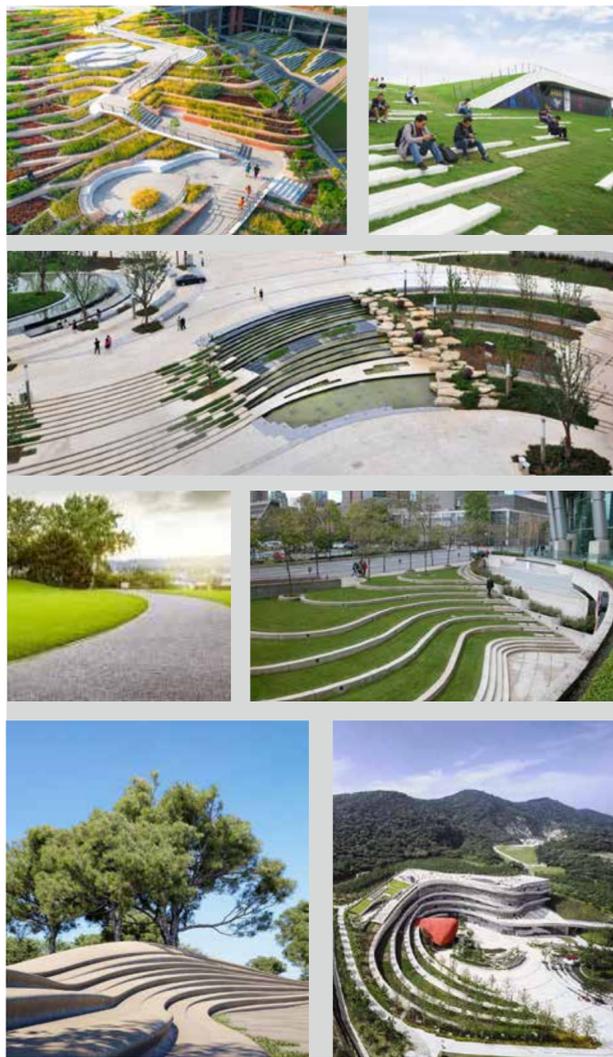
- > A life story and everlasting music that tells of best, our hope and perseverance, our relentless optimism and love of the green grass of home.
- > A symbol that captures the national spirit so epitomised in notions of perseverance and pride, of grandeur in scale and site,

2.1.2 A truly unique park for the local community and visitors

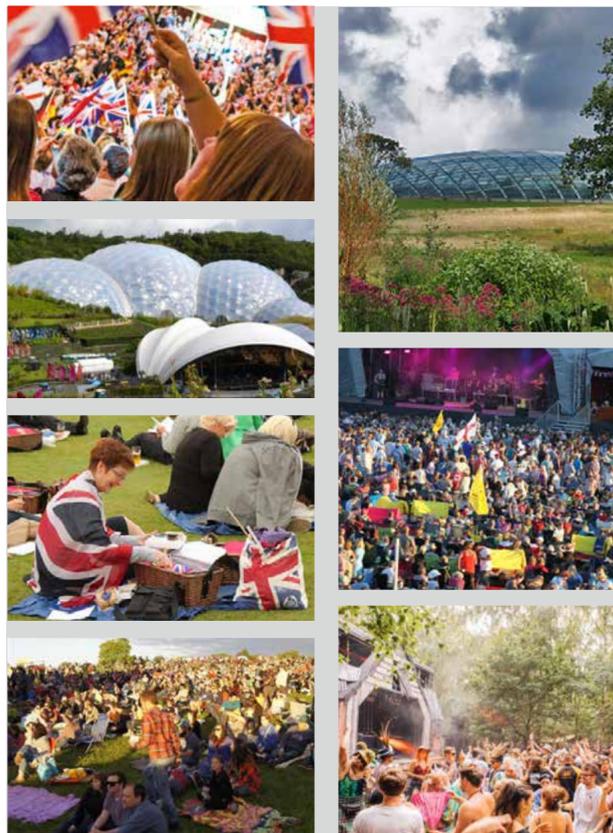


A public park in the British tradition

- > A park in the very British tradition: a place to relax, to walk with nature, to picnic, to read, to play, and to discover.
- > An aesthetic of landscape design began in these stately home parks where the natural landscape was enhanced by British landscape architects – and its role and function as such an important part of our shared national culture.



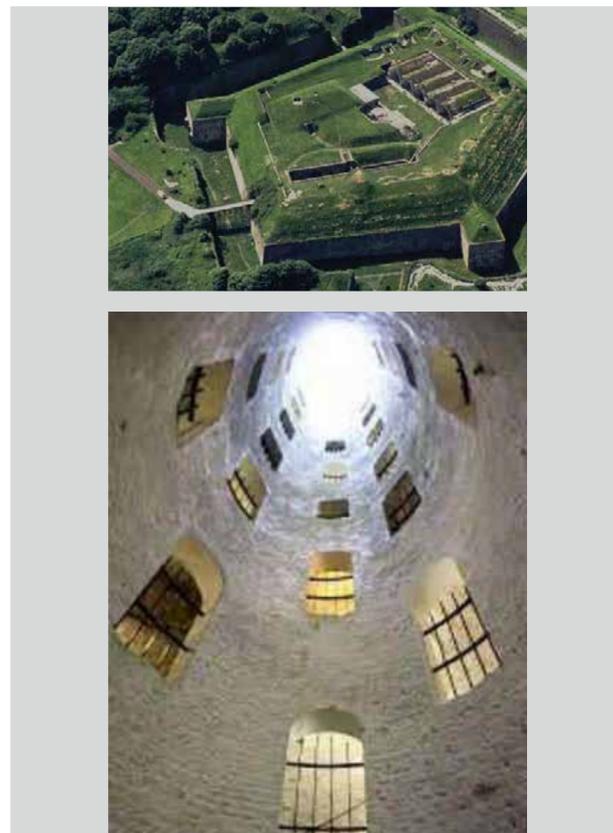
2.1.3 A place of music and performance



A place of music, culture and entertainment

- > To attract a local, regional, national and international audience.

2.1.4 Opening up The Western Heights story of its past



A connection to our past, improving access to our history

- > Yet at the same time, telling the story of its own rich past and connecting to wider heritage of the Western Heights.

2.1.5 A national stage - a unique British landmark

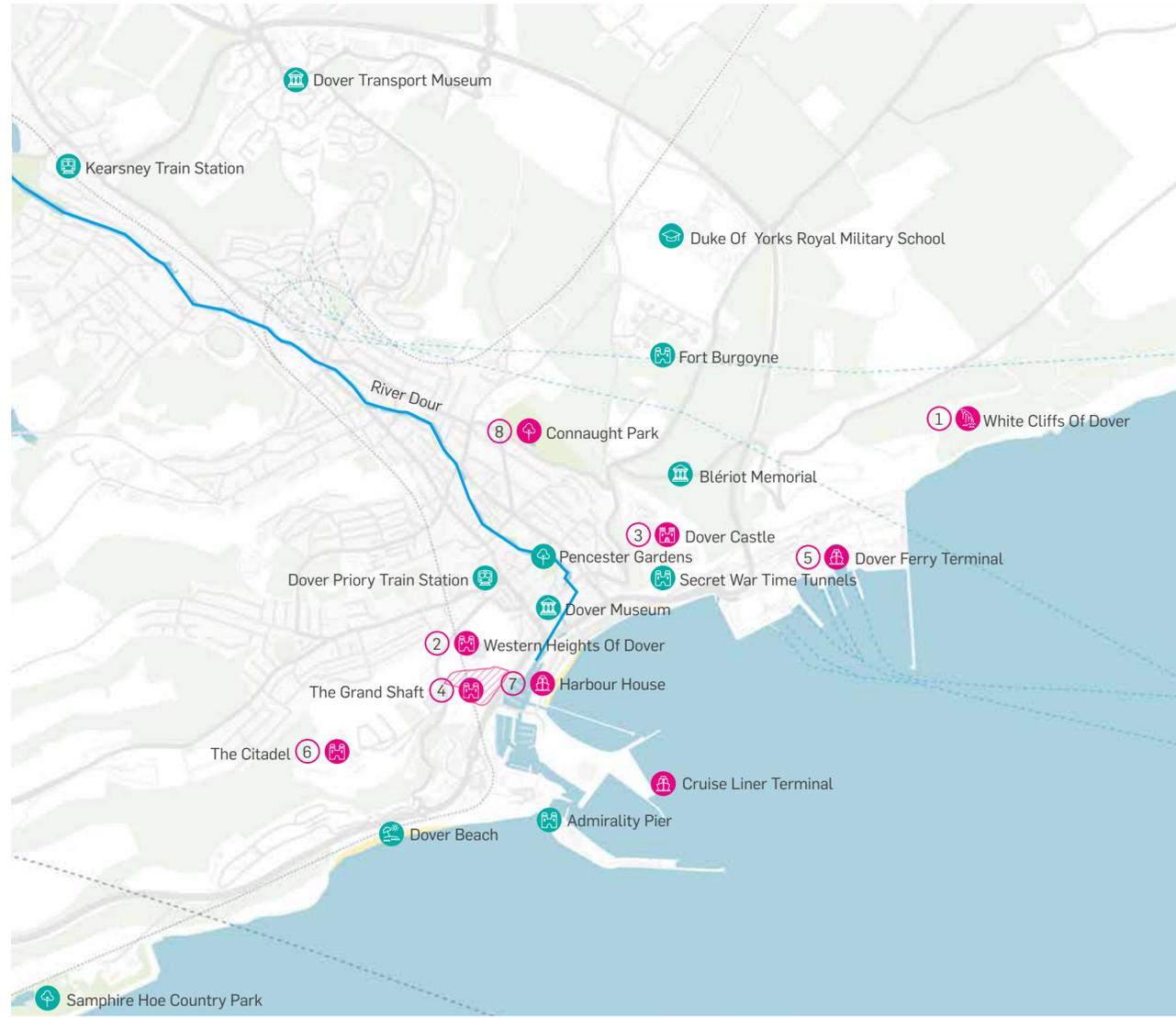


A spectacular new national landmark

- > Creating a unique venue that takes Dover to the nation, and out to the world. A spectacular national stage, special events and national broadcasts.

2.2 THE SITE

Landmarks



1. White Cliffs of Dover



3. Dover Castle



5. Dover Ferry Terminal



7. Dover Port



2. Western Heights Of Dover



4. The Grand Shaft



6. The Citadel



8. Connaught Park

LEGEND

Train Station	Museums	Rail Track
Parks	Memorials	Roads
Historic defence	Beaches	River Dour
Site Boundary	Navigation Channel	



2.2 THE SITE

Takes visitors up to a spectacular view over Britain's Gateway on top of the world-famous White Cliffs, offering up a sweeping panorama that takes in the historic town of Dover, a magnificent waterfront, engaging marina, active ports and the English Channel to France.

Dame Vera Lynn famously evoked the role Dover played in our shared history and imagination as England's front door.

Its internationally important strategic location on the English Channel, its role as a port and a gateway to England, its defensive hills and symbolic cliffs have meant Dover has played a part in every stage of our nation's history.



2.3 THE DAME VERA LYNN MEMORIAL

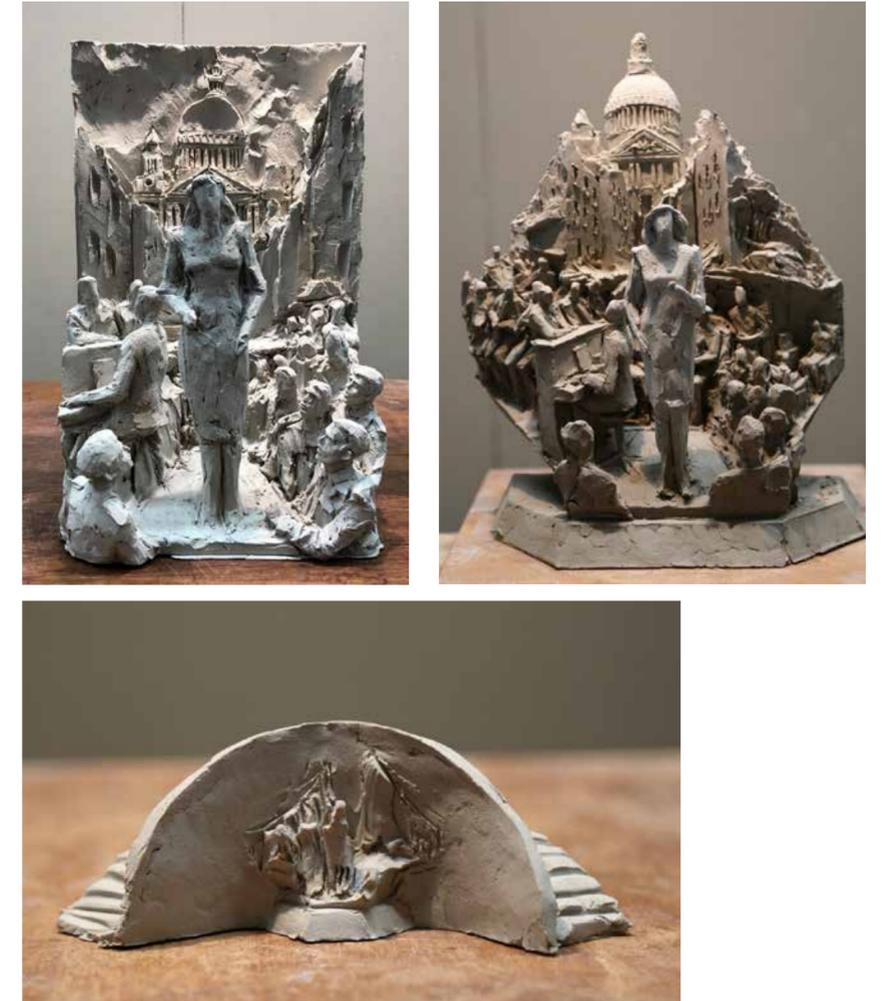
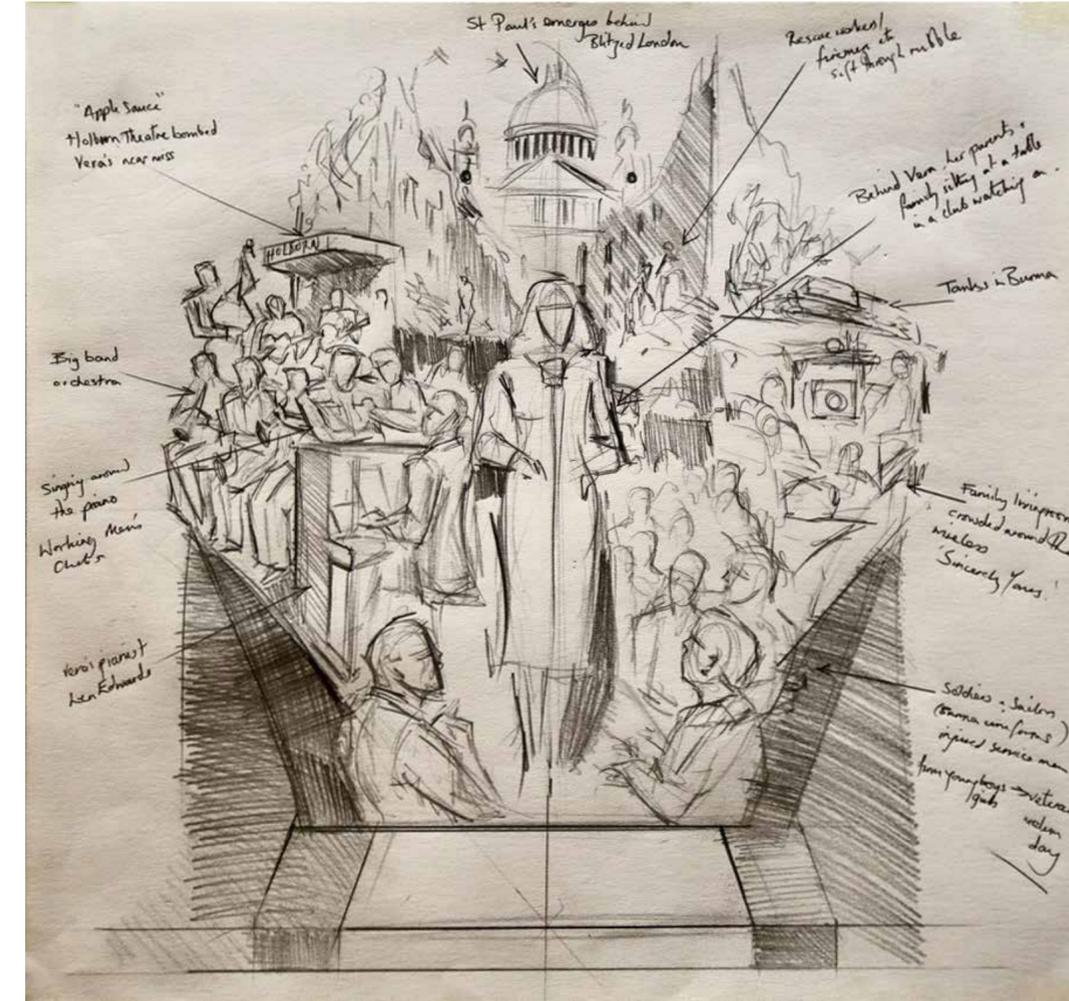
Vision for DVLM

Firstly the memorial is to be an expression of gratitude from the Nation to a lady whose musical talent touched the lives of many millions of people over nine decades. This is a memorial of thanks and celebration to a life well lived, to an iconic figure of the 20th century.

Secondly this is to be a permanent reminder of those unique historic circumstances that led to Dame Vera's meteoric rise to fame, to the then new technology that transported her voice and spirit into the homes and hearts of the British people during their "Darkest Hour". Dame Vera grew into a singer and performer at the beginning of mass broadcasting. Wireless transmission changed the world radically during those early years and so there is an important historical context that will be illustrated within the memorial, placing Vera into the wider context of her time.

Thirdly, and equally importantly, the memorial will be an object of beauty and reflection that can be admired for its own sake while raising aesthetic standards within the public realm. It will become a symbol of local pride and, hopefully, an object to be cherished by the community.

Within the context of the amphitheatre and surroundings, Dame Vera Lynn's memorial is the symbolic corner-stone upon which the rest of the Park is built. The amphitheatre takes on a deeper level of meaning due to this association. It becomes the place where music and performance can be celebrated, where Dame Vera's own musical legacy can live on under her watchful eye and where musicians and performers can practice their art at both local and national level.



2.4 THE HISTORY AND ENHANCEMENTS

The History and Enhancements

This project must take full cognisance of, and be sensitive to the History of the Site, which dates from prehistoric, Paleolithic, Bronze Age and through to the more recent 19th Century use of the site for military purposes. Whilst the project is likely to have some impact upon the historic elements it is important to recognise that this presents an excellent opportunity to enhance and bring back into use some of the historic facilities, which have fallen into disrepair, thus expanding the public appreciation of these.

The Grand Shaft is a protected, unique historic construction with its triple helical stair, linking the former Barracks site vertically to the waterfront through the cliffs. It has amazed both knowledgeable locals and those visitors, who have discovered its presence. The proposal is to refurbish this structure and improve the entrance access at street level to raise visibility and profile to increase visitors. The catalyst for its timely restoration and use is now made practical with the project for the Dame Vera Lynn Memorial Park. The street level entrance to the Grand Shaft will be improved and accentuated to attract visitors to enjoy the experience of walking to the Western Heights via this historic feature. Due to the proximity of the Cruise Port we expect to attract many of the passengers to experience the Grand Shaft on route to the park above.

Another historic survivor, the 1860s Gun Shed, is a building at risk and derelict. Bringing the Gun Shed back into use, would enhance the project as a whole. Capable of a sensitive restoration with updated design standards, the Gun Shed could be protected and converted as a Visitor Centre, coffee shop, ablutions and a permanent Exhibition Hall for information on Dame Vera Lynn, the Barracks, the Grand Shaft, the Drop Redoubt and the history that tell their tale.

The proposed Dame Vera Lynn Memorial, new amphitheatre, new visitor centre and associated facilities, together with integrated public realm improvements are at the preliminary design stage. However, it will be apparent from the provisional plans put forward that it will constitute a significant new construction project. As with the preceding barracks complex, the sloping sides of the coombe will be a key factor in determining the overall layout of any new design interventions. Any below-ground works, like foundations and cutting into the slope to re-profile terraces may potentially have some archaeological implications. Since the memorial and majority of the improvement works are intended to be permanent, this may make some of archaeological remains inaccessible for future archaeological investigation.

The 2018 recorded field evidence suggests that the substantially complete ground-plan of the nineteenth century barracks complex still lies preserved on the site, at least at foundation level. Maintaining,

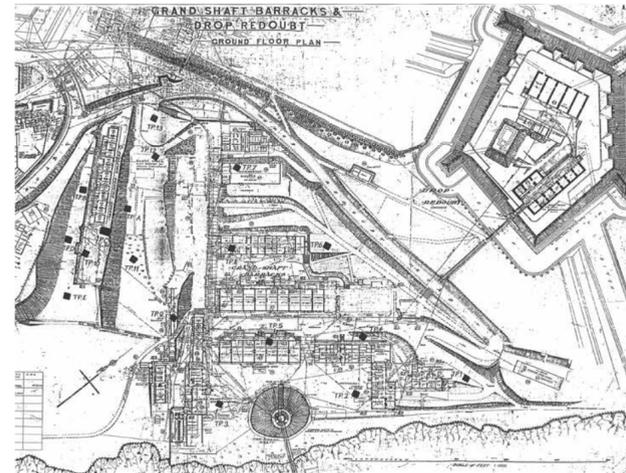
recording and increasing public appreciation of the integrity of this below-ground evidence needs careful consideration when designing the new works. The 2017 excavations have shown that the remains of some buildings are buried at depths of less than 0.50m below present ground level, which will make them vulnerable during any new building activity on the site. Elsewhere, nineteenth century walls lie buried by more than one metre of overburden, which offers these rather more protection – provided the overburden can be left in place. The recent fieldwork has suggested that various structural details preserved within the remaining fabric of the barracks are not all necessarily fully recorded within the body of documentary and cartographic evidence that survives for the military occupation of the site. Thus, more extensive field investigation of the surviving remains has the potential to revise and enhance our understanding of the barracks complex in relation to its known, recorded history. The proposed new construction works may offer an opportunity for such additional investigation.

The 2017 trenches were only specifically targeted on particular nineteenth century buildings and construction terraces, but during



Dover late 21st century aerial photograph as existing sites showing The Drop Redoubt and the Drop Redoubt Road, traversing the contours. (Courtesy of Google Maps)”.

the course of the investigation it became apparent that, at least in a few areas, soil and clay deposits pre-dating the barrack complex survived. These were not examined in any detail but the recovery of small quantities of prehistoric struck flints and pot-shards ranging in date from the Bronze Age to the medieval period demonstrate a potential for evidence of pre-barracks activity existing on the site, even if somewhat damaged by the later works. Such evidence is likely to be best preserved in areas where only limited post-medieval activity has occurred, particularly towards the base of the coombe. This potential for the occurrence of earlier, pre-barracks remains on the site should be taken fully into account, especially in areas where an absence of nineteenth century structures might otherwise suggest that substantial earthmoving may be undertaken without any risk to below-ground archaeology. It is important to note that the 'in perpetuity' nature of the proposed Dame Vera Lynn Memorial and amphitheatre land use may effectively prevent future access to any archaeological remains that are preserved in situ. Thus, further investigations will be recommended in advance of and as part of the construction activities.



Dover historic site plan mid-20th century showing the early 19th century layout of the Grand Shaft Barracks and Drop Redoubt, supplied by The Western Heights Preservation Society (WHPS)”.

2.5 OUTLINE DESIGN VISION

The past shapes our future. The new exciting programme adds a new layer to the rich history, culture and heritage of the Western Heights.

In finding its foundations in the past, the Dame Vera Lynn Memorial Park respects that history and in doing so encourages us all collectively to protect and enjoy the space – past and present.

The new landscape enhances and does not detract, so that the memories of the past can still be traced. A physical reminder, the masterplan design holds the memory. The outline of past periods remains allowing us to imagine back to those times.

With a starting point that respects what history has bequeathed to the site, the new proposals consider the notion that our lives are shaped by the past with the new landscape forms influenced by the archaeological legacy.

The orthogonal grid we have applied with rational precision to a military purpose is overlaid by the curvilinear geometry of the sites topography and contours.

The Design

The design weaves this rich programme into its layered landscape, a series of spaces, views, new forms and place for nature to thrive.

Nestled in the heart of the new Park, the Dame Vera Lynn Memorial oversees the Western Heights and the distant Sea views. An accessible place, both grand and every day. An amphitheatre shaped by the site and drawing on nature's most spectacular backdrop.

In the stories of our history held reminiscent in the landscape, it is the unique and spectacular setting of the site. Western Heights in Dover, with its welcoming White Cliffs hosting a Memorial to a national icon, Dame Vera Lynn, who speaks of our best and honours our past in every way. This comes together to shape a new national landmark.

We approached the design initially in a modest, least impact manner with the sketches adjacent.

However, we recognised that Dame Vera Lynn and the town of Dover deserved for a more radical approach to put the Western Heights on map as Gateway to Britain and a NATIONAL LANDMARK. The Design which follows we believe achieves this aspiration and will create a catalyst for the future regeneration of Dover.

2.5.1 Minimal Impact

Temporary staging for event performance with deckchairs and picnic area in an unchanged landscape.

An intimate place nestled amongst the historic elements.



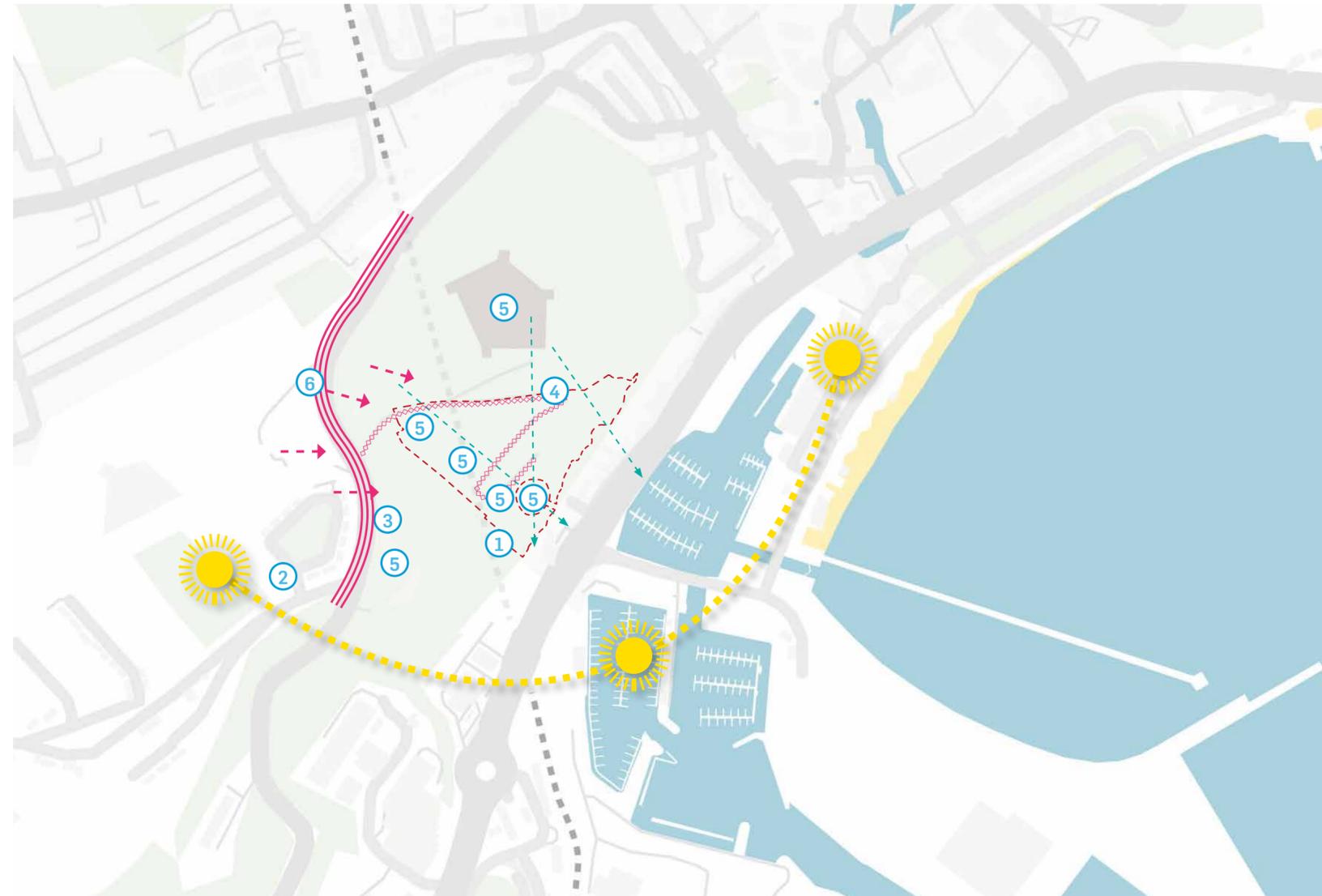
An amphitheatre determined by the topography



2.5.2 Moderate Impact



SITE ANALYSIS



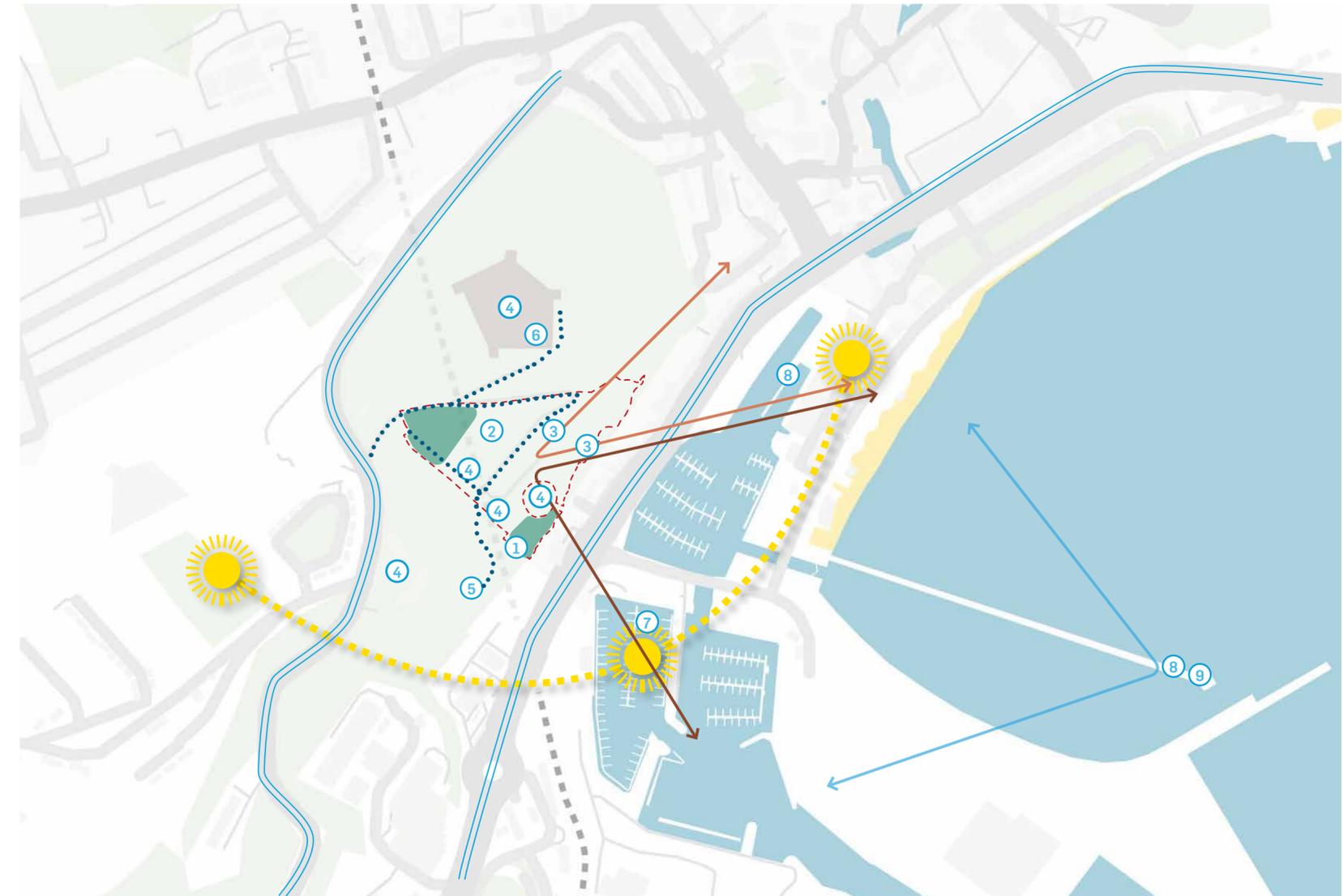
CONSTRAINTS

1. Abrupt terrain
2. Sunpath
3. Walk from parking to site
4. Accessibility
5. Heritage
6. Wind Impact

LEGEND

- - -> Wind
- ==== Constrained access
- Listed Path / Elements
- -> Site slopes
- - - Site Boundary

SITE ANALYSIS



OPPORTUNITIES

1. National landmark
2. Home of Dame Vera Lynn Memorial
3. A place of music and performance
4. Opening up the site to its past
5. Connection to Harbour
6. Connection to key heritage assets
7. Key views to the marina and France
8. Key views to the Cliffs
9. View from pier to site

LEGEND

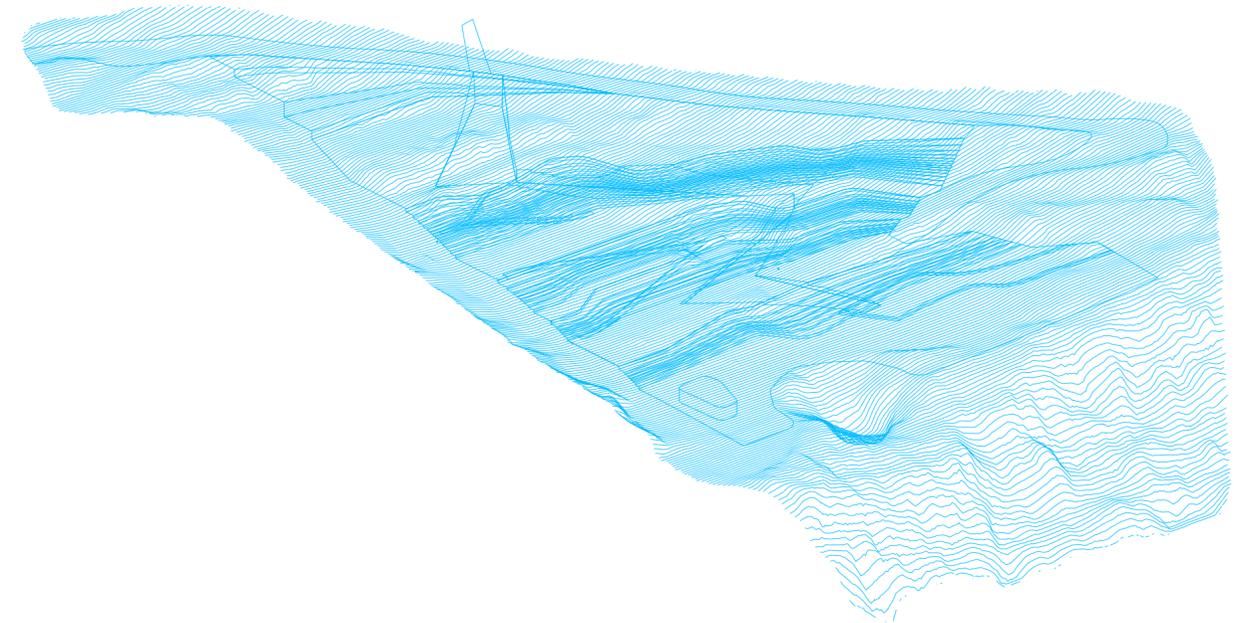
- Pedestrian
- ==== Car routes
- -> Key views to the Harbour
- -> Key views to the Cliffs
- Amenities
- Memorial Area
- - - Sun path
- - - Site Boundary

A UNIQUE SITE



DESIGN CONCEPT

DESIGN PRINCIPLES



National Landmark

The Park will host large music events, with a capacity of 3500 making it a destination for residents and visitors to stay and enjoy.



Home of Dame Vera Lynn

Home to the Dame Vera Lynn Memorial as a recognisable landmark for the town, and the Park's design will be unique and contextualised.



Heritage

Our design response will take into consideration the rich history of this site and its surroundings, and will offer opportunities for enhancing visitor experience.



Connection to Green

Integrated into the landscaped Park blending with the existing surrounding green infrastructure. Sustainable and active travel to and from the site and Dover town centre.

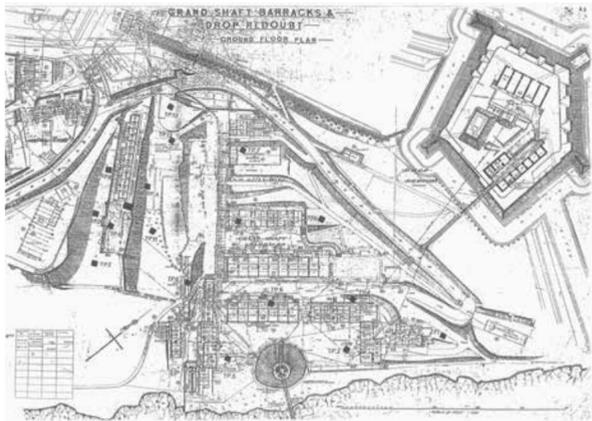


Self Sustained Business

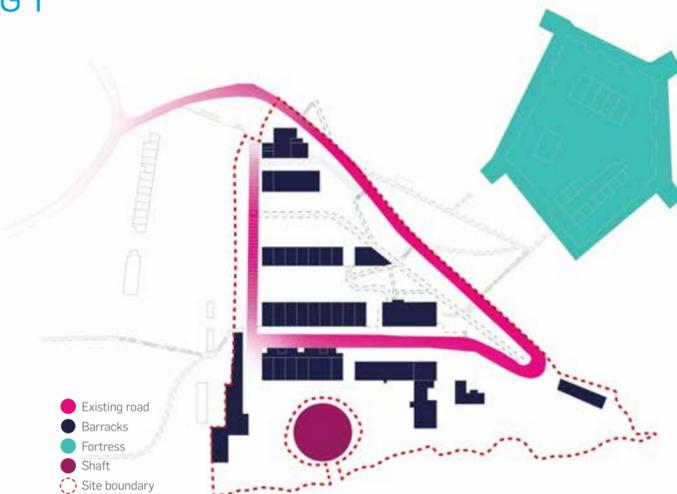
Developing a destination for music events and performance, as well as on-site amenities that will generate sufficient revenue for the maintenance and operational costs.



SETTING OUT & MORPHOLOGY



Original map of barracks on site



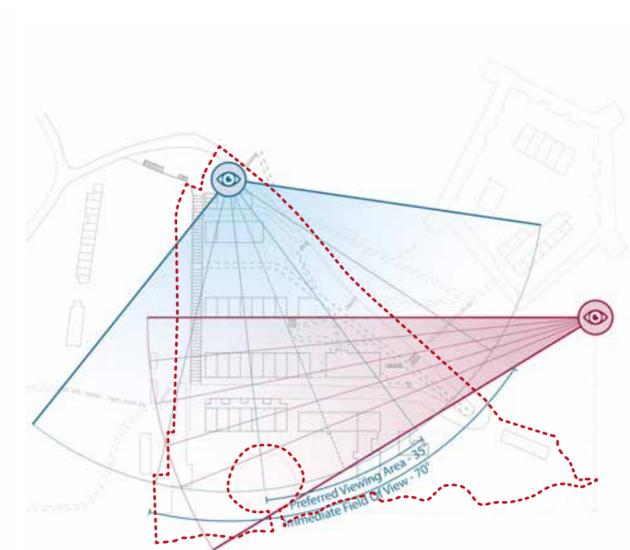
Tracing the barracks



Developing a grid line based on the barracks



Developing the amphitheatre steps based on the contours

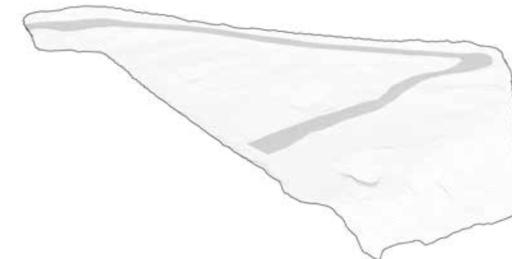


Aligning the focal points with the zones

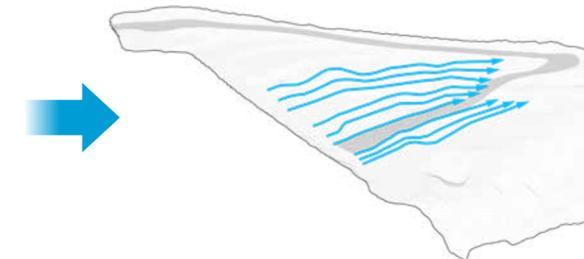


Zoning the site

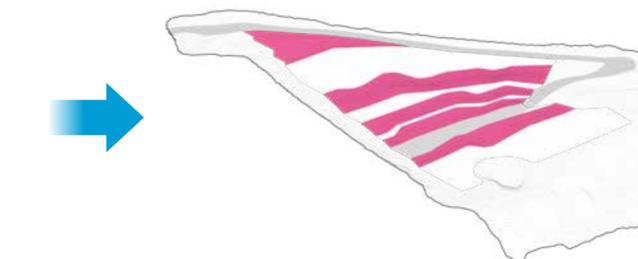
SETTING OUT



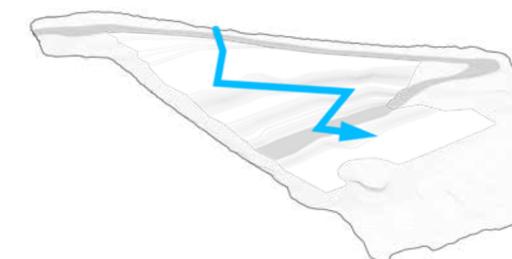
Current Terrain



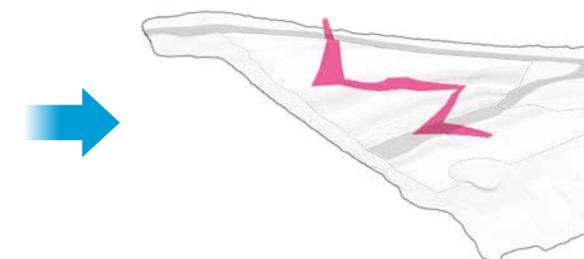
Picking up the contour lines



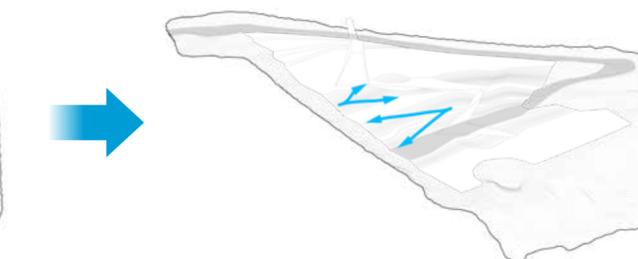
Developing amphitheatre steps that align with the contour lines



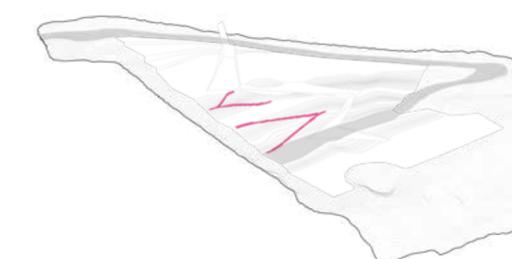
Cutting through the existing terrain



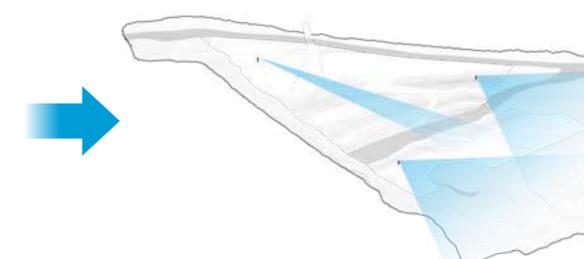
Primary circulations path



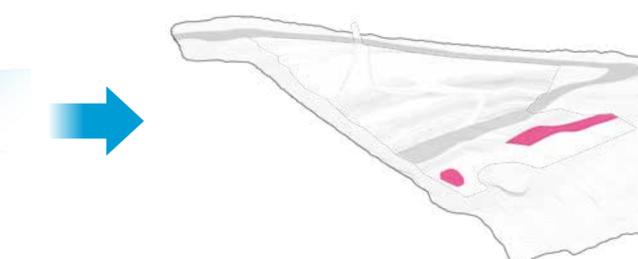
Links between the different levels



Secondary circulation routes

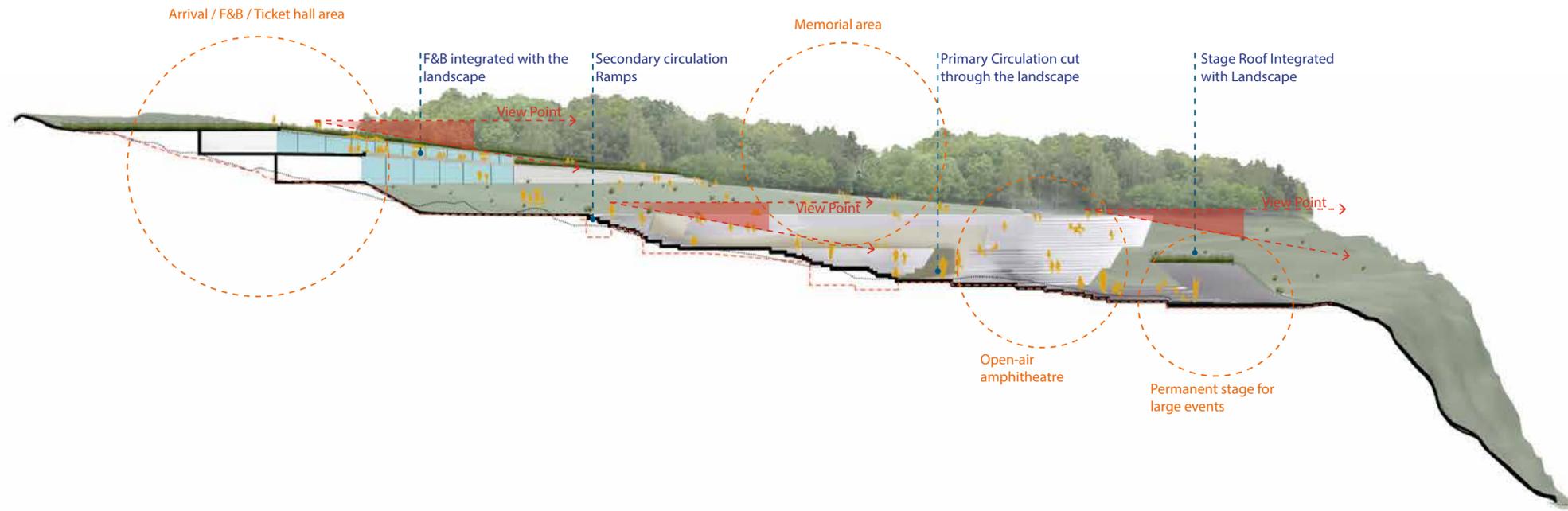


Setting up focal points

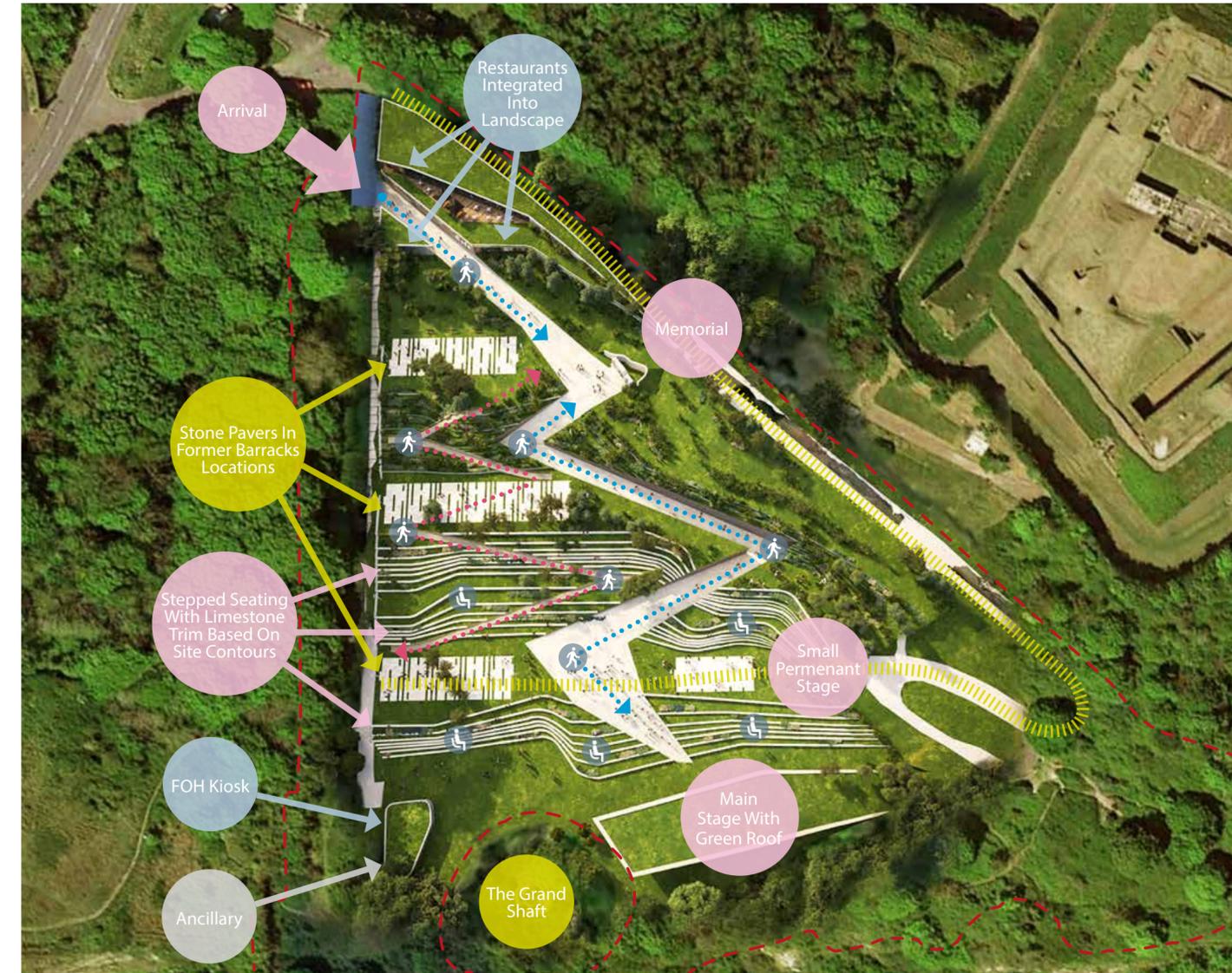


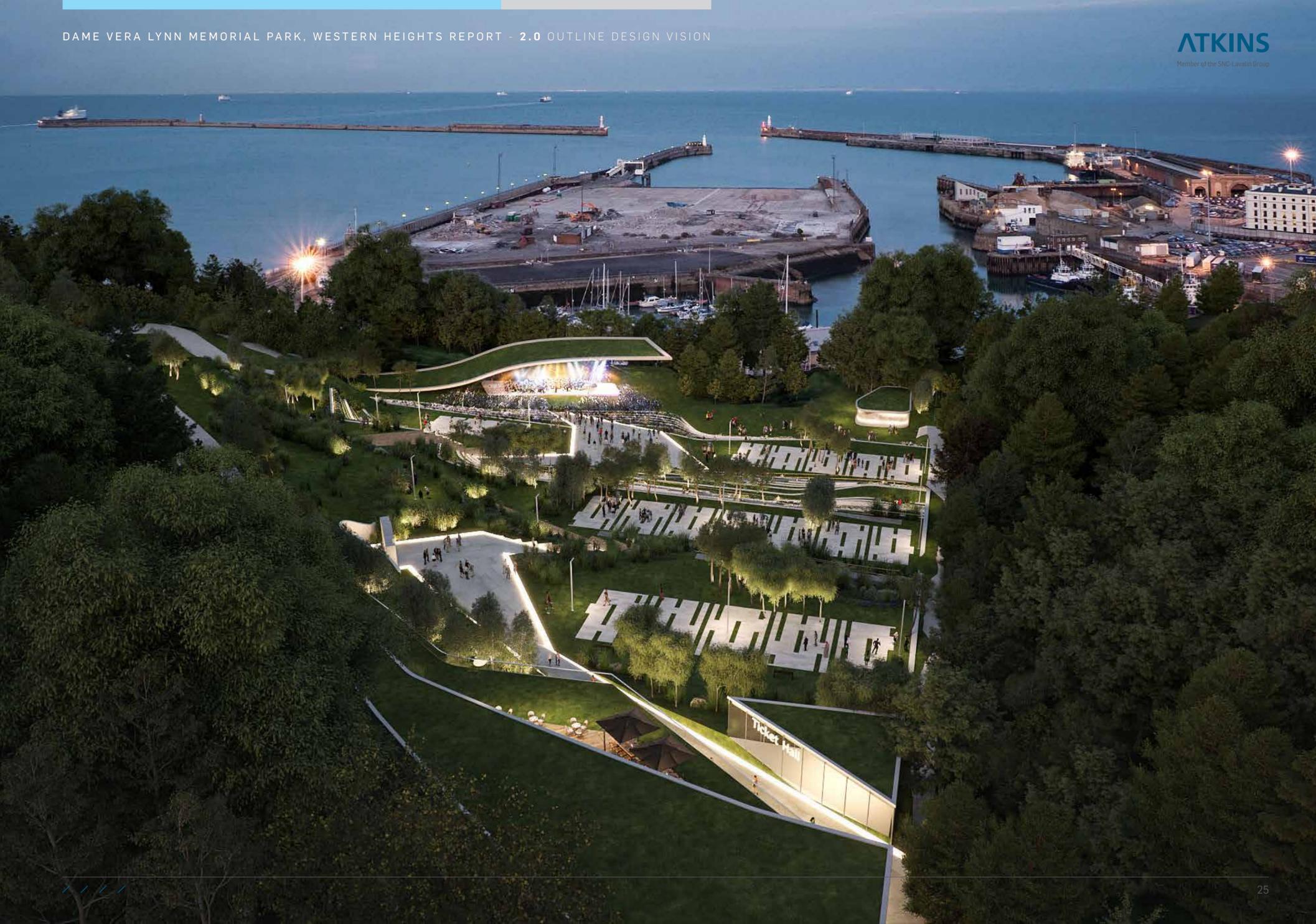
Forming of the roof and other amenities

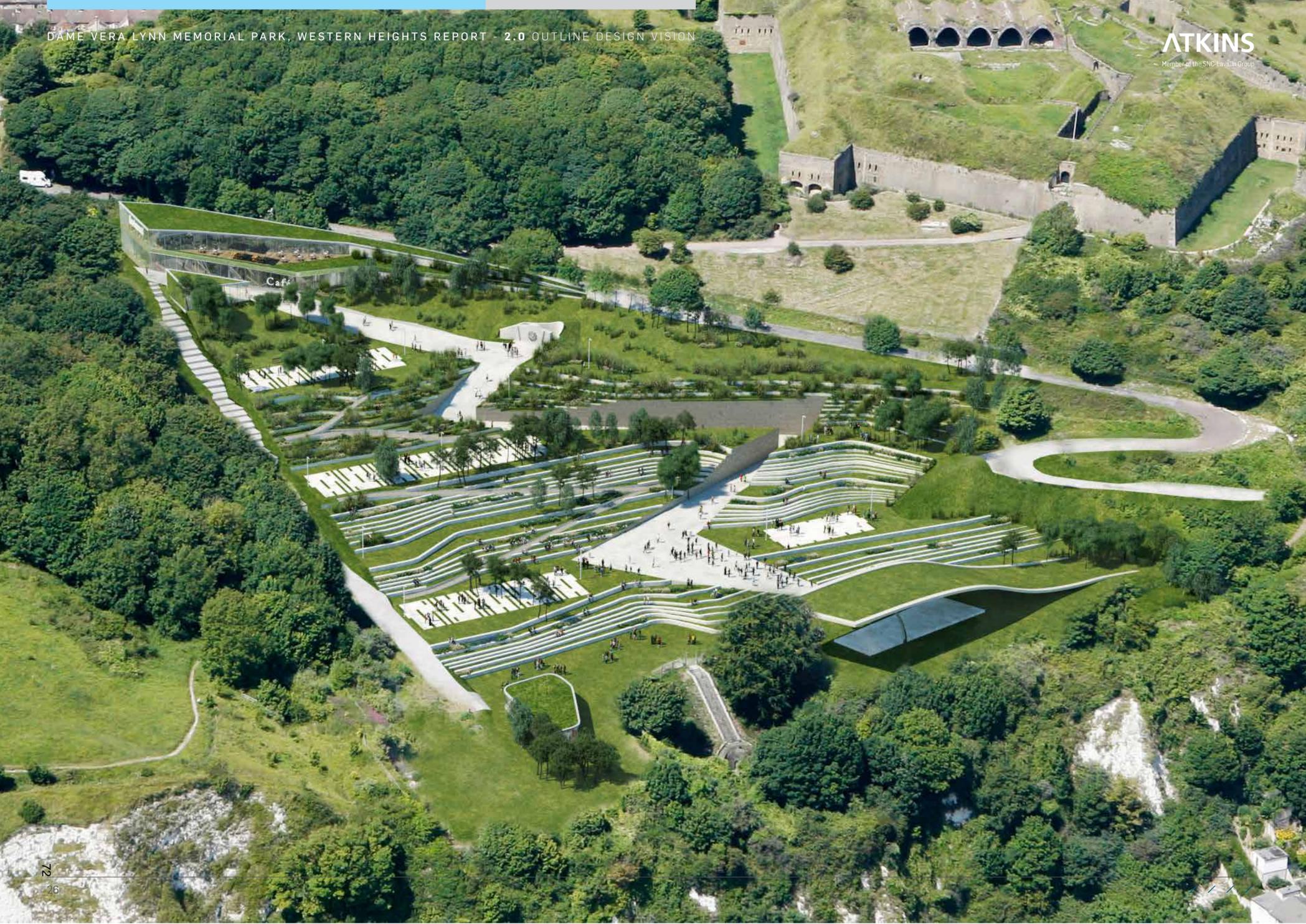
SECTIONS



SITE PLAN









3.0 DEVELOPMENT STRATEGY

3.1 THE BRIEF

3.1.1 Music and Performance Venue, Visitor Centre and Landscaped Park

The aspiration of the project - first and foremost - is a home for the Dame Vera Lynn Memorial. In homage to Dame Vera we will create a landmark venue for hosting live music, both small and large scale events, as music was such an important part of her life.

Dover will benefit from having access to a local open air venue at Western Heights for holding frequent and regular events. These could be local music groups (jazz, classical etc.) or amateur dramatics (Shakespeare in the park etc.) who could perform to local audiences of 200-500 people. Through the Summer months there will be large national music events attracting c3500 people from further afield. It is these large events that will help to sustain the site.

Western heights will become a destination in its own right – The Dame Vera Lynn Memorial Park, a place where Dover residents can enjoy the beautiful views of the harbour and Channel, whilst walking in the beautifully landscaped Park. Visitors will benefit from the various amenities including a high quality Restaurant, Visitor Centre, Gift Shop, Coffee Shop, permanent exhibition for Dame Vera Lynn and the History of the site as educational, public conveniences, to enhance their stay.

For those travelling from afar for the large events, they may well prolong their stay by arriving early to enjoy the town centre and waterfront, having lunch or dinner in local restaurants. They may also stay overnight in the local hotels and enjoy a Sunday in the town before returning home.

We also anticipate a significant visitor group from the Cruise Liners, as part of a pilgrimage to visit the Dame Vera Lynn Memorial. Likewise visitors by Ferry may incorporate a trip to The Dame Vera Lynn Memorial Park to enjoy an extended experience.

3.1.2 Integration of Dame Vera Lynn Memorial

An important feature of the Dame Vera Lynn Memorial Park is the inclusion of a standalone exhibition centre for Dame Vera Lynn located in Dover town centre. The Creative Arts Centre, separately funded by FHSF, will host installations /events/exhibits in Dame Vera Lynn's name across the year. This will form part of the 'pilgrimage' of Dame Vera Lynn in Dover.

3.1.3 Schedule of areas

We have described above the various components of the scheme. To assist with developing an outline cost at this feasibility stage, we have provided below an estimate of the areas of each of the proposed facilities. Should these change during the more detailed design development, this may impact the cost. Please read the table below in conjunction with the Financial Assessment in Section 3.6.

Item	Description	m2
a	Overall site area	27000
b	Visitor Centre/Café	50
c	Ablutions/ Toilet Block	110
d	Back of house storage/sound & lighting control for local events	400
e	Event manager control room/ office	30
f	Small Events stage (120 person) 15x 20m	300
g	Audience seating (500 person) @ 0.5m2 pp (500mm x 1m)	250
h	Audience seating (500 person) @ 1m2 pp (500mm x 2m)	500
i	Audience seating (3500 person) @ 0.5m2 pp (500mm x 1m)	1500
j	Audience seating (3500 person) @ 1m2 pp (500mm x 2m)	3000
k	BOH / green room (500 seater) @ 0.74m2 per seat	400
l	Changing for musicians (120 person) @ 0.8m2/person	77
m	Information kiosk/ Tea shop 5 x 10m	50
n	Restaurant	100
o	Gift Shop, Exhibition, Ticketing	
p	Gun Shed (approximate footprint 35 x 16m) (NOT IN COST)	560

3.1.4 Grand Shaft renovation plus option of the Gun Shed renovation

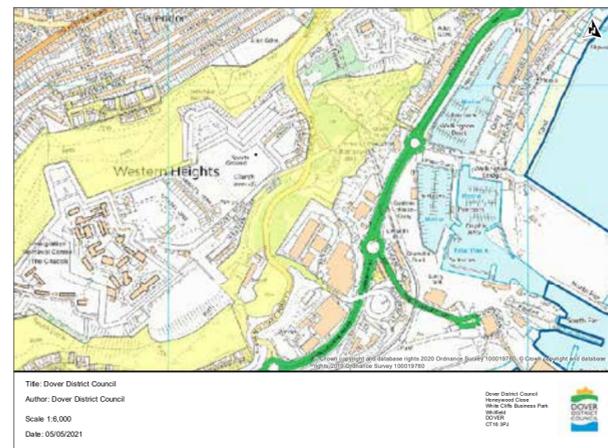
The Overall design takes careful consideration of the Historic references on the Site. We are keen to include enhancements to Heritage and the Grand shaft is a primary candidate for full refurbishment and bringing back into use through the funding for this project.

The Grand Shaft is a protected, unique historic construction with its triple helical stair, linking the former Barracks site vertically to the waterfront through the cliffs. It has amazed both knowledgeable locals and those visitors, who have discovered its presence. The proposal is to refurbish this structure and improve the entrance access at street level to raise visibility and profile to increase visitors. The catalyst for its timely restoration and use is now made practical with the project for the Dame Vera Lynn Memorial Park.

Another historic survivor, the 1860s Gun Shed, is a building at risk and derelict. Bringing the Gun Shed back into use, would be an enhancement to the project as a whole. Capable of a sensitive restoration with updated design standards, which could transform the Gun Shed as a Visitors Centre, coffee shop, ablutions and a permanent Exhibition Hall for information on Dame Vera Lynn, The Barracks, the Grand Shaft, The Drop Redoubt and the history that tell their tale.

3.1.5 Land Ownership Plans

The strength of this proposition is that the land upon which the project is sites is fully within the control and ownership of Dover District Council. DDC has therefore been in a position to offer to the Dame Vera Lynn Memorial Charity a prime location for the Dame Vera Lynn Memorial on this site. The Charity has visited the location and is in full support of the proposal.



3.2 SITE ANALYSIS

3.2.1 Integrated Site Analysis Plan

This is a complex site, in both plan, land forms and heritage, which has been the subject of significant study by the relevant authorities and local interest groups over recent years.

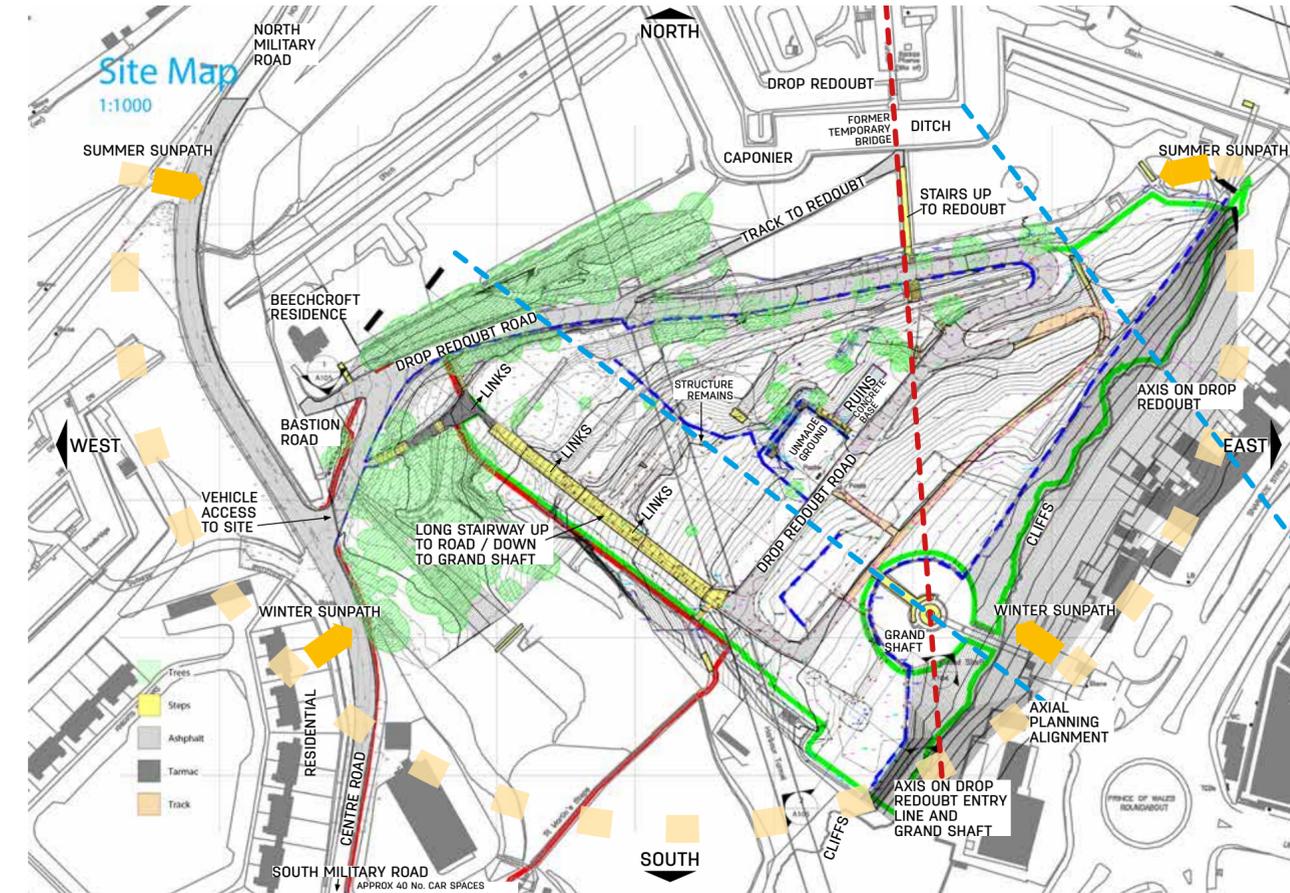
In order to coordinate the key environmental issues and appreciate the opportunities offered by the Site to meet the brief and its improvement aims, we have carried out a Site Analysis. The initial layers of information have been diagrammatically overlaid into a single summary drawing below. In addition to the contours, trees and existing physical features the adjacent surviving historic structures and buildings in the site's immediate catchment area help set the context within which we will Design.

The winter and summer sun path approximation is a reminder of environmental and sight line issues for consideration as part of the proposals for new music venue facilities, such as forms of amphitheatre performance.

Key alignment lines of the below ground, historic Grand Shaft Barracks have been identified and researched in archaeological site investigation and overlays are available for study. The site's evolution as a fortification, has established for a series of important axial views, related originally to military defence needs. These are still relevant to help in generate sympathetic responses to the Scheduled Site's importance.

The Grand Shaft axis is understandably related to the perpendicular stepped levels of the former Barracks buildings with stepped and traversing movement of troops in mind via sloping routes and straight line stairs. The Drop Redoubt at the highest point is a most important example of a surviving pentagram plan form of its time and the junction facing the site and the access point are also of significance to axial alignments.

We have used this analysis to inform our emerging design.



3.3 HERITAGE

3.3.1 Conservation Area Assessment and past Masterplan

The Drop Redoubt and Grand Shaft Barracks site is a part of The Western Heights within the designated "Scheduled Area". Dover District Council has also designated The Western Heights a Conservation Area and in 2012 published a 251 page Report "Built Heritage Conservation Framework for Dover Western Heights" by Liv Gibbs.

Dover District Council developed a Public Realm Masterplan in 2015 for the Western Heights and identified key opportunities for improvements and Conservation issues.

An archaeological investigation more recently, including site trail trenches and detailed report was commissioned to understand the remains of significance to the Scheduled Ancient Monument site. References and Acknowledgements for link to the full Illustrated Report January 2018). This was intended to inform on archaeological constraints and significances for any proposed new development proposals for the site.

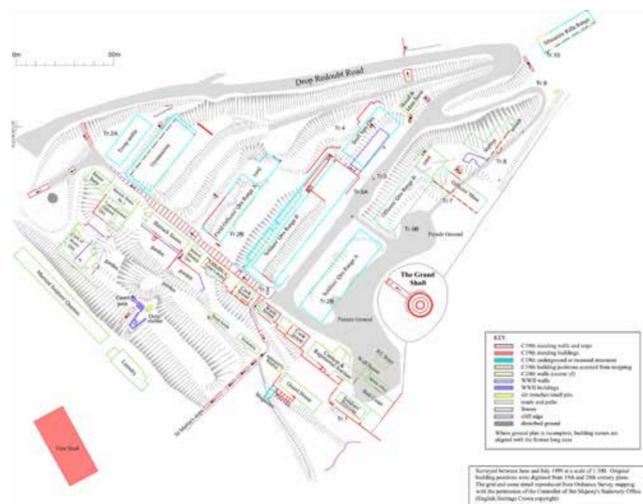


Fig. 2 Plan of the Grand Shaft Barracks site prepared by RCHME/EH 1999, showing position of all visible features and demolished buildings

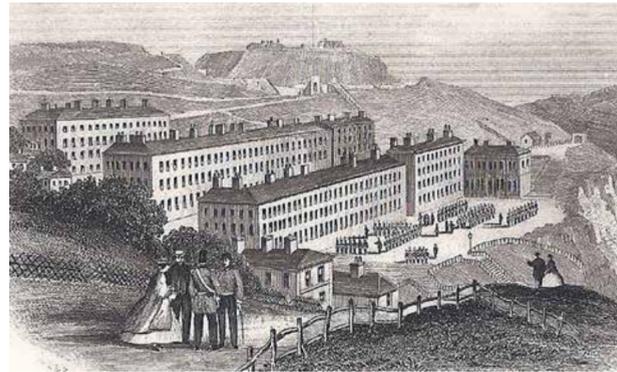
3.3.2 Archaeology and features of significance

The text below is an outline of the very detailed Field Work Report January 2018 courtesy of Canterbury Archaeological Trust Limited which is indicative of the scale and range of recent site investigation trench finds, desk research and recommendations for recognition and protection of heritage significances in the Grand Shaft Barracks Site where improvements are proposed now for the Dame Vera Lynn Memorial, amphitheatre and public realm, landscape and new facilities and utilities.

"...The [2018] trenching was intended to provide some initial assessment of the surviving extent of the below-ground archaeology across the proposed development area so that the continued preservation of such remains might be taken into account...Buried remains of a dozen demolished military buildings, all known from historic plans and documents, were examined. Many still preserved a wealth of fine structural detail, especially connected with matters of drainage. Three broad phases of structural development were identified and these have been provisionally equated with the recorded history of the barracks complex. There was also some interesting, if limited, evidence for pre-Barracks activity on the site. A probable prehistoric pit was revealed at one point, whilst early finds included seven pot-shards, ranging in date from prehistoric to medieval times, together with almost a dozen prehistoric struck flints. Items specifically relating to the nineteenth- and twentieth-century military occupation of the site were few and were confined to a few pot-sherds, clay tobacco pipe fragments, several metal buttons and two cartridge cases..."



Trench 2B; Soldiers' Quarters Range B. Early brick foundations (217) & (218), looking south-east. Scale, 50cm



View over The Grand Shaft Barracks in the 1850s, looking north towards the Drop Redoubt (Dover Museum, d25535)

3.3.3 The Grand Shaft and Gun Shed

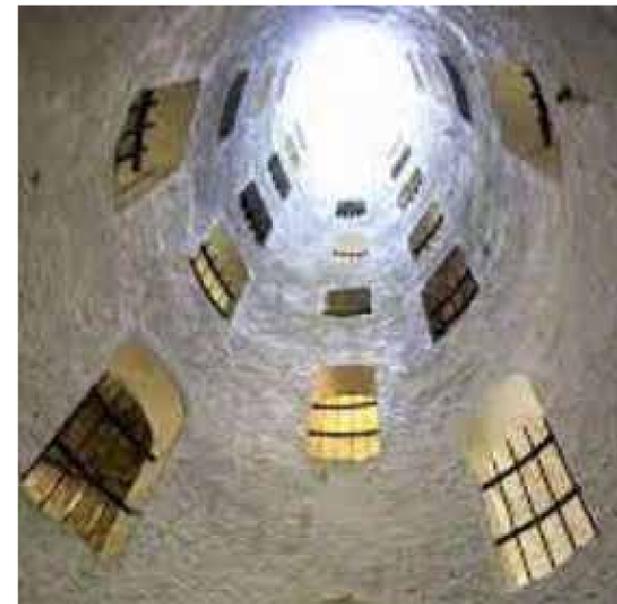
Grand Shaft

Even without the challenges of the shaft, this magnificent functional, historic triple helical staircase alone will have been a unique visitor attraction. Combined with the engineering tasks of tunnelling vertically and horizontally for its implementation between 1804-16 is a remarkable achievement, rightly recognised by statutory protection. The Royal Commission Report entry extract below – sets out the levels of significances of the Grand Shaft, its recreated gateway, Guard House and its related setting of the terraces of the Grand Barracks site.

- > The Grand Shaft (a vertical shaft c. 43m deep sunk in the chalk containing three intertwined staircases, accessed via steps in a bowl-shaped hollow leading down from the Parade Ground) 'is a bold and imaginative solution to a particular problem, and it remains a singular piece of military engineering' (Coad 1995: 84). It illustrates the skill of the engineer (Twiss) in solving the problem of how to facilitate the rapid, safe movement of troops between the barracks up in the coomb and the town below. Internally, whether looking upwards or downwards, the magnitude of the shaft is awesome, whilst the pattern of light openings is of aesthetic value.
- > The series of massive terraces (aligned east-west and north-south and cut into the coomb), on which the Grand Shaft Barracks and its ancillary buildings to the west were formerly located, in conjunction with the two long flights of steps which facilitated access to the buildings, demonstrate the layout and scale of the former Grand Shaft

Barracks and, supported by the various surviving historic images and plans, evoke feelings of melancholy for the loss of the buildings that stood there.

- > The recreated gateway and Guard House at the lower entrance to the Grand Shaft.



The Gun Shed

This large single storey, steel framed historic building makes up a part of The Grand Shaft Barracks wider site. It was still in use in 2004 – but today is in derelict condition and is an unused asset. Its last use had been a vehicle garage, located on the top of the ridge with access from the eastern side of Centre Road. Extracted research information and references below provides an indication of its significances and evolution. Its size and location presents an opportunity for better appreciation by visitors to the site, if repair, restoration and new uses, relevant to the needs of visitors can be integrated with the proposed Dame Vera Lynn Memorial and public realm improvements.

Its structural form and its absence from plans until 1861 hint at a construction date in the late 1850s; a record plan of 1867 identifies it as a Gun Shed, and another of 1892 specifically as the Ordnance Store Department Gun Shed (NMR: WD/ 2506; WD/2411; PRO: WO/78/2426/20). However, by 1904 it had been converted as a Cart Shed for the nearby Royal Engineers Store (NMR: WD/LXVIII.14.12). Finally, a plan of 1937 reveals the proposal to convert the building for the repair and storage of motor vehicles (NMR: WD/2438).

It is a single-storey, twelve by three bay building of pier and panel construction with the piers in English Bond and the panels in Flemish bond. It has a hipped Welsh-slate roof with red clay ridge tiles and cast-iron guttering. The western elevation originally had an open front, divided into twelve bays by ten timber posts.



Plan showing relationship between Gun Shed and St.Martin's Battery Magazine and Deep Shelter

As originally built and shown on the 1867 plan, the long open frontage provided 'parking bays' for artillery pieces on wheeled carriages. The central location of the building, at a junction of main roads, suggests that its purpose was to accommodate a mobile reserve of artillery for rapid deployment across the Western Heights.

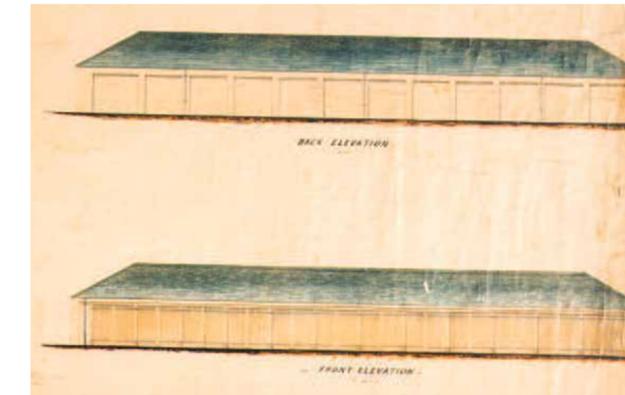
The Gun Shed may have continued to house mobile artillery equipment until the turn of the century. However, by 1903, three new stores had been built for mobilisation equipment and a year later the Gun Shed was being used as a Cart Shed by the Royal Engineers.

Plans of 1937 reveals the proposal to convert the building for the repair and storage of motor vehicles, comprising three instructional lorries, nine two-seater cars, seventeen General Service lorries and one four-seater car (NMR: WD/2438; WD/2442).

The simple design of the original building made conversion to a garage relatively straightforward.

In the revetment wall south of the Gun Shed, two vent pipes indicate the position of the 2000-gallon petrol tank installed at this time but the small oil store next to it has been demolished, leaving no obvious traces (NMR: WD/2438).

At the same date, an additional garage was proposed north of the converted Gun Shed a small single-storey building, in red brick laid to stretcher bond with a pitched slate roof, called a 'standard garage'. It accommodated three vehicles.



The Gun Shed, as drawn in 1867 (extract of NMR: WD/2411 ©English Heritage 2001)

3.4 THE DAME VERA LYNN MEMORIAL

3.4.1 Paul Day



SCULPTURE SOLUTIONS FOR URBAN SPACES

Paul Day has been sculpting for over 30 years and creating bespoke public monuments for 20 of those. He is widely recognised as a master of high-relief sculpture, a particular form of the art that combines

three dimensional sculpture and modelled perspective. From his studio in rural Burgundy Day has made sculptures across the globe, from New Zealand to the United States and throughout Europe. Four of Day's public monuments are in London; the best known of these being his "Meeting Place" sculpture which stands 9 metres tall under the clock in St Pancras Station. He is also responsible for the Battle of Britain Memorial, the Iraq Afghanistan Memorial and monumental reliefs on the Queen Mother Memorial along the Mall. His clients have included The Royal Family, The Ministry of Defence and the Brussels City Parliament among others. Paul Day's art is also found in many private and public collections across the United States including the Houston Fine Arts Museum and the Arizona State University Museum.

He has recently been commissioned by Rollins College, Florida, to make a sculpture celebrating the life and work of Fred Rogers, and is currently working on a memorial to Royal Navy Submariners for the National Memorial Arboretum.

Major monuments include:

- > The Submariners' Memorial, The National Memorial Arboretum, UK (2021 in progress)
- > Monument to Fred Rogers, Rollins College, Florida (2019 work in progress)
- > The Iraq and Afghanistan Memorial, London (2017)
- > The Memorial to Queen Elizabeth the Queen Mother, The Mall, London (2009)
- > The Meeting Place, St Pancras International Station, London (2007)
- > Rupert Brooke War Poet, Cambridge, UK (2006)
- > The Battle of Britain Monument, Westminster, London (2005)
- > The Urban Comedy, La Galerie du Roi, Brussels, Belgium (2002)
- > Mining Tragedy Monument, Charleroi, Belgium (2000)

Collections include:

Buckingham Palace, The Palace of Westminster, Brussels Regional Parliament, The Fire Service of Great Britain, London & Continental Railways, The Museum of London, The Imperial War Museum, Musee des Beaux-Arts de Beaune, Houston Fine Art Museum, Arizona State University, Rollins College, Winter Park, etc..

THE LONDON MONUMENTS

The Battle of Britain Monument Westminster, London (2005)

In 2002, Paul Day won a selective competition to design and create a monument to honour the pilots of the Second World War known as "The Few", commemorating their achievements during the Battle of Britain in 1940. Three years later, the new monument was unveiled by TRH the Prince of Wales & the Duchess of Cornwall to wide public acclaim.



The Meeting Place St Pancras International Station, London (2007)

The Meeting Place sculpture stands 9 metres tall under the great clock in St Pancras International Station, greeting travellers from the Continent as they arrive in London on Eurostar trains. H.M. Queen Elizabeth II inaugurated the sculpture and the newly renovated station in 2007. Paul Day was chosen by London & Continental Railways PLC to create an iconic piece of art for this Victorian masterpiece.

The bronze frieze, installed in 2009, completes this ambitious project and adds a touch of warmth and humour to the romantic giants.



The Memorial to Queen Elizabeth the Queen Mother The Mall, London (2009)

Paul joined forces with fellow sculptor Philip Jackson and architects, Donald Insall Associates to compete for this prestigious commission. Over seventy teams submitted entries, out of which five were invited to produce detailed designs. Paul Day's team was chosen and their memorial design built. The unveiling, in February 2009 by HM The Queen, was attended by the majority of the Royal Family and the then Prime Minister, Gordon Brown.



The Iraq and Afghanistan Memorial London (2017)

The Memorial to soldiers and civilians who served in Iraq and Afghanistan was unveiled by H.M. The Queen on the 9th of March 2017. The Royal Family, four former Prime Ministers and over two and a half thousand guests attended the ceremony. The monument is sited in front of the Ministry of Defence H.Q., measures 6 metres tall and weighs over 35 tons. It took eighteen months to complete.



A Beautiful Day For a Neighbor" A tribute to Fred Rogers

Commissioned by Rollins College, Winter Park, Florida, in 2019, this ambitious composition celebrates the life of the American television presenter, Mister Rogers, whose children's program ran for over 40 years. He is a much beloved figure in American culture and was recently celebrated in two films, one of which had Tom Hanks playing the eponymous hero, Mister Rogers. This sculpture will be unveiled in late 2021.



Charolais Cattle Craggy Range Vineyards, New Zealand (2015)

In 2014, Terry and Mary Peabody commissioned Paul Day to create three sculptures for their winery in Hawkes Bay. The resulting group of cattle was unveiled a year later causing quite a stir in the local community



3.5 TRANSPORT STRATEGY

The topography of the site and congested highway network present challenges. Whilst the majority of the year the development will be for visitors to the memorial, the Park and local musical event of up to 500 people, these challenges require robust strategy to accommodate the capacity of 3,500 for major music events being held 3-5 times per year.

3.5.1 Existing Conditions and Site Access

Site Location

The site is located in Western Heights in Dover, to the north of the A20. The site takes primary access from Drop Redoubt Road, accessible from Centre Road which becomes North Military Road northbound and South Military Road southbound.

Land Uses

The site is currently open space with wooded extent and a car park/viewpoint providing for recreational walking around St Martin's Battery.

Public Transport

Figure 3-1 shows Dover Priory station and bus stops within proximity of the site.

Rail

The site can be accessed by rail from Dover Priory Station. This is approximately 0.7 miles walk (approximately 13 minutes) from the site. The vehicular route to the site is approx. 1.9 miles (approx. 6 minutes drive).

It is assumed that most events will take place during the evening and at the weekends. Most rail services are hourly or twice hourly within these periods with multiple services to various London stations, Faversham and Ramsgate.

Bus

There are multiple bus routes within reasonable proximity to the site. The 93 bus is recommended to access Western Heights. This bus is infrequent, only runs until 17:24 and does not run on Sundays.

The approximate walking distances and times are outlined in **Table 3-1**.

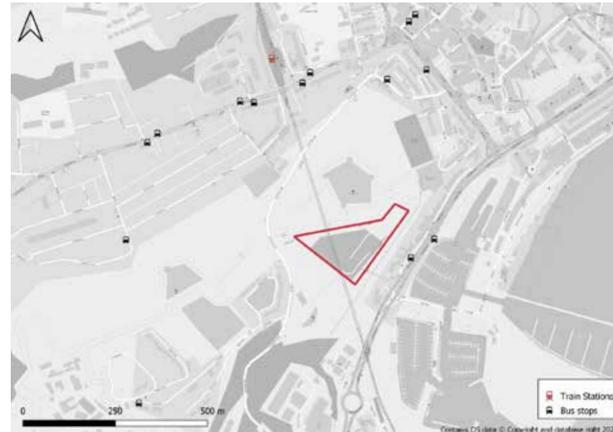


Figure 3-1 Public Transport in Proximity of Site

Table 3-1 - Walking Distances from Bus Stops to the Site

Stop	Distance from Site	Walk Time*
Dover Priory Railway Station (Stop S/O)	0.6 miles	13 minutes
Malvern Road	0.7 miles	15 minutes
North Military Road (Stop P)	0.5 miles	10 minutes
Knights Templars	0.2 miles	4 minutes
York Street (Stop J)	0.5 miles	11 minutes
Wellington Dock	0.6 miles	15 minutes

*walking times account for gradient within the calculation.

Active Travel

This site is situated on the top of a hill and a significant gradient or flights of stairs are necessary to access the site by active means.

Pedestrian network

Figure 3-2 outlines the fastest walking routes from public transport stops.

The walking distance from the station is approximately 0.7 miles (approx. 13 minutes). This includes a short pedestrian only route connecting Folkstone Road to North Military Road. This cut through consists of reasonably steep stairs due to the gradient differences and therefore may not be suitable for those with limited mobility.



Figure 3-2 Walking Routes to Access Public Transport and Parking

Where large volumes of people are going to an event this will be impractical. The footways on Folkstone Road have regular street lighting, but it is unclear whether lighting is provided on the footway connecting Folkstone Road and North Military Road. On North Military Road a footway is provided on one edge of the carriageway. There is no current pedestrian crossing to connect to Drop Redoubt Road.

Figure 3-2 outlines the walking routes to Dover Priory, car parks and bus stops. The routes will need further confirmation to ensure access. **Table 2-3** outlines the walking distances and the distance to Dover Priory has been outlined in Section 2.3.1.

Footways parallel to Folkstone Road, York Street and the A20 all have sufficient footways and street lighting parallel to the carriageways. Durham Hill, North Military Road, Centre Road and South Military Road have mostly single sided, narrow footways. There is street lighting on these roads, but this is located centrally within the footway and therefore it is uncertain whether a wheelchair could fit on the footway to the site.

Cycle network

The National Cycle Network (NCN) runs within reasonable proximity to the site and can be seen on **Figure 3-3**.

The closest network is Regional Cycle Network Route 17 towards Rochester in Kent which can be reached by North Military Road and is



Figure 3-3 Cycle Paths in Proximity to the Site

a non-segregated cycleway on Folkstone Road. This cycleway links to NCN2 which runs along west along the coastline to St. Austell.

Route 17 also connects into NCN1 which goes northeast towards Canterbury. NCN1 also connects into Regional Cycle Network 16 which also goes northeast towards Canterbury.

Connection into the NCN will be via Durham Hill, North Military Road, Centre Road and South Military Road.

Highway Network

Description by road from strategic to local:

- > The **A2** connects Dover and London.
- > The **A20** is situated to the South of the site. As part of the Dover Traffic Assessment Project (TAP) lorry drivers going to the port are required to remain in the left lane from Roundhill Tunnel to the port. Operation Stack is also used to manage lorries when there is a disruption to the Channel Tunnel or Dover Port services.
- > The **A256** runs along the east coast of Kent between Dover and the Isle of Thanet, connecting also to the Port of Ramsgate and Faversham. The A256 is situated to the East of the site and consists of dual carriageway subject to a 40mph speed limit.
- > The **B2011 Folkstone Road** runs north of the site and is a two-way single carriageway connecting Dover and Folkstone.

The road is road subject to a 30mph speed limit. There is on street car parking available which is mostly run on a pay and display basis.

- > **Durham Hill / N Military Road / Centre Road / S Military Road** are two-way single carriageway roads with street lights and a single footway.
- > **Drop Redoubt Road** is approximately 3.5 metres wide and is a single carriageway road with no road markings, footway provision or street lighting.

Future network conditions

Dover District Council has undertaken forecast transport modelling to assess the emerging Local Plan Proposals. This was produced in VISSIM, used to develop and validate the 2015 Dover and Deal Transport Model (DDTM) base model. This included a 'Refined Do Something' scenario including all completed and consented growth within Dover alongside committed infrastructure schemes, and draft Reg18 Local Plan site allocations to be consulted on.

It's known that Kent County Council are also currently developing a Bus Rapid Transit for Dover. Notably this includes potential future development of a Public Transport Hub in York Street.

Parking

There are multiple car parks within the walking distance of the site, details of the locations of these can be seen in **Figure 3-4**. The total capacity of these car parks has been calculated through desk-top review only.

There is a small viewpoint carpark 250 metres from the site which is non-ticketed, which could be used for events. There is also a link carpark that could accommodate around 35 spaces approximately 180 metres from the site, non-ticketed for the event.

There are multiple car parks available within the proximity of the site. The closest ticketed car park is Albany Place which is approximately 0.3 miles (approximately 7 minutes walk) from the site. This car park has approximately 100 car parking spaces. Mill Lane car park is also ticketed, approximately 0.4 miles (approximately 10 minutes walk) from the site. This car park has approximately 50 car parking spaces.

The two parking sites to the southeast of the site are private and owned by Harbour Board. From a desk-top analysis of these two private car parks there are a total of approximately 150 spaces. The Grand Shaft (a steep spiral staircase) can be used to access the site it could be as little as 250m to the southern extent of the site. If this is not an option the walking by road approximately 0.7 miles (approx. 17 minutes walk).



Figure 3-4 Parking in Proximity of the Site

St James Retail and Leisure Park car park is the largest ticketed car park within proximity to the east of the site with approximately 420 spaces and a maximum stay of 5 hours. This carpark is approximately 0.6 miles (approx. 15 minutes walk).

Parking is also available to the west of the site. Citadel Crescent car park is approximately 0.7 miles (approximately 14 minutes walk) from the site. This car park has approximately 130 spaces.

It is worth noting that parking is not controlled in the nearby residential area on Knights Templars Road. Therefore, parking restrictions may need to be implemented here during an event to avoid significant disruption to residents.

3.5.2 Development Proposals

It is understood that the majority of the year the development will receive visitors to the Memorial, Park and local musical events.

Most significantly, the proposals include an Amphitheatre with aspirations for capacity of up to 3,500 for major music events held a few times per year.

It is proposed to use the road edge of Military Road for parking for these major events. There is also the opportunity of using the large playing field adjacent for parking and coach holding area. This is a favoured approach.

Access, parking and circulation

North/South Military Road areas single lane carriageway with areas where cars are parked on one side and in areas close to residential properties with cars parked both sides. This constraint could cause delays on the return to northbound towards Dover Priory station.

To reduce the likelihood it is proposed that a one-way system is used during the major events, this is shown in **Figure 3-5**. This allows traffic to only go northbound on Durham Hill, North Military Road, Centre Road and South Military Road to allow a more efficient flow of traffic.

Figure 3-6 outlines two proposed access points that will link pedestrian routes from northeast, southeast and southwest of the site as well as accommodating the shortest existing route from the proposed coach bays to the site.

Coach/bus parking

The proposed coach parking has been identified to be adjacent to the Gun Shed. This is shown in **Figure 3-7**.

We assume that coaches/buses will connect to Dover Priory Railway Station. It is not possible to right turn onto Durham Hill from York Street nor U-turn at the junction with A20 as it was upgraded to signals in 2017. It will therefore be necessary for coaches/buses to route up South Military Road and back to the station from Durham Hill.

It is recommended to reverse the alignment of the diagonal bays so that coaches can drive in forward from the south.

This layout has been refined with Option 01 and Option 02, shown in **Figure 3-7**.

Option 01 provides 12 saw-tooth arrangement parking bays in reverse configuration with an additional four spaces parallel to the road just north of Drop Redoubt Road. This provides increased capacity for parking and/or additional set-down points.

Option 02 provides 12 spaces in parallel on Centre Road and just north of Drop Redoubt Road. This configuration will require the closure of the road with full control under Event Management Plan. It will therefore restrict movement of any other vehicles servicing the site, notably taxis and Park and Ride bus services necessary to achieve major events.

Vehicle types

Touring coaches are high-floor and take longer to board, and issues of equality act for disabled users frequently prevail. It seems more reasonable that whilst coaches are referenced, these are likely to be

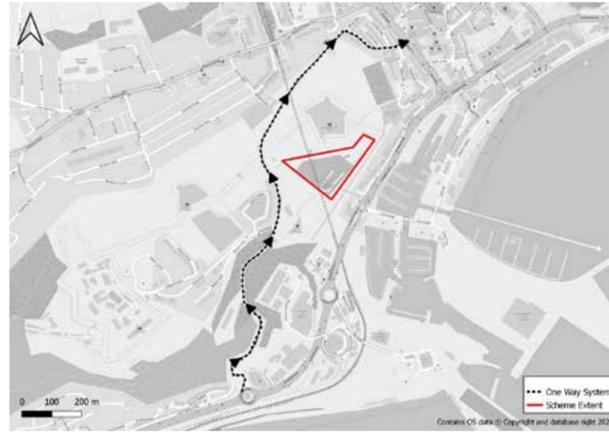


Figure 3-5 Proposed Vehicle One-way System



Figure 3-6 Site Access Points

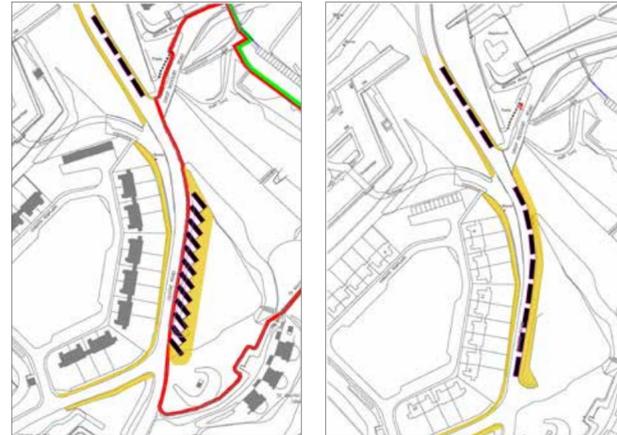


Figure 3-7 Coach Parking Option 01 and 02

bus provision with residual off-peak fleet and can be sourced from the wider area, via arrangement with e.g. Stagecoach who are experienced in supporting such event operations.

Capacity assessment

Option 01 is favoured and we have carried out capacity assessment, based on 12 coach/bus parking bays. It's noted this is an indicative calculation simply to determine the number of return journeys likely to be viable in an hour; whilst arrivals can be more staggered, this becomes critical at the end of an event as everyone will be departing the venue at once.

Based on initial analysis the use of a stack of additional fleet vehicles seems most viable.

On further assessment the target audience will need to be outlined to understand likelihood of increased boarding and alighting times due to reduced mobility.

Mass movement

The bus parking facility will provide sufficient capacity for daily use and local events. Consideration should be given to parking for disabled visitors; and also taxi drop-off areas.

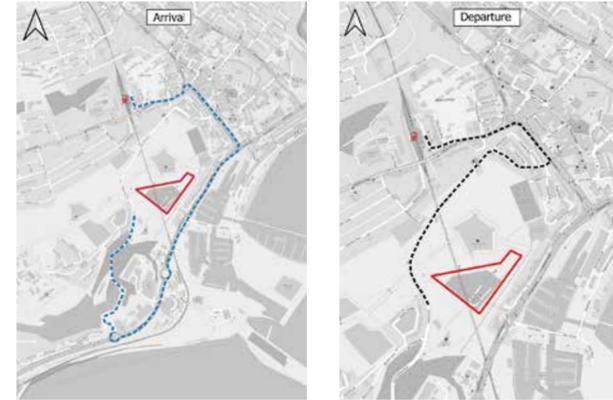


Figure 3-8 Coach Arrival and Departure Route

For the mass-movement of people during large event, it will be necessary to find alternative means to access to the site with buses connecting to the station alone providing just c.20% of transport capacity for the venue within a fleet of 12 coaches, or up to a third with two loads of 12 coaches, via two shuttle runs or two fleets of vehicles.

There is a need to consider remote "Park and Ride" sites; this will require the road to operate as one-way rather than closure during events, with lay-by for buses connecting to a park and ride. This will enable buses (and taxi's) to be able to pass freely along Centre Road to/from remote sites without getting stuck behind the parked bus fleet.

Option 1 seems to provide opportunity for that mix, subject to tracking analysis however will need to orientate to enable movement south to north owing to route restrictions from the station.

Emergency and servicing access arrangements

There is one route in and out and that will need to be considered for larger scale events- both for access by emergency vehicles and mass evacuations. There seems to be some height restrictions on Drop Redoubt Road; next stage recommendations will need to be to explore this more fully with review of access for fire tenders and any significant HGV or oversized vehicles for movement of stage equipment as well as temporary amenities.

Opportunities and Constraints

Opportunities

Bus parking – additional overflow:

- > Access to the playing fields for additional car and bus/coach parking; it will require close control of the one-way operation of Centre Road so coaches can access it to and from the north.
- > Kent County Council are developing a Dover Bus Rapid Transit System, including a public transport hub on York Street. This will significantly improve public transport accessibility to the area and potentially open up more opportunities for movement of people to/from the venue

Constraints

- > Access to the site by sustainable modes is challenging due to significant gradient up to the site.
- > There are a number of residential properties accessed from South Military Road/Centre Road and North Military Road, limiting the extent of event traffic management that can be delivered and potential conflict/sensitivities with residential parking.
- > The stage area, is at the southern part of the site, furthest from Centre Road. This presents a logistic challenge for movement of necessary concert equipment, deliveries and refuse collection.
- > No right turn onto Durham Hill Road from A256 York Street; dictates vehicles routing from Dover Priory Rail Station will need to do so from Western Heights Roundabout.

Conclusions and Recommendations

This initial Transport study has set out a high-level overview of access to the site and local network conditions. This has identified constraints for sustainable access, and whilst there are no significant capacity concerns on the immediate surrounding highway network, the access roads are tight and limited opportunity to bring vehicles to the site.

A review has been undertaken of the initial coach parking proposals, which will limit capacity of the venue for larger events (anticipated at 3500) provides less than 20% transport capacity. Two runs of 12 coaches/buses within an hour up to a third of potential venue capacity therefore needs to be supplemented both by additional coach fleet on call-up to the site from a remote holding area to be identified, and/or Park and Ride facilities with appropriate kerbside provision at the venue.

> There is limited public parking available within Dover, and a challenging walk to the site. A detailed parking utilisation survey during evenings and weekends will be beneficial to identify and locally available surplus that might be utilised by visitors to the site, including out of town viewpoint parking in and around Western Heights.

> Whilst the bus parking would seem sufficient for daily use and local events to/from the station, it would seem critical to explore a more remote Park & Ride site and supporting shuttle bus arrangement to achieve increased capacity for desired major music events. Explore potential sites in consultation with Dover District Council.

- > Design of the site should consider inclusion of:
 - Additional lay-by set down and pick up points are included on or in proximity to Centre Road to provide a point of touch-down interface to facilitate taxi and bus drop-off from a remote park and ride site.
 - Provision of servicing and parking for mobility impaired visitors.
 - During events, one-way operation of the road network from South Military Road to Durham Hill, with marshalling to both assist coaches departing the site, management of the flow of traffic on South Military Road to Durham Hill and personnel at the station.
 - On-site connectivity and movement of both people and goods/equipment.

> A detailed review of access and parking options when the proposals are more fully developed. Notably vehicle tracking and constraints of Drop Redoubt Road for larger vehicles servicing the site should be considered including emergency access for fire tenders to reach the amphitheatre and any large vehicles carrying stage equipment including for mass evacuation from the site.

> Engage with Kent County Council and also Highways England to more fully understand trips arising and expected traffic impact during typical and network-controlled conditions. Discussions with Kent County Council will also identify more detail on the Dover Bus Rapid Transit.

> Early engagement with a Bus Operating Company e.g. Stagecoach is recommended; they will have experience in operating bus fleets for events and will be able to advise in more details as to the viability of such proposals from a practical and commercial standpoint.

> Review coach stacking capacity at the station with movement of a fleet of coaches; and similar considerations at the venue. Identification of a holding area should there be more than one fleet. It will be necessary to engage with Network Rail to review the capacity of the station forecourt at Dover Priory and agree suitability of any proposed arrangements to accommodate such a large fleet of coaches as part of a managed event scenario.

3.6 FINANCIAL ASSESSMENT

Executive Summary

The project comprises public realm works to the Western Heights in Dover, Kent, in preparation for a new Dame Vera Lynn Memorial.

This cost estimate is based upon high level viability information only and is therefore an order of magnitude cost estimate to support Dover District Council's Levelling Up Fund application.

The current projected cost is **£20,550,000** excluding VAT.

Included within this report is a schedule of information used in preparation of this cost estimate, a list of key assumptions and exclusions.

The feasibility cost estimate includes inflation to 1Q2023.

Matched financial contribution to the project will be the Memorial to a value of up to £3 million.

Summary of Project Costs	£
Estimated Construction Cost	17,333,094
Inflation	1,211,736
Professional fees	1,854,483
Local Authority Fees (Planning and Building Control)	50,000
Site Surveys and Investigations	100,000
Rounding for reporting purposes	687
Total Estimated Project Cost @ 1Q23 (excl. VAT)	£20,550,000

An indicative cashflow, based on the Grand Shaft refurbishment taking place in this financial year with the rest of the project programmed between September 2022 and March 2024 is as follows:

	2021/22	2022/23	2023/24
Financial year indicative cashflow	£0.70m	£5.00m	£14.85m

The Gun Shed is a building of significant historic importance on the site. Should it be possible to refurbish the Gun Shed to house exhibitions this would add circa £2.4m to the above estimated project cost.

Key Assumptions

The following assumptions have been made in the compilation of this cost estimate:

- > At this stage, the information contained within the cost estimate needs to be considered as representing order of magnitude budgets that will be subject to further review through more detailed option appraisals, followed by design development and market testing.
- > Costs are inflated to the anticipated mid-point of construction of 1Q2023
- > The Contractor will have clear and uninterrupted access to the site.
- > Allowances have been made for services connections, however survey work is necessary to refine these allowances.
- > The base and foundations works for the memorial will be funded by the DVLM charity budget.

Risks

In the process of compiling the order of cost estimate the following items have been identified as potential risks to the projected out turn costs:

- > Infrastructure of new services and road network to support new development.
- > Ground contamination and unforeseen ground conditions.
- > Planning permission and approval from Historic England and English Heritage.
- > Change of Client requirements.
- > Uncertain market conditions due to Brexit and the ongoing Covid-19 pandemic.

It is recognised that with the scheme only at viability stage that more development is needed in respect of risk identification and the management and mitigation of those risks. Extensive survey work is still required. It is therefore advisable that a total risk allowance of 15%, is held at this stage until more certainty can be provided.

Exclusions

The following items are excluded from our cost estimate:

- > Land acquisition costs.
- > Legal and agency/letting fees.
- > Finance costs.
- > Value Added Tax.
- > Employer's change and risks, except as stated.
- > Section 106/278 Agreements, CIL or other such levies due to unknown details.
- > Out of hours working.
- > Identification and removal of hazardous materials.
- > Any costs associated with flood risk mitigation.
- > Client internal management costs.
- > Highways and off site highways works except as described and included. The refurbishment of Drop Redoubt Road has been allowed for, however should road widening works be required this is currently excluded.
- > Service diversions or upgrades over and above allowances.
- > Programme risk allowance.
- > Archaeological issues.
- > Ecology issues.
- > Any implications and costs arising from consultation with Historic England.
- > The impact of pandemics on programme and prices.
- > Delivery of social value and community benefits.
- > Nett Zero Carbon.
- > Dame Vera Lynn Memorial.
- > Car parking.
- > Loose furniture, fittings and equipment including IT.
- > Site/event marketing, promotional, management costs and event planning and delivery costs.

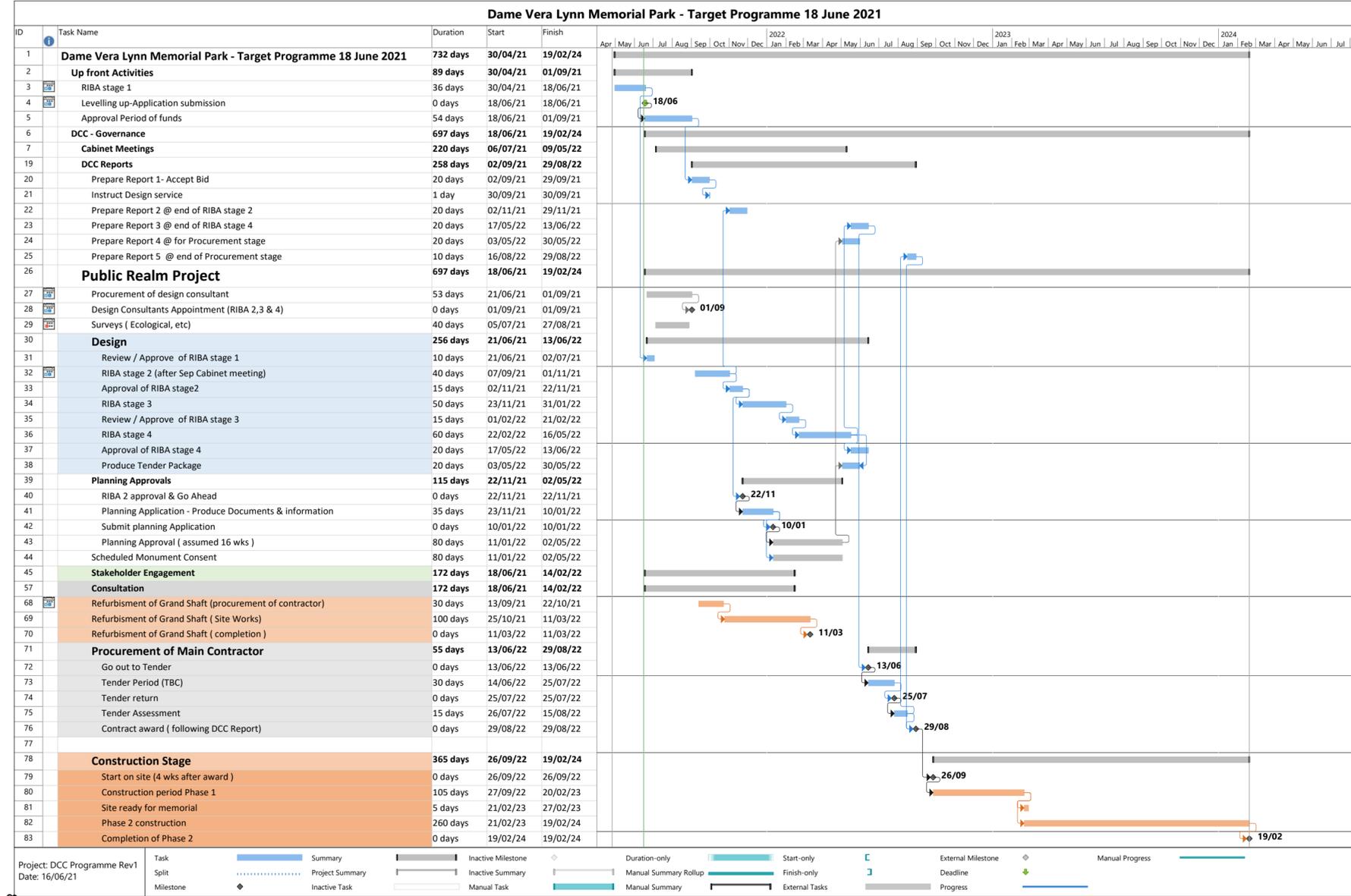
Estimate Breakdown

Item Description	Quantity	Unit	Unit Rate (£)	Amount (£)
New Build				
a Visitor Centre/Café (or refurbish part of gun shed)	50	m2	3,043	£152,174
b Ticket Office/Entrance Building	50	m2	3,043	£152,174
c Toilet Block	110	m2	3,043	£334,783
d Back of house storage/event manager/sound & lighting control	400	m2	2,609	£1,043,478
e Changing rooms	77	m2	2,174	£167,391
f Restaurant built into the cliff with glass frontage - allowance	1	Item	600,000	£600,000
External works				
g Allowance for site clearance and site levelling; stripping topsoil and formation of site levels including cutting and filling	27,178	m2	30	£815,340
h Form coach drop off area on hotel site outside of site boundary; comprising site clearance, excavation, disposal, hard surfacing, drainage, lighting, signage, line markings including area of hardstanding for the coaches	2,750	m2	200	£550,000
i Refurbish Drop Redoubt Road; including re-building to fire tender standard, new kerbs and line marking	500	m	1,000	£500,000
j Retaining wall on approach to Drop Redoubt Road hair pin bend	100	m	2,000	£200,000
k Stone clad concrete retaining walls forming a 'trench' pedestrian walkway maximum 5m deep through the terraced seating with top edge railings and uplighting	250	m	5,000	£1,250,000
l Form new pedestrian paving including all excavation, disposal, hard surfacing and kerbs/edgings	10,000	m2	100	£1,000,000
m Terraced seating; 450mm high	2,000	m	500	£1,000,000
n White edged stonework clad seating to 50% of the terraced seating	1,000	m	500	£500,000
o Refurbish the long stairway up to the road	100	m	2,000	£200,000
p Refurbish the steep staircase	1	Item	100,000	£100,000
q Refurbish the Grand Shaft as advised by Jon Iveson	1	Item	250,000	£250,000
r Platform/foundations for DVLM (funded by DVLM charity budget)	300	m2		Excluded
s Small permanent stage	200	m2	600	£120,000
t Large permanent stage with green roof	1,250	m2	1,000	£1,250,000
u Double gate	1	nr	1,000	£1,000
v Topsoil and seeding to soft landscaping areas	8,881	m2	20	£177,620
w Topsoil and shrub planting to soft landscaping areas	5,000	m2	50	£250,000
x Mature trees	200	nr	500	£100,000
y Tree grilles in hard landscaping areas	100	nr	2,500	£250,000
z Street furniture including bins, bollards, fixed benches/ other seating, signage, cycle hoops/stands/shelter and the like	1	Item	200,000	£200,000

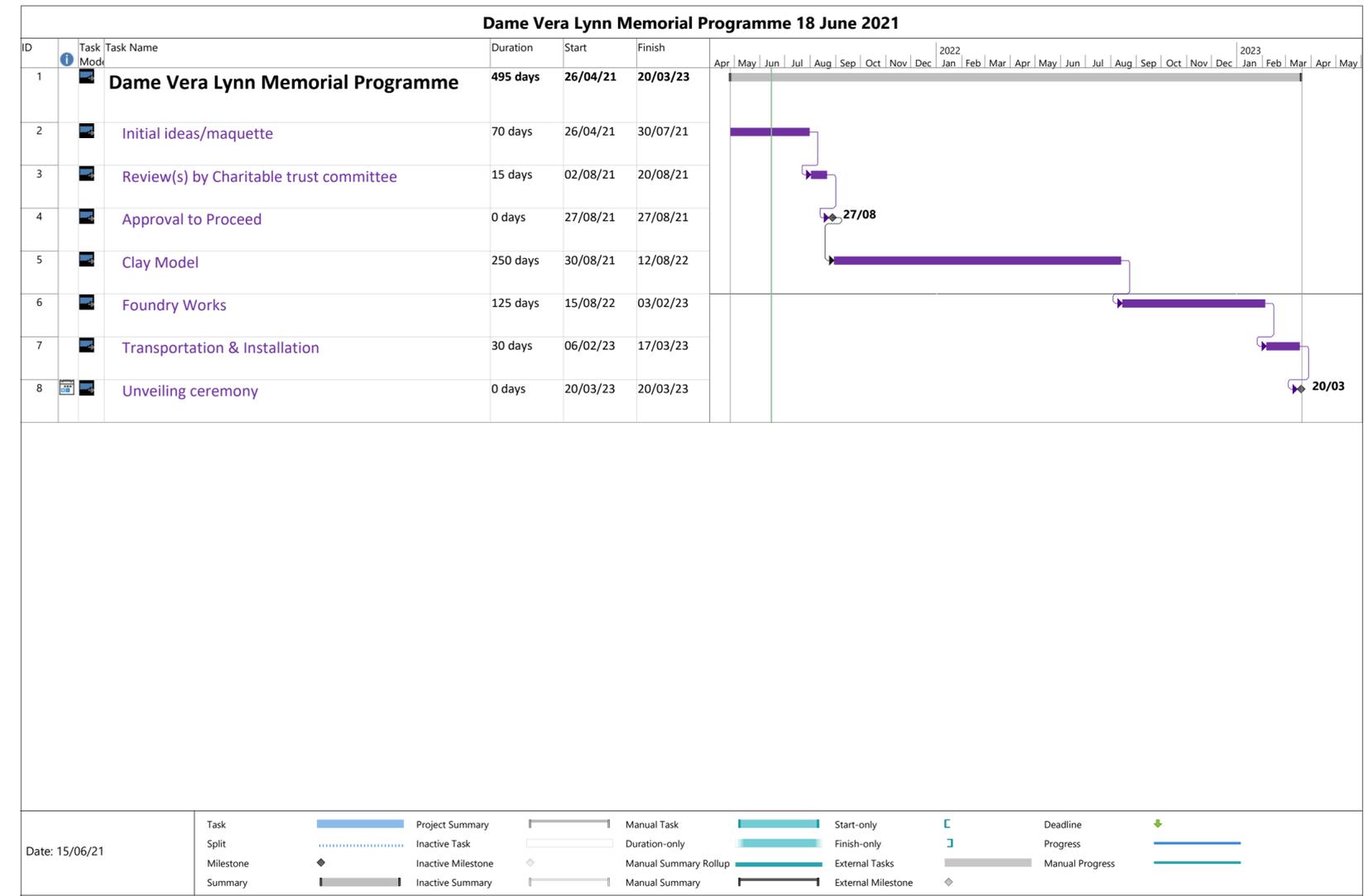
Item Description	Quantity	Unit	Unit Rate (£)	Amount (£)
aa Bin store - allowance	1	Item	25,000	£25,000
ab New site drainage including surface water and foul water drainage	27,178	m2	18	£489,204
ac Attenuation tank - allowance	1	Item	100,000	£100,000
External services				
ad Site and car park lighting	1	Item	100,000	£100,000
ae External security systems - CCTV - allowance	1	Item	50,000	£50,000
af Electrical substation - allowance	1	Item	200,000	£200,000
Utilities (Statutory Authorities)				
ag New electrical, gas, water, communication/IT service connections	1	Item	300,000	£300,000
Sub-total				£12,428,164
Main Contractor's Preliminaries	15	%		£1,864,225
Main Contractor's Overhead and Profit	5	%		£714,619
Design Development Risk	5	%		£750,350
Construction Contingency Risk	10	%		£1,575,736
Employer's Change and Other Risks				Excluded
Sub- Total				£17,333,094
Inflation from 2Q21 to mid-point of construction 1Q23				£1,211,736
Total Estimated Construction Cost (excl. VAT)				£18,544,830
Professional Fees	10	%		£1,854,483
Local Authority Fees (Planning and Building Control)				£50,000
Site Surveys and Investigations				£100,000
Rounding for reporting purposes				£687
Total Estimated Project Cost (excl. VAT)				£20,550,000
Enhancements:				
Refurbishment of entire Gun Shed to house exhibitions (not included)				£2,400,000

3.7 PROGRAMME

3.7.1 Dame Vera Lynn Memorial Park Programme (DDC)



3.7.2 Dame Vera Lynn Memorial Programme



3.8 STAKEHOLDER ENGAGEMENT

3.8.1 Stakeholder Engagement - Dover District Council

There has been extensive engagement on our proposals for a national landmark attraction for Britain – with widespread support in Dover and across the country.

In Parliament, a House of Commons adjournment debate on the proposals for a memorial to Dame Vera Lynn took place on 11 May. David Amess MP referred to the stunning landmark location, with its commanding views of the Channel, as “the most impressive and relevant site... The memorial to Dame Vera will live on in the enjoyment of visitors and audiences for many years to come”.

Throughout the past few months, there has been regular and ongoing dialogue between the Council, the Dame Vera Lynn Memorial Trust and Dame Vera’s family regarding proposals for the Memorial Park, with the Trust and the Council working closely on the emerging vision and ideas for the Park. As part of this, the Trust has consulted widely with stakeholders (including at national level, reflecting the national significance of the investment). As referenced in the Bid Summary, it will launch fundraising for the new memorial on 18 June, with a target of £3 million.

3.8.2 Consultations

Consultation at strategic level

We have support from a wide range of strategic partners, including Kent County Council, Kent and Medway Economic Partnership, Visit Kent (the county’s destination management organisation), the South East Local Enterprise Partnership and Dover Harbour Board. We have also opened up early dialogue with Historic England, which has a key interest in the Western Heights.

Consultation with the Community

We have also consulted with the community directly on the Britain’s Gateway proposal, building on a longer-term process of consultation on strategic plans for Western Heights and the town centre. We have consulted directly with some 68 individual stakeholders to inform the content of this package. These included:

- > Heritage bodies (such as the Western Heights Preservation Trust, which manages the historic assets on the Western Heights)
- > Community development organisations (such as Dover Big Local and Love Dover)
- > Business-led organisations (such as Dover Town Team and East Kent Chamber of Commerce)
- > Civic and amenity organisations (such as the Dover Society)
- > Dover Town Council, which directly manages some amenities and public space in the town centre

Locally, the Council ran a series of ‘drop-in’ workshops in May, to get a wider range of views on the potential content of the bid to the Levelling Up Fund, including the proposed balance in the funding request between the Dame Vera Lynn Memorial Park and investment in the town centre.

Following consultation, we have received a number of letters of support for the Britain’s Gateway proposal. These have been consolidated and are attached at Section 3.8.3

In March 2021, public consultation closed on the draft Dover District Local Plan, which looks ahead to 2040. As set out in Section 4.4, Britain’s Gateway is strongly in alignment with the draft Plan: consultation included our overall vision for the District (including capitalising on the White Cliffs), as well as proposals to enhance the town centre through improved public realm and better use of heritage

assets. We also consulted on a Western Heights Masterplan in 2015, which set out the case for enhancing the appeal of the Western Heights as a visitor destination.

Dialogue with other interested parties

There is support from a wide range of stakeholder bodies, as evidenced by the letters of support contained in Section 3.8.3. This includes support from Dover Town Council, business and community groups with an interest in the town centre and amenity and civic organisations.

It should be noted that while the Council owns the site, the Western Heights on which the Dame Vera Lynn Memorial Park will be situated is a Scheduled Monument. This, and the historic significance of the setting, is at the heart of the vision for the Park and is integral to the emerging plans for the site. There is also support for the proposal in principle by the Western Heights Preservation Trust, and there is a strategic acceptance in planning terms of the potential of the Western Heights for more active tourism use. However, ongoing dialogue with Historic England will be essential, and issues and any concerns will need to be mitigated as the plans are developed over the coming months.

There is no known opposition to any aspects of the Britain’s Gateway package.

Schedule of Stakeholders

Name	Company	Email	Officer contact	Formal meeting	Teams meeting date
Cllr Trevor Bartlett (Leader)	Dover District Council	cllr-trevor.bartlett@dover.gov.uk	LC/TI		
Cllr MJ Holloway (Deputy Leader of the Council and Portfolio Holder for Inward Investment and Tourism)	Dover District Council	Cllr-Michael.Holloway@dover.gov.uk	LC/TI	14/06/2021	
Cllr Ollie Richardson (Portfolio Holder for Community, Environment and Corporate Property)	Dover District Council	cllr-oliver.richardson@dover.gov.uk	LC/TI	14/06/2021	
CMT - Nadeem Aziz, Roger Walton & Mike Davis	Dover District Council	Nadeem.aziz@dover.gov.uk	LC/TI	14/06/2021	

Members of Parliament			Officer contact	Formal Meeting	Teams meeting date
MP Natalie Elphicke	Member of Parliament	natalie.elphicke.mp@parliament.uk	LC/TI		
MP D Amess	Member of Parliament	gill.Lee@parliament.uk Secretary	RW/CTB		
District		Emails	Officer contact	Formal Meeting	Teams meeting date
David Foley	East Kent Chamber of Commerce	davidfoley@doverchamber.co.uk	LC	TI to contact	
Jason Ransley	Port of Dover	Jason.Ransley@doverport.co.uk	LC/JI		5/5/21 & 9/6/21
Dover Town Council		Emails	Officer contact	Formal Meeting	Teams meeting date
Cllr Gordon Cowan (Mayor)	Dover Town Council	gordoncowan6@gmail.com	LC/TI	5/5/21	
Dover		Emails	Officer contact	Formal Meeting	Teams meeting
Neil McCollum	English Heritage (Dover Castle etc.)	neil.mccollum@english-heritage.org.uk			
	Dame Vera Lynn Family & Trust	N/A	LC	Site visit 6/9/21	21/5/21
Ginny Portman	National Trust	virginia.portman@nationaltrust.org.uk	LC		
Diederik Smet	Destination Dover	diederik.smet@destinationdover.org	LC/JI	10/5/21	7/6/21
Derek Leach	Dover Society	jennyolpin@gmail.com	LC/JI		5/5/21 & 9/6/21
Mick Orchard	Western Heights Preservation Society	m_orchard@sky.com	LC/JI		7/6/21
Alice Brockway	Historic England (Buildings)	Alice.Brockway@HistoricEngland.org.uk	AC/LJ		Site meeting 10/06/2021
Paul Roberts	Historic England (Archaeology)	Paul.Roberts@HistoricEngland.org.uk	AC/LJ		Site meeting 10/06/2021
Martina White	Dover Big Local	dbl@skwiff.com		5/5/21	7/6/21
Anita Lockett	Dover Big Local	chair@doverbiglocal.org	LC/JI	5/5/21	7/6/21
John Angell	Dover Town Team	mail@jangell.com	LC/JI	5/5/21	10/6/21
Lis Dyson	KCC Heritage Conservation	Lis.Dyson@kent.gov.uk	LC		
Simon Crowley	Love Dover	info@lovedover.org	LC/JI	10/5/21	7/6/21
Allison Burton	Love Dover	council@dovertowncouncil.gov.uk	LC/JI	10/5/21	7/6/21 9.30am
John Pegg	Craft Pegg	jpegg@craftpegg.com	TI		
Others		Emails	Officer contact	Formal Meeting	Teams meeting date
Deirdre Wells	CEO- VisitKent	deirdre.wells@visitkent.co.uk	LC		9/6/21 12.00
Jonathan Smith	Director of Stakeholder Engagement EAST Kent College	jonathan.smith@ekcgroup.ac.uk	LC		4/5/21 Group meeting
Adam Bryan	CEO- SELEP South East Local Enterprise Partnership	Adam.Bryan@southeastlep.com	LC		
Arts Council	Senior Relationship Manager	Jon.Linstrum@artscouncil.org.uk	LC		
Mike Boyce	Lord Warden of Cinque Ports	mboyce@clara.co.uk	TI		
Geoff Miles	Chairman of Kent & Medway Economic Partnership	geoffmiles@maidstonestudios.com	TI		
Julie Cushion	Dame Vera Lynn Charitable Trust	cushion389@btinternet.com	LC		

LETTERS OF SUPPORT

3.8.3 Stakeholder Letters

Britain's Gateway - Levelling Up Fund Application Supporting letter from **Natalie Elphicke OBE MP** Member of Parliament for Dover and Deal



To Rt Hon Robert Jenrick MP, Secretary of State,

GO TO DOVER, NOT JUST THROUGH DOVER – HARNESSING OUR HERITAGE AND TURBO-CHARGING OUR ECONOMIC FUTURE

Dover is home to the busiest and most successful port of its type and home to world-famous heritage sites. Its White Cliffs are internationally renowned. Its superb array of historic heritage assets almost second to none. As the gateway to Europe and beyond, as well as our country's borders guardian, it is so well known. There is so much to build upon.



This levelling up bid harnesses our two primary assets - visitors and our cultural heritage - in order to get those extra pounds of jobs and investment into the Dover pocket. In a nutshell, this is a bid to help us to make sure that **people go to not just go through** Dover.



This is a bid about jobs and money, investment and opportunity. But it is also a bid to celebrate **Britishness** – with the wonderful contribution of one of our country's greatest women, **Dame Vera Lynn**. With a memorial park to provide a vibrant centrepiece of past into future. To inspire girls and women through the story of her duty to country and lifetime commitment to charity and community.



THE SCALE OF THE OPPORTUNITY

In 2019, nearly 12 million passengers passed through the Port of Dover and its cruise terminal. But too often, the transit is through and too many visitors don't stop to enjoy all that Dover has to offer. For example, of the 200,000 cruise passengers in 2019, only around one third visited the town while docked in the port.



This is a real missed opportunity. A growth strategy for tourism and the visitor economy, recently launched by Minister Nigel Huddleston, is at the heart of Dover District Council's wider approach to economic development. They have set out an ambitious vision for Dover and the surrounding White Cliffs Country to be a "vibrant, world-class destination, valued for its outstanding heritage, landscape and pursuits, as well as its ease of access, warmth of welcome and wealth of opportunity".



Dover's proposal to the Levelling Up Fund will accelerate the pace at which this vision, and its benefits, can be achieved. There has already been completed multi-million pound improvement works to the waterfront and town centre, with more work in train. Along with transforming the physical landscape, this levelling up bid will provide more opportunity for things to do and to buy and to create more economic activity. Being beautiful and famous doesn't always translate into jobs and money, opportunity and cultural creativity. But for us it does -and it will – this Levelling Up Fund will help us to make that difference, faster.



Dover's *Britain's Gateway* proposal sets out a vision for a unique and nationally significant memorial park and outdoor performing arts space, as well as important links to the town centre.

Such a landmark attraction in a town that already sees high volumes of visitor traffic is expected to support over **900 additional jobs in the local economy and generate £50 million of extra spend every year- equating to half a billion over 10 years of additional spend in Dover.**

CULTURAL ASSETS CREATING LOCAL ECONOMIC VALUE

The Turner Contemporary in nearby Margate demonstrates the significant benefits such a cultural asset can bring to an area. Since the Turner first opened in 2011, the area's economy has grown by £89m and the number of jobs has increased from 5,477 to 7,950.

The Minack Theatre in Cornwall provides a useful example of Dover's vision for an outdoor performing arts venue. It attracted 305,356 visitors in 2019, as well as providing opportunities for the public, particularly children and young people, to learn and develop skills associated with live theatre performances.

The Minack makes a significant contribution to the local economy. Despite redundancies as a result of the lockdowns, the theatre still employed more than 25 people year-round and 65 people during the peak season last year. Visiting performers also spent significant sums on accommodation and living costs. Additionally, in seeking to source goods and services locally as much as possible, the theatre has completed building projects costing more than £2m.

In addition to the travellers through the Port, Dover's world-famous landmarks attracted 4.6 million visitors in 2019. Dover's 4.2 million day visitors generated £141 million for our local economy and our 424,000 overnight visitors a further £87 million supporting over 6000 jobs. With Dover benefitting from significant through-traffic from the Port, the potential is to expand this - increasing visitor spend per trip and achieving an increase in staying and paying visitors.

There has been significant collaboration between the Port and Dover District Council to transform Dover into a vibrant, popular destination. There have already been substantial works completed. The Port of Dover has committed £250 million to the Dover Western Docks Revival (DWDR), with a new marina curve and public realm space now completed for the public to enjoy and to attract new private investment into the area. The Port also has plans for an annual regatta to further boost footfall and trade to the area. The Dame Vera memorial park outdoor performance space will be highly complementary to this new approach from the Port. Creating lots of activity for things to do, see, and take part in.



In addition, we have seen the hugely successful St James's Shopping Centre development, which has helped boost footfall in Dover town centre by almost 60%.

NATIONALLY SIGNIFICANT LEVELLING UP BID, RECEIVING NATIONAL SUPPORT

This proposal has not only received support locally, but there has been significant national interest. Sir David Amess, Member of Parliament for Southend West says of the plans:

"The most impressive and relevant site and one that has captured the spirit of Dame Vera is a proposed open-air amphitheatre or bowl overlooking the harbour and the white cliffs, which is such a wonderful idea. This project will provide a venue for concerts, theatrical productions and military events in a stunning natural setting. The memorial to Dame Vera will be at the heart of the plans, and her musical legacy will live on in the enjoyment of visitors and audiences for many years to come ... there she will be, presiding over the bowl and looking over the channel. It is just wonderful."



Minister Warman has also expressed his support for this bid to me in the House of Commons:

"I share her commitment to the important role of arts and culture in truly levelling up and reinvigorating towns and cities across the country. I know that she recently met the Minister for Digital and Culture ... to discuss her plans and had a productive conversation with Arts Council England. We at DCMS look forward to seeing the outcomes of her work across Dover and Deal."

PUBLIC FUNDRAISING, ALONGSIDE PUBLIC FUNDS

National public fundraising for Dame Vera's memorial artwork has already begun. This levelling up bid is alongside that public fundraising, and attracting immediate national attention from some of our country's biggest stars of entertainment including Katherine Jenkins OBE, Sir Tim Rice, Sir Paul McCartney and Anthony Andrews

This will mean not just that the funds are secured for the artwork, but also that the profile of the space being created under this bid will be nationally known and recognised before a spade has gone in the ground. As such, by the time it opens, we believe people who have contributed to it, as well as the visitors we see regularly, will want to come to Dover.

Dover is at a crucial and exciting stage and has demonstrated a joined up and competent approach to regenerating the town, with two major projects – the Port and St James's shopping centre – already successfully delivered.

The levelling-up fund will provide the opportunity to truly level-up Dover and fulfil its potential, as well as creating a nationally unique and important cultural venue that will build on our defence heritage. Dover is Britain's Gateway.

I wholeheartedly support this proposal that will help make Dover an even more vibrant, prosperous area. Dover is a nationally important location – and this is a nationally important bid. The benefits are achievable and deliverable. I hope you will agree that this should be funded and supported - to level up our historic corner of the country and create a lasting and valuable cultural heritage asset which can be actively enjoyed and inspire girls and women for generations to come.

Yours,

Natalie Elphicke OBE MP
Member of Parliament for Dover and Deal



Natalie Elphicke OBE MP said:

"Dover's Levelling Up Bid centred around the Dame Vera Lynn park and performing arts venue will create a lasting and valuable cultural heritage asset. It will be actively enjoyed, harness and boost our local economy and prosperity and celebrate a life lived of wonderful talent and success in the performing arts, duty to our country and service to charity - an iconic location, and an inspiration to girls and women for generations to come."



DOVER DISTRICT COUNCIL

The Ministry of Housing Communities and Local Government

Leader's Office
White Cliffs Business Park
Dove CT16 3PJ
Kent CT16 3PJ

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Website: www.dover.gov.uk

Councillor Trevor Bartlett
Leader of the Council

Direct Line: (01304) 872090
Our Ref: LCTB/DJD
Your Ref:
Date: 16 June 2021

To whom it may concern,

I am writing to confirm that I whole heartedly support the Levelling Up Fund submission by Dover District Council which if approved will bring transformational benefits to our town.

For centuries Dover has been England's Gateway and the town has welcomed people to the area but our magnificent heritage and culture is often hidden behind the White Cliffs of Dover and our greatest assets remain dormant and under used. Through the Levelling Up Fund we are seeking to create a compelling reason for visitors to stay and spend in our town that will be better connected through public realm improvements and investment in our assets of heritage value. The town centre proposals are combined with our ambitions for Western Heights; creating a new Dame Vera Lynn Memorial Park with local and national outdoor performance space to make this an iconic landmark and provide a platform to regenerate Dover into a world class tourist attraction. This opportunity is like no other and will provide additionally to substantially help supporting existing businesses and strengthen the wider tourism industry by opening up the Western side of Dover for the benefits of residents and visitors to our town.

In conclusion, I very much hope that MHCLG will support this project at this critical time as we seek to put transformational measures in place for the future of Dover town.

Yours faithfully



Trevor Bartlett
Leader of the Council

Dover District Council is a data controller under GDPR, your attention is drawn to our Corporate Privacy Notice at <https://www.dover.gov.uk/privacy>. This explains how we will use and share your personal information and protect your privacy and rights.



Kent County Council
kent.gov.uk

Growth, Environment and Transportation

Invicta House
Maidstone
Kent
ME14 1XX
Ask for: Lee Burchill
Email: lee.burchill@kent.gov.uk
Date: 16th June 2021

Laura Corby
Strategic Development Lead
(Leisure)
Dover District Council
White Cliffs Business Park,
Whitfield, Dover
CT16 3PJ

Dear Laura,

RE: Dover District Council - Levelling Up Fund Bid

I am writing to offer my support to Dover District Council in your bid to the Levelling Up Fund (LUF). With the bid for LUF complementing the existing Government funding that has already been achieved in Dover, while further enhancing the investment potential and cultural regeneration of the town, we are very pleased to endorse it.

A fully funded package of works will enable Dover District Council to make improvements to the town in a coherent and functional manner and will align with boosting the visitor economy through improvements to the public realm offering. The provision of a Dame Vera Lynn Memorial and Concert Arena at Western Heights, linked to these improvements in the town centre, will provide transformational benefit and help to strengthen the cultural aspirations of the Council.

As the County Council lead on Levelling up Fund, I wish you every success with your application for funding and will be pleased to work with you to help build on its success in the future.

Yours Sincerely,



Lee Burchill
Major Capital Programme Manager
Kent County Council

DOVER TOWN COUNCIL
Council Offices, Maison Dieu House, Biggin Street,
Dover, Kent CT16 1DW
Telephone / Answer Machine: 01304 242625
Website: www.dovertowncouncil.gov.uk



14 June 2021

To whom it may concern

Levelling Up Funding Application - Dover

Dover Town Council works very hard to provide many essential and important services to the people of Dover including areas such as planning, transport and the environment with services in licensing, street lighting, allotments, proof of life and grants as well as events organisation.

The town of Dover is in desperate need of focused, imaginative investment which will increase footfall in its centre and provide good quality jobs and opportunities for its community.

I am writing to express the support of Dover Town Council for the application by Dover District Council for £20m from the Levelling Up Fund Round 1 following consultation by Dover District Council with the Town Council.

I am extremely pleased that history, heritage, tourism and economic growth underpin the Council's ambitions for both Western Heights & Town Centre projects. The Council is particularly pleased to support the development and improvement of the Roman Painted House and Lawn, the re-opening of the Grand Shaft with improved access to the under-used Western Heights. It recognises the opportunity to unlock the historic defensive fortifications on the Western Heights and turn this into a people's open park, with an events space with Dame Vera Lynn Memorial, attracting more tourists to visit and spend time in our town.

The Levelling Up Fund will provide an opportunity our town very much needs, having endured on-going challenges arising from Covid together with impacts from Brexit. It will help to shift Dover from a 'port town to pass through' into a real destination and place to dwell.

Yours faithfully,



Allison Burton
Town Clerk and Proper Officer



Dame Vera Lynn Memorial Statue Charity
(Charity No 1194622)

13th June 2021

To Whom It May Concern

The trustees of Dame Vera Lynn Memorial Statue Charity are more than happy to support Dover District Council's bid for funding via the Government's Levelling Up Fund, to deliver their fantastic projects for Dover re "England's Gateway".

Dame Vera Lynn Memorial Statue Charity was set up in order to raise public funds, the target is to raise three million to erect an amazing memorial to a national icon Dame Vera Lynn, appropriately to be situated on the White Cliffs of Dover. The internationally renowned sculptor Paul Day is working on this project. The statue will memorialise the life and work of Dame Vera Lynn, who is regarded as a key historical figure and heroine in the UK World War Two effort. She was a leader of women's role within the Second World War and great contributor to the arts through her music.

The charity has been working closely with Dover District Council regarding the proposed site of the Memorial on the Western Heights. The plans fit so well with Dame Vera's life linking to, as highlighted, her amazing contribution to the nation's music. The creation of a wonderful public events space, including an amphitheatre will so complement and link to the ethos of the memorial and epitomise Dame Vera's life. It will also greatly improve the public area and access which is currently mostly scrub land, the area will become a great public space, whilst improving and preserving the historical context of the site.

The trustees have every confidence that the plans once accomplished will attract large visitor numbers to not only see Dame Vera's Memorial, but to enjoy the various public performances that will be able to take place at the site, also for the public to visit the historical connection to the area's history and to enjoy improved public spaces.

Together with the other parts of the bid's projects it would certainly transform Dover to become one of the UK's key tourist destinations.

Dame Vera Lynn Memorial Statue Charity are both happy and proud to be proactive partners in the endeavours to transform Dover and wish Dover District Council every success in their project endeavours.



Julie Cushion
Dame Vera Lynn Memorial Charity Trustee Administrator
(<https://dameveralynnmemorialstatue.co.uk>)

Admiral of the Fleet the Lord Boyce KG GCB OBE DL
Lord Warden and Admiral of the Cinque Ports
Constable of Dover Castle



c/o PA to
Deputy Constable of Dover Castle
Commandant's Office
HQ RSME
Brompton Barracks
Chatham
Kent ME4 4UG

To whom It May Concern

Dover District Council – Levelling Up Fund Submission

My interest in the town of Dover stems from the fact that I am Constable of Dover Castle; and, as Lord Warden of the Cinque Ports, Dover is one of my five Head Ports in my Admiralty. Also, the port has resonance with me as a Royal Navy officer, particularly in view of the part it played in the two World Wars – with Vera Lyn immortalizing the White Cliffs in the latter conflict.

It has become very apparent to me that the town of Dover has recently endured multiple challenges arising from the Covid-19 Pandemic together with impacts of Brexit and Transition associated with geographic location of the area. I am aware that Dover District Council has determined that it will do all that it can in fostering opportunities for recovery and growth going forward. The proposed Levelling Up Fund therefore offers further support at this critical time for the area.

I am delighted that history and heritage and growing the tourism and visitor economy are central to the Council's ambitions for recovery. In this regard, I am conscious that Dover is blessed with considerable assets – for example, the Castle, White Cliffs and Port/marina – along with a number of significant opportunities which have yet to be realised. Bringing the under-used western side of Dover into productive use through the proposed Dame Vera Lynn Memorial and Concert Arena, linked to a cultural facility in the town centre, will provide much value. It will inevitably bring more opportunities for residents and tourists who visit the area, adding to and strengthening the existing offers.

In summary, I greatly welcome Dover's initiative to submit a bid to the Levelling Up Fund – this has my total support and I recommend most strongly that it be approved.



10th June 2021



SOUTH EAST LOCAL ENTERPRISE PARTNERSHIP

County Hall
Chelmsford
Essex
CM1 1QH

Laura Corby
Strategic Development Lead
Dover District Council
Council Offices, White Cliffs Business Park,
Dover
Kent
CT16 3PJ

10th June 2021

Dover District Council – Levelling Up Fund Bid – Letter of Support

Dear Laura,

The South East Local Enterprise Partnership (SELEP) are delighted to be given the opportunity to provide our support for the application from Dover District Council to the Levelling Up Fund. The proposed bid consists of three projects which will have a strong strategic impact, focusing on heritage and culture to contribute to the long-term vision for Dover:

The first project will focus on historic connections that improves the safety and the environment of historic routes in Dover's town centre, with investment in key nodal points such as the Maison Dieu, Roman Painted House, Dover priority Station, and St James.

The second project will transform part of the town's efforts to attract new businesses, visitors, and investors through targeted investment. It will establish a mechanism to take targeted action to bring properties back into use and add to wider economic and heritage benefits. This will include targeted acquisition, as well as flexible loan and grant provision to support the refurbishment and re-use of buildings.

The third project will bring forward the proposed open space and events venue to complement the Dame Vera Lynn memorial as well as providing investment in the Western Heights defensive heritage by undertaking improvements to the Grand Shaft triple helix staircase.

These projects support wider regional strategic economic priorities, as outlined in the SELEP Economic Recovery & Renewal Strategy, namely the priority to create a Coastal Catalyst. They will improve Dover's cultural and heritage offer, attracting more investment into the town and supporting significantly impacted sectors such as tourism and the visitor economy.

As such, we are delighted to add our support to this application to the Levelling Up Fund and look forward to working with delivery partners in line with SELEP's broader strategic ambitions.

Yours sincerely



Adam Bryan
Chief Executive Officer
South East Local Enterprise Partnership



14 June 2021

To whom it may concern

Dover District Council's submission to the levelling-up fund

As Chairman of Kent and Medway Economic Partnership, I am acutely aware of the pressures that Dover District Council has faced due to a combination of the Covid-19 Pandemic and being on the front line of the Brexit/Transition debate.

The Council has nonetheless agreed to focus strongly on recovery through an ambitious and transformational growth agenda for the town of Dover linked to the tourism and visitor economy. This will focus on working with key partners such as English Heritage, the Port of Dover and Highways England through a strategic approach. Strong emphasis will be given to using the existing assets such as Dover Castle and Dover Waterfront while bringing forward increased connectivity and under-utilised parts of the town such as the Western Heights.

Government support such as that embedded in the Levelling Up Fund is timely and crucial to the recovery and growth at Dover. The provision of a Dame Vera Lynn Memorial and Concert Arena at Western Heights, linked to improvements in the town centre, will provide much additional benefit and help to strengthen the wider offers in Dover. It is also very fitting that such a tribute to Dame Vera should take place at Dover.

I would urge you to look favourably on the submission and thank you for your consideration of the proposal.

Yours sincerely



Geoff Miles
Chairman of the Kent & Medway Economic Partnership
South East Local Enterprise Partnership Federated Board Chairman
Chairman of the Kent & Medway Business Advisory Board



Laura Corby
Strategic Development Lead
Dover District Council
White Cliffs Business Park
Whitfield
Dover, Kent CT16 3PJ

14th June 2021

Dear Laura,

Dover Town Centre and Western Heights – Levelling Up Fund

On behalf of English Heritage, I am writing to register our wholehearted support for Dover Council's bid to the Levelling Up Fund for the proposed programme of works in Dover Town Centre and on the Western Heights.

In response to the projects outlined in your bid I would also like to offer the following specific comments.

Project 1 – Historic Connections

Dover has a wealth of heritage assets across the town but many of them are hard to find and equally hard for visitors to navigate to. This project will go some way to opening up access to these important sites and encourage visitors to spend more time in the town and explore beyond the seafront. In addition to the sites mentioned this could equally include connections to Dover Castle and Western Heights as getting visitors out of the town to these large heritage sites is equally as challenging, as is moving them in the opposite direction.

Project 2 – Targeted Investment

This project would be a welcome boost for the town centre where the retail activity has declined substantially with numerous empty units and low footfall. Finding new uses for these buildings is the key to regenerating the town centre and encouraging future visitation and we would wholeheartedly support investment in this programme.

Project 3 – Western Heights Culture

The heritage significance of the Western Heights is often overlooked, especially in a town like Dover where there is an embarrassment of riches when it comes to heritage assets. Delivering improvements in this area, which are in-line with the adopted

 We have an access to information policy, so anything you send us may become public. English Heritage is committed to achieving equality of opportunity as a service provider and an employer. The English Heritage Trust is a charity, no. 1140351, and a company, no. 07447221, registered in England

Step into England's story



Western Heights masterplan would be welcome. However, we would be concerned about the potential impact on the heritage setting of the Western Heights that could arise from the installation of a statue or monument in that area and would need to know more details about this before commenting in more detail.

Overall I think this is an exciting and ambitious programme of projects and we look forward to engaging with DDC and other partners in supporting their successful development and implementation.

Yours sincerely,



Neil McCollum
Head of Historic Properties Kent

The English Heritage Trust is a charity, no. 1140351, and a company, no. 07447221, registered in England



Environment, Planning & Enforcement
Invicta House
County Hall
MAIDSTONE
Kent ME14 1XX

Phone: 03000 413364
Ask for: Lis Dyson
Email: lis.dyson@kent.gov.uk
16th June 2021

SENT BY EMAIL

Dear Laura

Thank you for your email explaining Dover District Council's proposed Levelling Up Fund application and my apologies that it has not been possible to send this letter sooner.

Kent County Council Heritage Conservation supports the Levelling Up Fund application in principle in its aim of employing Dover's exceptional and rich heritage to improve the economic, social and cultural well-being of the town. The proposals as circulated are at a very high level and we would welcome the opportunity to discuss and comment on the nature and detail of the proposals at an early stage.

As the closest point to the continent, Dover has been a gateway for the transmission of ideas, goods and people between Britain and continental Europe since earliest times, leaving an extraordinarily rich and complex heritage resource. The importance of this resource has been recognised in several projects including the award-winning Dover Heritage Strategy and the recently completed Dover Town Urban Archaeological Database and Characterisation. Both projects set out how Dover's heritage assets provide excellent opportunities for place-making and stimulating regeneration.

We welcome the proposals to improve connectivity between heritage assets within the town centre and to enhance specific assets where appropriate. It is important that the scheme understands and takes account of buried archaeology from the outset as public realm improvements can involve many piecemeal interventions (service diversions, tree-pits, etc) which cumulatively can have a significant impact on buried archaeological remains. The recently completed Dover UAD and Characterisation will be helpful in assessing proposals at an early stage and we would be happy to provide advice in our role as Dover District Council's archaeological adviser. It will also be important for long term success to learn from

kent.gov.uk

the experience of other historic town regeneration schemes which alongside improvements to the historic environment have secured a new focus for the location and a step change in how it is perceived.

The extensive and internationally important post-medieval fortifications at the Western Heights have a significant role to play in Dover's regeneration as a complementary outstanding heritage asset to Dover Castle. There are considerable challenges in ensuring that future development and proposals for change enhance rather than harm the significance of the asset, access routes are appropriately provided and sufficient funding to conserve and enhance the heritage asset is secured. Proposals should be developed within the context of the previously prepared Western Heights Conservation Framework and Western Heights Masterplan. These documents will be very helpful in providing a baseline understanding of the asset and providing pointers towards a holistic approach to proposed development and change. It will be important to consider which parts of the Western Heights are most appropriate for particular types of developments so that opportunities for developments which may only be appropriate in certain locations are not lost by using those locations for other types of development. Similarly it is vital that proposals for change also bring benefits and enhancement to the heritage asset for example the need for a bridge connection to the Drop Redoubt and improvements to the northern entrance have long been identified as key areas for major investment. The long-term objective in managing the Western Heights should be to find a sustainable future for the area as a whole, so that the asset can eventually be removed from the Heritage at Risk register.

I would be happy to discuss any of the above in more detail and we look forward to working with you in developing the proposals as the designs are progressed.

Yours sincerely



Lis Dyson
Heritage Conservation Manager
Kent County Council

kent.gov.uk



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Dover District Council
Council Offices
White Cliffs Business Park
Whitfield
Dover
CT16 3PJ

10 June 2021

To whom it may concern,

Visit Kent is the Destination Management Organisation for the county of Kent and we are delighted to support this application. As the busiest roll-on roll-off ferry port in Europe, Dover plays a crucial role as the gateway not only to Kent but also a vital bridge between the UK and our European neighbours.

Following the challenges posed by BREXIT and the Covid-19 pandemic, this ambitious plan will deliver a three-fold benefit to the visitor economy of Kent and the UK: developing a new and exciting visitor attraction – the Dame Vera Lynn Memorial Park – providing an opportunity to engage new audiences in the rich military history of the Western Heights; leveraging cultural and heritage assets and a revitalised visitor economy to re-curate the high street into a compelling destination for visitors and residents alike; addressing the fragmentation of the town by re-developing the public realm to deliver a coherent and sustainable route from the old-town to the port.

This project not only offers an opportunity to support the visitor economy to recover to its pre-pandemic success of attracting 4m visitors, bringing £300m and 6000 jobs to the local economy, but will deliver a step change in the destination's ability to attract new audiences, both domestic and international. In particular, it will provide the platform to develop a compelling pre and post travel offer to domestic and international visitors, in particular cruise passengers.

This project, sitting as it does alongside the wider ambitions to redevelop the port and install a cable car to the castle, will provide a platform to re-develop Dover into a world-class port, worthy of global Britain.

Yours faithfully,



Deirdre Wells OBE
Chief Executive

Visit Kent Limited is a public/private sector partnership supported by Kent County Council, Medway Council, the District and Borough Councils and the leading private sector tourism businesses in Kent

Visit Kent is a Company Limited by Guarantee No 4400592. VAT Reg No 304 0153 66 Registered Office: 10 Best Lane, Canterbury, Kent, CT1 2JB



Virginia.portman@nationaltrust.org.uk
Direct line: +44 (0) 1304 200005
14th June 2021

Laura Corby
Strategic Development Lead
Dover District Council
Council Offices
White Cliffs Business Park
Whitfield
Dover CT16 3PJ

Dear Laura

Levelling Up Fund

It was very interesting to speak to you yesterday and to hear of your ambitious plans to maximise the benefit for Dover from the levelling up fund, were you to be successful in your bid.

As longterm and closely linked partners, the National Trust would be very supportive of any initiative that brought vibrancy back into the town, improved access, protected our heritage assets and contributed to the economy of the town and its surroundings.

I send you every good wish and look forward with interest to hearing about your progress.

Yours sincerely,
Virginia Portman
Virginia Portman
General Manager

National Trust
White Cliffs of Dover
1 Centenary Cottages
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Dover
Kent
Tel: +44 (0)1304 207326
www.nationaltrust.org.uk

President: HRH The Prince of Wales
Chairman: Tim Parker
Director-General: Hilary McGrady
Director for London and South East: Nicola Briggs

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Kent CT16 3EH
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Mr Tim Ingleton
Head of Inward Investment and Tourism
Dover District Council
Council Offices
White Cliffs Business Park
Dover
Kent CT16 3PJ

14th June 2021

Dear Tim

Re: Levelling Up Fund Application

The Dover District Chamber of Commerce has monitored the economy of the Dover District since the year 1850 and we continue to take a close interest in developments in our area. With our sister body, the Thanet & East Kent Chamber we promote profitable trading and job creation throughout East Kent

We have read with close attention the document "Dover's ambitions for the Levelling Up Fund" which addresses a significant opportunity to boost enterprise in the area and reduce unemployment which at 11.1% for 18 – 24 year olds is markedly above the figure for Kent (9.3%) and other districts in East Kent such as Canterbury (4.4%). [ONS, 17 May 2021]

Dover is the busiest passenger port in the UK but historically has failed to capture the tourist trade its location merits. The closest part of mainland Britain to continental Europe, Dover is in a prime position to not only capture passing trade but to stimulate destination targeted visits from across Northern Europe. Although Dover Castle attracts day visitors, improvements at our other local heritage assets, such as Western Heights, could tip the balance in provoking overnight stays which have such a dramatic effect on subsequent spending. The proposed remodelling of shopping areas will add a further boost to the retail offer to cruise ship passengers who to date tend not to expose their credit cards until they reach other ports on their journey, many of which are overseas.

Dover District Council has demonstrated its business-friendly intent and competence in supporting The Open in Sandwich next month. You can rely on our continuing wholehearted support in making the most of any government assistance from the Levelling Up Fund.

Yours sincerely
David Foley
David Foley
Chief Executive

Research Office: Innovation House, Discovery Park, Ramsgate Road, Sandwich, Kent CT13 9FF.
Thanet Office: Kent Innovation Centre, Millennium Way, Broadstairs, Kent CT10 2QQ.
Company Registration Number: 87634. Registered address at Research Office.



Laura Corby
Strategic Development Lead (Leisure)
Dover District Council
Council Offices,
White Cliffs Business Park,
Whitfield,
Dover
CT16 3PJ

14 June 2021

Dear Laura

Thank you for engaging and consulting with us as a stakeholder in the District Councils bid under the Levelling Up Fund for an integrated package of investment in Dover town centre and on the Western Heights.

The Western Heights Preservation Society (WHPS) have a recognised and well established 20 year contribution to publicising, protecting, and preserving the unique historic elements of the Heights through voluntary and community engagement.

We are of the opinion that the Councils proposals will complement and add value to the work already done. The bid as presented is consistent with our charitable constitution and are happy to support the broad concept of the proposal as outlined.

We recognise these are early proposals and would welcome the opportunity to work with partners in support of the bid as it is refined and developed.

Yours Sincerely
M Orchard
Mick Orchard
Treasurer
Western Heights Preservation Society

info@doverwesternheights.org www.doverwesternheights.org www.facebook.com/groups/westernheights

The Western Heights Preservation Society is a registered Charity in the UK
(Charity Number 1135556)-WHPS, C/O Dover Museum, Market Square, Dover, CT16 1PH



Ramsgate Road,
Broadstairs, Kent,
CT10 1PN
E info@ekcgroup.ac.uk
T 01843 605 040
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To whom it may concern,

I am writing as the Chief Executive Officer of EKC Group, which includes Dover Technical College, Ashford College, Broadstairs College, Canterbury College, Folkestone College and Sheppey College. Collectively we serve more than 12,500 students across our Group, of which Dover Technical College is a substantial and growing part.

EKC Group would like to express its support for Dover District Council's proposed Levelling Up Funding application. The fund represents a major opportunity for Dover's vibrant and entrepreneurial community which is rightly recognised by Government as a priority location for investment.

This is an ambitious proposal that is underpinned by a strong theme of heritage and culture, adding value to Dover's existing rich historical interest and contributing significantly to the long-term vision of the town. As a key stakeholder within Dover District and the wider east Kent area, we are fully supportive of this investment in transforming the town, sowing the seeds of economic success and acting as a catalyst for both investment and regeneration for the whole district, which will impact positively on our students and their future career opportunities.

Yours sincerely,
Graham Harvey
Graham Harvey, DBE
Chief Executive Officer
EKC Group

EKC Group
Ramsgate Road, Broadstairs, CT10 1PN




Please reply to
Derek Leach, Chairman
24 Riverdale
River, Dover CT17 0QX

01304 823926
derekriverdale@btinternet.com
12 June 2021

To Whomever it may concern

LEVELLING UP FUNDING

The Dover Society is pleased to support the Dover District Council's bid for Levelling Up Funding for Dover Town Centre. As a Civic Society we have long been concerned about the desperate need for regeneration of our Town Centre and we very much welcome the opportunity to bid for funds that would certainly address those needs.

The Dover Community is more than ready to engage in the development of the Dover Town Centre that has, since the middle of last century, struggled to achieve its pre-second world war potential. There is untapped energy and commitment from the people of Dover and Levelling Up Funding would inspire and motivate them to engage with any opportunity that results in long awaited prosperity. Initiatives such as linking the Western Heights developments with the town centre reflects the transformational vision that would result in the first steps to achieving that prosperity.

The Levelling Up criteria reflects The Society's objectives to secure development and improvement of features of historic or public interest and a commitment to the belief that a good environment is a good investment. The Society, with its 470 members, considers its support of this Bid of worth as is evidenced by its work. This includes reviewing Conservation areas, involvement with the refurbishment of Dover Town Hall, its diligent and long-standing review and comments on Planning Applications and local plans, as well as promotion of Dover as a place to live and visit. In addition, The Society continues to erect Blue Plaques, organises and facilitates the Town Hall Guided Tours, has implemented the Bluebird Trail and leads on Dover's Heritage open days.

The Dover Society would be only too pleased to provide anything further that may assist in this bid opportunity. We look forward to supporting the Dover District Council succeeding in its aims to stimulate and develop the local infrastructure that includes transport, housing, community, economy, and tourism.

Kind regards
Derek Leach



DOVER TOWN TEAM
Dover Town Team Chairman
Mr. John V Angell
36 Biggin Street
Dover
CT16 1BU

Laura Corby
Strategic Development Lead (Leisure)
Dover District Council
Council Offices, White Cliffs Business
Park, Whitfield, Dover CT16 3PJ

Date:12/06/2021

Dear Laura

I was happy to represent the 'Dover Town Team' as Chairman at the recent meeting regarding the Dover District Council's project 'England's Gateway' for the Governments Levelling up Fund.

The Dover Town Team is an organization of Dover business people who give their time freely with the goal of improving the commercial climate of the town centre particularly the retail areas of the 'Old Town' centre. We have, as you know recently been instrumental in gaining a £2.5 million Coastal Community fund grant for the improvement of the market square linking the St James development to the old high street area. We are working in partnership with Dover District Council and Kent County Council to implement this ambitious plan. Regarding our organizational remit we can only support projects that directly improve the environment and bring more commercial opportunities to the Dover Town Centre.

The elements of the Levelling up project as discussed are:

The Western Heights Culture – Featuring a park, amphitheatre and memorial to Dame Vera Lynn. This is to be sited on the western Heights above Dover town centre at the top of the Grand shaft. From our point of view this project could be of immense benefit to the town if the infrastructure linking it to the town were improved via Military Hill and the South Military road. We would expect the project to include an inducement for visitors to visit the town centre maybe a multi-ticket to give access to a permanent 'Helfire Corner Exhibition at the local museum or the like. An improved pedestrian access from the town to the memorial park would also be essential. We would also suggest improvements to the access and condition regarding the Drop Redoubt, the Gun Sights and the Grand Shaft to improve the draw to the area. It is imperative that as with Dover Castle and the Docks any visitors do not by-pass the town.

We would be happy to support this unique project including links as identified above (or more!) with the town centre which is our area of interest.

Targeted Town Centre Investments – The formation of a fund to purchase property in the Dover town centre, to develop the upper floors to much needed affordable accommodation and providing ground level units for commercial enterprise.

We would be very happy to support such investment in our town centre but with some constructive ideas to make it more effective, less of a financial risk and not just create more empty units as we have seen in the St James development recently.

1/ If they are to be let successfully units these days must not only have realistic lease agreements but have refits suitable to the high street area and to the leaseholder. Empty shells will not cut it in today's commercial environment.

2/ It is important that the fund be run by a separate Public/Private organization capitalizing on the experience already on the ground in the local area. Consultants of variable skills may often fritter away public money on ideas and advice that are generic and not cost effective, you already have a local pool of expertise at hand. Many local voluntary organisations and business professionals would be far better placed to plan and implement such a project in partnership with executives and elected officials at DDC.

3/ It is to the eternal shame of many Doverians that Bench Street, the arterial link between the town centre, our new improved Market Square project, The St James Development and the Dover seafront with all its recent fantastic improvements by DHB looks like 1970's downtown Beirut. This vista that can be witnessed by every car on the by-pass, every visitor to the town and St James. It has war damaged buildings and property that was demolished over 40 years ago or derelict. This must be included in any property purchase for re-development surely?

With these important and practical points taken on board we would be happy to endorse this levelling up investment in our town centre.

Historic Connections - It is essential in our view that one of Dover's unique features that has lain obscured for decades is re-developed for potentially game changing tourism in the centre of our town. The Roman Painted House is currently an eyesore of a shed type building hidden in an obscure lane off the main shopping street in Dover. There are also the foundations of a Roman bathhouse buried under the 'roman lawn' leading directly off the Market Square that is not open to the public. The visitor numbers to this glorious villa are pitiful even if you include school visits it is currently the very opposite of an attraction.

As it has not been possible to hand it to a specialist organization (English Heritage/Tussauds group etc) who could develop its full potential for our town then an excellent first phase would be a new impressive entrance to the villa via the Roman Lawn from the Market Square. It would be advisable to undertake the re-excavation of the architectural features and covering them with a transparent walkway so that for the first-time visitors and locals can see them. A good example is the Roman visitor attraction in Bath. The rest of the area would be ideal as the hub for Roman Festivals, displays, re-enactments, a shop, picnic areas. The Roman Painted House is a tourist attraction that any town would want to develop especially in their town centre. The Town Team fully understands why it has not been done in the past but there is no excuse for not developing it now.

We fully support this as a phase one re-development of this wonderful Dover/national hidden gem especially as it links perfectly with the new improvements ongoing in the Market Square.

Finally, the Town Team would like to say that from local voters points of view taken from comments we observe from our daily work in the Dover town centre, the concerns surrounding not making the most of Dover's unique historical heritage and the run down Bench Street areas are the topics for most complaints! Doverians don't want to re-build a new town, they want to make the most of their unique history, improve the environment and bring in more tourism, prosperity and jobs. A flowing link from the seafront with its piers, beach, promenade and marina to the St James Development, the Market Square, the High Street and Historic Dover would seem to be an opportunity too good to miss.

Good luck with your projects and we would be happy to help in any way that we can to make this happen in a cost effective, impactful and imaginative manner that would benefit the people and the Town of Dover.

Warmest Regards



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CO-INNOVATION

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01304 228 938
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12th June 2021

TO WHOM IT MAY CONCERN
MHCLG

RE: LEVELLING UP FUND - APPLICATION BY DOVER DISTRICT COUNCIL

DBL Trading CIC is a Dover based and locally owned Community Interest Company, whose aims are to help strengthen the Dover economy by providing opportunities for local entrepreneurs to start and grow businesses to a point they can be self-sufficient and take space on our high street; and to provide support and project management assistance to other companies and organisations who have similar objectives through tourism and property redevelopment.

We understand that the Dover District Council (DDC) is submitting an application to MHCLG for finance from the Levelling Up Fund in order to implement a three-part project aimed at making Dover a better place in which to live, work, play and to visit, all based around the theme of Heritage and Culture.

Historic Connections
The people of Dover have a long-term ambition to see the Roman Painted House – the finest example of its kind in northern Europe – be housed in an environment that suits its status and shows this heritage to its best advantage. As a precursor to this aim, DDC are wanting to improve access to and connectivity with the site and at the same time ensure that future project elements, such as further archaeology and a new enclosure building, can be implemented without further disruption. At this stage we are unaware of the detail of any future plans for the property, but on the basis there is a real desire to meet the people of Dover's ambitions to re-invigorate the Roman Painted House offer, we support this preliminary phase. The Dover Society led on an app based "Bluebird Trail", a self-guided walking trail exploring the long and rich history of the town and port of Dover. Since its inauguration, there have been a number of infrastructure modifications and within any programme of signage and wayfinding improvement, appropriate modifications should be made to bring this important tourism tool up to date. We support any improvements that help visitors navigate our town and its heritage.

Targeted Investment
Dover Town has a layout that consists mainly of a two mile long high street with very little breadth that is now seriously suffering from the change in shopping habits. In order to rescue it from continuing decline there needs to be an urgent and drastic reassessment of the quality and use of properties bordering the high street. Many properties are owned by out of town, out of UK, landlords who have allowed their buildings to fall into disrepair and/or have not kept abreast of the requirements of buildings in their ownership. The Dover retail market now has no need for multi-floored properties,

Directors JV Angell MK White	Reg Office 41 Castle Street Dover CT16 1PT	DBL Trading CIC Co Number: 11709254  
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CO-INNOVATION



indeed the small successes experienced by us in Dover indicate smaller retail spaces are preferred. Hence there are many buildings that can be re-purposed with upper floors being converted to residential use, thereby, as a side product, providing opportunities for an evening/ night time town centre economy to flourish. One method of achieving this objective is to follow the example of a local charity whereby available funds are utilised to purchase outdated and underused properties, redevelop and refurbish in a style appropriate to their surroundings and history, before putting the properties back into private ownership. A programme such as this should not be implemented haphazardly but should be conceived so as to have relevance to, and be in accord with, other improvements to the environment, public realm and locality. This requires the accessibility to a revolving fund and the setting up of such a facility in Dover would be supported.

Western Heights Culture
To the west of Dover, on the cliff-top, there is a plot of land, in the ownership of DDC, that is presently under-used, albeit open to the public and accessed by a number of paths. In the past, proposals for its use have been put forward but have come to nothing. DDC now have proposed to turn this area into a public park at some significant cost. Whilst in itself a park can contribute to the wellbeing of its people, Dover has a number of more accessible parks and spaces and so an additional one needs to fulfil more than a basic health need. The site sits to the north of the Grand Shaft, a unique 1800s triple spiral staircase used as a defence system for the rapid movement of troops, and to the south-west of the Drop Redoubt, a Napoleonic era fortification. A project that provides a pedestrian route connecting the port/cruise terminals, the Grand Shaft and the Drop Redoubt would be welcome, particularly if combined with an information centre, gift shop, café and bus stop cum drop off/pick up point. There would be a need to ensure a pedestrian friendly means of crossing the dual A20 which is seen as a barrier between the port and the town. Consideration should also be given to a regular transport artery between the town centre and this area as that would provide the necessary connectivity with the town thereby enabling some benefit to be gained by the town from visitors. Details of the proposed Events venue are scant, but it needs to be securely anchored to a relationship with the town centre. Experience shows that attractions on the town periphery bring little or no advantage to the businesses at its centre and townsfolk in general, so if a project can be designed which will bring benefit to the town in addition to the land owner, rather than being just another out of town space, then it would receive our support.

The people of Dover have great imagination and ambitious ideas for what our town needs but in the absence of any fairy godmother, have to rely to a large extent on funding controlled by others in order to bring our vision to fruition. DBL Trading supports any well-conceived and developed projects that makes our town the place we want it to be.

Yours faithfully

Martina White
Director
DBL Trading CIC

Directors JV Angell MK White	Reg Office 41 Castle Street Dover CT16 1PT	DBL Trading CIC Co Number: 11709254  
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LoveDover
(A Charitable Incorporated Company)

Mrs Laura Corby
Strategic Development Lead (Leisure)
Dover District Council
White Cliffs Business Park
Whitfield
Dover
Kent CT16 3PJ

14 June 2021

Dear Mrs Corby

Re: Levelling up Fund – Dover 2021 Application Round One

We have been appraised of the proposals our District Council are submitting in application to the Levelling up Fund, Round One.

We look forward to working with Dover District Council in the pursuit of unlocking our heritage assets within the town centre, for the benefit of Townsfolk and Tourists alike.

Kind regards

Yours sincerely

Simon Crowley
Trustee
LoveDover Regeneration Company

 LoveDover Regeneration Company is a Registered Charity no. 1170981
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To whom it may concern

Accountable Body for the Levelling up Fund.

Project: England's Gateway project package in Dover.

I hereby confirm that Destination Dover support Dover District Council with the England's Gateway project application to the Levelling up Fund.

Their application with the objective to link existing under developed heritage/visitors assets to increase economic and community wealth-building in the town of Dover via 3 projects;

- Historic connections, to invest in improved access across the town, linking key nodal points (e.g. the Maison Dieu, Roman Painted House, Dover Priory station and St James) and implementing better signage, wayfinding and enhanced public realm.
- Targeted Investment, take targeted action to bring properties back into use, where this will add wider economic and heritage benefit.
- Western Heights Culture, the proposed events venue and investment in the Western Heights' defensive heritage including the unique Grand Shaft triple helix staircase.

Your faithfully,
Diederik Smet
Destination Dover Manager

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Account Director

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